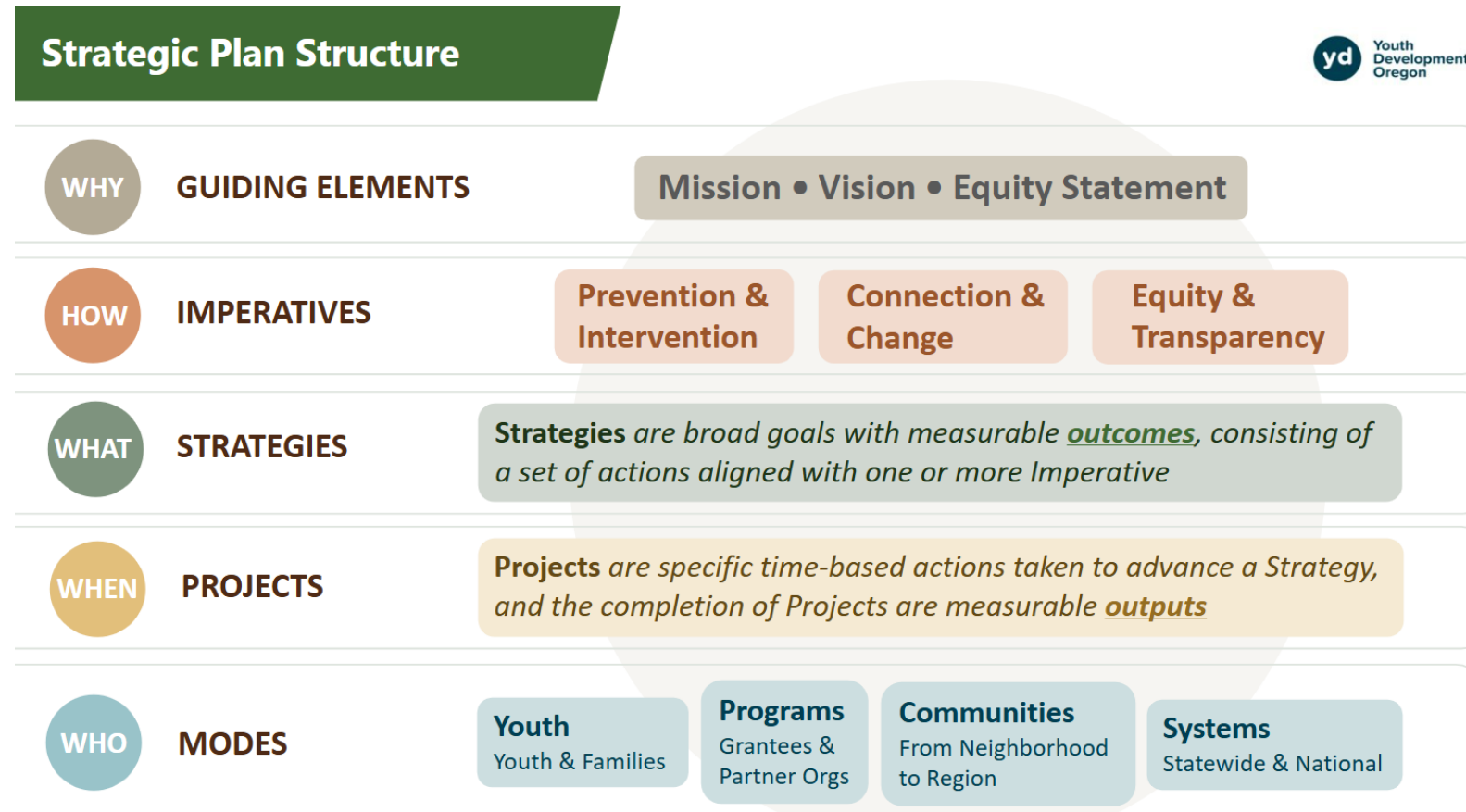


Youth Development Oregon 2025-2028 Strategic Plan



Overview of Strategic Plan Structure

Youth Development Oregon (the Youth Development Council and Youth Development Division, collectively) has been in the process of updating its Strategic Plan since late 2023. Significant work on the new Strategic Plan centered on developing a structure for the plan is organized that provides clarity on the principals, goals, actions, and involved parties across the plan. The structure is shown below, and each element is described in greater detail in subsequent sections.



