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THE GREATER KANSAS CITY COMMUNITY FOUNDATION AND AFFILIATED TRUSTS

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July 26, 1993

Mr. Eli Segal
Assistant to the President
Director of the Office of National Service
Old Executive Office Bldg.
Room 145
1600 Pennsylvania Ave.
Washington, DC 20500

710

Dear Eli:

It was a pleasure to get to meet you on your visit to Kansas City and to have the chance to discuss several potential connections between our work and yours. You have undertaken an important challenge on behalf of the President and we fully support the 'youthful direction' the administration is taking!

As promised, with this letter I am putting in writing my verbal invitation to speak before the Coalition of Community Foundations for Youth on October 4 or 5, 1993. The Coalition consists of more than 65 community foundations that have made long-term commitments to promoting the well-being of children and their families by putting powerful new voices to work on their behalf.

This national alliance is built on the premise that, given some assistance in building coalitions and networks, community foundations are well positioned to build the public will necessary for lasting, positive, systemic change in the delivery of services for children and families. The Coalition channels expertise and resources to members to help them become effective advocates and to move beyond conceptualization and into action. As we discussed, community foundations offer a flexible and neutral means to bring about change and may offer you and the administration a unique vehicle to connect youth-service initiatives with viable local programming.

We would be honored to have you speak to the Coalition's next national meeting, to be held in Los Angeles on October 4 and 5, 1993 at the Century Plaza Hotel & Towers. This date, unfortunately, is inflexible, as it is tied to the National Conference of Community Foundations to be held immediately afterwards. One of the themes of

this meeting is Youth Development, and a presentation from you on the national youth service initiative and opportunities for local community foundations would tie in quite nicely. I will enclose a copy of our most recent Coalition conference agenda, held in Kansas City in June, to give you a sense of the type of training and resources Coalition members are sharing. I am also enclosing a packet of materials about YouthNet, the Kansas City program we discussed when you were here.

I will call you in a few weeks to see if you are able to make this work into your schedule. We look forward to working with you on these important issues for youth.

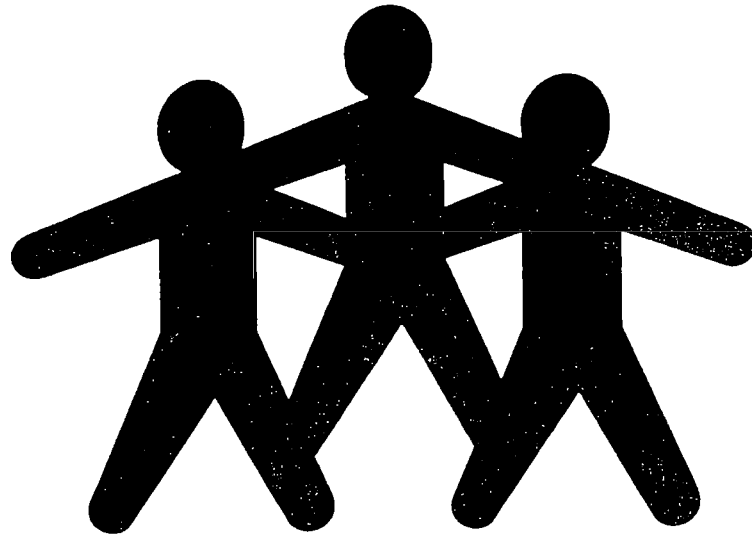
Sincerely,

A handwritten signature in black ink, appearing to read 'Janice'.

Janice C. Kreamer

enc.

cc Karen McCarthy
Becky Hornbeck



**Coalition of
Community Foundations for Youth**

**PHOTOCOPY
PRESERVATION**

Coalition of Community Foundations for Youth



Cindy Sesler Ballard
Director

1055 Broadway, Suite 130
Kansas City, Missouri 64105

816-842-4246
Fax 816-842-8079

Technical Assistance Menu

A catalog of technical assistance offered by the
Coalition's Resource Partners

Issue Date:
February 5, 1993
(revision: 3/5/93)

The Coalition of Community Foundations for Youth is pleased to release the initial publication of its Technical Assistance Menu. The menu catalogs technical assistance offered by a diverse group of Resource Partners for purchase by local community partnerships through the Coalition's Matching Grants program. Each entry includes a work plan outline, expected outcomes, capacity guidelines (where appropriate) and purchase costs.

This Technical Assistance Menu is distributed with the request for proposals for the Coalition's Matching Grants program. Community partnerships are encouraged to use the menu and grant together to design for themselves a highly customized technical assistance package.

When reviewing the items listed, please bear in mind that the descriptions, work plans and associated costs are a starting point. National staff will assist applicants in building the most appropriate work plans and technical assistance packages between each community partnership and Resource Partner.

Finally, we regret that the menu lacks any technical assistance specifically focused on cultural diversity issues. We are seeking such assistance for inclusion in future publications of this menu, and would appreciate suggestions from the Coalition membership and Resource Partners.

Academy for Educational Development/Center for Youth Development

Bonnie Politz or Elaine Johnson
202-862-8820

Washington, D.C.

The Academy for Educational Development (AED) is an international, not-for-profit educational planning and consulting organization with offices in Washington, D.C. and New York City. Founded in 1961 to help U.S. education institutions develop long-term educational, administrative and financial plans, AED now works in over 100 countries in education, arts and sciences. In 1990, AED established the Center for Youth Development and Policy Research in response to compelling need to define and promote national and community strategies for positive youth development. The chief goal of the Center is to create and advance a vision of youth development that specifies not only outcomes but strategies as well.

CFYD01

Convening, Strategizing and Developing a Substantial Agenda Addressing the Needs of Youth

Description

Develops a sound youth development framework -- and its integral philosophical concepts, principles and strategies -- that helps guide policy and programmatic decision making and provides the language and vision for a community mobilization that promotes the needs of youth.

Work Plan

The Center will review the local partnership's materials, background, goals and accomplishments, and share appropriate Center documents in advance of an initial planning telephone conference. On-site training can include speeches, moderating panels and/or consulting on public education efforts. Follow up includes a conference call on applying the technical assistance. The time frame can vary from one day through several days over a negotiable period of time.

Media How-To ☐

Coalition Building ☐

Board Readiness ☐

Awareness Model ☐

Service Systems Strategy ☒

Other Skills Building ☐

\$1,000 per day*

*Per diem for two member technical assistance team; does not include travel and other significant expenses.

Benton Foundation, The

Karen Menichelli
202-857-7829

Washington, D.C.

The Benton Foundation encourages the use of techniques and technologies of communications to advance the democratic process. The Foundation works with public interest organizations to help them gain an effective voice for social change. Established in 1980, the foundation decided in 1989 to focus its resources on operating projects which staff initiate and direct, rather than grantmaking. One of the foundation's primary programs is to provide technical assistance and media resources to nonprofit public interest organizations for advocacy campaigns, including its recently published media guides, "Strategic Communications for Nonprofits." The foundation has made a commitment to working on children's issues.

BENT01

Strategic Communication Workshop and In-Service

Description

Over the course of two days, participants will learn the process of strategic communications planning and emerge with the outline of a specific strategic communications plan.

Media How-To ☒
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☐
Other Skills Building ☐

\$2,500*

Work Plan

The two-day on site workshop package focuses on strategic communications planning, including overview of the process and potential products available, and three case studies (day one), and an intensive strategic planning consultation, including problem identification, resources and opportunities, discreet communications objectives, and development of a communications calendar (day two).

*Not including travel costs from Washington, D.C. and accommodations.

This kind of intensive intervention can be used by beginning coalitions or more advanced coalitions.

BENT02

Communications Conference and Tutorial Series

Description

Using readily available (yet underexploited) technology to provide access to experts and eliminate travel costs, participants in this group training will gain exposure to new communication skills and problem-solving techniques through a series of expert-led telephone conferences and computer-assisted follow up. Topics include: releasing polling data, how to piggyback on breaking national news, editorial board visits, and placing public service announcements.

Media How-To ☒
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☐
Other Skills Building ☐

\$3,750*

Work Plan

Over the course of a year, there will be six expert-led telephone conferences, each focusing on a specific communications topic. Between conferences, participants will electronically post relevant materials, ask follow up questions and access materials reviewed by the experts and participating colleagues "on-demand" through an interactive computer bulletin board network.

*Priced on a sliding scale based on actual number of participating communities; price listed is based on the minimum of six participating sites.

A minimum of six participants is necessary to ensure an active conference.

BENT03

Jump Start Your Communications Program

Description

Two months of extensive assistance in building a media plan for a series of local events over a two-day period featuring celebrity child advocate Bob Keeshan. The plan will be designed to saturate the media with a single message that renews public and media interest in the issues facing children and positions local work as part of an important national issue. With proper communications planning and follow-up, such an event can effectively open new doors and help sustain media and public interest. A two day visit by Bob Keeshan; one month (up to 10 hours) of media advance consultation, directed to specific media materials and planning; one month (up to 6 hours) of follow-up consultation, directed to specific objectives of the coalition.

Work Plan

A two day visit by Bob Keeshan; one month (up to 10 hours) of media advance consultation, directed to specific media materials and planning; one month (up to 6 hours) of follow-up consultation, directed to specific objectives of the coalition.

Assumes designation of a media liaison, and that all Benton Foundation participation is media-oriented. Subject to Keeshan's availability and must be booked at least three months in advance.

Media How-To ☒
Coalition Building ☐
Board Readiness ☐
Awareness Model ☒
Service Systems Strategy ☐
Other Skills Building ☐

\$17,500*

*Excludes all event-related costs; includes Keeshan's visit, airfare, hotel, plus all consultations.

BENT04

Press Relations Consultation and Tutorial

Description

Partnerships will receive individualized public relations counsel from experts knowledgeable in children's issues. Includes a professional review, critique and refinement of media materials, and techniques for adapting traditional tools (news releases, facts sheets) to an expanded set of media materials (op/eds, edit memos, please note memos) to maximize news coverage. All resulting products are posted to a computer bulletin board network for "on-demand" access and review by interested community coalitions.

Work Plan

Six months of expert advice and assistance in the development and refinement of up to four media products per month (up to eight hours per month consulting time) via computer, phone and fax. The finished products will be placed on a computer bulletin board network for sharing among participants and as models for other Coalition members.

Assumes designation of a media staff person; can be adapted for any level of expertise -- beginner to sophisticate.

Media How-To ☒
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☐
Other Skills Building ☐

\$3,500 - \$6,600*

*Priced on a sliding scale based on the actual number of participating communities.

BENT05

Communication Problem Solving

Description

Deployment of a task force of senior communications experts to help a community partnership think through all the communications options and ramifications for a particular problem or opportunity. The resulting solution or series of options forms the basis for a solid, comprehensive, and strategic communications plan.

Work Plan

A half-day telephone conference, tape recorded for follow up, with three to four communications experts who are fully briefed on the community coalition and are familiar with children's issues, resulting in a jointly crafted plan of action. An "on-site" option is also available.

Media How-To ☒
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☐
Other Skills Building ☐

\$1,600*

*For on-site option, add costs for travel from Washington D.C. and accommodations for 3-4 individuals.

Center on Budget and Policy Priorities

Elise Saltzberg
202-408-1080

Washington, D.C.

Started in 1981, the Center works to reduce poverty in the United States -- especially for families with children -- through reorienting federal and state budget priorities and through improvements in public policies and more effective operation of service programs. The center develops education, media, legislative, technical assistance and other strategies to achieve these goals. Working at the national and state level with advocacy groups, community coalitions, and state and local administrators, the Center's activities range from research and analysis to advocacy and technical assistance.

CBPP01

Creating a State Budget and Tax Analysis

Description

Senior Center staff will assist the community partnership with the research and analysis of state and/or local tax and budget issues -- giving specific emphasis to these policies' impact on low income families with children -- for the development of a state specific report or other materials used to educate community leaders, the public and the media.

Work Plan

Includes assistance with comprehensive research and analysis of state and local budget and tax policies (up to three weeks of researcher's time), and direct assistance with the design, content and positioning of a report or other public education materials based on these policy analyses (up to one week of state fiscal project director's or assistant director's time). May include one or more on-site meetings.

Recommended for a state where reforms are attainable or severe cuts are threatened; willingness and ability to work in coalition with other organizations.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☒
Service Systems Strategy ☐
Other Skills Building ☐

\$7,000*

Not including travel from Washington D.C., plus accommodations (where appropriate).

CBPP02

Budget Analysis Training

Description

A two-day training on how to analyze state budget and tax policies that affect low income families with children, with the goal of increasing the capacity of community partnerships to impact such policy decisions as they are being made.

Work Plan

Includes training on how to assess a partnership's state budget and tax policies, make comparisons with policies with policies in other states, analyze the causes of the state's fiscal crisis or distress, and develop materials that can be used to educate community leaders, the public and the media. Training is customized to specific issues in the partnership's state.

Recommended for a state where reforms are attainable or severe cuts are threatened; willingness and ability to work in coalition with other organizations.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☒
Service Systems Strategy ☐
Other Skills Building ☐

6,400*

*Not including travel from Washington D.C., plus accommodations (where appropriate).

Child Welfare League of America

Elizabeth Loden
202-638-2952

Washington, D.C.

Established in 1920, the Child Welfare League of America (CWLA) is a federation of nearly 700 public and voluntary child welfare agencies, community-based and regionally organized, who work with children and their families on critical issues such as child abuse, adolescent pregnancy, out-of-home care, child day care, and homelessness. More than 200,000 professionals work at CWLA member agencies, serving two million children and their families each year.

Please note: The technical assistance packages available from CWLA are not limited to the items listed below. CWLA has the capacity and expertise to also offer assistance with many other child welfare service delivery issues, such as foster care, kinship care, services for chemically involved children, and the transfer of new program and management technologies.

CWLA01

Making Sense of Federal Dollars

Description

This one day workshop will help participants gain a better awareness of available federal funding streams for youth and child serving organizations, analyze how federal and state funding are used locally, and develop strategies to maximize federal and state dollars.

Work Plan

Workshop agenda includes: analysis of the federal funding streams for Medicaid, SSI, child welfare, day care, health and mental health, and other relevant funding streams; a framework for ongoing analysis of the community's current access to these funding streams; and community-specific strategies to enhance and/or maximize federal and state funding streams.

- Media How-To ☐
- Coalition Building ☐
- Board Readiness ☐
- Awareness Model ☐
- Service Systems Strategy ☒
- Other Skills Building ☐

\$750 per day*

*Not including travel expenses
from Washington, D.C.

CWLA02

Creating an Effective Public Awareness Program

Description

A flexible menu of workshop topics that assist coalition partners in developing a comprehensive public awareness program that effectively communicates the partnership's message to key audiences through a range of media and other activities.

Work Plan

The workshop, delivered by CWLA's senior communications staff, can be conducted in half- or full-day sessions, and would include a customized mix of any of the following topics: establishing goals and objectives; working with broadcast media; writing news releases that are read; producing and placing public service announcements; successfully pitching stories & features; promoting issues, programs and special events; using specialty media; tapping board and community resources; creating affordable, attractive internal publications; preparing your spokesperson for media interviews.

- Media How-To ☒
- Coalition Building ☐
- Board Readiness ☐
- Awareness Model ☐
- Service Systems Strategy ☐
- Other Skills Building ☐

\$650 per day*

*Not including travel expenses
from Washington, D.C.

