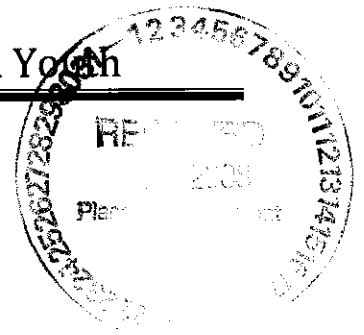


James City County Strategic Plan for Children and Youth

Strategic Plan for Children and Youth

GOAL 1 - Increase Coordination of Programs and Services



OUTCOME 1.1 Youth and their parents will be involved in program planning, implementation, and evaluation of services provided to children and youth.

- **Objective 1.1.1** Program participants will be actively solicited to provide advice and feedback to service providers.
 - **Strategies:** The Youth Advisory Council will be expanded and program ideas, changes and evaluations shall be presented to the Council for feedback and advice.
 - **1.1.1.2** The Parks and Recreation Advisory Commission, the Social Services Advisory Board, and other County committees will include parents of youth program participants.
 - **1.1.1.3** The Department of Community Services (the Department) will attempt to use Neighborhood Connections and schools' parent/teacher organizations for feedback and advice on services for children and youth.
 - **1.1.1.4** The Department will conduct a satisfaction survey.

OUTCOME 1.2 Children and youth service providers will work together to ensure that the needs of children and youth are addressed based on mutually agreed upon criteria.

- **Objective 1.2.1** Departmental staff will actively coordinate and participate with other service providers in the community.
 - **Strategies:**
 - **1.2.1.1** County staff will coordinate services via a provider team, which will report to the Community Services Management Team.
 - **1.2.1.3** The County will establish an Office on Youth to monitor, evaluate, advocate and coordinate programs and services.
 - **1.2.1.4** The Department will develop protocol for team responses to critical incidents involving children and youth.

OUTCOME 1.3 Services will be provided in the most effective manner with the County acting as, a catalyst (when possible), a funder (when needed), and an operator (when necessary).

- **Objective 1.3.1** Resources will be sought by the Department to support this plan.
 - **Strategies:**
 - **1.3.1.1** The Department will continue to partner with and co-sponsor programs for children and youth when the providers' goals are consistent with our own and when it is cost effective to do so.
 - **1.3.1.2** Services to "at-risk" children and youth will be a priority for the Resource Allocation Team when making funding recommendations to the County Administrator.

James City County Strategic Plan for Children and Youth

- **1.3.1.3** Both the Youth Services Provider Team, and the Community Services Management Team, will have responsibility for making recommendations to County administration about the management, funding, and evaluation structure for new and continuing programs.
- **1.3.1.4** Children and Youth services will be evaluated for adequate staffing and when needed additional staff may be requested, i.e., the expansion of Project Excel to serve at-risk females as well as males.
- **1.3.1.5** A review of the structure of the County's children and youth service providers will be conducted, and if needed, alignments may be made to provide improved services.

OUTCOME 1.4 The Department will work to have increased awareness among community members of services, programs, and events for children and youth.

- **Objective 1.4.1** Public information regarding services will be provided to the community on a continual basis and in a wide variety of ways.
 - **Strategies:**
 - **1.4.1.1** The Youth Advisory Council's Website, will be updated weekly with a listing of community activities.
 - **1.4.1.2** In collaboration with the Helpline/Classline Publishers a quarterly brochure will be published by the Department that outlines the activities and services being offered.
 - **1.4.1.3** Community Connections will feature services to children and youth for approximately 50% of its programming.
 - **1.4.1.4** Periodic updates to the Board of Supervisors and the community will be provided on the progress made in the implementation of the Strategic Plan for Children and Youth.

GOAL 2 - Promote Family Involvement

OUTCOME 2.1 The Department will provide direct service and support community efforts aimed at having more children and youth raised by two parents, guardians or other caretakers.

- **Objective 2.1.1** Youth will be encouraged to prevent pregnancies through abstinence or birth control until they become self-sufficient adults.
 - **Strategies:**
 - **2.1.1.1** Pregnancy prevention education materials will be available in appropriate programs serving youth.
 - **2.1.1.2** Educational programs will be developed and delivered by the Department.
 - **2.1.1.3** All community efforts to prevent teen pregnancies will be supported by staff, and they will seek ways to ensure that teens participate.
 - **2.1.1.4** Staff will work with school nurses to provide information to students.