YDO Strategic Plan Guiding Elements

Mission

All of Oregon's youth have the opportunity to thrive and achieve their full potential.

Vision

Youth Development Oregon aligns systems and invests in communities to ensure equitable and effective services for youth ages 6 through 24. Throughout Oregon and Tribal Nations, we support educational and career success, disrupt youth crime and violence, and affirm youth strengths and safety.

Equity Statement & Questions

Due to Oregon's history of systemic racism and with an understanding that we continue to live with systems that perpetuate inequity, Youth Development Oregon works to eliminate the impact of these injustices on young people. YDO works to advance a more equitable environment for Oregon's youth by confronting/disrupting systemic inequities through policy, legislation, grant-making, prioritizing antiracism, valuing lived experience, and elevating youth and community voice.

YDO uses a set of equity questions to analyze policies, investments and other decisions, and these questions are also applicable to the contents of this plan.

1. Who are the racial/ethnic and underserved groups who are positively and negatively affected by this decision, policy, investment, initiative, etc.?
2. Who has the current/traditional power/authority and how is that shifting?
3. How are we or have we intentionally involved stakeholders who are also members of the communities affected by the decision?
4. How are we collecting the appropriate data?
5. What is the potential for strengthening or improving youth wellbeing, achievement, and success, or for reducing disparities, inequities or barriers?
6. What is our commitment to professional learning for equity?

Imperatives

The strategic plan is organized at the highest level into three primary objectives, or Imperatives. These Imperatives are the highest organizational level of the plan, and each one broadly describes a way in which the strategies and projects in this plan will make positive change: through addressing root causes of youth disconnection, crime and violence; increasing positive connections and opportunities for youth, families and communities; and creating more equitable, just and transparent systems to serve youth. Each Imperative can also be framed as a guiding question directed at our work, asking how the actions we take advance these Imperatives.

Modes

Each Project is associated with one of four Modes representing who we engage to do the work, and where the impact of the outcome should be measured, and who will experience change as a result: **Youth (and Families), Programs, Communities (including our own organization) and Systems**. Modes are not an organizing structural element, instead they provide a way of identifying where the impact and success for each Action might best be assessed.

Strategies

There are 8 Core Strategies in the Plan, which broadly describe efforts carried out over the next 3-4 years to achieve high level outcomes that advance the mission and vision of YDO. A Strategy can be connected to one or more Imperative; some Strategies can be linked to all three. Each Strategy is broken down into related Projects that, taken together, make up the Strategy.

Projects

Each Project represents a focused effort designed to advance the Strategy of which it is a part. Projects have their own time-based outcomes and/or outputs and contribute to the overall outcomes of the Strategy of which they are a part. Each Project is a scope of work consisting of actions to be refined and completed over the course of implementing the strategic plan. The Project will have an assigned YDD team lead who is responsible for project management and completion, as well as potential YDO Workgroup when broader involvement, input and support is required. Within each Strategy, one or two Projects have been identified as Priority Projects. These Priority Projects will be the first initiatives undertaken in plan implementation, as they represent urgent or fundamental work, provide direction or infrastructure for other subsequent Projects, or potential early wins.

Recommended Measures

Each Strategy and Project has one or more identified measures, which signifies successful implementation and/or completion. A Measure may be an outcome demonstrated by one or more data points that demonstrate a positive change or impact; an output, such as a deliverable, activity, count, or actions taken to achieve an outcome; or some more nuanced and qualitative measure: the impact or changed experience that youth, families, grantees, partners, communities, council and staff can expect if this effort is effective. Most Projects will have time-based, Output-oriented measures, while Strategies should be measured with a Quantitative and/or Qualitative Outcome. In the course of implementing the plan, new or better measures may emerge, which provide a better means of assessing the impact of a Project, and these may be adopted, hence the fact that Measures shown are “recommended.”

A Living Plan: How the YDO Strategic Plan will be updated and used

The preceding Strategic Plan establishes broad objectives, comprehensive strategies and specific projects to be carried out over the next three years. In developing this plan, Youth Development Oregon has interfaced with key stakeholders, including partners and grantees, but we recognize that as we move forward in this work, additional perspectives will emerge, and we will strive to be receptive and nimble in order to adapt this plan to meet emerging needs and opportunities. This plan is not intended to remain a static checklist, but will be periodically revisited, and when appropriate, strategies and projects may be revised to incorporate new ideas, improved measures of success, and shifting priorities.

