

INSPIRE KIDS TO DO



4-H Youth Development Program Staffing Plan

Approved: October 21, 2019

Updated: August 1, 2022



UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

■ 4-H Youth Development Program

Charge

Charge:

Develop a management structure for the 4-H Youth Development Program to achieve program goals.

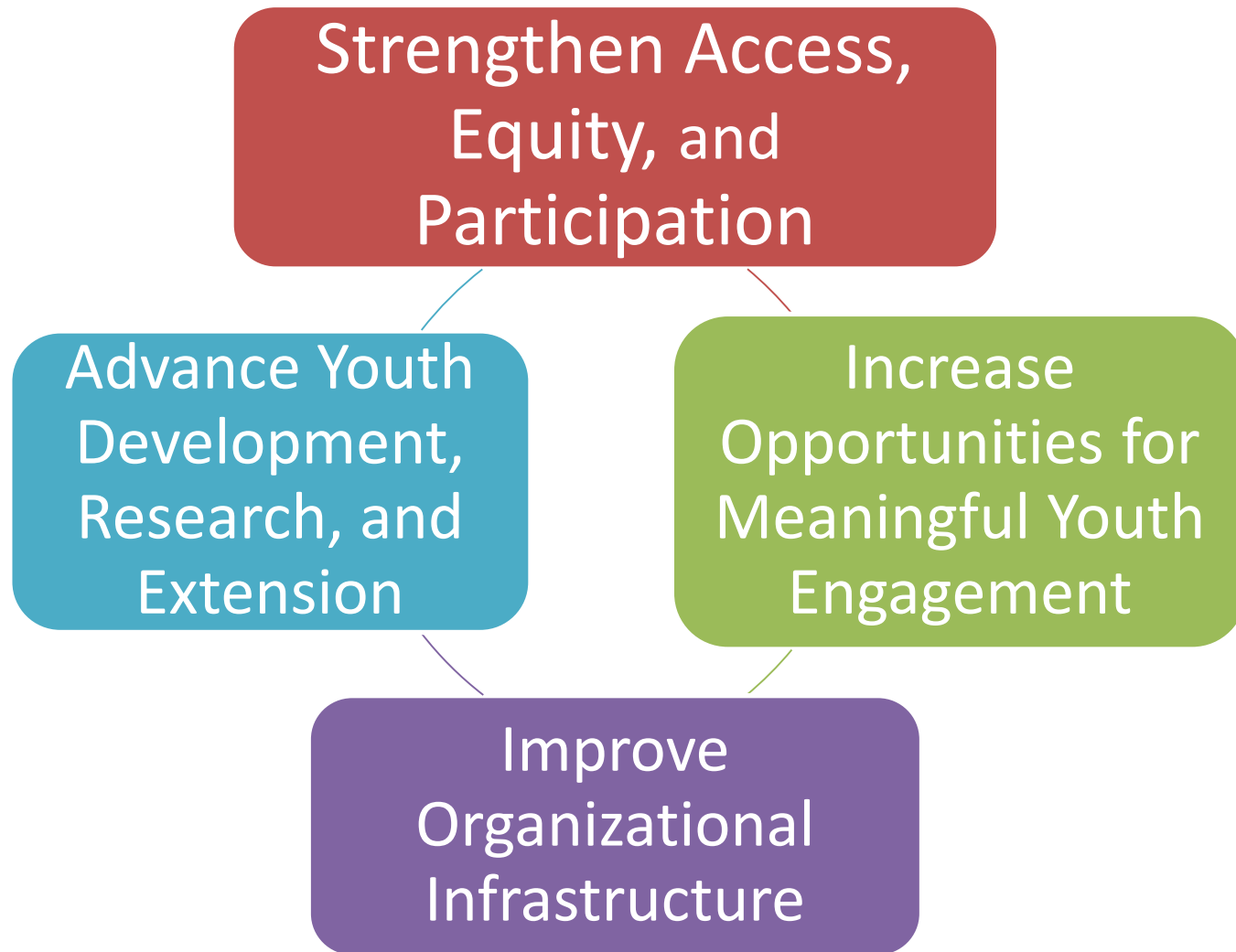
To answer the question:

"As a Flagship program of UCANR, what does the future of the program look like?"



