

# Cape-wide Youth Action Plan

## "Every Child. Our Child."



*A community road-map to create a healthy Cape Cod for ALL young people*



An initiative facilitated by The Cape Cod Foundation

## Cape-wide Youth Action Plan Launch Partners

- Barnstable County Department of Human Services
  - Health and Human Services Advisory Council
  - Substance Abuse Council
- Barnstable County Human Rights Commission
- Barnstable County 4H/UMass Extension
- Cape Cod Chamber of Commerce
- Cape Cod Collaborative
- Cape Cod Council of Churches
- Cape Cod Justice for Youth Collaborative
- Cape Cod Neighborhood Support Coalition
- Cape Cod Volunteers
- Cape Cod Young Professionals (CCYP)
- Cape & Islands District Attorney's Office
- Cape & Islands Workforce Investment Board Youth Council
- Community Action Committee of Cape Cod & Islands, Inc.
- Community Network of Cape Cod
- League of Women Voters of the Cape Cod Area
- Mashpee Cares
- Mass Mentoring Partnership
- Plain Talk
- Support Our Schools



*(Photo courtesy of Kerry Bickford, Barnstable County 4H/UMASS Extension)*

## EXECUTIVE SUMMARY

The Cape-wide Youth Action Plan was created through an extensive community effort. Residents, community leaders, service providers, parents, and youth were involved in the process to develop the 68 recommendations in the Action Plan. The Youth Action Plan Steering Committee, supported by staff from The Cape Cod Foundation, has worked diligently to formalize the Plan, develop a process for implementation, and to now release it to the Cape Cod community.

The Plan provides background information on the issues impacting youth and families living on Cape Cod, and provides a demographic overview of the community. The Action Plan provides the community with strategic direction to shape the continued future of Cape Cod as a healthy, empowering place where all young people can thrive and families feel supported.

The Cape-wide Youth Action Plan offers 68 recommendations for action. The recommendations each have a priority rating and timeline for implementation: Priority 1 recommendations should be addressed immediately and accomplished within 18-24 months of the Plan's presentation to the community, Priority 2 recommendations should be addressed within 24-36 months, and Priority 3 recommendations should be addressed within 36-48 months. The priorities and timelines reflect not only the significance of the recommendation, but also the ability to study implementation options and to obtain the resources needed to implement them. Of the 68 recommendations, twenty-six are Priority 1, twenty-six are Priority 2, and sixteen are Priority 3.

Each of the 68 Action Plan recommendations includes a suggested assessment for ensuring that implementation is being monitored. As the Action Plan is implemented, additional measurements for success may be identified and utilized. As formal implementation begins, each recommendation will include a suggested lead "convener", based on the engagement of our partners, to help organize and move forward the work on implementing the recommendation.

While the Action Plan was developed as a community-wide undertaking, it was initiated by The Cape Cod Foundation after the Board of Directors identified Youth Development as a key area where the Foundation could take a lead role based on community feedback from the Foundation's 2009 "Understanding Cape Cod" report. The Cape Cod Foundation serves the role of guiding the Action Plan vision and promoting and supporting the implementation of the Action Plan and its recommendations.

The Cape Cod Foundation and the Cape-wide Youth Action Plan Steering Committee are pleased that the work on developing the Action Plan is now complete. We are excited that the Plan is being released to the broader Cape Cod community. It's time to roll up our sleeves and begin implementing the recommendations so that we can build an even brighter future for our youth and their families!

## BACKGROUND

In 2009, The Cape Cod Foundation released a report entitled "Understanding Cape Cod". Following the release of "Understanding Cape Cod," the Foundation engaged the general public as well as Foundation supporters in a series of community forums in order to gather feedback on the report and its contents. The information obtained from these forums was compiled and presented to The Cape Cod Foundation Board of Directors in January 2010. The Foundation Board, based on the feedback from the forums, adopted three primary focus areas for further civic leadership work, with the priority being *Youth Development*.

Since the Foundation Board's action, extensive progress has been made. A group of community stakeholders began meeting over the course of several months to investigate and discuss the scope of youth development issues on Cape Cod. These discussions resulted in a community visioning process that created a regional and systemic action plan for youth that provides a roadmap for the Cape Cod community. The result is a common vision to support children, youth, and families on Cape Cod, and to measure progress towards achieving the vision. The vision states: "Create a Healthy Cape Cod for All Young People".

In June 2011, a group of 50 community members representing diverse sectors of Cape Cod began working to develop the Cape-wide Youth Action Plan. For six months, three working groups met, each charged with developing a set of goals, strategies, and action steps around the vision. A steering committee was formed to help consolidate the work of the three groups into one Action Plan document. When the draft document was completed, it was disseminated for community feedback.

During the spring of 2012, the Foundation began an outreach effort to targeted community groups and stakeholders that had a natural connection to the Action Plan, based on the work these stakeholders were already doing, or Plan recommendations that aligned with their missions. The intent of the Action Plan is not to duplicate services, but rather to supplement, share information, support, and help strengthen service providers and programs already helping youth and families on Cape Cod. The Action Plan also serves to move the youth development agenda forward as a top priority for the community.

