

# New Orleans Youth Master Plan

Phase 2 Report | July 2021



# The New Orleans Youth Master Plan



Over the past year, hundreds of youth, community members, and sector leaders have come together in the pursuit of creating the Youth Master Plan: **a comprehensive roadmap for creating and sustaining a positive youth development- focused, results-oriented New Orleans.** It is our shared opportunity to be deliberate about the potential of our city's youth, build pathways to leverage that potential, and **shift the way we do business** at every level.

Over the course of Phase 2, which took place in Spring 2021, Action Tables built detailed two-year action strategies for the aspirational solutions that emerged from Phase 1 of the ten-year Youth Master Plan. In this document, you will find the solutions we will be focusing on over the next two years, details on how we plan to implement actions towards those solutions, **and the organizations in New Orleans who have committed to bringing the solutions to life through coordinated and cross-sector approaches.**

**This summer, we are launching Phase 3 of the Youth Master Planning process: Implementation and Monitoring. Here, we move from “planning” to “doing,” from words on a page to action.** We will embark on the first two years of implementation intentionally, rallying around 15 of our Youth Master Plan solutions so that we can build momentum and a strong foundation to fully realize all of our solutions, and fold in more as they arise, in the next 10 years.

**This only works when we work together, and everyone has a role to play.** Together, we will build a city where the full self-expression, leadership, creativity, and culture of all children and youth comes together to create a true community where everyone succeeds.

Join us and stay in touch at [nolayouthmasterplan.org](https://nolayouthmasterplan.org).

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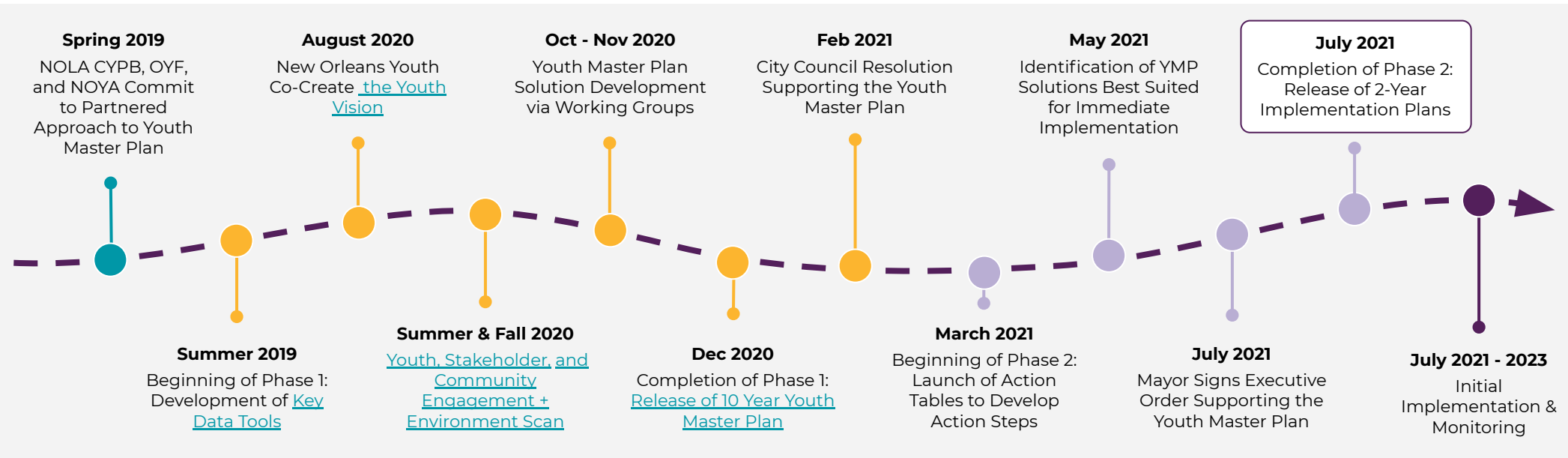
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# Our Process & Frameworks





## Youth Master Planning Timeline



## Our North Star: New Orleans Youth

What do we mean when we say New Orleans youth? We mean all children & youth from birth to age 24 that live, work, worship or play in New Orleans.

We mean young people who have lived in the Crescent City from day one and young people who moved here (or back) last week; who stay in the 1st Ward to the 17th Ward and everywhere in between; who cross parish lines or stay local for any New Orleans resource, school, or community.

We mean young people who build relationships and have experiences here.

The New Orleans Youth Master Plan is for **all New Orleans youth** here now and for future generations to come.



## Our Phase 2 Priorities



Balancing  
Sector Experts  
with Youth  
Wisdom



Refining and  
Sequencing  
Solutions for  
Maximum Impact



Designing Action  
Strategies to  
Overcome  
Identified Barriers



Identifying  
Solution Owners  
to Ensure  
Successful  
Implementation



Establishing  
Funding & Data  
Partners and  
Approaches for  
Phase 3

Through Phase 2, we leveraged 6 Action Tables populated by more than 100 diverse experts across Youth Master Plan Areas to develop action strategies.

These action strategies serve as part of our shared roadmap for implementing Youth Master Plan solutions over the first 2 years of the plan. They will be the launching point that catalyzes continued impact over our full 10-year plan.

## How We Narrowed to 15 Solutions

The Youth Master Plan is meant to be a living document that is responsive to community needs and balances immediate impact with long term systems change.

In line with this, more than 100 youth and sector leaders came together in Phase 2 to find the most impactful way to embark on our 10-year aspirational plan. Our participants took into account numerous variables in pursuit of identifying the 15 solutions to focus on in the first two years of plan implementation and monitoring.

The full list of solutions we will sequence into the plan's coordinated approach to implementation and monitoring can be found on Page 41.

### Variables Considered

Interdependencies  
across Solutions

Input from Young  
People

Input from Sector  
Leaders

Ease vs. Difficulty  
of Solutions

Representation of  
Developmental  
Stages

Current System  
Context



# Our Frameworks

The Youth Master Plan is organized into seven sections: six Positive Youth Development areas & Basic Needs supports. Our YMP partners, youth, and sector leaders built the solutions and action strategies for each of these seven areas through collaborative, cross-sector practices and a comprehensive approach to improving the systems that our children and youth operate in.

These two frameworks help us shift **the ecosystem** to be youth-friendly and supportive of our young people's success.