Children Now

Amy Abraham
510-763-2444, 617-491-2886

Oakland, California

Children Now is a California-based organization for children that blends sophisticated communications strategies with substantive policy expertise to improve the lives of children and families. During the past four years, Children Now has gained recognition from its achievements in the public policy arena, and its media and outreach campaigns. Its "Report Card" is used as a model by many organizations to disseminate information to motivate action for children.

CNOW01

Assessing the Condition of Children in Your City, County or State

Description

Over the course of four months, a partnership will learn to determine which data on children are important to collect and how to collect them; how to assess that data by determining trends and analyzing implications; and how to combine the data into a coherent picture to be communicated to the public to strengthen advocacy efforts for children.

Work Plan

Children Now will provide technical assistance in project planning, executing the research, analyzing the data and packaging the findings, and will provide background materials such as The Report Card Guide, Briefing Books and sample Report Cards. Children Now will be available throughout the assistance period for telephone consultations; an optional in-person consultation is also available.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☒
Service Systems Strategy ☐
Other Skills Building ☐

\$10,000

CNOW02

Earned Income Tax Credit Campaign—Building Partnerships to Help Families Help Themselves

Description

Children Now will help a partnership plan a broad-based EIC outreach project by showing how to contact and communicate with partners in the business, civic, religious, educational, service provider and media communities, and how to compile and distribute informational packages. Includes strategies for materials distribution, targeted outreach and evaluation.

Work Plan

From December 1993 to April 1994, Children Now will provide the participant with successful strategies for recruiting partners and ideas for organizations to involve. This assistance package includes original Children Now EIC materials (including EIC Guides, flyers and notices in English and Spanish), regular phone consultations and an optional in-person consultation.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☒
Other Skills Building ☐

\$10,000

Children's Defense Fund

Olivia Golden or Darold Johnson
202-662-3558

Washington, D.C.

The Children's Defense Fund (CDF) is a national organization that exists to provide a strong and effective voice for the children of America. Its staff includes specialists in health, education, child welfare, family income and youth employment. CDF gathers data and disseminates information on key issues affecting children; monitors the development and implementation of federal and state policies; and provides information, technical assistance and support to a network of state and local child advocates, service providers, and public and private sector officials and leaders.

CDF01

Child Watch

Description

A Child Watch -- which consists of an on-site visit to programs serving children, briefings by policy experts and dissemination of written background materials -- is an effective tool for educating community leaders about children's issues and motivating them toward action.

Work Plan

An initial on-site workshop provides partnership members a working knowledge of how Child Watch functions and how to proceed in implementing a program; a second on-site follow up visit is also included. Ongoing technical assistance will be available through telephone consultations, monthly mailings, and background materials. Participants will also have access to future Child Watch skills-building and information sharing workshops.

Participants must be committed to convening and working with a community coalition; a staff member must be assigned to have primary responsibility for the Child Watch project.

Media How-To ☐
Coalition Building ☒
Board Readiness ☒
Awareness Model ☒
Service Systems Strategy ☐
Other Skills Building ☐

\$10,000 (a)

\$5,000 (b)

(a) 6 month program, including
the development of new
coalition
(b) 4 month program

CDF02

How to Use Data

Description

CDF research staff will help analyze and present a wide variety of data available from national and state sources, and from original surveys. Experts will help collect and present local data and will provide access to non-published national data collected by CDF.

Work Plan

Includes: initial preparatory work to help community partnerships gather materials and evaluate programs and services affecting local children; a special training session at a CCFY conference; one visit to CDF's Washington offices to review data with research and program staff; future access to newly published CDF materials; and telephone consultations.

Participating partnerships must have a person willing to learn how to use data or a trained researcher. Must also have funds to pay for the trip to Washington.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☐
Other Skills Building ☒

\$5,000

Development of an Immunization Initiative

Description

CDF health experts will help partnerships develop plans for local immunization campaigns and help link them to national and statewide efforts.

- Media How-To ☐
- Coalition Building ☐
- Board Readiness ☐
- Awareness Model ☐
- Service Systems Strategy ☒
- Other Skills Building ☐

\$15,000

Work Plan

The six month program includes access to written background materials, one on-site visit to discuss different campaign options and models, and at least one follow-up visit to monitor progress and provide additional technical assistance.

Participating partnerships must be willing to convene a coalition of advocates and community leaders, have a full time staff person, as well as have a rapport with public and private health care providers.

Creating a Movement for Children: Board Readiness

Description

To encourage and motivate the board of directors of important community organizations to actively participate in activities that help bring change for children, board members are informed about the status of children in their community and the nation and learn how powerful their role can be.

- Media How-To ☐
- Coalition Building ☒
- Board Readiness ☒
- Awareness Model ☐
- Service Systems Strategy ☐
- Other Skills Building ☐

\$5,000

Work Plan

Includes one on site visit which would include a speech, presentation or workshop for board members; one briefing book for each board member; identification of other local groups and speakers to assist motivating board; and availability of a wide range of CDF publications.

Must arrange a time when CDF staff can present to the board and must have staffing capacity to continue effort with the board and larger community.

Reaching Out to the Religious Community

Description

CDF will help form valuable links to the religious community by conducting training sessions for church members and partnerships and by providing resources and materials to each religious denomination on how they can advocate for children.

- Media How-To ☐
- Coalition Building ☒
- Board Readiness ☐
- Awareness Model ☐
- Service Systems Strategy ☐
- Other Skills Building ☐

\$10,000

Work Plan

Over a six month period, CDF will conduct training sessions to connect the religious community to the goals of the community partnership, help build links to national religious organizations, and provide materials for CDF's National Children's Sabbath in October.

Participating partnerships should have a staff person to handle ongoing duties, and the ability to establish contact with local council of churches or Jewish federation and gain the endorsement of religious groups.

Cities In Schools

Sally DeLuca
(703) 519-8999

Alexandria, VA

Cities In Schools (CIS) grew out of the 1960s' Street Academies movement, which helped disconnected and runaway children living on the streets of New York City continue their education through alternative storefront schools. The Academies were among the most innovative and imitated alternative schools in the nation, featuring supportive social services alongside the academic program. In 1977, the Cities In Schools idea was formalized and brought into the public schools. Today, CIS has become nationally recognized for its ability to bring together comprehensive services on behalf of children and their families by delivering the equivalent of "one stop shopping" for youth and family support services.

The innovative CIS trainings use a format known as hypermedia, in which a wide assortment of technologies (digitized photographic and video images, sound and animation, multi-dimensional graphics, etc.) are used to provide the trainee with an individualized and exciting training session.

CISC01

Building an Effective, Comprehensive Coalition

Description

This four day course, tailored for CCFY members, covers the steps involved in organizing the community to create a broad-based local partnership that can effectively deliver existing community services through an institutional base appropriate to the individual community (ie: churches, schools, community-based organizations). The skills gained from this workshop are directly applicable to any coalition building effort.

Work Plan

CIS uses a multi-media based curriculum from which trainer and trainees review, select and organize the resources and proceed at the pace best suited to the individual being trained. The topics covered over the four days include: forming a local task force; conducting a community assessment; creating a nonprofit board of directors; fundraising; and linking with social service agencies and providers.

Media How-To ☐

Coalition Building ☒

Board Readiness ☐

Awareness Model ☐

Service Systems Strategy ☒

Other Skills Building ☐

No Charge*

*CIS courses are tuition-free to Coalition members; this does not include travel expenses (to Lehigh University in Pennsylvania) and accommodations for each participating member of the partnership.

Family Resource Coalition

Judy Langford Carter
312-341-0900

Chicago, IL

The Family Resource Coalition, a not-for-profit membership organization, is a national leader for the family support field. Its mission is to build support and resources within communities that strengthen and empower families, enhance the capacities of parents, and foster optimal development of children and youth.

FRC can help community partnerships develop strategies and advocate for family supportive public policies and services, defined as a new and different approach to service delivery that is comprehensive, flexible and focused on prevention; builds capacity for family self-sufficiency; avoids duplication, unnecessary bureaucracy, and fragmentation of needed services; and honors the unique perspectives and strengths of each family.

FRC001

Developing and Advancing a Service Integration Strategy

Description

Assistance in leading community leadership through a process of determining a local approach to service integration, resulting two plans: a service integration plan that reflects the community's cultural, political, fiscal and access realities; and a strategic plan for advancing the newly developed integration strategy through the legislative and bureaucratic systems.

Work Plan

Using a community needs assessment (laying the groundwork for systemic change) and a resource assessment (the building blocks for a new strategy of service delivery), FRC will help the community partnership develop a service integration plan. Assistance with advocacy for advancing the plan includes: counsel on advocacy, systems issues and public relations; copywriting and networking assistance; access to materials in FRC's National Resource Center for Family Support Programs; facilitation of group collaboration issues; and troubleshooting and plan revision.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☒
Other Skills Building ☐

\$600 per staff, per day*

*Not including expenses to be billed at cost, such as travel and accommodations, supplies, duplicating, postage and delivery, and telephones.

FRC002

Decategorization of Funding Streams

Description

FRC will help community leaders identify ways to reduce or remove categorical "strings" attached to funding streams so dollars can be spent according to a different set of priorities. Includes assistance in building local capacity to identify creative funding strategies for integrated service systems, and develop and advance a funding decategorization proposal.

Work Plan

FRC will help community leaders develop a comprehensive decategorization plan, including recommendations for systemic changes needed for implementation (ie: what local entity will make expenditure decisions; what is the decision making process). Assistance with advocacy for advancing the plan includes: counsel on advocacy, systems issues and public relations; copywriting and networking assistance; access to materials in FRC's National Resource Center for Family Support Programs; facilitation of group collaboration issues; and troubleshooting and plan revision.

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☒
Other Skills Building ☐

\$600 per staff, per day*

*Not including expenses to be billed at cost, such as travel and accommodations, supplies, duplicating, postage and delivery, and telephones.

Providing and Packaging Data and Analysis which Builds the Case for Family Support

Description

This package helps partnerships learn how to gather and package information needed to make the case for family support in the community. With FRC assistance, a set of data and analysis will be produced and packaged in a usable, media-friendly, accessible way that reflects the particular political, cultural, fiscal and societal realities of the locale.

Work Plan

FRC staff meets with local leadership to determine what types of information will be most germane given the challenges that the community faces, then works with the partnership to prepare the information package.

- Media How-To ☐
- Coalition Building ☐
- Board Readiness ☐
- Awareness Model ☒
- Service Systems Strategy ☒
- Other Skills Building ☐

\$600 per staff, per day*

*Not including expenses to be billed at cost, such as travel and accommodations, supplies, duplicating, postage and delivery, and telephones.

Franzeen, Stan

Stan Franzeen
508-283-7642

Gloucester, MA

Mr. Franzeen is a public interest media consultant and planner. He has organized conferences, produced video tapes and created public awareness strategies for numerous cause-related organizations. As a writer and public speaker, he has conducted research, developed proposals and provided media skills training to hundreds of students and professionals.

Public Awareness and Community Partnerships for Youth

Description

A customized two day training will provide participants with skills to develop a long range media strategy to promote the partnership's mission, conduct an intensive media campaign, and position the partnership as a key resource for the mass media and the community. Audio, video and print media examples will be used to illustrate points and trigger discussion.

Work Plan

Workshop content is customized in response to interviews with key community informants and a review of relevant background materials; the agenda is designed in tandem with key partnership staff. A typical agenda could include: communication goals; positioning partnership as a key resource; media relations, social marketing and media advocacy; strategic planning; analysis of local media environment; targets of opportunity and barriers to overcome; tips and tools of the trade; and facilitation of a planning session.

- Media How-To ☒
- Coalition Building ☐
- Board Readiness ☐
- Awareness Model ☐
- Service Systems Strategy ☐
- Other Skills Building ☐

\$5,000*

*Budget will vary depending upon travel costs, lodging and related expenses.

National Association of Child Advocates

Eve Brooks
202-828-6950

Washington, D.C.

The National Association of Child Advocates (NACA) is the national membership association of independent, multi-issue state and community-based child advocacy organizations. Founded in 1985, NACA has provided conferences, seminars, publications and technical assistance to emerging and existing groups. NACA has served as a hub of information exchange among child advocacy organizations. NACA has been instrumental in the development of child advocacy organizations in at least 20 states.

NACA's Skills Bank, which is at the heart of its technical assistance program, is a detailed description of the considerable advocacy consultation and training expertise of its nationwide membership. Through this program, NACA deploys leadership and senior staff with the appropriate skills from its member organizations in nearby states, thereby offering readily accessible, customized assistance that is sensitive to regional attributes and concerns. Although three general areas of technical assistance are listed below, NACA offers the flexibility of combining assistance from any or all menu items to form a responsive package.

NACA01

Child Advocacy Organizational Development

Description

Assistance in creating, maintaining or enhancing an ongoing advocacy entity and/or coalition, including (but not limited to): creating a management structure, selecting and orienting a board or steering committee, developing a broad-based membership, acquiring funding, staffing the office, budgeting for programs, and long-range strategic planning.

Media How-To ☐

Coalition Building ☒

Board Readiness ☐

Awareness Model ☒

Service Systems Strategy ☐

Other Skills Building ☐

\$10,000 (a)

\$15,000 (b)

\$20,000 (c)

Work Plan

For a period of up to nine months, NACA will conduct assessments of technical assistance needs of a community partnership requesting assistance, develop a specific work plan that meets the local partnership's individual needs, oversee delivery of assistance by Skills Bank consultants, provide staff assistance to Skills Bank consultants, utilize evaluations to improve resources, and provide access to the NACA library of advocacy materials. Technical assistance packages can include between four and 12 one-day site visits, and between six and 18 additional days of telephone consultation and materials development.

(a) 4 one-day site visits; 6 additional days of telephone support and materials development

(b) 8 one-day site visits; 12 additional days of telephone support and materials development

(c) 12 one-day site visits; 18 additional days of telephone support and materials development

NACA02

Child Advocacy Activities and Skills

Description

Assistance in moving beyond heightening public awareness of a problem to advocating specific policy changes, including (but not limited to): assessing targets of opportunity, developing a realistic policy agenda and strategy, lobbying and negotiating policy changes, establishing and maintaining a strong network, monitoring implementation of children's programs, using data to highlight the issues, using media and public relations campaigns to support an agenda, coalition building to accomplish a specific goal, and assessing public officials' views/records on relevant issues.

Media How-To ☐

Coalition Building ☐

Board Readiness ☐

Awareness Model ☒

Service Systems Strategy ☐

Other Skills Building ☒

\$10,000 (a)

\$15,000 (b)

\$20,000 (c)

Work Plan

(see work plan above, under "Child Advocacy Organizational Development")

(a) 4 one-day site visits; 6 additional days of telephone support and materials development

(b) 8 one-day site visits; 12 additional days of telephone support and materials development

(c) 12 one-day site visits; 18 additional days of telephone support and materials development

Child-Related Public Policy Issues

Description

Assistance in improving the quality of public policy discussions in virtually all areas of children's needs, including: ensuring that all children enter school ready to learn, securing access to health care for all children, keeping vulnerable families together and children out of placement, reducing childhood hunger and deprivation, restructuring services to better meet children's needs, and enhancing public investments in programs for children.

