Youth Service Delivery:

Selected Best Practices, Monitoring and Evaluation & Service Frameworks

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Prepared for: The District of West Vancouver

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Document Overview

The following tables outline documents that highlight selected best practices[1] in Youth Service Delivery. Documents were included if they focused on best practices informed by research and/or evaluation. Documents that describe a model or approach with no reference to evidence of effectiveness or note that the framework was research informed are included in section three.

Method

Through an online search, key terms were utilized to uncover documents that may inform the West Vancouver Youth Services Review. Approximately 100 documents and websites were reviewed through using the following search words:

- Youth service delivery
- Models
- Best practices
- Assessment
- Municipal
- Local government/municipalities/cities
- Community capacity building
- Monitoring and evaluation
- Frameworks
- plans

Websites sometimes led to our sources for review. The large majority of the 100 documents/websites were not included as they were not appropriate for the current Youth Services Review (e.g., focused on one area of youth services such as homelessness, HIV, delinquency) that was not a Municipal priority or the population for which the services were targeted do not represent West Vancouver (e.g., Australian Aboriginal; Native American, African). Efforts were made to include documents that directly informed gaps in service identified from the 2011 West Vancouver Community Needs assessment. Following this, two large academic databases (PsychInfo; EBSCO) were searched using the key words "best practices" "Youth services"- 117 articles were retrieved however only 3 were relevant to this review. The result is a total of 21 documents/websites for section one; 4 documents/websites for section two; and a third section with 6 frameworks/strategies for youth services are outlined.

Document Sections

Section One: Best Practices in Service Delivery (including positive youth development)
Section Two: Monitoring and Evaluation
Section Three: Frameworks of Service (No written documentation that they represent best practices)

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[1] Due to limited budgeted time for this review, only select documents/websites are included.

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
Health Systems Research and Consulting Unit	March 2009	Ontario	http://www.excellenceforchildandyouth.ca	Getting our acts together: Interagency collaboration in child and youth mental health	This document is a literature review that focuses on how child and youth **mental health** organizations can operate more seamlessly and in partnership to provide services.	Yes
National Child Welfare Resource Centre for Youth Development	2008	U.S.A.	http://www.colorado.gov/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobheadername1=Content-Disposition&blobheadername2=MDT-Type&blobheadervalue1=inline%3B+filename%3D574%2F321%2FPYD_Toolkit.pdf&blobheadervalue2=abinary%3B+charset%3DUTF-8&blobkey=id&blobtable=MungoBlobs&blobwhere=1251683941756&ssbinary=true	2008 Positive Youth Development Tool Kit: Engaging Youth in Program Development, Design, Implementation, and Service Delivery	This is a Positive Youth Development Toolkit outlining strategies for collaborating with youth. The Toolkit currently contains: • information to keep in mind when partnering with youth • condensed descriptions of Positive Youth Development (PYD) purpose, process, and components • a glossary of PYD language • strategies for implementing PYD in your organization • sample focus group questions to solicit youth input	Yes
California Park & Recreation Society	Spring 2007	U.S.A.	http://www.cprs.org/index.php?option=com_content&view=article&id=140&catid=77&Itemid=56&phpMyAdmin=58b368d4cb5b69c1b7d216ab094e3960	Developing a Service Strategy for Youth Development	This document outlines strategies for modifying the traditional approach to parks and recreation youth activity with the aim of including a youth development approach.	No website only
U.S. Department of Health and Human Services	February 2007	U.S.A.	http://ncfy.acf.hhs.gov/sites/default/files/PosYthDevel.pdf	Putting Positive Youth Development into Practice: A Resource Guide	Putting Positive Youth Development Into Practice was conceived to provide those interested in youth development with a solid understanding of the theory behind the PYD approach, as well as practical advice for launching and running programs that support the positive development of young people. Chapter One provides readers with the theoretical evolution of Positive Youth Development. Chapter Two discusses the characteristics of programs that promote PYD and gives examples of promising practices. Finally, Chapter Three highlights some ways youth, communities, and State and local governments can collaborate in their efforts to promote PYD. (from document)	Yes

