

Positive Youth Development Initiative Eugene, Oregon

Interim Evaluation

Submitted to:

Oregon Positive Youth Development
Leadership Committee

Prepared by:

Community Planning Workshop
Community Service Center

1209 University of Oregon

Eugene, OR 97403-1209

Phone: 541.346.3889

<http://darkwing.uoregon.edu/~cpw>

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Project Manager

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Research Assistant

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Chapter 1

Introduction

Background

In the summer of 2003, Oregon was awarded its second Positive Youth Development (PYD) grant from the Federal Family and Youth Services Bureau (FYSB). Oregon was one of only nine sites in the United States to receive the \$1.1 million dollar, five year grant. The State of Oregon subsequently sent out a request for proposals to eligible counties to receive federal funding to become the Oregon pilot site for PYD Initiative. An eligible county was one that had in place structures and organizations to address homeless/runaway, African American and Latino youth.

In December 2003, the Department of Children and Families of Lane County (DCF) responded to the request by submitting a grant proposal to the Oregon Commission on Children and Families (OCCF). Lane County DCF was awarded the Federal Positive Youth Development Initiative grant in January 2004.

The Positive Youth Development Initiative funding provides Eugene, Oregon with the opportunity to support a local collaborative process that will promote and strengthen positive youth development. Eugene, Oregon is a pilot site which is expected to serve as a model for future positive youth development collaborations in Oregon and other states. It will provide a framework for other communities to implement a positive youth development system that is inclusive to youth as decision makers and is receptive to youth issues. The intent of the Initiative is to meet three programmatic objectives:

- Increase out of school time opportunities for young people;
- Increase opportunities for self-expression; and
- Increase youth involvement in civic engagement or community projects.

Evaluation Purpose

The purpose of the interim evaluation is to provide an objective assessment and documentation of the PYD Initiative history and activities in the first two and one half years and develop recommendations for the next two and one half years. This evaluation does not evaluate Initiative outcomes, rather it assesses where the Initiative is to date and makes recommendations for how the Initiative can best produce the desired outcomes, implement new projects, make the administration and governing bodies more effective, and develop ongoing project evaluation and measurement of outcomes.

Methodology

The development of the evaluation was done in coordination with youth partners, and was significantly influenced by young people involved in the Youth Action Board (YAB).

To perform the interim evaluation, the Community Planning Workshop (CPW) reviewed relevant documents and created a youth driven evaluation committee. The following tasks were undertaken to complete this interim evaluation.

- **Completed a history and document review:** Met with DCF staff and read all documentation pertaining to the PYD Initiative. Conducted research on appropriate methods for including youth in the evaluation process.
- **Formed a Youth Action Board Evaluation Committee:** Organized the YAB evaluation committee, consisting of members from the youth group YAB. This committee was developed to address issues and concerns that the young people involved in the Initiative care about and wanted included in the evaluation. The YAB evaluation committee also guided the creation of questions for the interviews and focus groups.
- **Interviewed stakeholders:** Conducted 12 interviews with State and local PYD leadership, youth coordinators, partner organizations and youth involved in the Youth Action Board to better understand the history, governance, youth/adult partnerships, sustainability and future direction of the PYD Initiative. The results of the interviews helped in forming the findings and recommendations of this evaluation.
- **Held a series of four focus groups:** Youth leaders of the YAB evaluation committee facilitated the PYD partners, DCF staff and PYD leadership focus groups. CPW facilitated the YAB focus group. The results of the focus groups helped in forming the findings and recommendations of this evaluation.

Organization of Report

The remainder of the report is divided into the following sections:

Chapter 2: Positive Youth Development Initiative Description reviews the history of the Initiative including preparation of the grant, work plan development and the goals and objectives of the Initiative. It also describes the governance structure of the Initiative including leadership committees and staff positions. Also covered in Chapter 2 are past and current PYD activities such as Training and Engagement and the Youth Action Board (YAB).

Chapter 3: Findings and Recommendations documents the successes, challenges and key findings of PYD's ongoing involvement with current projects, implementation of new projects and addresses the

effectiveness of the PYD structure. CPW synthesized the information gained during the document review, interview process and focus groups to meet key findings and recommendations. This Chapter also addresses ongoing project evaluation.

Chapter 2

Positive Youth Development Initiative Description

History

Preparation of Grant

In 2003, the Oregon Commission on Children and Families was awarded a five-year Positive Youth Development Project grant.

Subsequently, the Oregon Commission on Children and Families released an RFP to all eligible counties within Oregon. Lane County Commission on Children and Families responded to this RFP with a grant application in December of 2003, and was awarded a grant in January 2004. Several key people were involved in the formation of the grant application including: Alicia Hayes, Lane County Commission on Children and Families; Galen Phipps, Looking Glass Youth and Family Services, Inc.; and Serafina Clarke, Lane County Commission on Children and Families. The Eugene/Springfield metropolitan area was originally identified as Oregon's local PYD demonstration site. After the planning process, FYSB declined that designation as it was stated to be too broad. The focus area was then narrowed down to Eugene.

Creating the Work Plan

Since receiving the grant, Lane County Department of Children and Families has taken the lead role in planning and decision making for the Positive Youth Development Initiative in Eugene. A Planning Stage Steering Committee was developed in collaboration with Lane County Commission on Children and Families, local youth and adult residents, community leaders, public and nonprofit agencies and organizations to develop a local PYD Implementation Work Plan. The result was a planning document and work plan, which was developed to guide project implementation and evaluation.

The initial key components to this work plan included three key strategies to accomplish the PYD goals:

- Supporting community and youth mobilization
- Providing specific supports and opportunities to youth to increase their ability to participate; and
- Facilitating county-wide leadership skills development for both youth and adults

Although the activities described in the work plan have changed and evolved, the overall concept and framework of PYD is still occurring. The leadership of the Initiative was able to be flexible enough to change

and support the development of an all youth committee to help guide and govern the current activities of the Initiative.

Goals and Objectives

This Positive Youth Development Initiative strives to create lasting community connections between youth and adult leaders through planning, training, and action with a focus on youth involvement.

The three specific outcomes hoped to be gained from this collaborative positive youth development system are: (1) an increase in out of school time opportunities for young people; (2) an increase in opportunities for self-expression; and (3) an increase in youth involvement in civic engagement or community projects. To reach these outcomes three key strategies have been developed:

- Create community support and youth mobilization specifically with homeless/runaway youth, Latino and African American youth;
- Begin to provide specific supports and opportunities for youth to increase their ability to participate in community decision making; and
- Facilitate leadership skill development for both youth and adults in Eugene.

Governance

The PYD Initiative does not implement a hierarchical governance model. Congruent to its philosophy, youth and adults make decisions together and multiple organizations and groups have decision making authority.

State PYD Advisory Council

The State PYD Advisory Council consists of members on the Oregon Commission on Children and Families, Lane County DCF staff, leaders of youth development nonprofit partner organizations and the Eugene PYD Youth Coordinators. Meeting one time per month, they provide guidance for the overall governance and direction of the state and local PYD Initiative activities. Meetings are occasionally held in conjunction with the Eugene PYD Leadership Committee.

Eugene PYD Leadership Committee

After being chosen as the Positive Youth Development Initiative pilot site for Oregon, the Eugene Steering Committee members decided to split into two focus areas: implementation work plan development committee and youth/adult forum planning committee. In the fall of 2004 the local PYD Initiative Steering Committee members reconvened, assed membership, and reorganized as the Eugene PYD Leadership Committee which is co-chaired by Youth Coordinators. In spring 2006, the group changed its name to the PYD Administration Committee, to better reflect the roles & tasks related to support YAB and administrative functions of the collaborative. (In this document, we

refer to it as the Leadership Committee.) This committee meets monthly.

YAB Leadership Committee

The YAB Leadership Committee, consisting of the two Youth Coordinators and YAB members, conducts weekly meetings to plan and organize the YAB meetings. The YAB Leadership Committee also makes proposals for administrative decisions to be voted on by the members of YAB.

