

Fall | 09

## Youth Intervention Network

*Reflection, Transformation and Future Directions*

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## EXECUTIVE SUMMARY

### Program Description

The Youth Intervention Network (YIN) is a project of UrAtWork, a non-profit corporation created to build High Performing Communities in Antioch, East Contra Costa County and beyond. YIN is collaborative community effort focused on youth engagement and development. YIN Aims to build and support a robust coalition of service providers, government agencies, community organizations, faith-based organizations, and community members to work together to serve the youth identified as likely to commit or become victims of violent crimes.

### Main Findings

#### *Reflection*

- Initial impressions of YIN were generally positive.
- Varying degrees of skepticism was expressed.
- The extraordinary commitment of volunteers and families to the work of YIN and Antioch arose a main theme.

#### *Transformation*

- The creation of a common language (through Dialogue for Peaceful Change) was the chief catalyst of transformation.
- The level of expressed personal change was correlated to the level of involvement in YIN.

#### *Future Directions*

- The top three themes envisioned for the future generation of YIN were:
  - Young people play a significant role in the future leadership and work of YIN.
  - YIN is established, secure and sustainable.
  - YIN replicated and grows as an organization.

### Suggestions Include:

#### *Considering YIN's Conceptual Foundation*

- Add specific training on the High Performing Community (HPC) and the Transformation, Interdependence, Diversity, Equity and Sustainability (TIDES) models upon which YIN is based.
- Offer a retreat for YIN volunteers. The retreat would offer time to reflect personally and on the models after having experienced them in action.
- Capture attitudinal shifts (on community building, notions of just or healthy societies etc.). Create apparatus to supply baseline beliefs/attitudes. Elicit feedback at deemed conclusion of process. Compare.

#### *Looking Forward*

- Identify and develop future organizational leadership in order to grow sustainably.
- Reevaluate current collaborating partners' level of involvement and consider engaging in new partnerships representative of the entire community.
- Put measures/procedures/practices in place to mitigate volunteer burnout.
- Expand YIN's training capacity.

- Establish communications department for YIN. Market the YIN mission and YIN success.
- Compile an adequate description of the current organizational capacity. As interest is increasingly being expressed for the replication of the YIN model elsewhere, it is essential for the leadership of the organization to do so.

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## PURPOSE/OBJECTIVE

The purpose of this report is to capture past learning and future vision of a set sample of Youth Intervention Network (YIN) Executive Board Members, Partners, Mediators and Family Advocates. Since its inception in 2007, YIN has gained significant momentum and as such the YIN leadership recognized the need at this point in the organization's growth to gather insight from those involved around the following areas and questions:

### Reflection

- Initial expectations of YIN?
- Surprises / Assumptions defied?

### Transformation

- Have your personal beliefs of community-building been influenced by YIN, i.e. the TIDES model and the High Performing Community model?
- Have you changed?

### Future Directions

- Next generation of YIN, what does it look like?

In effect, the purpose of this report is to serve as a 'check-in' point of reflection with the broader YIN community.

## INTRODUCTION

Over a two-week period, twenty-seven informal interviews were conducted with twenty-eight individuals involved with YIN in various capacities. In an effort to reflect to the YIN leadership the perspective of its partners, this report will seek to present the synthesized findings.

The report will be divided into two sections: Findings and Findings with Analysis. The first section of this report will present the findings for the questions of Reflection: *Expectations and Surprises* of YIN. Additionally it will also examine two new themes that arose in the course of the entire interview process. The second section will present a brief overview of the findings accompanied by analysis. This section will examine the questions of Transformation: *Community-Building & Personal* and the question of Future Directions: *Vision and Getting there*. Here, the analysis will include an examination of the challenges facing YIN in the future and suggestions for mitigating future challenges offered by those interviewed.

## Part 1: FINDINGS

### 1.0 REFLECTION

All interviews began with a conversation around how the individual became involved with the Youth Intervention Network (YIN). The questions posed were aimed at gauging individuals' initial understanding of YIN. Examples of the questions posed were: "*What were your expectations? What questions did you have*

for the organization? Were you skeptical about anything in particular?" The conversation then moved to the present where individuals were asked to reflect on their experience of YIN up to date. At this point, the ambition was to capture what surprised them. Some examples of the questions were: "Looking at YIN today, 2009, what surprises you? You spoke of being skeptical about x, tell me about that now." Due to the volume of those interviewed, and the individualistic nature of the responses, what follows is a thematic outline of interviewee's answers.

## 1.1 Expectations and Surprises

### 1.1.1 Expectations/Initial Questions for YIN

1. Collaboration of Agencies
  - a. Interviewees understood YIN sought to break silos in the community. This was to be a cross agency endeavor.
  - b. The YIN approach to this had never before been seen in Antioch.
2. YIN was beneficial for the community
3. Many expressed holding a 'wait and see' mentality
  - a. Interviewees have seen many programs with good intentions before.
4. Strong leadership
  - a. Interviewees recognized important community leaders were present.
  - b. The personalities of Iris and Chief Hyde attracted interviewees.
5. Skepticism
  - a. Unsure how the differing ideas and visions would fit together.
  - b. Dialogue for Peaceful Change (DPC)
    - i. What is DPC exactly?
    - ii. How will the methodology resonate with delinquent youth as the subject?
  - c. What does YIN *really* want to do?
  - d. Can this collaborative approach *actually* work?

### 1.1.2 Surprises

- Level of volunteerism
  - "There is *actual* follow through and commitment... and this isn't easy work."<sup>1</sup>
  - "YIN has tapped an untapped resource in the community with its volunteers."<sup>2</sup>
  - "People in this area are just searching for ways to connect and contribute something positive to the community – not just sitting back and complaining."<sup>3</sup>

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<sup>1</sup> Hyde, Jim. Chief of Police, Antioch Police Department/YIN Co-Founder. Personal Interview. 21 October 2009.

<sup>2</sup> Marchetti, Mickie. Director, The REACH Project. Personal Interview. 21 October 2009.

<sup>3</sup> Diokno, Ed. Assistant to Supervisor, Contra Costa County – District 5. Personal Interview. 20 October 2009.

- Professionals and community members want to be part of stopping the madness.<sup>4</sup>
- Undercurrent of *real* commitment
  - Evidenced in Leadership
    - Egos left at the door. This frequently cited phenomenon has fostered a sense of authentic community and in return created a selfless commitment to the collective YIN vision.
    - “I knew Iris was on top of it. I wouldn’t have gotten involved if YIN leadership wasn’t so committed.”<sup>5</sup>
    - “The people who created this – Chief and Iris. Such passion – real people.”<sup>6</sup>
  - Antioch community was ripe for change
    - “This is a community in crisis.” YIN is addressing the issues of the community.<sup>7</sup>
    - “People want to see change. There is no more waiting around for things to change.”<sup>8</sup>
    - “We couldn’t continue with a fragmented approach.”<sup>9</sup>
- Buy-in of important community players
  - School district, police, faith-based organizations, Antioch city.
- YIN is thriving
  - “You always hear that a program is going to follow through, but this really has.”<sup>10</sup>
  - “YIN has stayed together and stayed focused.”<sup>11</sup>
- Effective
  - The work of YIN heals families.
  - Regarding YIN wrap-around services: Advocates help parents successfully navigate the system.
- Dialogue for Peaceful Change
  - Effective and Powerful: Training and Methodology.
  - For further discussion on DPC, see section 1.2.1

“People in this area are just searching for ways to connect and contribute something positive to the community – not just sitting back and complaining.”

-E. Diokno

<sup>4</sup> Bays, Joanne. Director of Utilization Management, Sutter Delta Medical Center. Personal Interview. 16 October 2009.

<sup>5</sup> Robertson, C.A. Retired Police Officer, Founder Antioch & Richmond Police Activities League. Personal Interview. 19 October 2009.

<sup>6</sup> Jimno, John. Vice President, Live Oaks Alternative High School. Personal Interview. 19 October 2009.

<sup>7</sup> Marmalejo, Miguel. Social Worker, Sutter Delta Medical Center. Personal Interview. 19 October 2009.

<sup>8</sup> Guerrero, Alphonso. Director, Compass Mentoring Academy. Personal Interview. 20 October 2009.

<sup>9</sup> Ruehlig, Walter. School Board President, Antioch Unified School District. Personal Interview. 19 October 2009.

<sup>10</sup> Shackelford, Cardenas. Student Support Services, Antioch Unified School District (Former Vice-President, Antioch High School). Personal Interview. 16 October 2009.

<sup>11</sup> Bays, Joanne. 2009.

### 1.1.3 Conclusion

Interviewees' initial expectations of YIN were generally positive. It was expected that YIN sought positive change through cross agency work for the community. There existed a level of skepticism around YIN's specific objectives as well as how this network would amalgamate the various collaborating partners' agendas. Questions also arose concerning the partnership with DPC and skeptical remarks were passed about the relevance of some stranger from Ireland. It was in the early part of the interview where many specifically cited Iris's compelling passion and persuasion. Laughing, Richmond and Antioch Police Activities League (PAL) founder C.A. Robertson commented, "Iris just talks so fast and so much – how can you say no?"

Overwhelmingly, respondents were surprised at both the quality and quantity of volunteers. The exceptionally high level of commitment was noted repeatedly. This demonstrated dedication by the YIN leadership and in community members, mediators, advocates and partners alike. While many reasons were offered to explain this exceptional level of commitment, the most common response was that YIN, first, had effective and attractive leadership guiding it, and second, that it was addressing a pressing and widely recognized need in the community: The precarious state of Antioch's youth. The community had been waiting for something like YIN.

## 1.2 Emerging Themes

This section will draw attention to two major themes that arose organically in the course of the interviews. First, is the subject of Dialogue for Peaceful Change (DPC). Individuals here commented on a range of issues, from the experience of DPC training to the models and the methodology itself. Second, YIN's ethos and specifically the emphasis placed on relationships (the YIN Relational Model).

*"DPC has been the wheels of YIN...it has enabled a huge amount of movement."*

*-M. Watson*

### 1.2.1 Dialogue for Peaceful Change

The explicit topic of DPC was not included in the original question set. The question of Transformation explores ideas on community building and does reference DPC, yet many interviewees voluntarily offered a broader perspective of DPC at different parts of the interviews. Individuals cited their DPC training experience as well as (where relevant) the experience of DPC in the practice of YIN family mediation. The following themes relate to the virtue of DPC training and methodology. They are presented in the following two headings: DPC's Efficacy and the Power of DPC.

#### *Effective*

1. Practical
  - a. Skill set offered – communication, conflict analysis, and mediation framework.
  - b. Use in everyday life.

- c. Clear steps to follow:
  - i. When reflecting on her mediation experience, family mediator K. Smith recalled a challenging moment during which she went back to Rich (DPC trainer) brilliant, yet simple, advice: “Trust the training”.
  - ii. Family Mediator C. Y. Orr commented on the frequency that she had to remind herself: “Stay with the book”.
- 2. Realistic models
  - a. “I was aware of the concepts on a certain level, the training and models gave a language. The iceberg model for example.”<sup>12</sup>
- 3. Methodology thorough
  - a. Tool gets to the heart of conflict. Analogy: DPC like lancing a blister. Painful, but necessary for healing (vs. concealing, ignoring it). DPC is that blade.<sup>13</sup>
  - b. Great practice to empower others. In so, creating sustainable foundation for change.
- 4. Positively influences ideas on community building
  - a. “The more people go through DPC training, the better off as a community we will be.”<sup>14</sup>
  - b. Empowering community.
- 5. Offers a common language within YIN
- 6. Mediation works in practice
  - a. “I am a believer. I have seen it work.” Now will actively advocate for intervention (vs. punitive ways of dealing with challenges of youth).<sup>15</sup>

*“At the end of DPC, I felt seen. I felt heard. We*

*Powerful*

- 1. Teambuilding tool
  - a. Original DPC training in Danville – facilitating vision and group cohesion.
  - b. Ongoing training. Glue for YIN. Offers a meeting/community point. Where YIN momentum in the community is gained.
- 2. Personally transformative
  - a. Repeatedly “Training taught me no just how to hear, but to listen’ was referenced by interviewees.
- 3. Breaks down barriers
  - a. Training = Relationships.
- 4. Fosters relationship building with unlikely characters. “I never would have thought I could call up the chief of police. But now I feel like I could.”<sup>16</sup>

*heard one another.”*

*-M. Marmalejo*

<sup>12</sup> Vogelgesang, Linda. Pastor, St. John’s Lutheran Church. Personal Interview. 22 October 2009.

<sup>13</sup> Yarbrough-Orr, Chavean. YIN Parent Representative – Tutorial Services Coordinator. Personal Interview. 23 October 2009.

<sup>14</sup> Mornick, Arlene. Assistant City Manager, City of Antioch. Personal Interview. 22 October 2009.

<sup>15</sup> Agopian, Gary. Family Mediator, Real Estate Agent. Personal Interview. 15 October 2009

<sup>16</sup> Vogelgesang, Linda. 2009.

5. Friendship formed between a city council member and a former gang member now seeking positive change in the community.
6. "I live in the 'school district box'. I'd never even thought to consider a perspective from the 'police box' or the 'city box'.<sup>17</sup>
7. Leveling, equalizing of all involved. Due to the nature of training structure with role-plays and partner activities.
8. Compelling – people subscribe.
  - a. The enthusiasm following the DPC training experience is a key contributing factor of YIN's stable and committed volunteer base.
  - b. "I saw passion from all the different groups (at the DPC training)."<sup>18</sup>
  - c. "When you go through the training – there is this 'WOW! This is it!' New levels of enthusiasm. This is part of what keeps this going."<sup>19</sup>
  - d. "DPC has helped create a dialogue – which continues to recreate itself."<sup>20</sup>

*NB:* There was no criticism of DPC. This could be due to the fact that no formal conversation around DPC was pursued.