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
Bembry	1998	U.S.A	http://www.rpts.tamu.edu/faculty/witt/conpubs/bembry98.htm	A Youth Development Strategy: Principles to Practice in Re-creation for the 21st Century	This article provides elements of a community-based approach to youth development. The plan contains strong support for linkages between principle centered leadership among staff and participants to create positive values transference and development through recreation programming. The goal of the plan is to enhance the mental and physical well-being of youth and communities. The paper explores and develops strategies to accomplish two related but quite different goals: (a) develop programs which can reduce youth risk factors such as drug abuse, teen pregnancy, violence and illiteracy, while (b) simultaneously providing activities that build the character, values, self-esteem and employability of youth. (from site)	No Online only
Michigan State University	undated	U.S.A	http://outreach.msu.edu/bpbriefs/issues/brief1.pdf	Best Practices Brief: Changes in Thinking that are shaping the planning and delivery of human services	A brief that outlines key principles for best practice in service delivery (4 page brief).	Yes
Brisbane Youth Services	undated	Australia	http://www.brisyouth.org/our_services/model_of_service_delivery/	BYS Model of Service Delivery	An overview of a service delivery model for a community-based organization. Although not Municipal, the model recognizes the continuum of needs for youth.	No Web only
Bonnel & Zizys	February 2005	Toronto	http://www.unitedwaytoronto.com/downloads/whatWeDo/reports/YouthBestPractices-FinalPublicReport.pdf	Best Practices for Youth Programs	This report summarizes the findings from this research, based on an extensive literature review of over 80 academic and community sector studies and reports, interviews with over 40 key informants, a focus group with youth leaders and outreach workers, and profiles of 12 programs demonstrating best practices in action. (from document)	Yes

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
The Joint Centre of Research on Immigration and Settlement_(CERIS)	2004	Canada	http://atwork.settlement.org/downloads/Newcomer_Youth_Best_Practices.pdf	The Needs of Newcomer Youth and Emerging Best Practices to Meet Those Needs	The purpose of this intensive study conducted by the Joint Centre of Excellence for Research on Immigration and Settlement - Toronto (CERIS) was to focus on the needs of immigrant youth from the ages 16 to 20, as this group faces particular challenges: those common to most adolescents, those experienced by newcomers to a country, and, increasingly, those facing people seen as "visible minorities" in Canada. (from document)	Yes
City of Dublin Youth Service Board	2009	Ireland	http://www.cdysb.ie/publications/publications_details.cfm/pckey/27	Tool Kit of Essential Guidelines for Good Youth Work Practice	The Toolkit provides a clear and accessible blueprint for best practice in youth work and is designed to be used in all aspects of youth work delivery ranging from voluntary clubs and groups to regional youth services with employed staff. These essential guidelines cover three areas of youth work practice: • Youth worker and young person • Programme provision & development • Policy & service development (from website)	Toolkit must be ordered
Collaborative Community Health Research Centre, University of Victoria	October 2002	B.C	http://www.mcf.gov.bc.ca/youth/pdf/best_practices_provision_of_youth_services.pdf	Research Review of Best Practices for Provision of Youth Services	This report identifies elements of "best practice" in service delivery for high-risk youth. "Best practices" are based on the results of a review of current literature related to evidence of program model's effectiveness. The report also addresses barriers to service delivery affecting the high-risk youth population. (from document)	Yes

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
The Council for the Care of Children (website)		Australia	http://www.childrensa.sa.gov.au/child-friendly.htm	Moving Toward South Australia as a Child and Youth Friendly State	Numerous reports and presentations as to how communities can move toward creating a more welcoming community for children and youth	No Downloads
Search Institute	various	U.S.A	http://www.search-institute.org/community-engagement	• Principles for Asset-Building Communities • Five Action Strategies for Community Change • Getting Started in Your Own Community • The Dynamics of Complex Community Change	Four short articles that explain community change and the process of developing an engaged community specific to building community assets.	No Online
Search Institute	various	U.S.A	http://www.search-institute.org/downloads#communities	• Asset-Building Ideas for Youth Workers • Asset-Building Practices for Youth Workers • Tools for Mentoring Adolescents (Developed in cooperation with the Mentoring Partnership of Minnesota.) • Service-Learning and Asset Building • Service-Learning in Community-Based Organizations • Peer Helping and Asset Building • Creative Activities and Asset Building • Sports and Asset Building • Camping and Asset Building	Nine articles that outline how to integrate youth asset development into youth serving organizations	No Online

