

Overview of the SI 2006 Toolset

Facilitators will guide their teams through a series of exercises and activities designed to build team awareness, document progress, establish priorities and build to a formal workplan for the coming year. *(Detailed instructions begin on the next page)*

Quick Map: No Wrong Door Activity

This activity is designed to ground the group in a sense of the current state of disconnection among services and supports in a community, and provide a vision of a system where all services are connected, and accessed through any entry point.

Three Frameworks for Success Overview

This presentation is designed to provide an overview of the three frameworks that guide intermediary development.

- Comprehensive Elements – What needs to be in place for youth to be successful
- Strategic Intermediary Functions – What an Intermediary can do help build the system
- Stages of Intermediary Development – How the system develops over time

Comprehensive Elements Self-Assessment

This activity is designed to allow the group to first gauge the Intermediary's progress in addressing each of the system elements, and prioritize actions for inclusion in the workplan for the coming year.

Strategic Functions Capacity Assessment

A brief discussion of the new strategic functions of the Intermediary and current progress and capacity will help define what the Intermediary can do, and guide the selection of the strategies, tactics and activities the Intermediary will conduct to address selected priorities.

Operational Functions Exercise

This exercise will help define the operational functions the Intermediary will perform to serve its customers. We will collect these wall charts at the end of the Institute to help define to new operational functions of the Intermediary.

Comprehensive Workplan Development

The comprehensive workplan identifies specific strategies and tactics the Intermediary will use to address each priority. Specific activities, expected outcomes, the persons responsible and timeline are all detailed in the plan.

Team Report-Out

The final activity of the 2006 Institute is to prepare a report for the full group that describes your key learnings, accomplishments as a group, and next steps for action back in your community.

FACILITATOR INSTRUCTIONS

Quick Map: No Wrong Door

Conduct the No Wrong Door exercise to ground the group in the systems work of the Intermediary.

The *Quick Map* tool and the accompanying exercise have three purposes:

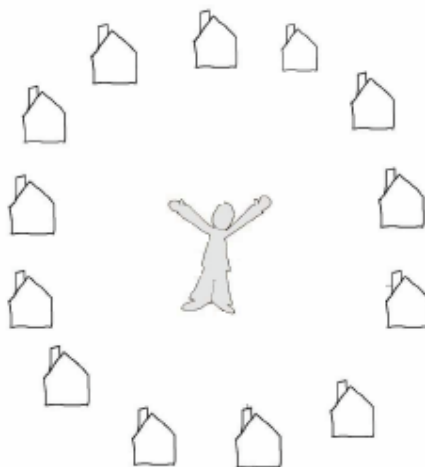
- To illustrate current relationships and youth connections to services;
- To help a group of partners or staff discover why an Intermediary that coordinates multiple youth services is needed; and
- To provide an initial sense of what an Intermediary does to make and manage those connections.

This exercise is best conducted with a group of partners and practitioners who include a number of members of your Intermediary staff and partners. Grounding the members of a team in its current situation often helps clear up any misinformation or lack of information regarding service levels provided to youth. The *Quick Map* enables the group to talk about where they wish to be and to discuss the need to better coordinate efforts, keeping a focus on the youth as customer and identifying the need to better connect various youth-serving programs and systems. This exercise visually depicts the confusion and inefficiencies created by multiple, disconnected and/or competing efforts in a community. It is recommended that this exercise be conducted at the beginning of any overview meetings conducted to support Intermediary development.

At the center of the blank *Quick Map* is the image of a young person. For the purposes of this exercise, explain that the image portrays a single young person seeking support, and being influenced or served by a number of different programs or services. Surrounding the page, the buildings represent various youth serving agencies, educational programs, workplaces and businesses, community-based organizations, government agencies and other entities that provide services to young people.

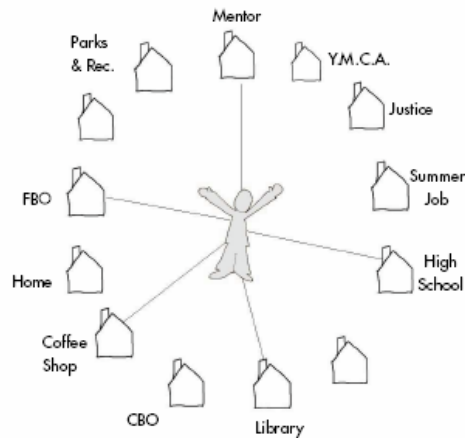
How to Use the Quick Map

1. **Graphically illustrate the current reality** (*note – Its fine to use a stick figure at the center of the chart and circles or triangles around the perimeter*)



Begin by preparing a flip chart as depicted above and explain the layout as summarized in the prior paragraph (Youth at the center, programs, services agencies and adults around the perimeter). The goal of the exercise is to quickly and visually describe current relationships and programmatic connections

between youth and the youth-service providers and to display the connections (or lack thereof) among the youth-service programs and agencies. Ask the group to name the agencies, schools, employers, faith-based organizations, and others who currently provide services to or influence youth in your local area. Use specific examples from the community to help make the information on the chart concrete. Write the names of these organizations in the buildings or circles around perimeter of the chart.



