



Arizona Youth Opportunities Initiative

IMPLEMENTATION PLAN

YEAR ONE 2014

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January 8, 2014

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I. Introduction: Organizational Structure

Lead Agency

With funding from Nina Mason Pulliam Charitable Trust and a continued commitment for technical assistance from the national Jim Casey Youth Opportunities Initiative, Children's Action Alliance (CAA) will continue to lead collaborative community and advocacy efforts to improve outcomes for youth transitioning from foster care through the Arizona Youth Opportunities Initiative (AYOI). Since 1988, CAA has worked as a non-profit, non-partisan research, education and advocacy organization, to influence policies and decisions affecting the lives of Arizona children and their families on issues related to health, child abuse and neglect, early care and education, budget and taxes, juvenile justice, and working families.

CAA will influence policy and practice aimed to assuring that all young adults who leave foster care can make successful transitions to adulthood. The need continues to be demonstrated as the Arizona foster child population continues to increase and as older youth in foster care remain vulnerable to the stresses of an overwhelmed child welfare system. Using the Jim Casey Youth Opportunities Logic Model as a guide, an Environmental Scan was created to inventory and evaluate existing policies and services for youth who are leaving, or who have left, the foster care system, recommend services that might be networked together, find gaps in support services, and explore new opportunities for foster care alumni to move on to higher education and life-long success. The Environmental Scan provides the foundation for developing the Implementation Plan for Arizona to strengthen and expand opportunities for youth transitioning from foster care to adulthood.

Key roles of the lead agency include:

- Provide overall coordination of the Arizona Youth Opportunities Initiative (AYOI).
- Identify and engage members of the AYOI Youth Leadership Board.
- Identify and engage members of the Community Partnership Board.
- Develop annual implementation plans for the five core strategies with the Community Partnership and Youth Leadership Boards.
- Convene and support the Community Partnership and Youth Leadership Boards in policy and practice initiatives and outreach activities.
- Facilitate strategic planning and sustainability planning efforts.
- Establish AYOI Self-Evaluation Team and participate in annual data collection and assessment.
- Serve as financial and legal agent, including executing and managing contracts.
- Track program and youth activities.
- Engage and collaborate with community programs.

Capacity and Suitability to Facilitate Implementation

CAA has a longstanding history of working collaboratively with systems of care (e.g. education, mental health, juvenile justice, adult services, and labor) to improve the well-being of Arizona's vulnerable children and youth, especially those in the child welfare system. CAA has the capacity, willingness and

longstanding commitment to work with youth in foster care, foster care alumni, and public and private agencies.

Staffing

Program Manager: Meghan Arrigo, hired in February 2013, has primary management responsibility for the Arizona Youth Opportunities Initiative. Ms. Arrigo comes to CAA with a background in human services and youth development and has worked with youth transitioning from foster care at Florence Crittenton Services. The Program Manager will be responsible for the following:

- Direct, monitor and further develop the implementation plan.
- Set timelines and monitor outcomes against targets.
- Coordinate work of the Community Partnership and Youth Leadership Boards including scheduling and facilitation of meetings.
- Manage the Opportunity Passport™ program. Identify and work with the contract agency to manage all aspects of program.
- Facilitate and support the Self-Evaluation team and process.
- Prepare AYOI progress reports for Community Partnership Board, lead agency and funders.
- Work with CAA staff, the Community Partnership and Youth Leadership Boards to develop and coordinate communications strategy and execution.
- Manage project budget and prepare reports as needed.
- Coordinate public will and policy efforts.
- Assist Community Partnership Board in the development and execution of strategic and financial sustainability planning.
- Report and be accountable to Children's Action Alliance, Director of Child Welfare and Juvenile Justice.

In addition, the project staffing includes:

- Beth Rosenberg, Director of Child Welfare and Juvenile Justice, for project leadership @ 25%
- Amy Kobeta, Vice President, for communications @ 10%.
- Dana Wolfe Naimark, President and CEO, for strategic direction and coordination @ 10%.
- Joshua Oehler, Research Associate, for data collection and fact sheets @ 10%.
- Mitch Miller, Director of Operations, for project accounting, administration, and computer system maintenance @ 10%.
- Tammy Feltner and Sheryl Worthy, Administrative Assistants, for document preparation and meeting planning @ 10% each.

An organizational chart for Children's Action Alliance as the lead agency of the Arizona Youth Opportunities Initiative is included in Appendix 1.

Contracts

CAA will contract with a direct service agency to coordinate all aspects of the Opportunity Passport™ program. This will include recruiting of young people, maintaining relationships with banks, conducting financial literacy training, overseeing savings and checking accounts, approving asset purchases, encouraging Opportunities Passport Survey™ participation and data collection.

Partners

During the planning phase CAA conducted numerous briefings with representatives from organizations regarding the Arizona Youth Opportunities Initiative (AYOI). Many of these individuals will be recruited as strategic partners to serve on the Community Partnership Board, work with the Youth Leadership Board as adult supporters and execute key activities beginning in the implementation phase.

Arizona has a strong policy foundation and service network to support youth transitioning from foster care. The strength of the Arizona Youth Opportunities Initiative (AYOI) is the existing network of government agencies, organizations and programs with a successful history of working together and pooling resources to serve this population. Through strategic partnerships with both community agencies and young people, Arizona has the opportunity to improve outcomes for young adults leaving foster care. The Arizona Youth Opportunities Initiative will focus on leveraging existing, appropriate, effective programming and services, and avoiding duplication. Strategic partnerships will play a vital role in the Initiative and include youth participation, public-private partnerships, collaborative grant applications and partnerships with the business community.

