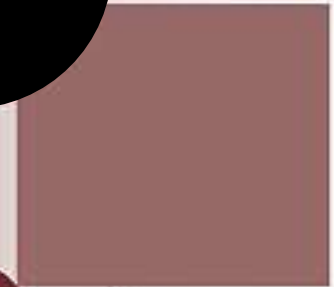


workplace
template



YOUTH

COUNCIL

TOOLKIT **MODULE 2**



United States Department of Labor

Employment & Training Administration / Office of Youth Services / Office of Youth Opportunities

200 Constitution Avenue, NW, Room N4671 / Washington, DC 20210

phone: 202 693 3035 fax: 202 693 3532 http://www.doleta.gov/youth_services/

table of contents

introduction	page 1
purpose of the template	page 2
components of the template	page 3
mandated activities of the youth council	page 4
recommended activities of the youth council	page 5
sample work plans :	
new hampshire	page 15
philadelphia, pennsylvania	page 20

introduction

An important aspect of a Youth Council's function under the local workforce investment board is to coordinate youth activities. To help assure that this and other mandated requirements for youth council's set forth in the Workforce Investment Act (WIA) are met the planning requirement workgroup designed this work action plan template. This document represents one of six tools designed to help Youth Councils meet their mandates. Based on information provided by workgroup participants, it was determined that some Youth Councils lacked the organizational tools needed to help guide their work. Often Youth Council members failed to accomplish and achieve their desired objectives during meetings due to a lack of planning and organizational structure. A large number of workgroup members felt that a quick reference tool was needed to help Youth Councils organize, plan, and focus their work. The work plan template was developed to respond to this need. While it is similar to a strategic plan, it differs from a strategic plan, in that it offers Youth Councils a working tool to record activities and organize the work of the Council.

purpose of the template

The work plan template is intended to help Youth Councils plan activities to effectively carry out their mandate. It provides a means to record and capture essential activities, which are pertinent to the successful operation of a youth council. The tools list activities, which Youth Councils are mandated to perform under WIA to help members focus on the requirements. It also contains recommended activities for youth council's members deemed critical to assure that the mandated requirements are carried out. Without the inclusion of these additional activities, Youth Councils may fall short of their responsibilities meeting the mandated requirements of WIA. It is also suggested that Youth Councils evaluate progress of their work, using the work plan as a guide, at least once every 6 months.

components of the work plan template

This work plan template is based on a strategic plan concept. This plan highlights specific action items with suggestions for Youth Councils to consider in carrying out their role. The document contains an area to record: what activities the youth council will do; who will do it; and when will it be completed. This quick reference tool contains two sections -Part 1: Work Plan Template and Part 2: Attachments which list Sample Action Plans.

part 1: work plan template

The Work Plan Template is generic, however, it may be tailored to meet the needs of a Council. It contains a template for Youth Councils to use as a guide and contains:

Column 1- Objectives

This column lists work that needs to be accomplished. Work plan objectives should be reflective of local workforce investment goals. Two types of actions are listed in the objectives column:

Mandated Activities- Identifies work items that are mandated by WIA

Workgroup Recommended Activities- The Youth Councils workgroup identified critical work items that Youth Councils are encouraged to perform to meet the mandates of WIA.

Column 2- Strategies

Record how the Youth Council will achieve the objective.

Column 3- Time line

Establish a time frame to accomplish the objective.

Column 4- Accountable Party

Identify who or what entity will accomplish the objective;

Column 5- Status

Determine where the Youth Council is and state the progress of the action

part 2: sample work plans from youth councils in the system

Sample 1 - New Hampshire

Sample 2 - Philadelphia, Pennsylvania

part i: youth council work plan template

MANDATORY ACTIVITIES

Objective	Strategy	Timelines	Accountable Party	Status
Develop the youth portion of the local strategic plan, as determined by the WIB chairperson. Sec. 117 (h) (4) (A)				
Recommend eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities. Sec. 117 (h) (4) (B) (i)				
Conduct oversight of eligible providers of youth services by establishing procedures that allow the Youth Council to monitor the quality of service delivery. Sec. 117 (h) (4) (B) (ii)				
Coordinate youth activities. Sec. 117 (h) (4) (C)				

RECOMMENDED ACTIVITIES

Objective	Strategy	Timelines	Accountable Party	Status
Work with LWIB to help assure that the 30% out-of-school youth expenditure requirement is met Sec. 129 (c) (4)				
Work in partnership with the LWIB to ensure that all ten-program services (Sec. 129 (c) (2)) are available to eligible youth.				
Work with LWIBS to ensure that Youth Councils has all mandated members and other appropriate entities represented.				
Coordinate with Job Corps, any Youth Opportunity Grant Programs in the area, and One-Stops.				

