

REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: January 5, 2009

SUBJECT: Resolution of Support for YouthBuild of Western North Carolina

ATTACHMENTS: Yes

1. Resolution
2. YouthBuild Program Components

SUMMARY OF REQUEST:

The Board of Commissioners is requested to adopt a resolution in support of the YouthBuild of Western North Carolina program. YouthBuild is a comprehensive youth and community development program which addresses several core issues facing low-income communities such as education, housing, jobs and leadership development.

BOARD ACTION REQUESTED:

The Board is requested to adopt the Resolution of Support for YouthBuild of Western North Carolina as presented.

Suggested Motion:

I move the Board of Commissioners adopt the Resolution of Support for YouthBuild of Western North Carolina as presented.

**BOARD OF COUNTY COMMISSIONERS
HENDERSON COUNTY, NORTH CAROLINA**

RESOLUTION OF SUPPORT FOR YOUTHBUILD OF WESTERN NORTH CAROLINA

WHEREAS, Youthbuild is a comprehensive youth and community development program simultaneously addressing several core issues facing low-income communities such as education, housing, jobs and leadership development; and,

WHEREAS, Youthbuild uniquely addresses the status of unemployed young men and women who have dropped out of school and have no apparent path to a productive future, allowing them to simultaneously serve their communities and build their own futures; and

WHEREAS, the Youthbuild program has been carefully designed by community activists with the input of young people in several neighborhoods over 20 years; and

WHEREAS, young people of many racial and ethnic groups have participated and benefited from the program; and

WHEREAS, the program is appealing to groups in rural as well as urban neighborhoods; and

NOW, THEREFORE, BE IT RESOLVED that the Henderson County Board of Commissioners lends its support and endorsement to the YouthBuild of Western North Carolina program.

In witness whereof I have hereunto set my hand and caused the seal of the County of Henderson to be affixed.

Adopted this the 5th day of January, 2009.

William L. Moyer, Chairman

Elizabeth W. Corn, Clerk to the Board

YouthBuild Of Western North Carolina

Lead Agency: Embracing Simplicity Hermitage
Director: Venerable Pannvati
Program Specialist: Judy Correnti-Graf
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Program Components

Counseling and Support Services

- Individual and peer counseling
- Group sessions
- Case management
- Referrals to outside agencies
- Group recreation

Leadership Development

- Decision-making
- Speaking
- Group Facilitation
- Negotiating
- Community Service
- Retreats
- Advocacy

Education

- Academic skills
- GED preparation
- Vocational skills
- Job/college readiness skills
- Leadership development
- Construction theory and terminology
- Driver's education
- Cultural events

Construction Training

- Supervised construction training
- Employer expectations
- Job readiness skills
- Vocational education training
- Coordination with pre-apprenticeship training

Graduate Recourses

- College admissions counseling
- Pre-employment training
- Career counseling
- Integration into apprenticeship programs
- Job search techniques
- Job Placements
- Follow-up counseling and support

Background and Introduction

The purpose of this chapter is to introduce the basic concepts of Youthbuild and to provide a brief historical background to the Youthbuild program.

What Is Youthbuild?

Youthbuild is a comprehensive youth and community development program. Youthbuild simultaneously addresses several core issues facing low-income communities: education, housing, jobs, and leadership development. It uniquely addresses the status of unemployed young men and women who have dropped out of school and have no apparent path to a productive future. It allows them to simultaneously serve their communities and build their own future.

Policymakers and practitioners in the field of youth development, before they become familiar with Youthbuild, often ask how the Youthbuild program is different from other youth-oriented programs.

The Youthbuild program has been carefully designed by community activists with the input of young people in several neighborhoods over 14 years. Young people of many racial and ethnic groups have participated and benefited. It is appealing to groups in rural as well as urban neighborhoods.

Because it is comprehensive in its approach, the Youthbuild program is a number of things at once.

- It is a **community service program**, in which young people get to build housing for homeless and other low-income people, providing the most valuable and visible commodity for their hard-pressed communities: affordable housing.
- It is an **alternative school**, in which participants spend 50 percent of their program time pursuing academic goals, which may include vocational and remedial education, study toward a high school diploma or general equivalency diploma, and preparation for higher education.
- It is a **job training and pre-apprenticeship program**, in which young people receive on-site training in construction skills during 50 percent of their time in the program from qualified instructors who are often union journeymen, and then get placed in construction-related jobs or apprenticeships.
- It is a **leadership development program**, in which young people share in the governance of their own program and participate actively in community affairs, learning the values and the lifelong commitment needed by effective and ethical community leaders.