Work Plan

(see work plan above, under "Child Advocacy Organizational Development")

Media How-To ☐
 Coalition Building ☐
 Board Readiness ☐
 Awareness Model ☒
 Service Systems Strategy ☒
 Other Skills Building ☒

\$10,000 (a)

\$15,000 (b)

\$20,000 (c)

(a) 4 one-day site visits; 6 additional days of telephone support and materials development
 (b) 8 one-day site visits; 12 additional days of telephone support and materials development
 (c) 12 one-day site visits; 18 additional days of telephone support and materials development

Sonenshein, Raphe

Raphe Sonenshein
 310-396-5727

Santa Monica, CA

Dr. Sonenshein has been a university professor for ten years, has published political science research since 1985, and has nearly 20 years experience as press secretary and speech writer in political campaigns. He has worked in the office of Mayor Tom Bradley, as a deputy to a Los Angeles city councilman, and as advisor to candidates and elected officials. He designed and taught several courses in media and campaigns at California State University at Fullerton, and is a visiting professor at UCLA. His book "Politics in Black and White: Race and Power in Los Angeles" will be published by Princeton University Press in April 1993.

Under sponsorship of The Rockefeller Foundation and a number of community foundations, he has been speaking to community groups around the nation on the ways to improve their political communication -- and showing people how they can learn to do it themselves.

SONE01

Building a Favorable Political Climate Using Political Mobilization and Education Techniques

Description

A single day workshop or multiple day retreat that encourages coalition readiness by mobilizing boards and staff to believe that they can develop a strong base with the public -- and that indeed they must. Participants learn how they can affect the political climate and will develop the self-confidence to build public opinion into their long-range planning. Especially recommended for emerging or struggling coalitions to find new sources of strength.

Work Plan

Includes a mobilizing speech on the techniques of reaching public opinion; an entertaining, interactive analysis of political communication through television advertising; and a series of how-to-do-it workshops on setting priorities, generating themes, and communicating through soundbites, bumper stickers, pictures and events.

Media How-To ☐
 Coalition Building ☒
 Board Readiness ☒
 Awareness Model ☐
 Service Systems Strategy ☐
 Other Skills Building ☐

\$1,000 (a)*

\$1,000 + \$750 each
 add'l day (b)*

*Not including travel from California and accommodations
 (a) Single day workshop
 (b) Multiple day retreat

Zero to Three/Center for Clinical Infant Programs

Haida Sale McGovern
703-528-4300

Arlington, VA

Zero to Three was founded in 1977 by leaders in health, mental health and human development, to improve the chances for healthy physical, cognitive and social development of infants, toddlers and their families. Since then, Zero to Three has been a national leader in raising awareness about the importance of development in the first three years of life, in promoting broader understanding among policy makers and professionals of how services are best provided, and in developing training and technical assistance in keeping with that understanding.

In addition to the technical assistance packages listed below, Zero to Three has the capacity and expertise to also offer assistance with many early childhood related service systems strategies too numerous or specific to include here, such as: assessing training needs and resources, parenting education in high risk communities, and issues such as failure to thrive and infant mental health. Assistance can take the form of consultations, presentations, publication packages, workshops or seminars.

ZERO01

Day Long Symposium: Why Infants and Toddlers are Essential to our Community's Future

Description

An awareness and/or readiness event for partnerships with an early child focus that will help participants: understand the particular importance of the infancy period and how children develop, recognize links between early development and later school success and adult productivity, learn of services that help families support this healthy beginning, and examine options to enhance those services.

Work Plan

Intended as consciousness raising for communities lacking appropriate systemic attention to the needs of infants, toddlers and their families, this program includes up to two days each of planning, visit and meeting facilitation, and telephone follow-up. The group leader would utilize a "Primer on Infant and Toddler Development" (published 1993, Carnegie Corporation) and Zero to Three's "Heart Start: The Emotional Foundations of School Readiness."

Media How-To ☐
Coalition Building ☒
Board Readiness ☒
Awareness Model ☒
Service Systems Strategy ☐
Other Skills Building ☐

\$5,000-\$10,000

ZERO02

Developing More Comprehensive and Coordinated Early Childhood Services

Description

Assistance to help community partnerships conduct a needs assessment of services for young children and their families (with emphasis on health care and responsive caregiving in a safe, supportive environment), identifying strategies for meeting unmet needs, and identifying strategies for increasing coordination among agencies and service providers.

Work Plan

Analysis is based on the framework and recommendations for community planning in "Heart Start: The Emotional Foundations for School Readiness," and supported with other Zero to Three publications. An initial telephone conference call consultation with one or more community representatives is followed up by any of several options, including: delivery of resource materials, on site visit and/or facilitation of interagency/community group meeting, and follow-up individual or conference telephone consultations.

In addition to community leaders, participants should include at least three service agencies, and there should be consumer interest and involvement (ie: parents).

Media How-To ☐
Coalition Building ☐
Board Readiness ☐
Awareness Model ☐
Service Systems Strategy ☒
Other Skills Building ☐

\$3,000-\$6,000

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Coalition of Community Foundations
for Youth Summer '93 Conference
Pamphlet

Coalition of Community Foundations for Youth

SUMMER '93 CONFERENCE

*A Time For Action:
Putting Powerful
Voices to Work*



The Ritz-Carlton
Kansas City, Missouri
Friday June 18 – Saturday June 19

Coalition of Community Foundations for Youth

Chair

Janice C. Kreamer
Kansas City Community
Foundation

Vice Chair

Marvin R. Cohen
Chicago Community Trust

Steering Committee

Winnie Chu
Santa Clara County
Community Foundation

B. Jae Clanton
Rhode Island Foundation

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Seattle Foundation

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Metropolitan Atlanta
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Stephen D. Mittenenthal
Arizona Community
Foundation

John F. Ramsey
San Diego Community
Foundation

Ruth Shack
Dade Community
Foundation

Ex Officio Members

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Council of Michigan
Foundations

Mary Leonard
Council on Foundations

Gail Manza
United Way of America

Virginia Mason
United Way of N.E. Florida

James McHale
Council of Michigan
Foundations

National Staff

Judith C. Meredith
Hugh J. Muñoz

Background Paper

Abstract

The Coalition of Community Foundations for Youth currently has action oriented community partnerships for youth in over 40 communities across the nation. These partnerships, led by Community Foundations and joined by advocacy groups, public policy makers, youth service organizations, business leaders and other philanthropic organizations such as the local United Ways, are working together to foster positive structural changes for children and youth within their own communities.

The Coalition is seeking funding to strengthen and expand its ability to provide individualized technical assistance to local community partnerships through its Matching Grants for Technical Assistance program.

Resources are available through this program for two purposes: 1) to help the Coalition's local partnerships purchase the technical assistance they most need from a diverse menu of available services, and 2) to develop the organizational capacity of nationally recognized experts (Resource Partners) to deliver technical assistance to community partnerships. All grants made to local partnerships are matched dollar for dollar by the local partnerships' member organizations.

These partnerships, consisting of the local Community Foundation and other community leadership organizations, are committed to promoting the well being of all children and their families. They are well positioned to build the public will necessary for lasting, positive, systemic change in the delivery of services for children and youth.

The Coalition's Matching Grants program is a critical part of the Coalition's dynamic technical assistance package. State of the art techniques and models are available to help develop activities for public awareness campaigns, community needs and data analysis, board readiness, coalition building, state budget analysis, working with the media, and strategic planning.

Background and History

Inspired by a challenge for "visionary Community Foundations to lead the cause of reinvestment in America's at-risk kids," several Community Foundations representatives, themselves already struggling to devise new preventive strategies and funding initiatives for children and youth in their communities, committed themselves to helping Community Foundations play an effective leadership role in children's advocacy.

With a bold action plan drafted and its mission defined, the Coalition's Steering Committee formalized in December 1991 its year one agenda and established a national office. The activities of the Coalition first year, including its technical assistance programs, were funded through grants from The Rockefeller Foundation and United Way of America.

A critical function of the Coalition is to help the local partnerships move along the continuum from conceptualization of the partnership to implementation of a community action plan to realization of improved conditions for children and their families. The Coalition makes a variety of technical assistance resources available to its members, carefully linking communities with the appropriate resources.

The success of the Coalition's partnerships for children's issues is based on three points:

- *We know what works, and what doesn't work*

By supporting the development of models for solving community problems through their many grants programs and working with educators, advocates and other community leaders, Community Foundations have at their fingertips a tremendous amount of expertise, data and anecdotal evidence on how to improve the health, education and welfare of our children.

- *We have successful strategies for building the public will for change*

Many effective, easily adapted state of the art techniques exist for presenting children's issues in a dramatic, concise and convincing way.

- *We must cultivate the clout required for lasting change*

The commitment and clout of powerful new voices within our individual communities is critical for lasting systemic change. "Children don't need more friends, they need more powerful friends."

The Coalition of Community Foundations for Youth helps show developing community

partnerships what kind of partners to seek out, how to establish a faithful working relationship between a diverse group of powerful leaders, and which strategies can be employed to build public will for children's issues and encourage sustained systemic change.

Community leaders often underestimate the power and influence they can bring to children's issues. For some, including Community Foundations, this is a new issue and advocacy is a mysterious process. The Coalition of Community Foundations for Youth effectively channels the most appropriate expertise and resources to its members to help them embrace and excel in this important leadership role, in addition to helping local partnerships learn from and support one another.

Although each community is unique, there are some common steps toward building such a partnership, beginning with the education of the Community Foundation board of directors (which gains the support, enthusiasm and clout of a powerful — and readily accessible — group of community leaders) and bridge building with other powerful voices within the community — business leaders; advocacy groups; professional, ethnic and affinity organizations; youth serving non-profits; elected officials; and other philanthropic organizations.

A thorough community assessment will help the partnership develop an informed analysis with recommendations for change — and an effective tool for carefully positioning the issue in the media in order to build broad-based community support and influence policy makers.

Technical Assistance Strategies

Local Coalition partnerships can receive direct technical assistance from the Coalition through three different mechanisms:

National Technical Assistance Conference Series

The Coalition of Community Foundations for Youth organizes a minimum of three (3) training conferences per year, which are designed to be instructional as well as inspirational. Gaining access to the technical assistance at these conferences is a basic, tangible benefit of membership in the Coalition. There is no registration fee charged to Coalition members.

Targeted Community Technical Assistance Awards

Local partnerships can apply to become one of six (6) communities that receive intensive, on site technical assistance from the Coalition's charter National Resource Partners — Children Now and Children's Defense Fund — for a full year. National staff helps to coordinate the delivery of these technical assistance services, which includes:

- o On-site training and skill building

- o Help with strategic campaign or coalition planning
- o Coaching on: coalition building, communications, campaign design and implementation

These national experts help the community partnerships build awareness on the local level using their proven public education and advocacy tools. For example, the Children's Defense Fund's Child Watch Visitation Program helps sensitize community leaders to everyday obstacles facing many children and their families. Likewise, Children Now helps communities develop a Report Card for children's issues, using their own such report for California as a model.

Matching Grants for Technical Assistance

Local community partnerships can apply for matching grants to pay for a customized package of technical assistance. These grants are matched dollar for dollar by the local partnerships' member organizations. The grants allow community partnerships to purchase nationally or locally recruited experts that enable the partnership to develop its own expertise for coalition building and awareness strategies on the local level.

These grants were used to support a wide range of activities, including:

- o Producing a written report for the campaign, documenting the local crisis and recommending action
- o Providing on-site training package and materials or coaching for boards and staff
- o Providing scholarships for transportation and rooms for regularly scheduled training conferences held by the Coalition or one of its national resource partners
- o Hiring an expert to assist with focused strategic analysis or planning

In 1992, the Coalition of Community Foundations for Youth awarded 19 Local Matching Grants, ranging from \$2,000 to \$5,000 each for a total of \$88,474.

1992 Targeted Awards

Arizona (statewide)
Charlotte, North Carolina
Jacksonville, Florida
Kansas City, Missouri/Kansas
Madison, Wisconsin
Santa Clara County, California

1992 Local Matching Grants

Atlanta, Georgia
Baltimore, Maryland
Bethlehem, Pennsylvania
Broward County, Florida
Casper, Wyoming
Chicago, Illinois
Dade County, Florida
Flint, Michigan
Hawaii (statewide)
Marin County, California
New Hampshire (statewide)
Philadelphia, Pennsylvania
Portland, Oregon
Rhode Island (statewide)
San Diego, California
Seattle, Washington
Sioux Falls, South Dakota
St. Paul/Minneapolis, Minnesota
Westchester County, New York

Expansion of Matching Grants Program for 1993

The 1993 Matching Grants program has been expanded in several important ways. This expansion enhances the Coalition's ability to effectively meet the local partnerships' technical assistance needs by: increasing the matching grant ceiling two-fold for each partnership; expanding and supporting a diverse pool of technical assistance providers; and carefully brokering local needs with technical assistance services.

A larger funding pool helps meet the twin challenges of serving more member communities at a higher level, as well as providing a critical mass of resources that make it economically feasible for new Resource Partners to commit developing customized technical assistance products for these community partnerships.

Increased Grant Capacity

Local partnerships will be invited to apply for as much as \$10,000 (up from \$5,000 in 1992) in local matching grants to pay for a more complete, customized package of technical assistance. Again, for each dollar contributed by the Coalition, the local partnership commits an equal amount.

The pool of funds distributed to local partnerships through this matching grant program will be increased by at least 300% over last year's figure of \$88,474. As a result of the leveraging factor of these matching grants, this program will provide over \$500,000 in technical assistance to local community partnerships across the country.

Technical Assistance Menu

The Coalition is developing a menu of specific technical assistance products to be offered by a diverse group of Resource Partners. The menu will catalog the technical assistance available for local community partnerships to acquire with their matching grants, and will include work plan outlines, expected outcomes, capacity guidelines and purchase costs.

The Technical Assistance Menu will be distributed with the application for Matching Grants. Partnerships can use the menu and grant together to design for themselves a highly customized, responsive technical assistance package.

Capacity Building Grants

Many potential new Resource Partners whose expertise can enormously benefit local community partnerships already have in place the internal staff and resource capacity to develop and deliver technical assistance to Coalition partnerships.

However, there are some organizations with a tremendous reservoir of expertise, yet lack one or two critical resources that would enable them to properly translate that expertise into a technical assistance product and deliver that product to community partnerships across the

nation.

In order to tap that reservoir of expertise, the Coalition is establishing a funding pool to offer new Resource Partners that fit this description a one-time capacity building grant.

It is anticipated that as many as three of these grants, which would range up to \$50,000 each, will be given in calendar year 1993. The Coalition currently has no funding capacity to provide such assistance to new Resource Partners.

Brokering Needs with Services

The technical assistance packages offered by the Coalition are extremely dynamic and flexible, allowing local partnerships to receive the technical assistance most appropriate to the unique issues they face in their own communities and geared to their individual levels of expertise, capacity and development.

This level of flexibility and customization requires an assessment and brokering capacity to ensure successful links between local partnerships and Resource Partners.

The Coalition's national office will strengthen its capacity to help local partnerships assess their needs, survey the options for technical assistance and assemble a package that will advance their leadership development, coalition building, public education and advocacy efforts on behalf of children.