## Silo-Busting Solutions



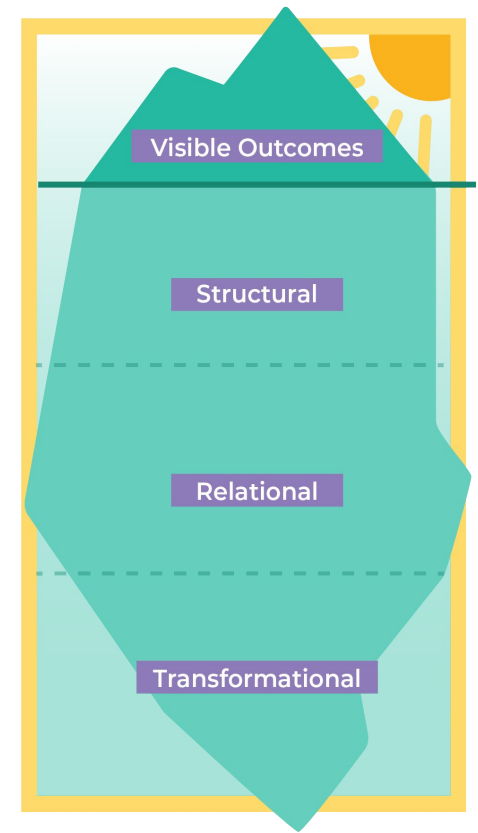
*Young people do not experience systems (e.g. the education system, the healthcare system) in silos. Accordingly, the plan solutions, strategies, and ownership groups reflect a cross-sector, silo-busting approach to coordinated action.*



*In order to shift the experiences and outcomes of children & families, we need to shift the system conditions they interact with.*

*The plan incorporates the “Water of Systems Change” framework to look below the surface at the structures, relationships, & mental models that shape how our young people experience the city.*

## Systems Change



**Ecosystem** refers to the interrelated individuals, organizations and policies across sectors that impact young people and their families.

# Silo-Busting Solutions: Coordinated Implementation

## The Importance of Coordination

One of the guiding principles of the Youth Master Planning process is that our solutions and action strategies should not exist independently of each other.

Instead, this work should require different sectors and organizations across the city to work together to create a holistic and coordinated approach to improving the lives of our children, youth, and their families.

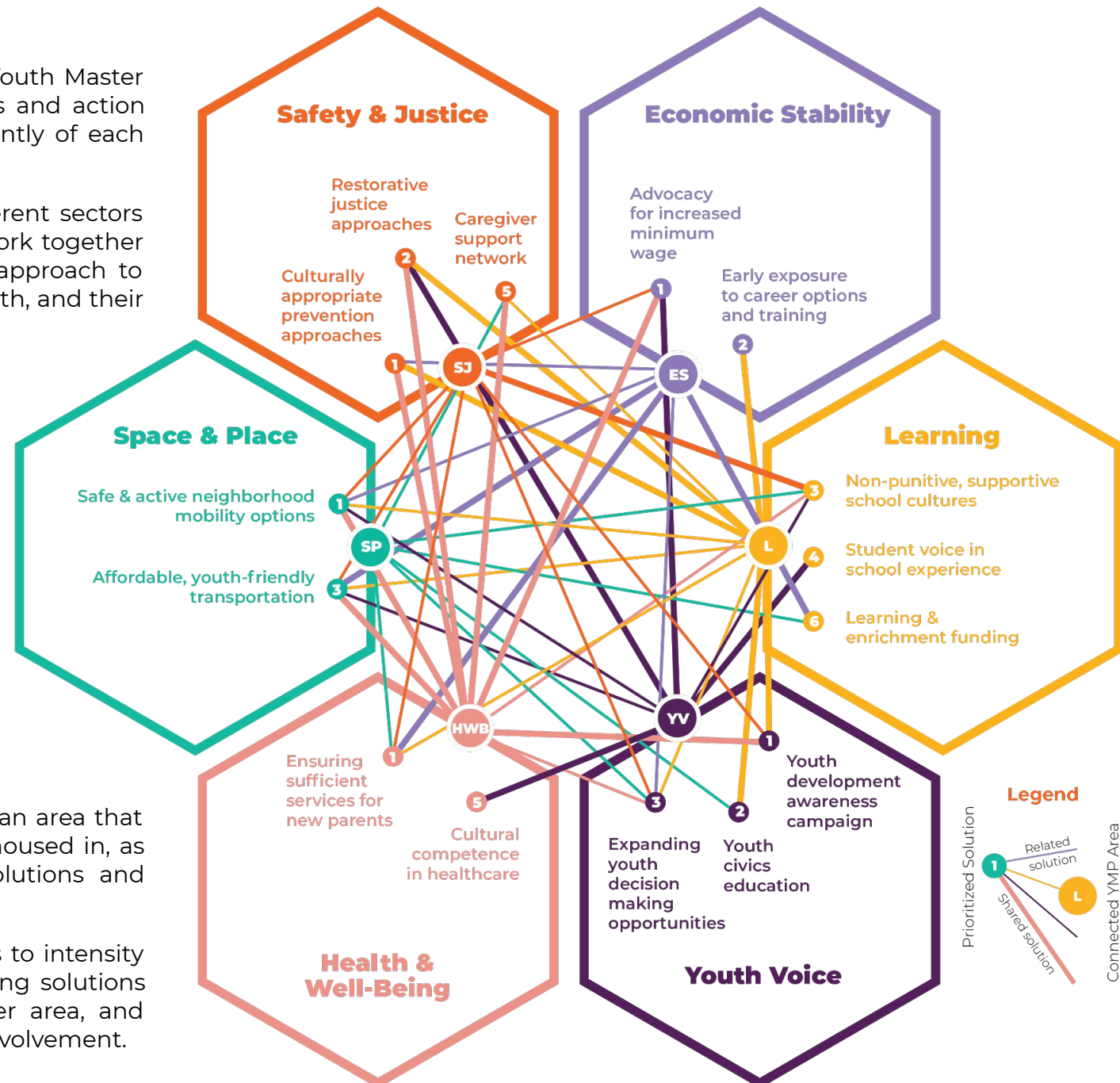
Through the Working Groups who built solutions in Phase 1 and the Action Tables who built action strategies in Phase 2, we have been intentional in advancing collaborative practices across sectors and systems.

## Understanding the Visual

This visual shows the result of an interdependent and complex web of solutions that ask our typically siloed sectors to work together towards common goals.

Here, you can see the Youth Master Plan area that each of the 15 prioritized solutions is housed in, as well as the connections between solutions and other Youth Master Plan areas.