The Strategic Plan will be shared on the YDO website (<https://oregon.gov/youthdevelopmentdivision>) with information on how partners and the public can provide ongoing feedback. Additionally, the plan will be regularly reviewed for progress and updates as part of the Youth Development Council meeting cadence, at quarterly council meetings, the YDC Annual Retreat, and also via YDC Committee and Workgroup meetings as needed.

This plan is intended for use through 2028. In 2028, the accomplishments and implemented projects of this plan will inform the 2028 YDO retreat and help to shape the next iteration of the Strategic Plan for 2029 and beyond.

If you have questions or feedback on this plan, please contact us at youth.development.division@ode.oregon.gov

Strategic Plan Imperatives

These Imperatives are the highest organizing principle of the plan and broadly describe a way that the constituent strategies and projects will make positive change. They are denoted with a number and also a symbol, which is used in the plan to identify the imperatives to which each strategy is strongly connected.

- 1** **Prevention & Intervention:** Stop problems such as youth disconnection, community violence, and delinquency from occurring or worsening by addressing root causes and focusing upstream

How does our work give young people a sense of belonging and hope, and decrease the risk of harm, system involvement, and other negative outcomes?

- 2** **Connection & Change:** Increase opportunities for youth, families and communities to make meaningful connections and positive change

How are we contributing to welcoming spaces, healthy relationships, productive collaboration, and effective programs that make a positive impact on youth, families and communities?

- 3** **Equity & Transparency:** Push our work and youth serving systems to be more equitable, just, and responsive

How are we embedding equity and transparency in our practices, our agency, and the systems we work within?

Strategic Plan Strategies and Projects

8 Core Strategies for 2025 to 2028

1. Enhance Council Involvement, Voice & Impact
2. Advance Inclusion, Belonging & Professional Development in YDD
3. Expand Awareness and Understanding of YDO
4. Increase Alignment with Youth Serving Agencies
5. Elevate Efforts to Prevent Youth Violence and Justice System Involvement
6. Engage and Share Power with Youth
7. Strengthen YDO and Program Data and Reporting Efforts
8. Redesign Youth Grants for Accessibility, Connectivity and Impact

Priority Projects


12 Projects from across the 8 Core Strategies were identified as having significant impact on the success of their Strategy. Through implementation of the plan's Strategies, Priority Projects may be reassessed and new opportunities for early impact may be identified.

S1 P1	Establish YDC Meeting Guest Participant Model
S1 P2	Create Council Member Recruitment Strategy
S2 P6	Create Staff Engagement Plan utilizing Gallup survey data
S2 P7	Ensure all YDD staff have opportunities for collaboration and contribution to partner agency work
S3 P13	Create YDO Impact Brief(s) that tell the story of the work of YDO programs and their positive impact on youth
S4 P23	Engage with partner agencies to design an aligned service model that identifies how YDD grantees can access and align resources and services to meet the needs of youth
S5 P27	Implementation and evaluation of 2025-27 county and Tribal JCP plans
S5 P28	Implementation of new Title II 3-Year Plan and Probation Reform
S6 P37	Establish informal youth conversation series (led by Youth Committee, involving grantee participants)
S6 P38	Create youth-centered and youth-led recruitment and orientation process for new youth YDC members. Partner with current and previous grantees for prospect pipeline
S7 P46	Develop mission-based research questions that lead to key performance indicators, to guide design of reports data collection
S8 P53	Broaden participation in grantee convenings and community conversations


Comprehensive Strategic Plan Strategies and Projects


This following section outlines the Strategies and their associated Projects.