Department of Children and Families PYD Program Services Coordinator

Lane County Department of Families and Children created a ten hour per week administrative position to assist YAB in attaining its goals and meeting its mission. This position also meets with Youth Coordinators weekly to provide support and guidance. The position acts as a liaison between YAB Leadership, PYD Leadership Committee (Administrative Committee), and DCF Administration.

Youth Coordinators

The development of two youth coordinator positions was created to encourage youth leadership of the Initiative. PYD collaborative partners Looking Glass and Amigo's are contracted to recruit, hire and supervise the youth coordinators. Two coordinators were hired in the spring of 2005. The Youth Coordinators attend all state and local PYD Leadership Committee meetings, sit on the Training and Engagement Committee, conduct recruitment for YAB, plan and organize YAB meetings and projects and process and record all documentation of YAB. The Youth Coordinators are also responsible for reporting all activities of YAB to DCF staff and partners.

Table 2.1 PYD Governance Matrix

Activity	Meeting Frequency	Description	Purpose
State PYD Advisory Council	Meets Monthly	Council consists of members of the Oregon State Commission on Children and Families, Lane County Department of Children and Families, State and Lane County PYD partner organizations and the Eugene Pilot Site Youth Coordinators.	<ul style="list-style-type: none"> • Provide project updates • Discuss/Secure Funding Opportunities
Lane County Administration/Leadership Committee	Meets Monthly	Committee consists of DCF staff, PYD partners, Youth Coordinators and YAB Leadership Committee members.	<ul style="list-style-type: none"> • Provide project updates, review progress & recommend next steps, future direction • Provide support to YAB • Discuss/Secure Funding Opportunities
YAB Leadership Committee	Meets Weekly	Committee consists of the two Youth Coordinators and interested YAB members.	<ul style="list-style-type: none"> • Governing Body for YAB • Plan and facilitate YAB Meetings

PYD Activities

This section includes PYD activities both completed and current. The first half of this section documents PYD's completed activities. The second half of this section documents PYD's current and ongoing activities.

Completed Activities

Training and Engagement

The Training and Engagement Committee provides training and skill building opportunities for youth and adults. Training and Engagement facilitates discussions regarding readiness for youth adult partnerships and provides training to YAB leadership and members.

Monthly Forums

In February 2004, a PYD Youth/Adult forum planning group was formed which consisted of representatives from Lane County Department of Children and Families, Lane Educational Service District, LEAD, Amigos/Juventud FACETA, City of Eugene River House Program and Library Teen Services, Teens Taking Time, LCHHS, Centro Latino Americano, 4J School District-Kennedy Middle School, University of Oregon, Planned Parenthood, youth members of the Commission of Children and Families and Looking Glass Youth and Family Services. The purpose of the youth/adult forums was to plan the grant activities, and create partnerships and collaborations with other public and nonprofit organizations in support of positive youth development practices. Both youth and adults attended the forums.

Topics included:

- Youth Adult Partnerships (3/04)
- How Do We Get What We Want (4/04)
- How to Make the Headlines Happen (4/04)
- Unveil Findings and Celebrate! (5/04)
- Reconnect & Re-Emerge! (11/04)
- Moving from Resentment to Relationship(12/04)
- Relationship Building (1/05)
- Relationship Building (2/05)
- Lane County Parks Department-Youth input in 20-Year Master Plan (4/05)
- LEAD Teen Center Work Group (5/05)
- Planned Parenthood of Southern Oregon "Rights, Responsibility & Respect" (6/05)

More recently, a training by County Commissioner Pete Sorenson on government structure and how to effectively access decision-makers was held with YAB.

Youth on Board Trainings

Interest was shown by several organizations in having training about involving youth on their Board of Directors. The Training and Engagement Committee planned a series of four trainings. The sack lunch series called “Youth on Boards” was conducted with youth and adults. The first sack lunch focused on training non profit organizations on using positive youth development strategies for inclusion of youth on their board. Unfortunately, due to a lack of interest and attendance, three of the four trainings were cancelled.

Decision Maker’s Forum

The goal of the decision maker’s forum was for youth to meet with key decision makers in Lane County to communicate issues, solutions and identify ways to move forward. A morning session prepared youth for their noon lunch meeting with the decision maker’s by explaining the process and allowing them to break up into small groups for discussions and clarifications on the topics that were to be discussed.

Know Your Right’s Brochure

A group of youth and adults from the Training and Engagement Committee and the Lane County Sheriff’s Office partnered to create the “Know the Law: A Community Information Project for Youth by Youth” brochure. This brochure was created to inform and educate teens on their rights. This was a direct result of the Decision Maker’s Forum.

ACT-SO

The Academic Cultural Technological and Scientific Olympics is a major youth initiative of the NAACP to encourage academic, artistic and scientific prowess for high school aged youth. ACT-SO hosts an annual competition of high school students of African American decent on performing and visual arts. A year round enrichment program utilizes dedicated community members as mentors to ACT-SO youth. Key activities related to the PYD Initiative include:

- Lauren Calderera, HUD Fellowship Intern through the University of Oregon worked with the ACT-SO planning committee to support enhancement of the Enrichment Meetings and the mentoring component.
- In March 2005 the annual ACT-SO local competition was held at the Hult Center for the Performing Arts.
- In May 2005 the ACT-SO Committee met and agreed that a year-round model would be beneficial to youth.
- Partnerships were developed with other organizations to provide additional support within the community, including the SHEDD. These partnerships provide year-round opportunities.

- DCF staff met with City of Eugene representatives from the Library, Recreation and Cultural Services department to create a work plan and negotiate an Intergovernmental Agreement to provide support to the ACT-SO program.

Current Projects

Youth Action Board (YAB)

The mission of YAB is to create positive change within the community and members through self-expression, working together and supporting each other as a diverse group, having fun, sharing their wisdom with others and taking action on issues that matter to them as youth.

History

As PYD was conducting youth adult forums, youth involved with the Initiative began to develop a new vision for how to involve youth in the community. The two Youth Coordinators met and discussed their vision of PYD and came up with an idea to begin a youth group governed by youth. Included in this process was a vision of how YAB would fit into the structure of the PYD Initiative. It was decided that the Eugene PYD Leadership Committee could be restructured and repositioned to support YAB.

The Youth Coordinators solidified their vision at the Federal Youth Services Bureau grantee's convention in July 2005. The Youth Coordinators began "paving the way" as soon as they returned home from this conference. The Youth Coordinators and the future founding members of YAB met in the basement of Cosmic Pizza for the first time in August 2005 and have been meeting weekly ever since.

With youth at the forefront of all decisions being made for this group, it was much more comfortable and meaningful for the youth in attendance than the previous forums. YAB focuses on relationship building and self-esteem enhancement while tackling issues that concern youth involved in the group. They are responsible for purchasing food for the YAB meetings and have a \$30.00 per week budget.

Structure and Governance

As YAB is still in its infancy as a group, many norms, policies and procedures are still in the development stage. The Department of Children and Families PYD Program Services Coordinator assists the group in meeting its goals, although to date, adults do not attend the weekly YAB meetings. Adults do however attend the YAB Leadership Committee meetings occasionally.

The YAB Leadership Committee has outlined and developed leadership positions to be held by youth within the group including: secretary, translator, note-taker, facilitator, liaison to other PYD committees and activity leader. As they have just begun implementing this governance structure, only some of these positions are currently being held by YAB

members; other positions are still waiting to be developed and filled. Many of the job descriptions are still being developed.

The Youth Coordinators roles are evolving towards a cascading leadership model. For the group to be successful and sustainable, youth must be able to experience different levels of the leadership of YAB. The leadership positions are rotated on a weekly, monthly and quarterly basis dependent upon the position. Youth Coordinators supply advice, mentorship and support to these YAB leadership positions.