Objective	Strategy	Timelines	Accountable Party	Status
<p>Establish orientation program for Youth Council members. Orientation topics may include: Legal and policy background; Briefing on the geographic service area; Role of the Youth Council; Organizational structure of the Youth Council; Youth Council by-laws, Committee structure.</p> <p><i>Recipes For Success: Youth Council Guide to Creating a Youth Development System Under WIA, Technical Assistance and Training Materials for Youth Councils, July 2000.</i></p> <p>Download this guide on http://www.usworkforce.org/resources/pdf/recipes-ycouncil.pdf.</p>				

Objective	Strategy	Timelines	Accountable Party	Status
<p>Create a vision statement that identifies the target population and states the purpose of the youth service delivery system. Examples provided in <i>Module 5: Implementation-An Operational Resource</i></p>				
<p>Create job descriptions for all Youth Council members.</p>				
<p>Establish Council by-laws. Examples provide in <i>Module 5: Implementation-An Operational Resource</i></p>				
<p>Conduct <i>Community Resource Mapping</i> to identify youth and employer service needs, gaps and duplications. Examples provided in <i>Module 5: Implementation-An Operational Resource</i></p>				

Objective	Strategy	Timelines	Accountable Party	Status
Establish strategies to recruit and retain Youth Council members. Examples provided in <i>Module 3: Membership Scorecard for Retaining and Sustaining Members</i>				
Address any issues/policies required of the Youth Council by the State.				
Visit YOG and Job Corps programs in the local area, where appropriate				
Create a strategic plan in conjunction with the LWIB. Use a skilled facilitator during the planning sessions. Examples provided in <i>Module 5: Implementation- An Operational Resource</i>				
In partnership with the LWIB, establish the vision for youth in the community and outline desired outcomes for youth				

Objective	Strategy	Timelines	Accountable Party	Status
Establish committees to address governance issues such as a) goals for youth programs; b) YC By-Laws; c) create organizational flow chart of the State and Local WIB and the Youth Council. Examples provided in <i>Module 5: Implementation- An Operational Resource</i>				
Youth Councils may also seek non-profit status(optional) to enable them to seek alternative resources.				
Create a system flow chart which contains a) a participant flow chart that diagrams where youth enter the system, how they flow within the youth development system, and where they exit the system; and that b) outlines all of the youth service providers.				
Create a directory of the eligible youth service providers.				

Objective	Strategy	Timelines	Accountable Party	Status
Establish methods to gauge customer satisfaction - youth, service providers, community stakeholders such as hosting forums, focus groups, town hall meetings, etc.				
Develop an outreach strategy to educate the public of the opportunities available to eligible youth in the community and to gain visibility and buy-in from the community. Youth Council members may make periodic presentations to civic, faith-based, and community-based organizations; sponsor career fairs, and hold town hall meetings. Examples provided in <i>Module 6: Public Relations- A Guide to Community Outreach</i>				
Identify desired outcomes for youth service providers.				

Objective	Strategy	Timelines	Accountable Party	Status
Identify and recruit community stakeholders to join the Youth Council to include employers, representatives from the education community, and youth who may or may not be former participants.				
Provide training opportunities for Youth Council members. The curriculum may include the following topics: Eligibility; Performance measures; Strategic planning; Youth development; Resource mapping; Data usage; Accessibility issues with regard to serving youth with disabilities; and on the WIA and Regulations related to youth.				

Objective	Strategy	Timelines	Accountable Party	Status
Assess and align resources in the community to support youth employability, cultural enrichment, and leadership development.				
Establish an additional set of performance indicators to measure a youth's assessment of what constitutes successful WIA youth programs. Examples of indicators may include such activities as increasing the number of books in the library, expanding the number of adults that volunteer to work with youth, and increasing the number of community service projects for youth in a local area.				