### 1.2.2 Conclusion

DPC is an essential piece of the YIN model and widely accepted by all involved. It is a powerful and effective tool. *Effective* because DPC facilitated the initial YIN vision, its relevance in personal and professional lives and, reportedly mediation worked with families. *Powerful* as a teambuilding tool, as a means to equalize collaborators, and as a means of empowerment (for self and others). Lastly, DPC is powerful evidenced by the commitment it inspires of YIN partners and volunteers.

### 1.2.3 The YIN Relational Model

For the purpose of this report, the "YIN Relational Model" will be used to describe the ethos YIN places upon relationships. This theme surfaced in answers to nearly all of the different questions posed. The YIN Relational Model refers to the emphasis and priority given to building real relationships with those involved. The approach extends to collaborative partners and to the families involved in mediation/YIN wrap-around services.

Some examples of this Relational Model include

1. "If we are going to change the community, we are not going to treat this (YIN Family) like a case – but like a *family*."<sup>21</sup>
2. "Relationship building is paramount. If it takes six months, it takes six months. Everyone (in YIN) understands this."<sup>22</sup>

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<sup>17</sup> Jimno, John. 2009.

<sup>18</sup> Bays, Joanne. 2009.

<sup>19</sup> Rahman, Abdul. Islamic Center of the East Bay. Personal Interview. 23 October 2009.

<sup>20</sup> Archuleta, Keith. Director, East County Business Education Alliance. Personal Interview. 20 October 2009.

<sup>21</sup> Bell, Lesia. Family Advocate Director, Emerald Consulting. Personal Interview. 22 October 2009.

3. "I've had to learn it happens when it happens. These are people's lives and it takes time."<sup>23</sup>

#### 1.2.4 Conclusion

The views expressed around the YIN Relational Model highlight that prioritizing relationships is something YIN is doing naturally and doing so, according to interviewees, is a mutually beneficial practice. For certain participants, this relational ethos was key to their sustained YIN involvement. Emphasis on relationships is embedded in the YIN Model (training with DPC and subsequent trainings). This report suggests that this ethos is an effective piece of the coalition building/community building puzzle and maintaining it will keep YIN healthy and thriving.

*"The work itself  
changes you."*

*- V. Williams*

## Part 2: FINDINGS & ANALYSIS

### 2.0 TRANSFORMATION

The YIN leadership was interested in exploring the ways in which both the models upon which YIN is based and the experience of involvement with YIN has influenced those who have been involved. Thus, this section will present the interviewees' reflections on the influence YIN has had on their ideas of community-building and the influence YIN has had on them personally.

#### 2.1 Community-Building

##### *Notions of community-building, Views Changed?*

The essence of this question was to capture, if any, the transformation of personal philosophies of community-building held by those involved.

A note on methodology: This evaluation holds no baseline measure/data from which to actually form a comparison. Thus, feedback is relative to reflections offered in the interviews. Additionally, it should be noted that the question was not uniformly phrased. Initially, the question was intentionally specific: *"How does the TIDES Model impact how you see community building?"* Four interviews into the process, however, the question was proved to be unclear. In an effort to guide the conversation to the aforementioned aim, the High Performing Communities model (HPC) was referenced. As such, generally the posed question was: *"Has your involvement with YIN and its philosophies/models changed the way you think about community-building or changed your philosophies around community-building? If so, how?"*

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<sup>22</sup> Williams, Vernon. Director, Williams Group. Personal Interview. 19 October 2009.

<sup>23</sup> Smith, Karen. Director of Communications, Antioch Chamber of Commerce. Personal Interview. 15 October 2009.

### 2.1.1 Findings

Some examples of those who explicated significant change in ideas as a result of YIN conceptual models:

1. Now committed to a more long-term program like YIN.
  - a. As compared to a 'one-night get kids off the street' type of program.<sup>24</sup>
  - b. Recognition that to work thoroughly with few was preferred to working superficially with more. Takes time to address what is beneath the iceberg.
2. Now see that empowerment is central to community building.
  - a. Everyone is better with the sense of the empowerment youth and parents gain. Cited example of YIN graduate. Prior to YIN considered troubled youth. Has since been recognized as youth of the year. Consequently sees himself as accountable to whole community.<sup>25</sup>
3. Recognizes personal responsibility and interdependence.
  - a. "If you want to see change, you have to take the first step."<sup>26</sup>
  - b. "Everything we've achieved has been because of personal responsibility. People have been gripped and wanted to change."<sup>27</sup>
  - c. Post DPC training interviewees' cited a realization that their problems exist all over.

*"I now see the community is committed to change. Not only for youth, but also for the whole community. Not only challenging youth's lives, but families also."*

For others the answer was "none." Generally it could be said that those already involved in community leadership responded something to the effect: 'This affirms what I have always held as true'.

1. "I hadn't thought about it on that (larger community) level...had been so focused on family level."<sup>28</sup>
2. "I was aware of the concepts on a certain level, training and models gave it a language."<sup>29</sup>

### 2.1.2 Analysis

The original question posed: "How does the TIDES Model impact how you see community-building?" assumed that this model was commonly understood as well as indicative of an individual's view of community-building. Throughout the course of the conversation, it would be fair to say that interviewees essentially did recall the model. However, reaching this point in the interview was indirect and time consuming. Whilst for the YIN leadership the two aspirational models upon which YIN is based (HPC and TIDES) are clearly correlated to

*-A. Guerrero*

<sup>24</sup> Casey, John. Family Mediator & Advocate. Personal Interview. 15 October 2009.

<sup>25</sup> Smith, Karen. 2009.

<sup>26</sup> Robertson, C.A. 2009.

<sup>27</sup> Watson, Rich. DPC Trainer/ Vesper Society. Personal Interview. 25 October 2009.

<sup>28</sup> Agopian, Gary. 2009.

<sup>29</sup> Vogelgesang, Linda. 2009.

community-building, this report suggests that the majority of those interviewed do not explicitly correlate the two. The explicit TIDES – Community-Building connection was not easily nor commonly made.

### 2.1.3 Recommendations

1. Add specific training on the HPC and TIDES models upon which YIN is based.
  - a. Extend the DPC Training of Facilitators course time in order to incorporate more time on the TIDES model.
2. At a point when YIN is a more established, offer a retreat for YIN volunteers.
  - a. The retreat would offer time to reflect personally and on these models once having experienced them in action.
3. If desired: To capture attitudinal shifts (on community building, notions of just or healthy societies etc.). Create apparatus to supply baseline beliefs/attitudes. Elicit feedback at deemed conclusion of process. Compare.

*“I was aware of the concepts on a certain level, training and models gave it a language.”*

*-G. Agopian*

### 2.1.4 Conclusion

Explicitly stated or not, involvement in YIN, with DPC as a central piece, has created a common language. Through the training every single member of the network has been exposed to common models, and explored universal issues of human kind (aspirational and de facto). For some the applicability and revelation of these models has been profound, and for others it has been streamlined into their current modes of operation. There was no expressed opposition to the HPC or TIDES models. Beyond articulated change or lack thereof, there is a corporate recognition of an effective community-building model in the work of YIN. For future trainings there is an opportunity to emphasize the direct correlation of these models to active community-building.

## 2.2 Personal Transformation

### *Have you changed?*

Not everyone interviewed answered this question directly. What follows is an overview of the answers offered to the question: *“Have you changed as a result of your involvement?”*

### 2.2.1 Findings

1. Yes, for the better.
  - a. “I am a control freak. I’ve had to learn that it happens when it happens.”<sup>30</sup>
  - b. “I haven’t planned or taken any vacation.” Whereas they normally would have. Want to be around for their YIN family.<sup>31</sup>

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<sup>30</sup> Smith, Karen. 2009

<sup>31</sup> Casey, John. 2009.

- c. "I am a nicer person. Before I was *right*. I was always open – but I didn't know how to listen."<sup>32</sup>
    - d. "I have changed a lot. I am more considerate about other people's lives, of others' feelings. Before it was all about me."<sup>33</sup>
  - 2. Now have a deeper appreciation of youth in the community
    - a. "I see their street smarts...have had the chance to hear kids stories. Now I see so much hope, tenacity and leadership."<sup>34</sup>
    - b. Interviewees cited that previously there was little to no relationship with young people, if not disdain for youth.
  - 3. Increased community involvement
  - 4. New way of problem solving
    - a. Have to think of whole package:  
Emotional/relational/structural
  - 5. Heighten sense of personal responsibility
    - a. "Take more responsibility for what I do for a living, and for my community."<sup>35</sup>
    - b. "This is new to me, this: I live here. I need to do something."<sup>36</sup>

### 2.2.2 Analysis

The more involved and individual was, the more powerful of an experience it proved to be personally.

### 2.2.3 Conclusion

There seems to be some invisible quality compelling individuals to commit to the work of YIN. Many interviewed cited specific ways in which they feel changed as a result of their commitment. Real relationships, more so friendships, seem to have been forged in this process. It is the energy produced in this sense of connection that seemingly is responsible for both the commitment to the community via YIN, as well as the personal transformation. The communication skills gained in DPC, building authentic relationships and a sense of partaking in meaningful work all contribute to individuals' cited personal transformation. Thematically what stood out, whether as a new revelation or a long-standing personal philosophy, was a deep sense of personal responsibility to one's community. The level of expressed personal *change* seemed to be in direct proportion to involvement with YIN. Hence, those connected on a more peripheral level expressed little to no personal change.

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<sup>32</sup> Shackleford, Cardenas. 2009.

<sup>33</sup> Casey, Kathy. Family Mediator & Advocate. Personal Interview. 15 October 2009.

<sup>34</sup> Vogelgesang, Linda. 2009.

<sup>35</sup> Jimno, John. 2009.

<sup>36</sup> Marmalejo, Miguel. 2009.

### 3.0 FUTURE DIRECTION

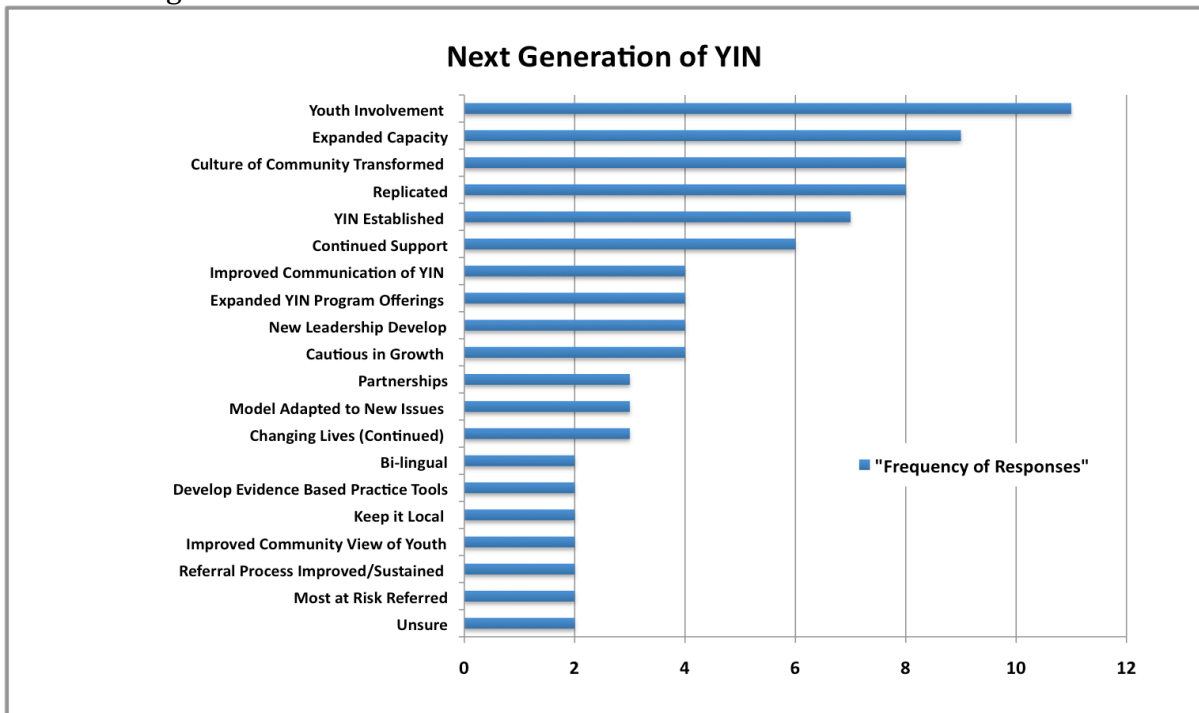
Of specific interest to YIN leadership was the future direction of the organization and its work. Did YIN partners dream of YIN future? What did they see? Is there a coherent vision? In all the interviews conducted a substantial discussion took place on this topic of vision. This section will examine interviewees' ideas on the next generation of YIN, the challenges facing the organization and lastly, interviewees' suggestions on how YIN can achieve its full potential.

#### 3.1 Vision

##### *The Next Generation of YIN*

The following section will present the findings of interviewees' responses to the question "When you think about the next generation of YIN – what does it look like?" The question was intentionally left open and unbound to time as to encompass a wide breadth of visions. Thus, some of the answers pertained to the short term and illuminated immediate challenges facing the organization, while others offered abstract aspirations for future direction of YIN.