Activities

Currently, YAB members identify issues of concern within the community on which to take action. Once an issue has been identified they educate themselves about the issue. They have watched movies and hosted guest speakers to gain more insight. There are no time limits to how long the group will focus on an issue and they choose when it is time to move to the next issue. YAB activities include:

- Forming YAB Leadership Committee
- Providing Group and Individual Skill Building
- Meeting with Mayor Kitty Piercy
- Developing YAB Mission Statement
- Forming YAB Evaluation Committee
- Creating Logo, T-shirts, Brochure, and a Web Blog
- Holding Park Clean-Up Day
- Hosting Public Presentations
- Facilitating and assisting in DIVA/Lane Arts project
- Providing Immigration Law Education
- Meeting with Commissioner Sorenson
- Participating in Immigration March
- Developing youth-driven work plan for Service Learning Grant
- Working with DCF staff to create request for local PYD program budget
- Collaborating with DCF staff and YAB Leadership Committee to brainstorm options for a Mix-It-Up Grant Application

Evaluation Committee

As part of the evaluation process for the Initiative, a youth adult evaluation committee was created. Members of YAB were invited to create the committee in partnership with the CPW's student research assistant. YAB evaluation committee members received a stipend in exchange for their work on the committee.

Including youth voice in the evaluation process was a key component to its success. The YAB Evaluation Committee members not only shed insight into the evaluation process but were able to highlight issues and concerns that YAB had regarding the Initiative. The committee helped to identify “big picture” themes for the evaluation and worked with CPW to design questions for the interviews and focus groups. The focus groups were youth facilitated and received excellent feedback. Youth members of the evaluation committee gained valuable skills in areas such as planning, group facilitation, and evaluation process and question development.

YAB Collaborative Efforts

YAB has been actively seeking community partners to support its mission and goals. The collaborative efforts of YAB are grassroots. They are partnering with organizations that are welcoming them and working towards a common vision. At this time, Downtown Initiative for the Visual Arts (DIVA) is one of YAB’s strongest allies. It has provided support and space for YAB to hold not only its’ weekly meeting but also the YAB Leadership Committee, Evaluation Committee and Focus Group meetings at DIVA at no charge. YAB, in return, has volunteered their time around the building to show support for DIVA. YAB is also trying to create and formalize a partnership with LEAD and plans to support them in their efforts to gain a teen center.

Training and Engagement

The committee has expanded its membership and meets twice per month for one hour. Patricia Cortez of the partner organization Amigos attended a training on diversity and returned to share lessons learned with the PYD Leadership Committee in Eugene. The State Youth Engagement Committee is providing all members of YAB with a PYD Training of Trainers opportunity. The Training and Engagement Committee is accessing local resources for Facilitation Training for YAB members.

ACT-SO

March 18th, 2006 marked this year’s ACT-SO competition community celebration. The event, held at the Hult Center for the Performing Arts, featured competition submissions from 15 youth. Five youth received gold medals, thus becoming eligible to compete at this year’s National ACT-CO competition, to be held in conjunction with the NAACP’s annual meeting. Through contract with DCF, the City of Eugene provided staff support for the ACT-SO enrichment meetings, as well as supporting the mentorship component.

Table 2.2 PYD Timeline of Events

2003-Summer	Oregon Commission on Children and Families (OCCF) obtains its' second Positive Youth Development grant from the Federal Youth Services Bureau (FYSB).
2003-Fall	OCCF sends out an RFP for Federal funding to eligible counties in Oregon.
2003-December	Lane County DCF submits a grant application to OCCF to become a local pilot site for the PYD Initiative.
2004-Feb. through Spring	Planning group is formed, and conducts a series of workshops with youth and adults. The focus is on Runaway/Homeless, Latino and African American youth. Partners, including youth, meet to create work plan for the PYD Initiative.
2004-June	Partners submit work plan to OCCF and FYSB to begin services under the PYD Initiative grant, after which changes are necessary. Grant requires that they specify an exact location of implementation within the City of Eugene.
2004-July/August	The work plan is confirmed.
2004-Sept.	Intention is to start work, but funding is not yet in place.
2004-Sept. through 2005-June	Youth/Adult Forums are begun, meeting once per month, for 8 months. Leadership/Administration Committee is created.
2005-January	Training and Engagement discussions are held around skill-building and youth-adult partnership readiness. Forums are held with youth and adults asking the question: "What do adults need to know to work with youth-sharing power?" The following boards ask for youth involvement: Lane County Advisory Board, Looking Glass Board, and United Way Board.
2005-March	Training for involving youth on boards begins. Training and Engagement hosts three lunch trainings: first lunch: 3 people came, second lunch: 2 people came, and third lunch: cancelled.
2005-April/May	Training and Engagement discussions are held.
2005-Spring	Michelle Weaver is hired as Youth Coordinator. Damien Sands is hired Program Services Coordinator. Decision Maker's Forum is held addressing the question "What are you going to commit to?"
2005-June	Partners hold conversation with Leadership Committee about the evaluation of the grant. Group discusses what an all youth group would look like. The formation of the Youth Action Board (YAB) is discussed with Leadership Committee and they see potential with this project idea.

2005-July	Federal Granter's Meeting is held with FYSB. Attending the conference facilitated an opportunity to create a vision for the PYD Initiative and coalesce as a team. The following people attended: Michelle Weaver, Damien Sands, Patricia Cortez, Itahi Diaz, Lauren Caldarera, and Michael of Oregon Commission on Families and Children.
2005-August	YAB meets for the first time at Cosmic Pizza with Michelle and Itahi as group leaders. The youth participants didn't like the location.
2005-September	YAB meets at DIVA once per week; it is apparent that the group needs a little more structure.
2005-October	University of Oregon Community Service Center is contracted to begin an interim evaluation to be completed April 2006.
2005/2006-Winter	Partners nurture YAB to help reach goals, providing support through skill-building and leadership development.

Table 2.3: YAB Activity Matrix

Activity	Meeting Frequency	Description	Objectives Met
YAB Leadership Committee	Meets Weekly: Ongoing	Planning and decision making body for YAB.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
Group and Individual Skill Building	Occurs weekly: Ongoing	Weekly meetings include personal relationship and group relationship building games and activities.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time
Met with Mayor Kitty Piercy	Met Once: 09/05	Pizza lunch with the Mayor discussing issues and concerns around youth in Eugene.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
Developed Mission Statement	Met three times: 9/05	After several meetings with the YAB members a mission statement was developed and approved by the YAB Leadership Committee. YAB's mission is to create positive change within our communities and ourselves through self-expression, working together and supporting each other as a diverse group, having fun, sharing our wisdom with others and taking action on issues that matter to us as youth. PYD considers them the "decision-making and action taking arm" of the youth/adult-collaborative. YAB has solidified youth involvement in the PYD Initiative.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
YAB Evaluation Committee	Met weekly: 9/05-3/06	The evaluation committee insured youth were actively involved in the process of the evaluation and the creation of the interviews and focus groups question development. Focus groups were youth led and feedback stated they were very successful.	<ul style="list-style-type: none"> • Positive use of free-time • Civic Engagement
Created Logo	Met once: 10/05	To help promote the identity of the group and provide promotion for YAB, a logo was created by PYD and t-shirts have been printed and distributed to YAB members.	<ul style="list-style-type: none"> • Positive Self-Expression
Park Clean-up Day	Planning: 9/05 Activity: 10/05	Oregon Association for Alternatives in Education purpose is to promote and coordinate alternative education in Oregon.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
Immigration Law Education	Occurs weekly: 12/05-Ongoing	The young people of YAB chose to offer community support in the form of a park clean-up day. YAB actively facilitated the Monroe Park Clean-up day in which they cleared litter and provided community education on the importance of young people being involved in community decision making.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
Met with Commissioner Sorenson	Met once: 1/06	YAB has actively sought education and information sharing around the issue of immigration law. Youth had discussions regarding rights versus privileges, watched educational videos, and had special speakers brought in to further their education around immigrant rights and laws.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
Immigration March	Met once: 3/06	A 'roundtable' discussion/learning opportunity meeting was held to better understand how decisions are made at different levels of government (local, county, state, and federal), hints on presenting issues to decision makers and who to contact when trying to make an impact. Commissioner Sorenson's follow up presentation at DIVA to YAB had large immigration component.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement
Input on Service Learning Grant	Met once	YAB members were asked to brainstorm and create ideas for service learning projects they would be interested in completing for a grant being written for the local YAB group. They expressed ideas for future activities and had active input in the creation of this grant opportunity.	<ul style="list-style-type: none"> • Positive Self-Expression • Positive use of free-time • Civic Engagement