Objective	Strategy	Timelines	Accountable Party	Status
Suggest establishing sub-committees such as: Membership- to ensure recruitment and retention of members; Resource- to leverage financial resources and work with LWIB regarding the procurement of eligible providers of youth services; Planning- to develop the local 5-year plan, produce community youth survey, and develop and maintain database of youth providers; Oversight- to provide oversight and technical assistance to youth service providers, meet with contractors, establish performance benchmarks, and gather youth input and ideas about training and services offered in a local area.				

part 2: sample work plan templates

new hampshire youth council of the workforce opportunity council

Work Plan 2001-Draft

Based on Strategic Plan, suggested strategies, and current initiatives Goals:

1. Increase the number of young people completing high school (including those completing GEDs) and reduce the number of young people dropping out of school (10 objectives in Strategic Plan)
2. Increase the number of young people going into postsecondary education and/or skilled employment (5 objectives)

Initiative	Goal & Objective	Strategy	Methods	Committee Lead Time
Apprenticeship	1.3, 2.3	Award WIA discretionary funds to pilot apprenticeship project and to develop a strategic plan	RFP process for both Distribution of WIA discretionary funds	Program/May
WIA Youth Program Development	1,2	Build capacity of youth organizations (both WIA & non-WIA)	RFP and wider youth system technical assistance conferences and outreach ; Grant writing assistance; Reviewing WIA policies.	Program/May

Objective	Strategy	Timelines	Accountable Party	Status
<p>Outreach & Marketing- to develop strategies to reach out to key individuals and groups in the community, policy makers, and the media to raise awareness of youth issues;</p> <p>Youth- to be populated by youth and directed by youth. Will contribute to policy and program decisions of the Youth Council such as offering guidance to the YC on how to recruit youth to the system.</p>				

Initiative	Goal & Objective	Strategy	Methods	Committee Lead Time
H.S. completion Dropout Prevention	1	Develop networks / organizations / structures to work through. Provide models for coordination	Analysis RFP will provide guidance. Identify advocacy strategies in advance of new dropout stats	June, Sept., Nov.
Analysis RFP	1,2; esp. 1.2, 1.4	Develop analysis to assist leveraging funding streams and coordinating local resources	Analysis RFP	Leveraged Resources Aug/Oct.
Expand resources and leverage funds	1,2, esp. 1.2 And 2.2	Leverage state-level funding streams and other resources in the state. Provide models to regions / communities	Analysis will provide guidance. Presentations from HHS, Juvenile Justice Review other state/local models	Leveraged Resources Aug/Oct.

Initiative	Goal & Objective	Strategy	Methods	Committee Lead Time
Performance of WIA youth and system	1.6, 2.4, 2.5	Track WIA youth performance. Develop measures or indicators for Youth Council to track for larger workforce and youth development system	Review monthly participation and quarterly performance reports. Determine most important outside measures to track with help of WOC Demand	Leveraged Resources May/Aug.
Postsecondary initiatives	2	Develop pilot projects and / or advocacy initiatives	Look at partnerships with Nellie MAE, Charitable Foundation. Identify advocacy strategies	Leveraged Resources Aug
Cataloging ideas- next year's WIA Funds	1, 2	Develop ongoing list of ideas	Chairs of Committees and staff keep track	Each committee Executive coordinate

Initiative	Goal & Objective	Strategy	Methods	Committee Lead Time
Use of WIA funds	1,2	Use funds to build the youth workforce development system and sustainability	WIA Title I Youth RFP	Executive
Job Corps	1.1, 1.2, 2.3	Assist in securing a Job Corps Center. Input into Job Corps development.	Participation on inter-agency committee. Use of WIA discretionary funds. Regular Youth Council updates	Executive

Initiative	Goal & Objective	Strategy	Methods	Committee Lead Time
Advocacy / Promotion of YC Goals	1, 2	Develop promotional piece for YC and goals. Implement an advocacy strategy.	Staff develop draft of promotional piece Committee work with WOC on developing advocacy policy	Executive
Success Measures for Youth Council	1, 2	Develop overall measures to judge YC progress	Review goals and strategic plan	Executive May / Aug

part 2: sample work plan templates

philadelphia youth council annual workplan for 2000-2001

Goal One: Knowledge

Augment the knowledge base of the Youth Council for informed planning and decision making.

