

Little Rock Master Plan for Children, Youth, and Families Advisory Committee August Meeting Summary

On August 20, 2015 the advisory committee for the Master Plan for Children, Youth, and Families met for a fourth time. Advisory committee members heard new information from the community as a result of additional community conversations and the Little Rock Police Department. The committee also developed goals for year one of the Master Plan. The summary of this meeting is outlined below.

Community conversations:

In August, the City gathered additional community input through two community conversations (one with City-funded programs), and conducted a survey and interviews with community organizations. The results of these conversations align with previous community conversations conducted by the Social Justice Institute. Sixty additional individuals were engaged in community conversations, bringing the total number of respondents to 872. The common key themes related to community challenges and needs were identified and include the following:

- breakdown of family structures;
- increased parental involvement;
- lack of awareness of programs and services and a need for increased communication about programs;
- increased support from the Department of Community Programs;
- need for greater diversity of programs; and
- need for increased wraparound services to support families.

When the advisory committee asked if anyone complained about the quality of the programs, the City noted that no one explicitly complained about quality.

Discussion among the advisory committee members focused on the following ideas:

- Documentation of outcomes:
 - Documenting outcomes is an important function of City funded programs.
 - The City and its funded programs are not starting from scratch, meaning there is good work happening among programs in the city. There is a clear need to document promising practices that are occurring in the City of Little Rock.
 - More staff training and outcomes are important to record and describe outcomes and results.
 - It was suggested that aligning the language of programs to promising practices will showcase the quality of work being done in Little Rock.
- The City currently is working on defining what *quality services* means.

Little Rock School District update:

The Little Rock School District (LRSD) provides afterschool programs and other wrap-around supports, but program information is not readily available. The district has agreed to have someone participate in each of the Advisory Committee workgroups.

Workgroup update:

The advisory group will work in three workgroups that align with the vision categories:

1. System,
2. Environment, and
3. Children and Youth.

The workgroup process will be similar as described in the previously provided workgroup scope document, but the content will shift based on the advisory committee's discussion. Ideally, every person on the advisory committee will serve on at least one workgroup (but everyone is welcome to serve on more than one), which will meet in between the advisory committee meetings. Others with expertise in the community will be able to provide input to the workgroups as needed.

The workgroups and the Advisory Committee recommendations will be structured in a way that intentionally does not disrupt services provided by programs. Year one will begin January 2017. This will give everyone time to make the transition (e.g. RFP process, capacity building, etc.) set expectations, share expectations and will allow the Board of Directors to agree on guidelines and policies recommended by the Master Plan.

Little Rock Police Department presentation

The Little Rock Police Department presented information to the advisory committee regarding youth crime and statistics. Jim Brooks, the Crime Analyst Supervisor at the Little Rock Police Department committed to gathering additional data for the advisory committee. This data includes:

1. number of arrests (multiple charges) as a result of one incident (that escalated or was a result of follow-up measures),
2. arrests by youth home address, and by districts/wards, and
3. arrests by age.

Year One Goals

The advisory committee split into workgroups to clarify and refine the year one goals for each of the three vision categories described above. Note that each group will continue to refine strategies and tactics for each goal.

System:

Vision: In three years, based on City leadership, the City and its partners agree to and show progress in working together toward shared outcomes that support children, youth, and family.

Goal 1: By December 2017, the City of Little Rock will conduct an analysis to determine gaps, assets, capacity, and environmental factors within the Prevention, Intervention, and Treatment (PIT) system.

Strategy:

1. Determine an information gathering protocol and mechanism to collect and analyze the data to identify who (program), what (activity), when (dosage), where (location), and how well (both quality as shown by best practices/lessons learned and deliverables achieved compared to what was planned).

Tactics:

1. Data collection
2. Review/conduct analysis on all data points
3. Report findings in a clear way to target audiences
4. Review/refine City practices for the procurement of services to deliver quality services to children, youth and families

Goal 2: By December 2017, the City of Little Rock, stakeholders, and partners will adopt outcomes, benchmarks, standards and indicators to achieve and inform system-wide accountability.

Strategy:

1. Utilize the information gathered from gap analysis, environmental scan (including all relevant city activities), consumer feedback, and evidence-based best practices to achieve the stated goal.

Tactics:

1. Review/conduct analysis on all data points
2. Synthesize information/data
3. Report out a clear, concise, and coherent set of outcomes
4. Revise the City's procurement/contracting process for PIT as appropriate

Goal 3: By December 2017, the City of Little Rock will develop and begin the implementation of a clear and coordinated internal and external communication plan to generate awareness and enhance public support for investment in services for children, youth and families.

Strategy:

1. Develop an overarching PIT policy statement based upon agreed upon outcomes to ensure targeted and appropriate distribution of funds.
2. Develop a glossary to detail definitions found in the Master Plan.
3. Develop a communication plan that includes the value of children and youth, framing, target audiences, tailored core messages, and messengers.

Tactics:

1. Use program success and measurable outcomes to create a compelling narrative to enhance the City's perception and understanding of the value of PIT services.
2. Use City and community partner resources to deploy the communication plan.
3. Use a multi-media strategy, i.e.- social media, public convening, print, TV, etc. to distribute the message to targeted audiences.

Environment:

Vision: In three years, the City takes leadership and works in partnership to improve the conditions (state of health, poverty, and living conditions) of families and the communities in which they live.