Table 2.4: PYD Activity Matrix

Activity	Meeting Frequency	Description	Objectives Met
Youth/Adult Forums	<p>Met 1 x per month for 8 months.</p> <p>Began: April 2004</p> <p>Ended: June 2005</p>	<p>The youth/adult forums were held in order to create partnerships and collaborations with other public and nonprofit organizations in support of positive youth development practices being implemented. They also provided training and information sharing opportunities for youth and adults in a safe and caring environment.</p> <p>Topics Included:</p> <ul style="list-style-type: none"> • Youth Adult Partnerships (3/04) • How do we get what we want (4/04) • How to Make the Headlines Happen (4/04) • Unveil Findings and Celebrate! (5/04) • Reconnect & Re-Emerge! (11/04) • Moving from Resentment to Relationship(12/04) • Relationship Building (1/05) • Relationship Building (2/05) • Lane County Parks Department-Youth input in 20-Year Master Plan (4/05) • LEAD Teen Center Work Group (5/05) • Planned Parenthood of Southern Oregon “Rights, Responsibility & Respect” (6/05) 	<ul style="list-style-type: none"> • Youth Civic Engagement • Youth Positive Use of Free-time • Youth Positive Self Expression
Youth Action Committee (YAB)	<p>Meets Weekly</p> <p>Began: August 2005</p> <p>Ongoing</p>	<p>The YAB Committee was developed by the Youth Coordinators as part of a restructuring of the PYD governance structure. Youth vision led to the change in the structure of PYD. YAB’s mission is to create positive change within our communities and ourselves through self-expression, working together and supporting each other as a diverse group, having fun, sharing our wisdom with others and taking action on issues that matter to us as youth. PYD considers them the “decision-making and action taking arm” of the youth/adult collaborative. YAB has solidified youth involvement in the PYD Initiative. (See YAB ACTIVITY MATRIX)</p>	<ul style="list-style-type: none"> • Youth Civic Engagement • Youth Positive Use of Free-Time • Youth Positive Self Expression
Training and Engagement	<p>Meets Bi-Weekly</p> <p>Began: December 2004</p> <p>Ongoing</p>	<p>The purpose of the training and engagement committee is to provide training and skill building opportunities for youth and adults. Training and Engagement have facilitated discussions regarding skill building and readiness for youth adult partnerships. The are also connecting young people with “decision makers” from the Eugene area and raising awareness of PYD and the benefits of engaging youth on Boards.</p> <p>Topics and activities included:</p> <ul style="list-style-type: none"> • Presentation to the Community Health Centers of Lane County advisory committee to the federally qualified health clinics on youth participation on boards. • Sack lunch series “Youth on Boards” (Planned 4, 1 occurred because of lack of attendance.) • Decision Makers Forum • Know Your Rights Brochure “Know the Law: A Community Information Project for Youth by Youth”. Created in partnership with the Lane County Sheriff’s Office. 	<ul style="list-style-type: none"> • Youth Civic Engagement • Youth Positive Use of Free-time • Youth Positive Self Expression

Chapter 3

Findings and Recommendations

One of the key objectives of a process evaluation is to allow for programmatic adjustments that will lead to more effective program governance, program sustainability and better reflect desired outcomes. The interim evaluation presented in this report intends to provide a basis for program adjustments as the PYD Initiative evolves. This chapter summarizes CPW's findings from conversations with DCF staff, stakeholder interviews and focus groups and makes recommendations for the next phase of the Initiative. We organize our findings in categories: (1) successes; (2) challenges; and (3) recommendations. The recommendations are not presented in a prioritized order, but reflect areas that CPW feels the Initiative should focus attention on in the next two and a half years.

In general, feedback from the stakeholder interviews and focus groups was positive about the Initiative. Most respondents felt the Initiative is generally on the right track. As the Initiative moves from infancy to maturity, a greater understanding of what kind of impact it has had on the community will come. Nevertheless, there are already a number of identifiable assets and challenges with the Initiative, both on an organizational and programmatic level. Some challenges stem from constraints beyond the domain of the local Initiative, such as resources and existing governance structures, policies and procedures. However, there are a number of challenges identified through this research that are actionable, and recommendations have been developed to address these issues.

Governance and Initiative Structure

The PYD Initiative has several layers of supervision associated with it. The support from governmental and nonprofit organizations in the community and state levels has been varied. DCF has taken a lead role in the governance and supervision of the local PYD pilot project.

Successes

- DCF staff and the Leadership Committee have allowed the Initiative to evolve. Recognizing that Eugene is a pilot site for future PYD development, DCF staff maintained a flexible approach to project development. The initial work plan laid out specific tasks and desired outcomes. As the Initiative has progressed many of the specific tasks have changed, but the desired outcomes have remained the same. One DCF staff person stated, "We have to be willing to let go, we have been trained and that was very helpful."

- Positive youth development is a framework that can be used by many organizations to structure their youth adult partnerships and the ways in which they involve youth in community work. The funding provided by FYSB has allowed DCF to promote PYD ideology in the community.
- DCF staff and the Leadership Committee have allowed the Initiative to evolve. Recognizing that Eugene is a pilot site for future PYD development, DCF staff maintained a flexible approach to project development. The initial work plan laid out specific tasks and desired outcomes. As the Initiative has progressed many of the specific tasks have changed, but the desired outcomes have remained the same. One DCF staff person stated, “We have to be willing to let go, we have been trained and that was very helpful.”
- PYD has began the process of helping adult leaders in Eugene understand the value and importance of youth voice in the decision making process. One PYD Leadership Committee member stated, “Youth are really becoming the brains of the Initiative and are being seen by others in the community as an important resource.”
- DCF and partner organizations are committed to helping create an Initiative in which youth have decision making authority and work with adults to develop ideas and the direction of the Initiative and YAB.
- The PYD Leadership Group provides an opportunity for partner agencies to come together to discuss specific Initiative activities and other happenings around the area. This group meets once a month.
- The Program Services Coordinator serves as the link between DCF, Youth Coordinators, and YAB. This link between adults and youth and the host agency and participants is important to nurture.
- The work of the Youth Coordinators is vital to the success of YAB. Their devotion of time and energy to the group is incredible and a key asset. The Youth Coordinators have spoken at many community events and trainings. They also were central to the creation of YAB leadership positions and job descriptions.

Challenges

- Funding was identified as a concern by many leaders of the Initiative. The challenge has been the transfer of funds from FYSB to the State level, and then State level to the local level. Frustration was expressed on all levels because of the complexity of the two step process and delay in FYSB funding. Planning for the 3rd year of the Initiative is currently taking place; although, they are still functioning on funding provided for the first year. The Initiative has been temporarily funded at the local level through DCF while waiting for federal money. Without DCF’s dedication to the

Initiative, further disruption in the momentum would have occurred.

