



Youth Council Institute 2005 Impact Report

YCi is conducted by New Ways to Work and the California Workforce Association under contract with the California Workforce Investment Board

California's Youth Councils Enjoy Success

Over the past four years, Youth Councils across California have enjoyed great success, due largely to efforts of the Youth Council Institute (YCi), the State's technical-assistance and capacity-building strategy for improving youth services in local areas. This report outlines the impacts that YCi has had, and describes how local Youth Councils and practitioners have applied YCi's lessons in their communities. The "Impacts in Short" box at the right summarizes these impacts, while the Local Highlights throughout this report illustrate the great progress that has been made in California.

"YCi has been extremely valuable to those areas that have taken advantage of the resources. You all should be highly commended for your work."

Local Youth Councils across California are focusing on implementing effective employer engagement strategies, creating comprehensive youth-serving systems, and leveraging WIA youth dollars to better serve WIA-eligible youth in the context of a comprehensive system that aims to serve all youth. This approach, referred to as "All Youth-One System" (AYOS), is at the core

of YCi's technical assistance and support strategies.

Local Youth Councils are currently seeking guidance and assistance to continue to implement and move toward this vision as they adapt to the changing workforce system and address new state and federal priorities. They specifically are asking for assistance with:

- Implementing the youth components of California's new two year plan;
- Addressing the Governor's priorities as they relate to youth across the CWIB committees;
- Addressing USDOL's *Common Measures* impacts;
- Addressing WIA Reauthorization issues and impacts; and
- Addressing USDOL's *New Vision for Youth* priorities, including
 1. Serving highly targeted populations;
 2. Connecting out-of-school youth to alternative education;
 3. Creating effective, employer demand-driven youth programs; and
 4. Focusing on performance.

IMPACTS IN SHORT

- Youth Councils are using YCi to improve delivery of WIA services.
- The "All Youth-One System" approach is working throughout California.
- California WIA dollars are leveraging other youth service funding streams and beginning to have an impact on other youth systems.
- The "All Youth-One System" approach is spreading beyond Youth Councils.
- YCi has resulted in increased youth involvement on local Youth Councils.
- The California YCi approach is having impact on other states.

Youth Councils are Using YCi to Improve Delivery of WIA Services

Ninety-eight percent of California's Youth Councils directly participate in YCi activities, and all of the State's Youth Councils regularly receive information and other resources from YCi.

Since September of 2001, 49 of California's 50 Youth Councils have participated in one or more YCi activities or events, or networking opportunities.

Strategic Planning Institutes

Youth Councils participated in three Strategic Planning Institutes held in 2002 and 2004.

Regional Workshops, Seminars, and Forums

Youth Council staff and members, local service providers, and WIB Chairs and members participated in 15 regional workshops in the following topics:

- Coordinated Services: The Daisy Wheel Model
- Youth Cultural Competence
- Engaging Workplace Partners: The Role of the Engagement Specialist and Characteristics of Effective Organizations
- Involving Youth in Organizational Planning, Policy, and Decision-Making
- Coordinating Youth Services

Team Leader, Youth Practitioner, and Statewide Network Meetings

YCi Network members participated in 17 Team Leader, Youth Practitioner, and Statewide Networking meetings, convenings, and conference calls to discuss needs of service providers and Youth Councils, and to inform YCi network activities.

"All Youth-One System" Annual Conferences

YCi Network members participated in four "All Youth-One System" Youth Conferences, held in various California locations. Two AYOS conferences have featured Youth Council Showcases, and all four have included YCi Network convenings and activities. In 2005, Youth Council staff and members, and youth and young adults participated in the planning of the Institute.

Content Conference Calls

YCi Network members participated in 17 content conference calls focused on the following topics:

- Asset Mapping
- Youth Council Membership and Outreach
- WIA Reauthorization
- WIA Eligibility Criteria and Documentation



**YCi WINS THE
“ARCHITECT OF
CHANGE:
INNOVATION IN
CUSTOMER
SERVICE” AWARD**

The National Association of Workforce Agencies (NASWA) and US Department of Labor’s Architect of Change Award recognizes creativity and innovation in serving customers of the employment and training/workforce investment system, with an emphasis on customer indicators of quality and success.

The Youth Council Institute was proud to receive this award in recognition of YCi representing a “new idea for states in the workforce development system—that of being a collaborative partner with third-party organizations in encouraging local providers and systems in pursuing a broad agenda— well beyond basic compliance....

YCi participants have consistently reported that the YCi experience and tools have helped move their work significantly forward.”
Source: U.S. Department of Labor and National Association of State Workforce Agencies: *2002 National Customer Service Awards*, Washington D.C., 2002.