- It is a **youth development program**, in which young people participate in personal counseling, peer support groups, and life-planning processes that assist them in healing from past hurts, overcoming negative habits and attitudes, and pursuing achievable goals that will establish a productive life, sustaining themselves and their immediate families.
- It is a **long-term mini-community**, in which young people make new friends committed to a positive lifestyle, may pursue cultural and recreational activities together, and can continue to participate through follow-up services and a graduates program.
- It is a **community development program**, in which community organizations obtain the resources to tackle several key community issues at once, strengthening their capacity to build and manage housing for their residents, educate and inspire their youth, create leadership for the future, and generally take responsibility for their neighborhoods.

It is not accurate to define Youthbuild as any of its particular parts. It must be understood as a comprehensive whole. It fits in many places, and overlaps with everything else related to tackling poverty and engaging low-income young people as productive members and potential leaders of a democratic society.

Program Components

Any HUD-funded Youthbuild program must contain three basic components:

- 1) educational and job training services;
- 2) leadership training, counseling, and other support activities;
- 3) on-site training through actual housing rehabilitation or construction work.

To adequately support and implement these program components and ensure the best possible program outcomes, it is recommended that the following program elements also be in place:

- a participant outreach, recruitment, and selection plan;
- job and college placement services;
- post-graduation follow-up;
- accounting, reporting, and program evaluation systems.

The chapters in this manual go into detail on each of these program components and elements. They are briefly described here.

- 1) **Educational and job training services** should be designed to meet the basic educational needs of trainees. Examples include basic skills instruction, remedial education, bilingual education for persons with limited English proficiency, secondary education, and courses designed to lead to the attainment of a high school diploma or a General Equivalency Diploma (GED). It can also include assistance in attaining post-secondary education and financial aid.

For many students, basic literacy must precede preparation for a diploma or the GED exam. Cultural history, current events, social studies, and leadership skills are also

generally part of the academic curriculum. Vocational education, including classroom training in construction terminology and concepts, is generally part of the educational services provided in Youthbuild programs. "World of work" training focuses on job-seeking skills and general preparation for handling oneself maturely in the world of work.

- 2) **Leadership training** is designed to develop employment and leadership skills. Examples of such activities include participation on a program policy committee, community task force, youth council, other basic involvement in policy and decision making, work in the community, peer counseling and tutoring.
- 3) **Counseling and other support services** should help trainees handle critical life needs that might otherwise interfere with personal achievement. Direct personal counseling from program staff should be available for all trainees. Individual and peer counseling can help trainees to develop successful habits and values related to life goals, use of money, personal relationships, drug abuse, and the like. Linking young people to other community resources as appropriate to assist with problems related to health, substance abuse, housing, child care, family, or legal emergencies may be a part of the counseling process.
- 4) **On-site training** on a closely supervised construction site, with high standards of teamwork and productivity, must comprise 50 percent of the training program. Successful Youthbuild programs strive for an on-site ratio of no more than seven young people per supervisor. On-site training must focus on rehabilitation or new construction of housing for homeless, low-income or very-low-income families.
- 5) **Outreach, recruitment, and selection** should be designed to attract youth between the ages of 16 and 24, inclusive, at the time of enrollment. At least 75 percent of trainees must be very-low-income (that is, below 50 percent of median income); at least 75 percent must not have completed high school. All trainees must have educational needs that justify their participation in the program.
- 6) **Job placement** in unsubsidized jobs or post-secondary education is the key outcome of the Youthbuild program. Coordination with and integration into pre-apprentice and apprenticeship programs, whenever possible, are to be encouraged. Local programs may want to include other activities that meet the needs of their participants. Such special activities may include entrepreneurial training, courses in small business development, drivers' training, and internships in other kinds of work environments.
- 7) **Post-graduation follow-up** counseling, support groups and education should be provided for young people after completion of their full-time enrollment in the program.
- 8) **Accounting, reporting, and program evaluation** should follow Generally Accepted Accounting Principles (GAAP) for nonprofit and governmental organizations. Organizations should be prepared to meet the audit requirements of HUD, contained in OMB Circular A-133. Semiannual reports to HUD should be supported by an internal reporting system that monitors and evaluates retention, attendance, construction progress, construction skill development, leadership development, and job placement and retention.

Summary

The following sample timeline provides an overview of a program's possible activities during the planning stage.