During 2013, the Foundation and the Action Plan steering committee worked to identify and connect with community partners, and to evaluate ways to begin the implementation of key recommendations, such as the community-wide online information platform. Connections to Cape Cod's school districts and local governments were developed, and a framework was constructed for involving youth in the implementation of the Action Plan. During the fall of 2013 and in early 2014, the structure of the implementation effort was finalized and the Cape-wide Youth Action Plan document was refined to prepare for community-wide unveiling in May 2014.

### Role of the Cape Cod Foundation as Lead Agency

As the leading organization for the development of the Cape-wide Youth Action Plan, The Cape Cod Foundation serves in the role as guiding the vision and strategy, supporting aligned activities, building public will and mobilizing funding to advance the work of the Action Plan.

## KEY THEMES AND OPPORTUNITIES

Community feedback following the release of its 2009 report "Understanding Cape Cod," led The Cape Cod Foundation to identify youth development as one of its key focus areas. During the process to develop this Cape-wide Youth Action Plan, numerous stakeholder and community meetings were held to gain an understanding of the important issues and themes impacting Cape Cod youth and their families. The issues and themes that were identified are wide-ranging and often complex and require community collaboration and continuing efforts to address them.

The completed Action Plan takes these issues and themes into account in making its recommendations to the community. The following is a summary of the key opportunities that came out of the Action Plan development process:

- A continued need to expand access to information for youth, their families, and service providers regarding the available services, programs, and resources on Cape Cod.
- An opportunity to expand transportation options for youth and families to access services, programs, and resources.
- The importance of increasing connections between young people and "caring adults"
- A clearly defined need to collaboratively address substance abuse, physical and behavioral health through prevention and intervention
- The need to ensure that all young people have safe places to learn, grow, and thrive.
- An opportunity to increase the involvement of youth in activities that will expand their civic engagement and leadership abilities.
- A need to increase opportunities for youth to learn core life skills (social, financial, relationship, employment, etc.) to better prepare them for their adult life
- An opportunity to build upon successful anti-bullying programs
- An opportunity to expand career education and job opportunities for Cape Cod youth to enable them to have a positive vision for their future and a clear path and support system to achieve that vision
- An opportunity to develop additional ways to enhance the network of support systems for youth through the expansion of existing programs and partnerships and the creation of new programs if necessary to fill gaps
- An opportunity to increase the community's investment in and perception of youth as an asset

## ACTION PLAN RECOMMENDATIONS

The Action Plan recommendations section includes 68 specific recommendations for improving the lives of youth and families on Cape Cod. The recommendation section includes the specific action step recommendation, a priority rating with implementation timeline, benchmarks to set progress in implementation, and will also include a recommendation for an implementation lead organization to facilitate work on the specific recommendation. An implementation strategy for the action steps is also included in this section.

## PRIORITY RATINGS FOR ACTION STEPS

Each of the recommendations in the Cape-wide Action Plan for Youth includes a priority rating for implementation. Rating Level 1 encourages immediate implementation of the recommendation with a time frame goal of within the first 24 months after the Action Plan is formally presented to the community. Priority Level 2 identifies Significant Level priorities with an implementation time frame within 24-36 months of presentation. The third priority level is Long-Term recommendations that should be implemented with 36-48 months of the Plan's presentation.

<u>Rating:</u>	<u>Rating Level:</u>	<u>Time Frame for Implementation:</u>
1		Immediate Priority for Implementation Implement or significant progress within first 24 months
2		Significant Priority for implementation Implement or significant progress within first 24-36 months
3		Long-term Priority for implementation Implement or significant progress within first 36-48 months

## ACTION PLAN ASSESSMENTS

Each of the Action Plan recommendations includes an assessment as the initial benchmark for tracking progress in the implementation of the Action Plan. The assessments will assist in developing a biennial report card and report-back to the community. As the Action Plan is implemented, measurements can be added or adjusted. In addition, the Plan will include a set of indicators, or data points, to concretely gauge our community's overall progress in meeting the needs of our youth.

## IMPLEMENTATION LEAD

As implementation begins and partners identify with various aspects of the Action Plan, each of the recommendations will include a recommended Implementation Lead which will serve as the lead organization or network to facilitate implementation of the Action Step. The Implementation Lead may or may not be the organization or network that fully implements the recommendation.

## IMPLEMENTATION STRATEGY

The following are strategies that are suggested as guidelines for the implementation of recommendations in the Cape-wide Youth Action Plan:

- **Sustainability of Programs and Services:** Existing programs and services, as well as new ones, should be sustainable for the duration of their need.
- **Focus on Supporting Existing Collaborations and Developing New Ones:** Strengthen existing partnerships and develop new collaborations to assist in implementing Plan recommendations.
- **Ensure that Programs and Services are Accessible:** Work to make sure that the availability of programs and services are widely known, that programs are affordable or have scholarship assistance, and that there are accessible transportation options available.
- **Increase Skill Enhancements for Providers of Services:** Provide quality skill development and training for those who are responsible for providing services and programs for youth and families.