Coalition of Community Foundations for Youth

Chair

Janice C. Kreamer
Kansas City Community
Foundation

Version 2 — Revised 3/20/93

Vice Chair

Marvin R. Cohen
Chicago Community Trust

Steering Committee

Winnie Chu
Santa Clara County
Community Foundation

B. Jae Clanton
Rhode Island Foundation

Anne V. Farrell
Seattle Foundation

Winsome Hawkins
Metropolitan Atlanta
Community Foundation

Rebecca Hornbeck
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Council on Foundations

Gail Manza
United Way of America

Virginia Mason
United Way of N.E. Florida

James McHale
Council of Michigan
Foundations

National Staff

Judith C. Meredith
Hugh J. Muñoz

Request for Proposals: 1993 Matching Grants for Technical Assistance

The Coalition of Community Foundations for Youth is a network of local and statewide partnerships led by Community Foundations who are joined by children's advocacy organizations, leadership groups including the business community, and local United Ways. These partnerships are committed to promoting the well being of all children and their families.

The Coalition provides a mechanism through which all members share information and receive technical assistance about how to use their power as grantmakers, conveners and community leaders to develop, strengthen and/or join local advocacy efforts aimed at producing positive structural change in the public and private network of programs serving children and youth. *We recognize that each community or state is at a different stage of development. The range of technical assistance options described in this request for proposals is designed to direct resources that will help local coalitions, campaigns and/or partnerships at various levels of development.* The applicant and fiscal agent for requesting resources through the Coalition is the local Community Foundation.

The benefits to members of this alliance go far beyond the scope of these awards and grants as we learn from and support one another, and stimulate the sharing of information between local Coalition partnerships across the nation. *The fundamental criterion for membership in the Coalition is that the local Community Foundation commits itself to realizing a collaborative campaign for children on the local or statewide level.*

This is a request for proposals for the Coalition of Community Foundations for Youth *Matching Grants for Technical Assistance* program. Through this program, local partnerships developing leadership and support for children's issues can receive up to \$10,000 in matching funds for acquiring technical assistance.

Local Coalition partnerships can also receive direct technical assistance from the Coalition through two other programs:

- o National Technical Assistance Conference Series: three conferences per year open to all Coalition partnerships

- o Targeted Community Technical Assistance Awards: awards to six (6) community Coalition partnerships, which will receive one year of intensive technical assistance from one of the Coalition's charter National Resource Partners - Children's Defense Fund or Children Now

In addition, Coalition partnerships receive ongoing coaching and support from the CCFY's national staff.

The activities outlined here are supported in part by a grant from The Rockefeller Foundation.

Summary: CCFY's 1993 Technical Assistance Programs

National Technical Assistance Conference Series (March, June and October 1993)

The Coalition of Community Foundations for Youth will organize a minimum of three (3) training conferences per year. Although no registration fee is required, participants must pay for their own travel and accommodations and demonstrate a local commitment to take action. Gaining access to the technical assistance at these conferences is a basic, tangible benefit of joining the Coalition.

Targeted Community Technical Assistance Awards (1993 application period closed 1/15/93)

Six (6) local partnerships were selected to receive intensive technical assistance from national resource partners Children Now or Children's Defense Fund for one year beginning March 1, 1993.

Matching Grants for Technical Assistance (Proposals accepted on a rolling basis)

[This document is the RFP for the Matching Grants for Technical Assistance program] Local partnerships are invited to apply for up to \$10,000 in matching grants to pay for a customized package of technical assistance that will help the partnership strengthen community leadership and build public will to support issues affecting children. For each dollar contributed by the Coalition, the local partnership is expected to commit an equal amount. This Matching Grants RFP includes a menu of specific technical assistance products offered by a diverse group of Resource Partners, including work plan outlines and costs. Partnerships can use the menu and grant to design a highly customized technical assistance package, delivered by nationally recognized organizations and consultants; locally recruited technical assistance providers may also be included in the package. Among the possible uses for these grants are:

- o Produce a written report for the campaign, documenting the local crisis and recommending action
- o Provide on-site training package and materials or coaching for boards and staff
- o Provide scholarships for transportation to national training conferences held by the Coalition or one of our national resource partners
- o Hire an expert to provide focused strategic analysis or planning

What is New in the 1993 Matching Grants Program?

Increased Grant Capacity: Local partnerships are invited to apply for as much as \$10,000 (up from a maximum of \$5,000 in 1992) in local matching grants to pay for a customized package of technical assistance. The initial grant pool is \$150,000, representing a 50% increase over 1992. Ongoing fundraising efforts will further expand the resources available through this program. Again, for each dollar contributed by the Coalition, the local partnership commits an equal amount.

Technical Assistance Menu: The Coalition is pleased to introduce the first publication of its *Technical Assistance Menu*, which lists specific technical assistance products offered by the Coalition's diverse group of Resource Partners. The menu catalogs the technical assistance available for local community partnerships to acquire with funds received through the Matching Grants program, and includes work plan outlines and purchase costs. Partnerships are encouraged to use the menu and grant together to design a technical assistance package tailored to local community needs.

Brokering Needs with Services: The technical assistance packages offered by the Coalition are dynamic and flexible, allowing local partnerships to receive the technical assistance most appropriate to the unique issues in their own communities, and geared to individual levels of expertise, capacity and development. The Coalition's National Staff will support this level of flexibility and customization by helping to "broker" successful links between local partnerships and Resource Partners. The goal is to help partnerships assemble and maximize a technical assistance package that will advance their leadership development, coalition building, public education and advocacy efforts on behalf of children.

Grant Guidelines and Stipulations

Community Foundations can apply for either or both of CCFY's technical assistance grant and award programs on behalf of their partnerships, but only one award (Target Community) or grant (Matching Grant) will be given per calendar year to any one partnership. Proposals for these awards and grants will be reviewed by the Coalition's National Staff, with decisions made by the technical assistance subcommittee of the Coalition's Steering Committee.

All grant and award recipients will be expected over the course of the year to send a team of partners to each of CCFY's National Technical Assistance Conferences, share experiences with other member partnerships, and regularly communicate with the National Staff.

In addition, partnerships applying for technical assistance grants must have a statement of commitment (Membership Application) and a current Self-Assessment Report (filed within the preceeding four months) on file with the Coalition's National Office to be considered eligible for any grant or award. *Applicants must contact National Staff in advance of developing this proposal to discuss the technical assistance options under consideration.*

Application Criteria for Matching Grants for Technical Assistance

Applicants should contact National Staff before completing this proposal to discuss options for developing a customized package of technical assistance through this grant program.

Then, use the attached forms A (Cover Page), B (Technical Assistance Description) and C (Budget Summary) to submit a proposal that responds to the following criteria:

- 1) Role of Community Foundation** The application will be submitted on behalf of the local Coalition Partnership by the local Community Foundation, which will act as the fiscal agent. Please describe the Community Foundation's role in the partnership beyond the fiscal role.
- 2) Commitment of Partners** Document the involvement and commitment of your partnership, which can include: United Ways, local children's advocacy organizations, consumers (including young people), other significant related associations, groups, advocacy organizations, and elected and appointed officials concerned with children and youth. While the intent of this initiative is to promote the development of the broadest possible coalition on behalf of children, special emphasis will be placed on forging collaborations between Community Foundations and local United Ways. Attach evidence, when appropriate, of the commitment of the Boards of the participating partners.
- 3) Stage of Development** Recognizing that all applicants are working, as part of the Coalition, to achieve measurable structural change for children and youth at the local or state level, it will be important for the proposal review team to understand the stage of development of your local or state partnership, and how the requested technical assistance will further its development.

Describe the current stage of development of your Coalition partnership. Use the continuum outlined below:

Conceptualization	Recognizing a problem Identifying partners Identifying issues Identifying strategies
Convening & Initial Organization	Forming partnerships Community assessment Focusing on issues
Operational Plan	Development of action plans Partnership project budget Partnership Staffing
Formal Commitment of Partners	
Implementation of Plan	

4) Technical Assistance Desired Complete one *Technical Assistance Description* (Form B, attached) for each piece of technical assistance to be purchased with this grant and its matching funds.

A. Technical Assistance Product Selected Identify a specific technical assistance product to be purchased and used by the partnership. Indicate if the technical assistance is selected from the Coalition's *Technical Assistance Menu* or is locally recruited technical assistance. Name the provider, organization, consultant or – in the case of a scholarship – the recipient. For locally recruited technical assistance, attach résumés and/or documentation describing the organization, and a rationale for choosing this particular technical assistance provider.

B. Rationale, Goals and Outcomes Explain how this particular technical assistance will help your partnership advance along the continuum described above in “3) Stage of Development.”

C. Time Line/Work Plan Place this technical assistance in the context of your partnership's overall goals and work plans by describing a brief time line for the activities leading up to and resulting from this technical assistance.

5) Budget Summary Use the attached Budget Summary Form (Form C) to specify a budget for your entire technical assistance package to be purchased with this grant, including the matching funds. For example, a \$9,000 grant application should include an \$18,000 budget. Also indicate the source(s) of the matching funds.

6) Additional Attachments Attach a brief supporting narrative that responds to the issues outlined below:

A. Local Capacity Describe the partnership's capacity, such as staff and dollar resources, to effectively manage the activities that will be integral to or result from the desired technical assistance package.

B. Modeling and Replication Describe how the partnership's campaign strategies or solutions can provide a model for other communities.

C. Additional Supporting Materials and Narrative Attach additional materials or narrative that helps support your case or expands on the summary explanations given, if appropriate (single sided materials only, please).



Coalition of Community Foundations for Youth Matching Grants for Technical Assistance Cover Page

FORM

A

Please use this form, or duplicate the format (including questions and categories) by word processor. Attach to this form: one Technical Assistance Description form for each piece of technical assistance to be purchased, one Budget Summary form, and any requested supporting documents. Please refer to the Application Criteria described in the attached RFP for additional information.

Community Foundation			
Executive Officer ...		Contact/Title	
Address			
City, State, Zip			
Phone		Fax	

1) Role of the Community Foundation (brief description)

--

2) List of Partners (attach supporting documentation demonstrating commitment, where appropriate)

--

3) Stage of Development (refer to continuum in RFP; check appropriate point on continuum and add comments)

☐ Conceptualization ☐ Convening/Initial Organization ☐ Operational Planning ☐ Formal Commitment ☐ Implementation of Plan	Comments:
---	-----------

4) Technical Assistance Desired (for each piece of technical assistance purchased with this grant & match, attach one *Technical Assistance Description* form)

Technical Assistance:	Provider:
A.	
B.	
C.	
D.	
E.	

5) Attach a completed Budget Summary form

6) Additional Attachments: A. Local Capacity description; B. Modeling and Replication potential; C. Additional supporting materials and narrative

Signature

Title

Date

Forward one (1) original and five (5) copies of the application package to:
Coalition of Community Foundations for Youth, National Office, 44 Bromfield Street, 7th Floor, Boston, MA 02108

C. Time Line/Work Plan



Coalition of Community Foundations for Youth Matching Grants for Technical Assistance Budget Summary

FORM

C

Please use this form, or duplicate the format (including all budget categories) by word processor. Attach one completed copy of this form to the application package. Please refer to the Application Criteria described in the attached RFP for additional information.

5) Budget Summary Use this Budget Summary form to specify the budget for the entire technical assistance package to be purchased with this grant, including the matching funds.

A. Funding

i. CCFY Grant Requested		\$
ii. Matching Funds		
Source	Amount/Value	
Subtotal Matching Funds:		\$
iii. Other Funds (if applicable)		
Source	Amount/Value	
Subtotal Other Funds:		\$
Total Funding for TA Program:		\$

B. Expenditures

i. Technical Assistance (selected from TA Menu)		
Provider	Technical Assistance	Cost
Subtotal Selections from TA Menu:		\$
ii. Technical Assistance (locally recruited)		
Provider	Technical Assistance	Cost
Subtotal Locally Recruited TA:		\$
Subtotal All Technical Assistance:		\$
iii. Other Expenditures		
Description	Cost	
Subtotal Other Expenses:		\$
Total Expenses for TA Program:		\$

Working Nationally for Local Change

The technical assistance programs of the Coalition of Community Foundations for Youth help local Community Foundation led partnerships build awareness for children's issues, community support for needed change, and systemic improvements in service delivery. Here are a few examples of how it is working:

Jacksonville, Florida

Jacksonville's partnership, convened as an advisory committee to a special Mayor's Commission, includes strong participation by many top business leaders, the Community Foundation and local United Way. CCFY helped the "What Ever It Takes" partnership gather and analyze critical community data, link that data to national trends, and assemble the analysis in a concise, thoughtful report. The resulting commission study had an immediate impact: in response, Mayor Austin allocated a \$2 million line item targeted to the most critical needs identified in the study (coordination of existing services and outreach, mobile pre-natal services for teen mothers, and after school family support programs). In addition, he introduced a plan to set up a new children services council with a \$35 million fund. The establishment of this council will require broad community support, and the "What Ever It Takes" partnership has set the stage for building that support and is committed to ensuring its implementation.

Kansas City, Missouri/Kansas

In a community with complex multiple state and county government structures, the Partnership for Children galvanized local leaders and the general public with an exhaustive community needs assessment and impressive awareness efforts. Using assistance offered through CCFY, community leaders developed a Report Card on the state of children in the Kansas City area, and took advantage of the Report Card's release to build broad community involvement and investment in children's issues through a successful media program. For example, the partnership negotiated with the region's largest daily newspaper to print the entire Report Card text in the next day's edition, and the local ABC and PBS affiliates broadcast a partnership-sponsored two hour town meeting on the issues raised in the report. The partnership then targeted the two priorities highlighted in the report by launching an immunization outreach initiative and providing resources to help set early child care standards.

Baltimore, Maryland

Baltimore's children's partnership, Ready At Five, finds strength in its diverse partnership by taking advantage of the unique strengths of each partner. These groups may not always agree, but where there is common ground they work together to move an agenda. For the partnership's immunization campaign, for example, the pediatricians will form an outreach network, the 500,000-member seniors group will push for changes in state regulations to make it easier for grandparents to bring their grandchildren in for immunizations, and the business community will help with awareness activities for employees and organize worksite immunizations. Technical assistance from CCFY helped this partnership avoid the pitfalls of collaborative efforts, build the credibility necessary to attract support from the business community, and encourage coalition readiness by mobilizing partners to believe that they can develop a strong base with the public -- and that indeed they must.

Arizona

The Arizona Children's Campaign, a non-partisan project of non-profit Arizona-based Children's Action Alliance, is a partnership that includes two community foundations, business leaders, the local United Way, state government officials and advocacy groups. The campaign is formally endorsed by over 70 statewide organizations. A mature partnership with a well developed ten year action plan and impressive public awareness resources, the partnership was seeking a tool to help policy and budget decision makers understand the impact of funding decisions for children's programs. CCFY technical assistance helped the partnership find the resources to develop just such a tool: an alternative children's budget that will analyze Arizona's state budget and tax policies and suggest alternatives for improving delivery of services for children, youth and families.

Across the Country

The Coalition's technical assistance programs help partnerships in large and small communities, at an early stage of development or an advanced stage, with activities including public education and awareness, community leadership building, coalition development, and service system strategies. In communities such as Seattle, Fort Lauderdale and Atlanta, partnerships at an earlier stage of development have used CCFY's technical assistance to identify partners, issues and strategies. Others in Wisconsin, Rhode Island and Westchester, New York are learning how to start new advocacy groups, or join forces with and/or reinvigorate existing organizations to strengthen efforts on behalf of children. And successful public awareness campaigns -- built around report cards, fact sheets, studies and non-partisan issues awareness for voters -- were developed in San Diego, Portland (Oregon), Marin County (California) and Dade County (Florida).

