

STEP Network

Building a Healthy Prince Georges County

2008-2009 Sustainability Implementation Plan

Facilitated by Community Systems/CSII



November 2008

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Youth Council Development

Sustaining any effort needs three well functioning engines. The first engine is the key organization with the responsibility for oversight, financial or otherwise, for the effort. The Heath Action Forum (HAF), as the umbrella for health service providers in Prince Georges County would need to be a high functioning organization in Prince Georges County for the success of any effort targeting health factors. The second engine is the key body that brings together service providers, and other key agencies, that share the responsibility for similar outcomes. The similar outcome in Princes Georges County shared by all members of the STEP Network is Youth Development and Youth Empowerment. The third, and equally important engine is the key community support of the change the system is designed to bring about and sustain. Here it would be the youth and their families of Prince Georges County.

All three groups met on Wednesday, November 12 to craft a one year implementation plan in a five year sustainability plan process. This is the culmination of a process began in May 2008. In each group, the development of a youth council surfaced as a priority and provided feedback and guidance to the development of an effective youth council. This youth council would guide the effort, targeting youth development and youth enhancement (YD/YE). These three groups concluded:

Key	Action Steps	Benchmarks
Organizational Capacity (HAF)	<p>Work with HAF to clarify what is desired by creating a youth council. What role would it have and how would it function by connecting with other youth groups (e.g. Student Government Association) and identifying specific tasks needed by these groups.</p> <p>Develop a process for youth to be selected for participation in the youth council.</p> <p>Develop a cultural orientation process so the youth may be able to fully participate on the council that includes the vision, mission and connections.</p>	<p>Becomes an action item on the HAF agenda for resolution. With a liaison seat created for the youth council representative to sit on and vote at HAF meetings.</p> <p>Develop a process map that includes how other agencies/ Governmental bodies with youth councils select their members.</p> <p>Youth have a voice and express their voices by making decisions that are appropriate for them (be project and goal specific).</p>
System Capacity (Step Network)	<p>Assign to a collaborative work group to develop a youth council targeting 6th graders for membership.</p> <p>The workgroup would address STEP Network's capacity and resources to develop a youth council.</p>	<p>6th graders are able to participate as they are not busy with other activities.</p> <p>The youth will be involved for a longer period of time</p>
Community Capacity (Prince Georges County)	<p>Use various media messages /design a method to promote the STEP Action Plan and the A 4 Real Future 4 Youth Blueprint.</p> <p>Develop youth voices as stewards to motivate other community members to get involved.</p>	<p>More stewards promoting the message of youth development and youth empowerment throughout the community.</p> <p>STEP membership increases, in particular with youth pastors celebrating new cultures and diversity.</p>

The development of this Youth Council should be a priority for action, following the action steps and benchmarks developed by the work of the participants, setting timelines and key members who will take responsibility to support each action step and report back to HAF and the Step Network on achievement of each benchmark.

STEP Network- Building a Healthy Prince George's County

2008-2009 Sustainability Implementation Plan

Key 1- Organizational Capacity-HAF

Outcomes	Strategy	Action Steps	Benchmark	Resources
Youth serve as a viable resource in leadership roles of the HAF.	Community Mobilization-Cultural Competency	<p>Work with HAF to clarify what is desired by creating youth council, what role would it have and how would it function by connecting with other youth groups (e.g. Student Government Association) and identifying specific task needed by these groups.</p> <p>Develop a process for youth to be selected for participation in the youth council.</p> <p>Develop a cultural orientation process so the youth may be able to fully participate on the council that includes the vision, mission and connections.</p>	<p>Becomes an action item on the HAF agenda for resolution. With a liaison seat created for the youth council representative to sit on and vote at HAF meetings.</p> <p>Develop a process map that includes how other agencies/ Governmental bodies with youth councils select their members.</p> <p>Youth have a voice and express their voices by making decisions that are appropriate for them (be project and goal specific).</p>	Linda Bryant, Eva R. Wimberly, Shante Stokes, Adriane Clutter, Hugh Guest, Protime Muwakkill
Create a decision-making and communication flow chart	Environmental Approaches-Policy and procedures	<p>Create a joint subcommittee of HAF that includes HAF and STEP Network members to clarify the areas of health that are the focus of HAF and those areas of health that HAF looks to the STEP Network for direction.</p> <p>HAF continues its evolution to become an organization of affiliate organizations.</p>	<p>Decision making and communication flow chart is presented to HAF and the STEP Network for their adoption and inclusion in a Memorandum Of Understanding (MOU) between both entities.</p> <p>STEP Network report is an item at each HAF meeting and leads to improved communication.</p>	Linda Bryant, Eva R. Wimberly, Shante Stokes, Adriane Clutter, Hugh Guest, Protime Muwakkill
Expand the number of agencies connected with the HAF process	Environmental Approaches-Procedure and Practice	<p>Reach out to existing groups contained within the Sustainability Plan that have similar missions and ask them if they would like to influence the work of HAF.</p> <p>Develop a targeted media campaign about HAF to increase interest and participation, through existing newsletters and through electronic means.</p>	<p>MOU created between new group and HAF outlining their support for each other's mutual mission and the creation of a joint resource manual and post in newsletter or by electronic media.</p> <p>Groups or individuals responding to the campaign attend Cultural Orientation Celebration and sign up to support specific work of HAF.</p>	Linda Bryant, Eva R. Wimberly, Shante Stokes, Adriane Clutter, Hugh Guest, Protime Muwakkill