ACTION PLAN WITH GOALS, OBJECTIVES, ASSESSMENTS, AND TIMELINES

<u>Build Capacity in Youth</u>		TIMELINE		
		Immediate	Short Term	Long Term
<b>GOAL #1:</b> Inspire young people to define and achieve their personal success through school and community-based resources that support their healthy development.				
<i>Strategy 1: Improve communications and promote existing opportunities, activities, resources and services for young people.</i>				
1.	<b>Objective:</b> Create a centralized, inclusive online platform about and for youth that is widely known and used.		✓	
	<b>Implementation Lead:</b> The Cape Cod Foundation			
	<b>Assessment:</b> Online platform is created with wide-spread knowledge of its availability, and it is accessed regularly by youth, service providers, and parents. A sustainability plan and plan for continued maintenance and updating is developed and implemented.			
2.	<b>Objective:</b> Use technology to make resources accessible for all youth (including assistive technology).		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Additional access by youth to technology is implemented through school sites, community non-profits, and businesses including the creation of community technology centers.			
3.	<b>Objective:</b> Facilitate the implementation of a Cape-wide transportation system/program that provides easy and safe access for young people.	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Additional transportation options for youth and families are created and increased participation by youth in services and programs is recorded due to improved access.			
<i>Strategy 2: Create and promote positive connections between young people and caring adults.</i>				
4.	<b>Objective:</b> Identify best practice mentoring programs and develop a plan for replication (e.g., Big Brothers, Big Sisters, and the Falmouth VIPS mentoring program).	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Programs/models are identified. Pilot programs are implemented, and evaluation of value/effectiveness is measured.			

5.	<b>Objective:</b> Foster connections among generations that promote understanding, acceptance of differences, and share skills, talents, and stories (listening forum, skill-shares, etc.).		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Program models are identified and implemented. Evaluation component is designed and implemented.			
6.	<b>Objective:</b> Identify young adults who have grown up on Cape Cod and are doing what they love/following their dreams, and connect them with youth in the community.		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Develop the program model, identify the young adults, and match them with youth. Conduct assessment of impact.			
<i>Strategy 3: Create and/or promote safe environments where youth can connect, have fun, and develop personal strengths and forms of self-expression.</i>				
7.	<b>Objective:</b> Help organizations that are already working with youth maximize their effectiveness through greater networking and collaboration.	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Conduct a "connectivity" summit (the existing Youth Summit?) among existing service providers and identify specific ways to enhance collaboration. Implement recommendations and measure for effectiveness.			
8.	<b>Objective:</b> Identify and encourage after-school and out-of-school programs that are "best practices" or model programs.		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Identify program models, and share with existing youth service providers. Measure for implementation.			
9.	<b>Objective:</b> Identify and promote interactive opportunities for self-expression (in-person, virtual, reciprocal communication between youth & adults, access to information).		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Identify/develop/implement program models and measure for number of new programs/activities implemented and for their effectiveness.			
<i>Strategy 4: Strengthen school and community-based guidance/counseling services and health resources and programs to support the emotional and physical health of young people and their capacity to plan for a positive future.</i>				
10.	<b>Objective:</b> Support networking and partnerships among school and community-based guidance/counseling and health programs.	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Networking and partnership opportunities are identified and implemented. Value of enhanced partnerships is measured.			
11.	<b>Objective:</b> Identify and promote best practices.	✓		

<b>Implementation Lead:</b>				
<b>Assessment:</b> Best practices are identified and at a minimum, four new services or programs are implemented.				
<i>Strategy 5: Strengthen school and community based opportunities for youth to develop skills and participate successfully in civic and community service activities.</i>				
12.	<b>Objective:</b> Promote the collaboration and expansion of existing regional leadership opportunities that will facilitate communications amongst youth representatives and dialogue with local and county government members.			✓
<b>Implementation Lead:</b>				
<b>Assessment:</b> Existing collaboratives are supported and new collaborations created that promote dialogue among youth and among youth and civic leadership.				
13.	<b>Objective:</b> Establish a Cape-wide youth advisory board.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> Youth Advisory Board is established. Participants surveyed as to its effectiveness within first 18 months.				
14.	<b>Objective:</b> Collaborate with Cape Cod Volunteers to develop and host intergenerational community service days with youth.		✓	
<b>Implementation Lead:</b>				
<b>Assessment:</b> A minimum of 3 new intergenerational events are implemented.				
15.	<b>Objectives:</b> Promote/encourage community-based organizations to create youth-friendly volunteering opportunities.		✓	
<b>Implementation Lead:</b>				
<b>Assessment:</b> A minimum of 6 new youth-friendly opportunities are created.				
16.	<b>Objective:</b> Provide the resources, training, and networking needed to sustain strong civic education and community service programs in schools and community organizations.			✓
<b>Implementation Lead:</b>				
<b>Assessment:</b> Civic education and community service programs are sustained through adequate resources and are expanded through additional activities and programs that are implemented.				
<i>Strategy 6: Strengthen school and community based career education pathways to career training and post-high school education.</i>				
17.	<b>Objective:</b> Work with groups such as Chambers of Commerce, Workforce Investment Board, Cape Cod Young Professionals, Cape Cod Community College, and schools to create and/or enhance job-readiness internship programs (e.g., modeled after schools-to-careers program) and industry specific training programs.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> A minimum of two new job readiness programs are created and/or enhanced and the overall employability levels of Cape Cod youth are increased as observed by local				

employers.