Coalition of Community Foundations for Youth

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Janice C. Kreamer
Kansas City Community
Foundation

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Judith C. Meredith
Hugh J. Muñoz

The Coalition of Community Foundations for Youth is a national network of action-oriented community partnerships for youth in over 60 communities across the nation. Led by community foundations, partnerships include advocacy groups, public policy makers, youth service organizations, business leaders and United Ways who seek to promote the well-being of youth and families in their communities.

The mission of the Coalition is to strengthen the capability of community foundations and their partners to raise community awareness of children's needs and to develop greater advocacy on their behalf. Its activities increase the effectiveness of existing voices, while adding new ones such as business, neighborhood leaders and the general public.

The Coalition offers members a menu of capacity-building technical assistance resources to help local partnerships move along the continuum from conceptualization to implementation of a community action plan and ultimately to the realization of improved conditions for children and their families.

As a member of the Coalition, local partnerships are eligible to receive direct technical assistance from the Coalition through the following:

- **National Technical Assistance Conference Series:** open to all Coalition partnerships, not just grant or award recipients.
- **Matching Grants for Technical Assistance:** up to \$10,000 in matching funds for acquiring technical assistance.
- **Targeted Community Technical Assistance Awards:** awards to six (6) community Coalition partnerships, which will receive one year of intensive technical assistance from one of the Coalition's National Resource Partners - Children's Defense Fund or Children Now.

The technical assistance conference series gives partnerships the opportunity to explore state- of- the- art public education and advocacy techniques with national experts, as well as share partnership experiences with other Coalition members.

Background

The genesis for the national Coalition came from a speech delivered in 1989 by Hugh Price, vice president of The Rockefeller Foundation which documented a growing national crisis for children and youth and challenged "visionary community foundations to lead the cause of reinvestment in America's at-risk kids.

Developed under the direction of a steering committee headed by Janice Kreamer, president of the Greater Kansas City Community Foundation, and John Ramsey of the San Diego Community Foundation and supported by a \$500,000 grant from The Rockefeller Foundation, the Coalition was officially established in 1991.

Those interested in associating with the Coalition of Community Foundations for Youth should contact Janice Kreamer, chair, at the Greater Kansas City Community Foundation in Kansas City, MO (816-842-0944).

PHOTOCOPY
PRESERVATION

YouthNet

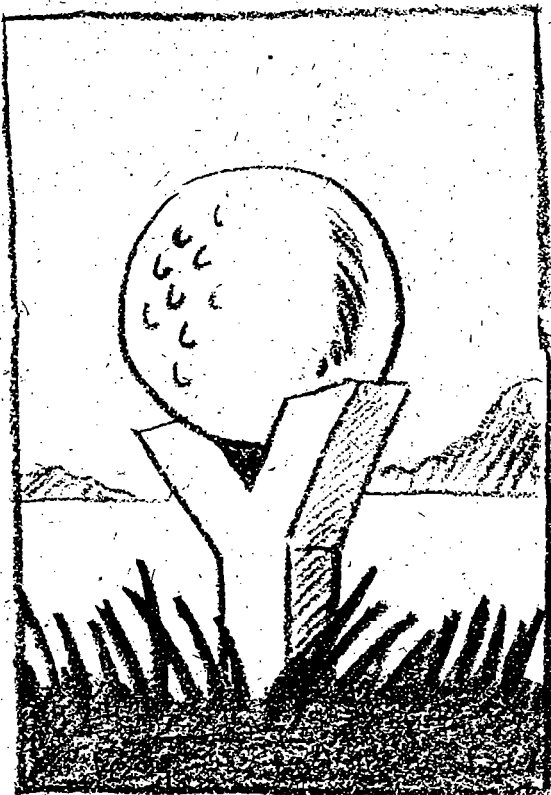
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1993 YouthNet Classic Brochure



The 1993 *YouthNet Classic*

sponsored by

Southwestern Bell

Sprint

Fortis Benefits Insurance Co.

Pepsi-Cola

Monday, August 9, 1993

Lakewood Oaks Golf Club

651 NE St. Andrews Circle
Lee's Summit, Missouri 64064

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THE YouthNet GAZETTE

Winter, 1993

Volume II, Number 2

GOLDEN HARVEST CLASSIC SPONSORS BASKETBALL CLINIC

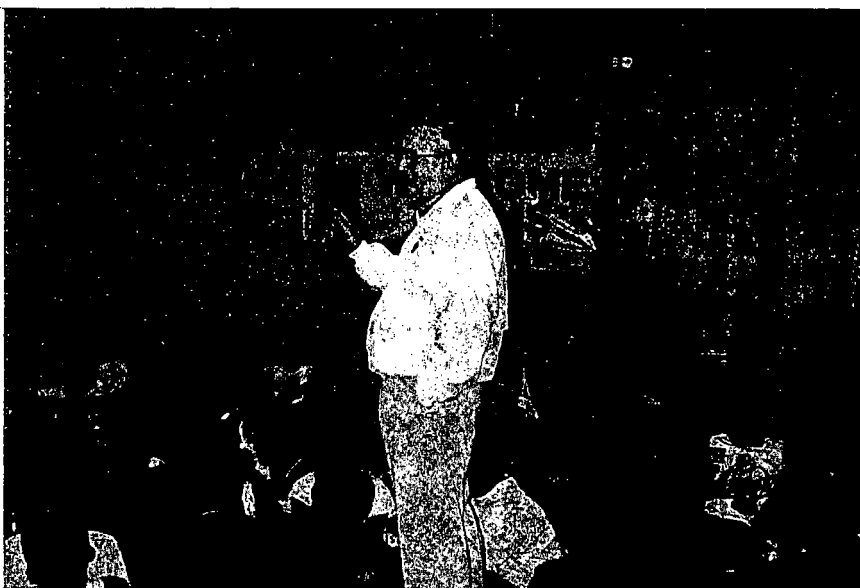
There he was. Right there in Boys and Girls Club Thornberry Unit on Kansas City's east side, Coach Roy Williams of the Kansas Jayhawks running a group of YouthNet kids through a drill.

"Listen!" he shouted, "The first rule is, if someone's trying to help you, listen!" And they did. Not only did they get instruction on basketball basics from Williams, but also from Lee Hunt, University of Missouri-Kansas City, Rod Baker of University of California-Irvine and Lafayette Stribling of Mississippi Valley State, all participants in the *Golden Harvest Classic* tournament held at Kemper Arena December 11 and 12.

"I estimate that about 400 YouthNet kids and family members attended the basketball clinic," says Larry Barnes, YouthNet activities coordinator. "We bought donuts and milk for 200 and it was gone before half the kids got any!"

"I was astonished at the participation," said Tim Keener of GNI Sports, manager of the *Golden Harvest Classic*.

"It was a great event," states Barnes. "The kids learned some basketball skills, won autographed basketballs, pennants and tickets and a variety of items in a drawing and really heard some words of wisdom from these coaches. In addition YouthNet received free tickets to each of the tournament games."



Coach Lee Hunt, UMKC, above, speaks to YouthNet kids at the end of the basketball clinic which focused on basic skills. Left, Coach Roy Williams, KU, shows youth how to make lay up shots.





YouthNet began in 1988 as the response of Kansas City's civic leadership and youth-service agencies to the threat of drug gangs from Jamaica and Los Angeles making their presence felt in the inner city. As civic leaders raised money, youth service professionals designed programs and, within a matter of weeks, a comprehensive program of **outreach, prevention and intervention** was on the streets.

The goal of YouthNet is to impact high-risk youth in such a way that they will avoid substance abuse and gang involvement and will stay in school. The service delivery method of YouthNet is active --taking prevention and intervention services to high-risk youth through school- and neighborhood-based programs. The program components of YouthNet are:

Outreach

Specially recruited and trained Outreach Workers seek out high-risk youth in the parks, on the playgrounds, on the streets --wherever, and whenever, they congregate. Outreach Workers are information and service brokers, role models and friends to problem-behavior prone youth. During the school year Outreach Workers interact with Middle School counselors, administrators and teachers to ensure that youth identified by schools as in need of services get those needs met.

Counseling

Professional Counselors are available through certain YouthNet agencies to work with youth and their families to improve behaviors, resolve conflicts, treat emotional problems and improve self-esteem. YouthNet Counselors, like Outreach Workers, are mobile, treating youth at the various agencies, in schools, in homes, and on the streets.

Activities

YouthNet agencies offer a wide range of positive developmental activities for high-risk youth. Cultural arts --drama, dance, visual arts, music -- develop self-expression and creativity. Sports --volleyball, basketball, track and field --promote fitness and teamwork. Special events -- field trips, sporting and cultural events, social activities -- expand youthful horizons and stimulate a sense of belonging.

The Youth Program Council, a collaboration of seventeen youth-service agencies in Kansas City's inner city, coordinates YouthNet. The agencies of the Youth Program Council include:

Boys and Girls Clubs	Niles Home for Children
G.W. Carver Neighborhood Center	Northeast Youth Committee
Clymer Neighborhood Center	Salvation Army -- Bellefontaine Corps
Della C. Lamb Neighborhood House	Synergy
Don Bosco Community Center	Whatsoever Community Center
Genesis	YMCA -- Linwood Branch
Guadalupe Center	YWCA -- Deramus Branch
Mattie Rhodes Counseling and Art Center	Jackson County Juvenile Court
Minute Circle Friendly House	

Funding coordination and fundraising assistance are provided by the Greater Kansas City Community Foundation and Affiliated Trusts.

Since 1988 YouthNet has involved some 9,000 youth in its programs and activities. A new and substantial population of inner-city youth is thinking of itself as "YouthNet Kids": young people making their primary affiliation with an agency and a program rather than with a gang or a drug house. Recognition has come from former Councilwoman Joanne Collins: "YouthNet has calmed the streets"; from U.S. Magistrate Judge (and former Assistant U.S. Attorney) Robert Larsen: "YouthNet is the single most effective reason that Kansas City is not overrun with street gangs"; and from Fortune magazine, which recommended, "Find and fund programs like Kansas City's YouthNet, that offer ghetto youth reasonable alternatives to street life." (April 10, 1989).

for information on YouthNet contact

Rick Malsick, Administrator
3200 Wayne
Kansas City, MO 64109
(816) 861-7211

YouthNet's effectiveness is based on three precepts:

– YouthNet can demonstrate effectiveness in identification of high-risk youth and involving them in positive activities;

YouthNet is being evaluated through a grant from the Office for Substance Abuse Prevention. Baseline data affirm that "the YouthNet program appears to have successfully engaged its target population, i.e., youth who are most at risk for drug abuse." The first year report notes that "program subjects have more pronounced involvement with drugs," that they "have greater knowledge of drug distribution networks and personal exposure to these networks," and that they "are more at risk on several dimensions of functioning related to drug use."

– YouthNet can document the attenuation of risk factors for program participants;

Results from parental interviews indicate that YouthNet programs "demonstrated particular success in enhancing adolescent self esteem, social problem avoidance, school attendance and community pride." ***83.4% of parents said that YouthNet helped their children stay out of trouble, while 63.4% of parents felt YouthNet helped their children avoid substance abuse; 76.7% of parents credited YouthNet with raising children's self esteem, and 73.3% of parents reported greater respect among their children for other people's property; more than half the parents reported better school attendance as a result of YouthNet participation.***

Results from the second year of the project document YouthNet's impact. Through interviews with young people involved in both school- and neighborhood-based YouthNet programs (in comparison to control groups), three important points emerged. First, while program participants, over the course of year 2, perceived less difficulty in obtaining alcohol and marijuana (program subjects, middle school students, had little exposure to "hard drug" distribution networks), they were not increasing consumption. Evaluators credit YouthNet with "insulating participants from environmental elements which would encourage drug use." Second, YouthNet changed attitudes as to drug use. As participants got more involved with YouthNet there were greater numbers (again, compared to control groups) who felt that drug use is wrong, who anticipated no drug use in the future, who felt that they would stop their friends from drug use, and who felt their friends would disapprove of drug use.

Finally, while both YouthNet participants and control subjects began year 2 with a strong commitment to finishing school, YouthNet participants maintained that strong commitment. By the end of year 2, a greater proportion of control group members felt it was more likely that they would not complete high school.

– YouthNet agencies can reach youth in sufficient numbers to effect positive social change.

It is as a high-volume service provider that YouthNet, without question, meets the greatest need. During the six-month period ending September 30, 1992:

- 1,805 youth, 11-17, took part in neighborhood-based Spring activities programs;
- 1,407 youth, 11-14, took part in middle-school-based activities programs;
- 240 youth, 11-14, received case management services upon referral from middle school officials
- 226 sixth graders took part in Transitional Support Program/YouthNet Clubs;
- 469 youth, 11-17, and family members received individual, family or group counseling;
- 1,752 isolated, high-risk youth, 11-17, were identified by name and address through street outreach, as being in need of services and were recruited for YouthNet activities;
- 3,207 youth, 11-17, took part in summer activities.

There is nothing technical or esoteric about YouthNet's success. It is based on a combination of:

- aggressive outreach to involve young people in the program;
- a vast spectrum of positive, structured activities through neighborhood-based facilities;
- development of salutary relationships among youth and agency staff, which allow for productive mentoring as well as continuity of contact with youth; and,
- professional counseling services to augment self esteem, resolve mental health issues and improve family functioning.

From the Mission of the Youth Program Council:

The Youth Program Council believes that youth have fundamental rights to have their strengths recognized, their diversity respected and their talents developed and utilized.