II. Overview of Implementation Work Plan Components

Vision for Implementation of the Arizona Youth Opportunities Initiative

The Arizona Youth Opportunities Initiative (AYOI) will focus on the following objectives and outcomes using the Environmental Scan and Implementation Plan as a guide.

Objectives

- Youth voice and participation will increase at all levels of policy and program decision-making through their participation in a newly created AYOI Youth Leadership Board.
- Traditional stakeholders and non-traditional partners will be involved through an AYOI Community Partnership Board to understand and help guide access to supports for youth transitioning from foster care. This would include, but not be limited to, access to job training and employment, access to more housing opportunities, and increased financial capability for transitioning youth.
- Youth and providers (i.e. attorneys, foster families, relatives, congregate facilities, independent living program staff, mentors etc.) will have critical information on transitioning services available to help young adults achieve their goals through the development of a resource website combined with marketing outreach of the website.
- More transitioning youth will be knowledgeable about and have access to savings accounts, match-savings funds and financial management training to help manage their personal budgets and achieve their financial goals.
- More transitioning youth will be knowledgeable about scholarships, education training vouchers and tuition waivers available for post-secondary education.
- Arizona Board of Regents, universities and community colleges will work with transitioning youth, Department of Economic Security (DES), CAA and other stakeholders to strengthen the support services needed for foster youth to be successful in post-secondary education.
- Working with the Office of the Arizona Auditor General and a contract provider, data will be collected and available to evaluate the implementation of SB 1208- Tuition Waivers for Foster Youth at the end of the five-year pilot period.
- More transitioning youth from ages 18-26 will be knowledgeable and have access to information and enrollment assistance to maintain available health coverage through AHCCCS insurance (Arizona's Medicaid agency).
- More youth will be aware of and supported by extended care programs and services available through ADES-DCYF such as the Independent Living Program, Education and Training Vouchers, Tuition Waivers, Transitional Independent Living Supports and the Independent Living Subsidy Program.

Outcomes

Specific metrics will be developed by the Youth Leadership and Community Partnership Boards along with the Self-Evaluation Team. The Self-Evaluation Team will assist with protocols for data collection from ADES-DCYF and the AYOI Opportunity Passport program to track progress. Outcomes for transitioning include:

- More youth will have permanent connections when they leave foster care.

- More youth will earn high school diplomas and GEDs.
- More youth leaving foster care will enroll and graduate from a post-secondary education program.
- More youth will have access to transitional support services.
- More youth will manage their budgets and achieve their financial goals.
- More youth will have access to health care.
- More youth will have employment or be enrolled in school.
- More youth will have mentors and a support network to rely on.
- More youth will have safe, stable and affordable housing thus reducing episodes of homelessness.

Critical Areas of Opportunity

Much can be done in Arizona to engage and support youth transitioning from foster care and provide them more quality opportunities for success. The wealth of information outlined in the Environmental Scan provides a solid foundation to identify and prioritize action steps needed for the Arizona Youth Opportunity Initiative Implementation Plan. As outlined in the Environmental Scan, key areas of opportunities and challenges are highlighted in the following section.

- Arizona will build on its strong policy foundation and service network to support youth transitioning from foster care. Children’s Action Alliance and the Arizona Youth Opportunities Initiative Planning Team have cultivated a large network of potential community partners to provide resources and opportunities for youth transitioning from foster care. Key partners for the implementation of the Arizona Youth Opportunities Initiative may include:
 - Arizona Department of Economic Security – Division of Children, Youth and Families (ADES-DCYF)
 - Arizona Board of Regents, State Universities and Community Colleges
 - Arizona Health Care Cost Containment System (AHCCCS) -Young Adult Transition Insurance
 - Arizona Department of Health Services – Division of Behavioral Health Services
 - Arizona Department of Juvenile Corrections
 - Arizona Supreme Court, Administrative Office of the Courts, Dependent Children's Services and Juvenile Services Divisions
 - Arizona Associates of Foster and Adoptive Parents
 - Arizona’s Children Association
 - Arizona Community Foundation
 - Arizona Friends of Foster Children Foundation
 - Call-A-Teen
 - Court Appointed Special Advocates (CASA)
 - Foster Care To Success (FC2Success)
 - FosterEd
 - Job Corps
 - Jewish Family and Children’s Services
 - Maricopa County Juvenile Court
 - PASSAGE Transition Coalition
 - Tumbleweed Center for Youth Development