STEP Network- Building a Healthy Prince George's County

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Key 2- System Capacity- STEP Network

Outcomes	Strategy	Action Step	Benchmark	Resources
Implementation Readiness	Information Dissemination	Build a game plan to bring the message to families and youth in the Suitland community and surrounding neighborhoods. Have a series of meetings to share the product with the larger community, develop meetings with county council and department heads.	Strengthened relationships with Suitland High school. Develop or renew relationships with other schools and community/ recreation centers.	Kathy Chavis Bleu Colquitt Rose Colby Kelli Beavers Elsie Jacobs Cpl. David Abrams Margaret Rich Lori Smith
Effectiveness of Strategies	Environmental Approaches- changes in policy and practice	Set regular meetings times for the STEP Network. Measure impact of STEP Network efforts as developed by the STEP Network Executive Committee .	Action plan is tracked. Decrease in school truancy, car thefts, stag parties.	Kathy Chavis Bleu Colquitt Rose Colby Kelli Beavers Elsie Jacobs Cpl. David Abrams Margaret Rich Lori Smith
Reach and Alignment	Community Mobilization- Cultural Competency	Assign to a collaborative work group to develop a youth council targeting 6 th graders for membership. The workgroup would address the STEP Network's capacity and resources to develop a youth council.	6 th graders are able to participate as they are not busy with other activities. The youth will be involved for a longer period of time.	Kathy Chavis Bleu Colquitt Rose Colby Kelli Beavers Elsie Jacobs Cpl. David Abrams Margaret Rich Lori Smith

STEP Network- Building a Healthy Prince George's County

2008-2009 Sustainability Implementation Plan

Key 3- Community Capacity

Overarching: All members must read and listen to the audio book!

Next meeting: December 2 at 7 p.m.

Outcomes	Strategy	Action Step	Benchmark	Resources
Positive Relationships	Community Mobilization-Cultural Competency	<p>Develop relationships with the agency, because people leave their jobs.</p> <p>Identify individuals who know each of these audiences and share a similar demographic, attitude and behavior as is exemplified by the targeted organization.</p>	<p>Target faith based, community organization, civic and homeowners public safety, juvenile services and municipal governments.</p> <p>Bridge the gap between communities and church, change challenges to opportunities.</p>	<p>Claudette Street, csstreet@co.pg.md.us Pat Ramseur, pbramseur@co.pg.md.us Karen Payne, KLPayne@co.pg.md.us Willie M. Clements, wmclements@co.pg.md.us Lynne Anderson, lynneatbeach@aol.com William Porter, Pbillptr@aol.com</p>
Leaders, Champions, Stakeholders	Community Mobilization-Sustainability	<p>Use various media messages /design a method to promote the STEP Network Action Plan and the A 4 Real Future 4 Youth Blueprint.</p> <p>Develop youth voices as stewards to motivate other community members to get involved.</p>	<p>More stewards promoting the message of youth development and youth empowerment throughout the community.</p> <p>The STEP Network membership increases, in particular with youth pastors celebrating new cultures and diversity.</p>	<p>Lavette Sims (lsims@thr.state.md.us) Dr. Gwendolyn Allen, gallen47@verizon.net Rev. Kendra Smith revkendra@yahoo.com Olga Norris, olgajn@verson.net</p>
Ownership by stewards of their role in the community	Information Dissemination	<p>List the benefits of the connection with the STEP Network and focus on the tools the STEP Network has to offer to support youth development and youth empowerment.</p> <p>Educate the STEP Network members about the action plan, blueprint to connect this work with their agenda and their mission.</p>	<p>Everyone takes responsibility for their sustainability.</p> <p>Engage, educate and empowered the STEP Network members about their own plan creating a sense of trust.</p>	<p>Claudette Street, csstreet@co.pg.md.us Pat Ramseur, pbramseur@co.pg.md.us Karen Payne, KLPayne@co.pg.md.us Willie M. Clements, wmclements@co.pg.md.us Lynne Anderson, lynneatbeach@aol.com William Porter, Pbillptr@aol.com</p>