Content Conference Calls cont.

- Recruiting Out-of-School Youth
- Follow-up Services
- Elements of a Comprehensive Youth-Serving System
- Engaging Workplace Partners: The Role of the Engagement Specialist
- Characteristics of Effective Organizations - Engaging Workplace Partners
- Involving Youth in Organizational Planning, Policy, and Decision-Making
- ETA Management Information and Longitudinal Evaluation
- Engaging Out-of-School Youth and Connecting to Alternative Education and the New Strategic Vision for WIA
- Involving Youth at the “All Youth-One System” Conference
- Coordinating Youth Services

Design Team Meetings and Field Reviews of Frameworks

YCi Network members have participated in three meetings to review and provide feedback for the revision of YCi frameworks and tools.

Youth Involvement and Youth Activities

Youth and young adult members of Youth Councils or WIA youth from local service providers have participated in nine YCi events:

- Youth Development Summit
- Youth Advisory Council Planning Meeting
- Involving Youth in Organizational Planning, Policy, and Decision Making Workshop
- Youth Perspective Workshop
- YCi & Youth Council Orientation for Youth Workshop
- “All Youth-One System” Youth Conferences

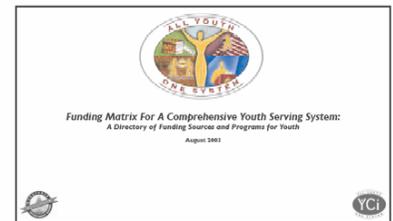
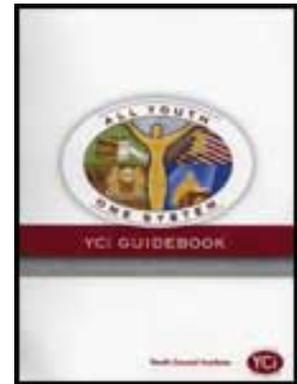
Targeted Technical Assistance

On an as-needed basis, over 20 Youth Councils from across the state have contracted with New Ways staff to provide targeted technical assistance to support their activities:

- Targeted strategic planning and regional coordination using YCi frameworks, assessments, and workplans to individualize strategies within their communities (Sonoma County, Orange County, and Santa Ana)
- Community resource mapping (San Bernardino, Orange County, and San Diego)
- Regional symposiums and other large-scale community awareness activities (Long Beach and Sonoma County)
- Local and regional capacity building and coordination (San Luis Obispo, L.A. County, Orange County, Region One, San Diego, Willits, Tulare, and Alameda)
- Planning, facilitating, and supporting Youth Council retreats (San Diego, Region One, and Orange County)

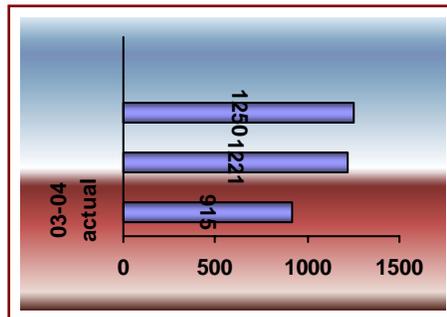
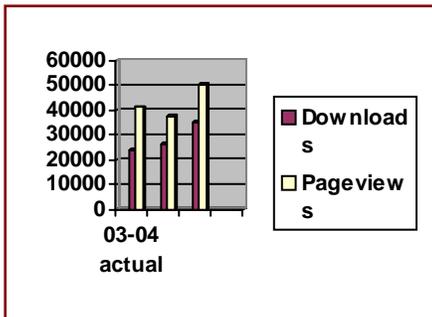
Resources and Publications

- Distribution of over 1,000 printed and 3,136 digital *YCi Guidebooks*
- Bi-monthly publication of the *YCi Reporter* electronic newsletter
- Monthly publication of *New Ways Resources, Funding Opportunities, and Events* newsletter
- Publication of *YCi Ideas* and *Highlights* sharing local strategies of Youth Councils on the topics of: engaging and involving youth on Youth Councils, engaging hard-to-serve populations, coordinating services with the child welfare system to support foster youth, and coordinating services with schools
- Publication and distribution of over 500 *All Youth-One System: 50 Youth Stories*
- Publication of the *Funding Matrix for a Comprehensive Youth-Serving System*
- Refinement and revision of Elements of a Comprehensive Youth-Serving System frameworks and tool sets
- Development of new frameworks and tools in a variety of content areas including Engaging Youth on Youth Councils, Coordinating Youth Services, Engaging Employers and Workplace Partners, and Supporting Quality Work-Based Learning Opportunities



Youth Council Institute Listserve

In just the past nine months, since July 2004, over 650 individuals have participated in YCi’s regional workshops, the AYOS conference, and content conference calls. There have been 26,594 downloads of YCi materials from the project website, already surpassing last year’s total of 23,823 downloads. In addition there have been 37,800 YCi website page views. The list serve continues to grow monthly as well. Currently 1221 individuals are subscribed to the list serve.