- Technical assistance from the Jim Casey Youth Opportunities Initiative will enable Arizona to conduct a fiscal impact study for drawing down additional Title IV-E dollars to support of this population of youth. Court jurisdiction for all dependent and delinquent youth in Arizona ends at age 18 and there is no requirement that the juvenile court oversee the cases of dependent youth who voluntarily agree to remain in foster care or be in the Independent Living Subsidy Program (ILSP) beyond the age of 18. The 2008 federal Fostering Connections to Success and Increasing Adoptions Act (H.R. 6893/P.L. 110-351) allows states to draw down additional federal Title IV-E dollars for extended voluntary foster care or ILSP if there is court or prescribed administrative oversight of the case.
- Increased awareness and outreach will be a focus as there is a general lack of awareness about the array of programs and services available to transitioning youth among attorneys, judges, Court Appointed Special Advocates (CASAs), Foster Care Review Board (FCRB) members and foster parents.
- Arizona has a CPS Legislative Oversight Committee is in place to address critical issues in child welfare.
- The 2013 Arizona Legislature passed legislation (SB 1208) that establishes a five year pilot to provide tuition waivers to youth transitioning from foster care at the three state universities and state-supported community colleges.
- The FosterEd Initiative, developed by the National Center for Youth Law, is currently being piloted in Pima County, Arizona. FosterEd is working to improve the educational outcomes of Arizona foster children in grades K-12 and ensure every Arizona foster child has at least one educational champion with the characteristics proven to support educational success.
- Maricopa County has several agencies that offer job readiness and training services to offer a range of programmatic services for at-risk youth ages 14-21 including Job Corps, Call-A-Teen, Jewish Family and Children's Services (JFCS), Tumbleweed Center for Youth Development and Goodwill AZ.
- Financial education is a component of Independent Living Skills training provided by the Arizona Department of Economic Security-Division of Children, Youth and Families (ADES-DCYF) through a statewide contract with Arizona's Children Association (AzCA) and lays a foundation to improve and expand on this work.
- Transitioning youth in the care of the Arizona Department of Economic Security Division of Children, Youth and Families (ADES-DCYF) Independent Living Program may be eligible for financial incentives including matching savings up to \$1000 provided by ADES-DCYF.
- Several youth agencies have demonstrated successful partnerships with local government housing departments to administer Section 8 Vouchers for homeless youth, including youth who are transitioning from foster care.
- Through the Arizona Health Care Cost Containment System (AHCCCS-the state's Medicaid program), the Young Adult Transitional Insurance (YATI) provides youth turning 18 while in the Arizona's foster care system with health coverage until age 21. The passage of legislation will increase this health care coverage for transitioning youth from age 21 to 26, beginning January 1, 2014, as mandated by the federal Affordable Care Act (ACA).

Critical Areas of Challenge

- Arizona's child welfare system is currently in crisis and in 2013 has received unprecedented attention from the local and national media. ADES-DCYF is overwhelmed with child abuse investigations, high caseloads, high rates of staff turnover, low staff salaries, shortages of foster homes and growing numbers of children in foster care.
- A significant area of focus for the initial implementation will be on the development of infrastructure to support delivery of the Opportunity Passport™ program to young people transitioning from foster care in Maricopa County, Arizona.
- Recent trends indicate the Arizona economy is showing signs of recovery from the recession with new jobs, however, high rates of unemployment among young people entering the workforce continue to be prevalent. Arizona lost 300,000 jobs from 2008 to 2010, about half of them in construction. These jobs represented roughly 10 percent of Arizona's workforce, among the worst job loss experienced by any state.
- Access to quality and timely mental health services remain challenges for the entire foster care population and young people reaching age 18 must transition from children's to adult mental health services to continue receiving services.
- Young people often struggle to obtain and maintain access to social security cards, birth certificates, immigration documents, school records, court records and other pertinent documents required for employment and school enrollment.
- Maricopa County lacks sufficient safe and affordable housing for young people transitioning from foster care. Young people face difficulty meeting credit and criminal background requirements, having deposits required for rental units and utilities, and generally lack experience and familiarity with landlord-tenant rights.
- Despite the network of existing community partners, expanding strategic partnerships to fully implement the five core strategies is critical to future success.

Overview of Core Strategy Implementation

Arizona's AYOI Implementation Plan follows the guidelines of the Jim Casey Youth Opportunities Core Strategies Rubric¹ and focuses on carrying out activities essential to the implementation of the five core strategies across four phases; Preparation, Application, Refinement and Optimization.

Strategy 1: Youth Engagement

The Youth Leadership Board, made up of approximately 10-15 young people will serve as the primary means for engaging young people in systems and community efforts to improve access to resources and opportunities for all young people transitioning from foster care to adulthood. Each year the Youth Leadership Board will set goals for achievement and work with the Community Partnership Board to implement activities across the five core strategies and be involved in the development of self-advocacy training and supports. The primary focus of the Youth Leadership Board will be to provide a youth voice through participation that is youth-driven in activities, policy and program decision-making.

Strategy 2: Partnerships and Resources

The Community Partnership Board, made up of approximately 25 members, will serve as an advisory body to guide the development of the Arizona Youth Opportunities Initiative and help implement the core strategies. Each year the Community Partnership Board will set goals and work on activities with the Youth Leadership Board for achievement in each of the five core strategy areas.

- Youth Engagement
- Partnerships and Resources
- Research, Evaluation and Communications
- Public Will and Policy
- Increased Opportunities

As the Arizona Initiative progresses through the stages of the Jim Casey Youth Opportunities Initiative Rubric in each strategy area, from the initial Preparation stage, through the Application, Refinement and Optimization stages², the Annual Report will include an update on progress toward the Initiative's annual goals set in each of the five core strategy areas.

Strategy 3: Research, Evaluation and Communications

- Increase public awareness of challenges faced by youth aging out of foster care and the mission of Arizona Youth Opportunities Initiative (AYOI).
- Increase awareness of programs that support youth transitioning from foster care through education and outreach. These programs include:

¹ Toolkit, Jim Casey Youth Opportunities Initiative, Second Edition, pp.9-19. (www.jimcaseyyouth.org).

² Toolkit, Jim Casey Youth Opportunities Initiative, Second Edition, pp.9-19. (www.jimcaseyyouth.org).

- Voluntary Foster Care Placement
 - Independent Living Subsidy Program
 - Health insurance available
 - Education and Training Vouchers
 - Post-Secondary education Tuition Waivers at state schools
 - Transitional Independent Living Program
- Collaborate with stakeholders on the implementation of the Tuition Waiver Program for foster youth including collection of data for the pilot evaluation of the implementation of SB 1208 by the Auditor General's Office.
 - Collaborate with the Arizona Department of Economic Security-Division of Children, Youth and Families (ADES-DCYF) to provide training for attorneys, foster parents and CASAs, on programs that support youth transitioning from foster care.
 - The Self-Evaluation Team will establish a plan for data collection and reporting to assist the AYOI Youth Leadership and Community Partnership Boards with data driven decision making in the development of goals and objectives and the assessment of performance measures.