YouthNet Interim Report on Activities July, 1992 -- April, 1993 prepared by Rick Malsick, YouthNet Administrator

Goal #1 To prevent substance abuse, crime among inner city youth by involving them in positive developmental activities
--

Objectives	Actual Measurement
Involve youth in activities at schools	
number of participants (unduplicated)	1,703
attendance at YouthNet activities	13,908
Involve youth in after school activities at neighborhood centers	
number of participants (unduplicated)	1,418
attendance at YouthNet activities	3,152
Involve youth in summer programs at neighborhood centers	
number of participants (unduplicated)	3,367
Sponsor YouthNet Olympics in July, 1992	
number of participants (unduplicated)	412
Provide neighborhood-based Transitional Support Programs for sixth graders	
number of participants (unduplicated)	226

Goal #2 To provide treatment opportunities for youth involved in or at risk of substance abuse, crime
--

Objectives	Actual Measurement
Provide individual and family counseling	
number of youth	255
number of sessions	557
Provide group counseling	
number of youth	333
number of sessions	122
Provide case management	
number of cases	85

Goal #3 Broker services to youth through a network of neighborhood-based Outreach Workers
--

Objectives	Actual Measurement
Recruit isolated, uninvolved youth through street outreach	
number of youth -- summer	1,699
number of youth -- school year	189

Goal #4 Provide training and community education

Objective	Actual Measurement
Provide Developing Capable People training	
number of participants	230
Attendance at other educational/informational presentations	1,360

Program Budget 6/1/93 -- 5/31/94

OUTREACH

439,716

Boys & Girls Clubs	Outreach Coordinator	23,078	
GW Carver Center	0.68 fte @ 33,938		
Clymer Center	Outreach Workers	231,000	
Della Lamb	11.0 fte @ 21,000		
Don Bosco Centers	Nurse Practitioner/FEC Screenings	2,083	
Genesis	0.5 fte foe 4 weeks		
Guadalupe Center, Inc.	Staff Support	5,500	
Minute Circle	\$500/agency		
Salvation Army	Fringe, Payroll Tax	65,415	
Whatsoever	25% of salaries		
YMCA - Linwood	TOTAL COMPENSATION		327,076
	Health Screenings	50,000	
	1,000 Summer Youth participants @ \$50		
	Emergency Assistance Fund	7,700	
	\$700/Outreach Worker		
	Mileage	3,580	
	\$300/Outreach Worker		
	Outreach Coordinator - \$280		
	Site Support/Security	33,000	
	\$3,000/agency		
	Training	3,000	
	\$250/Outreach Worker, Coordinator		
	Activity/Event Costs	7,700	
	\$700/agency		
	Communications Equipment	2,160	
	12 pagers @ \$15/mo		
	T-shirts	4,400	
	\$400/agency		
	Miscellaneous	1,100	
	\$100/agency		
	TOTAL PROGRAM COSTS		112,640

Program Budget 6/1/93 -- 5/31/94

COUNSELING

195,015

Mattie Rhodes	Outreach Coordinator	10,860	
Niles Home	0.32 fte @ 33,938		
Northeast	Lead Counselor	30,000	
	1.0 fte @ 30,000		
	Counselors	81,000	
	3.0 fte @ 27,000		
	Staff Support	4,000	
	\$1,000/counselor		
	Fringe, Payroll Tax	31,465	
	25% of salaries		
	TOTAL COMPENSATION		157,325
	Emergency Assistance Fund	2,400	
	\$600/Counselor		
	Clinical Supervision/Crisis Corps	7,000	
	4 hrs/wk @ \$35/hr		
	Consultation	3,750	
	to develop protocols for Crisis Corps; 75 hrs @ \$50/hr		
	Diagnostic Consultation	4,500	
	15 cases @ \$300/case		
	Mileage	2,120	
	\$500/Counselor		
	Outreach Coordinator - \$120		
	Site Support/Security	10,500	
	\$3,500/agency		
	Insurance	3,000	
	\$1,000/agency		
	Training	1,000	
	\$250/Counselor		
	Activity/Event Costs	1,500	
	\$500/agency		
	Communications Equipment	720	
	4 pagers @ \$15/mo		
	T-shirts	1,200	
	\$400/agency		
	TOTAL PROGRAM COSTS		37,690

YOUTHNET OF GREATER KANSAS CITY		page 3 of 4
Program Budget 6/1/92 – 5/31/93		
ACTIVITIES -- Neighborhood		320,810

Boys & Girls Clubs	Activities Coordinator	22,504	
GW Carver Center	1.0 fte @ 22,504		
Clymer Center	Activities Staff	165,000	
Della Lamb	various part-time positions		
Don Bosco Centers	Staff Support	11,000	
Guadalupe Center, Inc.	\$1,000/agency		
Minute Circle	Fringe, Payroll Tax	49,626	
Salvation Army	25% of salaries & wages		
Whatsoever	TOTAL COMPENSATION		248,130
YMCA – Linwood	Mileage	3,600	
	\$300/agency		
	Activities Coordinator – \$300		
	Transportation	11,000	
	\$1,000/agency		
	League Fees	16,500	
	\$1,500/agency		
	Training	1,800	
	\$150/agency, Coordinator		
	Site Support	22,000	
	\$2,000/agency		
	Equipment	5,500	
	\$500/agency		
	Recreation Supplies	8,250	
	\$750/agency		
	Communications Equipment	180	
	1 pager @ \$15/mo		
	Uniforms	3,850	
	\$350/agency		
	TOTAL PROGRAM COSTS		72,680

Program Budget 6/1/92 - 5/31/93

YOUTHNET ADMINISTRATION

234,339

Administrator	41,543	
1.0 fte @ 41,543		
Development Specialist	35,000	
1.0 fte @ 35,000		
Clerical Support	32,000	
2.0 fte @ 16,000		
Fringe, Payroll Tax	27,136	
25% of salaries		
TOTAL COMPENSATION		135,679
Mileage	800	
\$400/staff		
Scholarships	2,000	
Developing Capable People training		
Training	2,500	
for administrative, program staff		
Insurance	10,000	
Liability -- \$5,000		
Directors & Officers -- \$5,000		
Postage	5,000	
Printing	8,000	
Equipment	6,500	
Computers - \$5,000		
Typewriters - \$1,500		
Office Supplies	2,500	
Meeting Costs	10,000	
Evaluation	5,000	
Audit	5,000	
Accounting/Fund Mgmt.	9,000	
Payroll, purchasing - \$5,000		
Fund management (GKCCF) - \$4,000		
Travel	10,000	
Advertising	2,500	
Computer supplies	2,500	
Rent	6,000	
Phone	6,000	
Communications Equipment	360	
2 pagers @ \$15/mo		
Equipment Maint	1,000	
Service contracts		
Other: T-shirts	1,000	
Misc	3,000	
TOTAL PROGRAM COSTS		98,660

BUDGET RECAP

Outreach	439,716
Counseling	195,015
Activities - Neighborhood	320,810
Administration	234,339
TOTAL EXPENDITURES	<u>1,189,880</u>

YOUTH PROGRAM COUNCIL
YouthNet in Action – Casey
September 5, 1990

Casey was referred to a YouthNet Counselor by Juvenile Court. He had been apprehended breaking into houses and vandalizing them. Not stealing, just vandalizing, usually with spray paint. At 12, Casey was the oldest of five children. His father was in jail and his mother was at wits end.

The YouthNet Counselor applied individual and family therapy techniques with some success. A major breakthrough came with the revelation of Casey's interest in playing the drums. The Counselor was able to place Casey in a YouthNet vocal music program. The instructor was sympathetic and had Casey bring in his drum kit for percussion accompaniment. Soon Casey was traveling with the instructor to six YouthNet centers as an accompanist. A strong mentor relationship developed between Casey and the instructor. Casey had a leading part in an end-of-summer talent show involving YouthNet kids from a dozen agencies.

Discussion

The primary intervention, counseling, led to an even more successful secondary intervention through YouthNet Arts. The combination of an important musical role and an effective role model led Casey to achieve and afforded him a more positive self esteem.

YOUTH PROGRAM COUNCIL
YouthNet in Action – John

John was encountered through street outreach in a housing development. It was obvious to the Outreach Worker that John was selling drugs, though John denied it. For several weeks John attended YouthNet programs while continuing to deal. After a visit to the men's prison at Cameron, where inmates talked about their involvement with drugs, John admitted to dealing and expressed a desire to get involved with more positive activities.

The Outreach Worker got John into football and basketball programs and into a weight-loss group to augment self-esteem. Enrollment in ROTC imposed needed discipline. He became part of a speakers bureau of young people who have broken out of the drug culture -- at one such engagement he was invited to shake hands with the Mayor, a moment that evoked great pride.

Discussion

While John's case seems very successful, John has indicated periodically a temptation to return to dealing. A constant challenge, therefore has been employment; while no job available to a 14 year old could offer earnings comparable to those of the drug underworld, John would be satisfied with *some* money to spend. This summer has been a particular challenge as anticipated employment failed to materialize. The Outreach Worker has had to exercise considerable moral suasion to keep John off the streets.

RICK MALSICK
Administrator



3200 Wayne
Kansas City, MO 64109

861-7211

The Final Report of the YouthNet Planning Committee

**Expanding the YouthNet Model:
A New Bridge to Kansas City's Future**

April 1, 1993

Committee Chairs

<i>Planning</i>	Terrence R. Ward, H&R Block
<i>Education</i>	Stephanie Robinson, Kansas City, Mo. School District
<i>Family</i>	Sally Northcutt, Salvation Army
<i>Health</i>	Alice Kitchen, Children's Mercy Hospital
<i>Recreation</i>	Nathaniel D. Wilkins, Kansas City, Mo. Parks & Recreation Dept.

YouthNet Members

Boys & Girls Clubs	Minute Circle Friendly House
G.W. Carver Center	Niles Home for Children
Clymer Center	Northeast Counseling Center
Della Lamb Community Services	Salvation Army
Don Bosco Community Center	Synergy House
Genesis School	Whatsoever Community Center
Guadalupe Center	YMCA
Jackson County Juvenile Court	YWCA
Mattie Rhodes Counseling & Art Center	

YouthNet, 3200 Wayne, Kansas City, MO 64109 • 816/861-7211

Expanding the YouthNet Model: A New Bridge to Kansas City's Future

An Historical Context

In the 1860's, Kansas City was a Missouri River town of little note overshadowed by its larger neighbors: Independence, St. Joseph, Atchison, and Leavenworth. In a remarkable confluence of vision and self-interest, a group of local investors saw Kansas City's future tied to a new technology — the railroad. They managed to outmaneuver other communities for the site of the first railroad bridge to cross the Missouri River. The opening of the Hannibal Bridge in 1869 set Kansas City on a new course towards the first rank of American cities.

1994 marks the 125th anniversary of Kansas City's leap into the future and a similar time of decision for this community. Yet again, new technologies are replacing the old, and many leading cities decline as others prosper. In 1869, Kansas City reached for the future on a foundation of steel and stone. In this emerging information age, the city's foundation for success is the clear minds and healthy bodies of its residents, especially its youth. The imperative for Kansas City to again grasp the future, and specific avenues for action, are the subject of this report.

Change is Possible

The past twenty years have brought two great revelations about the obstacles young people face to healthy and productive lives. First, family distress is cyclical. In an alarmingly literal manner, families reap what they sow. Abuse begets abuse. The children of teen mothers tend to become teen mothers themselves. A corollary is that blame serves little value. Parents can't teach what they don't know; children can't aspire to what they never see.

The second revelation is that effective prevention and intervention programs really work. Unfortunately, success is easily masked by the perception of growing distress. Examples abound: If sex education is so effective, why are there so many abortions and teen pregnancies? If counseling is so great, why does society seem to be getting crazier?

The belief that social problems are overwhelming and unsolvable becomes a self-fulfilling prophecy. Yet the lessons of recent years are equally compelling. The scourge of smallpox has been eradicated from the planet. In California, the prevalence of cigarette smoking fell 14% in 1992 alone as a direct result of a state-funded anti-smoking media campaign. In Kansas City, a 1992 survey of YouthNet participants' parents found that 83% felt YouthNet helped their children stay out of trouble and 63% felt YouthNet helped their children avoid substance abuse.

There is no magic in these diverse examples, and many others. The common denominator in each success story has been, simply, the *will to act*. In a much-quoted 1989 book, *Within Our Reach*, Lisbeth Schorr described the vast storehouse of operational experience

accumulated nationwide by successful prevention and intervention programs. She concluded:

Knowing now that effective social interventions *can* reduce the number of children hurt by cruel beginnings and simultaneously promote the national welfare, we must be certain that these newly available tools are put to work. We have the knowledge we need. We know how to organize health programs, family supports, child care, and early education to strengthen families and to prevent casualties in the transition from childhood to adulthood. We know how to intervene to reduce the rotten outcomes of adolescence and to help break the cycle that reaches into succeeding generations. Unshackled from the myth that nothing works, we can assure that children without hope today will have a real chance to become contributing citizens of tomorrow.

The Challenge

Since 1988, the YouthNet coalition has provided steadily widening services to Kansas City youth ages 11-17. At present, these include outreach, counseling, structured after-school and summer activities, a transitional support program for new sixth graders, and community training on "building capable people." The coalition now numbers 17 public and private agencies and has secured funding to support nine outreach workers, three counselors, and three administrative staff. Over 4,000 youth were directly involved in YouthNet activities during 1992. The YouthNet model has won praise from local and national observers as a comprehensive approach for steering youth away from "rotten outcomes."

In July, 1992, Kansas City mayor Emanuel Cleaver challenged YouthNet to think big, to design a program to reach more of the city's "at-risk" youth. In response, YouthNet assembled four planning committees that met through the winter of 1992-93. Members were drawn from youth and social service agencies, city government, the Kansas City, Missouri School District, and charitable donors. Their charge was to examine the needs of youth and the barriers that kept the needs from being met in the broad areas of education, family life, health, and recreation/leisure. Implicit in their collective findings are three premises:

1. The process of creating capable young people is the joint responsibility of family, schools, and community.
2. A troubled family situation, left unaltered, can overpower school and community efforts to set youth on a path to healthy, productive lives.
3. Young people are an integral part of the solution to the problems affecting them.

Planning participants understand that their task is not an exercise of yelling "fire" in a theater. In reality, the smoke from the smoldering fires that have been consuming Kansas City's young people are all around us. It is that very haze which daily obscures our vision and prevents concerted action. Where should we begin, some people ask. It really is

hopeless, others lament. What can we possibly do on the local level when the problems are national in scope?

In early 1993, the non-partisan citizens organization, Kansas City Consensus, held up a beacon for others to follow. The final report of the COMPASS project distilled the views of thousands of residents expressed at hundreds of meetings over a two year period into a community vision — “Greater Kansas City: The Child Opportunity Capital where the quality of our children’s future is the measure of our success.” YouthNet embraces this vision as the core of its efforts to improve the well-being of young people.

The recommendations of the YouthNet planning committees, described below, represent a call to action. They hone, with great precision on the intersection of family health and youth development. Other reports and other initiatives have focused on jobs, drop-outs, learning skills, alternative education, and early childhood issues. Taken together, they constitute a whole cloth of community responsibility for our most precious commodity. It is time to begin.

A Plan of Action

1. Draft, endorse, and execute a Kansas City “Social Contract for Youth.”

The consensus of those who participated in the YouthNet planning process is that the city needs to get serious about its youth. Half-hearted gestures won’t suffice any longer. Pilot programs that lead nowhere merely increase the level of frustration. The times demand a commitment of time, energy, and money. YouthNet calls for a summit conference of the major youth providers in the community, of civic and neighborhood leaders, representatives of local government, and the philanthropic community. The goal is an agreement detailing policy and programs that will position the city for the challenges of the 21st century by insuring the healthy growth and development of all its young people. To accept anything less is to endorse mediocrity.

2. Expand the network of Outreach Workers and volunteer mentors towards a goal of one positive adult involved with every 45 youth in the community.

a. Outreach Workers

At present, YouthNet underwrites ten outreach workers based at neighborhood youth agencies. Each agency provides administrative oversight and office space, while YouthNet provides modified case management supervision, training, and centralized fundraising. The model of informal youth intervention through a network of paraprofessionals works. Outreach workers function as a combination of Big Brothers and Pied Pipers for the activities available at their home agency. But Outreach Workers are even now “triaging” prospective youth participants because there are too many to be served. As a start, YouthNet proposes to triple the number of Outreach Workers in 1993. This would insure that every middle

school in the Kansas City, Missouri School District has at least one Outreach Worker. Other Outreach Workers would be based at Parks and Recreation community centers, and outreach services would be extended to Kansas City north.

b. Citywide adult volunteer recruitment

A number of programs, including Adult Role Models for Youth (ARMY), affiliated with YouthNet, recruit adults to work with at-risk youth. These programs operate independently, and as a result, have left two gaps. While they tend to recruit volunteers for general "youth work," agencies typically lack the ability to effectively seek volunteers with specific expertise for a wide range of activities from teaching backgammon to running computers. In addition, the individual competing efforts have left no room for a collective campaign to seek and place motivated adults with youth programs. A central adult recruitment effort would meet these needs and dramatically expand the reach of multiple youth-serving agencies.

