



Youth Reengagement

Technical Report for the ODE Youth Development Division

Prepared by the Creating Community Resilience Coalition
Douglas County, Oregon Spring 2021



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TECHNICAL REPORT OVERVIEW

The Oregon Youth Development Division Reengagement System works to reconnect youth ages 14-21 with education, providing pathways to graduation, completion, and critical training and services. Youth Reengagement Community Investment Grants focus on supporting reengagement programs in communities across Oregon. YDD efforts recognize that effective reengagement begins at the local level, through community-based efforts, to provide disconnected youth with educational opportunities, coaching, training, and access to services.

YDD Technical Assistance Grant Award

To support local efforts in helping to build a Statewide Reengagement System, YDD allocated Technical Assistance funds to help support community-based organizations and communities in preparing to expand future youth reengagement opportunities. Creating Community Resilience (www.ccrdouglascounty.org) was awarded a short-term Technical Assistance grant of \$47,000 to be spent March through June 30, 2021. Funds may be used to build an organization's capacity as it relates to youth reengagement, including, but not limited to: general reengagement program development; development of data processes; development of formal memoranda of understanding or other agreements with local reengagement partners; enhancing organizational structure and staffing; and other costs associated with building capacity to support future reengagement programs.

Specifically, the Creating Community Resilience coalition ("CCR"), was directed to use the awarded YDD TA Grant Funds to improve CCR's internal capacity to support locally based reengagement concepts prior to the 2021-23 competitive Request for Application ("RFA") process. CCR pledged to use re-engagement TA funds build capacity to more effectively and efficiently re-engage and support Douglas Opportunity Youth in achieving education and employment. We proposed to build capacity for this work by identifying/supporting/developing collaborative community structures, common interests, and strategies; and to define community goals for developing systems for:

- a. Identification, outreach, and engagement of Opportunity Youth in educational and employment programs.
- b. Developing additional educational programming to meet the needs of Opportunity Youth in our communities.
- c. Developing and articulating a continuum of employment readiness and employment opportunities for Opportunity Youth.

- d. Systems of care and support of Opportunity Youth in overcoming barriers to program participation, engagement, and retention.
- e. Systems development toward more coordinated/shared data collection to capture formative information to inform policy and practice and summative outcomes for program evaluation.

CCR also identified intended “deliverables” including this report to YDD and the community to help inform youth reengagement in Oregon by engaging local stakeholders in these grant activities and give voice to their collective wisdom, knowledge, and experience.

Why CCR?

YDD approved CCR’s Technical Assistance Grant application to improve CCR’s internal capacity to support locally based reengagement concepts. More than twenty percent (22.5%) of Douglas County Youth are not in school or employed, leading to generational cycles of under-education, under-employment, and negative health and social outcomes. A primary defining characteristic of the Opportunity Youth population is their “pair of aces,” Adverse Childhood Experiences and Adverse Community Environments, without the resources for the post-traumatic growth to develop the needed protective factors, resiliency, and life assets that correlate with positive life outcomes. The high correlation of unresolved trauma to negative health, education, and employment outcomes are well-established and highlight the need for collective action; cross-service sector collaboration to provide effective prevention, intervention, and treatment.

More than twenty percent (22.5%) of Douglas County Youth are not in school or employed, leading to generational cycles of under-education, under-employment, and negative health and social outcomes

CCR is a community-based coalition providing cross-service sector leadership and resources to build trauma-informed capacity to create personal, family, and community resilience. The CCR coalition offers a Leadership Team of 11 community-based organizations, Key Community and Regional Partners, and Key Community Leaders. The primary Opportunity Youth programs in Douglas County (Umpqua Community College Woolley Center/Adult Basic Education, Roseburg Public Schools/Rose School, DC Juvenile Justice residential programs/Douglas ESD, and Phoenix School of Roseburg/Charter and Alternative Schools)

are members of CCR's Leadership Team as are many of the providers of support services to DC Opportunity Youth (Adapt Integrative Health Care, Peace at Home Center, Douglas CARES Child Advocacy Center, Family Development Center, Cow Creek Health & Wellness). CCR Leadership Team (LT) organizations offer a nearly 40,000 client footprint in Douglas County with more than 2,000 Staff. The coalition is further broadened by collective efforts with local and regional partners, several which are identified in the OY capacity-building efforts described in this report.

MONTHLY SUMMARY OF GRANT ACTIVITIES

FEBRUARY 2021

CCR engaged in conversations with community partners to understand local, present practices and examine our strengths, weaknesses, opportunities, and the challenges/barriers in building local systems in each of the proposed target areas:

- 1) OY Educational Partners & Sites.
- 2) OY Systems of Care.
- 3) Employability & Employment.
- 4) Developing a shared data system.
- 5) Identification, outreach, and re-engagement of Opportunity Youth.

We identified and recruited principal actors to engage in the work and created the organizational infrastructure and staffing needed to provide effective technical assistance to create the needed collaborative structures and agreements. The YDD TA grant application was prepared and submitted.