Strategy 4: Public Will and Policy

- Technical assistance from Jim Casey Youth Opportunities Initiative will be requested to conduct a fiscal impact study to explore options regarding expanding Title IV-E funding for extended foster care and transition services for youth 18-21.
- Arizona will build on successful efforts to engage young people in public will and policy advocacy opportunities.

Strategy 5: Increased Opportunities

- Increase knowledge and awareness among transitioning youth about savings accounts, match-savings funds and financial management training to help manage their personal budgets and achieve their financial goals. Arizona Youth Opportunities Initiative will partner with Arizona Community Foundation to secure match funds and formalize relationship with banking partners and community partners (financial coaches) to assist youth with accounts.
- Children's Action Alliance will convene representatives from Arizona Board of Regents, universities and community colleges, Arizona Department of Economic Security- Division of Children, Youth and Families (ADES-DCYF) and other stakeholders such as Arizona Friends of Foster Children Foundation and Foster Care to Success (fc2success) to build on and strengthen the support services needed for foster youth to be successful in post-secondary education.

- Outreach and education to increase awareness to insure more transitioning youth from ages 18-26 will have enrollment information and assistance to maintain available health coverage through Arizona Health Care Cost Containment System (AHCCCS) insurance.

Self-Evaluation

An ongoing Self-Evaluation Team will be an integral part of the Arizona Youth Opportunities Initiative to ensure AYOI achieves the desired outcomes and inform the work of the Community Partnership and Youth Leadership Boards. The Self-Evaluation Team will address progress and outcomes for the AYOI utilizing the evaluation framework for Jim Casey Youth Opportunities Initiative sites in three categories.³ These categories include:

- Core Strategies and Activities
- Improvements in Policy and Practice
- Youth Outcomes

Performance measures will be tracked, evaluated for progress and used for continuous strategy and program evaluation throughout each year. A framework and process will be created to collect and share progress toward established goals with the Community Partnership and Youth leadership Boards along with other stakeholders including an Annual Report for the Arizona Youth Opportunities Initiative. Examples of Performance Measures to be addressed include:

Performance Measures

The Self-Evaluation Team will ensure participant and site data is collected and reported to measure progress and guide decision making for the Arizona Youth Opportunities Initiative site. Training, guidance and support will be provided by the Jim Casey Youth Opportunities Initiative. Data sources will include the Opportunity Passport™ Data System, Opportunity Passport Survey™ and reports from Arizona youth serving agencies including Arizona Department of Economic Security (ADES-DCYF), Maricopa County Juvenile Court and contract providers.

Strategy 1: Youth Engagement

- Number and percentage of Youth Leadership Board's goals met.

Strategy 2: Partnerships & Resources

- Dollar value of in-kind resources. Amount of non-Initiative financial support leveraged.

Strategy 3: Research, Evaluation & Communications

- Number and percentage of Opportunity Passport™ Participant Surveys taken on time.
- Number and percentage of communications goals met.

³ Site-Level Logic Model, Jim Casey Youth Opportunities Initiative, April 2013.

Strategy 4: Public Will & Policy

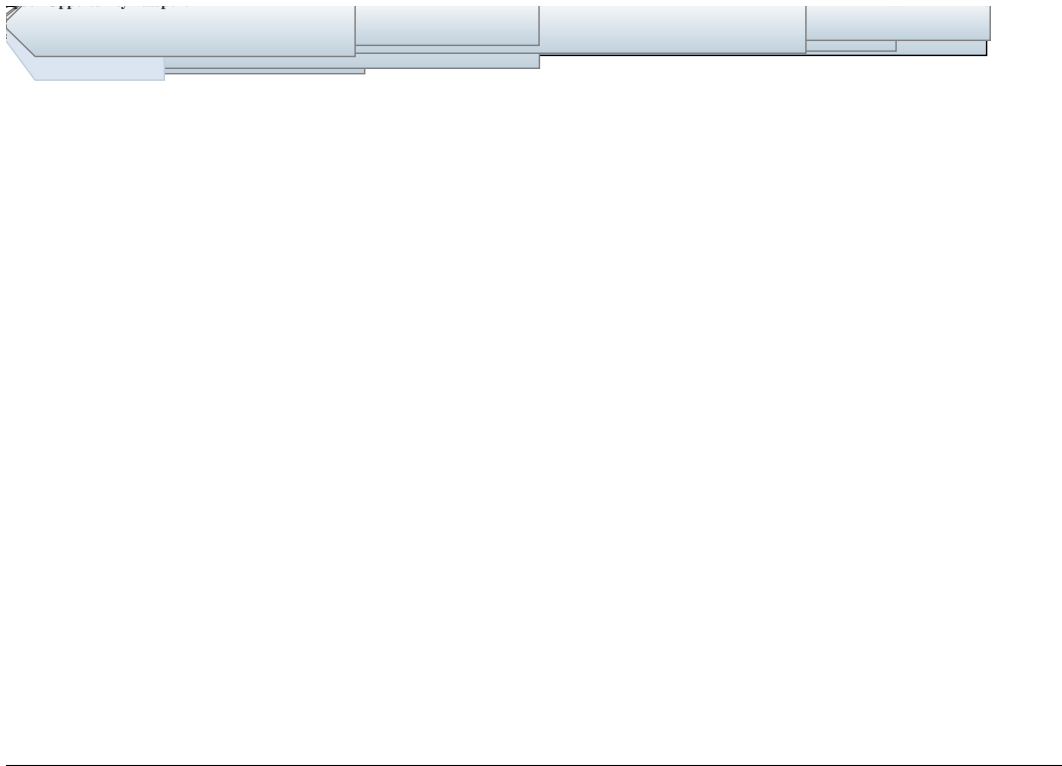
- Number of statewide policy and practice improvements.

