

2010 Youth Coalition Community Leader Training

- Halle Heart Center
- Tempe, AZ
- March 10, 2010

Welcome

- Facilitator Introduction
 - Rasheda Worthy, MSW
 - Stan Worthy
- Participant Introduction- please introduce yourself to the group stating your name, organization and title
- ADHS Introduction-Introduction of staff and training goals

Training Objectives

- Increase understanding of the purpose of Youth Coalitions
- Establish understanding of coalition structure
- Identify strategies for recruiting youth members
- Identify successful activities for youth coalitions
- Establish strategies for sustainability of youth groups

What is a Coalition?

- Coalitions are alliances of individuals, groups or communities and states, in which each member retains its identify but all agree to work together toward a common goal.

Is a Youth Coalition Appropriate?

- Reasons FOR a new Coalition
 - To address an urgent need that has been identified in the community
 - Provide critical services or information to the community
 - Eliminate duplication of services and programs and become more efficient
 - Pool resources
 - Create long term permanent social change

Reasons AGAINST a new coalition

- There is no agreement on what public health issue currently affects the community
- There is disagreement about if the identified issue is important to the community
- Trust is missing between individuals and community
- A coalition is not the right response to the issue

How does my Coalition meet the culture of Youth?

- What is the alliance?
- Who are the members?
- What is the identity?
- What is the common goal?

Building a Youth Coalition

- Why are some youth groups more effective than others?

Vibrancy

- Vibrant youth groups helps youth reach their potential and become self-directing, autonomous adults.
- Vibrant youth groups are those which have achieved a sense of genuineness and possess a drive toward the future--not in some smug way but rather in a way that they believe in themselves and have a sense of inner confidence.
- Vibrant youth groups believe in what they do, celebrate their commitments to action and express a sense of hope and courage for youth and their role in it. *Kirk A. Astroth*

What will be the focus of your Youth Coalition?

- Activity or Events
- Service or Program
- Community Mobilization
- Advocacy
- Campaign
- Comprehensive (All)

Activities or Events

- These coalitions conduct prevention activities and events such as health fairs, information and referral events, poster contests, teen dances, etc...

Service and Program Delivery

- This Coalition focuses on developing and carrying out programs that serve individuals or families. These programs may affect populations and may include services such as after school programs or parenting classes.

Community Mobilization

- This Coalition will focus on organizing and energizing their community and identify a single issue such as enacting public policy.
- Youth may be involved with this type of activity through assisting with voter registration or disseminating legislative proposals.

Comprehensive Community Coalition



These coalitions respond to community conditions by developing multi-faceted plans leading to measurable, population-level reductions in one or more problem area.

Characteristics of a Successful Youth Coalition

- Independence
- Youth Focused
- Ownership
- Change
- Consistency
- Play Time
- Support

Strategies to Build a Successful Youth Coalition

- Adults influence how things are done but not “what” is done
- Empower young people
- Establish a balance between chaos and structure
- Identify “helping” and “serving” as fun
- Provide training
- Create Cultural Competency

Activity

➤ Group Work Activity-Lets Examine Our Focus

Philosophy

- Bring youth into the planning, development, implementation and evaluation of programs.
- Eliminate programs in which youth are merely passive or uninvolved.
- Develop more programs that actively engage youth in their own learning as self-directed learners.

Cont'd.

- Involve youth in "real time" community service projects.
- Ensure that program staff understand that youth should feel secure enough to try out new ideas and approaches without fear of ridicule.
- Develop a mentoring system where older youth or adults are paired with youth participants.
- Connect youth and youth programs to the community in which they live. Exchange trips, visits to other clubs, and other methods to explore what other groups are doing.

Culture

- Develop a youth advisory group that can give input to the program staff.
- Engage youth in developing rules and guidelines for the Coalition.
- Practice listening to youth through focus groups, encounter sessions or other sources.
- Ensure the security and safety of your facility.
- Develop a shared cultural value in which everyone is respected and valued for who they are and for what they can become.

Power Structure

- Screen adult staff for their approach to autonomy or control as well as experience and culture.
- Provide training to all staff in youth/adult partnerships. An excellent resource is "Creating Youth/Adult Partnerships" from the National 4-H Council.
- Pair youth members with adult staff in all teaching and coaching roles, modeling youth involvement and contribution.