MARCH 2021

CCR organizational structure and staffing for this project was developed to carry out the proposed grant activities. YDD TA grant expenditures began with FTE dedicated to providing TA approved by the CCR LT. Furnished/equipped office space and communications for Systems Development Lead personnel was secured. Phoenix School of Roseburg, as CCR's designated fiscal agent, aligned agency personnel assignments to support grant activities including the Executive Director, Development Director, Executive Assistant, and Business/HR Director positions.

General re-engagement program development activities were initiated: Identifying and engaging Work Team Leaders, recruiting team members, and scheduling & conducting work groups for the five systems targeted for development. Collaboration Interest Surveys, Articles of Collaboration, and MOUs for systems partners to engage in the work collectively were drafted. Information to create and refine common principles, strategies, and work plans in each of the five target areas was determined with Work Team leaders and key questions drafted to guide the work was disseminated to participants.

APRIL 2021

Re-engagement development activities continued with outreach presentations, with information sessions for organizations involved in each area of targeted development created and conducted. CCR's Chair connected with its community-based organizations, agencies, and community members to increase awareness of and to recruit participation in this opportunity provided by YDD to provide input on Douglas County systems affecting our Opportunity Youth. In addition to CCR coalition organizations, presentations and outreach to CCR's lunch, learn & connect participants representing 81 organizations/agencies, the Systems of Care coalition, a Communities of Faith coalition leader representing 40 churches, Douglas County Partners for Student Success, the Homeless Youth Solutions Initiative, and other active groups in the community. An interest survey was disseminated to help connect interested community members to Work Teams and links to TA work

From this outreach, four Work Teams were formed to focus on OY systems:

- 1) Identification, Outreach, & Engagement of Opportunity Youth.
- 2) Youth Education & Employment Success.
- 3) Systems of support for Opportunity Youth.
- 4) Shared Data Systems to improve OY outcomes.

Work Teams Leaders were engaged and teams recruited. Each Work Team scheduled two work sessions (via zoom) with follow-up work conducted between and after work sessions. A draft of this report was circulated to all work team participants for final editing and review. Outreach for input from Key Leaders unable to participate on Work Teams was solicited. Input from the work teams and stakeholders is reported along with recommendations for action. A glaring omission was the lack of direct Opportunity Youth involvement. A collective initiative to cultivate Youth Voice was formed among interested community entities including the Douglas ESD, Douglas County Partners for Student Success, ADAPT Integrated Health Care, Douglas CARES, FARA, and Phoenix School.

The Data Systems Work Team (WT) began with a discussion to identify needed criteria for a (regional) OY shared data system.

To get the "big picture", one-on-one discussions with Key Partners and Community OY Leaders began identification of the barriers they needed to overcome and needed supports as program and service providers in order to expand current opportunities for Opportunity Youth. Community

partners who encounter OY were engaged to identify how we could work across service sectors to improve community identification, referral, and engagement of youth in education and services.

We engaged with the Douglas County Partners for Student Success coalition in providing input and involvement on the Education & Employment outcomes WT. Secured and committed \$30,000 in additional CCR grant resources to increase CCR's local capacity for TI presentations and trainings to include the OY community.

MAY 2021

Continued re-engagement development activities acting on collaborative WT sessions to identify, pursue, and coordinate resources to expand educational and employment opportunities for Douglas County OY Youth. Hired a full-time CCR Community Engagement Coordinator, Lee Ann Grogan, who conducted one-to-one conversations with CCR Leadership Team members and Key Partners and Community Leaders to inform the work and help broaden the coalition.

Drafted an application for a YDD Youth Solutions grant (July 1, 2021 - June 30, 2023) to support recommended OY projects and continue to build on and employ the collaborative structures made possible through the YDD TA grant.

TA funds were used to develop an MOU with South Coast Together/Lieberman Group to establish a Douglas County Ace Interface Team, recruit 15 community representatives to train in the Ace Interface Self-Healing Communities model and create local capacity to provide trauma-informed awareness presentations and trainings throughout greater Douglas County. CCR grants funds awarded by the Ford Family Foundation, Umpqua Health Alliance Community Health Improvement Plan, and the Oregon Community Foundation were utilized and will support establishment of a "train-the-trainer" model to continue beyond the base ACE Interface training into skill-building trauma-informed practices.

JUNE 2021

Continued re-engagement development activities with final WT sessions follow ups, and notes forwarded to prepare this final report. CCR's Community Engagement Coordinator (CEC) continued conducting one-on-one listening sessions throughout the month with community coalition leads, agency directors, and other Key community and regional Partners.

A YDD Youth Solutions grant application was approved by CCR LT for submission to YDD to further develop systems that engages the community in increasing opportunities and positive life outcomes for our Opportunity Youth. Three specific OY projects prioritized by CCR Partners were proposed with training activities to support staff and youth development in strategies designed to increase OY success in the community.