##### 3.1.1 Findings



**Figure 1: Suggested Vision and Frequency of Responses when asked: "Tell me about the Future Generation of YIN. What does it look like?"**

## The Future Generation of YIN

1. Youth involvement
  - “What more powerful mentor could you have than your peers?”<sup>37</sup>
    - a. Youth could work at YIN office space.
    - b. YIN graduates return and tell stories to peers in school.
      - i. Run after school program – credit offered to those who partake.<sup>38</sup>
    - c. YIN establishes the legacy and a new generation of youth continue it.
    - d. Professional mentoring/shadowing available.<sup>39</sup>
    - e. Youth trained to be mediators.<sup>40</sup>
2. Expanded Capacity
  - a. Funding
    - i. Secure source: federal and state money.  
Result of grassroots campaign.
  - b. Establish a YIN community center.
  - c. Mediators
    - i. Maintain a bigger pool of mediators = double amount of families engaged.
    - ii. Former mediators involved in YIN, now mentoring new mediators.
3. Culture of Community transformed
  - a. Towards a positive perspective of education.<sup>41</sup>
  - b. People are proud to be from Antioch.<sup>42</sup>
  - c. Antioch is a transparent community.
  - d. Youth mentality toward their community is characterized as interested and contributing.<sup>43</sup>
  - e. Hold common values.<sup>44</sup>
4. Replicated
  - a. On a Regional level.
  - b. On a National level.
  - c. On a Global level.
5. YIN Established
  - a. YIN Foundational in the Community
    - i. “Like boys and girls club.”<sup>45</sup>
    - ii. “Just part of the fabric.”<sup>46</sup>
    - iii. Stable, sustainable, it lasts.

*“We are the future of YIN.  
Through our influence of  
young people, we are  
developing a new breed of  
youth: where social  
consciousness is what’s up.  
Reconstructing their  
cognitive processes and  
changing how they perceive  
their society. Creating a  
new society.”*

*-V. Williams*

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<sup>37</sup> Casey, Kathy. 2009.

<sup>38</sup> Jimno, John. 2009

<sup>39</sup> Bell, Lesia. 2009.

<sup>40</sup> Rodriguez, Johnny. Director, One Day at a Time. Personal Interview. 22 October 2009.

<sup>41</sup> Vogelgesang, Linda. 2009.

<sup>42</sup> Vogelgesang, Linda. 2009.

<sup>43</sup> Rahman, Abdul. 2009.

<sup>44</sup> Yarbrough-Orr, Chavean. 2009.

<sup>45</sup> Casey, John. 2009.

<sup>46</sup> Vogelgesang, Linda. 2009.

- b. YIN provides solid programs, which meet a spectrum of needs for families. Influential.
- 6. Continued Support
  - a. From Partners
    - i. Police and schools via referrals.
  - b. From Community
    - i. People constantly committing. They continuously are engaging in training, signing up to mediate and advocate.
- 7. YIN Communication Improved
  - a. With public and with YIN partners.
    - i. Get message out: Who YIN is, how it can help, what is it doing?
    - ii. Creative marketing: Electric cars with YIN logo for organization.<sup>47</sup>
- 8. Expanded YIN Program Offerings
  - a. YIN run educational programs for parents.<sup>48 49</sup>
  - b. Community education – on demographics in the area.<sup>50</sup>
  - c. Jobs – “giving kids something to do.”<sup>51</sup>
  - d. Mentorship/Internship with YIN and local businesses.
- 9. Develop New Leadership
  - a. “More Iris(es) – passionate, does what it takes.”<sup>52</sup>
  - b. Future leadership will come from younger generation (YIN Graduates included).<sup>53</sup>
- 10. Cautious Growth
  - a. Important we get it right for ourselves first.<sup>54</sup>
- 11. Further Partnerships
  - a. REACH.
  - b. JFK Counseling.
  - c. One Day at a Time.
  - d. Compass Mentoring Academy.
  - e. Sutter Delta.
  - f. Cultural groups.
  - g. Local Business.
- 12. Model Adapted to New Issues
  - a. Community Wellness (health).<sup>55</sup>
  - b. “Other issues in the city.”<sup>56</sup>

*“YIN won’t  
succeed until  
it is just ‘of  
course’ part  
of this city.”*

*-L. Vogelgesang*

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<sup>47</sup> Watson, Marilyn. DPC Trainer. Personal Interview. 25 October 2009.

<sup>48</sup> Casesy, Kathy. 2009.

<sup>49</sup> Ruehlig, Walter. School Board President, Antioch Unified School District. Personal Interview. 19 October 2009.

<sup>50</sup> Guerrero, Alphonso. 2009.

<sup>51</sup> Shackelford, Cardenas. 2009.

<sup>52</sup> Mornick, Arlene. 2009..

<sup>53</sup> Watson, Rich. 2009.

<sup>54</sup> Watson, Marilyn. 2009.

<sup>55</sup> Bays, Joanne. 2009.

<sup>56</sup> Mornick, Arlene. 2009.

- c. Sustainable living,<sup>57</sup>
- 13. Changing Lives (continue)
- 14. Bi-lingual
- 15. Develop Evidence Based Practice Tools<sup>58</sup>
  - a. Identify and utilize a Social Return on Investment diagnostic.
  - b. Tracking organization sustainability.
- 16. Stay Local
  - a. Should remain in Antioch.
- 17. Change Community View of Youth
  - a. Youth doing community service.
  - b. Youth transformed – a new breed would exist – contribute to community.
- 18. Referral Process Improved/Sustained
  - a. Clear guidelines for referral.
- 19. Network Working with Most at Risk
  - a. Top 20 or 40 most delinquent referred into YIN.
- 20. Unsure

## 3.2 Getting There

### *Challenges/Suggestions*

To realize these varied visions for the next generation of YIN the organization will surely encounter challenges. Acknowledging this, questions surrounding *challenges, suggestions and participation* were posed. This section aims to illuminate the breadth of challenges, perceived missing parties and suggestions offered to the YIN leadership by those interviewed.

#### 3.2.1 Challenges

According to those interviewed, the following themes arose on the topic of challenges facing YIN

1. Schools
  - a. “We have not yet fully touched on the nerve of the school district.”<sup>59</sup>
  - b. Teachers, principals, counselors, and parents can be stumbling blocks.
2. Spreading the word.
  - a. Schools, Hospitals, Churches, Probation Offices, all those on the ‘supply end’ of YIN model need to know more about YIN.
3. Organizational growth
  - a. Is growth logical in the first place?
  - b. Organization needs time to grow and “get it right.”
  - c. Is YIN current success replicable?
    - i. “What can be taught and what can not?”<sup>60</sup>

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<sup>57</sup> Watson, Marilyn. 2009.

<sup>58</sup> Hyde, Jim. 2009.

<sup>59</sup> Burdick, Dineen. Project Director, Emerald Consulting. Personal Interview. 20 October 2009.

<sup>60</sup> Wong, Andy. President, AJWI Consulting. Telephone Interview. 21 October 2009.

- d. How is YIN institutionalized? Is YIN a stand-alone organization, or is it absorbed into an existent institution such as schools or government?<sup>61</sup>
- e. Collaborating or combining with partners?
- f. Specifically, how are data systems managed in the context of a county (vs. city)?
- g. Lining up new leadership. When? How? Who?
- 4. Sustainability
  - a. Secure finances.
  - b. Ascertain YIN Office Space.
  - c. Ability to line up new leadership.
  - d. Keep community on board.
    - i. It is important that people continue to talk to one another. It is the established cross agency avenues of communication that have contributed to present successful functioning of YIN.<sup>62</sup>
  - e. Volunteer Management
    - i. Mitigate burnout.
    - ii. Maintain enthusiasm.
    - iii. Secure enough family advocates.
- 5. Changing the *culture* of the community
- 6. Political Elements
  - a. Political agendas of potential partners could clash with YIN.
- 7. Liability Issues – for schools and those mediating families
- 8. Securing the right people to grow new generation of YIN
  - a. Specifically the person who will be working with the new Youth Leadership within YIN.

From a broader perspective, this report suggests the following challenge for consideration:

- The “Iris Factor” - replicating present leadership
  - Iris champions the cause so effectively.
  - Identify the ratio of what can be trained and what cannot.

This report simply seeks to highlight: First, the positive and strong influence Iris has had to the success of YIN, evidenced in the frequency Iris and her passion was cited. Second, to reiterate the curiosity expressed by interviewees surrounding the challenge of YIN replication in light of the reality that there is only one Iris.

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<sup>61</sup> Wong, Andy. 2009.

<sup>62</sup> Vogelgesang, Linda. 2009.

### 3.2.2 Suggestions

Below is a thematic list of the specific suggestions offered by interviewees when prompted with the question: *Do you have any suggestions for YIN?*

Note: Not all interviewees had specific suggestions.

1. Mediation/Referral Process.
  - a. Provide more upfront info for the panel (decision panel).
  - b. Mediators should meet together once mediation begins to trouble shoot *while still in mediation*. As opposed to after like last time.
  - c. Situate mediation training near intake of families.
  - d. Referral requirements need to be informed by educators, and those who daily interface with students.
2. Operational/Organizationally
  - a. Identify present capacity, i.e. staff, trained individuals relative to YIN programs/services.
  - b. Improve feedback to those in the wider YIN community. Specifically those who are not daily involved in the happenings of YIN.
  - c. Tap into YIN families – involve youth and parents in ongoing YIN work.
3. YIN Marketing - Communications
  - a. Document success stories. This could be in brochures, a book, documentation available on the website, etc.
  - b. Create basic marketing materials.
  - c. With schools in particular, hold smaller meetings to spread the word of YIN. Meetings between teachers & YIN (staff/principles/other stakeholders).
4. Parent education
  - a. Offer courses on: positive parenting, communication, how to relate to their children, support groups.
5. Broaden network of collaboration. Expand present partners.
6. Protect against political elements<sup>63</sup>
  - a. Draft Bi-Laws to protect YIN as it grows.
  - b. Establish a Communications person in Sacramento (should YIN grow that big) in order to advocate for and protect YIN from political elements.
7. Leadership
  - a. Replication.
    - i. Create leadership counterparts in communities where YIN is being replicated.
  - b. Current
    - i. Keep hands on approach.
    - ii. Stay personable.
    - iii. Maintain energy – protect against burnout.

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<sup>63</sup> Rahman, Abdul. 2009.

### 3.2.3 Anyone Missing?

Not all interviewees offered an answer to this question. Of those thirteen who did the following parties' participation was identified as missing from the table at present or important for YIN moving forward.

Missing Party	Frequency of Responses
School District: Principles, Teachers, & Parents	4
Council Members	4
County System of Services: Probation & Children Services	3
Government/Elected Officials	2
Latino Community	2
Business Community	2
Faith Community	2
None	2
Housing	1
Retired Folks	1
Cultural Groups	1
Counseling	1
Original Antioch Community ("the old guard")	1
Special Needs Sector	1

**Figure 2: List of parties sighted as missing from YIN at present.**

### 3.2.4 Recommendations

Based on the expressed visions in "Future Directions" and the identified challenges in "Getting There" this report makes the following recommendations:

- Develop Future YIN Leadership.
  - Specifically identify what can be taught and what cannot.
  - Identify who is blooming for future leadership, mentor identified persons.
- Reevaluate current collaborating partners level of involvement and consider engaging new partnerships representative of the whole community.
- Put measures/procedures/practices in place to mitigate volunteer burnout.
  - This applies to strategies for the short-term and long term.
- Develop YIN's training capacity.
  - Operationally within YIN this requires resources of time and money to by develop and train new DPC & Family Advocacy Trainers.
- Market yourself and your success.
  - Create general brochures, business cards and documentation of what YIN has done.
  - Organize YIN Youth/Families share their positive experience with audiences of interest. This is a service readily on hand as YIN is growing.
  - Suggested time frame:
    - ASAP & at conclusion of second cycle of mediations.

- Suggested audience:
  - Distribute to PTSA, teachers, faith-based organizations/places of worship, YIN volunteers.

### 3.3 Conclusion (Future Directions)

All those interviewed offered thoughtful answers or suggestions as to what they perceived to be challenges for the organization. However, considering the strata of responses no entirely unified vision was articulated. Yet the following three themes highlight the encouraging confluence of vision for the next generation of YIN: First, the significant role for young people in the future leadership and work of the organization. Second, that YIN would be established, secure and sustainable. Third and finally, the organizational growth and replication of YIN (to varying degrees) were envisioned.

In order to achieve its potential in the near term and the long term YIN faces challenges, which have been discussed in this section along with suggestions to address them. This report suggests that, among other things, YIN leadership should pay particular attention to the expressed need for more YIN marketing and communication. A key challenge expressed is the lack of knowledge about YIN, specifically in the school system and county services. These two arenas offer a rich referral pool/gateway to those in need of YIN services. Some type of marketing YIN campaign could mitigate the root of this identified challenge. Additionally, an expressed challenge facing the organization is the operational structure of YIN. This pertains to elements YIN can control, such as staff, vision and business choices, and structural elements YIN cannot control, such as finances.

## 4.0 CONCLUSION

This report has presented past learning and future vision of a set sample of YIN Executive Board Members, Partners, Mediators and Family Advocates. The report was divided into three sections exploring questions of Reflection, Transformation and Vision. In addition to presenting the ideas collected in the interviews, the report also provided an analysis of the findings in order to offer suggestions on the organization's conceptual foundations and future directions.