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
Search Institute	various	U.S.A	http://www.search-institute.org/community-engagement	• Asset Builder's Guide to Youth Leadership • How to Hold a Youth Summit • Asset Approach to Community Change • *Taking Asset Building Personally*: A Guide for Planning and Facilitating Study Groups	Four articles to assist communities to integrate youth assets	No Online
Search Institute	n/a	U.S.A	http://www.search-institute.org/hc-hy	"Find an Initiative"	Online searchable database that allows you to look for communities who use the asset building approach.	No Online
Search Institute	n/a	U.S.A	http://www.search-institute.org/content/40-developmental-assets-adolescents-ages-12-18	Search Institute Developmental Assets	Checklist of youth assets for developmental age groups; developmental asset tools; access to ideas for communities, research on the assets; podcasts	No Download online
United Way Toronto	February 2008	Canada	http://ceris.metropolis.net/virtual%20library/other/UnitedWay2008YouthPolicy.pdf	Youth Policy: What Works and What Doesn't	This report is a review of formal policy responses to systemic youth issues from various jurisdictions in Canada and internationally. It reviews policy and legislative frameworks related to youth at the local, regional, and national levels. The purpose of this review is to document existing youth policy models and legislative frameworks and identify the policy mechanisms that contribute to long-term positive outcomes for youth. (from document)	Yes

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
Quinn, J.	1999	U.S.A	http://futureofchildren.org	Where Needs Meet Opportunity: Youth Development Programs for Early Teens	Early adolescence is a time of burgeoning independence, autonomy, and focus on peers. It is also a time when individual interests, skills, and preferences become salient to young people. Not surprisingly, out-of-school programs designed to capture the interest of early teens are diverse in focus and varied in structure, ranging from sports teams to drop-in recreation centers, from museum apprenticeships to mentoring relationships between an individual teen and an adult. This article describes the array of various organizations that offer programs and services for youths in their early teens. It explains the philosophy of positive youth development that has emerged as a unifying theme in this long-standing but newly self-conscious field. Principles of best practice are reviewed, as are five key implementation challenges: increasing participation by youths; expanding access to programs, especially in low-income communities; improving funding; evaluating program effectiveness; and coordination with other youth services. The article closes with a discussion anticipating the new opportunities that accompany the attention and funding now going toward positive youth development programs that enrich the lives of young people through informal learning. (abstract)	Yes
Duerden & Witt	Summer 2010	U.S.A	PsychInfo (no public access without subscription)	An Ecological Systems Theory Perspective on Youth Programming	Youth programs have the capacity to make major developmental impacts on participants. Youth who engage in structured activities (e.g., sports, clubs, youth programs, etc.) are more likely to experience positive outcomes than those who spend their time hanging out with their friends (Mahoney & Stattin, 2000). However, youth programs differ in their design and quality, suggesting that practitioners should identify and implement best youth development practices. While a fairly extensive body of research has identified practices associated with efficacious programs (e.g., Catalano, Berglund, Ryan, Lonczak, & Hawkins, 2002; Eccles & Gootman, 2003), the amount of time it takes to track down, process, and implement this information may prove overwhelming. Practitioners need ways to succinctly identify, synthesize, and apply the insights of youth development research. While a full review of the literature is beyond the scope of this paper, we do present a selection of keyfindings organized within a practitioner-friendly, theoretical framework based upon ecological systems theory (Bronfenbrenner, 1979). (abstract)	Yes

Section One: Best Practices in Service Delivery (including positive youth development)