JULY 2021

YDD TA resources were expended by June 30, 2021 so CCR dedicated coalition resources to prepare, disseminate, and publish/report out the collaborative findings on OY Systems Development and to inform strategic planning to increase opportunities for Douglas Opportunity Youth. The first Youth Summit was held. CCR LT approved CCR funding for Cogito consultant services to conduct two one-half day CCR strategic planning sessions, fall 2021. Strategic Planning will include the OY community in helping to finalize and approve a collective Regional Opportunity Grant proposal to YDD.

GRANT DELIVERABLES ATTAINED

Develop CCR Organizational Capacity

CCR secured basic operating expenses (\$90,000 annually) through the next biennium and a full-time Community Engagement Coordinator was hired and began May 3, 2021. Additionally, CCR garnered resources to match a Youth Solutions Innovation Grant application funding request of \$70,000 for Opportunity Youth projects including:

- a) Dual Capacity model skill-building services delivered by Family Development Center to identified Roseburg Public School Opportunity Children & Youth.
- b) Development of Conscious Discipline and Restorative Justice models in local schools and OY Programs to provide alternatives to school discipline, suspension, and expulsion practices that can further disengage Opportunity Youth and Families from educational opportunity.
- c) Develop systems to sustain Youth Voice in authentically informing and advising OY programs and policy, to cultivate Youth Leadership, and support their engagement in solving the problems that affect them.
- e) Engage the Douglas Ace Interface Team of trainers to increase the levels of Implementing Trauma-Informed Care among OY stakeholders.

Steps were taken to strengthen, broaden, and deepen the coalition through outreach and engagement of OY partners. CCR broadened the coalition by connecting with new Key Partners, especially those existing coalitions that have the capacity and expertise to play critical roles in developing systems to better serve Opportunity Youth. Among these organizations are Douglas County Partners for Student Success (Youth employability), Systems of Care (cross-service sector supports), Blue Zones Umpqua (Healthy Teens), the Homeless Youth Solutions Initiative (Youth Shelters), and Umpqua Valley Farm to School (Youth-oriented Food systems coalition). CCR will request that Systems of Care consider establishing a committee to focus on developing/improving systems of care for opportunity youth. We deepened the coalition, reaching further into member and partner organizations to involve more staff and clients by adding the YDD TA work teams, standing committees, Youth Council events, and CCR representatives participating in other coalitions and community initiatives. The overall effect will help CCR reduce our siloed efforts and connect community work toward collective outcomes.

Develop Collaborative Community Structures to Carry OY Work Forward

CCR provided services to invite, focus, and orient community efforts to improve outcomes for Opportunity Youth. The collaborative Work Teams achieved increased alignment and collective engagement of organizations and helped to identify immediate actions to take that are accelerating achievement of OY goals and outcomes. WT members expressed interest and enthusiasm to remain involved and committed to the work.

CCR formally adopted four Opportunity Youth focused TI projects to which the coalition has committed CCR resources and is pursuing additional resources to scale up and replicate successful practices. CCR will provide community trainings and has identified member organizations committed to carrying out these cross-service sector projects.

As a result of the YDD TA work, a template for collective community action connecting multiple efforts within a targeted service area and integrating these efforts into a more comprehensive, long-term strategy began to emerge. For example, when it was quickly recognized that our Work Teams lacked direct Youth participation, several community-based organizations collectively designed a community approach to ensure Youth voice. These partners coordinated efforts and resource requests and then integrated a common community strategy for cultivating and honoring Youth Voice to inform program and policy makers. A permanent community structure of Youth Councils populated from OY Program and after-school club youth engaged in leadership of school and community projects will now involve Youth as “change agents” in their community, a strength-based TI practice. Another example of connecting OY program efforts and integrating them into a more comprehensive strategy of developing trauma-informed principles and practices is the Homeless Youth Solutions Initiative (HYSI). HYSI is considering how to incorporate into the governance structure of youth shelters a CCR TI Team responsible for guiding development of trauma-informed care for increased diversity, equity, inclusion, and improving youth outcomes.

YDD TA grant activities also served to develop connections with regional TI partners including South Coast Together and Southern Oregon Success around a common approach to developing training resources to accelerate development of TI awareness, practice, and systems of care in our communities.

CCR expects to utilize these collaborative community structures and the connections to our Coos/Curry County counterpart, South Coast Together, that were developed through YDD TA grant activities to submit a collective YDD Regional Opportunity Grant proposal fall, 2021.

Prepare YDD Community Investment Grant Applications

YDD Technical Assistance Grant requirements:

- ✓ Final Report and Fiscal Report submitted July 30, 2021.
- ✓ YDD Community Investment Youth Solutions Innovation Grant application submitted July 15, 2021.