Strategic Themes of 4-H YDP

from 2018 4-H Strategic Plan



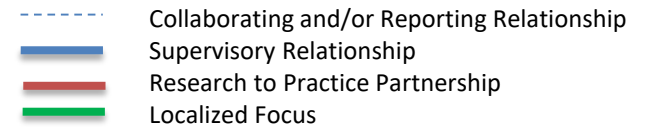
4-H Performance Criteria

The Future Vision of the CA 4-H YDP

1. 4-H contributes to the development of a qualified workforce, healthy people and communities, and an inclusive and equitable society.
2. More than 3% of the youth population in California are engaged in 4-H programs.
3. The program is in parity with all racial and ethnic groups.
4. To meet the needs and interests of young people, 4-H offers a variety of programs.
5. Measure and achieve high levels of volunteer satisfaction and retention.
6. Measure and achieve high levels of staff and advisor job satisfaction and retention.
7. Every county has access to youth development research and expertise.
8. Address emergent and critical issues affecting California's youth, families, and communities.
9. Sufficient funding is available to sustain, strengthen, and grow 4-H.
10. Ensure effective coordination and consistency of program administration and management.



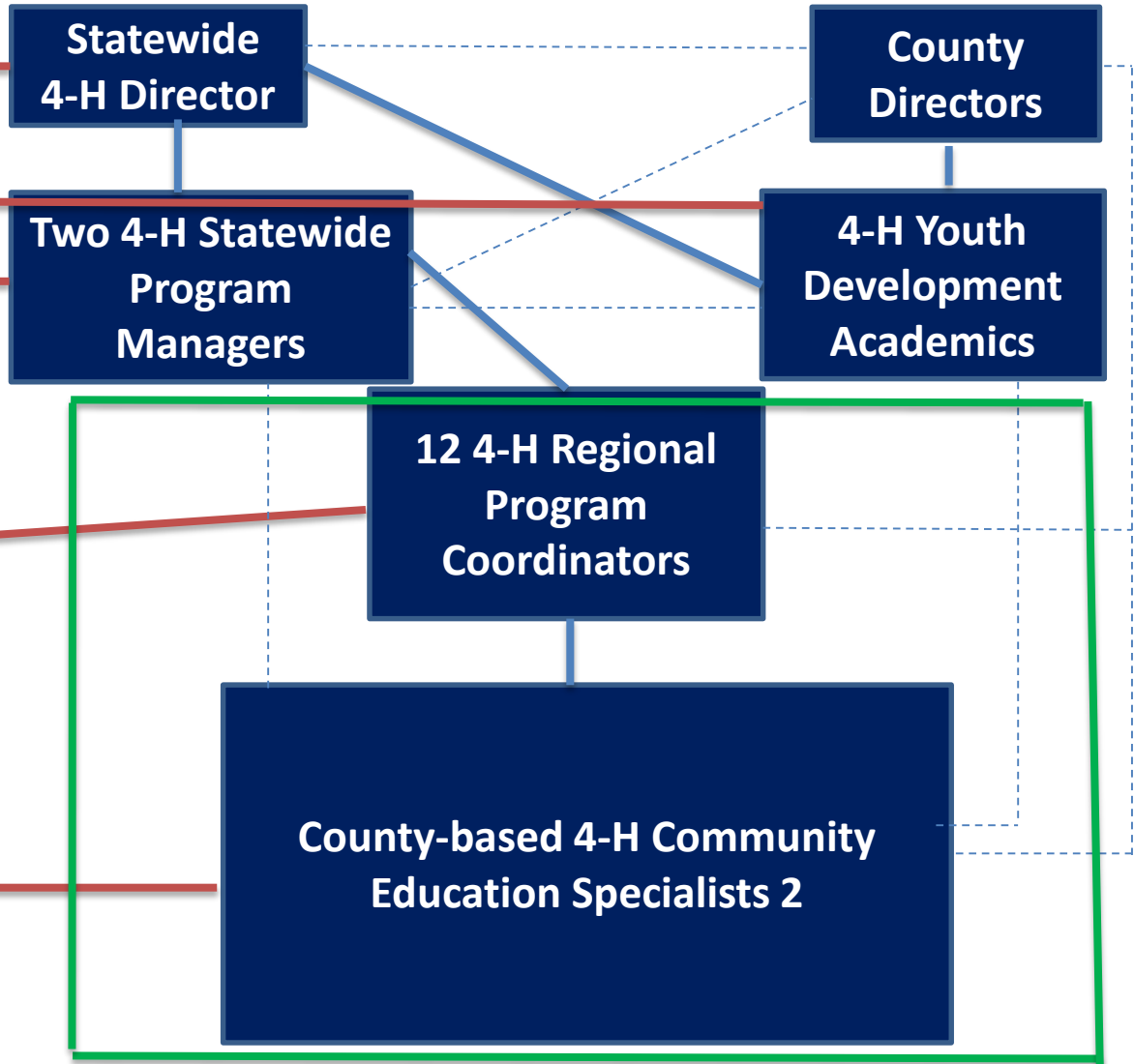
Staffing Model Structure



4-H Research to Practice

Academics conduct applied research, extension, and program development to inform the 4-H system through expertise in critical and emerging issues throughout California.