### *Reflection*

Initially, the interviews suggested the expectations of YIN upon involvement were generally positive albeit with varying degrees of skepticism expressed by the interviewees. Mainly this skepticism referred to the possibility of creating a harmonious network comprised of so many different actors as well as the introduction and relevance of a new guiding methodology (the Dialogue for Peaceful Change). However these concerns were minimized by both the demonstration of certain leading individual's personal commitment and conviction as well as the subsequent demonstrated relevance of DPC. As for what surprised interviewees, the frequently cited extraordinary commitment to the work of YIN and Antioch stood out.

### *Transformation*

The creation of a common language through the models and issues explored in the DPC training and throughout continued YIN involvement has been cited as the chief catalyst of transformation, personally and collectively. Not everyone interviewed articulated a sense of transformation or direct influence from the YIN models. In relation to the varying sense of transformation experience, the findings suggest that the level of expressed personal change is correlated to both the level of involvement in YIN and, the level of community work experience.

### *Future Directions*

In considering a vision for the future generation of YIN, the answers provided by the interviewees suggest that the following three themes be highlighted: First, the significant role for young people in the future leadership and work of the organization. Second, that YIN would be established, secure and sustainable. Third and finally, the organizational growth and replication of YIN (to varying degrees) were envisioned. Furthermore, in realizing the future potential of the organization, interviewees identified a breadth of challenges, perceived missing parties and offered suggestions to the YIN leadership accordingly.

### *Recommendations*

Finally this report has suggested the following recommendations for consideration by the YIN leadership.

- Add specific training on the High Performing Community (HPC) and the Transformation, Interdependence, Diversity, Equity and Sustainability (TIDES) models upon YIN is based.

- Offer a retreat for YIN volunteers. The retreat would offer time to reflect personally and on the models after having experienced them in action.
- Capture attitudinal shifts (on community building, notions of just or healthy societies etc.) and create apparatus to supply baseline beliefs/attitudes. Elicit feedback at deemed conclusion of process. Compare.
- Identify and develop future organizational leadership in order to grow sustainably.
- Reevaluate current collaborating partners' level of involvement and consider engaging in new partnerships representative of the entire community.
- Put measures/procedures/practices in place to mitigate volunteer burnout.
- Expand YIN's training capacity.
- Establish communications department for YIN. Market the YIN mission and YIN success.
- Compile an adequate description of the current organizational capacity. As interest is increasingly being expressed for the replication of the YIN model elsewhere, it is essential for the leadership of the organization to do so.

*"I'm feeling good about it.*

*I feel part of history. I do.*

*I think we're writing it.*

*If this approach doesn't do*

*it, I don't know what can."*

*-R. Ruehlig*

## 5.0 APPENDICES

### 5.1 Appendix A – Interview Schedule

#### **Thursday 10/15/09**

9:00-10:00 AM: Gary Agopian  
11:00-12:00 Noon: John & Kathy  
Casey  
1:00-2:00 Karen Smith  
2:00-3:00 PM: John Jimno  
4:00-5:00 PM  
5:00-6:00 PM

#### **Friday 10/16/09**

8:00-9:00 AM  
9:00-10:00 AM Cardenas Shakleford  
10:00-11:00 AM  
11:00-12:00 Noon Joanne Bays at  
Sutter Delta Memorial Hospital.

2:00-3:00 PM:  
4:00-5:00 PM  
5:00-6:00 PM

#### **Monday 10/19/09**

8:00-9:00 AM  
9:00-10:00 AM John Jimno  
10:00-11:00 AM Comilas Robinson  
11:00-12:00 Noon: Vernon Williams  
2:00-3:00 PM: Miguel Marmolejo  
4:00-5:00 PM  
5:00-6:00 PM Walter Ruehlig

#### **Tuesday 10/20/09**

8:00-9:00 AM Martha Parsons at  
Denny's on Lone Tree Way  
9:30-10:30 AM Keith Archuleta

11:00-12:00 Noon Ed Diokno  
12:00 – 1:00 Dineen Burdick  
2:00-3:00 PM Alphonso Guerrero  
4:00-5:00 PM  
5:00-6:00 PM

#### **Wednesday 10/21/09**

8:00-9:00 AM  
9:00-10:00 AM Andy Wong – by  
phone 415-609-3733  
10:00-11:00 AM Mickie Marchetti  
11:00-12:00 Noon  
2:00-3:00 PM Chief Hyde  
4:00-5:00 PM  
5:00-6:00 PM

#### **Thursday 10/22/09**

8:00-9:00 AM  
9:00-10:00 AM Lesia Bell  
10:00-11:00 AM Arlene Mornick  
11:30-12:30 Johnny Rodriguez at St.  
Johns  
2:00-3:00 PM Linda Vogelgesang  
4:00-5:00 PM  
5:00-6:00 PM

#### **Friday 10/23/09**

9:00 – 10:00 AM – Abdul Rahman  
1:00 – 2:00 PM - Chavean Orr

#### **Sunday 10/25/09**

Rich and Marilyn Watson

#### **Tuesday 10/27/09**

11:30 AM Don Gill

## 5.2 Appendix B – Individual Interview Notes

In Chronological Order:

1. Gary Agopian
2. John Casey & Cathy Casey
3. Karen Smith
4. Cardenas Shakleford
5. Joanne Bays
6. John Jimno
7. C.A. Robertson
8. Vernon Williams
9. Miguel Marmalejo
10. Walter Ruehlig
11. Martha Parsons
12. Keith Archuletta
13. Ed Diokno
14. Dineen Burdick
15. Alphonso Guerrero
16. Andy Wong
17. Micki Marchetti
18. Chief Jim Hyde
19. Lesia Bell
20. Arlene Mornick
21. Johnny Rodriguez
22. Linda Vogelgesang
23. Abdul Rahman
24. Chevean Y. Orr
25. Marilyn Watson
26. Rich Watson
27. Don Gill

## 1. Gary Agopian

15 Oct 2009

9 am @ St. John's

### *Background*

President of Antioch school board 2008, real estate agent, mediator. Apart of Danville DPC group.

### **Expectations:**

- DPC
- Learning process
- Understood that mediation was going to take time

### **Surprises:**

- None
- Education's buy in to YIN
- Recognized due to his political position by the family that he was mediating.
  - "I can't think of any other elected official who is doing what I am doing... most are on the periphery, associated with this (type of) work."
- Training effective: good scenarios, the practice was important and sufficient
- Really liked the Model (DPC/Mediation):
  - forgiveness
  - story telling
  - being heard
- He is a believer in the system

His experience with the system/model – positive. His kid was open, communicative and was able to tell her story which proved to be very cathartic for her.

Believes/knows not all cases are this straightforward.

### *Decision Making Panel*

- Surprised: 1<sup>st</sup> time experience....
- Curious about what others on the panel were thinking... how they would engage, discuss the applicants.
- One issue very curious about: who would YIN take?
  - In the past, has seen that there is a tendency to push people through.
  - Conclusion: there was a tendency to push people through
- Thinks the decision making panel should be comprised of those who have mediated. They know what to ask, what works/doesn't etc.
- Talked about the value of showing tough love.
  - Offered example of another mediators case who did not have such a clear and easy experience. The mom of the kid left the mediator at the house for two hours.

### **Suggestions?**

- More info upfront for the panel

### **Surprises/Bias coming in?**

- Not biases as much as questions. Gary said he was a believer that people can be helped if they *want* to be helped.
- YIN was so new... he was skeptical that this was a “feel good” endeavor
- “How is this actually going to work?” ... (in the end it did/does)

### **Why involved?**

- Needed in the community
- Asked self: “How committed am I to my community?”

### **Have you changed? Why?**

- “No”
- Policy political perspective has changed. “Now I am a better advocate for intervention”
  - Past: “they are troublemakers - get them off the street.”
- Stressed the importance of Advocacy. Especially feeling like now he is genuinely an advocate for intervention.
  - Importance of 2 tracks:
    - 1. Safe schools / accountability
    - 2. Intervention (this being new in the equation.)

### **Etc.**

- “I am a believer. I have seen it work.”
- He will continue to do this work with YIN. He understands the policy component and can help YIN from the inside out.
- Believes the setting of the classroom is important – can and does have a positive impact on other things in the youth’s life.

### **TIDES/HPC models influence how you see community-building?**

- “I have thought about it on a community level.”
- Have been so focused on families
- His philosophy of community building: “One family at a time”
  - *Therefore on a family level:* the model has brought together things he has thought about separately.
- Likened the value of this model to a business model.
  - As in – high value on the System. A foundation. The TIDES model and DPC are that system.
- The iceberg model fit very well with Gary’s background.

### **Next Generation of YIN**

- Perfect world: the network would be working with the top 20 or 40 most disruptive/delinquent/at risk youth

- Bigger pool of mediators = double the amount of kids engaged
- Role of former mediators to mentor new mediators
- IMP: the cont'd support of Police and Schools via referrals
- Importance of screening – buy in
- Touch more families
- Continued excellent pipeline/filtering system.

## 2. John & Kathy Casey

15 October 2009

10 am @ St. John's

101: Mediated (J & K) two separate families, now jointly Family Advocates for Kim. Members of Keith and Iris' church. From out of town originally – been in the community five years.

### Why you do this?

John

- Church. “asked (by Iris), then the program just grew on you”
- “We like kids.”
- Violence was affecting the whole neighborhood- people didn't feel safe.
- “We are doing something.”

Kathy

- Asked.
- I feel for these kids.
- There is a need.
- “Because my heart is in it.”
- 

### Expectations

John:

- Training in small groups was part of the structure (DPC)
- Would be working with kids

Kathy:

- Skeptical about the time commitment – unsure of what it would really be
- The routine/schedule was daunting to a retired person (of DPC training)
- Expecting that she'd be working with youth – but not sure of how long.

### Surprised

John:

- Kids don't always tell the truth. Even when they are caught red-handed in a lie, they still try to lie.
- YIN has taken him back to his days in high school

Kathy:

- The length of time Family Advocates work with the families. Assumed it would only be a matter of weeks.
- “I actually DO have the time for this.” Even though she was retired, didn't think that she had it.
- Her and John are out of touch with youth.
  - locker story – girls said she was late for class bc her locker was broken. Kathy's response – ‘call the maintenance people’. Her daughters later told her that was the oldest trick in the book. ☺

### **Surprised you of the community?**

John

- Still so hard for parent to step up and be involved. We (mediations/advocates/YIN) shouldn't be parenting

Kathy

- Training for parents is necessary

### **Your experience with the YIN/DPC process – Now vs What you thought:**

John:

- Stick to the program!!! It worked. (5 steps)
- Witnessed such a change in the family dynamic.
- Example: Dad originally standoffish. Later into the process – Dad shouting to the mediator in the grocery store because he was excited to see him.

Kathy:

- Mediators need to meet before and after and throughout
- Lesia and Iris ALWAYS available to support them.

### **TIDES/HPC Model – Influence how you see community-building?**

John:

- Yes it has influenced his ideas.
- He is more committed to a more sustainable/long-term program like YIN. Contrasted YIN model to example of friend who was organizing a one-night get kids off the street. He favors YIN.

Kathy:

- It is impacting even the teachers and the schools.
- Gave example of girl whose cell phone was allegedly stolen. Usual would have been talking to then dismissed issue. Now they made girl file police report and contact cell company to get phone replaced.
- Process has shown the community NEEDS to be involved.

### **YIN Next Generation**

John:

- YIN like a Boy/Girl Scouts of America = Always there, established.
- Kids turning their lives around
- More media more press for YIN in the schools – all know of it

Kathy:

- "I know it will be successful."
- Wants to see kids return. "What more powerful of a mentor could you have than your peer?"
  - Maybe they earn extra credit in the school for their involvement
- Classes held for parents... every six months

### **What is it that is working?**

John:

- YIN emphasizes education is important

Kathy:

- YIN shows kids that there are people out there that really care about them.

### **Suggestions:**

- More YIN press/media
  - Posters in the school/fliers/brochures (for mediators to distribute to possible mediators and advocates, to give to families who could benefit from YIN)
- More training for the parents. –what happens for the parents when YIN is done?
  - Classes on:
    - Parent support group
    - Communication
    - How to relate to their children
    - Positive parenting
      - (John) YIN is all about positivity. Communicating positively. Parents desperately need to learn this – Positivity.
- Better connections to professional psychological help when necessary.

### **Have you changed? Why?**

John:

- I haven't planed or taken any vacation. They would normally go somewhere every year.
  - Now sets schedule month to month because they want to be around for Kim. (example: this weekend is her birthday and they are going over for the family party)
- "We appreciate kids more, keep an eye on them" (referencing neighborhood kids).

Kathy:

- Yes! "according to the feedback from my children. They say 'mom, you really care about this girl don't you?'"
- "I've always cared, but I have never devoted time like this."
- "I have changed a lot. I am more considerate about other people's lives, of others feelings. Before it was all about me."

### 3. Karen Smith

15 October 2009

1pm @ Antioch Chamber of Commerce

101: Family mediator, Antioch Chamber of Commerce – Head of Operations, 7 years as elementary school teacher.

#### Why did you commit?

- Felt need to give back to her community – personally “believe me, I’d been waiting for it”.
- “Because it makes me wake up and get outside of myself.”
- **Why others commit**
  - bc it worked! One kid at a time.

#### Expectations

- Believed it was going to work. The right people were involved.

#### Surprised you?

- Skeptical – as former school teacher for 9 yrs. done multiple trainings.
  - “This is just going to be another training...”
- Changed when?
  - During DPC training – saw it in action. trainers modeled the five steps.
- The process really works.
  - Called Rich during crisis with actual mediation – Rich: “Trust the training.”
- DPC/Colin has relevance to her community/reality.
  - “How is *he* going to relate to me and my community?”
- Being trained together... really was crucial for her to buy into the process.

