

City of Evanston YOUTH AND YOUNG ADULT Programs Division



2016 Job Fair



Strategic Operational Plan January 2017



City of Evanston Youth and Young Adult Programs Division

www.cityofevanston.org/youth

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2017 City of Evanston Youth and Young Adult Programs Division Strategic Operational Plan

Vision Statement

Provide opportunities for all Evanston youth and young adults to become active and productive citizens of the community through strengthening existing youth services, establishing a network of service partnerships, increasing participation within the available local opportunities, creating marketable job training and placement, and increasing the opportunities for social and recreational outlets for disengaged youth.

Introduction and Guiding Principles

The City of Evanston Strategic Plan includes a youth engagement initiative. The initiative is guided by the following goals:

1. To generate marketable job skills for Evanston residents; and
2. To provide opportunities for Evanston youth and young adults to become active and productive citizens of the Evanston community.

To realize those goals, the city established the Youth and Young Adult Programs Division in December 2011.

The division staff consists of a Community Services Manager, Program Coordinator, Assistant Program Coordinator, and six Youth and Young Adult Outreach Workers. Every staff member is responsible for helping at-risk youth and young adults to find and maintain a positive life path.

Although each Youth and Young Adult Programs Division staff member has different roles and responsibilities, they are all responsible for establishing effective working relationships with other organizations or groups that support Evanston's youth and young adults. These include community leaders, school and university personnel, health care and social work providers, community-based organizations, businesses, faith-based institutions, and coalition groups that support Evanston's youth and young adults.

Division Strengths

- Committed Mayor, City Council and City Manager
- Well-trained, experienced and educated staff
- All staff have ties to the Evanston community
- Staff have positive connections with law enforcement and community-based organizations
- Staff is skilled in research, budgeting and grant management
- Staff have a passion for helping at-risk youth and young adults
- Staff have strong connections with the local education community
- Staff are highly respected by the Evanston community

Mission Statement

The City of Evanston Youth and Young Adult Program will facilitate effective public/private collaborative partnerships that ensure the following:

1. Recruitment, training, and retention of an Evanston youth and young adult workforce that possesses in-demand career skill sets needed to compete in the 21st century economy;
2. Academic, vocational, certificate and entrepreneurial internships, externships, and apprenticeship programming opportunities;
3. Coordination of City of Evanston projects and programs that impact youth and young adults; and
4. Development and promotion of civic responsibility and engagement.

Five Strategic Goals

The mission statement highlights four major areas of activity in the City of Evanston Youth and Young Adult Programs Division. They are employment and workforce development; educational enhancement; effective recreational activities; and civic responsibility and engagement.

The strategic operational plan links these four major areas to accomplish the following five goals:

- Increase the collaboration and coordination of City of Evanston Youth and Young Adult programming with federal and state agencies, as well as local stakeholders that serve youth and young adults;
- Promote the educational enhancement of Evanston youth and young adults through meaningful partnerships with local school systems, community-based organizations, and individuals who serve youth and young adults;
- Develop and promote in-demand employment and workforce development programs that equip youth and young adults with 21st century employment skills;
- Develop, support, and promote effective recreation programs that encourage health, physical fitness and well-being;
- Develop, support, and promote civic responsibility and engagement programming that enhances leadership skills and opportunities.

Working Together, We Accomplish More

The City of Evanston Youth and Young Adult Programs Division will convene groups of critical stakeholders; broker connections between organizations, groups, and individuals; commission research and data collection; support fund development and invest in best practices; publicize issues, concerns, and solutions; and educate the local community and relevant parties regarding the well-being of youth and young adults.

Through strategic thinking and planning, the division will successfully navigate the cultural and economic landscape, changing course as needed, to handle demographic shifts and economic downturns in a rapidly changing environment.

The following sections of the strategic plan present goals and objectives.

These goals and objectives will guide future committees and teams that can be appointed to develop detailed operational plans for specific issues critical to the success of the Youth and Young Adult Program. The goals and objectives can be implemented on a short-term (one year), mid-term (three year) or long-term (five year) basis.

As committees and teams are formed, they will determine precise time frames for specific objectives. The plan also serves as a point of reference for information gathering, decision making, action, and evaluation in a constantly evolving world.

Objective Abbreviations

(ST) = Short-term, one year

(MT) = Mid-term, two to three years

(LT) = Long-term, three to five years

Strategic Goals

1. Increase the collaboration and coordination of City of Evanston Youth and Young Adult programming with local stakeholders, and federal, state, and county agencies and officials that serve youth and young adults.

Objectives

1. Meet annually with congressional, state, and county representatives to identify grants and other resources that support youth and young adult programming. (ST)
2. Use Apricot database and case management software to log organizations and individuals that are aligned with the youth and young adult program's mission and goals. (ST)
3. Use outreach staff to support City of Evanston Mason Park after-school program and outpost for at-risk youth, and conduct client in-takes and market programs to potential participants.
4. Establish youth and young adult web page and social media platforms to market partner services, division events, activities, and successes. (ST)
5. Staff Mayor's Youth and Young Adult steering committee/working group of key community stakeholders. Stakeholders include elected officials, YMCA/YWCA, Y.O.U., Moran Center, NAACP, Rotary Clubs, Districts 65 and 202, Ridgeville Park District, and Evanston Public Library staff. (ST)

2. Promote the educational enhancement of Evanston youth and young adults through meaningful partnerships with the local school systems, community-based and faith-based organizations, and individuals that serve youth and young adults.