1. Animal & Plant Science
2. Camping, Outdoor Education & Natural Resources
3. Civic Engagement & Development
4. College & Career Readiness
5. Community Engagement & Development
6. Ethnic & Racial Identity Development
7. Healthy Living
8. Science, Technology, Engineering & Math
9. Volunteer Educator Engagement & Development

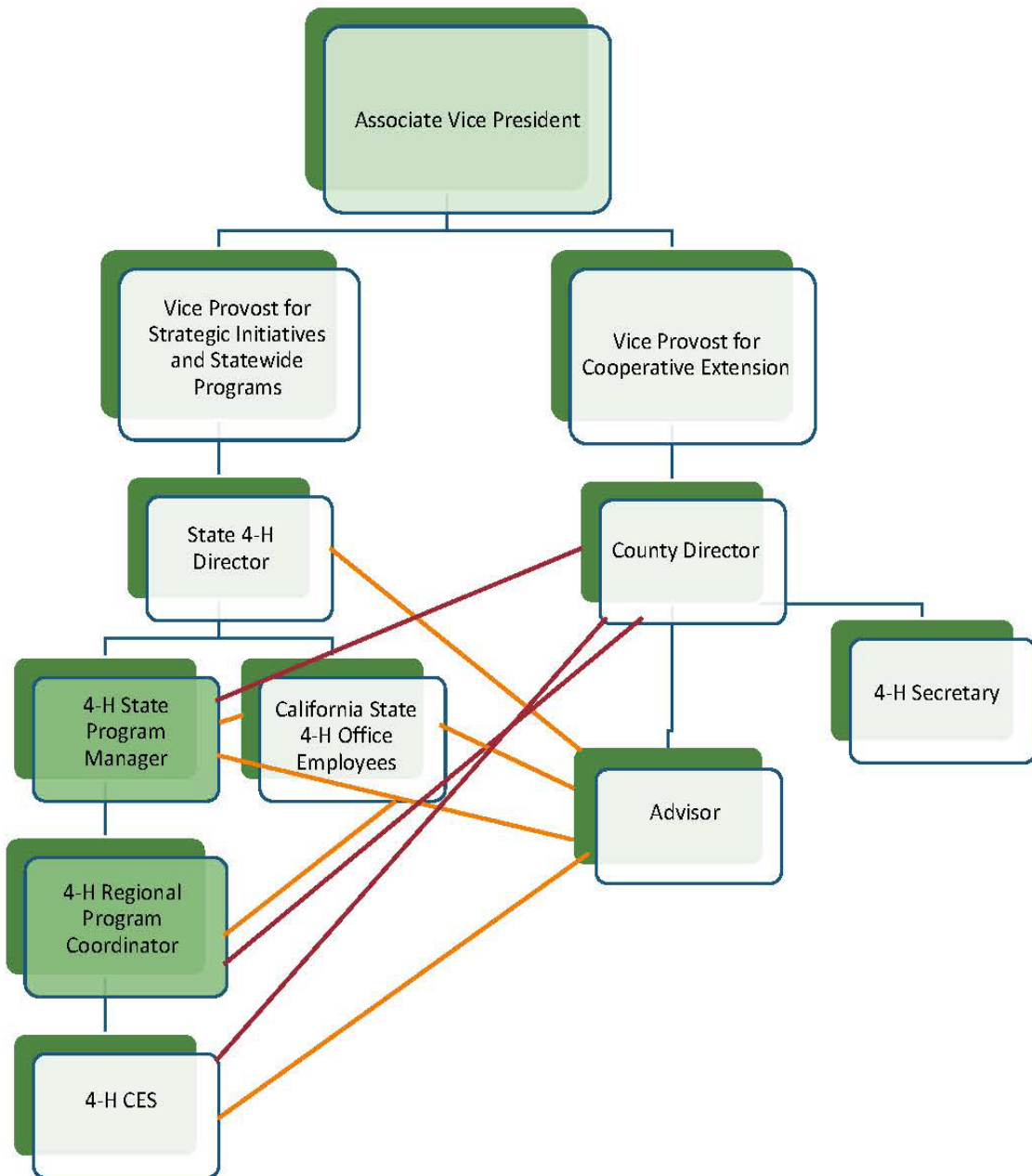


4-H Organizational Chart

Direct Supervision

Program Support & Collaboration

Local UCCE Administration Accountability



Role and Responsibility

State 4-H Director: 1 FTE

1. Provide vision, leadership and academic program oversight.
2. Expand assessments of geographic service areas and identify underserved areas and opportunities to engage new youth and families.
3. Achieve 4-H growth goals to serve 3% of the youth population in CA by 2025.
4. Provide leadership for the growth and development of the 4-H YDP via the “4-H Grows Committee.”
5. Provide leadership to ensure 4-H is inclusive to all members of the community.
6. Supervise the state 4-H office team and 4-H statewide program managers (4-H SPM).
7. Programmatic review and support of 4-H Youth Development Advisors.
8. Develop state level partnerships.
9. Develop a comprehensive financial plan that sustains and grows UC 4-H in partnership with the 4-H Foundation, 4-H SPM and 4-H RPC.



Role and Responsibility

County Director:

1. Responsible for the administrative functions and management of the UCCE Office(s).
2. Authority to provide direction on local/regional programming and emergent issues.
3. Remedy personnel / interpersonal issues among employees in the office(s).
4. Provide county oversight, administrative supervision and authority.
5. Promote cooperative extension programs with external stakeholders in the county or region.
6. Determine appropriate roles for county administrative staff supporting 4-H, if applicable.
7. May supervise 4-H CES 2's and/or other 4-H staff positions (e.g., student assistants) if staff contribute to the creative activity/applied research of the Advisor (e.g., often, but not always, grant or cost recovery funded work).
8. Onboard 4-H staff relative to local UCCE office protocols, expectations, and procedures.



Role and Responsibility

4-H & YFC Advisor:

1. Academic program vision, leadership and oversight.
2. Provide academic leadership in at least one critical and emergent youth development issue.
3. Dedicate 15% FTE to support the statewide 4-H network in a critical and emergent youth development issue. This “support” may entail:
 - a. Provide informal consultation to 4-H community education specialists.
 - b. Provide episodic and/or sustained professional development to/with 4-H community education specialists.
 - c. Provide information on evidence-based youth development curricula and other education resources to 4-H CES.