YDD Regional Opportunity Grant preparation:

- Douglas County and regional stakeholder needs and priorities were identified through grant activities and will inform preparation of a Southwest Oregon ROG submission.
- CCR Strategic Planning sessions are scheduled September, 2021, to adopt an annual workplan for OY projects and define the role(s) of CCR in meeting the goals of a collective regional opportunity grant application.
- YDD ROG grant application approval by the CCR LT is scheduled September, 2021.

SYSTEMS WORK TEAM REPORTS

Identification, Outreach and Engagement Systems

The OY Identification, Outreach, & Engagement Systems Work Team shared and gathered information and recommendations to create a trauma-informed plan for identifying and engaging opportunity youth throughout Douglas County. Sectors represented were identified as well as those that were not. The 445 daily enrollment capacity of Douglas County OY programs identified may only represent about one-fourth of the total not in school/not employed Youth population (22.5% of Douglas County's total youth age 14-21 population).

The Identification, Outreach and Engagement WT paid special focus on gaps in representation including minority youth, youth outside of the greater Roseburg area, and youth with current or historic Child Welfare involvement. The Team also identified their priorities to recommend pursuit of funding to better support these systems.

Work Session May 14, 2021 9:00 - 10:30 Introductions. Overview of the issue by Team Leader Sarah Wickersham, DC Juvenile Department Director of Residential Programs. Sectors Represented in the WT as well as gaps in representation were identified and a list of contacts generated for future inclusion. Current efforts to close identified gaps were also identified for unhoused youth, foster youth in transition, and minority youth.

- i. Housing programs, affordable housing, and transitions for aging-out youth (DHS, ESD, UCAN)
- ii. Habitat for Humanity: Future (June 2021) Emergency prep class for high-risk kids + grab and go bag— participants then become part of the emergency response
- iii. Sikh Community participating in identification of homeless youth as part of their interaction through many businesses
- iv. Every Child puts together “launch bags” for aging out foster kids. Welcome boxes for transitioning foster youth.
- v. Intertribal group, 7 Drums, supports for tribally identified youth.
- vi. FARA does support for parents of homeless teens to reengage with family
- vii. Homeless Youth Solutions Initiative.
- viii. Neighbor to Neighbor - mediators to reconcile parents and teens
- ix. Boy Scouts

- x. Douglas County Partners for Student Success - Bright Futures Umpqua youth employability, Recruit Hippo to help youth find employment
- xi. - Phoenix School Career-Technical Clubs, Summer Camps, Oregon Youth Corps school year and summer programs.
- xii. Adapt Prevention—engaging youth to help other youth with the problems they're facing
- xiii. Cow Creek Tribal Health & Wellness - Hope Squads, a student QPR suicide prevention & intervention model they are helping realize in DC's schools.

Gaps were discussed including recent loss of Casa De Belen, Roseburg's Youth homeless shelter and needs for Stable housing, Adult life skills Independent Living Programs (ID, driver training/license, Budgeting, SS Info, Signing rental agreements, etc) with Adult helpers/mentors in these life skills, real sex education, addictions support. The WT cited needed expansion of employability/employment services and opportunities for youth including DCPSS projects like Recruit HIPPO, Oregon Youth Corps, and bringing programs like Youth Build to Douglas County. A gap in our community's ability to be able to identify and prioritize common funding needs and opportunities and help align the many siloed "heroic" efforts to support collective action was noted. The last community structure to provide this kind of capacity in Douglas County may have been the Commission on Children & Families from decades past.

The Team then brainstormed ideas for collaborative approaches toward engagement and possible existing community resources to increase outreach and engagement including Outreach Events such as BBQ in the park, Building youth as outreach and mentors as paid positions, utilizing the Faith Community (Churches have volunteers, spaces for trainings, programs, outreach, gathering, parking etc.). Collaboration could be developed by practicing at the level of staffing teams for closed loop referrals, collaborate with schools and the programs that are already attempting to reach opportunity youth. It is recognized that everyone benefits with you involved in the collaboration and the team discussed ideas and opportunities to cultivate Youth Voice that includes the "other" underserved, forgotten, disengaged youth beginning with an Opportunity Youth Advisory Summit in the summer with the vision of developing a permanent Youth Steering Committee.

Tuesday, May 24, 1:00pm WT members met by Zoom to follow up on Youth Outreach assignments for the youth populations identified as not represented to reach out to American

Samoa representative in Winston, Connect with the new director of Douglas Alternative High School, Inquire about LGBTQ support or collaboration groups within schools for youth and adults, and Reach out to the teen case manager with Self Sufficiency at DHS, and to bring representative youth to the next WT meeting.

May 25, 2021 1:00 to 2:30 the Identification, Outreach, & Engagement Work met to draft a brief plan of action for creating a system for identifying and engaging opportunity youth and then referring on to services and established priorities for funding to better support these systems.