#### TIDES Model influence on Community building

- Saw a shift in her family
  - Girl felt like she had hope, she had control of the outcome of her situation.
  - Shift brought about by working with DPC communication tools
- Everyone is better as a result of sense of empowerment youth and parents gain
  - Example: number one troubled kid – recognized as youth of the year, now sees himself as accountable to the whole community
- “It’s not that the community didn’t care. They just cared in pockets. Now it is co-ordinated.”
  - me: *‘what made that happen? why now?’*
  - Karen: “Because there was a *need*. and that need was recognized by all parties: AUSD, Police, Social Serv., Sutter, Kaiser, community groups etc.

- Saw lights come on with the family she worked with: it is not just *your* family. (Interdependence)
- Has always said: “we are each other’s keeper.” Your kids behavior in class effects my kid (someone bringing gun to school for example).

### **Have you changed? Why?**

- Now have a strong belief in mediation
- “I am a control freak. I’ve had to learn that it happens when it happens. These are people’s lives and it takes time.”
- *Number one thing out of this:* “Mediation helps THEM solve their OWN problems. They solved their own problems!”
- Great practice in empowering others
- “The more you do it, the more committed you are.”

### **Future Generation of YIN**

- Will be stable and run itself
- People will constantly be committing
- More people trained, bigger it can/will be
- YIN great process to get people to commit to one another
- Sees potential for it to be a big *solid* program
- more specifically: whatever child needs, YIN can provide

### **Suggestions**

- Mediators should meet to trouble shoot once families assigned and mediation begins.

## 4. Cardenas Shackelford

16<sup>th</sup> October 2009

9am @ St. John's

101:

Former VP of Antioch HS. Now YIN Education Coordinator at district level.

Former middle school principle, background in elementary education

Experience of educational bureaucracy

Served in Gulf War

Insurance salesman - financial products

### Why you join?

- Recognized absence of community involvement. All had been from his desk in education.

### Expectations/initial ideas of YIN

- DPC can/may work with adults, but can it work with kids?
- "What are you really about?"
- Likens his involvement to that of affirmative action. Initially in the door, but it was YIN's structure and mission that kept him there (analogous – color in the door but skills/performance keep you there).

### Surprised you?

- **DPC**
  - "Training taught me not just how to hear, but to listen."
  - Training valuable – because the training was translating to his work as VP in the school. Found himself using the communication skills daily.
- **YIN**
  - "The family advocates!"
  - They work the parents before they come to me (said with much delight!)
  - The wrap-around component.
    - Is key. Essential that intervention be working with parents also (gave example of mom flipping him off on campus).
  - It is growing
  - The follow through – you always hear that a program is going to follow through, but this really has.
  - YIN is adapting – which means it will survive.

### Future YIN- what does it look like?

- Clear guidelines of who should be referred/admitted to process
  - Guidelines informed by those in the schools (ed)
- All involved have a better idea of YIN as a whole. He feels like he only knows the services and resources/structures that he interfaces with.

- YIN can develop constructive programs for youth.
  - Structure/jobs/programs
  - “give kids something to do or they find something to do. our kids are finding stuff to do.”
  - former federal program in Richmond – SEEDA? – summer jobs

**TIDES/HPC influence ideas of community building?**

- *Enhanced* previously held ideas
- “How do we capture a lost generation (20yrs ago babies having babies – unhealthy family structure today) and get them positively engaging in the school system?”

**Have you changed? Why?**

- “I am a nicer person. Before I was *right*. I was always open – but I didn’t know how to listen.”
- Been more involved in community

**Misc**

- “Every kids wants to do right.”
- “I really don’t think YIN understands the complexity of what I do.”
- YIN helps parents navigate the system (a system that does not work in their favor – 15/85% higher ed:labor)

**5. Joanne Bays**  
16 October 2009  
11am @ Sutter Delta

101: Director of Health Utilization Services –Sutter Delta Hospital  
Former nurse, history of collaborative efforts in her work (bring nurses together to share stories)

**Why you get involved?**

- Iris' passion
- cast of characters
- training in Danville

**Expectations**

- Curious to see how agendas would resonate
- Walked away (from Danville) w/a mission

**Surprises?**

- Stayed together, stayed focused
- YIN full of substance
  - not just politically groovy
- There is an undercurrent or *real* commitment
  - me: why? Joann: bc it is the right thing. and ordained work. a divine work.
- Professionals/all people, want to be part of stopping the madness.
- Now that involved with YIN, when there is a shooting – she knows what is running through the hearts and minds of the community. she knows what services/processes are in place to deal with this.

**Next generation of YIN**

- The community needs to rally around these kids
- Use YIN Model for vision of healthy community (true wellness)
  - not family advocates – but Health educators
  - not youth violence – but physical violence = diabetes, obesity
  - convincing people to change health habits.
  - vision: *school* based
    - after school programs
    - free memberships to summer camps and InShape
  - In the future every single diabetic kid known and connected to a group of people passion about that kids health.

**Suggestions**

- Document this!
  - So good to publish this story/work

### **TIDES/HPC ideas of community building**

- “What I saw was passion from all the different groups.”
- of the TIDES model: “This is the first time I’ve seen a model so smooth. It wasn’t hard for people to identify with it. People resonated easily with it.”
- “It was an equitable leaning model. Not putting one learning system over another.”
- Of the 13 kids now graduating – sense of “I was there. I was part of it.”

### **Have you changed?**

- “The work itself changes you.”
- Finds herself using DPC at work
- DPC is a good model to flush out truth
  - People just don’t understand their impact on one another (sees this all the time with nurses for example) – that is the premise that TIDES has... “let’s just say we are misunderstood easily”

### **Why does this work?**

- “There is no I in this. Everyone has sacrificed their persona.”

### **Misc**

- “The health of our community depends on us.”

## 6. John Jimno

19 Oct 09

3:30 pm @ Live Oaks HS

101

2 years spent at expulsion school prior to coming to Live Oaks. Background info on Live Oaks given. Currently the VP of Live Oaks HS. Attended first DPC in Danville

### Expectations

- Thought mediation/YIN would be a quick fix for those going through it
  - In the end – realizes it is not. Which he thinks is a good thing
- Knew he wanted to be involved ever since he met iris
- Skeptical about the process – how were referrals going to work? concerned about the length of time
- thought that every kids should be referred (initially – when saw this more as a quick fix)
- Didn't think that DPC would be for families, just for inter-agency
- Was skeptical about the mediation piece
  - How was this going to work?
  - How is this going to change lives?

### DPC

- “DPC is the best professional development I've ever gone on – the most meaningful training I've ever been to. I was excited to return to work and apply it.”
- Has applied daily in the office
- Huge value in the interagency presence for training. “I live in the school district box, I'd never even thought to consider perspectives from the ‘police box’ or the ‘city box’”.

### Surprises/Perspective changed over the year?

- Re Kiki – “the kid systemically changed”. Using his leadership to influence the school/classroom positively. His aura was more positive. Other kids approached Jimno wondering about what Kiki had gone through – and were interested in getting their ed on track.
- Now realize: “if you worked intensely w/few that is better than working with more kids and lesser quality.”
- “We need to work with kids/families who want to change. This is how to change society. Used to think it was about working with the lowest low.”
- Re the mediation and his early skepticism:
  - Now get that families resolve the issues on their *own*
  - They create solutions to their own personal problems
  - “This is a very unique approach for the family.”

### Why?! Why are people committing to this?

- He is from here – people from here know the potential of Antioch
- People who created this – Chief, Iris. Such passion – real people
- The positive energy coming off of the people involved.
- “I’d follow them wherever – such strong leadership.”
- “I go to a meeting and I’m proud to be involved, proud to speak on behalf of DPC/YIN.”
- “Egos were left at the door.” “I think that everyone has that in them – that everyone wants to give.”

### **DPC/HPC Influence Ideas on Community-Building?**

- Post DPC realize your problems exist all over
- Now:
  - See the importance of being involved in the community. Take more responsibility for what I do for a living and what for my community.
  - Different way of thinking about my job/education: ie better schools in an area, people will move there = stronger workforce.
  - Think a lot more globally.
  - We now have tools to talk to each other (DPC). Esp re the cross professional collaboration
    - “Powerful that I can call up the chief of police.”

### **Have You Changed?**

- “Take more responsibility for what I do for a living, and for my community.”

### **Future Generation of YIN?**

- Utilize more than vols, more money
- Keep it small.
- Involve students: kids that succeed are the kids that have leadership
- Attach YIN kid graduates back into the program
  - Say 20 kids yr
  - How are their stories being told? – connect them to peers
    - they run an after school program (with credit offered)
  - Ripple is so powerful!
- Change how community sees kids:
  - Kids picking up garbage – doing community service with YIN t-shirts on



## 7. C.A. Robertson

19<sup>th</sup> October 2009

10 am @ St. John's

101

Founder of Antioch and Richmond Police Activities League (PAL).

5yrs ago moved to Antioch. '04 recognized nothing here for young people to do.

Decided to start PAL chapter here... as such gathered stats from housing/city council. Spoke of PAL history/structure. On Richmond PAL board. Was CA state PAL president. also Nat'l PAL president. ran grassroots campaign - lobbied to gain more federal money for PAL program. (billed passed in congress 2001 right before 9/11)

Note on demographics: Sect. 8 housing influx 4yrs ago

### Expectations of YIN?

- "Iris just talked so much and so fast, how could you say no?"
- Had done so much in this arena before – was in 'wait and see mode'
- "This is good for the community I thought to myself."
- Of Colin/DPC initial training: "Ireland, what do they know about here?"

### Surprises?

- Impressed with DPC
  - Able to incorporate his style and their style (DPC Training) especially during mediation. IE it worked for him.
- The value of the partner during mediation – kept him on track
- "I knew Iris was on top of it. I'd hadn't have got involved if YIN leadership wasn't so committed."

### Mediation Experience:

- It is (mediation) effective
  - "I saw the change in the family. They weren't talking and now are in communication."
  - "It heals families."
  - referenced the family all being on their cell phones initially. to get the son to come downstairs, called him on his cell. spoke of father's personality: initially a-emotional. later saw his mediation partner at Costco – gave him a big hug. of the dad: "He had never smiled. his personality entirely changed. All because the lines of communication were opened in the family."

### Next Generation?

- "Its like a cancer, it will spread. County to the state to the nation and to the world."
- If done right, and trained enough people, you'll get the funds
  - Families lobbying (kids/parents telling *their* stories of YIN experience) – potential/right ingredients for grassroots campaign
- A community centre (for YIN and PAL)

### **DPC/HPC Influence Ideas on Community-Building?**

- Yes
- If you want to see change, you have to take the first step
- Realize how important it is to get buy in from both sides
- Referencing the project mentality:
  - “All it takes is showing them (kids) where they’re going, vs. where they could be going.”
  - “It is not the role, it is just someone that is concerned. If a child sees that someone is concerned about them in a way that no one has before then nine times out of ten they’ll listen to you.”

### **Suggestions?**

- “I think YIN is on the right track.”
- “YIN is a group of professionals doing things that have been successful over time for them. Duplicating success.”

### **Important YIN + PAL**

- “The links to the law enforcement most kids never think of that stuff.”
- Helps build community foundation.

## 8. Vernon Williams

19 October 2009

11am @ St. John's

101

VW consulting - now Williams Group. Center in N. Richmond 14-35yr olds works with "rawest of the raw". Friends with the Archulettas. 2004 released 3<sup>rd</sup> time. Baseball player - 5am workouts with Pastor. Worked in SF tech company.

### Expectations?

- Danville - present would be the "decision makers"
- didn't know what to expect
- was excited about TIDES
- YIN trying to do something different

### DPC/HPC Influence Ideas on Community-Building?

- "Takes a village. Let me revise that, it takes a functional village."
- "This is an 'our' thing."
- "We are really doing something different here."
- "Relationship building is paramount. If it takes six months, it takes six months. Everyone (in YIN) understands this"
- Recognizes the power of effective leadership:
  - Passion of Iris
  - Willingness of Chief Hyde to listen
- DPC brought everyone together.
  - Most effective tool discovered
  - Intertwined in cognitive process of how YIN functions
  - All the Williams Group will be DPC trained.
  - DPC is the tenor of how he will develop his organization.

### Next generation of YIN look like?

- "I am the Next Generation. They establish the legacy, we continue the legacy."
- A new breed of young people:
  - "We are the YIN. The future of YIN. Through our influence of the young people, we are developing a new breed of youth: where social consciousness is what's up. Restructuring their cognitive processes that change how they perceive their society. DPC liberates their thought processes and a new way will develop. A new way of parenting. A new society."

### Misc.

- "So honored to be a collaborative partner of YIN. A thread that makes this all work."
- YIN - People swallowing their pride and uniting for a cause.
- "What will people say of our lives when we leave. I am talking about generational legacy. That's what we're all about - social change."



## 9. Miguel Marmalejo

19 October 2009

2pm @ St. Johns

101

Social worker at Sutter Delta. Been with hospital 3 years. Previously community mental health therapist at monolingual community service center. DPC trained. Worked 16 years at telecom start up – 2005 graduated Berkley as social worker.

### Expectations?

- Aware a broad network of people involved (police)
- Liked that it was people of color
- Liked the focus
- Couldn't figure it out: "who was driving this? where is the passion coming from?"
- Grassroots initiative (new at grassroots – this is first involvement)

### Surprises?

- "How hungry people are to get involved."
- "The way people are *called* (to this)."
- At the end of DPC: "I felt seen, I felt heard. We heard one another."