	Month 1	Month 2	Month 3	Month 4
Community Support Feasibility Planning Process	Hold community meetings with youth groups and others, to explore interest and build support. _____ _____	<ul style="list-style-type: none"> ■ Identify target areas for recruitment. ■ Designate point person, coordinator, planner, or director. 	<ul style="list-style-type: none"> ■ Assess potential collaborations. ■ Create core planning group (ongoing for several months). ■ Develop funding strategy and plan. 	<ul style="list-style-type: none"> ■ Identify lead agency and if needed housing partner (or decide if Youthbuild will be a new organization). ■ Discuss and confirm funding strategy.
Construction Project		Identify target areas for housing.	Meet with potential housing development partners and begin to identify housing project possibilities.	Select partner and/or negotiate construction contract for housing project.
Education Component Other Program Services			Investigate and consider whether to do GED, high school diploma, or both. Meet with school district officials if considering diploma.	<ul style="list-style-type: none"> ■ Decide on type of program and educational partner. ■ Begin negotiations.
Private Fundraising		Develop brochure or description of program.	Research funders.	Write boilerplate proposal.
Public Fundraising			Research sources, develop strategy for political support.	
Administrative Fiscal/Legal		Search for pro bono legal services.	<ul style="list-style-type: none"> ■ File for incorporation. ■ File for federal ID and tax-exempt status. ■ Open bank account. 	
Board or Advisory Board				Develop nominees from core planning group. Look for others nominees who bring in skills or resources.
Youth Leadership			<ul style="list-style-type: none"> ■ Identify organizations or individuals in touch with you. ■ Identify and invite targeted youth to meeting. 	Select and train youth advisors for council.
Staffing				

	Month 5	Month 6	Month 7	Month 8
Community Support Feasibility Planning Process	Structure planning process to involve different sectors of community in design of program.	<ul style="list-style-type: none"> Strengthen political support. Continue to build community support. 		
Construction Project	<ul style="list-style-type: none"> Select site. Pursue financing, or confirm status of financing with housing partner. 	<ul style="list-style-type: none"> Secure access to housing document. File for permits or check status with partner. 	Search for construction manager or consultant.	<ul style="list-style-type: none"> Develop construction plan with timeline and budget. Define construction skill competencies for trainees.
Education Component Other Program Services	<ul style="list-style-type: none"> Continue contract negotiations. Design educational component. Create linkages and agency agreements. 	<ul style="list-style-type: none"> Confirm contract. Refine educational program design. Research and gather curriculum. Develop referral linkages. 	<ul style="list-style-type: none"> Design or modify educational curriculum. Continue with agency agreements for supportive service referrals. 	<ul style="list-style-type: none"> Refine educational curriculum. Design vocational education component. Plan how to integrate with GED basic skills.
Private Fundraising	<ul style="list-style-type: none"> Implement fundraising plan. Continue to identify funding sources. Submit proposals and meet with funders. 	Submit proposals.	Submit proposals.	
Public Fundraising	<ul style="list-style-type: none"> Implement fundraising plan. Write proposal for HUD and other public sources. 	<ul style="list-style-type: none"> Continue to identify sources. Submit proposals. 	Submit proposals.	
Administrative Fiscal/Legal	Search for office and program space.	Decide on office and program space.	File tax-exempt papers—501(c)3	File state withholding.
Board or Advisory Board			<ul style="list-style-type: none"> Conduct board training on Youthbuild program—especially leadership development. Set up search committee for director. 	
Youth Leadership		Involve youth in planning and staff hiring.		
Staffing				Hire director, if you have not yet done so.

	Month 9	Month 10	Month 11	Month 12
Community Support Feasibility Planning Process				
Construction Project	Design specific modules for hands-on training.	Search for trainers and site supervisors if needed.		
Education Component Other Program Services	Complete curriculum modules.	Review and finalize trainee contract.	Begin to design and develop trainee orientation.	<ul style="list-style-type: none"> ■ Finalize orientation. ■ Finalize program details.
Private Fundraising	<ul style="list-style-type: none"> ■ Submit proposals. ■ Meet with funders. ■ Continue identifying new sources. 			
Public Fundraising	<ul style="list-style-type: none"> ■ Submit proposals. ■ Network. 			
Administrative Fiscal/Legal	<ul style="list-style-type: none"> ■ Find payroll service. ■ Set up bookkeeping system. 	Set up payroll system for trainees.	Design performance tracking system for trainees and forms.	
Board or Advisory Board	Develop program and personnel policies.	<ul style="list-style-type: none"> ■ Participate in job development. ■ Meet with funders or help find resources. ■ Build public awareness. 	<ul style="list-style-type: none"> ■ Continue building public awareness. ■ Finalize program policies. 	
Youth Leadership	Get input on youth outreach and recruitment.	Get input on flyers for recruitment.		
Staffing	<ul style="list-style-type: none"> ■ Design staff orientation training. ■ Hire construction manager. 	Hire program manager.	Hire counselors, teacher, and administrative support staff.	<ul style="list-style-type: none"> ■ Hire construction trainers. ■ Conduct staff orientation training.