



Kalamazoo Wraps

# Calling All Youth Strategic Work Plan

Final Draft  
August 23, 2007

**Dams** | STRATEGIC  
& Associates, Inc. PERFORMANCE  
CONSULTING



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## Introduction

Text by Alex and group

Consider your audience:

- Present and future CAY members
- Wraps leadership and workgroups
- Other youth and community organizations
- Potential CAY members

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Youth Coordinator,  
Kalamazoo Wraps

**Justin Hartness**

Youth Representative

**Zach Thayer**

Youth Representative

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Youth Representative

**Approved:**

September \_\_ , 2007

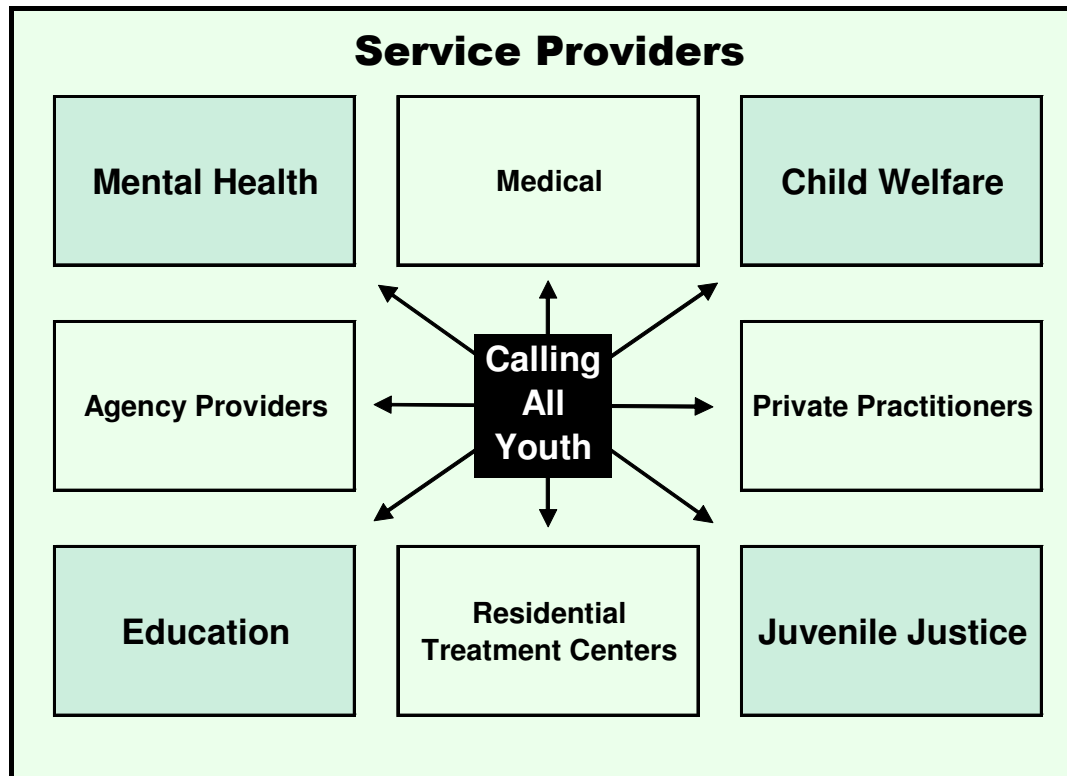
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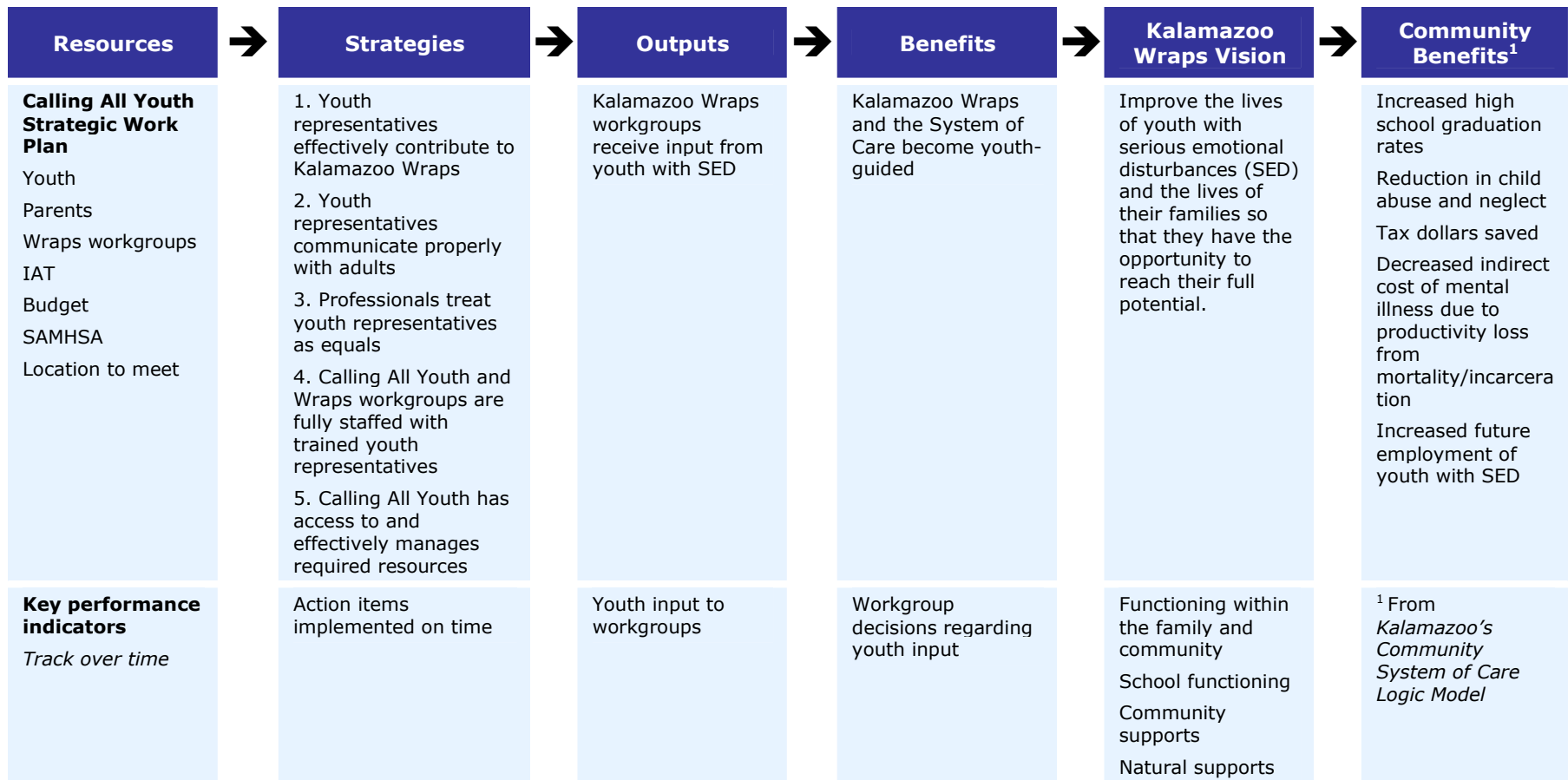
Co-Project Director,  
Kalamazoo Wraps