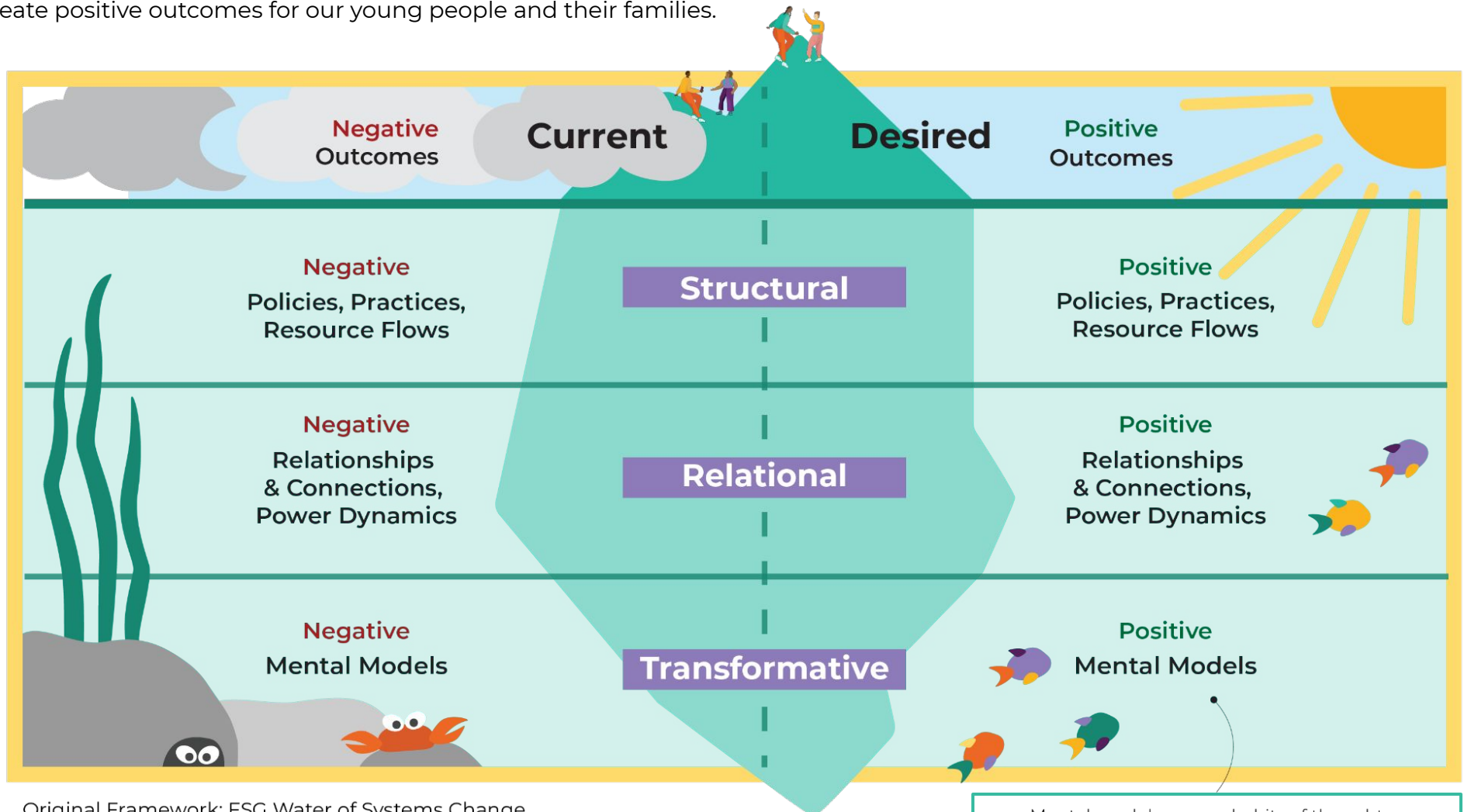
The thickness of the lines corresponds to intensity of connection, with thick lines depicting solutions that are deeply connected to another area, and warrant significant coordination and involvement.



# Systems Change: Creating a Youth-Centered Ecosystem

One of the key concepts of the Youth Master Plan is **Systems Change** - working to “shift the conditions that hold problems in place.” The image of an iceberg is used to visualize the ways in which structural, relational, and transformative system conditions can be invisible from the surface, but are integral in shaping the outcomes and experiences of young people (i.e. the part of the iceberg we see above the water).

Many planning and change efforts focus on structural changes, but often do not shift power dynamics at the relational level or mental models at the transformative level. This “Water of Systems Change” Framework, developed by FSG, is applied across the plan to understand interactions between barriers, solutions, and goals and to help us implement solutions operating at all levels to create positive outcomes for our young people and their families.



Original Framework: FSG Water of Systems Change

Mental models are our habits of thought — deeply held beliefs and assumptions that influence how we think, what we do, and how we talk.



# Action Strategies: Understanding the 2-Year Plan

## The “What” and “How” of the Action Strategies

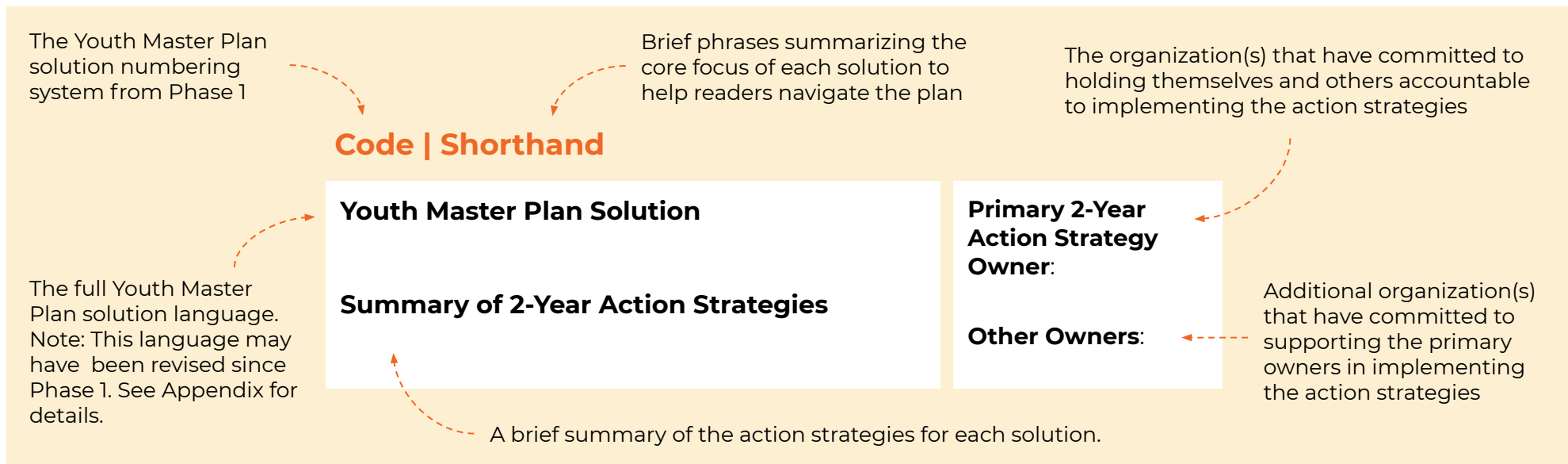
As part of the action strategy development, Action Tables and the Youth Master Plan partners identified owners and core collaborators to carry forward coordinated solution implementation over the next two years. The Youth Master Plan partners - CYPB, OYF, and NOYA - will work closely with the action strategy owners during the implementation phase to bring the detailed action strategies to life, supporting and monitoring progress on our coordinated and cross-sector approaches to action, data, and funding for greatest impact.