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
Peake, Gaffney, & Surko	2006	U.S.A	PsychInfo (no public access without subscription)	Community-building for Youth Workers Through Community-based Partnerships	Although positive youth development (PYD) is increasingly influential in the field of youth programming, core knowledge and competencies for youth workers continue to be defined. Youth serving agencies throughout the United States face serious obstacles in the creation of a stable and well-trained workforce, despite the presence of many talented and resourceful individuals who work with youth in the community. One strategy for organizational and staff development is through PYD-oriented, community-based partnerships designed to enhance youth worker knowledge and competence. Two different partnerships are described in this report. The first brought together experts in youth work, health, and trauma, and focused on improving youth worker response to psychologic trauma commonly experienced by urban youth. This partnership used an iterative *reflective practice* approach to describe best practices in youth work. The second partnership strategically taught evaluation skills to youth program consumers, AmeriCorps service members, and adult youth workers to advance youth-adult partnerships. These exemplars demonstrate that partnerships can drive systems for improving competencies in youth workers and the capacities of youth services.(abstract)	Yes

Section Two: Monitoring and Evaluation

Author	Year	Location	Web Source	Document Title	Summary	Document Included Yes/No
Fisher, Imm, Chinman, & Wandersman	2006	U.S.A	https://www.searchinstitutestore.org/category_s/36.htm	Getting to Outcomes with Developmental Assets	*Getting To Outcomes with Developmental Assets* brings together the power of Search Institute's asset framework and experience in community mobilization with the proven prevention strategies embedded in the Getting To Outcomes model. (from website)	No For purchase
Search Institute	various	U.S.A.	https://www.searchinstitutestore.org/category_s/66.htm	Adult-Youth Engagement Survey Developmental Assets Profile Survey	Surveys for assessing current asset environment in your community and to use in ongoing monitoring and evaluation.	No For purchase
Social Policy Research Centre	2008	Australia	http://www.sprc.unsw.edu.au/media/File/Report16_08_WAYS_EvalFrwk.pdf	Monitoring and Evaluation Framework for Waverley Action for Youth Service	Document that outlines a youth services monitoring and evaluation framework in great detail	Yes
The Community Tool Box (website)	various	U.S.A	http://ctb.ku.edu/en/default.aspx	The Community Toolbox	Website dedicated to improving the overall health of communities. There are 4 key sections: how to guidance; Toolkits; Troubleshooting; and Evidence-based practices	No Download or online

Section Three: Frameworks of Service (No documentation that these represent best practices)

Framework One: Ottawa Ontario

RESEARCH:

Review of Existing Service Delivery Models

The Project Team has explored other municipal service-delivery models for children and youth services across Canada, to assist in developing a Children and Youth Agenda framework, review best practices and identify lessons learned.

Inventory and Service Analysis

CPS will review its own services. A compilation of information on existing city programs, services and resources will be conducted and used to identify what services are currently being provided and by whom. This inventory will build awareness and enhance CPS' staff knowledge concerning the needs of children and youth. Once priority areas for action have been agreed upon by the community, a services (gap/duplication/opportunities) analysis across CPS Branches will be undertaken to inform how the City can align its services according to the community vision and priority outcomes. A similar services analysis will be conducted on community programs within the agreed upon priority areas.

Environmental Scan

Research will be conducted to identify Federal and Provincial policy direction, resources, and initiatives influencing children's issues as well as an overview of the current situation and demographic trends for children and youth in Ottawa. A final phase will be completed following the Community Forum, which will focus on the identification of emerging issues facing children and youth in the community.
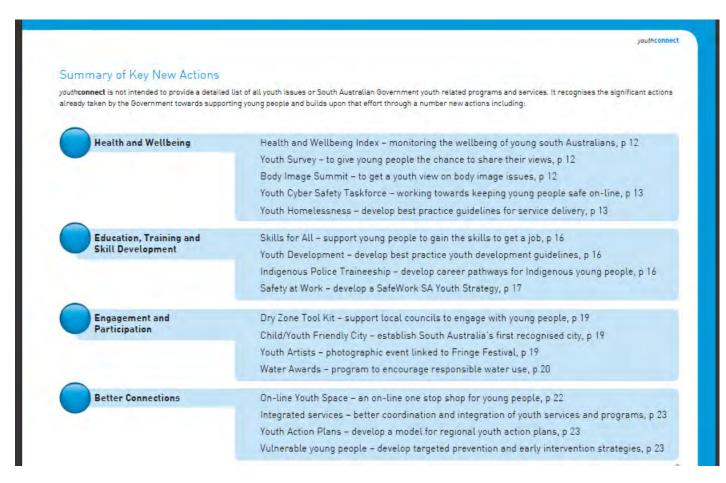
FRAMEWORK & STRATEGY:

Children and Youth Agenda Framework and Strategy

A vision statement and guiding principles for a continuum of services for children and youth 0 - 18 years will be developed including a common framework, strategy and visual identity, and endorsed by the City and community partners. This common framework will include developing quality indicators for each of the three age groups based on research, in support of a holistic approach to healthy child development. Through strengthening existing partnerships with key stakeholders and building relationships with relevant networks, opportunities to further develop the continuum of services will be identified.

From: http://www.ottawa.ca/residents/public_consult/children_youth/overview_en.html

Framework included on separate document

Framework Two: South Australia

From http://www.officeforyouth.sa.gov.au/LinkClick.aspx?fileticket=iMG1iscin3E=&tabid=710

Framework /Strategic Document included on separate document

Framework Three: Youth Work Ireland

This Plan was drafted in a rapidly changing policy, economic and social environment and as an organisation we are committed both to being responsive to that environment and to playing our own part in influencing for positive change in that environment. Young people are often problematised by Irish society. They are not fully valued as citizens and are frequently subjected to discrimination and prejudice viewed as intolerable if directed towards any other marginalised group. It is our responsibility as an organisation working with and for young people to advocate strongly on their behalf and to support young people in having their own voices heard in the shaping of policy, legislation and public opinion. (from document)
From: http://78.137.164.71/~youthwor/site/wp-content/uploads/2010/04/StrategicPlan-2009_20131.pdf

Framework /Strategic Document included on separate document

Framework Four: National Quality Standards Framework for Youth Work (Ireland)

What is the National Quality Standards Framework (NQSF)?

The National Quality Standards Framework (NQSF) is a support and development tool for the youth work sector. It provides organisations with an opportunity to articulate, through a common language, their youth work practice. It also provides a structured framework for organisations to assess, indicate and enhance their work. The standards outlined in the framework are intended to be reflective of the work being carried out in youth work organisations. Therefore, there should be both a commonality and compatibility between the current youth work provision of an organisation and its services, and the core principles and standards outlined in the NQSF. (from document)

From: http://www.omc.gov.ie/documents/publications/NQSF_Summary_ENGLISH_270710.pdf (summary)
http://www.omc.gov.ie/documents/publications/NQSF_Publication_ENGLISH_270710.pdf (full report)

Framework Document included on separate document

Framework Five: Backgrounder: Examples of Youth Policy Frameworks (Compiled by United Way Toronto, 2008)

This document provides a brief overview of various youth policy framework models from several jurisdictions. It is intended to serve as a resource and common frame of reference for Youth Policy Alternatives Campaign (YPAC) members as we move forward toward a common call for a coordinated youth strategy in Ontario. Given the wide array of youth policy models in existence, we chose to highlight promising frameworks that showed evidence of innovation in youth policy development and/or a formalized response to service fragmentation. Many of the policies highlighted in this document are drawn from the United Way Toronto report *Youth Policy: What Works and What Doesn t? A Review of Youth Policy Models from Canada and Other Jurisdictions.*

From: http://www.ontarioyouthmatter.ca/uploads/6/5/6/5/6565903/examples_of_youth_policy_models_sept_08_final.pdf
Document included

Framework Six: Melbourne, Australia

Website information on their method of delivering youth services: http://www.melbourne.vic.gov.au/CommunityServices/ForYouth/Pages/YouthSupportServices.aspx

Websites of Interest

City of Dublin Youth Services Board   http://www.cdysb.ie/

Youth Work Ireland `   http://www.youthworkireland.ie/site/