## How Calling All Youth Interacts with the System of Care

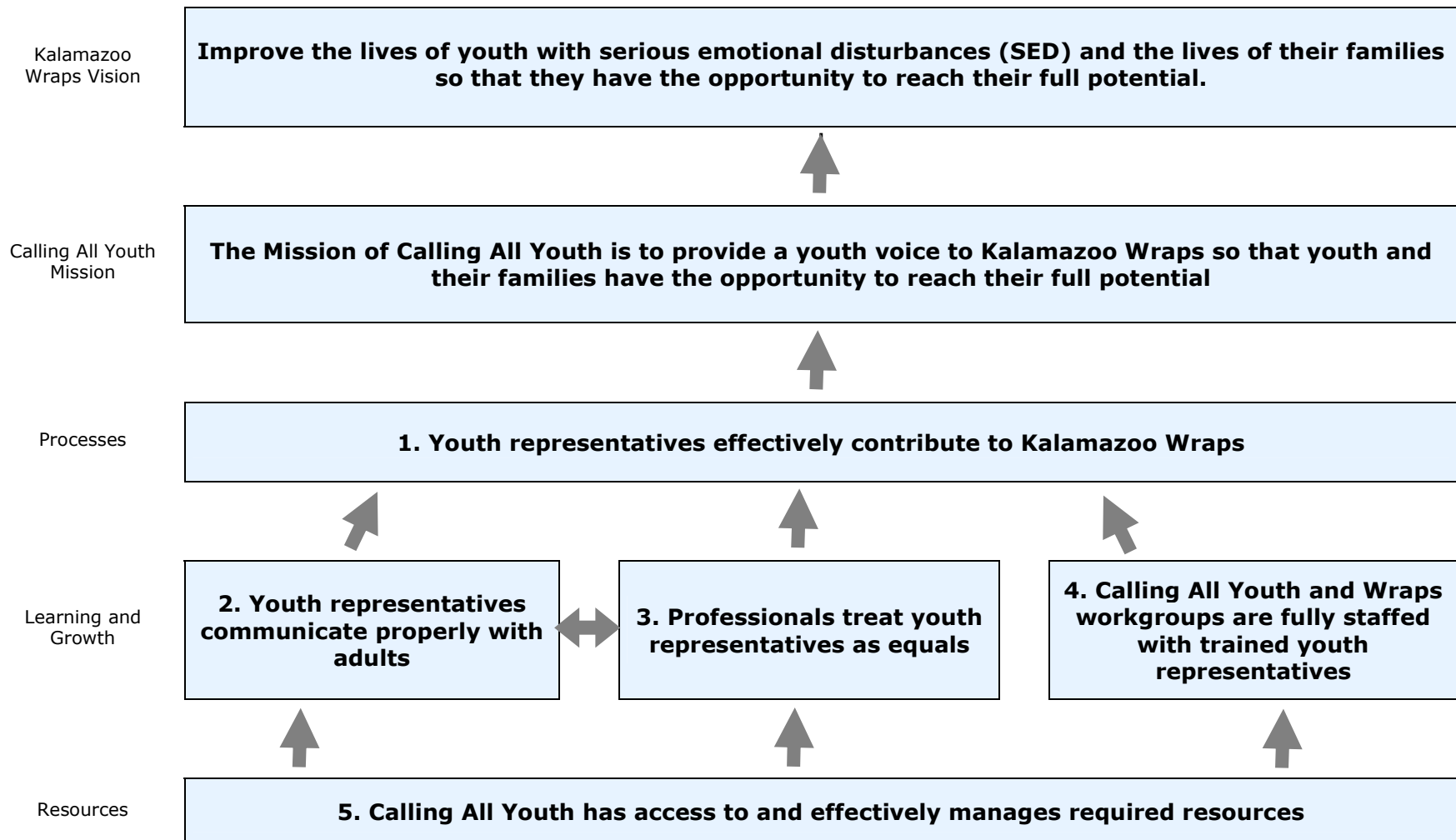


## How Calling All Youth Supports the Kalamazoo Wraps Vision

The Mission of Calling All Youth is to provide a youth voice to Kalamazoo Wraps so that youth and their families have the opportunity to reach their full potential.