### Why get involved?

- Community changing
  - In ER seen increase in violence
  - Personal incident – car vandalized
  - "This is a community in crisis. It comes with vulnerabilities and responsibilities."
  - Note on demographics:
    - Antioch 'insta-grew' (building boom). In last 2-3 years seen it crunch and pop. The issues are not going away and not going away and not getting better, thus we need to do something about it.

### Community Building

- Yes, look at community different. Community is changing (see above)
- Personally, ideas of community building have changed
  - Ownership
    - Doing YIN as a social worker *but* also doing it *personally* because I am a member of Antioch.
    - "Take what experience you have, and try to take part."
    - "This is new to me, this: I live here. I need to do something."
  - Activates a person to be involved.
  - DPC training

- Great example of all different walks in the community coming together
- Watched people around him take the step towards ownership (of community issues)

### **Next Generation of YIN?**

- Sutter Delta Playing an Important role
  - That hospital is not viewed as overwhelming and hostile place
  - YIN kid/family arrives to the hospital, someone to meet you at the door. Family/Kid will have person at the hospital to help navigate
  - YIN Families/Kids interface with ER staff – transforming ER culture
    - ER culture in constant crisis mode
    - Relationship would change the way ER staff sees youth
  - More Sutter Delta ER staff trained
- YIN Team (Schools, Hospital, Police) is visible to the Families
  - Too often families feel distant from the services

### **Anyone Missing? Suggestions?**

- County System of Services – get them on board
- Situate mediation next to mediation intake

### **Misc**

- Of YIN: “These skills build your soul, your character. No bad can come of it.”
- “This (involvement) is my next chance to grow, to connect to community.”
- “I jump in with both feet.”

## 10. Walter Ruehlig

19 October 2009

5pm @ St. John's

101

President of AUSD School Board.

Work in Pitts – Adult education -Workability programs

Sees his role in YIN as “to give it full support. Unbridled access to data.”

### Expectations?

- To help loads of at risk youth
- DPC: Practical model
- YIN serve as diagnostic to identify at risk youth early
- Healthy Skepticisms:
  - Seen so many programs aimed at young people in the past
  - Re specific data analysis: unsure of how deep we dig. Is it enough?
  - Follow through of YIN structure and community
    - Could they really supply the breadth and intensity of training ie the lynchpin of ppl out there actually working
  - Would the passion of Iris last beyond her and spread?

### DPC/HPC Influence Ideas on Community-Building?

*Walter noted that his involvement has not included DPC training and his experience is largely anecdotal. He did however discuss ideas on community building in light of his understanding of YIN*

- We couldn't continue w/a fragmented approach
- “If YIN continues doing what it is supposed to it will certainly be a dream come true.”
- In the school business – there are three legs to the stool
- Student 2. Teacher 3. Family/Community
  - YIN addresses all

### Next Generation of YIN?

- Parents possess literacy to navigate the system
  - at present sees many parents illiterate: physically, socially, economically, culturally
- On-going
  - “With dearth of guidance counselors (2/3000 students) programs like YIN are needed more than ever.”
  - Doesn't want YIN to spread too thin
- Youth as role models
- Attracts sponsors, step up scholarships.
- Expansion of academy model. “YIN would be irresistible if helps with school AND jobs.”

- “I’m feeling good about it. I feel part of history. I do. I think we’re writing it. If this approach doesn’t do it, I don’t know what can.”

**Have you changed?**

- “I’ve become a bit more optimistic. Thought it would take a lot longer for a program like this to take traction.” Through a confluence of the right factors: esp. right people.

**What is signature about YIN?**

- Holistic approach.
- Depth and breadth of training
  - With global and local experts
- Iris
  - Icing on the cake, just won’t take no for answer.

**11. Martha Parsons**  
20 October 2009  
8am @ Denny's on Lonetree

101

City Council Member

**Expectations/Questions held**

- Challenged young people
- Only council person to have gone on/be on DPC
  - "I don't have time I don't have time." – finally made it.

**Surprises?**

- Blown away! "It was like an awakening."
- Bonded with DPC group. "You really learn about the people in your group."
- "I just didn't know, I had no conception of how in depth this was."
- YIN Real
  - "Sometimes we (volunteers in community, council) are very superficial, and YIN isn't."

**DPC/HPC Influence Ideas on Community-Building?**

- Has always been involved in community – very committed. Areas of youth violence new to her.
- Expanded her view. Highlighted relational complexities
  - "You can't just fix it. It is a working moving thing. I used to think you just give them something to do – they would just do it." It will take more than just a community center to address the current problems.

**Next Generation of YIN**

- Touch more lives
- YIN model in other communities
- "If the whole town could take the training, it (the problems) would improve tremendously."

**Have you changed?**

- "I've grown tremendously. Have a whole new set of tools."

**Challenges facing YIN?**

- Maintaining intensity
- Grow up new leadership

## 12. Keith Archuletta

20 October 2009

9:30 @ St. John's

101

Co-Founder of Emerald Consulting. ED East County Business Education Alliance. Significant background on previous work. SF/San Jose collaborative building. 2000 Keith and Iris move to Antioch.

Work history/passion/conversation around the systemic piece of the education puzzle. ie the work that the Alliance is developing – academies, and the expansion of career-integrated academic opportunities.

*NB: The majority of time in this conversation was spent on gathering background from Keith.*

### The 3 Challenges Facing YIN?

- Changing the *culture* of the community
  - Perceptions
  - Isms beneath the surface
  - Arrested development – babies having babies
- Bureaucratic thinking
  - Actually breaking down walls between organizations
  - CBO – can be parana like (ie money dropped in the water everyone goes at it and eachother)
  - Fine line: bringing people together + the commitment to the vision first
- Mission Focused (remaining)
  - Iris as the visionary – onus on the Executive Committee as well
  - Working at communicating the vision
  - “Checking egos at the door.”
    - *me: “How has this been the case thus far?”*
      - DPC helped create a dialogue – which continues to recreate itself
      - Leadership
      - Accountability to Source above them

### Surprises?

- “I didn’t know how God was going to bless this – Pleasantly surprised God is in the middle of this. God was way out ahead.”
- How well the community responded. YIN is so different. Not chalked full of liberal or conservative speak.

**13. Ed Diokno**  
20 October 2009  
11am @ St. John's

101

Works for Dist Supervisor. Chief concern of the Supervisor is the concern/rise of gangs. Gang issues is Ed's purview. On gang task force in the area – focus on prevention not just suppression. Discussion with Ed about the basic demographics in the area: violence up in the area, demographic of gangs changing. Antioch now a place of R&R for members of gangs in SF, Oak, Richmond (w. county)

**Expectations?**

- Initially thought was focus was on anti-gang (though says ok because now sees overlap)
- Labor intensive – asks a lot of their volunteers
- “How can this be duplicated?”
- Questions around resources:
  - “Are there resources to do this? Seems like a lot of hours occurs – more than would happen if SS agencies dealt with it. It would be hard to justify the dollars spent when viewing the specific outcome.” i.e. ratio of students reached vs dollars spent
  - “How do we appropriate money to program who touch a smaller number of youth? 300 kids vs. 6.”
- Of DPC
  - “Went in with misgivings – but I have to say my time was well spent.”
    - Misgivings: been to so many seminars. DPC actually provided real skills I can use at my work.

**Surprises?**

- Can draw in so many people
  - YIN methodology able to capture the imagination of so many volunteers
  - Attributes this to Iris' personality and passion. “She is such a powerful driver.”
  - “People in this area are just searching for ways to connect and contribute something positive to the community – not just sitting back and complaining. YIN provides this.”
  - “There is a lot of complaining here. YIN is not complaining. It is trying to do something good.”

**DPC/HPC Influence Ideas on Community-Building?**

- Referenced example of “building community” series put on by the supervisor.
  - Was a good exercise, but lacked follow through
  - As an office, hesitate to be leaders as the hope/desire is that it comes through from w/in community

- YIN show him:
  - Process of community building can work.
  - Leadership component = essential
  - Value of those participating to share in that approach/vision

### **Next Generation of YIN?**

- See it spread to other communities (realizes this doesn't happen over night)
- Ripple take place
- More families/youth involved
  - this would change the mentality of the naysayers
- "I hope it exceeds beyond our wildest dreams."

### **Have you Changed?**

- No
  - Just reinforced core beliefs (people want to do good/there is little opportunity for them implement their beliefs)
- It is good to know there are other people out there (doing this)

### **Concerns/Suggestions:**

- Leadership – "Iris is such a powerful figure. It all hinges on her."
  - Find a counterpart in different communities (where YIN is being replicated)

## 14. Dineen Burdick

20 October 2009

Noon @ St. John's

101

YIN Staff. Worked in Contra-Costa County for 20 years. "I show up. I am there. I work."

### Expectations?

- Helping youth in the community
- Involved in making a change

### Surprises?

- Simply with intervention – how quickly a family really can change
  - Especially building skills around communication
- We followed the schedule! (which was set ahead of time without the families actually running through. recently modified, but the team actually resorted to the original.)

### Next Generation of YIN?

- SPACE!!
  - We need a central location
  - Things bursting out of boxes
- Envisioning a place for youth to come
  - Job training (vis a vis volunteering with YIN staff)
  - Good location – close to the school

### DPC/HPC Influence Ideas on Community-Building?

- It takes so many
- It is a partnership... a group effort

### Has YIN Effected the Community?

- Yes
  - Iris is very effective at engaging community/minds
  - *me: "what Evidence?"*
    - Dineen hears feedback from the schools
  - Ah-ha moment: At a family advocacy/mediation orientation – "I watched the families present realize that you care. You can see on their faces the look of 'what have I just stumbled upon.'"

### Challenges?

- Funding
- Stumbling blocks at schools
  - Teachers, principles, counselors
- Parents buy-in (encountered in referral step)

- not understanding – resistant
- me: *How mitigate this?*
  - YIN staff/vols have info meetings at PTSA meetings
  - Inclusion – importance of Student Support Services in the referral process

**Any Parties Missing?**

- “Haven’t yet touched on the nerve of school district.”
  - Communication of who/what YIN hasn’t penetrated the depth of the school system
  - me: *“How mitigate this”*
    - Smaller meetings to spread the word:
      - YIN (staff/principles/other stakeholders) + teachers

## 15. Alphonso Guerrero

20 October 2009

2pm @ St. John's

101

ED Compass Mentoring Academy (in process of getting incorporated). Volunteered '01-'06 with youth in drug care/rehab/transition. Considers himself "collaborating partner" w/YIN.

### Expectations?

- None specific
- YIN shared his vision

### Surprises?

- "There are a lot of good people out there doing good things. I thought I was on an island by myself." (this notion was echoed a few time throughout the interview)
- Such dedication from those involved
- People involved have walked the walk.
- Generation pouring into generation (similar to his vision for Compass Mentoring Academy).
- "People are acting because they love these kids and want to see change in them; The people I have met (school dist/police/private sector) really do.

### Why such dedication?

- "People want to see change, there is no more waiting for things to change."

### Next Generation of YIN Look Like?

- See the same: commitment, visionary leadership, CLEAR vision
- Youth Empowered
  - DPC trained
  - Have them at the table when decisions are made
- A *whole* community thing vs. just some of
  - Govt. officials, school police, business
- Community Education
  - In reaction to the demographic shift (why/how this happen – discussions on this)
  - Create a more transparent community.
    - *me: How do we get there?*
    - "I don't know, but w/YIN we are getting there"
      - By virtue of YIN model of building relationships with those in the community. Leveling. unifying vision. same heart.
- Growing
  - can see more and more people committing
- Compass Academy

- Built into the network of services

### **DPC/HPC Influence Ideas on Community-Building?**

- “I see effectiveness (in YIN and people acting together). How people care. How people progress.”
- “I now see the *community* is committed to change. Not only for youth but for the whole community. Not only challenging youth’s lives, but families also.”
- DPC
  - “helped identify tools. Not only for me, but spread out to all sectors.”
  - Broke down barriers: ethnic, socio economic, faith
    - YIN Brings all those people together

### **Challenges**

- Finance \$ (sustainable)
- balance, care for volunteers

### **Misc**

- impressed/honored to be involved.
- The small things people have done demonstrate the kind of ethos YIN has
  - ie: phone calls to meet, other community members offering assistance w/Compass (ie Rich Watson to do books – Martha Parsons)

## 16. Andy Wong

21 October 2009

9am by phone

415.609.3733

101: company data work – cross agency data mining. Hist. difficulty getting organizations to share data

### Expectations/Initial Questions:

- Not as many directly for YIN
- Indicator what impacts success: who is at the table
- Thought YIN to be intermediary - bridge existent services
- Goal: to work ourselves out of a job

### What Surprised You?

- Never seen anything like DPC before (cites his history as coming from a cross agency background)

### Signature of YIN?

- Data driven + DPC
  - Unique, he's never seen . There is a lot of mediation programs out there. This is different.
  - usually cbo approach can be full of energy, spirit and support, but w/o data
- Network/NP not driven by govt. Keith and Iris can so easily navigate both realms: govt and NP
- Creative leadership support: city attny, School district, Chief Hyde

### Future of YIN?

- How do we institutionalize the work to go to scale?
  - "Institutionalize": where management sits, YIN stand alone or absorbed into existent organization (schools, pols etc)?
  - "Scale": as it grows
- 1. Should it grow? (is this the logical expansion?)
- 2. Can it grow?
  - We spoke re the complexities of the different data sets between city and county level.
- At some point in the medium term (2/3yrs) address the question: *how do you manage in the context of a county (vs. city)*
  - Do you want to expand the data set to include county info?
  - If so advantages:
    - Allows tracking of families moving
    - Relate services to the whole family
    - Data set more rich
    - Better more efficient wrap around services

**Questions now?**

- Replicable?
  - How does the ratio look between
    - Creative leadership : DPC/Training
    - What can be taught and what can not

**Other**

- “I like what YIN has been doing organically and how it has worked. My hope is that Keith and Iris can crack the nut on how to replicate this.”
- He was recently at a conference (...league ??) presenting best practices: cross agency data sharing
  - There is growing support/interest around this x agency approach

## 17. Micki Marchetti

21 October 2009

10 am @ St. John's

101: Director of REACH. Been with the organization for 20 years. DPC in Danville

### Expectations/?s

- High Spirited endeavor
- Had a 'wait and see attitude"
- Mindful of his organization
- "This is not a program" – liked this
- Impression YIN has "a healthy sense of flux since day one. In my mind YIN has never been too relaxed. There is a great sense of energy about it, DPC grounds it."