### Build Capacity of Families

**GOAL #2:** Increase the capacity of families and caregivers to support and guide the success of youth through family education and resource support.

*Strategy 1: Improve leadership and self-advocacy skills for parents and caregivers.*

18. **Objective:** Investigate and promote best practices for parent and caregiver education (e.g. "Ask the right question.")

**Implementation Lead:**

**Assessment:** A minimum of 5 new best practices are identified and promoted to parents and caregivers.

✓

19. **Objective:** Provide leadership and self-advocacy workshops for parents and caregivers.

**Implementation Lead:**

**Assessment:** A minimum of 5 workshops are conducted for parents and caregivers.

✓

20. **Objective:** Encourage stronger partnerships among Parent Teacher Organizations and other parent groups, schools, and community-based organizations.

**Implementation Lead:**

**Assessment:** Best practices that encourage/promote partnerships are identified and implemented, and existing partnerships are strengthened. A "shared interest " youth summit is implemented.

✓

21. **Objective:** Identify opportunities for recognition and positive feedback to parents and caregivers for successes and accomplishments.

**Implementation Lead:**

**Assessment:** Identify and implement a minimum of 5 new opportunities/activities for recognition/positive feedback.

✓

22. **Objective:** Create new or support existing services for fathers, grandparents, and other kinship care to fill gaps in services.

**Implementation Lead:**

**Assessment:** Identify best practices for providing additional skill development/training for kinship caregivers and implement a minimum of 3 new programs.

✓

23. **Objective:** Identify and encourage existing models of "adopting families" which can be replicated (e.g., Covenant to Care for Foster Families).

**Implementation Lead:**

**Assessment:** Identify existing successful models and implement a program to support and encourage these models and to promote their replication.

✓

*Strategy 2: Facilitate and improve the sharing of information and resources for families and*

<i>caregivers.</i>			
24. <b>Objective:</b> Work with Barnstable County to broadly disseminate information about MASS 211 to inform families about existing food, housing, and other supports.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Public information program supported to expand community knowledge of MASS 211.			
25. <b>Objective:</b> Educate parents and caregivers on topics such as safety matters when children and families are home alone and are out of their care.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Public information program is developed and implemented.			
26. <b>Objective:</b> Improve sensitivity of providers to families (e.g., using no jargon).		✓	
<b>Implementation Lead:</b>			
<b>Assessment:</b> Provide information to existing and new community collaboratives.			
27. <b>Objective:</b> Provide opportunities for and create materials to promote respite for parents, caregivers, and children.		✓	
<b>Implementation Lead:</b>			
<b>Assessment:</b> Identify successful respite programs, and develop/implement a marketing initiative to educate the community.			
28. <b>Objective:</b> Create online site to gather and disseminate information for families and caregivers, including information about activities for families, out-of-school programs, parent education, and child care options.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Develop an online model, implement the online site, and implement a community education program to inform the community.			
<i><b>Strategy 3:</b> Maximize existing and develop new support efforts to identify at-risk youth and families in order to provide them with necessary help and resources to improve their chances of succeeding.</i>			
29. <b>Objective:</b> Investigate best practice models for follow-up and expansion of support services for 18-26 year olds.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Identify best practice models and implement a minimum of 2 new/expanded services for this age group.			
30. <b>Objective:</b> Strengthen the supports for schools, health-care providers, community-based organizations and government agencies in identifying supporting at-risk youth and families.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Conduct a summit of service providers to identify specific recommendations that would assist providers in supporting at-risk youth. Implement a minimum of three of the recommendations.			
31. <b>Objective:</b> Provide first line responders, families, and youth with easy access to resources		✓	

that provide intensive support through a centralized, inclusive on-line platform.				
<b>Implementation Lead:</b>				
<b>Assessment:</b> Develop and implement the online platform.				
32.	<b>Objective:</b> Attract more caring adults into the foster care system and other programs that support at-risk youth.			✓
<b>Implementation Lead:</b>				
<b>Assessment:</b> Develop and implement an outreach effort to attract additional adults. Track increases in the number of adults that participate.				
<i><b>Strategy 4: Support the success of youth and families of diverse cultural and economic backgrounds.</b></i>				
33.	<b>Objective:</b> Encourage all communication efforts across multilingual platforms.			✓
<b>Implementation Lead:</b>				
<b>Assessment:</b> Identify resources to assist service providers in providing multilingual information to the community. Measure the increase in multilingual communication efforts by service providers.				
34.	<b>Objective:</b> Target specific outreach efforts to families of diverse cultural and economic backgrounds.			✓
<b>Implementation Lead:</b>				
<b>Assessment:</b> Identify and implement additional outreach efforts to these families. Measure for increases in participation.				
<b><u>Build the Capacity of the Cape Cod Community</u></b>				
<b>Goal #3: Expand opportunities for regional networking and partnerships among schools and the wider community to support success for youth, families, and caring adults.</b>				
<i><b>Strategy 1: Support the effective utilization of existing collaboratives, partnerships, and networks and identify potential for new partnerships that will deepen cross-disciplinary alliances (e.g., government, law enforcement, religious organizations, recreation, schools, etc.).</b></i>				
35.	<b>Objective:</b> Create and share an inventory of existing regional collaboratives and their focus areas.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> Create the inventory and distribute it to service providers.				
36.	<b>Objective:</b> Identify and understand barriers the regional collaboratives experience that interfere with collaboration and identify what needs are/are not being met.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> Conduct summit of and/or survey service providers to identify and understand barriers to collaboration, and to develop and implement recommendations for responses.				