Outreach Plan Outline & Recommendations:

- i. Youth Advisory Summit (June) with the task of identifying where to find youth and what services they think would be most beneficial (FUNDING).
 - a. Multiple smaller summits in local communities in and outside of Roseburg to reach youth in their hometowns. Attempt to pay them for participation in addition to food and giveaways (their time and input has value).
 - i. Out of these summits we should be able to garner interest in a youth advisory council. (FUNDING).
 - ii. Summit and Youth Advisory Council will have a special focus on reaching and engaging diverse and underserved youth in and outside Roseburg including cultural and SOGI minority youth.
- ii. Create outreach agreements with identified groups who interact with opportunity youth to allow them to offer referrals. Prioritize groups outside of Roseburg and offer funding for their events/outreach.
- iii. Create a closed loop referral system with all relevant players having representation on a practice level staffing committee to which any organization can refer youth (FUNDING).
 - a. The team meets monthly or by-monthly (as needed) to staff youth and make recommendations for the best service providers. The youth is encouraged to attend staffing meeting to ensure they know what services are available and they have the ability to choose what combination of services would best suit them. As often as possible, engaging natural supports (i.e. parents, extended family) in the process will remain a focus of the group.
 - b. Meet with the ESD's YDD grant-supported OY outreach team that is creating a data-driven referral system. Attempt to meld the two systems and align efforts with the many partners and stakeholders.

- iv. Events will be held in the community (as decided on by the team with youth voice) to find and engage youth who may not be reached by current service sectors (FUNDING).
 - a. Consider a mobile outreach van to help overcome distance barriers. (Adapt had one)
- v. The Support Services Work Team will take over from here to offer the specific resources needed by each youth identified by this group and by Youth in the coming summits (e.g., Social and Health supports including Housing, Life skills development, and employability/employment).

Support Service Systems

The Systems for Support Service Work Team brought together professionals dedicated to access and improvement of services that address OY social service supports. Representatives from schools, non-profits, mental health/SUD services, and multiple social support service sectors contributed to the work.

Identified Support Systems

Douglas County offers support services for Opportunity Youth in a variety of settings. Work Team participants represented high schools, community college, specially designed OY educational programs, and social service agencies. Services and programming identified included:

- Adapt (EASA, Healthy Transitions, Substance Use, Prevention)
- Umpqua Community College Woolley Center and Adult Basic Education
- Phoenix Charter School, Approved Alternative Program, After School and Summer Programing
- Roseburg Public Schools, including Rose School specifically designed for OY
- Douglas Juvenile Residential placements for foster youth without homes (BRS level 6)
- Douglas County Partners for Student Success, Bright Futures Umpqua career-connected learning
- Sutherlin (online school)
- South Umpqua School District
- Douglas ESD (Reengagement Coordinator)
- Shelter Services & Homeless Youth Solutions Initiative
- Job Corps
- Oregon Youth Corps school-year and summer programs

- Academic Advising and Enrollment Services; Schools, OY Programs, ESD YDD-sponsored OY Mentors
- Mental Health Counseling (UHA-preferred providers in OY Programs and Schools)
- Domestic and Family Violence Shelters, Services, and Social-Emotional Learning
- Cow Creek Tribal Health & Wellness & Native and Indigenous Youth Education
- Training for staff, students, and families

Support System Challenges

Despite the available programming and services, many potential youths are not connected to services. Our work team identified the following themes as barriers to engagement:

- Parent Engagement - Many students do not receive financial or housing support from their family. While students can access services without parental consent, there are exceptions for this and there is a lack of awareness of potential supports and limited resources to “fill the gap” where parents/guardians cannot/will not.
- Impacts of Trauma - Many OY are suffering from the impacts of trauma and adverse experiences. This can reduce their willingness to seek support and create challenges to building and maintaining relationships if they do. As a result Youth may have difficulty feeling that they belong or are safe in social, school environments and never truly engage, repeatedly disconnecting from the services that could help them.
- Connecting Students to Resources - Opportunity Youth often come to OY Programs without any case management or connection to support services and others may have multiple CBOs delivering services. There is community need for well-trained, well-informed navigators to support students in understanding and accessing services available to them. Building a trusting relationship takes time, effort, and skill. A Youth’s access to documents needed to qualify for government-funded supports may not be immediately available to them (e.g., social security card, birth certificate, parent’s tax filing).
- Youth have limited means of transportation and making additional appointments in additional locations becomes a barrier to seeking and sustaining services. Providers may become frustrated by the Youth’s inability to make appointments or arrive on time due to a lack of dependable transportation and family requirements (e.g., providing childcare for siblings).
- Even modest fees and expenses that may be required to attend educational, employment, or support services is a barrier to Youth without financial supports.

- Unmet basic needs including housing, food, medical care & prescriptions, mental health treatment, and personal hygiene.