## Strategy Map



## Strategy 1: Youth representatives effectively contribute to Kalamazoo Wraps

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<b>1. Youth representatives present youth issues and ideas to Wraps workgroups</b>	1. Present ideas from focus groups and prior planning sessions (see Youth Voice Assignments for Workgroups, page 13)  The following are expectations with respect to youth communication: <ul style="list-style-type: none"> <li>Youth representatives focus on being a youth voice and not personal experience</li> <li>Youth representatives take notes at workgroup meetings</li> <li>Issues brought to workgroups have been endorsed by CAY</li> <li>Youth representatives report workgroup activities and decision about youth input to CAY. CAY is the "hub" for youth voice.</li> <li>CAY minutes include summaries of youth representatives' reports from workgroups, including workgroup decisions and youth issues brought to workgroups</li> </ul>	Workgroup decisions regarding youth input (track per CAY minutes)  Number and percent of workgroups and governing bodies with qualified youth representation  Youth representative attendance at CAY and workgroup meetings  Workgroup chair feedback	Youth Coordinator	01/01/2008	After training
	<b>2. Communication with other workgroups and Wraps governance is ongoing and effective</b>		2. Schedule dialogue with workgroup chairs, Integrative Action Team (IAT), Multi-Purpose Collaborative Body (MPCB) <ul style="list-style-type: none"> <li>Determine what should be accomplished in these conversations</li> <li>Determine who should be invited first and/or together</li> </ul>	Youth Coordinator	10/01/2007
<b>3. Introduce CAY mission and strategies to the community</b>	3. Develop CAY presentation 4. Schedule CAY presentations (IAT, MPCB, and other youth, parent, System of Care, and community groups)		Youth Coordinator	10/01/2007	Presentations will be ongoing at least through the Wraps grant

## Strategy 2: Youth representatives properly communicate with adults

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<p><b>4. All youth representatives are trained prior to serving in Kalamazoo Wraps</b></p>	<p>5. Orientation plan in place for youth interested in becoming youth representatives. The orientation will include</p> <ul style="list-style-type: none"> <li>• Webinar on youth guidance, followed by a debriefing with the youth coordinator</li> <li>• Overview of CAY mission and strategies</li> <li>• System of Care 101 training</li> <li>• Review of CAY expectations</li> <li>• Orientation can be provided on a one-on-one basis.</li> <li>• Interested youth may attend orientation after their first CAY meeting, but must complete it before representing youth at Kalamazoo Wraps workgroups</li> <li>• Orientation checklist for youth to sign off that they received the orientation</li> </ul>	<p>Workgroup chairs' or mentors' evaluation of youth's participation (on a five-point scale):</p> <p>Are youth behaving professionally?</p> <p>Do they speak up at meetings?</p> <p>Are they assertive but not disrespectful?</p> <p>Can they get things done?</p>	<p>Youth Coordinator Justin Zach</p>	<p>10/01/2007</p>	<p>Track performance indicators quarterly via phone calls with chairs and mentors (work with Evaluation workgroup)</p>

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<p><b>4. continued</b></p>	<p>6. Youth training plan in place. The plan will address the following training content:</p> <ul style="list-style-type: none"> <li>• Determine what should be trained so it will help youth meet requirements and expectations</li> <li>• Link training topics to CAY mission and strategies</li> <li>• Consensus and social skills training</li> <li>• How to ask questions; how to take notes at meetings</li> <li>• Role play team roles, communication, telephone and email etiquette</li> <li>• Financial training (simple budgets; read Kalamazoo Wraps youth budget)</li> <li>• Youth coordinator and mentors coach youth representatives</li> <li>• Youth coordinator provides performance feedback immediately following CAY meetings</li> <li>• Training will be offered on a quarterly basis or when a sufficient number of youth representatives have not been trained</li> <li>• Training checklist for youth to track their participation in CAY training</li> </ul>		<p>Youth Coordinator Justin Zach</p>	<p>11/01/2007</p>	<p>Review Prevention Works curriculum for sections that should be included in training plan</p> <p>Research other SAMHSA sites for youth training and orientation curricula</p> <p>Utilize local sources for youth training programs</p> <p>Pilot training program</p>
<p><b>5. Youth serving on Kalamazoo Wraps workgroups have adult and youth mentors</b></p>	<p>7. Guidelines for youth mentoring in place</p> <ul style="list-style-type: none"> <li>• Mentors brief and debrief youth representatives on meetings, provide feedback on meeting behavior, and answer questions about the workgroup</li> </ul> <p>8. Mentors in place for each workgroup</p> <p>9. Tenured CAY members mentor new CAY members</p>		<p>Youth Coordinator</p> <p>Youth Coordinator</p>	<p>10/01/2007</p> <p>10/01/2007</p> <p>01/01/2008</p>	

## Strategy 3: Professionals treat youth representatives as equals

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<b>6. Professionals use youth-friendly language</b>	10. Develop brief survey to track youth friendliness <ul style="list-style-type: none"> <li>Youth representatives provide feedback to their workgroup mentors and/or the youth coordinator.</li> <li>The youth coordinator follows-up with workgroup chairs when youth representatives express concerns regarding workgroups' youth-friendliness</li> </ul>	Youth feel treated as equals in Kalamazoo Wraps work groups  Youth representatives report on youth-friendliness	Youth Coordinator	01/01/2008	Track performance indicators monthly by surveying youth on workgroup's youth friendliness