Next, using a different colored marker, spend a few minutes drawing the current connections and collaborations among the local providers. Ask the group to describe the current relationships among the community's youth-service providers. Emphasize that in the current state, only a few programs and services are intentionally connected, many are wholly isolated, and in the main, a young person is left to navigate this maze of programs, services, and adult influence on their own.

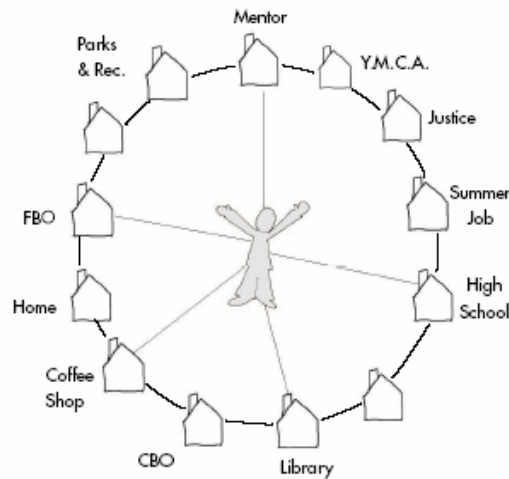
2. Discuss the chart with the group.

Ask the group to share their first reaction to the image. What does it look like? How do they think this situation looks and feels to youth? To youth program partners? To teachers? To social workers? To educators? To business partners? What did they learn from doing this exercise?

Using the *Quick Map* exercise, groups often characterize their current situation as confusing and disconnected. Talk about your completed *Quick Map* with its dozens of confusing or nonexistent connections. Explain that this lack of coordination is not just confusing for all parties; it duplicates efforts, wastes money, and fails to serve young people in a comprehensive manner.

Point out that all of the youth-serving organizations have a shared purpose in relationship to these community connections; to provide young people with meaningful developmental and educational opportunities. With a disconnected approach, the system is inefficient, and youth have difficulty accessing the services and opportunities that they need in order to succeed in life. Providers are isolated, confused and sometimes deliver conflicting advice or information. Young people become frustrated, miss opportunities for deeper, more meaningful learning, connections, and are less likely to achieve success as they hop from program to program and experience to experience.

3. Demonstrate the connected version of the *Quick Map*.



Next, draw a circle through the buildings on the completed chart, symbolically bringing together the myriad of connections into a single system. Ask the group to imagine a system where all programs and services were connected. Explain that the circle illustrates a system in which youth can access services through any given entry point where there is "no wrong door" and that a young person could enter and receive the information, resources, and support she or he needs.¹

Use the completed map to frame a discussion about what a system might look like in your community. What issues need to be addressed? Who should take the lead in facilitating a continuous development process? Who else should the process involve?

The completed circle symbolizes what an Intermediary or Collaborative is trying to develop; a coordinated system for serving youth that is effective, easy and efficient for all parties.

Three Frameworks for Success: Overview

Review the three frameworks for success, described in the Intermediary Development quick guide and illustrated on the charts. Walk through each of the charts, referring to the narratives in the guide for more detail.

- Begin with the **Elements of a Comprehensive Youth-Serving System**, discuss each of the four "content elements" first: Academic Achievement, Career Preparation, Community Services and Supports, and Youth Leadership. Then describe the fifth systems element, Comprehensive Youth Development Approach, as supporting the connections among the other four.
- Then move to a description of the **Strategic Intermediary Functions**, first repeating the four core functions of Convene, Connect, Measure and Sustain. Then discuss each of the functions in greater detail.
- Then move to the **Stages of Intermediary Development**, pointing to first the five broad stages of Discovery, Design, Incubation, Growth and Integration. Explain that any initiative, program, or systems building effort moves through these five stages. Point out the breakthrough indicators between each stage that indicate agreements, decisions and actions among the partners.

¹ A common fear among education, workforce development, youth development, government agencies and youth organizations is that they will be asked to give up existing relationships and that they will lose autonomy. The *Quick Map* demonstrates that the Intermediary does not replace or displace existing connections or relationships. In fact, it honors existing connections and creates a framework from which these relationships are leveraged as part of one system that serves all youth.

Comprehensive Elements Self-Assessment

The Elements Self-Assessment is part of an integrated set of tools designed to help intermediaries determine progress, document success, prioritize activities, and plan for improvements as they implement intermediary activities to promote and ensure youth success. Intermediaries should review the *Elements of a Comprehensive Local Youth-Serving System* framework prior to conducting this assessment. The left hand column in this assessment lists indicators or goals that are drawn from the *Elements* framework. Teams may wish to add a specific goal or indicator in the blank row. Teams then identify progress (stage of development) in meeting these goals. They then prioritize areas of focus for inclusion in the *Intermediary Network Comprehensive Work Plan*.