Support System Opportunities & Recommendations

The Support Service Work Team recommends:

- Seek ways to increase equitable access to health and mental health care. Recommend enlisting Health Equity partners (e.g., Umpqua Health Alliance, AVIVA, Douglas County Health Network, and Adapt Integrated Health Care) in exploring how best to achieve this. CCR already has representatives on UHA's Equity Team and this may be a good place to start the conversation.
- Determine how best to connect partners and combine efforts to provide wrap-around supports and navigate the multiple systems of service. A single, designated on-site case manager may be able to establish a deeper relationship with the Youth and sustain it all along their developmental pathway. This approach could increase effectiveness in identifying supports and interventions and the ability to facilitate more timely, appropriate developmental opportunities. The efficiency and effectiveness of services could be increased by informing and connecting the work of multiple efforts and deliverers across service sectors. Recommend approaching the Systems of Care coalition to form a committee targeting systems of care development for Opportunity Youth. This coalition represents many service sectors and CBO's that meet regularly to inform and connect to improve service delivery systems.
- Safe teen housing (shelter services dedicated to teens). With the recent loss of Douglas County's Casa De Belen Homeless Youth Shelter, the Homeless Youth Solutions Initiatives formed to create community solutions for unhoused Douglas County youth. It is recommended that we support HYSI's efforts to provide Youth Shelter and other solutions.
- Pursue development of Youth Employment Opportunities, especially those integrated with opportunities for achieving career-connected learning and educational outcomes that increase impoverished Youth's likelihood of becoming self-sufficient. Recent legislation is increasing Oregon Youth Corps funding, UCC is building pre-apprenticeship programs, DCPSS is working closely with the employment community, and additional possibilities like pursuing a Youth Build program in our community would provide increased opportunity. We recommend DCPSS, as the primary coalition working on CCL opportunities for DC Youth to provide invitation, focus, and orientation and help align community approaches and efforts around a common initiative to provide

Opportunity Youth with employability development/employment earning options connected, where possible, to any Youth and all OY programs.

SHARED DATA SYSTEMS

The Data Systems Work garnered input from professionals charged with responsibility for the data systems in their organizations. Schools, non-profits, employment, and social support service sectors contributed to the work. The Data participants offered those elements and characteristics of a shared data system that, from their experience, could effectively inform those working with Opportunity Youth to help evaluate program and community strategies, to trigger timely youth intervention and supports, and to encourage collective action on behalf of youth.

Identified Shared Data Systems

To the best knowledge of participants, no unified, shared data system currently exists nor does the ideal software to build one. The team knew of five different local, foundation, or state intentions to create a shared and “unified” data base to collect information on children, youth, and students. Team Members were familiar with the initiatives being discussed that were within their service sector but largely unaware of other efforts. Some of these intentions have been around for decades with the need long identified but the task seemingly too complex to tackle by any single entity.

Shared Data Systems Challenges

Consensus is that present data systems are typically very siloed by service sector and even agency-by-agency within a given service sector. The variety of proprietary systems that were developed within each service sector/agency makes timely, effective information sharing difficult even where strong intentions to coordinate exist. The overall trend in service sectors has been toward more unified data collection and systems (software). However, although systems that share data across service sectors is increasingly desired, multiple barriers including privacy laws, regulations, compatibility of systems and data collection, and intra-agency considerations including proprietary information all increase the difficulty and slow progress. Consensus is that such a system will need to be built at the macro level (state? regional? national?) but there is still a necessary role for local providers to play in its development if the data system is expected to be implemented and work.

Current identity-track data systems to capture both required personal and case management data are not considered up to the task. (Apricot is a data platform currently being looked at by SOWIB to see whether it can accommodate).

Challenges abound as to who collects the data, how, and when. Can multiple partners have real-time input with restricted write and read access? A primary site and/or case management for wrap-around services (a Student Support Team?) can simplify the challenges and reduce privacy and access issues especially with “upfront” releases by the client upon program engagement/enrollment. This approach is much easier when the Youth has the legal autonomy to initiate their own choices for health-care related services.

Perhaps the biggest challenge is to not lose sight of the purpose the system is designed for and to collect pertinent, usable data. It seems a challenge to resist taking a “kitchen sink” approach and leave information sitting in the hard drive.

Shared Data System Needs

The Data Work Team generated a “wish list” of some elements and characteristics that they believe would be required of a shared data system that successfully identifies, engages, and support OY success:

- A permanent data partner from which participants can purchase on-going (low cost) services and upgrades as a member of a partner agreement. This partner needs to outlast any agency or CBO with their primary mission to provide a system that meets the needs of OY and their Providers.
- Ability to connect Youth and Employment Partners and share information so that support can be triggered and tracked in a timely enough matter to provide successful interventions and supports that help the Youth become educated, employed, retained, and promoted in their career pathway/workplace. The system should provide timed entry to be able to create timelines of occurrence, points of service, and multiple reporting possibilities.
- Ability to track workplace development, skills development, and experience that is “owned” and transportable by the Youth to aid on-going engagement in the workforce and vocational training and education opportunities.
- Ability to employ “equity analytics” to identify outlier populations and programs to inform work where positive outliers may have effective practices to share and negative outliers to highlight populations we have yet learned how to engage.