Key 1- 2008-2013 Sustainability Plan Framework

Vision: *We envision Prince George’s County as a community where every man, woman and child has attained the highest level of wellness possible through their individual efforts with the support of a caring, culturally sensitive and effective health system incorporating traditional and nontraditional methods.*

Key 1: Organizational Capacity- HAF

This body sets the structure and the norms (accepted attitudes and behaviors)

Targeted Outcomes Established by the Community as Engagement Strategies:

- Making Youth Leadership Development and Leadership Succession Strategy Policy and Best Practice
- Reallocation of resources and restructuring positions
- Securing support across sectors
- Increasing professional and technical assistance

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Initial Next Steps
Administrative Regulations	Understand the mission of the STEP Network.	Making youth empowerment and youth development a priority.	Media/ Communication	Put the work of the STEP Network on the meeting agendas for HAF for discussion and action.
	Strengthen the identification of HAF as the parent organization of the STEP Network.	Develop youth and adult partners.	Social	Create a decision-making and communication flow chart that outlines the responsibilities of each body.
	Strengthen the methods of communication.	Assure that the interrelationship between the Health Services Coalition and the HAF is clear as to function and role and the connected relationship with the STEP Network.	Media/ Communication Political Social	Develop an orientation manual that embeds the history of the development of these bodies, their visions, missions and connections.

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Initial Next Steps
Policy and Internal Practices	All county agencies, services are engaged, representatives (all employees) work for YOU! Establish a culture where this mindset becomes second nature.	<p>Politics: Influence political decisions through the grassroots</p> <p>Community: Educate, train, provide internships for all stakeholders in the community</p> <p>Transportation: Start back the activity bus</p> <p>Public Safety: Be a strong advocate</p> <p>Education: Know the content and context</p> <p>Marketing: Branding efforts of the culture</p> <p>Media: Show ordinary people making great strides (ownership/accountability)</p> <p>National Alliances: District 5 will assist</p> <p>Networks & Resources: Philanthropic groups, foundations etc.</p> <p>Research & Associations: Health</p>	Economic Media/ Communication Political Social	<p>Legislation, Engagement,¹ Media,² Conduct Needs Assessment³</p> <p>These items can only be moved on once the steps outlined under Administrative Regulations are addressed and achieved.</p>

¹ This would include training faith-based institutions & organizations, school systems, civic & homeowners associations, non-profits.

² This would include PSAs, News (all forms), Radio, Internet/online all forms.

³ This may include: Ask residents, stakeholders, (businesses & other unidentified: be inclusive at all levels: Knowledge & Power) *What do you want? --What do you need? What's your opinion? ... How can we help? How can you help? What can you contribute? When can you/we get started? How will you/we be engaged? How will you/we sustain these efforts of engagement?* Some possible groups to approach: Infants to senior citizens (all persons), established councils, youth ambassadors at all levels, Involve and engage union representatives and members. Other organizations could include... leagues – sports, runners, volleyball, skating, dancing & others engaged in outdoor sports, cars, boats, music, theater, and other unidentified groups actively engaged. Continue to engage elected/ appointed/ and **retired** officials, fraternities, sororities, and the Masonic, plus other “old “established groups, lodges, associations, etc., Federal, state, local, municipality, rural, urban , national and international champions, Community Colleges, University, and Community Centers .