## Strategy 4: Calling All Youth and Wraps workgroups are fully staffed with trained youth representatives

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<b>7. Interested youth are recruited and retained</b>	11. Recruitment and retention plan in place. The plan may include the following recruitment and retention elements: <ul style="list-style-type: none"> <li>• Set age and qualifications requirements</li> <li>• Determine how many youth should serve on each workgroup</li> <li>• Recruit youth representatives (middle schools, etc.)</li> <li>• Develop a referral system (e.g., caseworkers)</li> <li>• Invite youth interested in serving as youth representatives to CAY and Wraps activities</li> </ul>	Attendance of interested youth at recruiting events  Youth representative attendance at workgroup and CAY meetings  Youth turnover	Youth Coordinator Justin Shay Zach	01/01/2008	
	12. Policy in place describing expectations for youth serving in Kalamazoo Wraps. The policy will include the following: <ul style="list-style-type: none"> <li>• How expectations will be trained and implemented</li> <li>• Representatives not meeting expectations may lose stipend for that meeting</li> <li>• Complete orientation before workgroup assignment</li> <li>• Youth will meet attendance requirements</li> <li>• CAY trains youth representatives</li> </ul>		Youth Coordinator Justin Shay Zach	09/15/2007	
	13. Present final draft of expectations policy to Co-Project Directors for approval		Youth Coordinator	10/01/2007	
	14. Present approved expectations policy to Management Team		Youth Coord., Youth	11/01/2007	

## Strategy 5: Calling All Youth has access to and effectively manages required resources

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<b>9. CAY operates within budget</b>	15. The youth coordinator will present 2007/08 budget to CAY <ul style="list-style-type: none"> <li>• CAY will plan the budget and track expenditures</li> <li>• Youth coordinator will ask PI/PD for budget submission deadline</li> </ul>	Year-end expenditures as percent of budget Budget requests submitted on time	Youth Coordinator Justin Shay Zach	11/01/2007	Get 2007/08 budget from Co-Principal Investigator Roethler
	16. The youth coordinator will provide quarterly budget updates to CAY		Youth Coordinator	11/01/2007 02/01/2008	
	17. CAY submits its 2008/09 budget to management team		Youth Coordinator	02/01/2008	
	18. CAY submits its 2009/10 budget to management team		Youth Coordinator	02/01/2009	
<b>10. CAY holds productive meetings</b>	19. CAY has access to an appropriate meeting place that allows for productive meetings <ul style="list-style-type: none"> <li>• Determine what a "productive" meetings looks like</li> <li>• Determine what type of space would provide the right environment for productive meetings</li> <li>• Determine facility budget</li> </ul>		Youth Coordinator CAY	02/01/2008	
	20. CAY agendas are strategy-based and mission-focused <ul style="list-style-type: none"> <li>• Structure for CAY open and small meetings in place (desired interactions, roles, etc.)</li> </ul>		Youth Coordinator	10/01/2007	

Objective	Action Item	Performance Indicators	Responsible	Target Date	Notes
<b>10. continued</b>	21. Youth roles at CAY meetings are assigned in advance		Youth Coordinator	10/01/2007	Roles include minute taker and clean-up
	22. CAY stipend policy in place <ul style="list-style-type: none"> <li>Determine who will receive stipends (All attendees? Those with roles only?)</li> </ul>		Youth Coordinator	10/01/2007	
<b>11. Sustainability</b>	23. Standard operating procedures document major CAY processes <ul style="list-style-type: none"> <li>Youth coordinator work</li> <li>Plans (e.g., training, recruitment)</li> <li>CAY Expectations</li> <li>Youth representation at workgroups</li> <li>Agendas, minutes, roles</li> </ul>		Youth Coordinator	10/01/2007	Ongoing Develop specific deadlines with Co-Project Director Shaffer
	24. CAY members have a Wraps contact list <ul style="list-style-type: none"> <li>Distribute Wraps rolodex after update</li> </ul>		Youth Coordinator	10/01/2007	
	25. Qualified CAY members have Wraps/CAY business cards <ul style="list-style-type: none"> <li>Check with PDs if business cards are OK</li> <li>Cards should be professionally designed</li> </ul>		Youth Coordinator Youth Coordinator	12/31/2007 08/15/2007	Consider collaborating with Social Marketing workgroup Create CAY logo?
<b>12. CAY measures the impact of its work</b>	26. Evaluation plan in place <ul style="list-style-type: none"> <li>Evaluation workgroup provides assistance in setting up evaluation plan (e.g., graduate assistant works with CAY)</li> <li>Answer questions such as: "How do I know I am helping other children with SED?"</li> </ul>		Youth Coordinator CAY	07/01/2008	Answering this type of question may help motivate and retain youth representatives

## Youth Voice Assignments for Workgroups

This table lists youth concerns and hopes expressed during one year of planning via different venues (see "Source of Youth Input" below). Youth representatives will present these concerns and hopes as part of their initial assignments to the Kalamazoo Wraps workgroups.

Source of Youth Input	Date
1. Youth Focus Group: Best of Future System of Care	August 29, 2006
2. Goals developed by Youth Advisory Council	Fall 2006
3. Social Marketing Workgroup	November 22, 2006
4. Anticipated benefits of CAY work for youth, families, and organizations	Strategic Planning, June 22, 2007
5. Anticipated benefits of CAY work for community at large	Strategic Planning, June 22, 2007
6. Gap analysis items	Strategic Planning, July 13, 2007

Workgroup and Topic	Source of Item
<b>Cultural and Linguistic Competence</b>	
Youth voice/opinion is listened to and respected by professionals and adults.	2
Respectful services for youth and families by services providers and case workers	4
<b>Easy Access (includes Holistic Individual Service Plans, Early Intervention)</b>	
Anybody gets the same treatment at the physician's office (no preferential treatment for rich people with insurance)	1
More activities for youth to hang out and stay out of trouble	1
More residential care in Kalamazoo	1
Youth are more involved in making decisions that affect their treatment.	2
<ul style="list-style-type: none"> <li>No change will be made to a youth's treatment without the consent of that youth and a clear explanation of what they are agreeing to in a way they can truly understand</li> <li>Youth are able to choose their workers (caseworkers, therapists, doctors, etc.) and are in charge of their own treatment</li> <li>Caregivers (parent/guardian) partner with youth on treatment and youth is given as much power/control over the treatment as possible</li> </ul>	
Early intervention	4
Families are more informed about mental health services; they know how to treat kids and get better services; they know how to access appropriate services	4
More free/available sites for testing for SED	4
Youth know what they need for life	4

