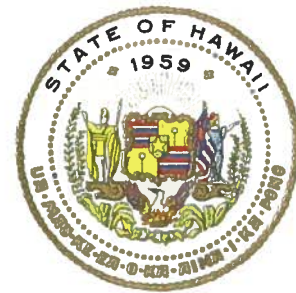


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**Office of Youth Services**  
**Program Development Office**

**State of Hawai'i**  
**Department of Human Services**



**Strategic Plan**  
**2008 – 2013**  
**Executive Summary**

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# OYS – WHO WE ARE . . .

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## **We advance our mission of . . .**

providing support to communities to ensure the right service, for the right child, at the right time, in the right way to enrich and enhance the lives of youth and to deter them from the juvenile justice system;

## **and seek to . . .**

build a Hawai'i where youth have abundant opportunities to be safe, healthy, responsible, loved, and supported by their families and communities;

## **by supporting . . .**

nonprofit service providers, community-based organizations, and public agencies working to develop a strong continuum of youth services in all communities across the islands of Hawai'i;

## **through . . .**

- *planning* – effective coordination of community based planning efforts for the continuum of youth services among government, private, and community stakeholders;
- *policy development* – development and advancement of a sound youth policy agenda at the legislative, administrative, and community practice levels; and
- *funding and technical assistance* – strategic investments of funding and technical assistance to sustain and strengthen the support system for youth;

## **and emphasizing our unique assets of . . .**

- our legislative mandate to serve Hawai'i's youth and our strategic position within state government;
- a funding base that allows us to provide funding support and leverage other resources and partnerships to strengthen and sustain the continuum of services for youth;
- a network of supporters and community-based youth service providers across the state; and
- access to local and national data and expertise to encourage innovations in youth services.

## **We are sustained by . . .**

- the network of organizations and community groups that work to support the youth in their communities;
- the base of funding support provided by the legislature and federal agencies; and
- our expert and experienced staff who are dedicated to serving youth through strategic partnerships and collaborative efforts with communities across Hawai'i.

## EXECUTIVE SUMMARY

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*E komo mai e na pua, a o keia 'aina nani.*

*O children, do come in, you are all of this land.*

Children grow up in the context of families and communities. Thus, it will take a range of services, supports, and opportunities from families, communities, institutions, and organizations to nurture our youth to be resilient, productive, and contributing members of their community.

It is because of this that we at the Office of Youth Services set out over the past year and a half to explore how communities have worked to use cultural metaphors and the deeply held local values of 'ohana (*family*) and laulima (*shared work*) to support youth in their communities. The experience provided us with examples of community driven approaches to "youth development" put into practice. We saw how local residents galvanized themselves into a powerful force to ignite and sustain community change for children and youth.

We, therefore, intend to contribute in a meaningful and appropriate way to help build the capacity of communities to be equal partners with the public and private sectors in supporting and nurturing *nā kamali'i O Hawai'i*. We will accomplish this by capitalizing on our core competencies and strengths:

- OYS' mandated role in **planning** for the continuum of services for youth;
- our strategic position to affect sound youth **policy**; and
- our role as **funder** and **capacity builder**.



*“It’s inspiring to not only see community residents with the vision to help youth in their community but who have the long term commitment to see it to fruition and to sustain it.”*

*OYS Staff Reflections on Community-Based Youth Development*

## **Goal I** *Planning for the Continuum of Youth Services – Strengthen and sustain the continuum of youth services in Hawai‘i by providing effective coordination and support of community-based planning efforts.*

**Subgoal A. Coordinated & Collaborative Planning Efforts** – Build strategic partnerships and alliances to ensure coordinated, collaborative, and regular planning efforts among government agencies, youth service providers, and community stakeholders, including youth.

### **We will accomplish this by . . .**

- developing and deepening processes, relationships, and systems between and among government agencies, community organizations, and youth themselves.
- increasing support for community-based planning efforts that lead to collective action around neighborhood, community, and region-specific youth issues.

**Subgoal B. Sound & Accurate Information Base for Planning** – Ensure community-based planning efforts are founded on sound and accurate information.

### **We will accomplish this by . . .**

- increasing OYS’ capacity to gather, analyze, and disseminate information in a timely and relevant fashion to support community-based youth planning efforts.
- designing and implementing an effective evidence-based evaluation framework.

**Subgoal C. Support at the High End of the Youth Offender Spectrum** – Strengthen services at the high end of the youth offender spectrum through increased community-based partnerships and strategies.

### **We will accomplish this by . . .**

- increasing planning efforts with existing and new providers to coordinate community integrated services at the high end of the youth offender spectrum.
- improving communication and coordination between large service providers and grassroots community-based groups to assist in tracking youth in the system.
- increasing opportunities for coordinated and collaborative efforts between the Program Development Office (PDO) and Hawai‘i Youth Correctional Facility (HYCF) staff.