The full action strategies, summarized in this document, have been built out in detail by Action Tables to include:

- Detailed actions or steps necessary to implement the solution
- The primary solution owner(s) who will ensure the action strategies advance in the first two years of the plan
- Other actors who have been or should be involved in advancing the solution
- How we will measure successful implementation of the action strategies (i.e. outputs)
- The impact we hope to see in two years as a result of our implementation (i.e. outcomes)

## Reading the Action Strategy Summaries

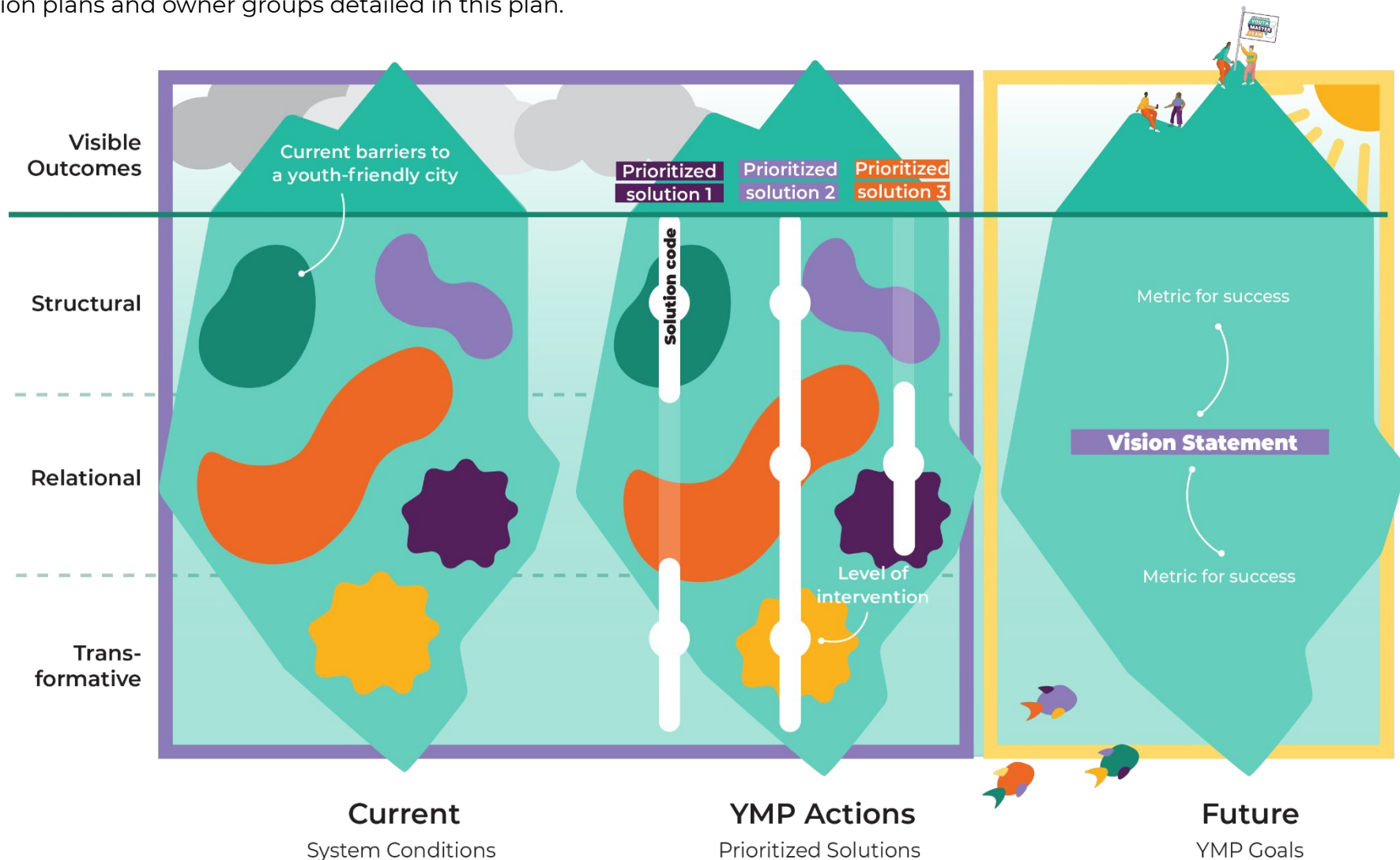
The following pages provide a brief summary of the action strategies for each solution.



# Action Strategies: Visualizing Change

For each of the seven categories containing action strategies, we have illustrated the Youth Master Plan change process. This image moves from the current state iceberg (left) - which is populated by barriers to a youth-friendly city - to a future state (right) populated by community-generated goals. The middle iceberg demonstrates the core of our plan, the journey towards a youth-friendly city, with the 2-3 solutions we have prioritized for the first two years of the Youth Master Plan's implementation in each category.

Both the barriers in the left-most iceberg and the solutions in the middle iceberg operate at varying levels within the system. (See the diagram on Page 9 for details on the system levels). Note that all of the solutions in the middle iceberg have corresponding 2-year action plans and owner groups detailed in this plan.



# Our 2-Year Plan

## Prioritized Solutions & Action Strategies





## THE CHALLENGES IN OUR ECOSYSTEM

Our siloed physical and mental healthcare systems — often costly and inaccessible — do not adequately address the unique developmental stages, cultural needs, and lived experiences of New Orleans children, youth, and their families. There is **limited training and knowledge** for healthcare professionals and community members on how best to support young people experiencing various types of trauma. As a result, rather than **preventative care and early interventions**, **young people's main interaction with the system can be through hospitalizations or institutionalizations.**

## OUR GOALS FOR HEALTH & WELL-BEING

We envision a city in which our youth have positive, healthy relationships with caring adults and peers. Youth and their families are aware of and engaged in healthy prevention activity, are free from trauma, and **have reliable access to the physical and mental healthcare they need.**

- **Our current goals** are decreased percentages of young people experiencing exposure to violence, symptoms of depression, substance abuse, PTSD and anxiety, and suicidal ideation.
- **Our mid and long term goals** are to create benchmarks for strengths-based well-being indicators.

## HOW WE PLAN TO GET THERE

Of the five 10-year Health & Well-Being solutions that resulted from Phase 1 of this process, our Action Tables, youth, and YMP partners prioritized two solutions for the first two years of implementation.