Objective	Strategy	Timelines	Accountable Party	Status
1.1 Research, analyze and develop dependable information and data on economic and workforce development conditions and market trends as they relate to youth in the City of Philadelphia	(a) Conduct labor market studies on growth industries in Philadelphia (b) Conduct research on existing workforce preparation opportunities for youth	March 2001	Strategic Planning Committee Philadelphia Youth Network	In Progress
		March 2001		In Progress
1.2 Develop definition of a "prepared graduate"	(a) Examine existing competencies (e.g., SCANS, School District Cross-Cutting competencies, etc.) (b) Examine the graduation and promotion requirements of SDOP (c) Conduct focus groups with employers, educators, providers and students (d) Analyze entry level requirements for post-secondary options	December 2000	Strategic Planning Committee Youth Advisory Group	Completed
		December 2000		School District of Philadelphia Philadelphia Youth Network
		February 2001		In Progress
		February 2001		In Progress

Objective	Strategy	Timelines	Accountable Party	Status
1.3 Identify experiences that most effectively prepare a new entrant worker	Design conceptual model of the workforce development system that outlines the experiences necessary to ensure that all youth are "reared graduates"	February 2001	Strategic Planning Committee Philadelphia Youth Network	In Progress
1.4 Create a comprehensive resource map of existing workforce preparation funding, corresponding activities, impact and outcomes	(a) Identify public and privately funded youth workforce development activities within the city (b) Evaluate breadth, scope and outcomes of activities (c) Conduct a GAPS analysis	March 2001	Strategic Planning Committee Philadelphia Youth Network	In Progress
		March 2001		In Progress
		March 2001		In Progress
1.5 Develop outcomes for YC and YC funded programs.	Determine outcome measures for Youth Council and workforce dev't. programs	March 2001 and ongoing	Standards, Performance Measures & Evaluation and Strategic Planning Committees	In Progress

Goal Two: Capacity

Increase the capacity of service providers, employers and other key partners to function as part of a coordinated youth economic success workforce development system that prepares youth for educational and educational success.

Objective	Strategy & Detail	Timelines	Accountable Party	Status
2.1 Identify, disseminate and apply, programmatic and operational standards for youth programming.	(a) Develop programmatic standards (b) Develop tools for implementation	September 2000	Standards Performance Measures and Evaluation Committee Philadelphia Youth Network	Completed
		In Progress		June 2001
2.2 Educate and assist youth providers to implement Youth Council standards for youth programming	Design and implement a capacity building model for providers	March 2001	Standards Performance Measures and Evaluation Committee Philadelphia Youth Network	In Progress
2.3 Build capacity of employers, schools and youth serving agencies to work effectively as partners	(a) Train providers on SDP Standards, Competencies and Graduation and Promotion Requirements (b) Develop strategy to more effectively facilitate communication and partnerships between schools and youth serving agencies. (c) Work with School-to-Work system and Summer Steering Committee to engage private sector in provision of work experiences for youth	February 2001	Standards Performance Measures and Evaluation Committee	In Progress
		March 2001 and ongoing		Philadelphia Youth Network Summer Steering Committee
		Ongoing		

Objective	Strategy	Timelines	Accountable Party	Status
2.4 Devise systemic structures, policies and supports for continuous program improvement (based on accountability measures addressed in 1.5 above.)	(a) Develop Request for Proposal for WIA funds for YouthWorks 2001 (b) Convene an ad-hoc subcommittee with the Mayor's Office to align summer experiences (c) Coordinate with existing initiatives to implement standards	December 2000	Standards, Measurement and Evaluation Committee	Completed
		November 2000 and ongoing	Philadelphia Youth Network and Mayors Office	In Progress
		On-going		

Goal Three: Resources

Increase the capacity of service providers, employers and other key partners to function as part of a coordinated youth economic success workforce development system that prepares youth for educational and educational success.

Objective	Strategy	Timelines	Accountable Party	Status
3.1 Support existing efforts to leverage resources and develop new sources of funding and support from public, private and non-profit organizations for the purpose of increasing the number of summer and year-around opportunities for youth	(a) Analyze results of resource mapping and solicit the alignment of resources from appropriate agencies (b) Develop a fundraising strategy to support workforce preparation initiatives	June 2001	Strategic Planning Committee	To be completed
3.2 Engage key stakeholders, particularly those from the private sector in mutually beneficial partnerships that support the Youth Council's systems building goals.	(a) Solicit membership of key stakeholders on the Youth Council (b) Support the City's effort to engage the private sector in Summer initiatives	June 2001 June 2001	Youth Council Chair, Youth Council Strategic Planning Committee Mayor's Office	On-Going

Disclaimer: The examples and information contained in the web sites found in this tool which were developed by other public and private organizations are not endorsed by the Department of Labor's Employment and Training Administration.