Workgroup and Topic	Source of Item
<b>Evaluation</b>	
Youth are employed within the SOC.	2
Youth are present at every meeting concerning the system of care and are able to effectively participate	2
Know where they want to go in life	4
Services provide better outcomes	4
Youth and families are empowered	4
Families don't move away because they get good services	5
Fewer people on SSI because they get jobs	5
Less crime by youth with SED (because youth take meds)	5
Local economy improves	5
Save money through more efficient services	5
<b>Social Marketing</b>	
Self-stigmatization ("unworthy")	3
Hesitant to enter system; distrustful	3
Discrimination	3
How to deliver marketing material – youth may not view the marketing as "legitimate"	3
Reduce stigma	4
Youth with SED won't feel like outcasts	4
Legislators are better informed and make better laws	4
Community is more informed about SED	5
Know that youth with SED are real people	5
Increase attendance of youth, parents, families: Fliers / Walk-a-thon / Bowl-a-thon / Get name out TV commercial (perhaps with entire Wraps)	6
<b>Training (includes Evidence-based Practices)</b>	
Professionals are patient	1
Better foster parents	1
Better trained social workers	1
Teachers don't push kids too fast	1
Social workers/CPS are smarter about child abuse and neglect accusations from kids and don't "warn" the parents that they will be making a visit	1
Make sure kids are ready for the next grade before moving them to the next grade	1
Youth have the skills necessary to self-advocate.	2
Service providers have better treatments	4
Youth with SED understand SED better	4



Workgroup and Topic	Source of Item
<b>Integrative Action Team (IAT)</b>	
More funding for youth services, not all money goes toward adult services – be aware of where the money goes	1
<b>Items outside scope of Calling All Youth mission</b>	
Foster families have fewer kids	1
Juvenile system is tougher on criminal youth	1
More homeless shelters	1
More community activities/ programs for youth that are “disability-friendly.”	2
Fear of loss	3
Changes of today affect changes of tomorrow	4
Youth take meds	4

# Implementation Schedule

Dates are target dates. Action items should be accomplished before target dates.

Action Items	2007		2008				2009			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CAY adopts draft of <i>Calling All Youth Strategic Work Plan</i>	09/15									
11. Policy in place describing expectations for youth serving in Kalamazoo Wraps	09/15									
Present final draft of strategic plan to Co-Project Directors Houtrow and Shaffer for approval	09/30									
2. Develop and schedule dialogue with workgroups chairs, Integrative Action Team (IAT), Multi-Purpose Collaborative Body (MPCB)		10/01								
3. Develop and schedule CAY presentations (IAT, MPCB, and other youth, parent, System of Care, and community groups)		10/01								
4. Orientation plan in place		10/01								
6. Guidelines for youth mentoring in place		10/01								
7. Mentors in place for each workgroup		10/01								
12. Present final draft of expectations policy to Co-Project Directors for approval		10/01								
19. CAY agendas are strategy-based and mission-focused		10/01								
20. Youth roles at CAY meetings are assigned in advance		10/01								
21. CAY stipend policy in place		10/01								
22. Standard operating procedures document major CAY processes		10/01								
23. CAY members have a Wraps contact list		10/01								
5. Youth training plan in place		11/01								
13. Present approved expectations policy to Management Team		11/01								
14. The youth coordinator will present get 2007/08 budget to CAY		11/01								
15. The youth coordinator will provide quarterly budget updates to CAY		11/01	02/01	05/01	08/01	11/01	02/01	05/01	08/01	11/01



Action Items	2007		2008				2009			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
24. Qualified CAY members have Wraps/CAY business cards		12/31								
1. Present ideas from focus groups and prior planning sessions			01/01							
8. Tenured CAY members mentor new CAY members			01/01							
9. Develop brief survey to track youth friendliness			01/01							
10. Recruitment and retention plan in place.			01/01							
18. CAY has access to an appropriate meeting place that allows for productive meetings			02/01							
16. CAY submits its 2008/09 budget to management team			2/01							
25. Impact measures in place					07/01					
17. CAY submits its 2009/10 budget to management team							02/01			

## Key Performance Indicators

Strategy	Objective	Key Performance Indicators
Strategy 1: Youth representatives effectively contribute to Kalamazoo Wraps	<ol style="list-style-type: none"> <li>Youth representatives present youth issues and ideas to Wraps workgroups</li> <li>Communication with other workgroups and Wraps governance is ongoing and effective</li> <li>Introduce CAY mission and strategies to the community</li> </ol>	<ol style="list-style-type: none"> <li>Workgroup decisions regarding youth input</li> <li>Number and percent of workgroups and governing bodies with qualified youth representation</li> <li>Youth representative attendance at CAY and workgroup meetings</li> <li>Workgroup chair feedback</li> </ol>
Strategy 2: Youth representatives properly communicate with adults	<ol style="list-style-type: none"> <li>All youth representatives are trained prior to serving in Kalamazoo Wraps</li> <li>Youth serving on Kalamazoo Wraps workgroups have adult and youth mentors</li> </ol>	<ol style="list-style-type: none"> <li>Workgroup chairs' or mentors' feedback on youth's participation: <ul style="list-style-type: none"> <li>Are youth behaving professionally?</li> <li>Do they speak up at meetings?</li> <li>Are they assertive but not disrespectful?</li> <li>Can they get things done?</li> </ul> </li> </ol>
Strategy 3: Professionals treat youth representatives as equals	<ol style="list-style-type: none"> <li>Professionals use youth-friendly language</li> </ol>	<ol style="list-style-type: none"> <li>Youth feel treated as equals in Kalamazoo Wraps work groups</li> <li>Youth representatives report on youth-friendliness</li> </ol>
Strategy 4: Calling All Youth and Wraps workgroups are fully staffed with trained youth representatives	<ol style="list-style-type: none"> <li>Interested youth are recruited and retained</li> <li>Youth serving in Kalamazoo Wraps clearly understand what is expected of them</li> </ol>	<ol style="list-style-type: none"> <li>Attendance of interested youth at recruiting events</li> <li>Youth representative attendance at workgroup and CAY meetings</li> <li>Youth turnover</li> </ol>
Strategy 5: Calling All Youth has access to and effectively manages required resources	<ol style="list-style-type: none"> <li>CAY operates within budget</li> <li>CAY holds productive meetings</li> <li>Sustainability</li> <li>CAY measures the impact of its work</li> </ol>	<ol style="list-style-type: none"> <li>Year-end expenditures as percent of budget</li> <li>Budget requests submitted on time</li> </ol>