 - d. Translate the latest research into accessible fact sheets/briefs and curricula.
 - e. Provide guidance on the adoption and development of 4-H programs that are culturally relevant.
4. Provide professional development to 4-H SPM’s, RPC’s, CES, volunteers, teens, and community program partners on the latest youth development research.



Role and Responsibility

4-H & YFC Advisor:

5. Make scholarly contributions to the field of youth development.
6. Conduct applied research and creative activity, as informed by needs assessments and the field of youth development and is aligned with UC ANR public values and the California 4-H YD Program.
7. Principal Investigator or Co-PI status for grants; seek collaboration with Advisor/Specialist colleagues.
8. Lead the county 4-H Grows team.
9. Develops and maintains partnerships within the community to facilitate advancement of the youth development field and expansion of UC support and programs.
10. Remain accountable to the County Director for office procedures, administrative functions, office space, annual county reporting, and the smooth functioning of the county office.
11. In collaboration and/or communication with the RPC, onboard new staff relative to Youth Development best practices and content expertise.



Role and Responsibility

4-H Statewide Program Managers (4-H SPM): 2 FTE

1. Direct supervision of 12 4-H Regional Program Coordinators (4-H RPC) across the state (Six 4-H RPC's per 4-H SPM).
2. Direct liaison between the state between state 4-H Office and 4-H RPC on program and policy.
3. Fill in for vacant 4-H RPC positions.
4. Serve as a team member of the 4-H Grows committee.
5. Will develop and implement consistent systems, strategies, and processes to improve policy, reporting, administrative and programmatic efficiencies.
6. Will facilitate communication and teamwork to build bridges between regions, and provide consistent leadership around:
 - a. 4-H CES Leadership & Supervision
 - b. 4-H Programmatic Leadership and Administration
 - c. Budgeting



Role and Responsibility

4-H Statewide Program Managers (4-H SPM): 2 FTE

7. Collaborate with the Statewide 4-H Director and Regional 4-H Program Supervisors on short and long-term planning.
8. Work collaboratively with professional staff in the State and county cooperative extension offices.
9. Collaborate with CE specialists, advisors, academic coordinators, and other academics to facilitate communication and dissemination of applied research and creative activity programs statewide.
10. Conducts needs assessments to ensure alignment of statewide programming delivered at the local level to increase administrative consistency and efficiencies.
11. Work collaboratively with the Academic Coordinator for volunteer engagement to support county staff engaged in on the conflict management process.