### Surprised

- # of volunteers
  - degree to which YIN has engaged and sustained ("people stick around") volunteers
  - YIN tapped untapped resource
- Relationship to DPC
  - thanks to YIN now connected to DPC

### Next Generation of YIN

- "I don't know. I don't know. It has been such a journey of surprises."
- ?: where is the critical junction for it? Not sure that YIN has reached that yet.
- Hope it sustains/remains
- Would like to see REACH as built into the referral process
  - families not going into the YIN program be referred to REACH services.

### Reach and YIN partnership

- Had concern about YIN capacity: "what happens for families not good fit with YIN?"
  - Considers himself a bit distant from how this process went so doesn't know exactly what happened to those families
- Respects the model of YIN – embrace what can be done.

### Key challenges

- Sustainability
  - funding
  - staff structure (burn out – "common sense it would happen. Not for lack of commitment.")

### DPC/HPC Influence ideas on Community building?

- Impacted by the possibilities
- Iceberg very useful/relevant
- *me: "shift philosophically?"*
  - "Yes at concept level. re TIDES model."
    - Now understanding of need of community
    - Provides with a sense of hope:
      - Pro-active
      - tied into comm. building.
      - it is not so big that model like that couldn't be realized

**Anyone missing?**

- Nope. Absolutely not.

**Other**

- "what our young people need is the stability of youth committed organizations - regardless of their concentration."
- "There are more and more kids just 'walking around' with nothing to do.
- "Hope. Our community needs that. Something to rally (them to action)."  
  - *me: Is that agent (rally) missing?*
  - Collectively – yes.
- Difficulty: finding the time for imagining. so busy at work.

## 18. Chief Jim Hyde

21 October 2009

3pm @ St. John's

101

YIN Co-Founder

July '06 1<sup>st</sup> outside chief in Antioch in 20 yrs. Antioch ripe for change.

Pols/Community relationship historically distant: i.e. no out reach, hiring slow.

16 years City Sacramento. Significant work w/PTSD and trauma services.

MA in clinical psych, PhD in Org Psych

Big advocate on focus groups

### Vision/Evolution/Expectations

- **Past**
  - Involvement w / gang task force
  - stats
  - youth violence
- **In Antioch**
  - crime stats show Youth at heart of the issues
- Collaboration
  - Chief (silo phenomenon) + Iris (High Performing Communities) = YIN
  - First project – resource manual.
    - example of need: single mom on meth/pregnant. she goes to police: “immediate problem?”. school: “not our issue – try counselor”. Counselor: “lets talk”. = problem solving – shift upward/elsewhere
    - Hopefully network to connect silos
    - Who to give the resource book to?
  - Iris begin work in the school
  - Research (ready, aim, fire. vs. ready, fire.)
  - Enter Colin and DPC
  - Pilot – Kiki. Successful.

### Surprised you?

- Level of volunteerism
  - there is *actual* follow through and commitment
    - “this isn't easy work.” Which is why the team approach in training works so well
- Training
  - conflict mediation methodology
  - level of trainers (ex: Colin & Rich – excellent)
- Multi-Disciplinary approach at the community level (this is new to him)

### Secret to YIN success/YIN signature?

- Don't talk to the government

- Don't waste time
- Professionalism + Expertise
  - "You're professional, act like it."
  - Recruiting the right people: motivated, creative, experts

### **Why drawing such a commitment – personally and collectively?**

- Community at a tipping point:
  - Fast growth – building boom w/out a community forming process
  - Race labeling
  - Iris and Chief declared community crisis (w/stats on school performance and crime) = people falling into action

### **Vision of YIN in the future?**

- More families served/involved
- Expand foundation/diagnostic for "evidence-based" approach
  - Social Return on Investment (SRI) => developed further
    - ie: reduced trips to principle/ER etc.
- Tracking for sustainability
- Replicate
  - First asking "can we replicate this? Do we have leadership in the key points? Are the Police Chief, Hospital, State services on board?"
- Implement counseling partnership with JFK

### **Anyone Missing?**

- Government.
  - They will come to YIN on YIN terms and offer their part in time.

### **Other**

- "We are looking for significance. Have we changed behavior?
  - Changed behavior around:
    - Education – really preparing for LIFE
    - "bad behavior" – i.e. that which generates police work
    - Medically – are they living a lower-risk lifestyle?"

19. **Lesia Bell**  
22 October 2009  
9am @ St. John's

101

Director of \_\_\_ w.YIN  
BA in Social Science

12 Years director of youth program at the church. "We (+iris) always talked about something like this (YIN) but we were too busy." Worked with issues of abuse in the area before. Mother of 4.

### **Expectations/Surprises**

- On mediation pairings:
  - "How will I pair these people together? Oh my god this is not going to be good." –and turns out great
  - Racist Resistant attitudes of families
    - "Don't want any white involved with our family." –and tutor is white and family loves – calls Lesia crying and saying thank you.
- The importance of the work done by Family Advocates
  - Mediation only brings to the surface what families are willing to show
    - example of Pilipino daughter – break through with her mom in meeting AFTER mediation

### **Vision of Future Generation of YIN?**

- All those who can physically be involved are
  - if physically unable – support
- Youth exposed to all they want to do in life
  - professionals – joining as mentors – let youth shadow in their workplace
  - hands on experience far ahead in life
  - let people see them as human
- Culture of community transformed
  - taking responsibility for each other
  - youth afraid to commit crime because community knows them

### **Challenges facing YIN?**

- Family Advocates
  - not enough
  - those now family advocates – get their story out to their communities. See them as making change. "Then maybe we can change neighborhood."
- YIN office space
  - Place for staff
  - YIN youth – volunteering/mentoring

**Missing?**

- Probation
- Housing
  - to prioritize emergency resources

**Other**

- “Have we done anything? No. We are just there. Families change.”
- “If we are going to change the community, we are not going to treat this (YIN Family) like a case – but like a *family*.”

## 20. Arlene Mornick

22 October 2009

10:15 @ City Hall

101

Assistant City manager

Been at post 3 years

Live in Walnut Creek – feels very much apart of this community

### Expectations/Questions for YIN?

- How is YIN going to bring the rest of the community on board (those that didn't want to see it happen)?

### Surprised you?

- Gelled the community
  - Naysayers became involved and are now big advocates
  - “Brought together community.”
    - *me: Can you give me any examples?*
      - From her position used to hear citizen complaints about wrongful detention, profiling. Surmises that those have decreased
- YIN Addressing problems with the schools – Indirectly
  - people have been receptive to this (in and out of the schools)
- Staff interest in community as a result of DPC training

### What is the secret to YIN's success?

- Getting base of people who want it to continue
  - concentration of LOCALS people in the city
  - Iris – “a champion of the cause plus the personality.”

### Next Generation of YIN- what does it look like?

- More Iris(es)
  - committed, does what it takes
- The network addresses new issues in the community
  - works in *this* city. YIN efforts concentrated here.
- Improved Feedback to those in the network
  - “How can we improve/critically assess the YIN operational process for communication (/in the network).” –especially if YIN grows larger.

### Anyone Missing/You'd like to see more of at the table?

- Council members
- Politicians (in all elected offices in the city)
  - This is challenging because for some politicians, working with YIN requires relinquishing their stand on certain issues. (BC YIN becoming more mainstream – whereas views are articulated in opposition to 'mainstream'.

**Challenges?**

- Sustaining the effort
  - Volunteers especially

**HPC/DPC Influence your views on community building?**

- Model can only work (HPC) when shared
- “I’ve seen how this (YIN) model is changing the community.”

**Have you changed?**

- Yes. DPC communication skills applicable to work/life.

**Misc**

- “The more people go through DPC training, the better off as a community we will be.”

## 21. Johnny Rodriguez

22 October 2009

11:20 @ St. John's

101

ED Youth Organization One Day at a Time. Gang intervention/prevention 9 months, 36 wk program. Mentor w/Los Madanos CC. Collaborative partner with YIN.

### Expectations/Questions going into YIN?

- Withhold judgment – wait and see
- Skeptical
  - Of whole group – only Latino at the table
  - Guy from Ireland is going to come speak to us?
  - New organization, new group – why they here? power tripping?
- People are committed
  - professional dedicating 5 days of their time to training
- People (at Danville) asked lots of questions.
  - “If you don’t want dialogue, you don’t ask a question.”

### Surprised you?

- How fast ALL players were mobilized
  - Things don’t happen unless people really believe in them
    - YIN has:
      - Passion/Heart
      - Leadership
      - Structure- organized and smart

### Next generation of YIN look like?

- “Hard to speak, because not as entrenched as those who may be doing it.”
- Needs to be bi-lingual
- Youth involved
  - Trained to be mediators
  - Find the right group and train them well
    - “Find the kids who know what time it is.”
  - Their voices are needed
    - “Dealing with kids the truth comes out blunt. They say it like it is. Adults are too comfortable.”
  - “The reality is that we will step to the side one day.”

### YIN + One Day at a Time

- Ideal to collaborate – it needs to happen. “It’d be dumb not to.”
- One Day at a Time can recommend youth to YIN

### Challenges?

- Get the “right people” in place to work with kids. (re the Youth involved in YIN leadership vision)

- *me: Is there a formula for these "right people?"*
- No. Absolutely not. It is where their heart is. Kids can sense this.

**Misc**

- Lego exercise – think is brilliant
- “YIN embracing of our (ODAT) work, what we do.”
- “People want to be involved in something real.”

## 22. Linda Vogelgesang

22 October 2009

2:30 @ Linda's Home

101

Pastor at St. John's church. Member of FB YIN sub-committee.

### Expectations?

- Another school program they'd implement at schools or after school
- Unsure how it (all different ideas/visions) was all going to fit together
- Wasn't until training on the third/fourth day that she realized what it meant.
  - As in, it captured what paper can't explain. Further vision was caught
  - She had been at meetings etc. and the players at the table – wasn't until training that she understood what the table was.
- Saw YIN as umbrella organization (vs. acting together on something new)
  - really breaking down silos
- Some question marks around funding

### Surprises?

- How many people of faith involved.
  - God blessed the right people and right time
- *Quality* of people!
  - i.e. Dineen, Lesia, Iris, & Keith
- Vision of people so much bigger than ever could have thought
  - AND ITS WORKING!
- Politics have given way
  - get impression silo-centric community – sees this in the faith community.
    - YIN has broken down some of these walls

### Next generation of YIN look like?

- YIN normal way of operating in Antioch
  - just apart of the fabric
  - "YIN won't succeed until it is just 'of course' part of this city."
- 75% vs 25% moving out of school
  - (reverse of actual scores)
- Perception of Education transformed
  - There exists worthwhile education
    - *and families and Kids see it that way*
  - Family structure helps youth to succeed
    - Family structure exists
    - Youth are valued by their family
- People proud to say they are from Antioch
  - Jobs would see this is a place that cares about its youth
  - YIN Effect the culture of Antioch
  - High-functioning school system

- Things kids to do , to be involved with
- Proactive community
- YIN growing bigger
- Leadership Replaceable
  - in 2-3 years when YIN outgrown infancy it will not be as dependant on its founders (Iris and the Chief)

### **What do you see at the main challenges?**

- Vision continues to be caught.
  - People really understand and are committed in the same way
- YIN is known
  - Awareness-raising on the supply end/referral end. (hospitals, probation, schools)
- Complexity of scaling up
  - what happens when there is multiple in-takes?
- As things changes we don't become complacent (this would happen as a result of seeing things improve and thus coasting).
- Continue to talk to one another
  - "Right now I can pick up the phone and call Federal Glover or the Chief. In ten years will this still be true?"
  - This is the only way that YIN will succeed. There will be new players and new issues

### **How will the vision "continue to be caught"?**

- Promote success stories
  - 7 x 7: old marketing axiom. same message, seven times, seven different ways
- Providence
- Families that have seen success with YIN work in YIN.
  - they train and move forward
- Broader base of vols – word will spread

### **Who is missing?**

- Latino community
- Business Community
  - are they aware of YIN?
- City Council
- Retired folks
- School Dist (more of)
  - Love to see more school dist folks trained.
    - Because they are in constant interface with kids – thus best to refer
- Representative of kids 18+
  - foster care system involved

### **HPC/DPC Influence your views on community building?**

- Certainly informed them.
- Was aware of the concepts on a certain level, training and models gave a language
- Iceberg model
  - Valuable
  - “Once the conflict on top is resolved, who needs to be communicated with beneath? Never considered this before.”
  - Model makes sense – can understand the ripple of conflict below from experience with church.
- Mediation
  - Sees application of the steps
  - Now looks at a conflict and will assess where they are at (relative to the stages) and therefore, therefore concludes the most productive thing to do at that stage is X.
- FEARS
  - Language, and triangle shape all help explain the tension that exists in our society (ie bottom pushing up and the top maintaining suppression.
    - now can see who is pushing and who is pushing against

### **Have you changed?**

- Yes. I have a whole new skill set
- Whole new appreciation for young people.
  - Previously experience with youth was through her sons and the swimming community.
  - Because of YIN screening process, has had the chance to hear kids stories
    - Now sees so much hope, leadership, and tenacity in the midst of hardship. Sees the street smarts.
    - This goes back to YIN breaking barriers

## 23. Abdul Rahman

23 October 2009

9am @ St. John's

101

Family in the area. Engineer. Board of Trustees (something equivalent) for the Mosque in Antioch. Few years ago – mosque burned – experience great community support in response to the fire. Moved to Anitoch from Daly City. Of Antioch: “Grown to love it here. With all the problems you hear about it, I believe it is our work to get involved and do something about them.”