## Examples for Tracking Performance Indicators

Examples showing how key performance indicators can be tracked over time.

Youth representative attendance at CAY meetings	2007		2008				2009			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
100% - Target										
90										
80										
70										
60										
50										
40										
30										
20										
10										
0										

Do youth representatives speak up at meetings?	2007		2008				2009			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.0										
4.5										
4.0										
3.5				3.7						
3.0		3.2			3.1					
2.5	2.6									
2.0										
1.5			1.8							
1.0										
0.5										
0										

## The Strategic Planning Process

This section of the strategic work plan documents the various steps and exercises from the planning process from which the youth developed the CAY strategies, objectives, and action items.

### Strategic Planning Participants - Youth Representatives

**Justin Hartness**

**Zach Thayer**

**Shay Yurcek**

### Strategic Planning Participants - Staff

**Dianne Shaffer**, Project Director, Kalamazoo Wraps; Assistant Director, Advocacy Services for Kids

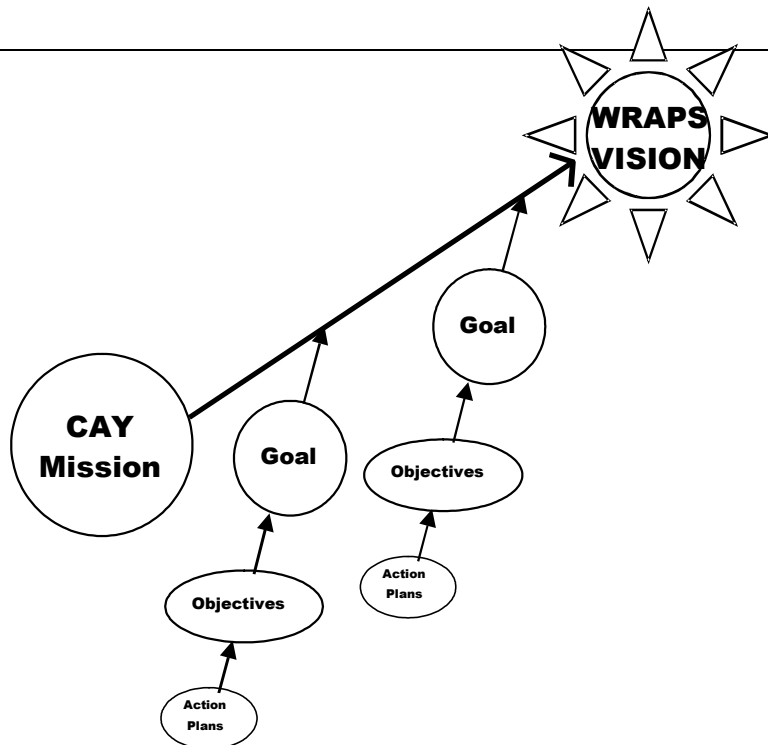
**Alex Unwin**, Youth Coordinator, Kalamazoo Wraps

## Planning Schedule

	<b>Preplanning meeting</b> (Youth coordinator Unwin and consultant Dams)	May 18, 2007
<b>1</b>	<b>Planning Session #1</b> (Calling All Youth)	June 22
	Planning roles and expectations	
	How CAY fits into the Kalamazoo System of Care and Wraps Overview: Missions and visions Develop mission	
	<b>Review meeting</b> (Project director Shaffer, Unwin, Dams)	July 3
<b>2</b>	<b>Planning Session #2</b>	July 13
	Agree on mission Conduct gap analysis Develop first set of goals and objectives	
	<b>Review meeting</b>	July 18
<b>3</b>	<b>Planning Session #3</b>	July 27
	Review goals and objectives Set priorities and timelines Develop outcome measures (set targets where possible)	
	<b>Review meeting</b>	August 6
<b>4</b>	<b>Planning Session #4</b>	August 10
	Review goals, objectives, action items, and performance indicators Complete timelines and responsibilities Review youth voice assignments to workgroups Review next steps	
	<b>Final review meeting</b>	August 22

## Mission and Vision = Foundations for the Future

Mission	Vision
Explains why an organization or group exists Describes purpose Practical Describes benefits to clients and stakeholders	Shows what organization wants to become Describes potential Inspirational
Mission Example	Vision Example
The mission of the Kalamazoo Airport is to provide facilities and services to support safe, efficient, and convenient air transportation enhancing economic growth and high quality of life in Southwest Michigan.	It is our vision: <ul style="list-style-type: none"> <li>• To be the airport of choice for all Southwest Michigan air travelers.</li> <li>• To have more non-stop airline service to more major cities than any other airport our size.</li> <li>• To be the most environmentally friendly airport in the nation.</li> </ul>



Once the mission and vision are established, an organization can create the long-term goals needed to move toward the vision.