Role and Responsibility

4-H Statewide Program Managers (4-H SPM): 2 FTE

12. Collaborate with 4-H academics to develop professional development opportunities for 4-H CES 2 staff, 4-H volunteers and partnering organizations to improve capabilities in delivering high-quality, and cutting-edge, evidence-based positive youth development programs that support the 4-H strategic plan relative to:
 - a. Adopting and developing 4-H programs that are culturally relevant
 - b. Supporting youth and adults working together
 - c. Increasing programming options for older youth
 - d. Expanding college and career readiness programming
 - e. Ensuring To ensure 4-H staff collaborate with academics on research and evaluation
13. Collaborate with 4-H academics to develop resources for 4-H CES 2 staff, 4-H volunteers, and partnering organizations to enhance community relationships and partnerships that lead to after-school and in-school programs in geographic areas that are underserved by 4-H.



Role and Responsibility

Regional 4-H Program Coordinators (4-H RPC): 12 FTE

1. Provide direct leadership and supervision to the 4-H CES 2 staff in each region in the programmatic design, development, implementation, delivery, management, and facilitation of the 4-H youth Development Program.
2. Lead communication to collaborate with the County Director, Advisor (if present), and 4-H administrative staff (if present) to gather input and ensure programmatic needs, emergent issues, and policy updates of the 4-H youth Development are met.
3. Connect 4-H CES 2 to the work of 4-H academics to enhance local 4-H programming through increased content knowledge, 4-H Youth Development best practices, applied research, evaluation, and creative activity.
4. Recruit, hire and onboard 4-H CES 2.
5. Fill in for vacant 4-H CES 2 positions.
6. Serve as a team member of the 4-H Grows committee.



Role and Responsibility

Regional 4-H Program Coordinators (4-H RPC): 12 FTE

7. Organize and provide professional development opportunities for 4-H CES 2 staff, 4-H volunteers and partnering organizations to improve capabilities in delivering high-quality, cutting-edge, and evidence-based positive youth development programs that support the 4-H strategic plan relative to:
 - a. Adopting and developing 4-H programs that are culturally relevant
 - b. Supporting youth and adults working together
 - c. Increasing programming options for older youth
 - d. Expanding college and career readiness programming
 - e. Creating partnerships with academics to implement new and pilot new programs and/or participate in research
8. Budgeting: Ensure equitable access to resources and facilitate program fee waivers.
9. Organize and provide professional development opportunities for 4-H CES 2 staff, 4-H volunteers, and partnering organizations to enhance community relationships and partnerships that lead to after-school and in-school programs in geographic areas that are underserved by 4-H.



Role and Responsibility

County 4-H Community Education Specialist 2:

1. Provide leadership, guidance and support to county 4-H YD programs.
2. Design programming to be consistent and aligned with evidence-based positive youth development.
3. Develop partnerships with schools, community based organizations and/ or after school programs to implement 4-H programs.
4. Allocate at least 25% of the position FTE to focus on program growth and development with outreach to new audiences via development of new programs, implementation of existing “new” programs, partners and collaborations with schools, community-based organizations and/ or after-school programs.
5. Manage the county 4-H program to ensure it is developmentally age appropriate, research-based, and consistent with University of California philosophy, mission, policies, and procedures.
6. Implement and maintain a volunteer development program that identifies, recruits, trains, and recognizes volunteers, and moves them to levels of greater program responsibility.



Role and Responsibility

County 4-H Community Education Specialist 2:

7. Lead the local 4-H program with support from:
 - a. 4-H RPC in the management and on-going development of the 4-H program
 - b. 4-H Youth Development Advisor in positive youth development frameworks, best practices, and content expertise
 - c. UC ANR academics in content expertise.
 - d. County Directors in providing administrative support through the local UCCE Office.
 - e. State 4- H Office in program policy compliance and scaling up of 4-H experiences.
8. Provides supervision, guidance and direction to 4-H volunteers and youth who are planning and conducting educational events and activities that are consistent with evidence-based current educational methodologies and philosophies of youth development.
9. Provides leadership and direction to the county volunteer management organization.