The *Elements Self-Assessment* is designed to help ground the intermediary in its vision for the system it is trying to build to support youth success, and prioritize activities for inclusion in their workplan.

Instructions:

1. Have each team member individually complete the progress section of the self-assessment. For each indicator or statement, each team member should rate the team's progress in developing a comprehensive, youth-serving system using the following scale:

Stage: Refer to the *Stages of Intermediary Development Chart*

- = Discovery/Information Gathering
- ◐ = Design/Planning
- ◑ = Incubation/Start-up
- ◒ = Growth/Expansion
- = Integrated into system

2. Post all team member responses on a large, wall-sized version of the self assessment and discuss the group's responses, especially where there are wide differences of opinion on progress.
3. Next, have each team member complete the priority section of the self-assessment in the context of a discreet time frame (e.g. the next 12 months). It is helpful to limit the number of high priority activities and to force the identification of lows in each section.
4. Again post all team member responses on the wall chart and discuss. Identify priority actions for inclusion in the INet Workplan.

Strategic Functions Capacity Assessment

Intermediary teams should review the *Strategic Intermediary Functions* framework prior to conducting this self-assessment. The left hand column of the assessment lists the effectiveness indicators for each Strategic Intermediary Function. Teams first rank their progress in each area, then analyze their capacity and identify existing partners or resources that can help address each area. Additional partners or resources needed to effectively address the area should also be identified.

This *Functions Self Assessment* helps define what an intermediary *does* to support the development of a comprehensive local youth-serving system, and serves as the foundation for determining the strategies and tactics that can be applied to achieve the intermediary's priority goals in the *Comprehensive Workplan*.

Instructions

1. Have each team member individually identify **progress** in achieving the results in the first column of the self-assessment and rate the team's **capacity** to achieve the stated results in the second column, using the following legend.

Progress:

- = Not on our radar screen
- ◐ = Just started
- ◑ = Pretty far along in implementation or practice
- = Fully integrated into system

Capacity:

- ? = Limited or no Capacity
- + = Sufficient Capacity
- ! = Significant Capacity

2. Have all team members post their responses on a large, wall-sized version of the self assessment (by making tick marks indicating their choices) and discuss, especially where there are wide differences of opinion.
3. Identify current partners with strengths and interest in each area, as well as new partners or resources needed to increase capacity in the fourth column.

Operational Functions Exercise

1. Enter team name in upper right corner of the wall chart.
2. Review the customer sets intermediaries serve (Employers and Workplace Partners, Social Service and Community Organizations, Education and Training Institutions, Families and Neighborhoods, Youth, and All Partners (System)). Determine which are currently served by the Intermediary, and identify those that you would like to develop strategies to serve.
3. Describe the Operational Functions the Intermediary performs to serve each customer and record under the bullets (you may chose to use a post-it exercise, where each team member writes their ideas on a post-it and posts on the wall chart).
4. Use the call-out bubbles to record new ideas or directions, or to identify new partners you hope to engage.
5. Graphically illustrate the connections the intermediary supports between the different customer sets by drawing arrows or lines
6. Be Creative and have fun!!

The purpose of the exercise is to be specific about the services and supports the Intermediary can and does provide to support the engagement and participation of each customer set. An understanding of both the strategic and operational functions performed by the Intermediary will help as strategies and tactics are defined to support the priority objectives defined in the elements self-assessment.

Comprehensive Workplan

Intermediary teams should review each of the INet frameworks and conduct the *Elements of a Comprehensive Youth-Serving System Self-Assessment* prior to developing this work plan.

The *Comprehensive Workplan* is designed to document the strategies and tactics the Intermediary will use to achieve their defined goals, and determine the expected outcomes and timeline for each activity.

Instructions

1. Transfer the **Priority Objectives** from the *Elements Self-Assessment* to the heading for each section of the workplan. Indicate the letter code for the *Element* being addressed and the *Stage of Development* of the objective in parentheses (see key at the bottom of the page).
2. Determine and enter the **Strategies** you will use to accomplish the objective in the first column. Indicate the *Function* being performed in parentheses (from the *Strategic Functions Self-Assessment*).
3. Enter the **Tactics** (or activities) you will conduct to implement each strategy in the second column.
4. Enter the name or initials of the **Person** or persons (or organization) responsible in the third column.
5. Enter the **Expected Outcomes** of the activity in the fourth column.
6. Enter the **Timeline** and/or due date for each activity in the fifth column.

Report Out Framework

On a single flip chart page, prepare your Team's report out to the full group.

1. Record your Team Name
2. Record any collective "Aha's" or key learnings at the Institute
3. Record your accomplishments as a team at the Institute
4. Record your next steps for action when you return home

What to Bring to Friday Afternoon's Closing Session

- Report Out Flip Chart
- Operational Functions Chart
- Flip Chart Stand, pad, pens, tape, post-its, and any extra materials.