Strategy 5: Increased Opportunities

- Number of Opportunity Passport™ participants ever enrolled. Percent of Opportunity Passport™ participants currently enrolled by age, gender and ethnicity.
- Number and percentage of Opportunity Passport™ participants who have an individual who supports them through the Opportunity Passport™ process.
- Dollar amount saved by participants for their asset purchase.
- Number and percentage of Opportunity Passport™ participants who participated in asset-specific training, by asset category.
- Number and percentage of the door openers that have been used, by opportunity area.

Timeline

Target dates are established for launching of key activities within the five core strategies as presented in the following chart.



III. Strategy Implementation Plan: Year One-2014

ARIZONA YOUTH OPPORTUNITIES INITIATIVE STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014					
Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
Strategy 1: Youth Engagement	Activity 1. Youth Leadership Boards	<p>Core Strategies Rubric: Preparation Site prepares for the development of a youth leadership board. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment strategies are designed to engage a cross-section of young people on the board. <input type="checkbox"/> Training is arranged that will support new board members in developing the board's agenda, setting benchmarks and establishing preliminary guidelines is provided. <input type="checkbox"/> Discretionary funds are available for youth leadership board members to manage and distribute. <input type="checkbox"/> Sufficient funds are available for board member stipends. <input type="checkbox"/> Procedures are in place for providing stipends, transportation, and other logistical supports. <input type="checkbox"/> Adult staff who will support the youth leadership board and apply the principles of youth-adult partnership have been identified and trained. <p>Information related to Youth Engagement identified in Arizona Environmental Scan</p>	<ol style="list-style-type: none"> 1. Recruit and engage 10-15 youth for a Youth Leadership Board. 2. Establish policy and ensure funds to provide for discretionary management and distribution, stipends, transportation and other logistical supports for board members. 3. Designate and train adult supporters to work with the Youth Leadership Board. 4. Provide training to assist youth in developing guidelines for recruitment, membership, retention, participation, organizational structure, agenda development, benchmarks and policy goals. <ol style="list-style-type: none"> 4a. Technical Assistance –Training: Strategic Sharing and Messaging to Multiple Audiences 4b. Technical Assistance and Training-Youth Adult Partnership Training. 5. Develop Board Guidelines. 6. Establish meeting schedule. 7. Self-Evaluation-Track goals and activities. Example: Satisfaction Survey of Board Members. 	<p>1-3..CAA, Youth, ADES-DCYF, Community Service Organizations</p> <p>4. CAA</p> <p>4a-4b.Jim Casey Youth Opportunities Initiative</p> <p>5-7. CAA, Youth Leadership Board</p>	<p>1 - 2.1.2014</p> <p>2 - 3.1.2014</p> <p>3 - 2.1.2014</p> <p>4 - 3.1.2014</p> <p>4a - 6.1.2014</p> <p>4b - 6.1.2014</p> <p>5 - 3.1.2014</p> <p>6 - 2.1.2014</p> <p>7 - 12.1.2014</p> <p>8 - 2.1.2014</p>

**ARIZONA YOUTH OPPORTUNITIES INITIATIVE
STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
	Activity 2. Young People as Effective Self-Advocates	<p>Core Strategies Rubric: Preparation Developmentally appropriate self-advocacy training and supports for young people are identified or developed. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Self-Advocacy training and supports are available to help young people: <ul style="list-style-type: none"> <input type="checkbox"/> Understand their strengths and needs <input type="checkbox"/> Identify personal goals <input type="checkbox"/> Know their legal rights and responsibilities <input type="checkbox"/> Know how best to communicate these to others <input type="checkbox"/> Training and supports help the public child welfare agency and other systems act as partners with and support young people as they advocate for themselves. <input type="checkbox"/> Young people are involved in developing or identifying the training and supports. 	<ol style="list-style-type: none"> 1. Provide ongoing self-advocacy training and supports for and with young people. 2. Secure committed resources for self-advocacy training and supports. 3. Develop training plan and schedule. 4. Pilot test training (if not previously tested) 	1-5. CAA, Youth Leadership Board	<p>1 - 4.1.2014</p> <p>2 - 3.1.2014</p> <p>3 - 4.1.2014</p> <p>4 - 4.1.2014</p>