- Lack of adequate funding has created a situation of sporadic and inconsistent leadership and a lack of time to complete all of the Initiative goals.
- Although it was important for YAB to develop without adult leadership, the current communication structure between Program Services Coordinator to Youth Coordinators to YAB members is cumbersome and does not support an integrated governance structure.
- All positions related to providing support to the local PYD Initiative are part-time. The Program Services Coordinator is paid for 10 hours a week in addition to his full-time job. The two Youth Coordinators are paid for approximately 18 hours a week. This prevents any one person from being able to put his/her entire energy into the program and track what is occurring. Many people stated that they felt like the Initiative lacked leadership and someone to promote the vision.
- Youth Coordinators expressed a need for more direct mentorship and guidance on how to better perform their job duties. They are employed by Looking Glass and Amigos, but these organizations do not always know what is happening in the Initiative.
- Youth Coordinators felt like they do not have enough time to build YAB; rather, they spend a lot of time transporting youth, attending meetings and completing paperwork.
- Although all YAB members are invited to the Eugene PYD Leadership Committee meetings, not many youth are interested in attending. The Youth Coordinators do attend the meetings and report back to YAB any important decisions or discussions.
- Community partner participation at the Eugene PYD Leadership Committee meetings has dwindled. The full range of partners does not attend the meetings.

Recommendations

- Strengthen and clarify PYD leadership. Currently, many adults spend a little bit of time each week tracking Initiative activities. This is somewhat beneficial because the Initiative does not need an adult figurehead. Rather, the goal is to create a youth/adult partnership that provides guidance for the Initiative.
- Co-locate Youth Coordinators in the same location, specifically in an easy to access location downtown. This would facilitate greater team work and flow of information.

- Consolidate meeting for Youth Coordinators, Host Supervisors and Program Services Coordinator. Identify ways that some of the meetings can be consolidated to increase efficiency.
- Create a communication system to transfer the values of PYD to YAB.
- Increase support and mentorship for the Youth Coordinators. Keeping in mind schedules and accessibility, consider the best person within the host organization to supervise the Youth Coordinators. Develop private supervision schedule to enhance youth coordinator skills.
- Provide on the job training for Youth Coordinators and enhance their job descriptions to include professional development. Provide financial support and time to complete the training.
- Hold a PYD Leadership Committee and YAB “retreat” to set priorities and goals for the remainder of the grant. Provide time for reflection and team building processes. Possible topics to include would be: prioritizing recommendation items and assigning tasks to specific people and or groups and developing strategies for sustainability.
- Strive to create an environment in which youth voice has an equal opportunity to be heard as adult comments. Consider having youth involvement in State and local PYD Committee meetings being formalized with roles or positions. By having youth facilitate, plan or coordinate these meetings they can create a better opportunity for the youth voice to be heard.
- Strive for a consistent presence of youth on the Eugene PYD Leadership Committee.
- Utilize interns from the University of Oregon to help with specific projects or long term activities.

YAB

At the center of PYD’s success is YAB. The youth initiated, youth led group supports each other while taking action around issues that concern them. Positive youth development is defined in a variety of ways. However, the overarching theme is the facilitation of positive values, skills, and meaningful relationships that empower youth to become full members of their communities. Youth adult partnerships can be considered successful when adults are able to treat the youth as full partners in the decision making process.

Successes

- The youth involved in the PYD Initiative articulated their desires that they needed to develop a youth group aside from the adults in which they could freely cultivate a core group of members to work together on issues concerning young people.

- YAB has successfully incorporated a bi-lingual, bi-cultural approach to the group. Meetings are translated from Spanish to English and vice versa. Members of YAB are building long term community ties between two very diverse groups of youth. One YAB member stated, “Because of YAB I was able to experience the world through someone else’s eyes. I feel embraced by others in the group because we hold the same ideals and contributions through friendships and crossed the culture barrier”.
- YAB has also been very successful at building relationships among group members. They have naturally evolved into a functioning group with group norms and expectations, common vision and have developed official titles and roles for positions of leadership within YAB.
- PYD Youth Coordinators were able to help the group define themselves and facilitated weekly YAB meetings. The group has developed an identity and name for itself and members successfully created a mission statement.
- YAB has been successful in identifying, educating themselves and taking action on issues the group has chosen.
- Recently, YAB has begun to create its governance structure by developing job descriptions.
- By meeting with key leadership in Eugene, youth in YAB have been given an opportunity to be heard. One interviewee stated, “Watching Mayor Piercy respond at an emotional level to youths’ story and seeing direct change by her and her actions because of it, was very powerful.”

Challenges

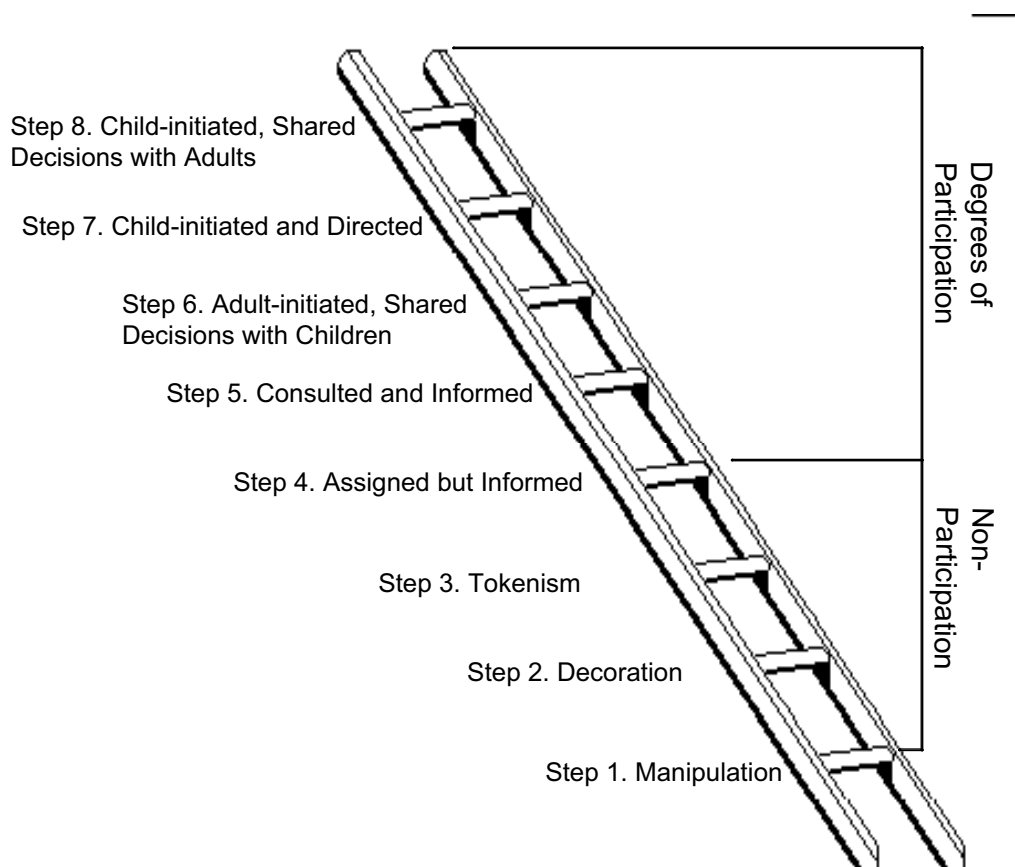
- There appears to be a disparity between the adult and youth views about the Initiative’s vision and mission. Interviews and focus group findings conclude that the mission and vision of YAB is not clearly in line with the mission and vision of the PYD Initiative.
- To date, no adults are regularly attending the YAB meetings. This creates a situation where the adults are not sure how they can help the group, and the youth are not receiving the support they need to be as successful as they wish.
- YAB does not fully understand how they fit within the larger PYD context. They need to know what is happening with the big picture of the PYD Initiative.
- Youth reported an interest in more involvement in the “big picture” decisions of PYD including being included in the budgetary process. They expressed concern in their lack of financial input and oversight of the Initiative. A YAB member stated, “We have no idea how much money we have, how can we make responsible financial decisions if we don’t know how much we have?”

- PYD Leadership meetings do not engage youth as much as they could. Youth stated they were unsure why they were in attendance.
- Currently, the adults working with the Initiative wait for the youth to ask them for suggestions, advice or help. The adults are not proactive in supporting YAB. It needs to be a reciprocal relationship. The youth feel like they are asking too much already.
- To date, the African American community has not engaged with YAB. The ACT-SO group of youth are already involved in other groups and do not have time to devote to YAB.