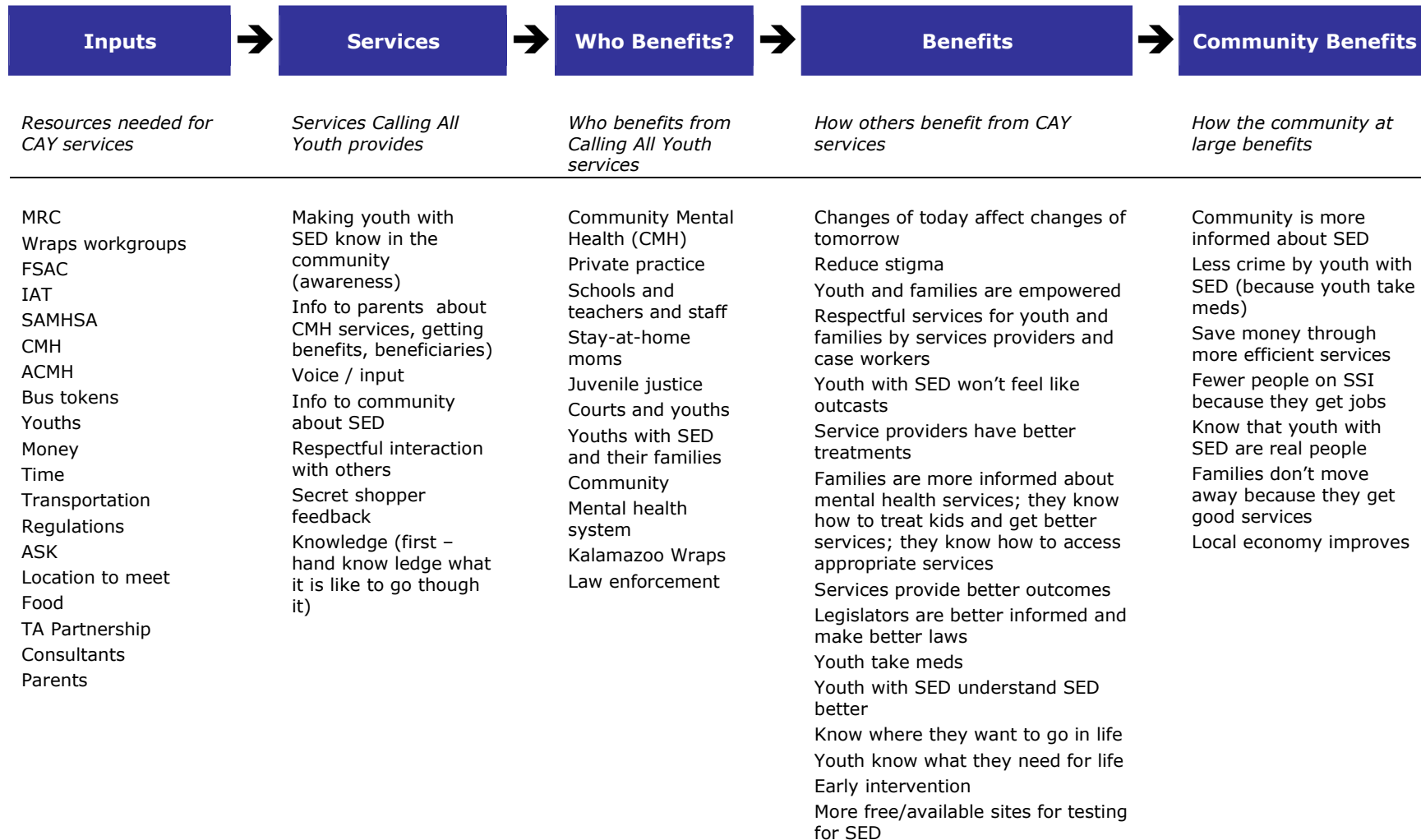
Objectives and action plans break the goals into manageable smaller implementation steps.

## What does Calling All Youth Do, and what are the Benefits?

Participants reviewed the various elements of Calling All Youth as a system within Kalamazoo Wraps. Based on this exercise, youth representatives brainstormed the different elements of CAY (next page).



## What does Calling All Youth do, and What are the Benefits?



## Creating Mission Drafts

Using the elements of the CAY system brainstormed earlier, participants created the following mission drafts. **Bolded phrases** convey key elements the mission should contain.

### **The mission of Calling All Youth is to . . .**

#### Draft 1

Provide a **youth voice to the System of Care** (SOC) so that youth and families have a stable environment and better life.

#### Draft 2

Is to provide an opportunity for input into the system by youth so that youth are **empowered** and **successful** and services better **prepare** youth to be contributing members of society.