Objectives

1. Sponsor citywide competitions such as oratorical contests, poetry slams, essay competitions, STEAM fairs, entrepreneurial development contests, and debates that encourage youth and young adult development and achievement. (MT)
2. Establish public Youth and Young Adult success board that highlights youth and young adult client achievements and successes. (ST)
3. Establish a Youth and Young Adult Kingian Nonviolence Summer Leadership Academy. (LT)
4. Partner with local community-based agencies (Y.O.U., YMCA/YWCA, and local school districts) to expose youth and young adults to college tours and other educational and training opportunities. (MT)

3. Develop and promote employment and workforce development programs that will equip participants with 21st century in-demand employment skills.

Objectives

1. Develop memorandum of understanding with Oakton Community College to create in-demand workforce training and development opportunities for local residents. (ST)
2. Establish joint ventures that help local residents to obtain local union sponsorships for skilled trades opportunities. (MT)
3. Seek additional workforce program funding from Chicago/Cook Workforce Partnership for pre-apprentice and apprenticeship programs. (MT)
4. Expand Mayor's Summer Youth Employment Program to increase funding to support 1,500 summer and year-round jobs. (MT)
5. Establish an Employer/Community Leadership Council that includes local business owners, Evanston residents and interested stakeholders to plan and coordinate best practice employment development projects that will create building-block learning experiences towards career paths that lead to economic mobility. (MT)
6. Expand Mayor's Summer Youth Employment Program to include young adults ages 18 to 24.

4. Develop, support, and promote youth and young adult public health awareness and effective recreational programs that encourage health, physical fitness and well-being.

Objectives

1. Coordinate with Districts 65 and 202, local health providers and the City of Evanston Health and Human Services Department to support local youth and young adult health initiatives. (ST)
2. Establish and implement seasonal youth and young adult peace and reconciliation campaigns. (ST)
3. Coordinate with local housing agencies to facilitate transitional housing for homeless youth and young adults. (ST)
4. Establish data sharing with Districts 65 and 202 to support homeless youth and young adults with housing and safety plans. (MT)
5. Coordinate with local agencies to secure youth and young adult mental health services. (MT)
6. Work with City of Evanston Parks, Recreation and Community Services staff to develop youth and young adult recreation ambassadors program for year-round community recreation planning and implementation. (MT)
7. Establish Gibbs-Morrison Cultural Center youth and young adult speaker's and concert series that promote peace and community development. (MT)

5. Develop, support, and promote civic responsibility and engagement programming that enhances leadership skills and opportunities.

Objectives

1. Establish youth and young adult violence reduction/mentoring teams in Districts 65 and 202. (ST)
2. Establish youth and young adult community conversations. (ST)
3. Partner with community-based organization to create youth and young adult civic leadership academies. (ST)
4. Promote text-to-tip lines. (ST)
5. Conduct summer late-night outreach. (ST)

6. Provide long-term community stabilization and support through street outreach and violence interruption/intervention services to youth and young adults directly exposed to and involved in violence.

Objectives

1. Reduce retaliatory violence by helping at-risk youth and young adults to mediate conflicts and connecting them to appropriate services and resources. (ST)
2. Interrupt youth and young adult violence before it happens and prevent ensuing incidents of retaliation by developing mentoring relationships with highest risk clients. (ST)
3. Maintain a consistent street outreach presence in areas with higher incidents of police calls for service. (ST)
4. Mediate hostile situations by being present at crime scenes and local hospitals at incidents that involve high likelihoods of conflict or retaliation. (ST)
5. Outreach workers will develop deep relationships with active groups and networks, work on long-range truce negotiation and conflict mediation, and address immediate youth and young adult safety concerns. (ST)
6. Establish outreach performance measures and outcomes:
 - Clients served: # of street outreach community events, # of general outreach clients, # of high-risk outreach clients, # of successful mediations
 - Service Hours: # of hours of high-risk outreach services provided, # of hours of conflict mediation contact
 - Client engagement: # of referrals for case management services, # of participants referred to obtain job training/placement, # of participants referred for support services (substance abuse, records sealing, anger management, mental health, housing, education). (ST)

Conclusion

The Strategic Operational Plan for the City of Evanston Youth and Young Adult Programs Division provides a foundation for City staff, community stakeholders and individuals to implement the vision articulated in the City's youth engagement initiative.

As personnel, timetables and budgets are developed to realize the plans, goals, and objectives, the Youth and Young Adult Programs Division will improve the quality and effectiveness of the City's youth and young adult programs. The Division will also become a stabilizing force and influence upon Evanston's youth and young adults. The plan underscores the broader City of Evanston Strategic Plan and directs all of its efforts towards the satisfaction of the City's mission and charter (see back cover).

The City of Evanston's 2006 Strategic Plan addressed the need for youth and young adult services in Goal Twelve.

Vision

Creating the most livable city in America.

Mission

The City of Evanston is committed to promoting the highest quality of life for all residents by providing fiscally-sound responsive, municipal services and delivering those services equitably, professionally and with the highest degree of integrity.

Organizational Values

- Excellent Customer Service
- Continuous Improvement
- Integrity
- Accountability

Strengthening Community—Social Programs Vision

“Evanston is a socially-conscious and active City. We will address the social needs of all our citizens where additional help and support is required.”

Goal Twelve

Provide opportunities for and engage Evanston youth and young adults to become active and productive citizens of the Evanston community.

Objectives

- Assess youth and young adult services and develop recommendations to address service gaps.
- Partner with others to increase participation and interest of youth and young adults.
- Address the recreational needs of youth and young adults.

The City of Evanston Youth and Young Adult Programs Division Strategic Operational Plan uses the City of Evanston Strategic Plan as its foundation.