Recommendations

- Develop a mission and vision for YAB through a collaborative process involving PYD Leadership and YAB members.
- Focus the direction of YAB by developing agreed upon tangible goals for the next years that will help YAB to reach its mission.
- Dedicate an adult PYD Leadership member to regularly attend the weekly YAB meetings. This adult needs to be trained on effective methods of engaging youth in the decision making process and provide support for their work to be supportive and purposeful. According to a PYD Youth Coordinator, “It would be beneficial to bring the adults back into YAB; this would help to build upon the current youth adult partnerships we already have to support us in our work.”
- Reintegrate adults into YAB carefully. Adult attendance needs to be regular and consistent. Adults need to be ready to participate in YAB activities and individual or group building exercises. According to Roger Hart’s Ladder of Youth Involvement, a project that is child-initiated with shared decision-making power between youth and adults is the most advanced and beneficial method of engagement. Adult partners could rotate attendance at meetings depending on topic areas.

Figure 3.1: The Ladder of Youth Involvement



Source: Roger Hart, *Children's Participation: The Theory and Practice of Involving Young Citizens in Community Development and Environmental Care* 1997

- Celebrate and recognize YAB's' successes and accomplishments in a public manner immediately after activities. Recognizing successes builds self confidence, team unity, and instills motivation to continue activities.
- PYD Leadership member stated during an interview, "We need to do better on that and provide some information and strategies to acknowledge youth successes." Publicity of these successes will help to market the program and draw more youth to the Initiative. It will also create adult buy-in to PYD concepts because they see first hand the successes of the youth involved.
- Include YAB members in the development of future activity development and decision making for PYD. Give more responsibility to youth for making financial decisions by allocating them a small budget. Coordinate with YAB to initiate fund raising efforts.
- Implement the existing recruitment plan that has been developed to attract targeted youth. YAB members identified food, friends,

and other youth groups as a source of recruitment. Create a timeline for implementation with target completion dates and conduct recruitment annually.

- Provide an orientation packet and meeting for new YAB members to explain the group norms, vision, mission and past activities.
- Create a welcoming and friendly environment in YAB that readily accepts new people. YAB needs to be more attractive to youth by being fun, visible and completing meaningful work. Cultivate a mix of service, fun, and group and personal development.
- Partner with other youth organizations around issues to develop ties and relationships with the youth community.
- Hold a retreat where adults and YAB discuss what they want to do and make an action plan. Establish goals with YAB and PYD that are congruent.

Training and Engagement

To ready the community for successful and meaningful youth adult partnerships, the training and engagement committee has presented many trainings and forums. The interviews reflected an overall appreciation for the forums and their topics. Many of the successes of the forums could be built upon to address the challenges.

Successes

- The PYD Training and Engagement Committee has provided youth and adult trainings over the past year to enhance the community's readiness for working with and supporting youth in their goals and missions.
- The youth adult forums were co-facilitated by youth and adults giving each group an opportunity to share power with each other.
- As the youth and adults forums progressed, the succession of leadership and facilitation to youth was considered to be very successful by many people interviewed and led to the development of YAB.
- The Committee partnered with the Sheriff's department in the creation of the Know the Law for Youth by Youth brochure, which has been shared state-wide and nationally.
- The Committee increased the number of participants and the frequency of meetings (bi-weekly meetings, with the option to meet more often around special events and projects).
- Youth participants were very encouraged and took on facilitation roles during meetings.

- The group now feels more prepared to have discussions with other youth about participation in YAB as well as spreading the word about PYD to other boards, commissions and agencies.

Challenges

- Attendance at the forums was not consistent; specifically youth attendance was inconsistent.
- Adult participation in the meetings was not consistent. Engaging and recruiting adult partners is difficult.
- Some participants were confused about the purpose of the forums and how to implement what they learned. Many people stated they were unsure about what the next steps were after attending the forums.

Recommendations

- Identify a few interested organizations to participate in an intensive training series.
- Provide trainings on the 40 Developmental Assets to provide a tangible definition of the PYD framework and philosophy.
- Develop a schedule to train YAB and other youth organizations about how to work with adults.
- Clearly define and outline vision of goals of future trainings and forums.
- Create a contact sheet for all forum participants and provide a method for maintaining the connections made.
- Continue to build and strengthen youth/adult partnerships and recruit additional members to the committee.
- Create a six-month work plan with realistic and achievable goals.

Partnerships

Partnerships with other community service providers are a basic component and requirement of the PYD project. Many agencies and organizations have taken part in the collaborative efforts of the Positive Youth Development Initiative. Currently, the number of partners associated with the PYD project has declined.

Successes

- Because positive youth development is a framework of thinking about youth involvement in the community, anytime two people share ideas about PYD concepts the philosophy is spread within the community.

- While developing the grant application and work plan, DCF worked with a variety of organizations dedicated to working with youth. Many networks were formed or re-kindled.
- Many connections have been formed between different organizations and groups because of the Initiative. The key partnerships involved in supporting local PYD activities are Looking Glass, Amigos and DIVA. Looking Glass and Amigos provide supervision of the two Youth Coordinator positions. DIVA provides a meeting place for YAB. Due to the increased dialogue, many organizations are learning about positive youth development and implementing concepts into their own organizations.

Challenges

- It is difficult to know the best way to involve partners. Does it need to be a collaboration or just communication? One DCF staff member stated, “If there is not a benefit for participants, they will walk away. Because we are in the beginning stages of the project, it is hard to talk about benefits.”
- Some of the partners that were involved in the planning and development of the grant application dropped out upon completion. According to them, the meetings were not conducive to youth and people did not know how they could connect to the Initiative.
- Keeping all the partners informed has proven to be difficult. Many partners reported feeling disconnected from the Initiative over the past year and would like to be kept informed of all PYD activities in a regular and consistent manor.

Recommendations

- Develop communication strategy to keep partners informed about activities and ways to use services and/or get engaged. This may include an email network, a newsletter and/or a web page.
- Be specific about what is needed of the partners and what the PYD Initiative can do for partner organizations.
- Continue to build partnerships around specific programs/activities. Target three to four partners to work with in a more intense way to build successes.
- Dedicate more of the Program Services Coordinator’s and Youth Coordinator’s time to developing and maintaining partnerships. Support YAB Leadership Committee members in involvement on other youth boards and committees.
- Facilitate an informal networking structure for people that work with youth to get together, such as a pot luck series to share challenges and successes of implementing PYD values into the community.

- Go to other youth organizations, government agencies, faith groups, businesses and schools to present about YAB and what it can do for the community.

Sustainability

Many youth and adults interviewed expressed concern about the sustainability of YAB and the goals of the PYD Initiative. Below are successes and challenges of the PYD Initiatives sustainability.

Successes

- Community agencies are interested in the positive youth development philosophy. It is a needed service.
- DCF has begun conversations with the City of Eugene Inter-governmental Relations office to discuss the feasibility of developing a Youth Council that would be integrated into the City's decision making structure.
- PYD Leadership is actively researching further grant funding for their activities.
- YAB members have been involved in helping developing grants to fund additional activities.
- When federal funding has not been released; DCF has covered some of the Initiative expenses.

Challenges

- The federal grant money will end in 2 years.
- It is difficult to sustain the infusion of a concept into a community because it is so nebulous. Positive youth development means different things to different organizations.
- To date, no one organization has accepted full responsibility for the long term support of YAB.

Recommendations

- Integrate YAB into a pre-existing structure. Continue to work with City of Eugene staff to outline how YAB would work within their systems to help inform decision makers about the youth perspective.
- Pursue diverse and alternative funding for positive youth development activities.
- Develop a funding/sustainability working group consisting of youth and adults to work toward program sustainability, apply for grants and solicit donations. YAB has expressed interest in doing fund raising, coordinating an event and grant writing but will need to interact closely with adults to accomplish these goals.