James City County Strategic Plan for Children and Youth

- **2.1.1.5** Olde Towne Medical Center will seek funding to support family life education and services.
- **2.1.1.6** Parents will be educated in how to communicate with their children about such topics as sex, how to prevent pregnancy, and sexually transmitted diseases.
- **Objective 2.1.2** Efforts will be made to assist parents who are having difficulty with family relationships.
 - **Strategies:**
 - **2.1.2.1** All Departmental staff will be trained to identify parents needing assistance and how to get them appropriate services.
 - **2.1.2.2** Staff will facilitate the development of services within the community including the use of volunteer organizations and churches.
 - **2.1.2.3** As needed, educational information will be provided to parents by staff on such topics as anger management, parenting, communications, relationship and trust building.

OUTCOME 2.2 Efforts will be made to ensure that children and youth spend more quality time with their parents or guardians.

- **Objective 2.2.1** Develop more living wage jobs so that parents or guardians do not have to work more than one job.
 - **Strategies:**
 - **2.2.1.1** Departmental representatives will work with Economic Development, the Virginia Employment Commission, and other entities to develop higher wage paying jobs.
 - **2.2.1.2** Public information will be provided to residents about services available to help them to improve their skills to become more marketable.
 - **2.2.1.3** Staff will work with employers to encourage them to pay living wages.
 - **2.2.1.4** When practical, employers, including James City County, will be encouraged to provide full-time jobs with benefits as opposed to more part-time jobs without benefits.
 - **2.2.1.5** Eligible employees in the County's before and after school programs will be provided access to those programs for their own children.
- **Objective 2.2.2** Family events will be well publicized and held during times that accommodate the schedules of working parents.
 - **Strategies:**
 - **2.2.2.1** Children and youth service providers in the community will be used to get information to parents, churches, civic organizations and the public.
 - **2.2.2.2** Public access channels will be better utilized to publicize events.
 - **2.2.2.3** Existing mailing lists will be used to disseminate information.

James City County Strategic Plan for Children and Youth

OUTCOME 2.3 Parents will be supported by comprehensive resources readily available in the community.

- **Objective 2.3.1** Staff will work with the schools and other community organizations to develop Family Learning Centers that will be set up to serve children and youth with their parents.
 - **Strategies:**
 - **2.3.1.1** Services will be designed to include parents in the learning process.
 - **2.3.1.2** The Computers for Kids Program will be expanded to include centers, youth in Project Excel, STARE, Project Legacy, and other at-risk students whose parents agree to attend the required training.
 - **2.3.1.3** Grants and other funding will be sought to provide resources needed in the Centers.
- **Objective 2.3.2** The needs of families will be assessed regularly and programs and services will be designed and supported to meet these needs.
 - **Strategies:**
 - **2.3.2.1** The Department will conduct a needs assessment and update the strategic plan for children and youth every five years.
 - **2.3.2.2** County funds requested by children and youth serving agencies may be provided after they can demonstrate that those funds will support services consistent with the strategic plan.
- **Objective 2.3.3** Volunteer organizations will be recruited to help meet the needs of families.
 - **Strategies:**
 - **2.3.3.1** Targeted recruitment activities will occur to locate volunteers to serve identified and specific needs, i.e., minority foster parents.
 - **2.3.3.2** Training and resources will be provided to volunteers.
 - **2.3.3.3** Cosponsors will be supported in their efforts to assist the Department to meet identified needs.
- **Objective 2.3.4** A centralized information system for families will be maintained and made easily accessible.
 - **Strategies:**
 - **2.3.4.1** County staff will regularly update information in the IRIS system maintained by the United Way.
 - **2.3.4.2** Staff will develop printed cards with key contact information for families' quick reference and use.
 - **2.3.4.3** Departmental representatives will work with community groups designing single points of entry, centralized information systems, outcome based performance measures, uniformed request for funding processes and other streamling efforts to make services easily accessible.

James City County Strategic Plan for Children and Youth

OUTCOME 2.4 Programs, services and events will be evaluated by staff to ensure that parents or other care givers are viewed as extremely vital to the growth and development of children and youth.

- **Objective 2.4.1** Services, programs, and events typically viewed as "for children or youth" will be designed to ensure parental participation.
 - **Strategies:**
 - **2.4.1.1** A cross Departmental team will be developed to review each program, service and event to determine whether parental participation is included.
 - **2.4.1.2** Staff will use their roles on outside groups to encourage other providers to focus on parental involvement and they, too, will be encouraged to champion this issue.
 - **2.4.1.3** Support will be provided to organizations that develop programs that include parents such as the Family Mentoring Program sponsored by New Zion Baptist Church and Wellspring Methodist Church.
 - **2.4.1.4** Parents will be invited and encouraged to attend meetings when their child is being discussed.
 - **2.4.1.5** Organizations seeking county funding for services will need to show a plan that includes parental participation.
 - **2.4.1.6** County funded organizations will maintain documentation (qualitative and quantitative) of parental involvement and this will be submitted as a part of the annual request for funds process.

