



July 3, 2018

Minneapolis Youth Coordinating Board

Brief History

Legislated into existence in 1985, the Minneapolis Youth Coordinating Board (MYCB) is the country's oldest local-level children's cabinet. MYCB was created when then Superintendent of Minneapolis Public Schools Richard Greene pushed strong Mayor Don Fraser to improve collaboration between the City of Minneapolis and its public schools. State-level legislation subsequently authorized a joint powers agreement between the City of Minneapolis, Hennepin County, Minneapolis Public Schools and Minneapolis Parks and Recreation, cementing the participation of these separate jurisdictions in the MYCB, and mandating that they each contribute a designated sum of money to the operation and discretion of the MYCB. MYCB has taken a variety of forms over the past several decades; though it originally managed programs directly, in 2002 it chose to capitalize on its strength as "the table where deals [on youth services] are hammered out" and took on a more policy-focused role.¹

Mission Statement

To champion the health, safety, education and development of Minneapolis' children and young people through collective action and policy alignment.

Location:

City of Minneapolis, Hennepin County, Minneapolis Public Schools, Minneapolis Parks & Recreation

Target age group:

Children and young people in Minneapolis

Established:

1985

Method of establishment:

Joint Powers Authority Agreement authorized by state legislation

Organizational home:

Independent

Funding source:

The City Council, Hennepin County and School District all contribute equivalent annual funding, and the Park Board contributes a reduced dollar amount annually.

Full time employees:

5

Members:

2 Hennepin County Commissioners, 2 Minneapolis City Council reps, Mayor of Minneapolis, Hennepin County Juvenile Court Judge, Hennepin County Attorney, Minneapolis Parks and Recreation Board reps, 2 Minneapolis Public School Board reps

Meeting Schedule:

Regular bi-monthly board meetings, committee meetings, and sub-committee meetings on alternating months

¹ History of the Youth Coordinating Board from Minneapolismn.gov | History of YCB from ycb.org

Sustainability

As the country's oldest local-level children's cabinet, the Minneapolis Youth Coordinating Board is uniquely positioned to share knowledge about ensuring longevity and maintaining energy and enthusiasm for the coordinating board's work over decades. Executive Director Ann De Groot says that, like most children's cabinets, the political interest and investment has ebbed and flowed over time. Keeping incredibly busy elected officials engaged in MYCB is a constant challenge that comes down to engaging the right people at the right times, tight planning of meetings, and making participation worth people's time.

Director De Groot carefully considers who to engage, when, and in which issues. It is critical to bring in elected officials when discussing bigger picture strategy and planning, but when discussing collaboration and policy changes at the level of daily operations, De Groot relies on her relationships with staff of those officials. Knowing who can pull which levers at what level is critical to making progress in meetings – folks at different levels will have knowledge about different aspects of their jurisdiction's work and will be better positioned to participate in and inform conversations. This approach also applies to orienting new members when there is turnover. De Groot typically sends a welcome email, shares the board's bylaws, and offers to meet with the new member, and then at the first MYCB meeting that they attend she allows time for extended introductions. She says that it is crucial to keep orientation low-level because new members have often taken on a wide range of new duties, and she saves pushing for their deeper participation for when she needs them to be involved to move work forward.

Planning Meetings

Considering who to invite is only one aspect of planning for successful MYCB meetings. Keeping board meetings from becoming simply a show and tell or discussion of unrelated issues is a challenge faced by most children's cabinet directors and staff. In the case of MYCB, an executive committee sets the agenda in a pre-meeting where the committee runs through topics that need to be discussed, those that may be at the front of folks' minds, and questions that might arise and lead the group off topic. The result is a tight, timed agenda with topic-oriented action items, steered by a board chair that keeps participants on topic. To combat slide into the trap of "show and tell," the agenda includes 15 minutes wherein each jurisdiction can share projects. These projects must have a product that effects all four jurisdictions and that the board can provide feedback on, and that presenting these projects as something in board member's purview that they can comment on elicits responsiveness and engagement.

"Part of the trick of this work is to figure out who you engage, when you engage them, and how you engage them. You need to not waste people's time."

Executive Director Ann De Groot

Goals:

- All Minneapolis children enter kindergarten ready to be successful in school.
- All Minneapolis young people graduate from High School on time.
- All Minneapolis young people have access to safe, quality opportunities to learn outside of the classroom.
- All Minneapolis children and young people will build the grit, curiosity, and character to be contributing citizens and residents engaged in furthering their education, career and civic life.

Together, we will make Minneapolis the best city for children, young people and families.

At the end of the day, De Groot has no authority over any of the elected officials who participate in the MYCB. “It’s all relationships, it’s all give and take,” she says, and she relies on figuring out what is of value to board members and their staff to bring them to the table.

Youth Engagement

One way that the MYCB is able to ensure engagement from elected officials who have competing demands for their attention is to provide them with valuable opportunities to engage with youth in a meaningful way. In 2007 MYCB created its Minneapolis Youth Congress for grades 8-11. The Youth Congress is made up of 50 young people selected through a process that mimics job hiring: young people must apply, be interviewed, and will eventually be sworn into the Congress by a judge and be paid for their time. Youth Congress members are paid, fed, organized, and staffed by the MYCB. They are provided with the skills and training that allow them to meaningfully engage with and contribute to their jurisdictions; in addition to being a sounding board for the members of the MYCB, these young people have lobbied the Minnesota Health Department to change ordinances around tobacco, they’re currently developing a psychological first aid mobile app, and they provide a web series on immigration specifically for child care centers. The Youth Congress members are also trained in facilitation, which allows them to go into their communities, convene other youth, ask questions, and produce a report that provides meaningful perspective both to the MYCB and to the community at large.