Role and Responsibility

County 4-H Community Education Specialist 2:

10. Oversees the maintenance of records, enrollment, and related data necessary for carrying out the 4-H program, and prepares reports and correspondence as needed.
11. Provides timely communication regarding the 4-H program by developing a 4-H newsletter, news releases, social media and other promotional materials.
12. Implements the UCCE Affirmative Action policies and programs as they relate to 4-H programs and develops strategies and deliveries that assure program compliance through "parity" or "all reasonable effort."
13. In collaboration with the 4-H RPC and 4-H CES 2, develops outreach and public relations efforts that increase awareness and participation in the 4-H program, specifically with marginalized youth populations.
14. Attend county, regional and state meetings and training as required in the job description and at the direction of their (supervisor) RPC/SPM.
15. Serve as a team member to support the delivery of a sound regional youth development program.



Role and Responsibility

County 4-H Community Education Specialist 2:

16. Serve as a team member of the county 4-H Grows team.
17. Remain accountable to the County Director for office procedures, administrative functions, office space, annual county reporting, and the smooth functioning of the county office.
18. Design programming to be consistent and aligned with evidence-based positive youth development.



Regions, Coordinators & Managers

<i>Region</i>	<i>4-H RPC</i>	<i>4-H SPM</i>
1: Humboldt, Del Norte, Lake, Mendocino	OPEN	Rita Palmer
2: Modoc, Siskiyou, Lassen, Plumas-Sierra	Jacki Zediker	Rita Palmer
3: Shasta, Trinity, Tehama. Glenn, Butte, Colusa, Sutter-Yuba	OPEN	Rita Palmer
4: Sonoma, Napa, Marin	Diego Mariscal	Zeva Cho
5: Solano, Sacramento, Yolo	Jennifer Henkens	Zeva Cho
6: Placer, Nevada, El Dorado, Amador, Calaveras, Tuolumne, Alpine	Vera Bullard	Rita Palmer
7: San Mateo-San Francisco, Alameda, Contra Costa, Santa Clara	Susan Weaver	Zeva Cho
8: San Joaquin, Stanislaus, Merced, Mariposa	OPEN	Zeva Cho
9: Santa Cruz, Monterey, San Benito, San Luis Obispo, Santa Barbara	Ana Torres	Zeva Cho
10: Madera, Fresno, Kings, Tulare, Kern, Inyo-Mono	OPEN	Rita Palmer
11: Los Angeles, Ventura, Orange	OPEN	Zeva Cho
12: Riverside, San Bernardino, San Diego, Imperial	Stephanie Barrett	Rita Palmer

State Director (Davis)

Lynn Schmitt-McQuitty

State Staffing Plan Managers (Davis)

Rita Palmer & Zeva Cho

Region 1
Under Recruitment
Humboldt, Del Norte,
Lake, Mendocino

Region 2
Jacki Zediker
Modoc, Siskiyou, Lassen, Plumas, Sierra

Region 3
Under Recruitment
Shasta, Trinity, Tehama, Glenn, Butte, Colusa, Sutter, Yuba

Region 5
Jennifer Henkens
Yolo, Solano, Sacramento

Region 4
Diego Mariscal
Marin, Sonoma, Napa

Region 6
Vera Bullard
Placer, Nevada, El Dorado, Amador, Calaveras, Tuolumne, Alpine

Region 7
Susan Weaver
San Mateo,
San Francisco, Alameda,
Contra Costa, Santa Clara

Region 8
Under Recruitment
San Joaquin, Stanislaus, Merced, Mariposa

Region 9
Ana Torres
Santa Cruz, Monterey,
San Benito, San Luis Obispo,
Santa Barbara