37.	<b>Objective:</b> Research best practices that build and strengthen partnerships and collaborations.			✓
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Conduct the research of best practices, develop and implement recommendation.			
38.	<b>Objective:</b> Develop new partnerships and illustrate elements of effective partnerships and benefits of partnerships.			✓
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Identify new partnerships that are needed and create them.			
39.	<b>Objective:</b> Develop a “resource toolbox” that provides user-friendly regional recommendations and strategies for support.			✓
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Create the resource toolbox and implement an outreach effort to ensure that service providers can access it.			
<i>Strategy 2: Create a mechanism to match schools and community-based organizations (CBO's).</i>				
40.	<b>Objective:</b> Identify a neutral party to begin conversations with schools and CBO's on potential partnerships and inter-school partnerships (e.g., as is done with the “Keep Them Coming Truancy Reduction Program”).		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Conduct the survey and identify objectives.			
41.	<b>Objective:</b> Survey schools, existing partners in this project, the Cape Cod Community College, and other relevant organizations about the kind of objectives around which they would like enhanced partnership support. (e.g., applying for funding.)		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Barriers are determined, best practices for partnerships are identified, and implemented.			
42.	<b>Objective:</b> Determine barriers to partnerships (e.g., policies, protocols, etc.) and identify local, regional, national best practices for school/CBO partnerships.		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Barriers are determined, best practices for partnerships are identified, and implemented.			
43.	<b>Objective:</b> Create an ongoing process for communication and planning that could be used by all school districts and interested community-based organizations.	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Develop and implement a model for ongoing communication between schools and CBO's.			
<i>Strategy 3: Expand awareness of, and benefits of, regional volunteer opportunities.</i>				
44.	<b>Objective:</b> Identify and share information regarding existing networks that would be entry points for volunteer opportunities (e.g., civic groups, Cape Cod Volunteers, etc.).	✓		

<b>Implementation Lead:</b>				
<b>Assessment:</b> Identification of existing networks for volunteer opportunities and develop/implement/support an outreach program to promote them.				
45.	<b>Objective:</b> Investigate the potential for a regional and central CORI and SORI system for volunteers.			✓
<b>Implementation Lead:</b>				
<b>Assessment:</b> Determine if CORI and/or SORI systems can be implemented, and if so, implement.				
46.	<b>Objective:</b> Identify sustainable models and best practice programs for volunteer opportunities and community involvement.		✓	
<b>Implementation Lead:</b>				
<b>Assessment:</b> Best practice models are identified, and implemented.				
47.	<b>Objective:</b> Investigate opportunities for individuals interested in “encore careers” or high impact volunteer work to support the five goals defined in this Plan. (“encore career” is defined as work in the second part of life that incorporates social impact.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> Define job description for this volunteer position(s) and conduct recruitment for individuals to implement it. If implemented, measure to see if impact is made on the successful implementation of the Action Plan.				
<i>Strategy 4: Identify ways to involve employers as full partners in supporting success for youth.</i>				
48.	<b>Objective:</b> Develop a list of ways that the business sector can be further engaged and emphasize the benefit to businesses of being involved in supporting healthy youth development.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> Development of the list and the development and implementation of an outreach program to businesses. If implemented, measure for increased involvement by businesses in youth development activities.				
49.	<b>Objective:</b> Develop and share a list of best practices for employer involvement in youth development issues.	✓		
<b>Implementation Lead:</b>				
<b>Assessment:</b> List of best practices is developed and it is shared with employers and business professional organizations.				
50.	<b>Objective:</b> Form a partnership with local professional business organizations (Chambers of Commerce, Cape Cod Young Professionals, etc.) to develop goals to further the Action Plan’s strategy.		✓	
<b>Implementation Lead:</b>				
<b>Assessment:</b> Partnership is implemented.				
51.	<b>Objective:</b> Develop a “resource box” and training/coaching methods to help businesses sustain their involvement.			✓
<b>Implementation Lead:</b>				