The “All Youth-One System” approach developed by YCi is working throughout California

Seventy-six percent of Youth Councils in California are using the “All Youth-One System” (AYOS) approach. Sixty-four percent report that they have formally adopted AYOS, and an additional 12% indicate that while they have not formally adopted the frameworks, they use the tools and principles to guide their work. More and more Youth Councils report that they have developed and applied strategies to implement “All Youth-One System” to better serve youth in their communities. While some councils are still struggling to identify resources to implement the AYOS vision, many have leveraged community resources to serve the most vulnerable youth within a context of a whole system. Others have influenced how providers approach their work and build community connections for the youth they serve and many have used the approach to structure the strategic operations of the Youth Council.

Local Highlights

Merced County has had success partnering with the Juvenile Justice system to better serve court-involved youth.

Tulare County uses the YCi tools and AYOS frameworks for strategic planning and evaluation. They focus primarily on system-building and developing linkages with other programs and systems such as the foster care system. They now have more co-sponsored activities and events, cross-training of staff and leveraging of non-WIA funds.

San Diego County has been able to continue the intermediary aspects of their School-to-Career system. They are starting to explore targeted interventions using the AYOS approach.

Verdugo has WIA providers present their program reports to the Youth Council in AYOS terms.

San Joaquin County has established workshops open to all youth and works with partners to identify other youth services available in the area.

Santa Barbara County has had success collaborating with area school districts in providing better coordination of one-stop services.

“ALL YOUTH-ONE SYSTEM” FRAMEWORKS ADOPTED BY:

- California State Youth Council
- The State Interagency Team (Department of Social Services, Child and Family Division; Department of Social Services, CalWorks Division; Department of Health; Department of Rehabilitation, Alcohol and Drug; Mental Health; California Department of Education; Attorney Generals Office; Employment Development Department; and California Workforce Investment Board)
- Improving Transition Outcomes for Youth with Disability Advisory Committee
- Alameda County Youth Policy Council
- City of Anaheim Workforce Development Division
- Contra Costa County Workforce Development Board, Youth Council
- Foothill Employment and Training
- Fresno County Workforce Investment Board Youth Council
- Humboldt County WIB Youth Council
- Imperial County Youth Council
- Greater Long Beach WIB Youth Council
- City of Los Angeles Youth Council
- Los Angeles County Youth Council
- Madera County Youth Council
- Marin County Youth Council
- Mendocino County Youth Council
- Merced Department of Workforce Investment Board
- Monterey County Workforce Investment Board
- Napa Valley Workforce Investment Board
- Orange County Workforce Investment Board
- City of Richmond Youth Council
- Riverside County Youth Council
- Sacramento Employment and Training Agency
- San Diego School to Career Youth Council
- San Joaquin County WorkNet
- Santa Ana Youth Council
- Workforce Investment Board of Santa Barbara
- Workforce Santa Cruz
- SELACO WIB
- Sonoma County Youth Education & Employment Services Council
- Sonoma County Office of Education
- South Bay Youth Council
- Tulare County Workforce Investment Department
- County of Ventura Youth Council
- Verdugo School-to-Career Coalition
- Yolo Youth Opportunity Council

WHAT PEOPLE ARE SAYING...

“Love the service you provide.”

“Thank you for support and assistance.”

“Thank you for your patience and ongoing support to help us get engaged!”

Orange County has been able to leverage funding and other resources to serve non-WIA youth. They feel they have better collaborations in place as a result of the AYOS approach.

Southeast Los Angeles County (SELACO) has integrated the AYOS framework into their vision and strategic plan, which has helped them to frame and pursue their goals. This broader youth agenda has supported SELACO in developing programs to effectively support both in- and out-of-school youth.

Anaheim has been successful in involving a greater number of youth in designing the system. They have also been able to convene and provide outreach to groups not previously connected to the Youth Council.

North Central Consortium reports that the AYOS concept has helped them continuously discuss the needs of youth in their community and how best to serve them.

California WIA dollars are leveraging other youth service funding streams and beginning to have an impact on other systems.