- Develop capacity within the community by developing a “Train the Trainers” series so that other organizations can assist with trainings.
- Continue to instill the value system of PYD in the community, the concepts need sustaining through consistent dialog with partners and community organizations.
- Continue to work to recruit a diverse group of youth.
- Pursue a permanent physical home for YAB. Youth Coordinators have been struggling with securing a stable location to hold YAB meetings. There needs to be a central location where YAB members can access the Youth Coordinators and hold meetings. Use DCF resources to establish a partnership and contract with an organization that can provide meeting space.

Project Evaluation

As a pilot site for future PYD Initiative sites, it is imperative that extensive and systematic evaluation occurs on a regular basis. Objectives, strategies and outcomes must be measured using clearly defined indicators.

Successes

- DCF staff reports to FYSB on a quarterly basis. Quarterly reports consisting of past and current activities document the evolution and benefits of the local PYD Initiative.
- All meetings are documented. YAB, PYD Advisory Council and the PYD Leadership Committee all provide written documentation of meeting agendas and minutes.
- Recognizing that youth needed to be involved in the PYD evaluation was a great success. A YAB Evaluation Committee was developed for this purpose.
- To show commitment and the importance of ongoing evaluation, the PYD Leadership Committee incorporated evaluation into the work plan.

Challenges

- Because of the evolving nature of the Initiative, it has been difficult to isolate goals and create measurable indicators.
- The state issues unfunded mandates to conduct project evaluations.
- In general, it is difficult to measure the outcomes of youth development programs and community wide initiatives because the impacts are sometimes long term and it is impossible to know the ways in which people are being affected.

Recommendations

- Create an output tracking system to reflect Initiative evolution that will help with grant writing, program management, and administrative functions.
- Assign a person to monitor goals and develop a system. Once the parallel missions of PYD and YAB have been clearly defined, create measurable goals and indicators.
- Be clear about what is getting tracked and have the youth help track the goals.
- Develop an intake survey and evaluate indicators on a bi-annual basis to insure all youth involved in the program are surveyed. Create these surveys in the YAB Evaluation Committee

Appendix A

Eugene PYD Goals and Objectives

Objectives  Strategies  Outcomes

1. Increasing positive use of free time
2. Positive self-expression
3. Participation and civic engagement

1. Supporting community and youth mobilization
2. Providing specific supports and opportunities for youth
3. Facilitating leadership skill development for both youth and adults

Overarching Project Outcomes:

- Positive impact on governmental policy and decision-making entities.
- Positive impact on leadership structure of community based organizations.
- Positive more inclusive cultural shifts within groups & boards.
- Increased publicity of youth-driven activities & events.
- Increased community awareness and recognition of PYD activities.
- Increased community sense of youth and willingness to engage with youth.
- Increased collaborative efforts supporting youth.
- Increased number of positive, informal interactions that link youth and adults.

Youth Related Outcomes:

- Increased self-esteem and self-confidence.
- Decreased isolation.
- Increased sense of self-efficacy or personal control.
- Increased sense of achievement in a variety of areas - job related skills, academic skills, interpersonal skills, etc.
- Increased sense of ability to attain personal goals.
- Increased positive future aspirations and plans.

Appendix B

Initiative Partners

Partnerships with other community service providers are a basic component and requirement of the PYD project. Many agencies and organizations have taken part in the collaborative efforts of the Positive Youth Development Initiative. At the time the PYD work plan was created the following partners were listed.

- 4-H Extension Services
- Amigos de los Sobrevivientes
- Bethel, Eugene, Springfield Together (BEST)
- Board of Lane County Commissioners
- Centro Latino Americano
- City of Eugene, Bethel Weed & Seed
- City of Eugene, Humane Rights Commission
- City of Eugene, Library/Recreational/ Cultural Services
- City of Eugene, Planning & Development
- Community Service Center-UO
- Department of Education
- Department of Human Services, Independent Living Program
- Employment Department
- Eugene Partnership for Student Success
- Eugene Public Library
- Eugene Village School
- Girls' Net
- HIV Alliance
- Lane Arts Council
- Lane Community College, Rites of Passage
- Lane County Commission on Children & Families
- Lane County Developmental Disabilities Services
- Lane County, Media Specialist

- Lane County, Public Information Officer
- Lane Education Service District
- Lane Workforce Partnership
- Looking Glass Youth & Family Services
- NAACP, ACT-SO
- National Conference for Community Justice
- Northwest Regional Educational Laboratory
- Oregon Commission on Children and Families
- Oregon Department of Human Services
- Oregon student Council Association
- Oregon University System
- Out-of-School Time Network
- Partners for Children and Families
- Planned Parenthood
- Safe and Sound
- United Way
- United Way, Marketing Team
- Willamalane Parks and Recreation
- YMCA

Appendix C

Focus Groups Summary

The purpose of the focus groups was to discuss with involved parties the strengths and weakness of the Initiative. CPW and the YAB Evaluation Committee conducted four sessions:

- PYD Leadership Committee - February 27, 2006
- DCF Staff - February 28, 2006
- Youth Action Board - February 28, 2006
- PYD Partners - March 1, 2006

Methodology

The YAB Evaluation Committee met for weekly meetings for approximately 2.5 months to assist in the development of focus group questions and the planning, organizing and facilitation of the focus groups. As part of the inclusion of youth in the evaluation process, the YAB Evaluation Committee decided to have each of the focus groups be led by a youth member of the committee. Kyle Kimrey of the YAB Leadership and Evaluation Committees and YAB member led three of the four focus groups. The remaining focus group was conducted with YAB and was led by the University of Oregon Research Assistant to allow all members of YAB to act as participants in the focus group.

The focus groups included large and small group discussion and a snow-card exercise in which participants were asked to write down the successes and challenges around youth ad adult partnerships.

Focus Group Evaluation

Focus group participants were asked to fill out a short meeting evaluation upon their departure. They were asked to rate the groups enthusiasm on a scale of 1 to 10, the mean score was 8.8. The participants considered the length and time of the focus group to be excellent and the overall meeting effectiveness was considered to be excellent. One focus group participant commented on the evaluation form, “Very professional and well organized!!!” Another stated, “Great at keeping us moving and at the same time, allowing us to put our comments forward.” Ideas for improvement included the need for more participants and the need for more time.

PYD Leadership Focus Group

Facilitators

Facilitator: Kyle Kimrey

Note Taker: Michael Lockwood

Support: Lisa Davis

Snacks and Supplies: Laura Rariden

Snow-Card Activity: Morgan Ellis

Attendees

Alicia Hays

Itahi Diaz

Christine Rogers

Michelle Weaver

Damien Sands

Key Findings

- One great success of the Initiative is for everyone at the table to learn to let go and let the process happen naturally. A challenge was not having a recipe to follow; the youth do not know if they are doing the right things.
- During the next 2.5 years, PYD should focus on attracting more youth, creating more training opportunities for youth and adults, remembering to stop and debrief and improving the situation so that youth feel safe and supported to venture out into the community.
- YAB is evolving by developing formal roles and timelines. They need to create measurable goals. They need to speak their successes to the community.
- For YAB to be involved in the big picture of PYD they need to attend and be involved in the PYD Leadership meetings. Youth need a voice in the funding allocations and practice with budgeting.
- Work needs to be done to improve the youth adult partnerships. Youth need to develop voice to speak out in larger forums. Adults need to put the time in to make sure youth have a positive experience.