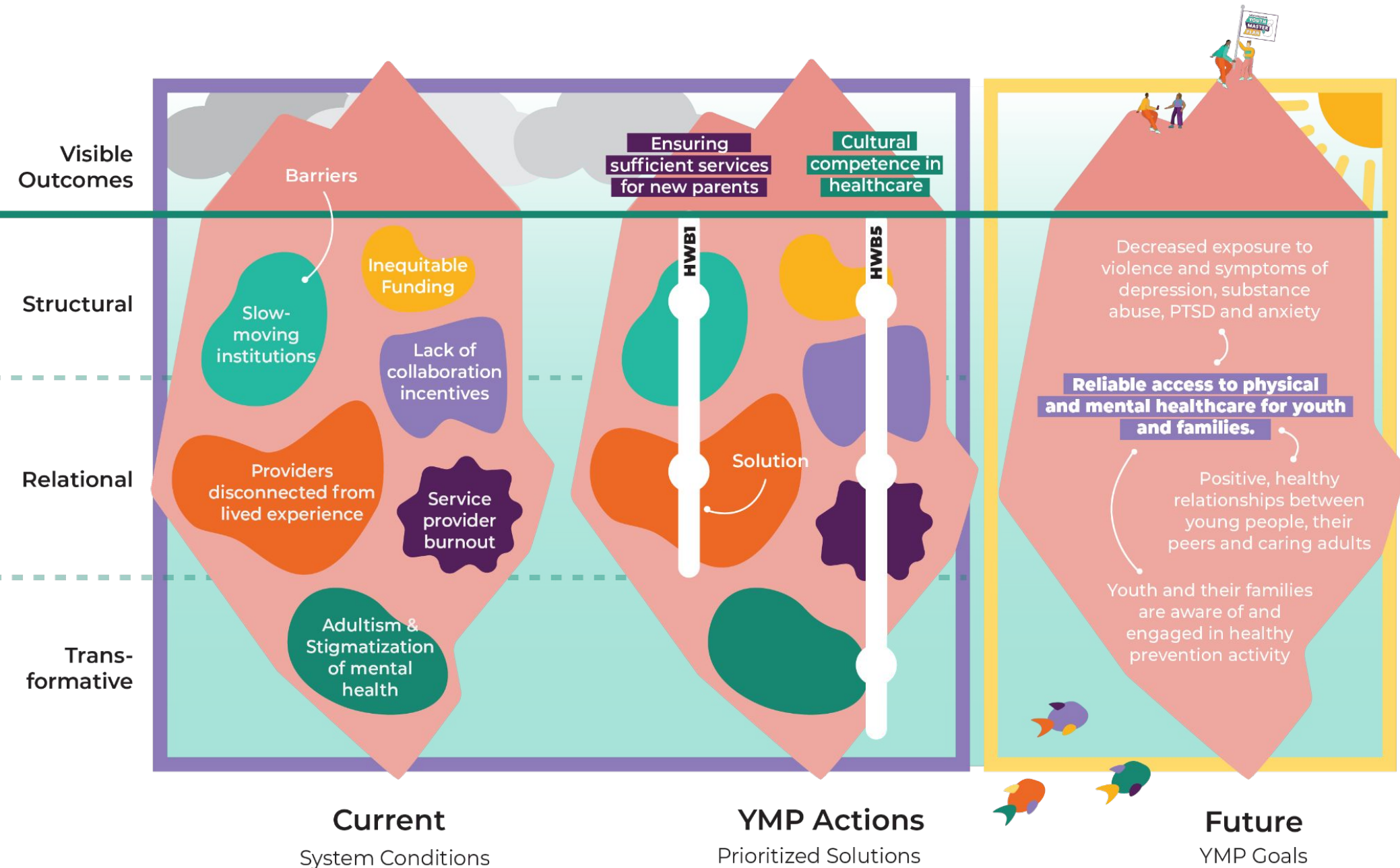
The next page visualizes how these two solutions, focused on **Ensuring Sufficient Services for New Parents** and **Cultural Competence in Healthcare** will serve as our initial coordinated actions to move past barriers to a youth- friendly city and build momentum for continued success and positive youth outcomes in Health & Well-Being over the full ten years of the plan.

“

*We have so much to offer politically, artistically, and socially, and we deserve to make decisions about our health, education, and our place in this community.*

— Abigail Hu, Youth Advisory Board of CYPB member

# Health & Well-Being: Change Process



# Health & Well-Being: Action Strategies

## HWB1 | Ensuring Sufficient Services for New Parents

### Youth Master Plan Solution

Ensure the provision of long-term services for new and/or young parents (i.e. home-visiting programs, parent support groups) by promoting existing programs and investing in additional supports.

### Summary of 2-Year Action Strategies

Build and strengthen coordination of parent services (including basic needs), launch public messaging and awareness-raising campaign that informs of existing services, and conduct gaps analysis in order to resource based on need. Shift from a service-only mindset to a complete wellness mindset with a focus on relationship-building and customer care and satisfaction to be assessed through parent surveys and supported through the creation of provider toolkits with supportive training materials.

### Primary 2-Year Action Strategy

**Owner:** Children's Hospital (Parenting Center)

### Other Owners:

Office of Youth & Families (OYF), Louisiana Bureau of Family Health (BFH), Healthy Start, Training Grounds, Urban League (Parent Information Center), Total Community Action (TCA), Metropolitan Human Services District (MHSD), Louisiana Public Health Institute (LPHI)

## HWB5 | Cultural Competence in Healthcare

### Youth Master Plan Solution

Create criteria to gauge the **cultural competence** of behavioral and physical healthcare systems, as well as how systems incorporate youth and families' agency and voice.

### Summary of 2-Year Action Strategies

Conduct city-wide mapping of wellness resources to identify needs and barriers. Research existing measurement tools and models in comparable communities, and review for local fit. Pilot client survey that addresses issues of cultural competence, including access, transportation, operating hours, levels of satisfaction with care experience, cost, insurance, etc.

### Primary 2-Year Action Strategy

**Owner:** Children's Bureau

### Other Owners:

Children & Youth Planning Board (CYPB), MHSD, Children's Hospital, BFH, Institute of Women & Ethnic Studies (IWES), Faith Community, Black Education For New Orleans (BE NOLA), Laureus Sport for Good, UNITY, House of Tulip

## What do we mean by “cultural competence”?

**Cultural competence** describes a set of skills, values and principles that acknowledge, respect and contribute to effective interactions between individuals and the various cultural and ethnic groups

Source: Wilson, S. (2021, April 6). Understanding Cultural Competency. Human Services Edu. <https://www.humanservicesedu.org/cultural-competency/>.



## THE CHALLENGES IN OUR ECOSYSTEM

New Orleans' **legacy systems of discrimination play a significant role in how our city is designed**, and urban planning has not traditionally prioritized the evolving needs of our children and youth — who make up over 25% of the city's population. As a result, **children, youth, and their families are cut off from opportunities and resources, face displacement and disconnection**, and lack safe and fun places to play, gather, grow, and build identity. Residents of all generations benefit when cities are intentionally planned to be child-friendly — when they promote safety, health and wellness, connection to nature, and stronger communities with a greater sense of belonging and stewardship.