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Initial Next Steps
Resource Acquisition	Youth as a visible part of this group.	<p>Include a focus on what will be shared (positions, technology etc), charged (time and effort), asked (areas of authority, areas of opinion).</p> <p>Give young people leadership roles to encourage them to attend.</p> <p>Make meetings at convenient times and places for young people to participate.</p>	<p>Economic Media/ Communication Political Social</p> <p>Political Social</p> <p>Economic Media/ Communication Political Social</p>	<p>Need to clarify what is desired by the youth council, what role would it have with HAF and how would it function.</p> <p>Develop a process for youth to be selected for participation in the youth council.</p> <p>Develop a cultural orientation process so the youth may be able to be fully empowered and participate on the council.</p>

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Initial Next Steps
Expertise Acquisition	Expand number of agencies connected with the process	Work with people who live with the situation. Some agencies that were suggested included: faith based, business community, media, entertainment, fashion, sports, hip hop or youth culture representatives, judicial/correctional institutions, foster care and adoption, community based public and private non-profit (MNCPP), financial institution, youth employment, school based/education, health and wellness professionals, bilingual leaders, parents/relatives/ guardians (PTA/PTSA), pediatricians/adolescent health, entertainment industry (DJs, performers, sports etc.), child psychologists (child/youth development issues), youth workers, community residents (stake holders), school counselors, SGA youth members.	Economic Media/ Communication Political Social	Create an ex-officio role for these agencies to participate either in standing workgroups or in time limited task groups through the establishment of an affiliation document.

Key 2- 2008-2013 Sustainability Plan Framework

Vision: We envision Prince George's County as a community where every man, woman and child has attained the highest level of wellness possible through their individual efforts with the support of a caring, culturally sensitive and effective health system incorporating traditional and nontraditional methods.

Key 2: Systems Capacity- STEP Network

Focuses on the systems' capacity to maintain the focus of all agencies to work together and with each other, modeling the collaborative norm for the benefit of our kids

Targeted Outcomes Established by the Community as Enlistment Strategy 1:

- ***Holding Partners Accountable***
- ***An appreciation for the complexity of change***
- ***An understanding of how to plan for county-wide comprehensive change***

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Next Steps
Implementation Readiness	Have a clear process evaluation and logic model.	Revisit the mission and define the outcomes.	Media/ Communication Social	Have a series of meetings to share the product with the larger community, board meetings as well as one on one meetings.
		Create a game plan (actual and intended that will produce expected results).	Media/ Communication Social	Build a game plan to bring the message to families and youth.
		Resources match outcomes.	Media/ Communication Political	Develop a meeting with the county council and department heads.
		Targets and measures are clear.	Media/ Communication Social Political	Strengthen relationships with Suitland High School- are there are high schools that may be receptive?
		Develop a feedback process.	Media/ Communication Social	Establish regular meeting times and locations for STEP board meetings.
		Develop a process to document resultant changes.	Economic	Establish tracking measures of the impact of the report.

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Next Steps
Effectiveness of Strategies	Identify problems to be solved. Goals are realistic, feasible and attainable based on real data and input and have systemic, measurable short-term/long-term outcomes.	Develop a checklist/questionnaire to be completed by each agency within the coalition system. ⁴	Media/ Communication Political Social Media/ Communication Social	Move forward on a resource assessment (census) of who is doing what type of youth work and how effectiveness is measured. Go back to each STEP member and ask them how we can carry out this plan together.

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Next Steps
Reach and Alignment	The process is related to youth not the organizations' needs. Inventory resources and pull them together. Collaboration embedded in mindset which leads to establishing relationships of trust that leads to self regulation instead of mandated regulations.	Match resources to need (e.g. government agencies have youth councils- each agency should send one representative to develop county wide youth council). Merge groups with similar missions and discover who is the who, who is missing. Confirm who is the group to identify these needs and facilitate the collaborative process that helps to find resources which are needed to move forward.	Economic Media/ Communication Political Social Economic Media/ Communication Political Social Media/ Communication Political	Need to clarify what is desired by the youth council, what role would it have with HAF and how would it function. Discover where the gaps in services are for our youth based on the outcomes presently addressed. Meet with HAF and others to reaffirm that this is the role of the STEP Network and inquire how each would like the STEP Network to function.

⁴ Possible questions: Is there a stated policy for each agency (are they talking to each other)? What methods are being used to address problem? What is the timeline (written on a regular basis/quarterly, bi annually, yearly)? Are outcomes aligned with stated goals (backed by research in/or stated need of population to be served)? Are evaluations based on best practice standards? What research organizations do actual reporting? How is information disseminated and to whom? Are outcomes replicable, sustainable, flexible and open to change if not working well? How well publicized are the positive outcomes?