The number of Youth Councils reporting that the AYOS concept has helped them focus on a broad youth services agenda beyond WIA programs has increased from 69% to 72% in the last two years. Examples of this impact become more concrete as Youth Council members and staff network with other Youth Councils, participate in workshops and trainings and other capacity-building activities that help them translate the “All Youth-One System” approach into solid workplans and practical action steps.

Local Highlights

Santa Ana has increased the number of people attending Youth Council meetings and cites an increased interest from the non-workforce development sector in participating in youth service discussions. They co-sponsor an annual youth job fair and youth forum that is well attended by WIA- and non-WIA eligible youth.

Santa Cruz has conducted youth service provider fairs and produced a directory of services in order to enhance communication and networking between youth service providers throughout the county.

Alameda County has broadened their focus on youth-serving issues by partnering with community colleges to enhance secondary educational opportunities for youth.

Long Beach has had a wide array of services and resources available to youth. In addition to the WIA dedicated youth one-stop, there is a strong service mix and growing recognition in the community and city government of the fact that the structure that the system itself is critical to meeting the needs of youth.

Riverside County has worked to establish a quality assurance system starting with their Youth Opportunity Centers (WIA funded) and expanding to programs not funded by WIA. Since their Council for Youth Development adopted the “All Youth-One System” framework, all efforts have been put forth to improve the livelihood of all young people within their county, focusing on improving WIA programs by improving *all* youth programs in their area.

Los Angeles City hosts an annual Crossroads Conference, focusing on the connection between workforce development and other systems, including foster youth, youth in the Juvenile Justice System, and most recently out-of-school and out-of-work youth.

WHAT PEOPLE ARE SAYING...

“Conference calls are really helpful and improve as people become more experienced in using the technology.”

“I feel you are doing an excellent job in keeping line staff like myself very informed about youth issues. Please keep up the good work.”

“I could not answer any of the above questions because [we] have not participated in YCi activities. Not because we don’t want to, but because we have not been supported in the past with our requests...The Youth Council never received any money at all from the LWIB to attend any functions, purchase any materials, participate in any conferences, workshops, etc. Now that the new Executive Director is on board, the Youth Council members hope that many of the above opportunities can be supported with Youth Development funds from the LWIB.”

“YCI workshops are always informative and creatively done.”

“I have just started connecting with people at YCi from a workshop at the 2005 *Connected* Conference, and they are great. All AYOS materials have been extremely helpful.”

Ventura County has implemented a Network Services model of service delivery across programs.

Imperial County has implemented a “Daisy Wheel Model” of youth services in order to address services in a comprehensive fashion. They are currently looking beyond WIA to partner with Department of Social Services and other non-WIA programs to strategically serve foster and former foster care youth.

South Bay Youth Development Council has had tremendous success in leveraging resources among community-based agencies, secondary and post-secondary schools, community development block grants, city and county in-kind facilities and staff, WIA funding, and other private sector support. Every program operated under the Youth Council is highly leveraged, which helps them reach toward “All Youth - One System.” They have also been very successful at maintaining a strong community collaborative with consistently high attendance at meetings and participation in shared initiatives. Partners include community-based and faith-based agencies, probation departments, and agencies serving youth offenders, foster care youth, and other special populations.

The “All Youth-One System” approach is spreading beyond Youth Councils.

It’s not only Youth Councils that see the value of using YCi methodologies and the AYOS approach. Other youth-serving systems in communities across the state are taking notice and applying the principles to their work. As funding sources become more and more targeted (WIA included), communities that have adopted the “All Youth-One System” approach are more likely to keep their partnerships intact and to have expanded capacity to leverage resources to serve more youth. While it is impossible to know just how wide-spread the use of YCi approaches and methodologies are, a quick web search for “All Youth-One System” resulted in the following examples:

San Diego County Office of Education “Over the past two years, Juvenile Court and Community Schools has initiated through demo grants the

opening of four ‘Youth One-Stop Career Centers’ to model our program design in servicing all youth. We have served over 1,500 youth, honoring the true meaning of the logo, ‘All Youth - One System.’” This program leverages WIA, Workability and education funds. Source: <http://www.sdcoe.k12.ca.us/jccs/metro/work.asp>

Sonoma County Office of Education “Work is under way to create a network linking all programs and agencies that serve youth. Known as ‘All Youth-One System,’ this network responds to research showing that all young people need three things – a rigorous education, career preparation, and positive relationships with adults. Linking programs and services together is seen as the most cost-effective way to meet youth needs and ensure that no student falls through the cracks.” Source: *Bay Area Education Performance Profile, Bay Area Districts with High Schools*, Fifth Edition, February 2004

West Hills Community College offers an “All Youth/One System” college assistance course.