3. In meaningful ways, acknowledge youth as a community resource.

a. Peer counseling

At the adolescent level, a peer mentoring program would train high school students to visit with, support, and "counsel" middle school students. This approach also offers leadership and community service options to young people while utilizing a demonstrated resource for communicating values and norms.

b. Leadership training

Existing efforts in this arena are effective but fragmented. Opportunities should be extended to all youth in the city from elementary school through the teen years, culminating with employment.

c. Youth advisory boards

Programs *for* youth should *involve* youth at all levels of planning and evaluation. At a minimum, all YouthNet and Parks and Recreation centers should form youth advisory boards with composition weighted to those in the middle school years.

4. Enable troubled families to achieve positive changes for the benefit of all their members.

a. Develop peer mentoring programs for adults.

Important lessons have already been learned about intervention and education in distressed families through such programs as Missouri's Parents as Teachers. What

they and YouthNet share is a recognition of one-on-one relationships and the value of information conveyed by a peer, "someone like me." For adults, a common denominator many troubled families is their profound isolation. Adult mentors can act as a lifeline, reconnecting parents to needed services while helping them recognize and change the behaviors that threaten their stability and that of their children. Such intervention could occur in two forms: a one-on-one mentoring relationship and a less intensive family-to-family role modeling approach. An effective mentoring program would be well-publicized with widespread access in the community.

b. Undertake a multi-channel, family-centered media campaign

In too many families, violence, substance abuse, low aspirations, and poor self-esteem are the norm. Growing up in such settings, young people can only assume that what to outsiders may be abhorrent is, in fact, normal. Long-term media prevention campaigns focused at reducing heart disease, cancer, and cigarette smoking are succeeding. Using the lessons of such efforts, a campaign in Kansas City would aim to redefine family "normalcy," promote healthy parenting, and support the value of "getting help" when life crises seem overwhelming.

c. Add more professional counselors at community agencies.

Peer counselors can help initiate the process of change within families. But completion usually requires skilled intervention. Sufficient counseling resources are not now available and will become more strained if other advocacy and intervention efforts are put in place.

5. Recognize the primacy of childrens' health issues and act to fill glaring gaps in adolescent health care.

The America 2000 strategy emphasizes the importance of children entering school "ready to learn." At all ages, a major impediment is impaired physical and emotional health. The accounts of drug use, suicide rates, pregnancy, and homicide among Kansas City youth are legion. YouthNet counselors are increasingly treating adolescents for post-traumatic stress disorder (most commonly associated with Vietnam veterans) because of the violent environment in which they live. YouthNet proposes a three-fold intervention to deal with this problem:

- a. Expand health services available to students in the Kansas City, Missouri School District through school-based health clinics (two are now in operation) and better coordination with other health care providers.
- b. Create a Crisis Counseling Corps that could be called by police, hospitals, schools and others to deal directly and immediately with children who have experienced or witnessed violence. This could be composed of new counselors or persons on loan from existing agencies.

- c. Conduct health assessments in non-traditional settings such as the annual summer youth employment programs. Seek activities for which youth are already highly motivated and where concentrations of youth can be found.

6. Reshape the ways in which recreation activities are provided citywide.

- a. Expand non-traditional recreation opportunities

Recreation is a vital force which includes but encompasses much more than just play. It serves as a vehicle for self-expression and growth, for exploration and decision-making. With that in mind, YouthNet agencies and other providers should actively seek to include opportunities by gain "life experiences" by exploring the world beyond the neighborhood, the world of work, and the world accessible through education, discipline, and desire.

- b. Insure the availability of gender-balanced programming

Too often, the programs available at youth activity sites are slanted towards the needs and interests of boys. This probably springs from the predominantly male composition of most youth agency staffs and the perception that "unoccupied" boys pose a greater potential threat to the community than similarly "unoccupied" girls. Young women face equal challenges to young men and deserve similar attention from youth providers.

7. Upgrade the quality and scope of the community's youth services network.

- a. Program coordination

At present, the three major providers of youth activities in Kansas City, YouthNet, the city's Parks and Recreation Department, and the school district, interact on only the most superficial level. Yet, each has acknowledged the value of coordinating programs and facility utilization. A conference should be convened of the leadership of those major providers. The goal would be to remove barriers to offering the maximum range of programming, over the longest daily and yearly time schedule, at the largest number of activity sites citywide. In addition, YouthNet agencies and the Parks and Recreation Department should actively seek opportunities to support the September, 1992 Superintendent's Goals of the Kansas City, Missouri School District which include an increase in student achievement levels, a reduction in absence rates, and a decrease in the drop-out rate.

- b. Staff networking

YouthNet executive directors and outreach workers currently meet on a regular basis to "compare notes." But the program staff at each youth facility who interact

with youth on a daily basis do not meet with their peers, let alone with their counterparts at city recreation centers or school district after-school programs. A structure for such interaction should be created to provide a forum for idea-sharing and coping with inherent job stress.

c. Accountability

Funders, parents, and youth themselves deserve assurance that programming offered Kansas City adolescents is of high quality, developmentally appropriate and responsive to the input of the people being served. That assurance lies somewhere in the vast expanse between accreditation on one hand and monthly reports of units of service provided on the other. It is incumbent on those involved in the provision of youth services (from youth to funders to agencies) to design a set of performance standards to which all major providers will subscribe.

d. Transportation

As safety has decreased in central city neighborhoods, youth have become less willing to travel many blocks on foot to recreation sites. YouthNet proposes that community-wide solutions to this obstacle be considered including reduced fares on ATA buses, use of school buses under contract to the school district, and creation of a special fund to purchase bus tokens for YouthNet participants.

e. Training

Citywide training should be developed and made available to educators, parents, and others who work with youth. Such training should include culturally appropriate (race and class) materials. Training would help to remove barriers to effective interaction between "staff" and "clients" at all levels.

Implementation

It is proposed that these recommendations be executed in three phases beginning in the summer of 1993. Funding should be sought from local and national, public and private sources. Initial efforts will focus on middle school-age youth because of the critical importance of maintaining their connection to positive goals and behaviors during those transition years. However, it is also recognized that inappropriate and destructive behavior is manifesting in ever younger children. The target age for intervention may be lowered as dictated by community needs.

Phase I — by June, 1993

- Adopt a "Social Contract for Youth."
- Add twenty Outreach Workers and three Outreach Supervisors.
- Add seven Counselors and one Counseling Coordinator.
- Add 52 activity staff at 20 recreation facilities.

- Initiate planning meetings among YouthNet agencies, the Parks and Recreation Dept., and the Kansas City, Missouri School District to remove barriers to facility utilization.
- Initiate regular inter-agency staff planning meetings.
- Begin health assessments at summer youth employment sites.

Phase II — by September, 1993

- Initiate or expand peer counseling and leadership training programs for youth.
- Create youth advisory boards at all YouthNet agencies and Parks and Recreation Dept. recreation sites.
- Adopt a set of minimum performance and accountability standards for youth-serving agencies.
- Implement transportation solutions that improve the accessibility of activities to area youth.
- Begin community-wide training activities for adults working with youth.
- Create a Crisis Counseling Corps.

Phase III — by March, 1994

- Begin a multi-channel, family-centered media campaign.
- Initiate a citywide volunteer recruitment program for youth-serving agencies.
- Implement expanded health services for students in the Kansas City, Missouri School district.
- Develop or expand peer counseling programs for youth and adults.
- Develop or expand youth leadership training programs.

The Will to Act

A community that fails to cultivate a new generation of capable, productive young people faces a double penalty. It will lose the competitive edge to cities that offer a skilled, motivated workforce. However, the alternative is not simply to become an economic also-ran. Communities cannot afford to be filled with young people who have few skills, little hope, and no stake in the common good. Any city with a significant population of "throw-away" youth risks being overwhelmed by the exploding direct and intangible costs for health care, social welfare, and crime.

While the twentieth century has been dominated by those who developed their economic infrastructure, the next century will belong to those who fully develop their human infrastructure. The wheel turns, the paradigm shifts, and Kansas City faces a clear choice about investing in its human capital.

As surely as Atchison did not see its future slipping away in the shadow of the Hannibal Bridge, so too may Kansas City inexorably consign itself to the growing list of un-livable cities by failing to act now. It's a matter of priorities and a matter of community will. The bridge to the future is ours to build. As 1994 approaches, we stand at destiny's door.



Expanding the YouthNet Model: Precepts and Operations

prepared by Rick Malsick, YouthNet Administrator

April 28, 1993

The goal is positive outcomes for the young people YouthNet touches. YouthNet approaches this goal from three directions: facilities, strategies and services. YouthNet services are facility based; YouthNet facilities are neighborhood focal points in an era of magnet schools and large regional churches. Facilities provide a safe haven in neighborhoods beset by violence. Further, they provide a locus of identification for young people -- they can *belong* to the Don Bosco drill team or to the Clymer Center dance ensemble or to the Boys and Girls Clubs basketball team.

Strategically, YouthNet's effectiveness is based on intensive contact among staff and youth. Through aggressive outreach YouthNet creates opportunities for contact; neighborhood center-based staff are able to maintain contact and establish rapport. Extended hours at YouthNet facilities facilitate continuity of contact.

Finally, the services provided and brokered by YouthNet for participants and their families are comprehensive. YouthNet activities engage young people, give them something to say, "Yes!" to. And the menu of activities within the YouthNet network is substantial: sports and cultural arts augment competence and mastery; field trips expand horizons; counseling and tutoring remove obstacles to development; social skills are enhanced by contact with peers. Moreover, when specialized services are called for, e.g., emergency assistance or health services, YouthNet participants and their families have advocates among the YouthNet staff. Outreach workers routinely arrange access to needed services and follow up to ensure that the services meet the needs.

A New Paradigm

YouthNet's achievement is a new paradigm for delivery of services, a paradigm based on collaboration among youth-service programs. Collaboration is based on certain transactions among the participating providers, and between the providers and their creation, i.e., YouthNet. Collaborating agencies have designed a service map, with agencies accorded responsibility for specific geographies. This allows YouthNet to eliminate duplication in any given area and to ensure the complete coverage of the entire target area -- "turf issues" are defused by acknowledgement of "turf," each agency's sphere of responsibility.

Agency Roles

The product of collaboration is a design for program delivery; the process of collaboration implies adherence to the design at the provider level. Participation in YouthNet is based on an agency's commitment to provide YouthNet services:

to hire and supervise YouthNet staff

all direct services are provided by agency personnel (administrative staff coordinate and provide guidance but do not provide direct services); agencies retain all supervisory responsibilities including disciplinary and termination prerogatives; YouthNet employees will be compensated according to salary schedules in YouthNet contracts.

to secure and provide training for YouthNet staff

orientation and inservice training requirements must be consistent for all agency-based staff -- training requirements will be established and set forth in contracts; agencies must make YouthNet staff available for certain YouthNet-wide training opportunities; agencies may be asked to provide training for YouthNet staff based on agencies' specific areas of expertise.

Expanding the YouthNet Model: Precepts and Operations

page 2

to maintain records and submit reports

agencies will collect data and submit reports on participation in YouthNet programs, on staff activities (e.g., outreach logs), and on expenditures of YouthNet funds; reports will be submitted in a format consistent across all agencies; reports will be submitted in a timely manner in order to ensure timely distribution of funds.

To this extent, YouthNet necessarily becomes a component of each provider agency's core mission. In return, YouthNet funding strengthens agencies by augmenting service capacity and effectiveness with regard to adolescent programming.

Administrative Roles

While accountability for YouthNet services rests with the collaborating agencies, YouthNet maintains a limited central administration which has several functions:

program oversight and coordination

administrative staff meet regularly with program delivery staff -- outreach workers, activities staff, etc. -- to ensure complete coverage of target areas, to avoid duplication in any given area, to allocate resources (e.g., camping slots, donated event tickets) to providers; administrative staff organize activities which are applicable to all YouthNet agencies, e.g., sports leagues, training opportunities.

fiscal monitoring

administrative staff collect monthly reports of expenditures, review them for adherence to YouthNet budgets and compile them as necessary for submission to funders; budget adjustment requests are approved by administrative staff.

quality assurance and evaluation

administrative staff collect and review monthly participation reports, compile them for funders; staff promulgate performance standards and work with agencies to solve problems in the delivery of services; staff recommend and coordinate orientation and inservice training opportunities and monitor training provided by agencies to ensure uniformity and quality; staff coordinate and assist research endeavors undertaken by evaluators.

fundraising

staff will be responsible for preparation and submission of grant proposals, annual campaign, direct mail and special event fundraising; consultants may be used on a time-limited basis for assistance in various fundraising projects, e.g., grantwriting, special events.

community relations

administrative staff will assist and support the Friends of YouthNet.

advocacy and representation

administrative staff play an important advocacy role -- in various circumstances, e.g., provider meetings, contract negotiations, resource development, the administrative staff may represent the entire collaboration, obviating participation by the executives of all the YouthNet partners.

Expansion of the YouthNet Model

The expansion of the YouthNet model will take place on three levels:

expansion of existing programs

outreach and activities programs will expand geographically, with outreach workers deployed from thirty sites; these sites will be facilities -- neighborhood focal points for YouthNet activities; the Parks and Recreation Department will operate three outreach/activities sites; outreach and activities will be based at ten schools and operated by YouthNet agencies -- schools will be compensated for expenses incurred in use of facilities by YouthNet agencies; expansion of training activities, such as Developing Capable People, to educators, parents and youth service workers.

YouthNet will expand its professional counseling staff to ten, with one counselor designated as a "lead counselor"; counselors will be employed by and under supervision of Mattie Rhodes Counseling and Art Center, Niles Home for Children and Northeast Counseling Center.

innovations to existing programs as recommended by planning subcommittees

innovations to counseling -- crisis counseling corps; innovations to activities -- non-traditional recreation, gender balanced programming, youth advisory boards, leadership programs.

new programs

health risk assessments of Summer Youth Employment Program participants; Block Leaders program; volunteer/mentoring programs -- peer mentors, adult volunteer recruitment; media campaign.

An operational overview of the expanded YouthNet model follows.