- Portability with the ability to pull longitudinal data that is transportable as the Youth develops, changing programs and locations. Youth can access from anywhere at any time in their life as needed beyond their “age out” date.
- Involve those who input and report data (e.g., registrars) to achieve needed input, processing and usability requirements for a shared data system and avoid inefficiency costs associated with less user-friendly, capable systems. This includes the system’s flexibility and the time it takes users to set fields and customize where necessary.
- Provide for referral tracking through closed loop systems that allow partners to speak to each other. Identifiers that do not divulge Youth identity (e.g., a Youth ID #) and utilizing “levels of disclosure” to provide information necessary to act in the client’s interest while ensuring the highest levels of privacy as possible.
- Reportability that allows multiple reports for the multiple stakeholders with easy upload to the Oregon Department/State that easily integrates with other state data bases as needed.

Shared Data Systems Opportunities & Recommendations

- Local agencies can and should assist with their advocacy and input to help ensure creation of a unified data system built from the “ground up” as well as from the top down. It is highly recommended that the design process include the voices, expertise, and lived experience of the youth and families to be served, those responsible at local levels to collect and report data, and referents for all. Oregon’s Community Investment Strategy efforts are working toward connecting more of the under-served populations facing inequities and disengagement to increase positive education and employment outcomes. From our experience, realizing this welcome goal will likely be proportional to the inclusion of the people affected (all potential stakeholders) in helping design, evaluate, and install the system(s) meant to provide their data.
- Creation of a unified data system is an incredible undertaking. Locally, we can best help prepare by developing means to share data around collaborative, collective cross-service sector projects designed to better serve our Youth. Doing so will help inform us, identify and (perhaps) overcome barriers to sharing data at local, regional, and state levels among those engaged in the work, and provide a better resource to those tasked with creating such a system at the state level.
- Create agreements of collaboration that set forth the principles and practices of standards regarding shared data systems, including rights and responsibilities of clients and practitioners.

- Build a capacity for on-going trainings and strategic planning to continuously train staff, remove barriers, secure resources and improve practices. It was suggested that a state University might be designated to provide technical assistance and support.
- Involve other state programs that serve Youth (e.g., Youth Development Division, Oregon Youth Corps, Office of Community College and Workforce Services, Early Childhood Hubs, Work Source Oregon, OYEP, STEM Investment Council). Each serves to increase OY success and brings a particular, useful lens to informing the work.

Education and Workforce Systems

The Education and Workforce Training Work Team brought together professionals dedicated to the improvement of and access to programming that supports youth success in school and the community. Schools including Opportunity Youth Programs, residential foster, shelter, and treatment programs, non-profits, employment, and social support service sectors contributed to this Team's work.

Identified Education and Workforce Systems

Douglas County offers supportive educational and workforce programming for Opportunity Youth in a variety of settings. Work Team participants represented high schools, community college, charter school, approved alternative education programs, social service agencies, and grassroots community groups for collective action. Services and programming identified included:

- Mentor and apprenticeship programming
- Career Connected Learning
- Career Navigators
- School-based clubs
- Online platforms designed to support workforce learning
- Summer work programming
- Youth transitions
- Project-Based Educational Opportunities (hands-on learning)
- Social and emotional learning (Student Support Teams, Conscious Discipline)
- Sanctuary approach with Restorative Justice Practices
- Early college programs
- Trades/CTE/STEAM Hub
- Modified diploma options and General Equivalency Diploma programs

- Career Search support and connection (such as resume writing, interview coaching, recruit HIPPO)
- Internship and volunteer opportunities
- Career Fairs (in-person Douglas County Career Fair Expo, school-based, and virtual)

Education and Workforce Challenges

Despite the available programming, most Douglas Opportunity Youth are not connected to needed education, employment, support, and transition services. Our work team identified the following themes as barriers to engagement:

- Transportation - Due to the rural nature of our communities, lack of transportation access is a significant barrier to engagement and retention. There are limited public transportation options and programming may not be offered in their community. For example, travel from a rural community to Roseburg can require an hour-long car ride, which is expensive and time-consuming.
- Impacts of Trauma - Many OY are suffering from the impacts of trauma including current stresses and trauma and past adverse childhood experiences. They often are experiencing adverse community environments lacking the means of support for post-trauma growth to help them recover and build the protective factors and life assets that correlate with positive education, employment, health, and life outcomes. This can reduce a Youth/Family's willingness to seek support and creates challenges in building and maintaining relationships if they do.
- Centering Youth Voice and Needs - Programs are often designed and implemented without authentic engagement of the impacted community members they are attempting to reach. Without strong representation from youth in the design, implementation, and evaluation of programming, agencies and community groups may not be addressing the most important aspects of service delivery to the impacted communities.
- Lack of non-traditional Educational Opportunities - There are limited options for GED attainment and modified diploma opportunities, which can leave students unable to graduate or complete high school which is a gateway to full employment and further education and training.
- Lack of Mentors - Though mentor and apprentice programs exist, there are not enough professionals and volunteers to fill the roles to meet the needs of youth. Often these programs are significantly understaffed (Youth with one or more healthy adult

developmental relationship is the most powerful asset that correlates with successful outcomes).