**ARIZONA YOUTH OPPORTUNITIES INITIATIVE
STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
Strategy 2: Partnerships and Resources	Activity 1. Community Partnership Board	<p>Core Strategies Rubric: Preparation Site engages a diverse cross-section of community members when forming its community partnership board. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Young people transitioning from foster care, key leaders from the child welfare agency, community stakeholders, and potential funders are included. <input type="checkbox"/> Influential public and private partners from the following sectors: education, employment housing, physical and mental health, financial capability, permanence and social capital. <p>Information related to Partnerships and Resources identified in Arizona Environmental Scan</p>	<ol style="list-style-type: none"> 1. Recruitment of a 25-member Community Board that reflects a diverse cross-section of community members and representatives from the Youth Leadership Board. 2. Meeting schedule established and meetings initiated. 3. Technical Assistance and Training- Youth Adult Partnership Training 4. Develop Board Guidelines or bylaws. 5. Develop and implement a work plan. 6. Develop policy goals, benchmarks, strategies and evaluation. 7. Collaborate with Youth Leadership Board. 8. Track progress and make adjustments. 	<p>1. CAA staff, Youth Leadership Board, Planning Team members.</p> <p>3. Jim Casey Youth Opportunities Initiative</p> <p>4-8. Community Partnership Board</p>	<p>1 - 3.1.2014</p> <p>2 - 3.1.2014</p> <p>3 - 6.1.2014</p> <p>4 - 5.1.2014</p> <p>5 - 4.1.2014</p> <p>6 - 4.1.2014</p> <p>7 - 4.1.2014</p> <p>8 - 4.1.2014</p>
	Activity 2. Resource Development	<p>Core Strategies Rubric: Preparation Site identifies resources for implanting core strategies within its geographic area. Essential criteria are;</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Community Partnership Board is comprised of members that can help garner both private and public resources. <input type="checkbox"/> Funding to support the first three years of implementation is obtained, including, but not limited to, funding for: <ul style="list-style-type: none"> <input type="checkbox"/> Youth leadership board stipends <input type="checkbox"/> Discretionary funding for youth leadership board to manage and distribute: <ul style="list-style-type: none"> <input type="checkbox"/> Matched funds <input type="checkbox"/> Financial education <input type="checkbox"/> Staff positions that are crucial in implementing and supporting the core strategies. 	<ol style="list-style-type: none"> 1. Recruit and retain partners who can help garner resources. 2. Secure funding to support implementation. Examples of strategies include: <ul style="list-style-type: none"> ▪ Collaboration with Arizona Community Foundation to secure matching funds for Opportunity Passport. TM ▪ Seek in-kind and contributions from the business community. 3. Identify service gaps and make recommendations. 	<p>1-3 .CAA staff, Community Board, Youth Leadership Board</p>	<p>1 - 2.1.2014</p> <p>2 - 12.1.2014</p>

**ARIZONA YOUTH OPPORTUNITIES INITIATIVE
STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
		Information related to Partnerships and Resources identified in Arizona Environmental Scan	4. Develop and implement a sustainability plan		3 - 5.1.2014 4 - 12.1.2014
	Activity 3. Engaging Young People as Partners	<p>Core Strategies Rubric: Preparation Site acknowledges and accepts the principles and values of the youth-adult partnership. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Training and supports are identified and developed and/or accessed. <input type="checkbox"/> Young people are prepared and supported by a designated adult partner to make meaningful contributions to meetings. <input type="checkbox"/> Young people and adults are working together to establish the community partnership board and begin to review data and to identify policy and practice goals for young people transitioning from foster care. 	<p>1. Provide Youth-Adult Partnership Training and supports</p> <p>2. Incorporate Youth-Adult Partnership Training into standard operations.</p> <p>3. Youth Leadership Board to review plans for youth involvement.</p>	1-3. CAA, JCYOI, Youth Leadership Board, Community Partnership Board	1 - 6.1.2014 2 - 7.1.2014 3 - 4.1.2014

**ARIZONA YOUTH OPPORTUNITIES INITIATIVE
STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
Strategy 3: Research, Evaluation and Communications	Activity 1. Self-Evaluation Team	<p>Core Strategies Rubric: Preparation</p> <p>The site has a commitment from key stakeholders to support and participate in ongoing self-evaluation activities. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Young people and the child welfare agency are involved in establishing the self-evaluation team. <input type="checkbox"/> The self-evaluation plan includes strategies for data collection, maintenance, and analysis; data collection tools, resources needed, and established roles of stakeholders are identified. <input type="checkbox"/> Key staff are trained in using Initiative-supported data collection tools such as MISIDA and OPPS and the expectations for their use. Partners are familiar with these tools. <input type="checkbox"/> Benchmarks are established for recruiting, retaining and supporting Opportunity Passport™ participants. <input type="checkbox"/> An Environmental Scan to understand the conditions in the community that need to be addressed by the strategies and activities completed; and to establish priorities for implementation. <input type="checkbox"/> Resources are secured to support ongoing self-evaluation work. <p>Information related to Research Evaluation and Communication identified in the Arizona Environmental Scan</p>	<ol style="list-style-type: none"> 1. Recruit, train and support adults and young people for Self-Evaluation Team. 2. Technical Assistance and Training-Self Evaluation 3. Develop a self-evaluation plan. <ul style="list-style-type: none"> ▪ Use Environmental Scan for baseline data and issues ▪ 4. Establish practices and policies for data collection. 	<ol style="list-style-type: none"> 1. CAA, Community Partnership Board 2. Jim Casey Youth Opportunities Initiative 3. CAA, Self-Evaluation Team 	<ol style="list-style-type: none"> 1 - 7.1.2014 2 - 8.1.2014 3 - 9.1.2014

**ARIZONA YOUTH OPPORTUNITIES INITIATIVE
STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
	Activity 2. Communication with Multiple Audiences	<p>Core Strategies Rubric: Preparation Site has formulated its key messages and identified primary internal and external audiences. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Measurable communications goals and action steps are set. <input type="checkbox"/> Mechanisms for disseminating information have been explored. <p>Information related to Research, Evaluation and Communications identified in the Arizona Environmental Scan</p>	<p>1. Develop and implement a communications plan that includes strategies to:</p> <ul style="list-style-type: none"> ▪ Increase basic public awareness of challenges faced by youth aging out of foster care and mission of AYOI. <ul style="list-style-type: none"> ▪ Example of key activities may include production of a short informational video. ▪ Engage business, non-profit and faith-based community to assist youth with job training and employment connections. ▪ Utilize social media, web site, apps, events, partners etc. geared to increase participation in programs that support youth transitioning from foster care through education and outreach. Focus areas include: <ul style="list-style-type: none"> ▪ Voluntary Foster Care Placement ▪ Independent Living Subsidy Program ▪ Young Adult Transition Insurance ▪ Education and Training Vouchers ▪ Tuition Waiver Program ▪ Transitional Independent Living Program ▪ Work with ADES-DCYF to provide training for attorneys, foster parents and CASAs, on programs that support youth transitioning from foster care. <p>2. Track progress and make adjustments.</p>	1-2.CAA, Youth Leadership Board, Community Partnership Board	<p>1 - 4.1.2014</p> <p>2 - 5.1.2014</p>