- **Objective 2.4.2** Marketing of services, programs, and events will reflect the importance of adult participation with their children and youth.
 - **Strategies:**
 - **2.4.2.1** Adult participation will be highlighted on all communication about services to children and youth.
 - **2.4.2.2** A logo depicting adults with children and youth will be developed and used in such ways as bumper stickers depicting parental involvement.
 - **2.4.2.3** An endorsement process will be explored whereby a panel could review community programs, services, and events, and provide their seal of approval that "Family Friendly" criteria had been met.
 - **2.4.2.4** Parents will accompany their children when providing the Pledge of Allegiance at Board of Supervisors meetings.

- **Objective 2.4.3** Complimentary services will be provided to adults at the same time that their children or youth are being served.
 - **Strategies:**
 - **2.4.3.1** Materials such as brochures and videos will be provided to all parents who wait for their children and youth while they are engaged in county programs or services.
 - **2.4.3.2** Programs for adults will be offered simultaneously with those for children and youth.

James City County Strategic Plan for Children and Youth

- **Objective 2.4.4** Incentives for parental involvement will be provided.
 - **Strategies:**
 - **2.4.4.1** Items such as educational materials will be provided to parents.
 - **2.4.4.2** Where appropriate, snacks or meals can be provided.
 - **2.4.4.3** Parents will be given certificates after completion of such programs as family mediation.
 - **2.4.4.4** Discounts for County services will be provided to parents who agree to assist with programs, such as coaching athletic leagues.

GOAL 3 - Improve Access to Services

OUTCOME 3.1 Families of different social, ethnic, and financial backgrounds will gather and participate in programs and activities together.

- **Objective 3.1.1** The Department will increase public information efforts through print and electronic media and more children, youth and parents will become aware of programs.
 - **Strategies:**
 - **3.1.1.1** The Department will publish a quarterly brochure that lists all programs in the community for children and youth.
 - **3.1.1.2** Community programs, services and events will be posted on the Youth Advisory Council's Website.
- **Objective 3.1.2** The Department will collaborate with Neighborhood Connections to improve communication with citizens.
 - **Strategies:**
 - **3.1.2.1** The Department will submit a monthly report to Neighborhood Connections with information to be shared at all neighborhood meetings for that month.
 - **3.1.2.2** A Department representative will attend the neighborhood facilitators' monthly meeting to share information.
 - **3.1.2.3** The Department will continue to encourage staff to become neighborhood facilitators.
 - **3.1.2.4** More information about programs will be shared with Neighborhood Connections for inclusion in their quarterly packages that go to all connected neighborhoods.
- **Objective 3.1.3** The Department will work with the Williamsburg-James City County Schools and private schools to improve communication with students.
 - **Strategies:**
 - **3.1.3.1** A yearly needs survey of children and youth will be conducted.
 - **3.1.3.2** Staff will go on-site to promote and be involved with programs.

OUTCOME 3.2 Cost will not prevent children and youth from participating in programs, services, events or from visiting facilities.

James City County Strategic Plan for Children and Youth

- **Objective 3.2.1** The public's awareness of reduced fee programs will be increased.
 - **Strategies:**
 - **3.2.1.1** The free fare program for youth riding James City County Transit will be well publicized at sites that youth frequent such as schools, libraries, parks, theaters and churches.
- **Objective 3.2.2** The amount of funds available for scholarships will be increased
 - **Strategies:**
 - **3.2.2.1** Cosponsors will be encouraged to expand their scholarship programs.
 - **3.2.2.2** Funding will be sought from grants, organizations and the general fund.
- **Objective 3.2.3** Certain fees will be reduced or eliminated.
 - **Strategies:**
 - **3.2.3.1** Fees for children and youth at the James River Community Center will be eliminated.
 - **3.2.3.2** Free time for children and youth at the James City County-Williamsburg Community Center will be expanded.
 - **3.2.3.3** A plan will be developed whereby youth who volunteer their time to work in County programs will have their fees offset.
 - **3.2.3.4** Parents and youth will be encouraged to promote programs within the community in exchange for reduced fees.
 - **3.2.3.5** More free special events will be designed to attract families.

OUTCOME 3.3 Transportation for children, youth and families will be improved.