Key 3- 2008-2013 Sustainability Plan Framework

Vision: We envision Prince George's County as a community where every man, woman and child has attained the highest level of wellness possible through their individual efforts with the support of a caring, culturally sensitive and effective health system incorporating traditional and nontraditional methods.

Key 3: Community Capacity- Prince George's County

Focuses on the sense of community and urgency, creating support for parents

Targeted Outcomes Established by the Community as Enlistment Strategy 2:

- ***Informing Stakeholders***
- ***A sense of urgency to change***
- ***A deeper understanding of the youth development and youth engagement critical components***
- ***A common vision for what needs to change in the county***
- ***An understanding of the skills and practices needed to successfully implement the Youth Leadership Development and Leadership Succession Strategy***

Categories	Outcomes/Foundation	Sustainability Plan	Climatic Conditions	Next Steps
Positive Relationships	The STEP Network is the leadership group that remembers the orange.	What key leaders (champions) do we trust to work with us?	Media/ Communication Political Social	Need to reach out more to faith based (perhaps Evengel Church and the Roman Catholic Diocese) and hip hop stars
	The report brings the change and the report makes us leaders and now we need champions we can take the report to.	Make the system aware this is where we are going targeting local government, schools, Park and planning, and neighborhood associations.	Media/ Communication Political Social	Create an ex- officio role for these agencies to participate either in standing workgroups or in time limited task groups through the establishment of an affiliation document.
		Identify the champions (people who control finance, and power/policy) in the county.	Media/ Communication Political Social	Develop closer relationships with the Sheriff's Department and Park Police.
		Develop list of what we need from partners and champions.	Media/ Communication	Create a means to let them know that the Network can make them more effective, energized and supported and in the end change the image, standards and statistics about our youth.
	Champions are accountable.	Hold our champions accountable.	Political Social	Monitor and praise each other.

Categories	Outcomes Foundation	Sustainability Plan	Climatic Conditions	Next Steps
Leaders, Champions and Stakeholders	System leaders and champions who advocate for policies and actions both within the system and through the community that supports the report's strategic outcomes.	Educate/communicate with the stakeholders (politicians and community leaders) and get businesses involved (sponsoring activities) as well as faith based groups/ organizations and the school system.	Economic Media/ Communication Political Social	Make them aware of our work, seek their guidance and encourage them to act to develop needed policies.
		Media/publications/PSAs, newspapers–positive outcomes.	Economic Media/ Communication	Review the list developed by the STEP Network and target specific contacts to report on positive youth development and acts.
		Associate with and invite into our space/go into their space.	Political Social	Build bridges with those who work with the homeless population businesses and government.
		Use the different technologies face book, my space).	Economic Media/ Communication	Develop the marketing tools that are needed to reach those who could be our champions –use face book, text messaging etc.
		Recognize stakeholders (accolades, thanks).	Economic Media/ Communication	Praise who support YD/YE who are not part of STEP – e.g. shout outs over grocery store loud speakers.

Categories	Outcomes/ Foundation	Sustainability Plan	Climatic Conditions	Next Steps
Ownership	Engage, educate, empowered people own the plan.	Ask people: how can we make it better for you? What works for you?	Media/ Communication Political Social	Who should we ask first, why them and how?
		Document (video, pictures, audio, wall memorials etc.) and applaud individual efforts.	Economic Media/ Communication Social	Through bill boards, Z-card, Grocery Store Messages and Graffiti walls invite youth and seniors to memorialize those who have already contributed to YD/YE.
	New cultures and diversity welcomed.	Discover what we do not yet know that may be hurting us; open communication tech/grapevine to connect with the gate keepers in the community.	Media/ Communication Political Social	Develop an extend invitation process for feedback from the community (especially gate keepers) that challenges STEP to be transparent, open to critique and a place of hope not fear- a place that recognizes stewardship and recruits soldiers.
	Everyone takes responsibility for their sustainability.	Bring service providers to the community (NNCPCC-HUB). Be open to who may be a resource (e.g. liquor stores in the community) and gifts in kind.	Economic Media/ Communication Political Social Economic Media/ Communication Political Social	Develop a plan for STEP to move out from “behind the desk” and be bridges over the rocks. Be clear about the job of STEP (perhaps develop job descriptions). Identify the resources (hard cash, in-kind resources, human capital, space, technology, time etc) the coalition believes will be needed to sustain the strategies and outcomes –overtime –look to more senior youth mutual enhancement activities (e.g. teach seniors tech).