Region 10
Under Recruitment
Madera, Fresno, Kings, Tulare, Kern, Inyo, Mono

Region 11
Under Recruitment
Los Angeles, Ventura, Orange

Region 12
Stephanie Barrett
Riverside, San Bernardino,
San Diego, Imperial

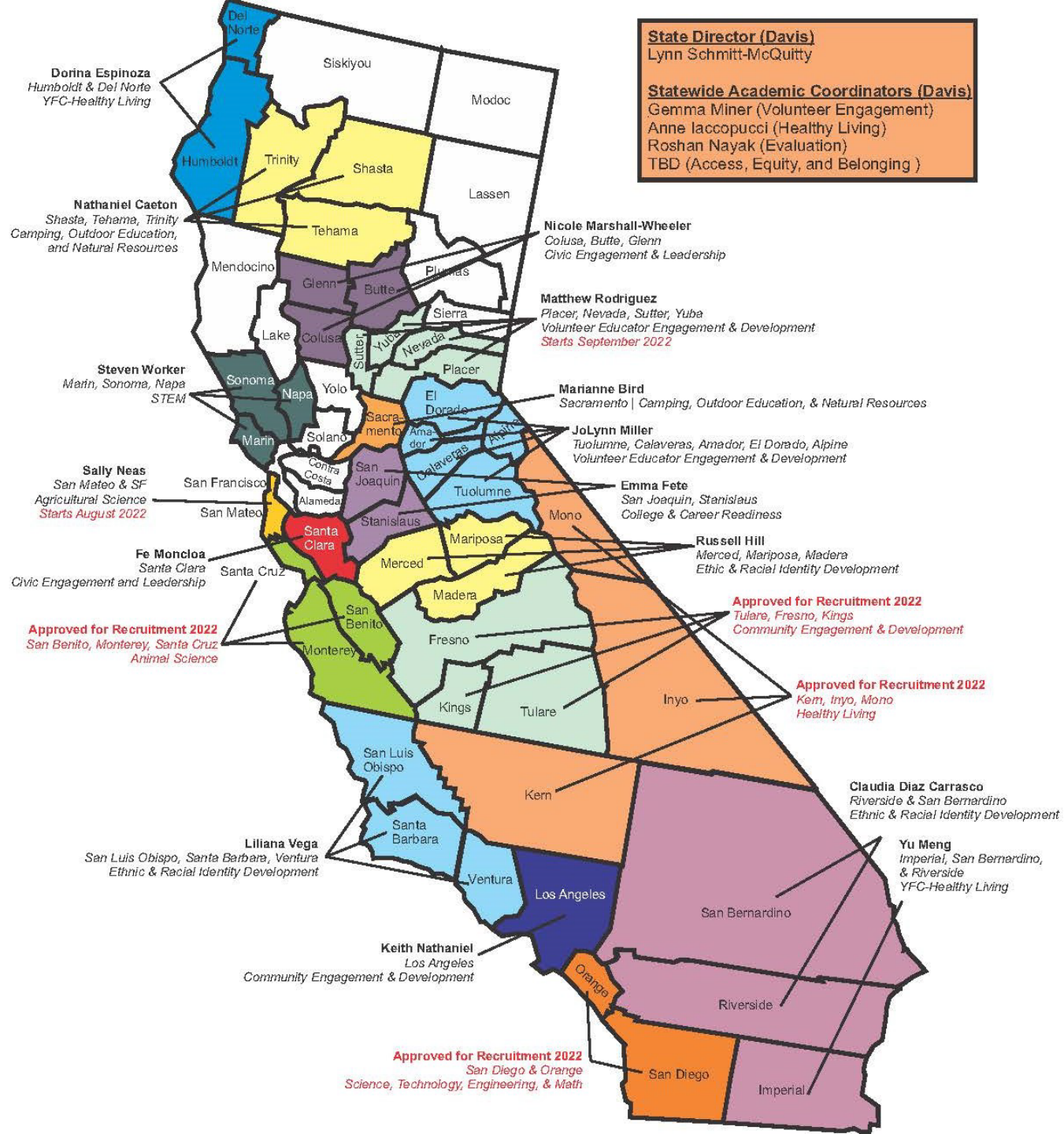
4-H Regional Program Coordinators (4-H RPC)



Academic Footprint				
Critical & Emergent Issue		Advisors	Academic Coordinators	Specialists
1	Animal & Plant Agriculture Science	Sally Neas		
2		Monterey, S. Benito, S. Cruz		
3	Camping, Outdoor Ed. & Natural Resources	Marianne Bird		
4		Nate Caeton		
5	Civic Engagement and Leadership	Fe Moncloa		
6		N. Marshall-Wheeler		
7	College & Career Readiness	Emma Fete		
8	Community Engagement & Development	Keith Nathaniel		
9		Fresno, Tulare, Kings		
10	Ethnic & Racial Identity Development	Liliana Vega		
11		Claudia Diaz		
12		Russ Hill		
13	Healthy Living	Dorina Espinosa	Anne Iaccopucci	
14		Yu Meng		
15		Kern, Inyo-Mono		
16	Science, Technology, Engineering & Math	Steven Worker		
17		San Diego, Orange		
18	Volunteer Ed. Engagement & Development	JoLynn Miller	Gemma Miner	
19		Matt Rodriguez		
20	Positive Youth Development			Kali