Coalition Activities

- Constantly evaluate the range of activities the Coalition is offering to ensure relevancy and value to youth members. Many groups use an anonymous method of soliciting ideas about needed improvements using a ballot box for written comments. Other groups have used more formal methods of evaluating the group's meetings and activities.
- Anchor your programs in a knowledge of "best practices" for positive youth development. Consult with experts in what kinds of programs and approaches are proven and scientifically defensible.

Cont'd.

- Develop a vision and mission for your Coalition which will help bring focus and continuity to your efforts. What is the Coalition really about? What do we do best?
- Involve members of the community as instructors, resource people and in governance roles to ensure the program is anchored in the community.
- Keep your groups small so that youth get individualized attention.
- Analyze your physical facilities. Think purposively about seating arrangements.

Where Ya At?

- Do the facilities communicate a sense of warmth and welcoming?
- What is the nature of your signage? Do you have numerous "Don't" signs which communicate negative messages and punitive measures for non-compliance?
- Have you arranged your space to appeal to youth rather than be convenient for the staff?
- What considerations have you given to seating arrangements and configurations?

Staff

- Provide several incentives to staff/adult volunteers to ensure a long-term commitment. These may be financial but they can also be incentives that are non-material. Recognition is a key ingredient in keeping staff motivated and involved.
- How do you create a sense of loyalty and belonging among staff? Provide ways for your staff to interact informally outside of the Coalition in ways that are fun.
- Hire staff who develop trust easily and who are trust worthy.

Staff cont'd.

- Hire staff who know how to deal with the unexpected and can be flexible.
- Train your staff to be advocates for youth and take a prominent role in the community in advocating for the rights of young people.
- Conduct in-service training for staff in youth development principles and strategies to improve their skill base. Constant training is necessary to keep staff up to current standards and skills.
- Contract with staff for set periods of employment.
- Staff commitment to attendance
-

COMMUNITY ASSESSMENT

- Utilize your profile of community resources
- Understand who your population is and the needs of your population
- Review what resources your Coalition will require and what you have available

COMMUNITY READINESS

- Understand that you are working with youth and although the Coalition may be lead by staff or adult volunteers, your assessment and readiness measurement pertains to the mindset of the youth that you are looking to engage
- In some cases you will be evaluating the readiness of the youth AND the adult community

Stages of Readiness

Stage 1: No Awareness

Stage 2: Denial

Stage 3: Vague Awareness

Stage 4: Pre-Planning

Stage 5: Preparation

Stage 6: Initiation

stages continued

- Stage 7: Stabilization
- Stage 8; Confirmation/Expansion
- Stage 9: High Level of Community Ownership

Data Gathering

- Is data gathering or data collection activity necessary to determine readiness of community?
- Utilize existing community assessment to determine community readiness
- Is additional data necessary to determine the structure or role of your youth coalition?

MARKETING/ RECRUITMENT

- All Coalitions should include a diverse group of members. Youth Coalitions should include youth from various backgrounds and geographic locations if appropriate.
- Marketing Strategies will target youth as well as inform community about the Coalition.

Marketing Advertising

- What is Advertising vs. Marketing
- How Do you market to youth?
- What are some affordable marketing strategies
- How do you incorporate social marketing?
- How do you incorporate schools and communities
- What is the role of partnerships?

Membership

- At a minimum, Youth Coalitions should strive to include
- Both male and female
- Various socio-economic status
- Diverse race and ethnicity
- Age

Recruitment Planning Steps

- Identify what members are needed
- Determine how many
- Who is involved
- How will you invite youth members
- Establish timeline for recruitment
- Establish a message for new members
- Establish what the members will do

Establishing Roles

- Establish what roles are needed and a description of roles
- Establish desired rules
- Identify appropriate committees and sub-committees
- Establish how you will communicate with members
- Establish meeting or communication schedule

Consider the YOUTH

- Transportation
- Method of communication
- Available time
- Activities
- Longevity

Maintaining Membership

- Identify a Core Group
- Invite Key Stakeholders
- Invite Community
- Invite Other Youth