## OUR GOALS FOR SPACE & PLACE

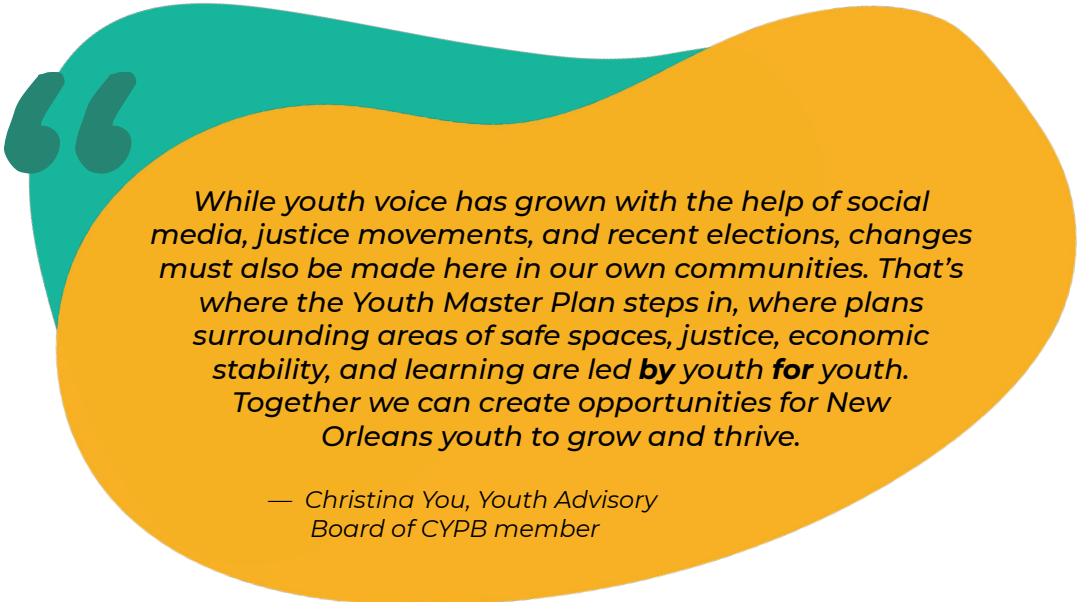
We envision a New Orleans where **all young people live in resilient communities that promote youth voice**, environmental stewardship, champion equitable climate change solutions; and have consistent ease of access to clean, safe, and affordable spaces (indoor and outdoor) in which to play, learn, explore, exercise, and build community.

- **Our current goal** is increased percentage of households that can access youth-centered spaces with programming in 15 minutes or less via transit, bike, or on foot; and increased percentage of households aware of and able to access community services within 1 mile of their house.
- **Our mid and long term goal** is to create benchmarks for strengths-based space & place indicators, that may include and define resident satisfaction with neighborhood.

## HOW WE PLAN TO GET THERE

Of the five 10-year Space & Place solutions that resulted from Phase 1 of this process, our Action Tables, youth, and YMP partners prioritized two solutions for the first two years of implementation

The next page visualizes how these two solutions, focused on **Safe & Active Mobility Options** and **Affordable Youth Friendly Transportation**, will serve as our initial coordinated actions to move past barriers to a youth-friendly city and build momentum for continued success and positive youth outcomes in Space & Place over the full ten years of the plan.

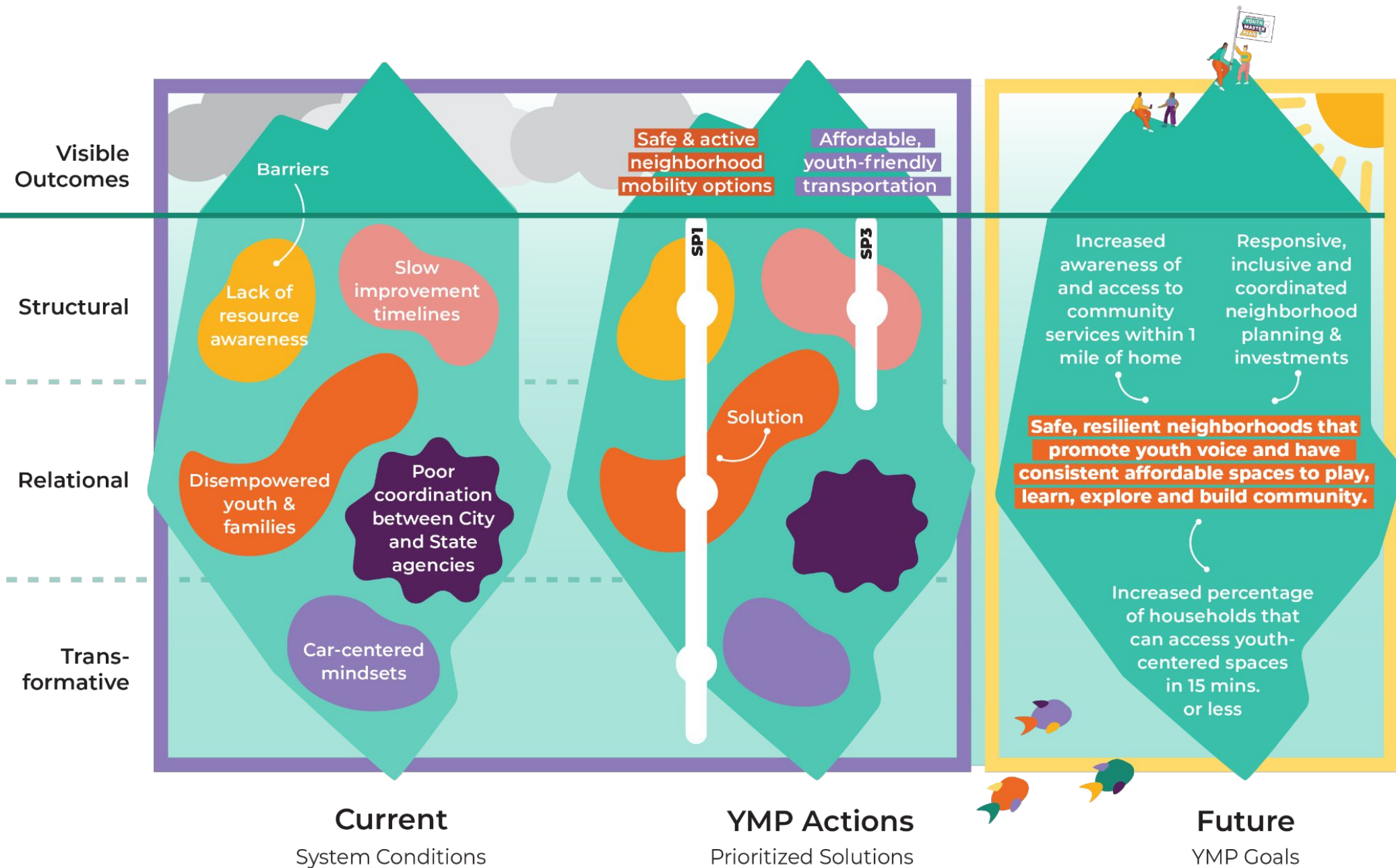


*While youth voice has grown with the help of social media, justice movements, and recent elections, changes must also be made here in our own communities. That's where the Youth Master Plan steps in, where plans surrounding areas of safe spaces, justice, economic stability, and learning are led **by youth for youth**. Together we can create opportunities for New Orleans youth to grow and thrive.*

— Christina You, Youth Advisory  
Board of CYPB member



# Space & Place: Change Process



# Space & Place: Action Strategies

## SP1 | Safe and Active Neighborhood Mobility Options

### Youth Master Plan Solution

Improve and maintain safe and active mobility options in all neighborhoods, as determined by the residents, to ensure connectivity to essential services (food, healthcare) and **social infrastructure** (parks, playgrounds, libraries).