Strategy #		Recommended Measure
Strategy Name <i>[Related Imperative(s) denoted by shape marks]</i>		Description of Quantitative/Qualitative Outcome for Strategy
Project Name/Description	Mode	Description of Outcome/Output for Measure


Strategy 1			Recommended Measures
Enhance Council Involvement, Voice & Impact 			Council membership level, retention, participation and satisfaction
P1*	Establish YDC Meeting Guest Participant Model to increase youth and community member involvement in council activities (include focus on youth and required SAG members)	Youth	Establish guest protocol/plan by June 2025
P2*	Create Council Member Recruitment Strategy	Community	Recruitment Strategy created, implemented by Spring 2026
P3	Update YDC Committees, Purposes and Practices, including continued use of Workgroups for special projects (including Strategic Plan Implementation)	System	Committees updated by Fall 2025
P4	Create Council Member Advocacy Training & Guidance	System	Advocacy training/guidance for 2027 Legislative Session

P5	Create opportunity for every YDC member to participate in Convenings, Community conversations and Grant Monitoring and Compliance Monitoring Visits	Program	75% of council participating 25-27
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Strategy 2			<i>Recommended Measure</i>
Advance Inclusion, Belonging & Professional Development in YDD 			Staff participation, retention and satisfaction
P6*	Create Staff Engagement Plan utilizing Gallup survey data	Community	Quarterly engagement activity driven by Gallup results, starting Summer 2025
P7*	Ensure all YDD staff have opportunities for meaningful collaboration, development and contribution to other ODE and partner agency collaborative efforts	System	100% of staff participating in one or more cross-agency collaboration by Fall 2025
P8	Identify ODE Employee resource and affinity groups where YDD staff can engage	Community	Regular promotion of opportunities by Fall 2025
P9	Explore learning “stipend” model to encourage professional development	System	Model by Fall 2025
P10	Create YDD staff recruitment, retention and advancement plan that centers diversity, equity, inclusion and belonging principles - use recruitments to broaden reach and awareness of YDD as a great place to work	Community	Plan created by Winter 2027
P11	Make updates to website that better represent agency and opportunities for prospective employees and council members	Community	Website updates, create opportunities page by Spring 2026
P12	Increase social connection opportunities for staff	Community	Regular staff “social hour” activity by Summer 2026

Strategy 3			Recommended Measure
Expand Awareness and Understanding of YDO 			Maintain or increase investment in YDO grant programs AND affirmation as leader on youth issues in state government
P13*	Create YDO Impact Brief(s) to build lawmaker awareness of our work and show alignment to Governor's priorities. Highlight stories of participants more effectively to build understanding of their experiences and success	System	Develop initial Brief Spring 2025; New briefs for 2027 Full Session
P14	Cultivate legislative champions who understand and support the work of YDO	System	Engagement in 2025-26, create regular updates for 2027 Session
P15	Develop Annual or Biennium Impact Report to highlight program successes	Program	First Impact Report by Spring 2026
P16	Identify key national tables/conversations to participate in and amplify to increase awareness of youth furthest from opportunity	System	3 National conference presentations per year by Fall 2026
P17	Revisit YDO Theory of Change and consider broader use	System	Update by YDC committee or workgroup by Summer 2026
P18	Explore YDO social media strategy, identifying goals of social media presence and plan for managing pages and activity	Community	Established presence on identified platforms by Fall 2026
P19	Hold at least 2 YDC meetings per year outside of the Willamette Valley	Community	Council Schedule for 2026-2027
P20	Create informational resources and guidance that can be used by programs and districts to increase youth and family awareness of reengagement options	Youth	Guide published by Fall 2027
P21	Legislative Community Outreach: Invite legislators (state and federal) to visit YDO grant programs in their districts	Community	Schedule at least 5 visits in Spring 2026 following Short Session, repeat or increase in Spring 2027


P22	Community Outreach Cadence: Community Conversations ahead of long session to share plans and get input	Community	Community Conversation in Fall 2026
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Strategy 4			<i>Recommended Measure</i>
<i>Increase Alignment with Youth Serving Agencies</i> 			Multi-agency definition of prevention & intervention AND Identification of all youth served by YDO grants who are connected to state prevention systems
P23*	Engage with partner agencies (ODE, HECC, OYA, ODHS, OHA, ADPC, SOCAC, and others) to design an alignment strategy that identifies how YDD grantees can access aligned resources and services to meet the needs of youth experiencing homelessness, behavioral/mental health needs, the foster care system, the justice system, and substance abuse disorder	Program	Updated questions in 2027 RFA AND 60% of YDO grants connected to one or more youth-serving systems in 2027-2029 awards
P24	Involve local service providers (youth homelessness and housing, mental and behavioral health, SUD treatment, Juvenile Department prevention programs) in YDD convenings and grantmaking	Community	Local service provider participation in all regional convenings by Fall 2026 AND Count of providers participating in convenings
P25	Increase availability of referral and navigation supports for YDD program participants in need of services beyond the scope of the grant program	Youth	Creation of a referral model by Fall 2026 AND 60% of grantees identifying navigation support or role in services in 2027-2029 awards