The Youth Congress’s authentic and meaningful form of youth engagement allows elected officials and others to elicit feedback and youth perspective. It also provides youth with opportunities to more meaningfully engage with and contribute to their communities while being compensated for their time and expertise. Involvement with the Youth Congress brings many of the elected officials in MYCB more fully to the table, a tool that De Groot has used to strengthen the collaborative work of the MYCB.

Point of Contact:

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OUTCOMES SPOTLIGHT

Collaborating to connect youth to the programs they need & want

Collaboration at the MYCB table has resulted in significant new programs and policy changes over the years. One of these programs is STEP-UP Minneapolis, which “recruits, trains and places more than 1,600 young people (ages 14-21) in paid internships at more than 200 regional employers each year.”

In 2003, the MYCB conducted a series of focus groups around Minneapolis to determine what youth wanted and needed from after school programs and what barriers existed to participation in current after school activities. By engaging youth voices, MYCB

learned that youth in Minneapolis were most in need of after school jobs. Then-Mayor of Minneapolis and member of the MYCB, R. T. Rybak, led the charge in recruiting partners to collaborate across sectors and create a youth employment program: STEP-UP Minneapolis. STEP-UP works through collaboration between the City of Minneapolis Dept. of Community Planning and Economic Development, Minneapolis Public Schools, and a broad range of community partners. Through alignment of funding from the city, state, and federal levels, STEP-UP is able to recruit, train, and place youth in for-profit workplaces, non-profit workplaces, or government offices, and compensate them for their work. Approximately 600 interns annually are compensated directly by their employers, adding an element of

OUTCOMES SPOTLIGHT (continued)

private funding to the multi-million dollar investment STEP-UP directs to historically underrepresented youth in the area. STEP-UP not only improves outcomes for youth but is also able to move the needle on broader public and private sector goals, including: diversifying the regional workforce; building a competitive talent pipeline; and strengthening the local economy in a time of workforce shortages and equity gaps.

Collaborating to maximize revenue capture

Another outcome of collaboration at the MYCB table is the development of *local collaborative time study funds*¹ – a revenue maximization strategy – in Minnesota. In the early 1990s, MYCB was given a grant from the Robert Wood Johnson Foundation (RWJF) focused on improving systems and services for children’s health. A component of the RWJF grant was focused on identifying a funding stream able to sustain the systems and services expanded and strengthened during the initiative, primarily through innovative methods of revenue maximization. Through the MYCB, Minneapolis had already brought many of the relevant stakeholders for children’s health services to the table, including the city and county government agencies and the United Way, both of which had recently created major early childhood programs (United Way’s ‘Success by 6’ program was pioneered in Minneapolis) that they wanted to focus on expanding and strengthening. The RWJF grant allowed MYCB to bring in outside consultants to do an analysis of how these programs were funded, which found that, through local property tax dollars, state dollars, and United Way dollars, the city, county,

school district, and United Way were funding a myriad of services that, if aligned properly and with state permission and federal approval, could be folded into the state’s Medicaid reimbursement. (Way to Grow and Success by 6 – early childhood programs created in the 1980s and 90s in Minneapolis by the city and United Way – both provided services that qualified as Medicaid administration, including care outreach and connection to health services, but were not currently reimbursable under the state’s Medicaid plan).

During this same time period, The Pew Charitable Trusts was running a nationwide competition to do radical reforms to approve children’s services at the state level, and Minnesota had been picked to compete. Revenue maximization was one component of the one year planning grant to states selected for the competition, which nudged Minnesota to conduct a study whose results mimicked those at the local level: dollars were being left on the table from services reimbursable by Medicaid. The state and the city were arriving at the same conclusion at the same time. As a result the state agreed to change its Medicaid program to allow these reimbursements to flow to localities. The state legislature then passed legislation that required communities participating in this elective claiming process to pool the funds and administer them under the auspices of a collaborative structure. The collaborative structure was required to be a formalized partnership with a plan to work together to improve children’s services through early intervention and prevention, which put the MYCB in an optimal position to participate in the elective claiming process from the state. So, Minneapolis applied to be a pilot for this federal reimbursement and was able to begin receiving the funding in 1995, thanks to the strong partnerships formed, and foundation laid, for this type of reimbursement at the MYCB. Because of the MYCB’s participation as a pilot, they were able to expand the new claiming process to all school districts in Hennepin County and two local health departments, and eventually the state decided to make the process elective statewide. This revenue maximization strategy – “local collaborative time study funds” – continues to operate in Minnesota and has generated around half a billion dollars for children’s services.

¹ The name ‘local collaborative time study funds’ describes reimbursement dollars for time spent providing services that qualify for Medicaid administrative claims. These services include time spent getting children, youth and families enrolled in, connected to, and in receipt of services. The reimbursed funds are administered by a local collaborative of public school districts and city and county departments and administrations who agree to develop a shared plan to improve children’s services through early intervention and prevention. The reinvestment of the reimbursements in children’s services also qualifies for additional reimbursements. Claims for these services are made via a ‘random moment time study’ that ensures accurate capture of the amount of time spent on reimbursable activities.