	<b>Assessment:</b> "Resource box" and training/coaching methods are developed and offered to businesses. Businesses are surveyed to measure effectiveness of materials.			
52.	<b>Objective:</b> Develop a sustainable process for disseminating information (including the central platform).			✓
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Process is developed and implemented.			
53.	<b>Objective:</b> Educate employers about non-traditional employee benefits (e.g., flex hours, telecommuting, job sharing, etc.) working with Cape Cod Human Resource Association, the Cape Cod Chamber, Cape Cod Young Professionals and others.			✓
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Educational forums and programs are conducted for businesses.			
<i><b>Strategy 5:</b> Expand and create regional mechanisms and incentives that encourage greater mobility and participation for youth (e.g., RTA student discounts, CLAMS-like card for youth centers).</i>				
54.	<b>Objective:</b> Engage and network with youth centers and towns regarding the possibility of opening events to students from other towns.		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Meetings and forums are conducted to explore the implementation of this goal. If implemented, measure for results of participation by youth.			
55.	<b>Objective:</b> Explore options for increasing access (transportation, affordability) to youth and family events.	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Identify options and engage community partners to implement them.			
56.	<b>Objective:</b> Create a "regional card" for youth and brand for multiple uses (e.g., events, shopping, libraries, concerts, restaurants).	✓		
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Identify models for this Objective, and develop a format for Cape Cod. Measure for amount of use 6 months and 18 months after implementation.			
<i><b>Strategy 6:</b> Identify successful models for centralization and coordination of existing resources. (e.g., Urban Institute Community Platform)</i>				
57.	<b>Objective:</b> Explore possibilities and expand the availability of space for collective, multi-use purposes (e.g., create a "space database", etc.)		✓	
	<b>Implementation Lead:</b>			
	<b>Assessment:</b> Conduct a census of available facilities that might be used for youth and family support programs. Develop a data base (or use an existing tool, such as the platform) and share it with community-based organizations, schools and others.			
<b>Goal 4:</b> Improve the recognition of the positive role that youth play as assets to the community now and for the future progress of the Cape.				

*Strategy 1: Develop public awareness strategies aimed at changing the perception of youth in the community and how they are valued.*

58. <b>Objective:</b> Develop outreach strategies to help sensitize the community to their use of language in describing youth.		✓	
<b>Implementation Lead:</b>			
<b>Assessment:</b> Develop and implement the community-wide outreach campaign. Consider conducting a survey following six months of implementation to measure effectiveness.			
59. <b>Objective:</b> Bring together the various media representatives to urge their leadership/ownership in developing a public relations campaign focused on youth and the importance of taking care of all youth on the Cape.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Conduct forum with media representatives, develop and implement a media outreach effort.			
60. <b>Objective:</b> Support a youth-led initiative using a multi-media/social media approach that highlights positive youth accomplishments.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Creation of planning group including youth members, development and implementation of media/outreach effort focusing on positive youth accomplishments. Consider conducting a survey to measure impact of this outreach.			

**Goal 5: Increase the community's economic and financial investment in the success of young people.**

*Strategy 1: Identify and prioritize youth needs in order to develop partnerships for public/private financial support.*

61. <b>Objective:</b> Develop a funding strategy, including "incentives" for being involved.			✓
<b>Implementation Lead:</b>			
<b>Assessment:</b> Identify best practice models, develop and implement the funding strategy.			
62. <b>Objective:</b> Develop a list of potential funders both on and off-Cape.		✓	
<b>Implementation Lead:</b>			
<b>Assessment:</b> Research and develop the funders list, make it accessible to community agencies, monitor requests so that any one potential funder is not over-burdened by requests.			
63. <b>Objective:</b> Conduct a resource mapping project for Cape Cod on where funding goes (through online community platform).	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Identify resource to conduct the mapping project, design and implement the project, review the results and provide information on the results to community partners.			

*Strategy 2: Focus partnership efforts of the business community and government agencies on targeted economic development opportunities.*

64. <b>Objective:</b> Develop a plan to target the expansion of employment opportunities for young people.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> The plan is developed and implemented. Measure for increased youth employment after implementation.			
65. <b>Objective:</b> Promote the development of affordable housing for families and young adults.		✓	
<b>Implementation Lead:</b>			
<b>Assessment:</b> Develop and implement a plan to support outreach to local governments and other community organizations to support this Objective.			

*Strategy 3: Impress upon the larger Cape Cod community the importance of their financial and individual support for responsible school budgets, civic encouragement, and career opportunities and initiatives that will enable success for all youth.*

66. <b>Objective:</b> Demonstrate that strong public schools help to foster community spirit, stabilize property values and attract new families and businesses.		✓	
<b>Implementation Lead:</b>			
<b>Assessment:</b> Conduct research and develop and implement a public relations outreach to the Cape Cod community that provides fact-based information supporting the recommendation in this Objective.			
67. <b>Objective:</b> Increase civic participation and voter engagement at the local level on issues affecting youth.			✓
<b>Implementation Lead:</b>			
<b>Assessment:</b> Develop and implement a plan to encourage voting by youth, their parents, youth supporters, and community partners.			
68. <b>Objective:</b> Define and communicate the consequences of doing nothing to support youth on Cape Cod.	✓		
<b>Implementation Lead:</b>			
<b>Assessment:</b> Identify and engage public relations resources that will assist in developing an outreach campaign to meet this goal. Implement the outreach effort. Measure for success by increased support for the initiatives identified in the Objectives of this Plan.			