P26	Ensure that YDO grants serving 18–24-year-olds have connections with adult system services (Job Placement/Training, Housing, Mental Health) in order to access resources and make referrals when needed	System	Adult services/systems connectivity identified in 25% of Workforce and Reengagement project plans by 2027-29 Awards
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Strategy 5			<i>Recommended Measure</i>
<i>Elevate Efforts to Prevent Youth Violence and Justice System Involvement</i> 			YDO becomes a resource for information on youth justice and violence prevention issues, a model for implementing effective prevention approaches
P27*	Implementation and evaluation of 2025-27 county and Tribal JCP plans	Programs	Reduction of recidivism and risk factors, and increased protective factors in 2025-27 (2028 NPC Evaluation)
P28*	Implementation of new Title II 3-Year Plan and Probation Reform	System	Reduced violations of court ordered probation conditions and detention by 2028
P29	Complete development of and implement training on new Juvenile Detention Guidelines – Develop/finalize guidelines	System	Juvenile Detention Guideline Training delivered/available by end of 2025
P30	Identify communities impacted by high levels of youth-involved gun violence using publicly available data and assess where YDO programs are addressing needs (and where they currently are not). Consult with OHA, OYA and other partners	System	Initial analysis completed by Summer 2026 AND plan for more robust long-term analysis/indicators for 2027-29 biennium grants
P31	Train/engage council on Extended Detention Certification process	System	Training IN PROGRESS


P32	Redesign Youth Violence and Gang Prevention Grants to more effectively reach impacted communities and address critical needs. Partner with OHA to enhance public health perspective in YDO violence prevention programs	Programs	Meet with OHA about YVGP Grants by Summer 2025 AND New YVGP Grant RFA by Fall 2025
P33	Convene programs and partners in communities impacted by youth violence	Community	Convening held by Winter 2025-26
P34	Create and implement OJDDA Training Curriculum development to train incoming juvenile department staff	Program	Training in use in 60% of County Juvenile Departments by Spring 2026
P35	Center and elevate youth voices, experiences and leadership in developing a statewide youth violence prevention approach	Youth	Youth focused activities and programming connected to convening held by Spring 2026
P36	Administer SAG Training for YDC to fulfill federal requirements	System	100% completion of training by all council members within 1 year of joining YDC by 2028

Strategy 6			<i>Recommended Measure</i>
Engage and Share Power with Youth 			Increase proportion of youth members on the council; improved recruitment, retention and participation in YDC
P37*	Establish informal youth conversation series (led by Youth Committee, involving grantee participants)	Youth	First Conversation by Winter 2026
P38*	Create youth-centered and youth-led recruitment and orientation process for new youth YDC members. Partner with current and previous grantees for prospect pipeline	Youth	Youth recruitment process in place by Fall 2026
P39	Explore youth-led grantmaking, including pilot RFA designed by youth	Program	Work with Youth Committee to develop a model for a youth-

			designed and led funding process in 2025, possible RFA in 2026
P40	Poll YDC Youth Members to identify goals and interests and use these to guide council work	Youth	Carry out poll/discussion by Fall 2025
P41	Create connection between YDD staff support of Youth Committee and administrators/staff for other youth advisory groups	System	Identify YDD liaison to youth advisory groups by Winter 2025-26
P42	Seek opportunities to support and participate in youth lead spaces and convenings	Community	Identify potential/existing youth tables by Spring 2026
P43	Implement periodic youth-led staff/council training	Youth	Youth member led training Summer 2026
P44	Consult with youth on how to effectively share their stories in advocating for our work	System	Consultation protocol by Fall 2026
P45	explore aligned Youth Convening/activity in connection with grantee convening	Program	Youth convening at Grantee Convening by Spring 2027, youth participation from 25% of programs