Education Opportunities & Recommendations

The Education and Workforce Training Work Team recommends:

- Seeking ways to center youth voice to ensure programming and services are responsive to community need.
- Improving a “no wrong door” referral approach to ensure that youth can access appropriate services no matter where they are identified.
- Increased collaboration among agencies and programming to better leverage funding and resources.
- Improving and expanding services and supports to address impacts of trauma and adverse experiences so that youth participants are healthy and able to fully participate in opportunities.

TECHNICAL REPORT RECOMMENDATIONS

Douglas County stakeholders involved in the YDD Technical Assistance work offered recommendations to further the identification, engagement, retention, and success of Douglas Opportunity Youth in education, employment, and as caring, committed, productive citizens.

More than one in five Douglas County Youth aged 16-24 were not in school/not employed entering the pandemic. Perception is that this population has likely increased as the disparities in education, health care, and employment were further amplified by the effects of the pandemic. It is estimated just 25% of this population is represented in Douglas County's Opportunity Youth programming.

Refine State Policy

1) The most significant barrier to creating Opportunity Youth programming are current “one size fits all” policies that create unintended barriers and negative perceptions of OY programs. It is recommended that CCR advocate for Oregon to consider the State of Washington's Open Doors approach to OY reengagement that saw passage of WAC 392-700-001 to provide a statutory framework for adoption of rules and procedures that encourage development of OY programming.

Secure Program Funding

2) A primary barrier to engaging Youth in OY programming is the ability “to meet them where they are” and address the barriers to participation that they are facing. The population is characterized as high-need for individualized instruction and social and health-related services. For example, a high percentage of students in OY programs are from low-income households (i.e., 75%). UCC/Wooley Center observed that up to half of the Youth who come to the OY program's enrollment orientation each term withdraw because of the otherwise modest fees/expenses associated with enrollment. To increase enrollment and reduce barriers for Youth, a revenue source to offset fees, transportation expenses, and other enrollment-related costs is needed. It is recommended that OY programs work collectively to identify and secure funding and agency partner resources needed for Youth to overcome financial barriers and to provide health and social support services. We could develop a shared resource pool from which OY could draw as needs arise, much like the Student-run “Stache” program at Phoenix where food, clothes, laundry, hygiene packs, and bus passes/gas cards are available to youth as needed.

Develop Employment for Youth

3) It is further recommended that a range of Employment Opportunities accessible to youth from any OY program be developed so that Youth can be employed to help support themselves and/or contribute to family income and stabilize their living conditions while they develop employability and attain education outcomes.

Foster Youth Resilience

4) A primary barrier to program engagement and retention derives from effects of unresolved/on-going trauma that negatively affect health and attendance, the ability to store long-term semantic memory required for learning and procedural memory required by learning environments, and ability to benefit from developmental relationships. Due to their adverse experiences, Youth may be predisposed to experience low levels of trust of adults and institutions and adopt maladaptive social, emotional, and communication skills leading to disengagement and unhealthy dependencies. It is recommended that CCR, Partners, and Community Leaders engage in sustained, strategic efforts to move Douglas County communities and organizations along the Trauma-Informed Oregon roadmap to Trauma Informed Care implementation (Trauma Aware - Trauma Sensitive - Trauma Responsive - Trauma Informed). The communities' ability to understand the effects of trauma, to recognize traumatized youth, and to develop resiliency through post-trauma growth will strengthen families and communities and benefit all children. It is recommended that TI principles and practices are identified for inclusion in Articles of Collaboration and inter-agency agreements.

Amplify Youth Voice

5) Cultivate and Incorporate Opportunity Youth Voice into the design, implementation, and evaluation/improvement processes of community efforts to increase identification, outreach, engagement, support services, and education and employment programing. Coordinate and align current mentoring and outreach activities into a collective system that can serve all communities and programs. Utilize Youth by employing them in advising and in outreach activities.

Locally Champion Shared Goals

6) It is recommended that CCR and its Partners consider development of an Opportunity Youth "moonshot" goal to help focus community commitment to achieve desired long-term sustainable, cultural, and generational change. It is further recommended that a collaborative 2021-2023 Regional Opportunity Grant application to YDD provide for development of

collective strategies to build regional systems that help realize both short-term outcomes and long-term goals and act on recommendations in this report.

Convene a Statewide Network

7) Opportunity Youth Programs (like their students) can feel isolated and “on their own”. We encourage formation of a State Reengagement Association (also linked regionally and nationally if possible) to provide opportunity for affiliation, sharing best practices, and provide advocacy for Opportunity Youth and reengagement.

YDD Technical Assistance Report

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