## Looking at the Cape Cod Community

Cape Cod is a unique community with a world-wide reputation for its scenic beauty and as a recreational destination. However, Cape Cod is also a complex community of more than 200,000 residents that is undergoing demographic changes that impact the lives of youth and families. Understanding the changes that are occurring in the community and looking ahead to additional changes that will occur over the next five to ten years is an important part of developing a strategic plan to improve the lives of youth and their families.

The demographic factors that shape the future of Cape Cod include:

- Population growth
- Size of the youth population
- Changes in youth populations
- Trends in family demographics
- Diversity of population cohorts
- Education and school age population trends
- Household demographic trends
- Economic indicators and trends

The information and data used for this community overview was gathered from the 2010 census, the 2012 American Factfinder report (a U.S. Census Bureau document), and Barnstable County Department of Human Services "In Focus: The Demographic and Socioeconomic Landscape of Barnstable County" report (June 2013).

### Location

Located along the southeastern coast of Massachusetts, Cape Cod encompasses more than 395 square miles of land in Barnstable County. It includes 560 miles of seashore and is a world renowned location, drawing visitors to its beaches, ponds, townships, and recreational facilities. Cape Cod includes 15 townships and 16 school districts. The Cape is adjacent to the highly populated and dense northeastern region of the United States and is easily accessible to major East Coast and New England populations.

### Population

The 2010 census population count for the year-round population of Barnstable County was 215,808 and the 2012 American Factfinder (U.S. Census Bureau) estimate was 212,423. The 2000 census year-round population for the County was 222,230. In the 14 years since the 2000 census, the Cape's population has decreased by almost 10,000 persons or about 4.5%.

### Youth Population

A review of the youth population counts in the 2010 census compared to the 2000 census reveals that the youth population has been declining. This decline is also reflected in the American Factfinder estimates.

Cape Cod Youth Population

Age Group	2010 Census	2000 Census
Under 5 Years	8,854	10,599
5 to 9 Years	9,874	12,811
10 to 14 Years	11,031	14,208
15 to 19 Years	12,008	11,725
Total:	41,767	49,343

In 2010, the 19 and under population represented 19.4 % of the total Cape Cod year-round population. In the 2000 census, the percentage for the 19 and under population was 22.3%. For the Commonwealth of Massachusetts, the 2010 percentage for the 19 & under population was 24.8%.

For comparison purposes, the Cape Cod population cohort 65 and over is growing. In the 2010 census, this population group was 53,879 compared to 51,265 in the 2000 census. This age cohort now represents 25% of the total population.

In the 2000 census, the median age for Cape Cod was 44.6 years of age. By the 2010 census, the median age had risen to 49.9 and in the July 1, 2012 American Factfinder report it had risen to 50.9. The median age for Massachusetts as a whole was 39.1 in 2010. The 2012 American Factfinder report indicated that 4.3% of Cape Cod youth live with their grandparents.

### Diversity of Population

A review of the census data shows that Cape Cod is becoming somewhat more diverse, but less so than Massachusetts as a whole.

Group	Cape Population 2010	Cape Cod (%) 2010	Massachusetts (%) 2010
White	200,194	92.7	80.4
Black/African Am.	4,062	1.9	6.6
Asian	2,287	1.1	5.3
Native American	1,323	0.6	0.3
Other	3,235	1.5	4.7
Two or More Races	4,701	2.2	2.6
Hispanic	4,687	2.2	9.6

Compared to the 2000 census, the white population has decreased slightly (94.2% to 92.7%) and the Hispanic population has increased from 1.3% to 2.2%.

### **Economic and Household Overview**

The 2010 census reports that Cape Cod has 95,755 households, of which 19,317 are households with children under the age of 18 residing in them. Households with children account for 20.2% of all households. Households with individuals ages 65 and over residing in them number 37,697, or 39.4% of all households. Some of these households are multi-generational households, but it should be noted that the percentage for Massachusetts as a whole for this cohort is 25.6%. Cape Cod has about 14% more households with seniors than the state overall.

The majority of housing units on Cape Cod are owner occupied – 77.4% in the 2010 census. This compares to 62.3% for Massachusetts overall. The percentage of renter occupied housing units for the Cape is 22.6% compared to 37.7% for Massachusetts.

The median household income for Cape Cod was \$60,424 in 2010, compared to \$50,502 for Massachusetts. Individuals living below the federal poverty level on Cape Cod represented 9.0% of the 2010 census population, which was about the same as the state's percentage (9.3%). The percentage of children living on Cape Cod who live in households receiving SSI (Supplemental Social Security), food stamps, or other public assistance was 16.4% compared to 13.9% in Massachusetts overall. This percentage rises to 43.6% for single, female-headed households.

The 2010 census reported that 13.3% of all households living on the Cape had income below the federal poverty level (\$18,310 for a family of 3 in 2010). This rises to 35.8% of single, female-headed households and 23.5% for single, male-headed households.

The Barnstable County Department of Human Services "In Focus: The Demographic and Socioeconomic Landscape of Barnstable County" report notes that, due to Cape Cod's seasonal and tourist-driven economy, Barnstable County is more likely to have workers employed in "arts-entertainment-recreation-accommodation-food services" and "retail trade" than Massachusetts and the nation as a whole. The lowest mean weekly wages for Barnstable County and Massachusetts are "retail" and "leisure and hospitality". Although there is considerable variability by town with respect to unemployment, historically, Barnstable County's unemployment rate is approximately double in January compared to August. The unemployment rate for Barnstable County was 10.0% in January, 2014, as reported by the Federal Reserve Bank. This exceeds the national unemployment rate of 6.7% in January 2014.