DPC in Danville

### **Expectations?**

- Statistical improvement at school
  - i.e. crime or academic performance
  - A safer community for my kids or my community
  - More people committing: “I saw people coming forward. City, Schools, Faith groups

### **Surprises?**

- # people coming forward and level of energy with each new batch of people (through the DPC training)
  - “When you go through the training – there is this ‘WOW! This is it!’ New levels of enthusiasm. That is part of what keeps this going.”
- Iris is amazing
- “I’d have been surprised if YIN died.”

### **Any parties missing from the Network?**

- Faith members – people in leadership of different denominations (according to city’s stats)
- Politicians
  - Dist/city/state level
- Cultural groups
- Private sector
- Local businesses
- “We should do a better job of lining up these ground shakers.”

### **Next Generation of YIN – what does it look like?**

- Initial executive committee – statistically highlight progress or lack thereof
- More youth involved
  - would like to see graduates of the program take over
    - “That would be a true reflection of what this program can do.”
- More connection to other cultures
  - study exchanges, meeting with local different cultural groups (philipino/latino)
- More interaction with w/Business

- partner with businesses to include programs for youth
- get states to subsidize internships
- Changed youth mentality
  - from crime and killing to becoming active contributing citizens
  - that they know the value of money (personal finance classes)
- Duplicated
  - nationally, globally

### **Challenges**

- Protected from the political elements
  - see people with other agendas getting involved
    - How to mitigate this: verbiage in bi-laws, YIN admin structure that can foresee tort issues.
- Volunteering stay at the base
  - thinks it has to stay this way
  - need to have a think tank on this – on how-to maintain, sustain and progress volunteers.
  - have a minimal financial incentive to attract employment
- Finance
  - enough to do and to do right
  - committee to ensure we are financially sound
  - PR representative in Sacramento
    - to advocate and shield YIN from politics
- Duplication of Leadership
  - power and energy
  - this is an issue in key positions
  - lining up new leadership

### **HPC/DPC Influence your views on community building?**

- “The training triggered light bulbs of how I’d like to see the ideal community.”
- These models were realistic and holistic
  - Referenced the words for conflict/words for peace – what does an ideal world look like exercise: “I’d never thought of it in that way. Is that even realistic? In order for the quality of good to be classified, it is done so in contrast to bad.” (FEARS/TIDES) This has strong relevance to community building.

## 24. Chavean Yarbourough-Orr

23 October 2009

1:30pm @ St. John's

101

Family mediator now advocate. Woman of strong faith. Mother of six – and grandmother.

### Expectations?

- Saw YIN bringing people together. People fall through the cracks. Youth feel they are isolated
- Skeptical
  - Would this just rally and then fizzle out?
  - How were all these entities going to come together
  - What about my role?

### Surprised you?

- “People operate in such a box, DPC opens up that box.”
- That people in training had difficulty getting past themselves. It was challenging to grasp the concepts.

### Have you changed?

- Valuable experience to see those around her, especially those in positions of power (ie police) as people on equal level.
- Her ability to interact with them “confirmed who I was even moreso.”
- Important tool (DPC) and experience in the evolution of who Chavean is.

### DPC?

- DPC is a tool to deal with something that is not as straightforward.
- Direct, helps individual get to the heart of what is really going on in the conflict.
  - analogy of lancing the blister. painful but thorough. Also analogy of dredging the Lake Merit where she grew up in Oakland.
- Hardest part: remaining composed, staying with the book (DPC manual)
- “Mediation teaches you how to listen. Allows a release of something that never has been before. Mediation teaches me how to hear people.”

### Next generation of YIN look like?

- Pray that those involved are sincere.
  - people there for the families. people not coming for the accolades.
- Intergenerational
- Word spreading – people broadcast their successes
- Individuals coming together for a single cause: “to save children and restore families.
- People keeping plugged in.

- Lines of communication stay open between the various “silos” or services to best serve the youth/community
- in order for this to be done, they must trust one another. trust needs to be restored.
- Community holds common values:
  - trust
  - loyalty
  - commitment
  - heart thing

**HPC/DPC Influence your views on community building?**

- Influence yes, change, no.
- “No because I come from the old school. Village to raise the youth and the villagers listen and respect each other.”
  - “DPC/YIN bringing back the old school in a functional way.”

**Challenges facing YIN?**

- Money
- Flood of individuals who really stick with it, whose heart is in it
- Burn out of leadership

**Who else would you like to see involved?**

- Local faith-based communities
  - “This is an untapped resource! Tap in!”
  - FB communities looking for more
- Schools (more)
  - Deer Valley, Freemont, Heritage
  - “Kids in every school need YIN.”
- Special Needs sector

**Suggestions:**

- Stay personable
- Keep hands on approach

When it gets tough and rough, stick it out.

## 25. Marilyn Watson

25 October 2009

Oakland

101

Previous DPC affiliation. Career in education system – HS counselor. Now, provides DPC Brush Up/Mediation practice for YIN mediators.

### Expectations?

- Collaboration of Agencies
  - forming web to ‘catch youth’, to empower them, to make live more possible, more safe, future building.
- YIN would be something never before seen
- Was about getting people together

### Surprises?

- Depth of commitment
  - “I was surprised to see people from past trainings still showing up, still excited. The vibrancy!”
- Depth of transformation
- “The role of DPC – It has been the wheels of YIN. DPC has enabled a huge amount of movement.”
- Transcending our differences.
  - Focus on humanity
    - “The essence of our being together is focused on being the best human being we can be rather than our racial identities.”
  - YIN Structure
    - Mediated such diversity: generational, racial – no family make up was the same
  - Diversity of approaches
    - “you get a group like this together and it would be easy to make the assumption you think alike (because on the same side of the issue).”

### HPC/DPC Influence your views on community building?

- *This question was not explicitly posed to Marilyn. However we did discuss it indirectly. She speaks DPC ☺*
- Value of pillars – such a useful tool to see how to get the root of true community.
- An increased awareness around the critical voice in the room.
  - the importance of embracing it – the recognition you can not ignore it.
  - “If I saw critical – where is that in the TIDES model? You can’t default to safe ground and move into a high performing community.”

### What does the next generation of YIN look like?

- “Gosh! We’re still forming the first!”

- We will all see one another in the learning
  - Youth hold each other responsible (grads of YIN youth).
- YIN Building Space
  - Model where kids volunteer
  - Some work rewarded by \$ but also increased responsibility
  - Foster values
- Fresh leadership – from the youth
  - “Think of kids in 20 years. What a different set of nourishment they would have received.”
- Expanding
  - YIN in Antioch serves as framework for other communities.
  - Very important to get it right (which there is no such thing exactly as “right” embraces the wrong) for ourselves here first.
  - Move into other aspects – i.e. sustainable living
- Electric Cars
  - as shuttle from BART out to Antioch. Youth can drive. Great advertisement for YIN (Have the YIN logo on the care perhaps) - show youth engaging positively with the community

### **Challenges you see facing YIN?**

- Leadership Factor
  - How is it going to develop out?
  - Organizationally: combining vs. collaborating
    - re w/existent and future partners
- Next steps for YIN
  - Conversation how do we transfer this into new focuses (sustainable living, social justice).
  - How much does YIN take on?
- Antioch/Pittsburg tension
  - would like to see that fronted up.
- Time taken for YIN to develop
  - “Really important YIN get it right for ourselves where we see as important:
    - Learning to disagree
    - Get sorted down to pillars (been really useful to her)
    - Responsive/ible to diversity
      - What this looks like, sounds like, help it, soften it
      - Hold others responsible.”

### **Anyone missing?**

- Curious about the leadership in the non-faith based community leadership (sees a lot of Christian community represented)

## 26. Rich Watson

25 October 2009

Oakland

101

Finance with Vesper. Original link of DPC to YIN. DPC trainer. Oakland community member. DPC training with incoming mediators. On YIN Executive Board.

### Expectations?

- Working on the community/grassroots level
  - working at this level was totally new to him
- Much Unwritten
  - Knew had DPC skills, not know how it'd be received
- Told DPC would be team building tool for stakeholders
- Joining of visions (DPC + HPC of Emerald Consult)

### Surprises?

- Breadth of people touched in the same way and now working together
  - *breadth*: variety of people gathered, conflicts (between groups, org/CBOs) – some directly on the surface
- “Expanded my world”
  - Never worked with: African Americans, strong Christians. From this new experiences, new conversations.
- Clarify personal role
  - re DPC skill set and organizational experience
- “I realized such a small group with vision can make a difference.”
  - *me: had you not believed that?*
    - “I needed to live it. To experience it as my world.”

### Next generation of YIN – what does it look like?

- YIN model absorbed and institutionalized to achieve HPC
  - so on the issue of X exists, and needs to be addressed in the HPC - there is a network that arises to address it.
  - “our job as Different Tracks – what resources can we bring to help them do this?”
  - New models around different issues will also be
- YIN fully integrated into the community
  - City itself sees YIN as in their interest
  - YIN has operational base in place w/organizations working with
- Future leadership from new generation
  - It will come from those that are already out doing the work now (all ages 26-60).
  - From graduates of YIN
  - Youth graduating from HS and College
- Antioch as true High Performing Community
- Deeper *transformation* of community

- requires expansion of the learning community
- “begins with the individual, but extends to the whole community.”
- “everything we’ve achieved has been because of personal responsibility. People have been gripped and wanted to change.”

### **Challenges facing YIN?**

- YIN on a strong organizational base.
  - to sustain the work
  - This takes time
    - ie we only just realized that YIN will have some case management
  - Identify capacity
    - “Consciously, YIN knows what we are doing. ie mediation time frame, advocacy, referral process etc. We need a definition of our own 1. Focus and 2. Capacity.”
    - “we need to know what we can contribute, and know what other need to.”
- Time and resources to follow up on opportunities in YIN
  - law academy, mentoring curriculum (Alphonso’s work)
- Tap into YIN families
  - they become mediators
  - trainers/training
  - use youth

### **Anyone missing?**

- Counseling
- Probation
- Children Services
- City Council

### **Have you changed?**

- New found vocational purpose
  - “I have a specific focus for the last ten years of my work. I say that in the perspective of a work life that has been quite varied and circumstantial.”
  - “This is something I can be involved in that really makes a difference in this critical time.”

### **DPC**

- “Real sense of diversity. A group of people who wouldn’t have socialized together.”
- “Something in their humanity is touched with this.”
- “Amazing people. They are regular people doing extraordinary things.”

**Misc.**

- “We need to be thinking strategically.”
  - Even if we only act on the local level, that we keep in mind the ways in which the action would scale up
    - example: Electric cars, get a few for YIN Antioch, with YIN logo on the car. But in the purchasing, speak to the company at corporate level, tell them about what we are doing – get sponsorship or set some contract so that when organically we grow –the partnership is already there.
  - only ever do “pilot” if collaborative is there for the long haul.

## **27. Dr. Don Gill**

27 October 2009

11:30 @ AUSD Offices

101

Superintendent of Antioch Unified School District.

Area of study/interest – Parent Choice, Family Participation in education.

Long history in education – exp consisting of: janitor, teacher, principle, administration in county office 12yrs, curriculum director at charter school non-profit. Exposure to urban education (Bakersfield, LA). New to Superintendent post.

### **Expectations?**

- Innovative
  - looked at using community services in an integrated way. No service duplication
  - School district, working with the city, with police
- Attended mediation roundtable
  - Heard expressed frustration at school dist for not supplying the entirety of pre-agreed info (records, info to paint picture of family in crisis)

### **Surprises?**

- The Spirit of those doing the work!
  - w/ or w/out money
  - Sees level of commitment beyond the norm.
  - “The belief in the work is so important they can not abandon it.”

### **Challenges facing YIN?**

- Money
- Liability –from SD view
  - If something catastrophic occurred – safety of students/volunteers/teachers etc
  - Broadening the scope of YIN is going to expose higher level of risk in today’s litigious society

### **Any parties missing at the table?**

- Sees need to develop Principals, Teachers and Parents
  - suggests- internal player promote
  - Tony Shaw – Student Support Services – as key player. good he is there.

### **Next generation of YIN?**

- Fully funded
  - from state and federal money
- Model replicated
  - sharing at conferences or in communities

- spreading globally in partnership
- Focus on families in crisis = disconnected youth
  - “Because YIN is about building capacity of families to deal with w/social services in order to bring level of wholeness.”

**Misc**

- Helps the school district that the board of education is on board
  - speaks of a level of commitment
- AUSD getting new student info system – more robust and should streamline data sharing and storing for students.
- “YIN doesn’t pull resources from the SD except people’s time.”