DCF Staff Focus Group

Facilitators

Kyle Kimrey and Ariella DuSaint

Time Keeper: Lisa Davis

Support: Itahi Diaz

Note-Taker: Michael Lockwood

Snacks and Supplies: Laura Rariden

Snow-Card Activity: Morgan Ellis

Attendees

Diana Avery

Amber Murray

Judy Dashney

Sarafina Clarke

Key Findings

- One great success of the PYD Initiative is youth gaining leadership skills.
- Funding timeliness has proven to be a great challenge.
- During the next four years, PYD needs to focus on outreach, resource development, and training people who do trainings with nonprofit organizations on including youth in their organizations.
- To ensure sustainability of partnerships there needs to be a method of sharing information between different partner agencies.
- Focus group participants would like to see YAB become part of the City's decision making structure, similar to the Human Rights Committee.
- A list of organizations that could be used to recruit a diverse group of young people was brainstormed. They include:
 - YMCA
 - Boys and Girls Club
 - Kidsports

- Campus Life
- Schools
- Groups in the High School
- Youth Groups in the Faith Community
- Alternative Schools like New Roads School
- The Mall
- The Art Project
- Black Student Union
- Eugene/Springfield Asian Youth
- Kiwanis Clubs Junior Section
- Ensuring youth are actively involved in all aspects of the PYD Initiative is crucial to its success. Findings from this focus group reveal the adults are somewhat hesitant to include youth in the big picture and financial decisions around the Initiative. A suggestion was to make the process transparent and involve youth at the federal, state and local levels. However, some decisions and budget meetings may not be appropriate for youth.
- The youth adult partnerships were described as in their beginning stages. It was repeated throughout the interviews and focus groups that it was time to bring the adults back into YAB.
- During the past year focus group participants stated learning several things that would be useful to other groups.
 - Food and incentives are important to young people.
 - Think of youth commitments when scheduling meeting times and places.
 - The location of meetings needs to be accessible and inviting to youth.
 - Communication barriers between youth and adults can be a challenge.
 - Adults should guide the process.

Youth Action Board Focus Group

Facilitators

Laura Rariden

Attendees

Kyle Kimrey

Itahi Diaz

Ariella DuSaint

Michael Lockwood

Michelle Weaver

Itziri Moreno

Evelia Zazueta

Key Findings

- Members of YAB became involved in the group because of friends, food, through other youth groups or because they were paid.
- YAB benefits the community by developing stronger future leaders that are learning to care for their community and advocate for the empowerment of youth. YAB can help to break down barriers and break through stereotypes and creates opportunities for youth voices to be heard.
- YAB had many ideas for future activities such as YAB for kids, youth rights and immigration, conducting human rights workshops, receiving trainings, creating art, helping with opening a teen center and going on an overnight weekend retreat.
- When asked about the possibility of interacting with the City Council, the YAB members indicated that they would need more information about this role. They did not fully understand what that would mean for them.
- YAB would like to work with other youth groups around issues and become more politically involved.
- YAB would like a small monthly budget to work under for practice at managing funds.
- YAB members would like a better big picture understanding of the goal of the PYD Initiative and how the grant works.

- Youth participants would like more training on outreach, leadership and facilitation.
- Keeping the group bonded through social activities is very important to the group. They requested a retreat weekend trip to further their development.
- YAB decided that they should partner with churches, alternative schools, other youth groups, the Asian and African American communities.
- Lessons learned over the past year include:
 - Adults need to just let the youth lead.
 - Learn about how youth communicate, adult communication is different than youth communication.
 - The process takes time, you must learn about yourself and the group and this is time consuming.
 - Youth need to trust their voice and believe in themselves, know that your opinion does matter.
 - Do not be afraid to take risks, if you want something go after it. If you need something from an adult, ask for it, learn to stand up for yourself and what you need.
 - Learn from other cultures. Value the opinion of youth, if there is one youth at the table, adults say that they have given youth a voice, and there is power in youth numbers.

Community Partners Focus Group

Facilitators

Kyle Kimrey

Laura Rariden

Support: Itahi Diaz

Snacks and Supplies: Laura Rariden

Snow-Card Activity: Morgan Ellis

Note taker: Michael Lockwood

Attendees

Tricia Lynch

June Harris

Tim Patrick

D Cohen

Shannon Kilduff

Aimee Meuchel

Key Findings

- Partners noted that a key success of the PYD Initiative is YAB.
- Some participants felt that the Initiative had lost its steam. It was expressed that the early lack of inclusion of youth in adult oriented meetings made people feel youth were being tokenized.
- To ensure and sustain PYD Partnerships in the future, partner organizations need to be provided with meaningful work and tasks to complete. As YAB and the greater Initiative develops, there needs to be something that people can hook into.
- Other organizations in the community can offer YAB connections around issues. Youth groups can support each other by attending each others meetings and addressing common issues.
- Partners expressed confusion about who YAB was. They were unsure of YAB's mission and identity. It was recommended that YAB focus its mission and activities.
- The range of youth adult partnerships within the various organizations was vast. The City of Eugene doesn't involve youth in its administration structure at all, other organizations involve youth on boards; and LEAD is predominately youth lead.
- Successful youth adult partnerships in these organizations included educating others about how to work with youth in the community, consultation of youth in the big picture decision making and co-facilitation of trainings with youth and adults.
- It was suggested that PYD begin working around the 40 developmental assets and youth need to be able to quote research to prove to adults they are really capable.
- Youth adult partnerships have many benefits. They are working if adults are available for youth support, and the youth have the sense that the adults work for them.
- Benefits discussed for youth adults partnerships included:
 - Youth have fresh ideas
 - Teen ownership of the program
 - Increased youth self-esteem
 - Increased awareness of the value of youth presence

- Barriers to successful youth adult partnerships included:
 - Distrust
 - Adults not understanding the value of youth inclusion
 - Inappropriate facilities
 - Inappropriate meeting times
- Many lessons have been learned over the past years about creating meaningful youth adult partnerships:
 - The process takes time and sometimes you much go around barriers to keep moving forward
 - Take the time to make lasting connections with youth and adults
 - Blend work with the social bonding component
 - Always be working to stop youth oppression.

Appendix D

Youth Adult Partnership: Snow Card Activity Data

The data was gathered from the snow card process in the PYD Leadership, DCF, and the YAB focus groups. The partners discussed a set of questions that addressed youth/adult partnerships. The following table outlines the key themes that were gathered from each focus group.

Question: What have been the three biggest successes you have experienced during your participation with the Lane County PYD Initiative?

PYD coordinator growth and skill set
Establishing a group as diverse as ours and maintaining it while providing results
Collaborative efforts in brochure design and writing with the sheriffs office
"Youth know the law" brochure
Youth Voice at all levels of county project
Stronger youth voice
Work from the decision makers forum
Program coordination of the training and engagement committee
Building youth community—family
Making language a tool not a barrier
Organizational knowledge of PYD principles
YAB's Actions
Establishing a meaningful relationship with government, business, and adults
Development of the YAB
Skill building and confidence in myself

KEY SUCCESSES

Youth know the Law brochure
YAB
Personal growth and growth in skill sets
Building meaningful relationships
Building the youth community

Question: Up until this point (over the past year) what have been the three biggest barriers to the YAB initiative?

Consistency on all levels
Partners and staff communication
Slowness of the process
True adult buy in

PYD's coordination time
FUNDS
Time and money
Funding
Not enough time
Money and staff time
Predetermined goals not necessarily in line with the target group
Fear of the unknown
Not knowing my role in PYD
So much need and opportunity hard to narrow
Partners commitment

KEY PAST BARRIERS THEMES

True buy in on the project
Time
Funding
Commitment
Role within the initiative
predetermined goals do not align with what is really needed

Question: What do you foresee the biggest barriers to the future of the PYD initiative?

Top level decisions not in accordance with group goals
More growth will require more time and money
Funding
Sustainable Funding
Funding
Competing youth group
Feds not supporting our direction or work
Burnout from group leaders
Growing the YAB
Permanent home for initiative
Multiple focus causing overwhelming feeling – leading to loss of interest
conflict causing fallout
recruiting and keeping partners
staff and youth turnover—continuity
consistency

KEY FUTURE BARRIERS THEMES

Top level decisions not align with group goals
Funding
Burnout to much multiple focus
Keeping the staff and youth involved
Permanent home for the initiative