Membership/Recruitment strategies

- Host Events
- Attend Events
- Partner with other existing groups
- Advertising
- Social Networking
- Contests

Plan your Event



30 minute

Group Activity

Tobacco Prevention Tool-kit

STRATEGIC PLANNING

- Once you have established a strong youth coalition and you know what it is that your group would like to do, how do you move forward in this process

Strategic Planning Model 1

- **1. State your purpose (mission statement)** - This is the statement(s) that describes why your coalition exists, i.e., its basic purpose. The statement should describe what needs are intended to be met and with what activities. The statements may change somewhat over the years.
- **2. Select the goals your Coalition must reach if it is to accomplish your mission** - Goals are general statements about what you need to accomplish to meet your purpose, or mission, and address major issues facing the Coalition.
- **3. Identify specific approaches or strategies that must be implemented to reach each goal** - The strategies are often what change the most as the Coalition get further along in the process of their activities.
- **4. Identify specific action plans to implement each strategy** - These are the specific activities that each major function (for example, sub-committee, etc.) must undertake to ensure it's effectively implementing each strategy. Objectives should be clearly worded to the extent that people can assess if the objectives have been met or not. Be certain that assignments are audience appropriate.
- **5. Monitor and update the plan** - Planners regularly reflect on the extent to which the goals are being met and whether action plans are being implemented. Perhaps the most important indicator of success of the Coalition is positive feedback from the Coalition's customers-the community.

Strategic Planning Model 2

- **Summary of Issue-Based (or Goal-Based) Strategic Planning**
- (Note that an organization may not do all of the following activities every year.)
 1. External/internal assessment to identify “SWOT” (Strengths and Weaknesses and Opportunities and Threats)
 2. Strategic analysis to identify and prioritize major issues/goals
 3. Design major strategies (or programs) to address issues/goals
 4. Design/update vision, mission and values(some organizations may do this first in planning)
 5. Establish action plans (objectives, resource needs, roles and responsibilities for implementation)
 6. Record issues, goals, strategies/programs, updated mission and vision, and action plans in a Strategic Plan document, and attach SWOT, etc.
 7. Develop the yearly Operating Plan document(from year one of the multi-year strategic plan)
 8. Develop and authorize Budget for year one(allocation of funds needed to fund year one)
 9. Conduct the organization’s year-one operations
 10. Monitor/review/evaluate/update Strategic Plan document

Strategic Planning Model 3

➤ **Model Three - Alignment Model**

- The overall purpose of the model is to ensure strong alignment among the organization's mission and its resources to effectively operate the organization. This model is useful for organizations that need to fine-tune strategies or find out why they are not working. An organization might also choose this model if it is experiencing a large number of issues around internal efficiencies. Overall steps include:
- 1. The planning group outlines the organization's mission, programs, resources, and needed support.
- 2. Identify what's working well and what needs adjustment.
- 3. Identify how these adjustments should be made.
- 4. Include the adjustments as strategies in the strategic plan.

Strategic Planning Model 4

➤ **Model Four - Scenario Planning**

- This approach might be used in conjunction with other models to ensure planners truly undertake strategic thinking. The model may be useful, particularly in identifying strategic issues and goals.
- 1. Select several external forces and imagine related changes which might influence the organization, e.g., change in regulations, demographic changes, etc. Scanning the newspaper for key headlines often suggests potential changes that might effect the organization.
- 2. For each change in a force, discuss three different future organizational scenarios (including best case, worst case, and OK/reasonable case) which might arise with the organization as a result of each change. Reviewing the worst-case scenario often provokes strong motivation to change the organization.
- 3. Suggest what the organization might do, or potential strategies, in each of the three scenarios to respond to each change.
- 4. Planners soon detect common considerations or strategies that must be addressed to respond to possible external changes.
- 5. Select the most likely external changes to effect the organization, e.g., over the next three to five years, and identify the most reasonable strategies the organization can undertake to respond to the change.