Program Description – Outreach

Program Components

street outreach

transitional support program -- intensive contact with groups of sixth graders

case management -- referrals from schools, parents, courts, DFS

student support groups -- in conjunction with YouthNet counselors

training -- Developing Capable People training for parents, educators, youth service workers

Purpose

street outreach -- make contact, establish rapport with isolated, uninvolved youth; create access to YouthNet activities

transitional support program -- prevention of school problems, substance abuse, destructive peer relationships during the difficult first year of middle school

case management -- create access to services for youth in need; follow-up to ensure needs get met

student support groups -- positive educational development through improved problem-solving and decision-making skills

training -- parent support; improved youth services

Methods

street outreach -- outreach worker maintains consistent presence in parks, playgrounds, streets, earns trust of isolated youth; establishes rapport with youth; persuades youth to get involved in YouthNet activities

transitional support program -- outreach worker recruits 25 incoming sixth graders in late summer; maintains contact with participants, schools, families; organizes activities for participants

case management -- outreach worker takes referrals, either directly or through outreach coordinator, of young people needing attention; follows up to see if problem was solved or if new strategies are needed

student support groups -- with YouthNet counselor convenes problem solving groups of students referred by teachers; groups take place on site at KCMSD middle schools

training -- certain outreach workers are trained in the Developing Capable People format; requests for training are made to YouthNet administration and outreach workers are assigned to provide it; stipends are offered to outreach workers providing training

Authority Definition

Outreach workers are employees of YouthNet agencies and are subject to agencies' personnel policies. The outreach coordinator organizes the activities of outreach workers to ensure coverage of the target area, to minimize duplication, to monitor consistency and quality, and to facilitate an orderly referral process. The outreach coordinator and the agency supervisor both sign the outreach worker's annual performance evaluation.

Performance Standards

street outreach -- 200 contacts per outreach worker (an outreach contact is defined as name and address of an isolated young person encountered through street outreach)

transitional support program -- 25 participants per outreach worker

case management -- 25 cases per outreach worker

student support groups -- 24 youth (2 groups; 12 youth/group) per outreach worker

training -- 200 parents and youth service workers trained in Developing Capable; 100 educators oriented to YouthNet programming

Program Description – Outreach (cont'd.)

Training

Outreach workers will be oriented and trained in the following areas:

- orientation to agency
- orientation to schools
- orientation to YouthNet: background, goals, procedures, reporting
- interaction with other YouthNet programs
- child development (normal); behavior management
- when to make a referral to counselors: indicators, process
- substance abuse education
- small group dynamics
- community resources
- cultural sensitivity
- how to do home visits
- street outreach techniques

Reporting

The following reports are submitted monthly:

- daily outreach logs
- weekly contact summaries
- program descriptions for:
 - 1) Transitional Support Program events
 - 2) Student Support Groups
- sign in sheets for all YouthNet agency activities

Intake forms and service plans for case management are submitted as they are generated.

Interaction with Other Programs

As the primary link between isolated young people and YouthNet facilities and programs, the outreach worker routinely channels participants into other programs, primarily activities and counseling. Yet if other needs are identified by activities or counseling staff, activities participants may be referred back to an outreach worker on a case management basis. It is anticipated that this "give and take" referral process will be at play in the new Block Leaders and volunteer programs.



Program Description – Health Screenings

Program Components

health risk assessments

referral to case management

Purpose

health risk assessment -- to identify physical and psychosocial health risk factors among participants in the Summer Youth Employment Program

referral to case management -- to ensure that those participants needing attention to health risks receive services

Methods

health risk assessments -- Adolescent Resources Corporation will conduct health risk assessments of Summer Youth Employment Program participants from the Full Employment Council site at 8th and Paseo

referral to case management -- youth indicating health risks will be referred to YouthNet outreach coordinator, who will assign cases to outreach workers for case management; criteria for referral will be developed by YouthNet and ARC staff

Authority Definition

The health risk assessment program will operate autonomously, linked to YouthNet through the referral process.

Performance Standards

health risk assessments -- 1,000 Summer Youth Employment Program participants

referral to case management -- 50 cases

Training

n/a

Reporting

Final report on volume of services, referrals

Final aggregate report on health risk indicators among target population

Interaction with Other Programs

The health risk assessment program will have a referral relationship with YouthNet outreach.



Program Description – Counseling

Program Components

individual, family and group counseling
student support groups
crisis counseling corps

Purpose

individual, family and group counseling -- positive development in the areas of behavior, affect, socialization, family functioning; application of traditional counseling models to effect positive development
student support groups -- positive educational development through improved problem-solving and decision-making skills
crisis counseling corps -- to provide early interventions to young people affected by violence -- drive-by shootings, assaults; ultimately to reduce the incidence of post-traumatic stress disorder

Methods

individual, family and group counseling -- licensed counselors provide professional services at various locations, e.g., schools, activities sites, homes
student support groups -- with YouthNet outreach worker convenes problem solving groups of students referred by teachers; groups take place on site at KCMSD middle schools
crisis counseling corps -- counselor takes referrals from Kansas City Police Department of youth affected by (witness to, lost friend / family member to) violence

Authority Definition

Counselors are employees of YouthNet agencies and are subject to agencies' personnel policies. The outreach coordinator and lead counselor organize the activities of counselors to ensure coverage of the target area, to minimize duplication, to monitor consistency and quality, and to facilitate an orderly referral process.

Performance Standards

individual, family and group counseling -- work with 100 young people and families per counselor
student support groups -- 24 youth (2 groups; 12 youth / group) per counselor
crisis counseling corps -- work with 100 young people

Training

Counselors will be encouraged to participate in workshops, seminars and classes that will enhance professional development; subject matter for workshops, etc., will be different for each counselor and decided by agency executive and counselor. It is anticipated that most of the training developed for the outreach program will be applicable to YouthNet counselors.

Reporting

Quarterly reports individual, family and group services provided
Sign-in sheets for educational programs

Interaction with Other Programs

Counselors may receive referrals from various sources within YouthNet (outreach workers, activities staff) and without (school counselors); counselors may work with outreach workers (case management) in meeting social service needs of clients.



Program Description -- Activities

Program Components

agency-based activities

school access

non-traditional recreation

gender-balanced programming

youth advisory boards

staff networking

Purpose

agency-based activities -- provide youth with safe, developmentally appropriate activities; alternatives to street culture; sense of belonging -- encourage identification of youth with agencies/programs;

socialization/peer relationships

school access -- provide activities from various school sites

non-traditional recreation -- introduce new activities which explore cultural issues, neighborhood concerns, employment and pre-employment skills, other "life-experiences"

gender-balanced programming -- increase recreation activities for young women

youth advisory boards -- establish youth advisory boards at each activities site; youth advisory boards should earn sufficient credibility to influence youth policy/programs at sites

staff networking -- increased program coordination; expanded opportunities for young people/increased access to other agencies' programs

Methods

agency-based activities -- survey youth at each site to determine needs/interests; develop agenda, schedule of youth activities; evening and weekend programming should be emphasized

school access -- negotiate terms, conditions and compensation for use of schools as sites for activities; proceed with activities, with neighborhood youth (rather than students) as target population

non-traditional recreation -- develop definition, examples of non-traditional activities; distribute, encouraging sites to implement such activities

gender-balanced programming -- based on surveys, increase programming of interest to young women

youth advisory boards -- agencies determine structure for deciding representation on youth advisory boards; assist youth advisory boards in scheduling, planning, advocacy

staff networking -- senior activities staff from agencies meet regularly with activities coordinator and activities supervisors to plan, implement and evaluate joint programming, resource sharing

Authority Definition

YouthNet agencies and Parks and Recreation Department Community Centers will be responsible for programs at the facilities they operate; programs offered from schools will be operated by YouthNet agencies, with schools being compensated for expenses incurred in opening the facility for public use. It is expected that structures and "clout" of youth advisory boards will vary from site to site.

The activities coordinator, assisted by agency-based activities supervisors, has authority to guide and coordinate agency and site-based staff, however, all personnel matters are handled by agencies; agencies should ensure that senior activities staff be available for YouthNet activities meetings.

Performance Standards

agency-based activities -- 300 participants/site (unduplicated); 5,000 contact hours/site (sign-in sheets)

school access -- same as agency-based activities

Program Description – Activities (cont'd.)

Performance Standards (cont'd.)

non-traditional recreation -- based on definition, track non-traditional activities to establish baselines for numbers of activities offered, participation

gender-balanced programming -- record numbers of activities, participation by young women as baselines for future efforts

youth advisory boards -- one functioning youth advisory board at each activities site

staff networking -- regular meetings with representation from all sites

Training

Agencies will be responsible for orientation of activities staff to YouthNet facilities and sites; training opportunities will be developed to target permanent, full-time activities staff; examples of such training opportunities might include

- survey methods
- marketing
- referral processes
- child development, behavior management
- small group dynamics

Reporting

The following are submitted monthly:

- listing of activities
- sign in sheets

Activities schedules should be submitted quarterly, or as often as they are updated.

Interaction with Other Programs

Access to activities programs can come through virtually any YouthNet program -- all will interact with activities at the agency and site levels; activities staff can make referrals to other components of YouthNet as well.



Program Description -- Block Leaders

Purpose

To create a network of young adults who will do youth outreach and activities in selected neighborhoods; to achieve a 45:1 youth to adult ratio

Methods

Each Block Leader will work twelve hours per week, from his/her home. Each will be responsible for outreach and activities in an area five blocks square surrounding the Block Leader's residence. Supervision and support will be provided by YouthNet agencies, with one supervisor assigned to 16 Block Leaders. In addition, a cadre of roving leaders will be maintained so that, in the event of vacancy or illness, there will be continuity of services to neighborhood youth.

Authority Definition

Block Leaders programs will be implemented by YouthNet agencies.

Performance Standards

- maintain contact with a minimum of 45 youth (per Block Leader) in assigned area.
- organize a minimum of 50 activities, field trips, educational presentations (per Block Leader) for youth in assigned area.
- distribute promotional literature for YouthNet and neighborhood activities;
- make referrals of youth in need of services;

Training

Block Leaders will be oriented and trained in the following areas:

- communication skills
- mediation
- child development
- crisis intervention
- substance abuse prevention
- sexuality issues
- orientation to YouthNet, agencies
- community resources
- recruitment strategies
- how to do a home visit
- referral indicators and procedures
- record keeping and reporting

Reporting

The following reports will be submitted monthly:

- daily activity logs
- weekly contact summaries
- sign-in sheets for group activities

Interaction with Other Programs

There will be an important referral relationship between Block Leaders and other YouthNet programs -- Block Leaders inevitably will encounter young people in need of assistance. Supervisors will be the primary advocates for youth needing services, to eliminate outreach workers having to take referrals from numerous Block Leaders.



Program Description – Volunteer Programs

Program Components

program volunteers
peer mentoring
adult mentoring
leadership training

Purpose

program volunteers -- expansion of program capacity through recruitment of adults to assist with activities
peer mentoring -- leadership and community service; training and coordination of high school students volunteering to mentor middle-school students
adult mentoring -- recruitment and training of neighborhood residents to recognize and assist with neighborhood problems (especially parenting problems)
leadership training -- design and coordinate a leadership curriculum which extends from elementary through high school and is directed toward employment

Methods

program volunteers -- development of structure for requesting and assigning of volunteers; recruitment, screening, training, deployment and recognition of volunteers who assist with activities programs
peer mentoring -- recruitment, training, scheduling of high school students
adult mentoring -- identification, recruitment, training, follow-up with volunteer mentors and families
leadership training -- identify existing leadership programs (and gaps); develop and implement programs to cover gaps; sequence leadership programs according to age/developmental level; identify sites for pilot (year 2)

Authority Definition

Volunteer and mentor programs will be consolidated under one agency; an advisory structure will be developed.

Performance Standards

program volunteers -- recruit, screen, train and assign 150 activities volunteers
peer mentoring -- design program, run pilot with 25 mentors and middle school students
adult mentoring -- recruit, train and support 25 adult mentors/families
leadership training -- design and structure multi-year leadership curriculum; secure commitment to program from providers of segments of leadership curriculum; identify site for pilot

Training

Volunteers will be oriented and trained in the following areas:

- communication skills
- child development
- substance abuse prevention
- sexuality issues
- orientation to YouthNet, agencies
- community resources
- recruitment strategies
- referral indicators and procedures
- record keeping and reporting

Program Description – Volunteer Programs (cont'd.)

Reporting

Monthly reports of volunteer hours, training hours

Interaction with Other Programs

There will be substantial interaction with agency activities programs as volunteers will be assigned to these programs. Planning and program design for mentoring and leadership programs should involve representatives from as many agencies as possible. Some referrals to counseling and outreach may be made by volunteers.

YOUTHNET OF GREATER KANSAS CITY
STAFF DEPLOYMENT — 1993-94
April 11, 1993

page 1

SITE	OUTREACH WORKERS	ACTIVITIES STAFF	LEAD ACTIV. STAFF	COUNSEL.	BLOCK LEADERS
1. Boys and Girls Clubs 3831 East 43rd Street	1	2	1	0	16
2. G.W. Carver Center 4115 East 43rd Street	1	2	0	0	16
3. Clymer Center 1301 Vine	1	2	1	0	16
4. Della Lamb Community Services 500 Woodland	1	2	0	0	16
5. Don Bosco Community Center 526 Campbell	1	2	0	0	16
6. Guadalupe Center, Inc. 1015 West 23rd Street	1	2	0	0	16
7. Minute Circle Friendly House 2405 Elmwood	1	2	0	0	16
8. Salvation Army-Bellefontaine 3013 East 9th Street	1	2	0	0	16
9. Whatsoever Community Center 1201 Ewing	1	2	1	0	16
10. YMCA-Linwood 3800 East Linwood	1	2	0	0	16
11. Genesis 3831 East 43rd Street	1	2	0	0	0
12. Synergy Parkville	1	2	1	0	0
13. YWCA-Deramus 1000 Charlotte	1	2	0	0	0
14. Boys and Girls Clubs 1911 East 23rd Street	1	2	0	0	0
15. Don Bosco-Northeast Owl Center 4444 St. John	1	2	0	0	0
16. YMCA-Forest Street 5541 Forest	1	2	1	0	0
17. YMCA-Clay Platte 1101 NE 47th Street	1	2	0	0	0
18. Blue Valley Recreation Center 18th and White	1	2	0	0	0
19. Lykins Community Center 4012 East 10th Street	1	2	0	0	0
20. Westport Roanoke Community Center 3601 Roanoke Road	1	2	0	0	0
21. Southeast HS/MS/HS Prep (Della Lamb) Meyer & Swope Parkway	1	2	1	0	0
22. Blenheim (Boys and Girls Clubs) 2411 East 70th Street	1	2	0	0	0
23. Our Lady of Angels (Guadalupe) 209 West Linwood	1	2	0	0	0
24. Melcher (G.W. Carver) 3958 Chelsea	1	2	0	0	0

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April 11, 1993

SITE	OUTREACH WORKERS	ACTIVITIES STAFF	LEAD ACTIV. STAFF	COUNSEL.	BLOCK LEADERS
25. New West (Mattie Rhodes) 17th and Summit	1	2	0	0	0
26. Longfellow (Clymer) 2830 Holmes	1	2	0	0	0
27. Troost (Clymer) 5915 Forest	1	2	0	0	0
28. Paseo (Genesis) 4747 Flora	1	2	0	0	0
29. Askew (Whatsoever) 2630 Topping	1	2	0	0	0
30. East (Minute Circle) 1924 Van Brunt	1	2	0	0	0
31. Mattie Rhodes Counseling 1740 Jefferson	0	0	0	4	0
32. Niles Home for Children 1911 East 23rd Street	0	0	0	3	0
33. Northeast Counseling Center 531 Garfield	0	0	0	3	0
	30	60	6	10	160

HAKC Linkages

T.B. Watkins -- Clymer

Chouteau -- YMCA

Guinotte -- Don Bosco

West Bluff -- Boys and Girls Clubs

Riverview -- Della Lamb

Wayne Miner -- Clymer, Della Lamb