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	Activity 3. Young People as Evaluators and Communicators	<p>Core Strategies Rubric: Preparation Site has established meaningful roles for young people in self-evaluation and communications. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Young people have been identified and supported to participate in self-evaluation and communications activities. <input type="checkbox"/> Young people have input into developing communications goals and the self-evaluation plan. <input type="checkbox"/> Supports for young people are in place to ensure that their involvement is meaningful and that they are appropriately compensated for their time and contributions. <input type="checkbox"/> Training and supports are identified or developed to ensure young people can participate. 	<ol style="list-style-type: none"> 1. Recruit, train and support young people as evaluators and communicators. 2. Establish meaningful roles for young people in self-evaluation and communications. For example: <ul style="list-style-type: none"> ▪ Youth and providers (i.e. foster families, relatives, congregate facilities, independent living program staff, etc.) will have critical information on transitioning services available to help young adults achieve their goals through the development of a resource website combined with marketing outreach for the website. 3. Youth Leadership Board will review annual plan for youth involvement. 	<ol style="list-style-type: none"> 1.CAA, Youth Leadership Board, Community Partnership Board 2.Self - Evaluation Team 3. Youth Leadership Board 	<ol style="list-style-type: none"> 1 - 5.1.2014 2 - 5.1.2014 3 - 5.1.2014

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Strategy 4: Public Will and Policy	Activity 1. Agenda and Approach for Improving Public Policies and Systems	<p>Core Strategies Rubric: Preparation Site develops baseline data in key policy areas. The essential criterion is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> An Environmental Scan is completed. <input type="checkbox"/> Young People are engaged in identifying policy and practice issues for advocacy efforts. <p>Issues related to Public Will and Policy identified in the Arizona Environmental Scan</p>	<ol style="list-style-type: none"> 1. Develop policy goals and annual policy priorities. 2. Engage strategic partners. <ul style="list-style-type: none"> ▪ Technical Assistance from Jim Casey Youth Opportunities Initiative will enable Arizona (ADES-DCYF) to conduct a fiscal impact study to explore feasibility of expanding Title IV-E funding for extended foster care. 3. Develop communication strategies. For example: <ul style="list-style-type: none"> ▪ Utilize social media, web site, apps, events, partners etc. geared to increase participation in programs that support youth transitioning from foster care through education and outreach. Focus areas include: <ul style="list-style-type: none"> ▪ Voluntary Foster Care Placement ▪ Independent Living Subsidy Program ▪ Young Adult Transition Insurance ▪ Education and Training Vouchers ▪ Tuition Waiver Program ▪ Transitional Independent Living Program 4. Track progress and make adjustments. 5. Update Environmental Scan 	<p>1.CAA, Community Partnership Board, Youth Leadership Board</p> <p>2.Jim Casey Youth Opportunities Initiative</p> <p>3-4.CAA, Community Partnership Board, Youth Leadership Board</p> <p>5.CAA</p>	<p>1 - 9.1.2014</p> <p>2 - 6.1.2014</p> <p>3 - 5.1.2014</p> <p>4 - 5.1.2014</p> <p>5 - 11.1.2014</p>
	Activity 2. Young People as Advocates for Improved Systems	<p>Core Strategies Rubric: Preparation Site solicits early and consistent input from young people in developing the policy agenda. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Young people are identified and supported as partners in agenda development process. <input type="checkbox"/> Training and community supports are identified or developed to help young people become effective advocates. <p>Issues related to Public Will and Policy identified in the Arizona Environmental Scan</p>	<ol style="list-style-type: none"> 1. Build advocacy strategies that utilize youth-adult partnerships. 2. Recruit, training and support young people as policy advocates. 3. Engage young people in public will and policy advocacy opportunities. 4. AYOI solicits early and consistent input from young people in developing the policy agenda. 	<p>1-3..CAA, Youth Leadership Board, Community Partnership Board</p>	<p>1 - 10.1.2014</p> <p>2 - 11.1.2014</p> <p>3 - 11.1.2014</p> <p>4 - 11.1.2014</p>