Strategy 7		<i>Recommended Measure</i>	
Strengthen YDO and Program Data and Reporting Efforts 		Adopt key performance indicators for YDO grant programs (eg. Increase % of 5-year completers; increase annual credits recovered among 10-day drops; % of youth who get a paid WEX, youth council %; decreased recidivism among xx population; reduced disparities; etc.)	
P46*	Develop research/mission-based questions that lead to key performance indicators, to guide design of reports data collection	Program	Questions developed by Fall 2025

P47	Create and Utilize Data and Reporting Principles to guide work	System	Principles finalized by Summer 2025 ONGOING
P48	Explore possibility of matching disaggregated law enforcement + JJIS data with YDO grant participant data to identify where we are serving justice system-impacted youth	System	Begin meeting with OYA/JJIS committee to explore in Spring 2026
P49	Collaborate with ODE to identify and remove barriers for reengagement programs to access student attendance and drop data, to allow rapid response and reconnection	System	Initiate work with ODE by Spring 2026, leading to protocol.
P50	Establish data sharing protocol for YDO reengagement programs working with schools and districts, to allow rapid response and reconnection of young people	Program	Protocol in place by Summer 2027
P51	Design Data collection and reporting with input and feedback from grantees, with the goal of regularly published data dashboard available to YDC, programs, and the public	Program	Improved Data collection process and dashboard for 2027-2029 biennium
P52	Collaborate with ODE RADAR team on YDO Database pilot project	System	Initiate collaboration by Winter 2028
P53	Seek alignment opportunities for YDO grant data with SSA Youth Advisory Group data and other ODE community program data collection	System	Plan developed in partnership with ODE EDI Office by Winter 2026-27

Strategy 8	Recommended Measure
Redesign Youth Grants for Accessibility, Connectivity and Impact 	Enhanced customer satisfaction with YDO grant processes,

P53*	Broaden participation in grantee convenings and community conversations. Add community conversation participation as expectation for current grantees in communities visited	Community	New convening requirements indicated in Spring 2025 RFAs ONGOING
P54	Implement grant process improvement recommendations from 2023 RFA External Review	Program	IMPLEMENTED SPRING 2025 RFAs
P55	Identify critical partners on RFA process, and establish communication protocol and timeline commitments for external processes	System	Coordinate with DOJ in Spring 2025 ONGOING
P56	Establish a clear RFA appeal and application feedback process	Program	IMPLEMENTED SPRING 2025 RFAs
P57	Refine and implement a set of grantee requirements/expectations for meeting/convening, training (e.g., Suicide Prevention, Cultural Responsiveness, etc.)	System	Implement requirements in RFA/Agreements by Summer 2025
P58	Redesign YDO Workforce Grants to incorporate effective elements of prior grant models and fill unique need in resource delivery. Explore funding opportunities for youth training programs where young people work to serve youth and others in need (hands on building training, peer counseling, etc.)	Program	Explore in 2027-2029 Workforce RFA
P59	Create clarity around how grants can utilize partnerships and collaboration of multiple organizations on a grant project	Program	Draft collaboration guidance by Fall 2025, Revised for 2027-29 Biennium
P60	Build strong relationships with grant recipients to ensure YDO learns from organizations and youth on how to better address their needs	Program	Formalized consultation/feedback protocol by Spring 2026, via convenings, evaluation or survey
P61	Explore RFA process enhancements to improve opportunity for small orgs/rural applicants (assessing 2025-27 RFA outcomes as baseline)	Program	Assess awardees in 2025-27, address any needed RFA updates by Spring 2027
P62	Establish service commitments/standards for work with grantees and community partners	Program	Service commitments adopted by Summer 2027

P63	Apply Racial and Ethnic Disparity lens to reduce disparities in other areas via YDO grantmaking - Reengagement, School Discipline, Mental/Behavioral Health needs	System	RED cross-disciplinary Workgroup by Winter 2027-28
P64	Identify critical partners on RFA process, and establish communication protocol and timeline commitments for external processes	System	Coordinate with DOJ in Spring 2025 ONGOING
P65	Explore staggered RFA timing as means of reducing applicant and reviewer burden	Community	IMPLEMENTED SPRING 2025 RFAs