Source: www.collegenext.org/students/planning_college/college_assistance.html

Merced County 4-H offered a Summit for Youth Teens that included among other things the topic of “All Youth-One System”.

Merced County Children’s Action Plan “‘All Youth – One System’...What Works....Effective integration of services is often nested in community collaboratives with formal structures and clear expectations, and agreed upon goals and targets....Blended funding allows more flexibility of services and can permit revenue enhancements through leveraging of outside funding.... Objective 5.3. youth serving agencies and organizations increase their coordination and collaboration....” Source: *Merced County Children’s Action Plan*, September 2004, pages 50-51

Firebaugh Las Deltas Unified School District offers an “All Youth-One System” class weekly. Source: www.fldusd.k12.ca.us/fhs/Bulletin.htm.



YCi has resulted in increased youth involvement on local Youth Councils.

Seventy-eight percent of 37 Youth Councils responding to a recent survey indicated that they have at least one youth serving as a member on their Youth Council. Seventy-three percent of the Youth Councils responding to the same survey report that they implement other strategies to receive youth input to the Youth Council. These strategies include youth focus groups, surveys, independent youth advisory councils, and connections to other youth leadership bodies. Local Councils also use youth to conduct resource mapping activities, and encourage the hiring of former program members (participants) as youth advocates, outreach workers, or other program staff.

Local Highlights

Orange County, Santa Ana, and Anaheim have worked together, sharing strategies and coordinating their efforts to support youth involvement on their Youth Councils. They have made listening to the voice of youth and engaging them as members on their Youth Councils a priority.

San Diego County has developed a Youth Advisory Council made up of local youth and young adults to provide a youth perspective to the activities of the local School-to-Career Youth Council. This youth body has actively participated in youth perspective activities, facilitating workshops, and in conducting regional surveys for their regional mapping project.

Marin County has successfully engaged “non-traditional” youth on their local Youth Council by recruiting and training youth participants from their summer jobs program. By engaging youth from the juvenile justice and foster youth systems as members on their Youth Council, Marin County has been able to effectively address issues and provide better services for hard to reach populations.

WHAT YOUTH ARE SAYING...

“Overall, we think the conference was a great success. Our opinions and brilliant ideas were taken into consideration. We saw many of them get implemented into the conference.”

“This year’s conference was jazzy, spunky, well presented to include youth in all aspects as equals. It’s the best CWA a conference out of the three years I have attended.”

“The conference was so much fun and it was a great chance to meet some exceptional people that we will keep in contact with. It’s always nice to see that people still have compassion for the broken, the lost and forgotten, the youth.”

The California YCi approach is having impact on other states.

Many states are looking to California as a model for working with Youth Councils to develop Comprehensive Local Youth Serving Systems.



National Highlights

The Oregon Workforce Investment Board Youth Committee (also known as the State Youth Committee) is working to strengthen attention to the long-term issues facing youth systems and services in Oregon. As a catalyst for the development of a youth system that meets the needs of all Oregon youth, the Committee's vision of a comprehensive youth development system is framed by four themes that are the foundation of the system and basic tenets for serving all youth: employment preparation, education achievement, development and support, and leadership development. These themes and the plan itself were drawn from the AYOS systems elements and the YCi Guidebook.

The Baltimore City Action Agenda for Teen Pregnancy Prevention and Parenting "Promote a broader youth policy agenda – 'All Youth, One System' – that will work to facilitate pregnancy prevention efforts at the local and state level. This broader agenda will incorporate a positive youth development approach, particularly for out-of-school and highly vulnerable youth, across segments of government and across sectors of Baltimore City (government and private). Source: Sugland, B.W., Innocent, M.A., Ross, K. and Pelea, B. (2004) *Identifying Collaborative and Programmatic Strategies to Reduce Teen Pregnancy: A Blueprint for Change for Baltimore City*. Discussion Paper. Pages 22-23

In New York, NYATEP, the state's workforce development professional association, has widely distributed the YCi and AYOS materials to local areas and to youth providers in the state. Providers in New York City have also received training and support in the use of the YCi tools and methodologies.

The State of Vermont is using the AYOS frameworks to guide youth policy and program development.

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YCi IS A PROJECT OF NEW WAYS TO WORK AND THE CALIFORNIA WORKFORCE ASSOCIATION FUNDED BY THE CALIFORNIA WORKFORCE INVESTMENT BOARD SINCE 2000.