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STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
<p align="center">Strategy 5: Increased Opportunities</p>	<p>Activity 1. Opportunity Passport™</p>	<p>Core Strategies Rubric: Preparation Site prepares to deliver the Opportunity Passport™. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Matched funds are secured. <input type="checkbox"/> Strategies for recruiting, retaining, and supporting Opportunity Passport™ participants are determined and related benchmarks are set. <input type="checkbox"/> Banking support is secured with the banking partner to provide each Opportunity Passport™ participant with a personal bank account. <input type="checkbox"/> A written plan is completed for financial literacy training and asset-specific training, which includes such items as customizing the curriculum, identifying trainers, and setting a preliminary schedule. <p>Information related to Increased Opportunities identified in Arizona Environmental Scan</p>	<ol style="list-style-type: none"> 1. Outline plan for AYOI Opportunity Passport™ 2. Partner with Arizona Community Foundation to secure match funds and formalize relationship with banking partners and community partners (financial coaches) to assist youth with accounts. 3. Provide Technical Assistance and Training on the three components of the Increased Opportunities Strategy: <ul style="list-style-type: none"> • Opportunity Passport™ • Door Openers <ul style="list-style-type: none"> ▪ Young People as Decision Makers 4. Provide Technical Assistance and Training- <i>Introduction to the Keys to Your Financial Future</i> curriculum 5. Provide Technical Assistance and Training - Opportunity Passport™ Data System (OPDS) 6. Provide Technical Assistance and Training - Opportunity Passport™ Participant Survey 7. Develop strategies and set benchmarks for recruiting, retaining and supporting youth. Enrollment targets are: <ul style="list-style-type: none"> ▪ Year One 2014-35 participants ▪ Year Two 2015-75 additional participants=110 total ▪ Year Three 2016-75 new participants=185 total 8. Complete a plan for financial literacy and asset-specific training. 	<p>1-2. CAA, Community Partnership Board, Youth Leadership Board, Arizona Community Foundation</p> <p>3-6. Jim Casey Youth Opportunities Initiative, CAA, Trainers</p> <p>7-8. CAA, Community Partnership Board Youth Leadership board and ADES-DCYF</p>	<p>1 - 8.1.2014</p> <p>2 - 8.1.2014</p> <p>3 - 9.1.2014</p> <p>4 - 9.1.2014</p> <p>5 - 9.1.2014</p> <p>6 - 9.1.2014</p> <p>7 - 8.1.2014</p> <p>8 - 8.1.2014</p>

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STRATEGY IMPLEMENTATION WORK PLAN YEAR ONE-2014**

Strategy	Activity	Elements of Implementation to be addressed (e.g., criteria in the core strategies rubric, youth outcomes, system indicators, issues from Environmental scan, etc.)	How will the identified elements be operationalized? Action Steps	Lead/Support Team Responsible	Action Step Start Dates
	Activity 2. Door Openers	<p>Core Strategies Rubric: Preparation Site generates ideas and assigns responsibility for creation of door openers in all outcome areas (permanence, education, employment, financial capability, housing, health—physical and mental, and social capital). Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Young people and the community partnership board participate in identifying areas in which door openers will be created by reviewing the Environmental Scan, which identifies existing resources and gaps. <input type="checkbox"/> The infrastructure for door openers is created, including methods to communicate to young people about door openers. <input type="checkbox"/> A process for determining whether door openers are effective and are being used by young people is developed. <p>Information identified in Increased Opportunities in the Arizona Environmental Scan</p>	<p>1. Collaboratively Create Door Openers.</p> <p>Host Forums/Summits in selected outcome focus areas and may include:</p> <ul style="list-style-type: none"> ▪ Permanence ▪ Education ▪ Employment ▪ Financial Capability ▪ Housing ▪ Physical and Mental Health ▪ Social Capital <p>Potential collaborators include: United Way, MAG, Chamber of Commerce, Cox Communications, AZ Non-Profits and City of Phoenix Youth Commission.</p> <p>2. Establish Employment Task Force. Potential collaborators include businesses leaders, job training providers such as Job Corps.</p> <p>3. Set benchmarks, collect data and monitor progress.</p>	<p>1. CAA, Community Partnership Board and Youth Leadership Board,</p> <p>2. CAA, Community Partnership Board, Youth Leadership Board,</p> <p>3. CAA, Community Partnership Board, Youth Leadership Board</p>	<p>1 - 7.1.2014</p> <p>2 - 7.1.2014</p> <p>3 - 8.1.2014</p>

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	Activity 3. Young People as Decision Makers for Increased Opportunities	<p>Core Strategies Rubric: Preparation Site engages young people in developing the Opportunity Passport™ and door openers. Essential criteria are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Youth and young people are involved in setting policies and procedures for the Opportunity Passport™. <input type="checkbox"/> Young people are using the Environmental Scan to identify gaps in services and supports. <input type="checkbox"/> Young people are helping to set up door openers. 	<ol style="list-style-type: none"> 1. Engage young people in developing and monitoring door openers. 2. Engage young people in gathering and evaluation of data. 3. Utilize young people as communicators and recruiters. Examples include: <ul style="list-style-type: none"> ▪ Tuition Waiver Program implemented 2013 ▪ YATI eligibility extended to age 26 with Medicaid Expansion implement in 2014 	1-3. CAA, Community Partnership Board, Youth Leadership Board	<p>1 - 7.1.2014</p> <p>2 - 10.1.2014</p> <p>3 - 10.1.2014</p>
Expansion of Core Strategies			Maricopa County will be the initial target area.		
		AYOI will influence policy and practice aimed to assuring that all young adults statewide who leave foster care can make successful transitions to adulthood	<ul style="list-style-type: none"> ▪ Tuition Waiver Program implemented 2013 ▪ YATI eligibility extended to age 26 with Medicaid Expansion implement in 2014 		1.1.2014

IV: Technical Assistance

The following technical assistance needs have been identified by Children's Action Alliance for the Arizona Youth Opportunities Initiative to date:

- Technical assistance to support a fiscal impact study with Arizona Department of Economic Security-Division of Children, Youth and Families to explore drawing down additional federal Title IV-E funds to support this population of youth.
- Strategic Sharing and Messaging to Multiple Audiences
- Opportunity Passport™
- Financial Education
- Opportunity Passport™ Data System (OPDS)
- Opportunity Passport™ Participant Survey
- Youth Adult Partnership Training
- Self-Evaluation Training
- Trainings as needed