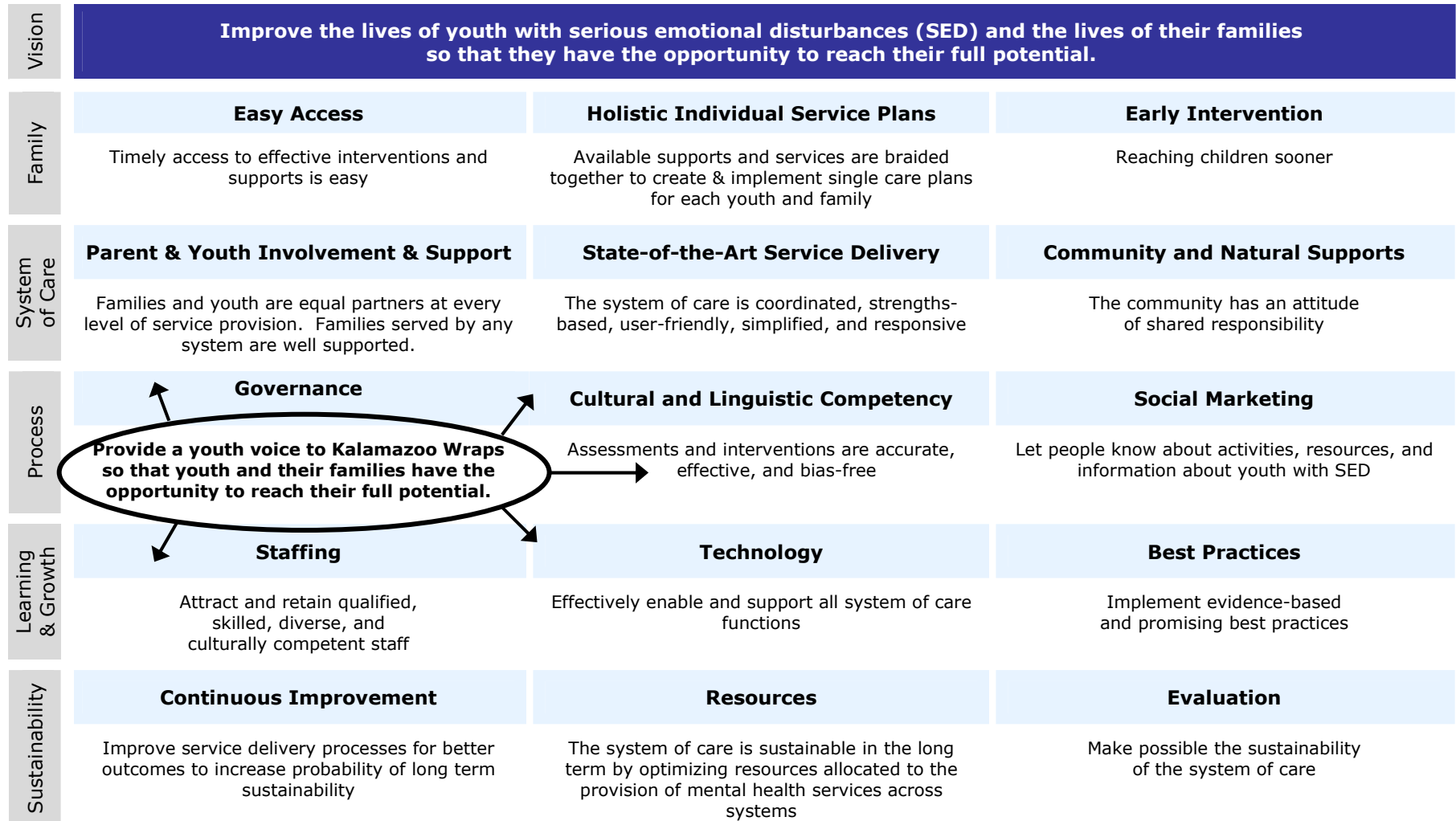
#### Draft 3

Provide the skills to be amore independent citizen in the community for **youths with SED** so that youths and their families are more **stable** and **independent**, and informed for themselves and a **better community**.

#### Final Mission Draft

**The mission of Calling All Youth is to provide a youth voice to Kalamazoo Wraps so that youth and their families have the opportunity to reach their full potential.**

## How the CAY Mission Aligns with the Kalamazoo Wraps Logic Model



## What is Gaps and Barriers Could Keep CAY from Accomplishing Its Mission?



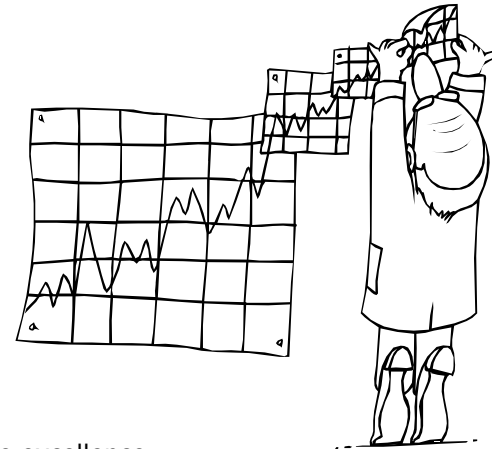
Through the gap analysis, participants identified gaps and barriers currently in the way of accomplishing CAY’s mission. Items in the following table reflect the initial grouping per potential strategies.

Youth-friendly work groups	Communication in Wraps	Community informed/education	Youth training	Resources	No title
<ul style="list-style-type: none"> <li>• Not all work groups represent youth</li> <li>• Work groups not youth-friendly: language, acronyms, not encouraging youth input, too business-like</li> </ul>	<ul style="list-style-type: none"> <li>• Don’t know about Wraps work groups</li> <li>• No strong relationships with adults in Wraps</li> <li>• Don’t know who to contact at Wraps</li> <li>• No connection with PAG and parents</li> <li>• No connection with other work groups</li> <li>• No Wraps contact information</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough people know about CAY</li> <li>• Not enough advertising for Wraps – the word is not out there</li> <li>• People don’t know about Wraps</li> <li>• Not sure whether work groups know CAY</li> </ul>	<ul style="list-style-type: none"> <li>• Youth not always prepared to represent youth</li> <li>• No email etiquette in place</li> <li>• Not sure how to do our roles (e.g., timekeeper, monitor)</li> <li>• Don’t know much about Kalamazoo Wraps</li> </ul>	<ul style="list-style-type: none"> <li>• Don’t have a good, quiet, “cool” meeting place</li> <li>• No youth-friendly space</li> <li>• Need food at meetings</li> <li>• No transportation</li> <li>• Need our own budget</li> <li>• Not enough money</li> </ul>	<ul style="list-style-type: none"> <li>• Not yet seeing the youth we are helping</li> </ul>

At planning session 3, Calling All Youth developed draft goals and objectives based on the results of this gap analysis. At planning session 4, participants created the final draft plan.

## Next Steps

- Present final draft to Co-Project Directors for approval
- Implement action plan per assigned responsibilities and target dates
- Focus on strategy through strategy-based CAY agendas
- Introduce the approved strategic plan to IAT, MPCB, and other youth, System of Care, and community groups
- Track progress and identify data trends
- Report results to the community



- Use the outcome measurement system for continuous improvement toward service excellence
- Review, validate, and update the strategic work plan annually



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