### Summary of 2-Year Action Strategies

Conduct analysis of young people's connectivity between their neighborhoods and essential services / social infrastructure, pilot deep community participation in a few neighborhoods. Connect findings to existing improvement efforts by the Office of Transportation, Department of Public Works, and City Planning Commission.

### Primary 2-Year Action Strategy Owner:

New Orleans Office of Transportation

### Other Owners:

Neighborhood Engagement Office, OYF, Healthy Neighborhoods Project, Playbuild

## SP3 | Affordable, Youth-Friendly Transportation

### Youth Master Plan Solution

Ensure the public transit system encompasses the entire New Orleans metro area, and is safe, and lower-cost or free to youth.

### Summary of 2-Year Action Strategies

Address safety concerns through reviewing driver training, assessing rider perceptions, and involving parents in 'ride the route' days with their children. Expand access through advocating for and developing funding strategy for free transit for all young people (0-24), building on current New Orleans Regional Transit Authority (RTA) fare restructure pilot.

### Primary 2-Year Action Strategy Owner:

New Orleans Regional Transit Authority (RTA)

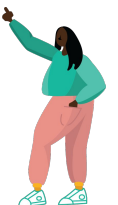
### Other Owners:

OYF, Office of Transportation, RIDE New Orleans, Delgado Community College, NOLA Public Schools (NOLA-PS), Charter Management Organizations (CMOs) (e.g. InspireNOLA Charter Schools, FirstLine Schools), City Health Department, Workforce Development Board, GNO Inc.

## What do we mean by “social infrastructure”?

**Social infrastructure** can be broadly defined as facilities, services, and processes that foster social interaction and community engagement. For the purposes of the Youth Master Plan, we are focusing on the places in our city that serve as social infrastructure for children, youth and families. This includes libraries, community centers, cultural spaces, schools and universities, recreation & fitness centers, as well as other informal spaces where young people gather that contribute to the social capacity of the youth community.

Source: Angela Kyle and Dr. Kat Neall (Healthy Neighborhood Project)



## THE CHALLENGES IN OUR ECOSYSTEM

When **systems fail to be proactive and responsive** in developmentally appropriate and compassionate ways, **we fail all our children, from birth to 24**. Our systematic approaches to **discipline, rather than positive youth development and healing**, are punitive, trauma-inducing, developmentally inappropriate, and perpetuate racism in schools and communities, beginning in pre-school. The children and youth of New Orleans are not broken or damaged. They can rise above circumstances and have the ability to define their own path. They deserve homes, schools, and communities that prioritize their value, sense of safety, and well-being, and understand developmentally appropriate behavior and respond with compassionate and developmentally appropriate approaches.

## OUR GOALS FOR SAFETY & JUSTICE

We envision a New Orleans where **all young people live, learn, work, and play in environments that are safe and free from harm** — including environmental toxins, indirect and direct forms of violence, abuse and neglect, and punitive discipline. These environments are also free from the fear of incarceration and its impacts on family stability, economic opportunity and the safety nets that support children and youth.

- **Our current goals** are decreased # of young people who enter the criminal justice system, decreased length of time engaged with the system, and reduced # of returns to the system; decreased # of young people who have witnessed or experienced violence, abuse, or neglect; decreased # of suspensions, expulsions and disciplinary infractions.
- **Our mid and long-term goal** is to create benchmarks for strengths-based safety & justice indicators, which will include safety from environmental toxins.

## HOW WE PLAN TO GET THERE

Of the five 10-year Safety & Justice solutions that resulted from Phase 1 of this process, our Action Tables, youth, and YMP partners prioritized three solutions for the first two years of implementation.

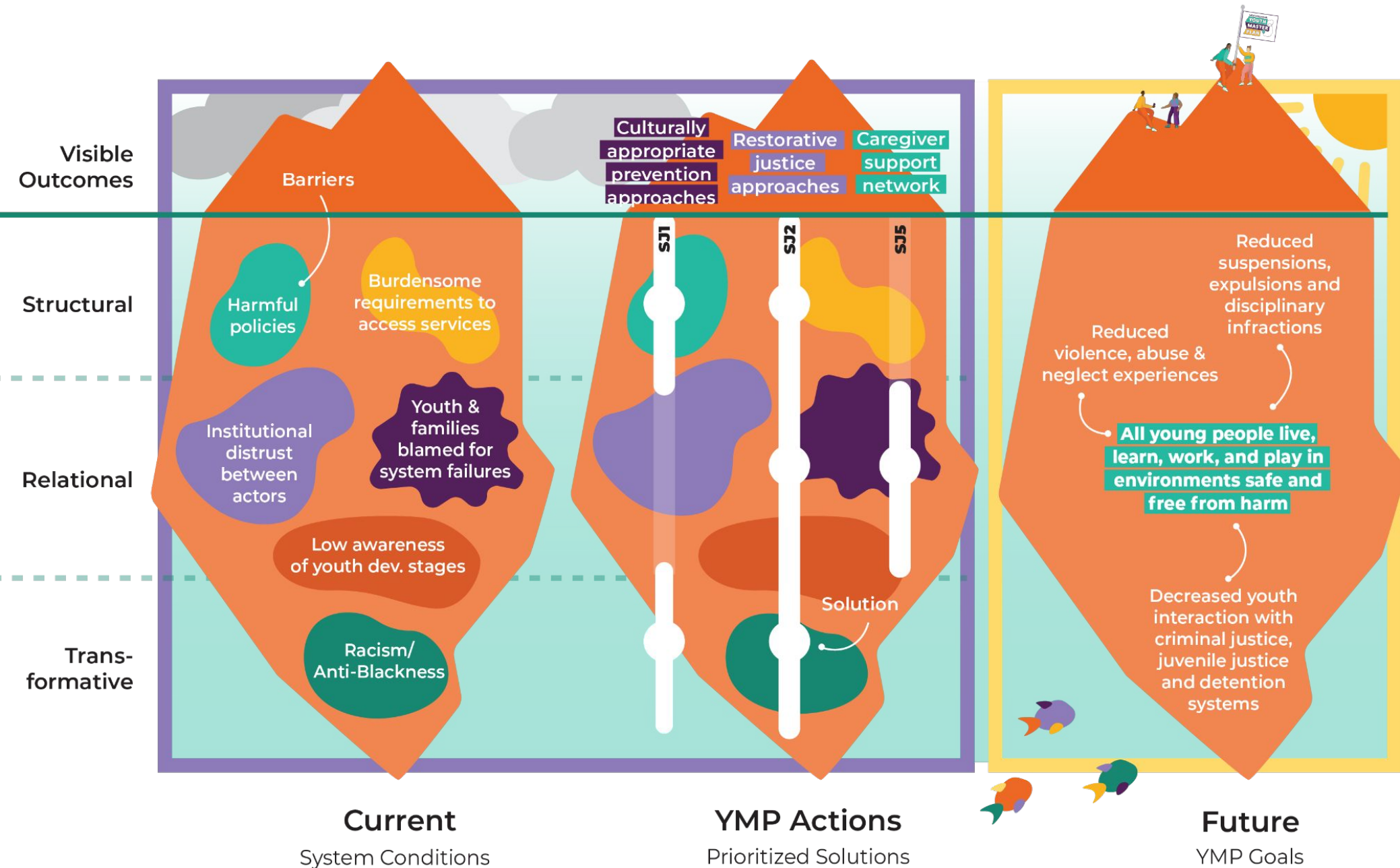
The next page visualizes how these three solutions, focused on **Culturally Appropriate Prevention Approaches**, **Restorative Justice Approaches**, and **Caregiver Support Network** will serve as our initial coordinated actions to move past barriers to a youth- friendly city and build momentum for continued success and positive youth outcomes in Safety & Justice over the full ten years of the plan.