Strategic Planning Model 5

➤ **Model Five - “Organic” (or Self-Organizing) Planning**

- Traditional strategic planning processes are sometimes considered “mechanistic” or “linear,” i.e., they’re rather general-to-specific or cause-and-effect in nature. For example, the processes often begin by conducting a broad assessment of the external and internal environments of the organization, conducting a strategic analysis (“SWOT” analysis), narrowing down to identifying and prioritizing issues, and then developing specific strategies to address the specific issues.
- Another view of planning is similar to the development of an organism, i.e., an “organic,” self-organizing process. Certain cultures, e.g., Native American Indians, might prefer unfolding and naturalistic “organic” planning processes more than the traditional mechanistic, linear processes. Self-organizing requires continual reference to common values, dialoguing around these values, and continued shared reflection around the systems current processes. General steps include:
- 1. Clarify and articulate the organization’s cultural values. Use dialogue and story-boarding techniques.
- 2. Articulate the group’s vision for the organization. Use dialogue and story-boarding techniques.
- 3. On an ongoing basis, e.g., once every quarter, dialogue about what processes are needed to arrive at the vision and what the group is going to do now about those processes.

Strategic Planning Model 5 cont'd

- 4. Continually remind yourself and others that this type of naturalistic planning is never really “over with,” and that, rather, the group needs to learn to conduct its own values clarification, dialogue/reflection, and process updates.
- 5. Be very, very patient.
- 6. Focus on learning and less on method.
- 7. Ask the group to reflect on how the organization will portray its strategic plans to stakeholders, etc., who often expect the “mechanistic, linear” plan formats.

SUSTAINABILITY AND CULTURAL COMPETENCY

- SUSTAINABILITY-The ability to maintain the social, human and material resources need to achieve long-term goals.
- CULTURAL COMPETENCY: A set of behaviors, attitudes and policies that come together in a system, agency, coalition or program among individuals enabling them to function effectively in diverse cultural interactions

Sustainability and Cultural Competency contd

- Sustainability and cultural competency are closely linked when a Coalition seeks to bring about change in a community. Bringing about change as a group requires all sectors and all people to establish one relationship for a common goal.

Effective Cultural Strategies

- Strategies are aligned with the values of the intended audience
- Adult leaders take the time to learn the history of cultural perspectives in the community to understand the past and have clear direction for the future
- Culture is viewed as an asset not a burden

Elements of Sustainability

- Membership, relationships, leadership and organizational strength are maintained and fostered
- Progress is tracked and monitored and adjustments are made as necessary
- Energy is focused on the core element of the coalitions work
- Community First
- Value is added
- Coalition consistently spreads the word about their efforts and successes
- Always room to grow

Elements of Cultural Competency

- Solicit advice from diverse communities regarding all activities
- Get commitment from the top to address cultural differences
- Include the intended audience in the preparation and planning for strategies and programs

Cultural Knowledge

- The understanding of some cultural characteristics, values, history and belief

Cultural Awareness

- Being open to the idea of changing cultural attitudes of a group and willing to accept these changes

Cultural Sensitivity

- The awareness and understanding of cultural differences without assigning values to those differences.
- Eliminating stereotypes and biases and the willingness to not reject beliefs that are unlike your own.

Sustainable Youth Coalitions

- Strong Membership/Ongoing Recruitment
- Consistent Marketing
- Incorporate Media
- Identify and Pursue Funding
- Establish Strong Partnerships
- Promote Innovativeness/Creativity
- Take Commitment and Time

REFERENCES

- These strategies are drawn from a vibrancy self-assessment tool developed by Dr. Kirk A. Astroth, Montana State University. For a further explanation of the concept of vibrancy, the five domains of vibrancy and how vibrancy applies to non formal youth groups, consult the Fall 1997 article titled "The Vibrant Youth Group: Changing the Focus from Youth 'At Risk' to Youth 'At Their Best,'" *Resiliency in Action, 2(4):13-17.*
- Coalition Development and Community Assessment, Strategic Prevention Framework. The Partnership
- © Copyright Carter McNamara, MBA, PhD, Authenticity Consulting, LLC.
Adapted from the Field Guide to Nonprofit Strategic Planning and Facilitation.

CLOSING/ EVALUATION

➤ Please complete the evaluation forms that have been provided before you leave

➤ Contact Information:

Worthy Institute, LLC

389 East Palm Lane, Suite 2

Phoenix AZ 85004

602-258-3300

www.worthyinstitute.com