Academic Expertise

**Associate Director of Research
(UC Davis)**
Kali Trzesniewski



How plan supports

The Future Vision of the CA 4-H YDP

1. 4-H contributes to the development of a qualified workforce, healthy people and communities, and an inclusive and equitable society.
 - a. 4-H academics (Advisors, Specialists and Academic Coordinators) work will be guided by critical and emergent issues facing young people in California.
2. More than 3% of the youth population in California are engaged in 4-H programs.
 - a. Adding additional positions reduces workload for everyone, therefore allowing for all individuals in the 4-H YDP to develop a niche / expertise which will create opportunities for greater program growth and impact.
3. Increase ethnic and racial diversity in 4-H programs.
 - a. Program extenders and participants reflect the demographic make-up of the counties they are in.
4. Ensure all youth have access and opportunities to be involved in high quality programs.
 - a. The work of academics around critical and emergent issues facing young people in California will be aligned to 4-H Regional Program Coordinators and County CES positions to link research and practice such that 4-H programs become our living laboratory for information transfer.



How plan supports

The Future Vision of the CA 4-H YDP

5. Measure and achieve high levels of volunteer satisfaction and retention.
 - a. Volunteers in each county will have access to:
 - i. 4-H CES 2.
 - ii. More coordination and training.
 - iii. Better access to Advisor expertise and applied research (i.e., curriculum).
6. Measure and achieve high levels of staff and advisor job satisfaction and retention.
 - a. Allows Advisors to focus on Research and Extension.
 - b. Allows for professional growth of CES 2's.
 - c. Allows all employees to develop expertise and focused work.
7. Every county has access to youth development research and expertise.
 - a. By eliminating county boundaries, 4-H Advisors will be situated to better address critical and emergent issues for all of California.
 - b. Help Advisors expand / scale programs to wider audience.



How plan supports

The Future Vision of the CA 4-H YDP

8. Address emergent and critical issues affecting California's youth, families, and communities.
 - a) 4-H academics (Advisors, Specialists and Academic Coordinators) work will be guided by critical and emergent issues facing young people in California:
 - i. Animal and Plant Science
 - ii. Camping, Outdoor Education & Natural Resources
 - iii. Civic Engagement & Development
 - iv. College & Career Readiness
 - v. Community Engagement & Development
 - vi. Ethnic & Racial Identity Development
 - vii. Healthy Living
 - viii. Science, Technology, Engineering & Math
 - ix. Volunteer Educator Engagement & Development



How plan supports

The Future Vision of the CA 4-H YDP

9. Sufficient funding is available to sustain, strengthen, and grow 4-H.
 - a. Invest in State Program Manager and Regional Program Manager positions.
 - i. Investment allows redistribution of work.
 1. Redistribution of work allows for additional time and effort to focus on program growth and development.
10. Ensure effective coordination and consistency of program administration and management.
 - a. Consistency across State in areas of administration and policy.
 - b. Releases administrative burden of County Directors for the 4-H YDP.
 - c. Supervision, reporting, and program administration works with or without an Advisor located in the area.
 - d. Allows for better communication across the continuum.
 - e. Technology would not require anyone to relocate.



Committee Membership

- Shannon Horrillo, Statewide 4-H Director (Co-Chair)
- Lynn Schmitt-McQuitty, Statewide 4-H Director (Co-Chair)
- Keith Nathaniel, 4-H Youth Development Advisor and County Director in Los Angeles County (Co-Chair)
- Morgan Doran, County Director in the Capitol Corridor
- Betsy Karle, County Director in Glenn County
- Darren Haver, County Director in Orange County and South Coast REC Director
- Katherine Soule, Youth, Families and Communities Advisor and County Director in San Luis Obispo and Santa Barbara
- Russell Hill, 4-H Youth Development Advisor in Merced, Madera, and Mariposa Counties
- Jacki Zediker, 4-H CES 2 in Siskiyou / 4-H CES 3 (lead) in Siskiyou, Modoc, Plumas/Sierra, and Lassen Counties
- Stephanie Barrett, 4-H CES 2 in San Bernardino and Riverside Counties
- Kim Ingram, Academic Human Resources Business Partner
- Bethanie Brown, Associate Director, Human Resources