Mission: By Dec 31, 2017, the city of LR increases public understanding of issues affecting vulnerable youth and families, and opportunities for purposeful investment and engagement toward more just, stable and sustainable communities.

Goal 1: By December 2017, parents and families in the City of Little Rock are more aware of services and involved with programs in support of personal and community transformation.

Strategy:

1. Little Rock Mayor makes a State of Children, Youth and Families address.
2. City Ward Directors host a community forum to reiterate the Mayor's commitment, gain feedback, and promote initial solutions.
3. City uses traditional and social media to engage vulnerable communities, promote opportunities, services, and rationale, and to encourage and measure participation.

Goal 2: By December 2017, the City of Little Rock will use data on adverse neighborhoods to establish a triage system to direct first year efforts and actions to immediately address the most vulnerable youth and families.

Strategy:

1. Determine which neighborhoods to prioritize services and address their immediate needs, based on gap analysis (see System goal 1).
2. Leverage partnerships with local schools, churches, businesses, etc., to address immediate needs in the most vulnerable neighborhoods.

Goal 3: By December 2017, the City of Little Rock has enhanced age appropriate services and opportunities for children and youth that are informed by youth.

Strategy:

1. With Little Rock School District, the City determines how many 16-18 year olds would like a job in each school.
2. Ward Directors call a meeting of local employers to address the need and solicit partners to expand opportunities.
3. Mayor meets with Chamber of Commerce and Workforce Investment Board to address the need and solicit partners to expand opportunities.

Children and Youth:

Vision: In three years, all children and youth in programs funded by the City of Little Rock move beyond their current circumstances, are valued, and prepared for their next steps in school, work, and life.

Goal 1: By December 2017 the City of Little Rock (Mayor, Board of Directors and cross-department leadership) increases awareness about existing services and supports available to children, youth and families to increase utilization of services.

Strategy:

1. The City establishes a standard of corporate responsibility via a youth impact statement that requires major contracts to outline the impact their work will have on youth and what they will contribute to advance the state of youth in the City.
2. Identify what can and should be measured to demonstrate increased utilization of services.
3. Understand baseline awareness, and the current efforts to increase program awareness.
4. Implement outreach efforts to increase awareness.

Tactics

5. Liquor proceeds beyond a certain amount should contribute to youth funding.
6. A portion of liquor permit fees should be distributed to youth funding.
7. Liquor business expansion fees should be distributed to youth funding.
8. Developers should be required to commit to the City's youth impact statement.

Goal 2: By December 2017 the City of Little Rock has a clear and intentional pathway to achieve "100 best community status" and articulate it to community stakeholders.

Strategy

1. Define the components/promises to become one of the "100 best communities."
2. Develop corresponding metrics for different entities involved.
3. Secure buy-in from business, education, religious, sports, and other agencies involved in the "100 best communities" promises.

Goal 3: By December 2017, children and youth are actively engaged in city-program decision-making so that youth perspective is represented by youth.

Strategy:

1. Add a minimum of two children and youth to the Children Youth and Families (CYF) Commission. *Definition of child/youth is under age 21.*
2. Create a youth council connected to the CYF Commission.

Tactics:

1. Change the regular meeting time to accommodate children and youth.
2. Require a child/youth to vote on all CYF Commission related business items.

3. Add an ongoing agenda item to the CYF Commission agenda to address suggestions, ideas, and concerns from the 2016 youth community conversations and survey.

Goal Crossover

The advisory committee noted some crossover between the year one goals for each vision category, and combined the nine, year one goals into six goals. Although crossover exists, each of the three workgroups will develop strategies, tactics and a timeline for their three goal statements. Where crossover exists, the workgroup will develop strategies and tactics based on a particular focus. For example, each workgroup will work on a particular part of communication strategy and tactics, based on the lens through which their vision category is looking.

1 (SYSTEM)

- **ANALYSIS:** By December 2017, the City of Little Rock will conduct an analysis to determine gaps, assets, capacity, and environmental factors within the PIT system.

2 (SYSTEM)

- **ACCOUNTABILITY:** By December 2017, the City of Little Rock, stakeholders, and partners will adopt outcomes, benchmarks, standards and indicators to achieve/inform system wide accountability.

3 (SYSTEM, ENVIRONMENT, CHILDREN and YOUTH)

- **COMMUNICATION:** By December 2017, the City of Little Rock will develop and begin the implementation of a clear and coordinated internal and external communication plan to generate awareness and enhance public support for investment in services for children, youth and families.
 - The System workgroup will focus on strategies and tactics related to internal communication within the city.
 - The Environment workgroup will focus on strategies and tactics related to parental involvement.
 - The Children and Youth workgroup will focus on strategies and tactics related to increasing utilization of services.

4 (ENVIRONMENT)

- **TARGETED RESOURCES:** By December 2017, the City of Little Rock will use data on adverse neighborhoods to establish a triage system to direct first year efforts and actions to immediately address the most vulnerable youth and families.

5 (ENVIRONMENT and CHILDREN & YOUTH)

- **ENHANCED SERVICES:** By December 2017, the City of Little Rock has enhanced age appropriate services and opportunities for children and youth that are informed by youth.
 - The Environment workgroup will develop strategies and tactics related to the types of services to enhance.
 - The Children and Youth workgroup will develop strategies and tactics related to youth involvement and decision-making.

6 (CHILDREN & YOUTH)

- **100 BEST:** By December 2017, the City of Little Rock has a clear and intentional pathway to achieve “100 Best Communities ” status.