- **Objective 3.3.1** The Department will explore ways to increase it's ability to provide transportation services.
 - **Strategies:**
 - **3.3.1.1** The Department will purchase necessary buses and hire on-call drivers.
 - **3.3.1.2** The Department will create a transportation fund that Divisions can use to purchase transportation from outside providers.
 - **3.3.1.3** Transportation will be provided to the Before School Programs and from the After School Programs.
 - **3.3.1.4** Transportation will be provided to and from the Summer Recreation Camps.
 - **3.3.1.5** Transportation will be offered to families wishing to attend evening and weekend school functions.
 - **3.3.1.6** Transportation will be coordinated with the Schools for students wishing to attend job readiness programs and who need transportation to work sites.
 - **3.3.1.7** The Department will explore with the Schools the possibility of providing "mobile" services to neighborhoods during weekend and summer hours.
 - **3.3.1.8** The Department will have a transportation coordinator.

James City County Strategic Plan for Children and Youth

GOAL 4 - Increase communication and collaboration with the Williamsburg-James City County School Division

OUTCOME 4.1 Future community and school facilities will be integrated where practical and cost effective.

- **Objective 4.1.1** The Department will ensure that children and youth have adequate and safe facilities in which to participate in programs and services.
 - **Strategies:**
 - **4.1.1.1** The Department will continue to review and revise joint facility agreements.
 - **4.1.1.2** A commitment will be sought to support specific construction and/or renovation standards for joint facilities.
 - **4.1.1.3** Consideration will be given to the expansion of independent community use facilities in future school sites or buildings.
 - **4.1.1.4** Electronic scheduling will more efficiently provide for the use of existing and future facilities.

OUTCOME 4.2 The Department will work with the Schools and the community to ensure that youth complete their education prepared for a positive future.

- **Objective 4.2.1** The Department will facilitate work between the Schools and community groups seeking to promote academic success, including Standards of Learning.
 - **Strategies:**
 - **4.2.1.1** Tutorial services will be provided on site in County sponsored programs.
 - **4.2.1.2** The Department will expand community clubs and enrichment programs to develop positive life skills and to explore career opportunities.
 - **4.2.1.3** County programs will be expanded to encourage youth to stay in school and to take advantage of vocational, technical, and computer literacy programs.
 - **4.2.1.4** Online tutorial services will be explored by library staff in consultation with school personnel.
 - **4.2.1.5** The County will continue to support efforts that ensure all children are ready to learn when they begin school.
 - **4.2.1.6** County staff will work with the Schools and others to develop a Truancy Mediation Program and the James City County Mediation Center will be used as the facility for these services.
 - **4.2.1.7** Departmental staff will refer all children and youth in need of additional educational support to the appropriate resources and will encourage parental participation.

James City County Strategic Plan for Children and Youth

- **4.2.1.8** County staff will work with the Schools and the parent teacher organizations to develop family and tutorial services during evening and weekend hours.
- **4.2.1.9** In certain instances the County may provide incentives to students who achieve agreed upon levels of academic success, ie. students in Project Excel who attain a 2.5 or better grade point average.
- **4.2.1.10** The County will expand its placement opportunities for students, i.e., the STARE Program.
- **4.2.2.11** The County will continue to support quality pre-school services for all at-risk children.
- **4.2.2.12** The Foster Care staff will take the lead in an effort to bring together community professionals who can help provide independent living skills to youth in Foster Care who are about to become young adults.

OUTCOME 4.3 Departmental staff will work to ensure that children and youth have improved physical health and are well prepared to deal with emotional issues.

- **Objective 4.3.1** The Department will coordinate and create programs that improve the physical and mental health of children and youth, and that reduce the incidence of childhood illnesses.
 - **Strategies:**
 - **4.3.1.1** Staff will work with the Schools to develop complimentary programs designed to improve test scores on the President's Physical Fitness Tests.
 - **4.3.1.2** Staff will work with hospital personnel to design programs that reduce the incidents of significant health problems such as Type I Diabetes and asthma.
 - **4.3.1.3** Work will be done with the Colonial Services Board and other organizations to ensure adequate counseling services are available during and after school hours.
 - **4.3.1.4** Departmental staff, with School personnel and other community professionals will continue to support the work of the Historic Triangle Substance Abuse Coalition.

OUTCOME 4.4 Departmental staff will use a collaborative approach with the Schools to ensure that children and youth are better served.

- **Objective 4.4.1** The County and Schools will jointly develop a strategic plan.
 - **Strategies:**
 - **4.4.1.1** Communications will be improved between the County, Schools and other provider organizations.
 - **4.4.1.2** Long term County plans will include elements of the jointly developed strategic plan for children and youth.

James City County Strategic Plan for Children and Youth

- **4.4.1.3** Staff will serve as a catalyst and liaison between school personnel and other professionals in the community serving children and youth.
- **4.4.1.4** Joint training will be developed for providers serving children and youth.
- **4.4.1.5** The County will support all efforts to preserve or expand the School nursing and guidance staff.