## **Goal II** *Advancing a Youth Policy Agenda – Develop and advance a youth policy agenda that ensures a strong comprehensive system of support.*

**Subgoal A.** *Coordinated Support for a Youth Policy Agenda* – Ensure that initiatives to develop and advance a youth policy agenda are the result of collaborative and coordinated efforts among public, private, and community stakeholders, including youth.

**We will accomplish this by . . .**

- establishing processes to develop and advance a “youth policy agenda” that effectively involves public and community stakeholders, including youth.
- increasing awareness and understanding of youth policy issues among public policy makers and administrators through improved communication and information-sharing methods and strategies.
- strengthening the Juvenile Justice State Advisory Committee (JJSAC) as a vehicle to advocate for desirable policies, programs, and resources.

**Subgoal B.** *Information & Research Based Policy Development* – Strengthen OYS’ capacity to develop and apply a solid base of up-to-date and accurate information and research to develop youth policy.

**We will accomplish this by . . .**

- expanding systems to assess and analyze databases and evaluation models.
- increasing capacity to gather, analyze, and distribute locally and nationally-generated data to inform youth policy development efforts.

## **Goal III** *Investing Funds & Technical Support in Youth Development – Make strategic investments of funding and technical support in community-based efforts to strengthen and sustain the spectrum of youth services.*

**Subgoal A.** *Investments Responsive to Community* – Provide on-going assessments of priority community concerns and opportunities to ensure that funding and technical support investments are responsive and effectively help to leverage community assets.

*“With a clear vision and dedication to that vision, change can truly happen on a grand scale – and not just positive change but sustainability through community commitment.”*

*OYS Staff Reflections on Community-Based Youth Development*





*“In any community-based planning effort for youth, it is important that we understand, embrace, and address a community’s history, culture, and how they approach change.”*

*OYS Staff Reflections on Community-Based Youth Development*

**We will accomplish this by . . .**

- improving systems and methods for collecting and analyzing data and information from service providers and community stakeholders to guide development of funding priorities.
- developing OYS’ funding and contract monitoring processes and systems as an integral component to its on-going community assessment efforts.

**Subgoal B. *Alternative Funding Opportunities & Partnerships*** – Increase alternative funding opportunities and partnerships to maintain the full continuum of care for youth.

**We will accomplish this by . . .**

- leveraging resources through creative joint funding and partnership opportunities.
- developing a viable and sustainable overall plan for expanding OYS’ funding base through alternative and diverse funding strategies.

**Subgoal C. *Training & Technical Support to Strengthen the Continuum of Youth Services*** – Develop and implement a comprehensive strategy of training and technical support to increase OYS’ capacity and the capacity of youth serving community-based and other partner organizations.

**We will accomplish this by . . .**

- establishing an on-going staff development program, including building the capacity of staff to coach and navigate stakeholders through government processes and provide technical support when appropriate.
- developing regular opportunities for the exchange of information, ideas, and innovations in youth services delivery.
- providing and/or brokering training and technical assistance to increase the capacity of communities, organizations, and local agencies.
- developing cross-trainings and exchanges between agencies.

# OYS Strategic Framework for Positive Change

**Vision**

A Hawai'i where youth have abundant opportunities to be safe, healthy, responsible, loved, and supported by their families and communities.

**Mission**

To provide support to communities to ensure the right service, for the right child, at the right time, in the right way to enrich and enhance the lives of youth and to deter them from the juvenile justice system.

**Core Strategies**

**PLANNING**

If we increase coordination and support to planning efforts . . .

**POLICY**

If we develop a youth policy agenda in partnership with other public agencies, community-based organizations, and youth themselves . . .

**CAPACITY BUILDING**

If we increase our ability to make funding and technical support investments in community-based efforts . . .

**Strategic Goals**

**then** increased integration and linkage between multiple planning efforts will help maximize impact and benefits in community.

**then** community voice will be mobilized to affect policy and systems change to better support youth.

**then** public, private, and community assets and resources will be effectively leveraged to strengthen the continuum of support for youth.

**Expected Outcome**

- Gaps filled in the continuum of care.
- Increased responsiveness of the continuum to community priorities and opportunities.
- More strategic leveraging of resources for maximum impact.

- A more integrated system of care across public and private agencies.
- Strengthened community awareness and voice to effectively advocate for a Hawai'i in which our youth can thrive.

- More sustainable strategies for funding support.
- Stronger systems for on-going community capacity building.
- More holistic approaches attuned to community context.

Enriched and enhanced lives of youth while deterring them from the juvenile justice system.