### **Education**

There are sixteen public school districts that serve Barnstable County, two technical high schools, three charter schools and numerous private schools, along with Cape Cod Community College. The 2012 American Factfinder report states that there is a total of 41,581 individuals, ages 3 and over enrolled in school in Barnstable County. This compares to a total of 47,762 that were enrolled in the 2000 census. The 2012 enrollment includes 28,367 students in grades Kindergarten through 12<sup>th</sup> grade and 2,624 enrolled in nursery or

pre-school. Of this number, 90.7% are enrolled in public schools and 9.3% are enrolled in private schools. The American Factfinder report states that 3.7% of the 12,091 teens ages 15-19 living on Cape Cod are not enrolled in school and are not in the labor force.

The percentage of Cape Cod residents who are a high school graduate or higher was 94.8% in the 2010 census, compared to 89.1% for Massachusetts. Those with at least a bachelor's degree represent 39.9% of the population compared to 39% for Massachusetts.

## **Social & Health**

According to Barnstable County Department of Human Services "In Focus: The Demographic and Socioeconomic Landscape of Barnstable County" report, in the 2012 and 2013 school year, 5,950 (24.2%) of Barnstable County students in public schools participated in the free school meal program compared with 32.1% of all students in Massachusetts. Another 1,233 (5.0%) participated in reduced price meals, which is similar to the percentage for Massachusetts. The Feeding America resource referenced in Barnstable County's report estimates that in 2010, there were 5,750 food insecure children, 15.1% of the population under 18 years of age, that were food insecure, meaning that the family lacks access at times to purchase enough food for active, healthy lifestyles for all household members. This compares to 16.8% in Massachusetts and 21.6% nationally.

The report also highlights how, despite the passage of the Massachusetts Health Care Reform in 2006, U.S. Census Bureau estimates from the American Community Survey in 2011 indicate that 15,555 residents, or 7.3% of the population, in Barnstable County still do not have health insurance, compared with 4.2% for Massachusetts. Notably, young people ages 18 to 34 in Barnstable County are one of the groups having a high rate of being uninsured, 19.4% in Barnstable County versus 8.0% in Massachusetts.

## **Interpreting the Information**

Understanding current demographic information and predicting the future is not a precise art, but there are several trends and key points that the information in this section provides us:

- The population of Barnstable County continues to decrease, down about 10,000 persons since 2000.
- The youth population of Cape Cod has decreased significantly since the 2000 census, by more than 7,500 youth.
- The youth percentage of the total population is decreasing while the senior population 65+ is increasing. This has implications for maintaining a balanced community in terms of age cohorts: youth, young adults, families, and seniors.
- Cape Cod's median age continues to increase, now significantly above the state median.
- Cape Cod has seen modest changes in its diversity since the 2000 census, with the largest increase in ethnic groups in the Hispanic population.
- The availability of affordable housing remains a key issue along with the lack of multi-unit housing.

- While the median income for Cape Cod is significantly higher than for the state as a whole, wages for the largest employment sections, tourism and retail are significantly lower. This puts significant stress on families living on these wages.
- There are significant numbers of households living on Cape Cod who live below the federal poverty level.
- School Districts in Barnstable County continue to see decreases in enrollments.

### **Maintaining a Balanced Community**

An important component of developing any strategic youth plan focused on improving the lives of youth and families is to develop recommendations as a response to the issues outlined above. The Cape-wide Youth Action Plan provides the opportunity for the community to continue working together to ensure that Cape Cod is an inviting, healthy, and thriving community that attracts families and youth to live here, while enhancing the lives of all youth who live on Cape Cod. The Plan provides the opportunity to deliberately work toward maintaining a vital and balanced community in terms of youth, adults, families, and older adults.



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- Kerry Bickford, Extension Educator, Barnstable County 4H/UMASS Extension; Operation Military Kids
- Dara Bryan, Program Officer, The Cape Cod Foundation
- Beverly Costa-Ciavola, Director, Cape Cod Neighborhood Support Coalition
- Stefanie Coxe, Executive Director, Community Action Committee of Cape Cod & Islands
- Kara Galvin, Director of Youth Services, Cape & Islands Workforce Investment Board
- Dr. Karen Mazza, Retired Assistant Superintendent for Curriculum and Instruction, Chelmsford Public Schools; President, League of Women Voters of the Cape Cod Area
- Joan McDonald, Chair, Community Network of Cape Cod
- Lisa McNeill, President, Cape Cod Volunteers
- Kristin O'Malley, Executive Director, The Cape Cod Foundation
- Steven Peters, Creative Director, SmokeSignals
- Kathy Quatromoni, Director of Community Programs, Cape & Islands District Attorney Office
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*(Photo courtesy of Kerry Bickford, Barnstable County 4H/UMASS Extension)*