“

*My greatest hope that the changes that the Youth Master Plan can create for youth and their families is that all youth feel safe, empowered, and important. I want our youth to know that they are capable of implementing change and that their voices are being heard... If we as youth have innovative, effective, and brilliant ideas, why not implement them? Why not strive to create the positive environment that we want?*

— Samarah Bentley, Youth Advisory Board of CYPB member

# Safety & Justice: Change Process





## SJ1 | Culturally Appropriate Prevention Approaches

### Youth Master Plan Solution

Invest in preventive interventions that are culturally appropriate, evidence-based, and designed to promote healing, prosocial behavior, and the development of healthy coping skills in young people.

### Summary of 2-Year Action Strategies

Research existing culturally appropriate prevention approaches and identify what, where, and how they could best be piloted / expanded in New Orleans. Partner with organizations across sectors to identify existing work in the City and new intersection points. Eventually, identify schools or other environments in which to pilot new or expanded programming.

### Primary 2-Year Action Strategy

**Owner:** Children & Youth Planning Board (CYPB)

### Other Owners:

IWES, NOLA-PS, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools), Faith Community, Navigate NOLA, New Orleans Youth Alliance (NOYA), Center for Resilience

## SJ2 | Restorative Justice Approaches

### Youth Master Plan Solution

Expand utilization of *restorative approaches* across all systems (schools, community programs, detention, etc) to include everyone impacted by conflict, crime, and violence, and reduce youth involvement with detention centers and the adult criminal justice system.

### Summary of 2-Year Action Strategies

Build a shared vision and ensure shared understanding of restorative approaches (RAs) across the community, schools, and the juvenile justice system. Once established, embed RAs into the infrastructure across systems at the State, City, school board, etc. (e.g. requirements for charter renewal, mandate from the State, City-level budget for RA programs). Expand implementation of RA programs and practices utilizing increased community buy in and funding.

### Primary 2-Year Action Strategy

**Owner:** Center for Restorative Approaches

### Other Owners:

NOLA-PS, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools), Orleans Parish Juvenile Court, Office of Juvenile Justice, Juvenile Justice Intervention Center, Louisiana Center for Children's Rights, District Attorney's Office, Office of Neighborhood Engagement

Continued

## SJ5 | Caregiver Support Network

### Youth Master Plan Solution

Coordinate a network of support for families that provides physically and emotionally safe spaces for caregivers to talk about challenges and victories of raising a family and use the principles of adult-learning, family support, and resource-sharing.

### Summary of 2-Year Action Strategies

Conduct analysis of existing pre-natal, parent, and general adult support services, building off of needs assessments that are currently being conducted. Bolster successful or promising parent training programs and models, focusing on increasing access to services, creating centralized hubs of services, and establishing referral processes that meet parents where they are.

### Primary 2-Year Action Strategy

**Owner:** Children's Hospital  
(Parenting Center)

### Other Owners:

OYF, BFH, Healthy Start, Training Grounds, Urban League (Parent Information Center), TCA, MHSD, LPHI

## What do we mean by “restorative approaches”?

A **restorative approach** is a way of working with conflict that puts the focus on repairing the harm that has been done. It is an approach to conflict resolution that includes all of the parties involved. It asks all parties to share what their involvement was, how the incident of conflict has affected them, and to agree upon what needs to be done for things to be put right. It aims for a win-win outcome from incidents of conflict. A restorative approach can be adopted wherever there is human conflict, from everyday home or work situations, schools, local authority agencies, the police and the juvenile/criminal justice system.

Source: Hackney (2021). *Restorative Approaches*. [www.hackneyservicesforschools.co.uk](http://www.hackneyservicesforschools.co.uk).



## THE CHALLENGES IN OUR ECOSYSTEM

In Orleans Parish, **wages of adult workers in a child's family determine their poverty status, and low-wage jobs are far too prevalent** with about two-thirds of jobs paying less than \$15 an hour. Coupled with unaffordable housing costs, childcare costs, health care costs, and an increase in the general cost of living in the region, children, youth, and their families struggle to survive and thrive. Eighty-two percent of New Orleans families with children have at least one working parent, yet 37% of New Orleans children, primarily children of color, continue to live in poverty. **Siloed networks and systems keep young people in a state of disconnection from relevant education and workforce opportunities and pathways.**

## OUR GOALS FOR ECONOMIC STABILITY


We envision a city in which our young people and their families earn living wages in positive work environments and have awareness of and access to the knowledge, skills, and abilities needed to succeed in diverse, high quality career pathways.

- **Our current goals** are decreased number of families living below the **ALICE** threshold through an increase in wages; decreased percentage of young people disconnected from education and workforce opportunities; and increased number of young people on a career pathway post high school.
- **Our mid and long term goals** are to create benchmarks for strengths-based economic stability indicators, including the interconnection and functionality of systems designed to aid youth connection.

## HOW WE PLAN TO GET THERE

Of the four 10-year Economic Stability solutions that resulted from Phase 1 of this process, our Action Tables, youth, and YMP partners prioritized two solutions for the first two years of implementation.

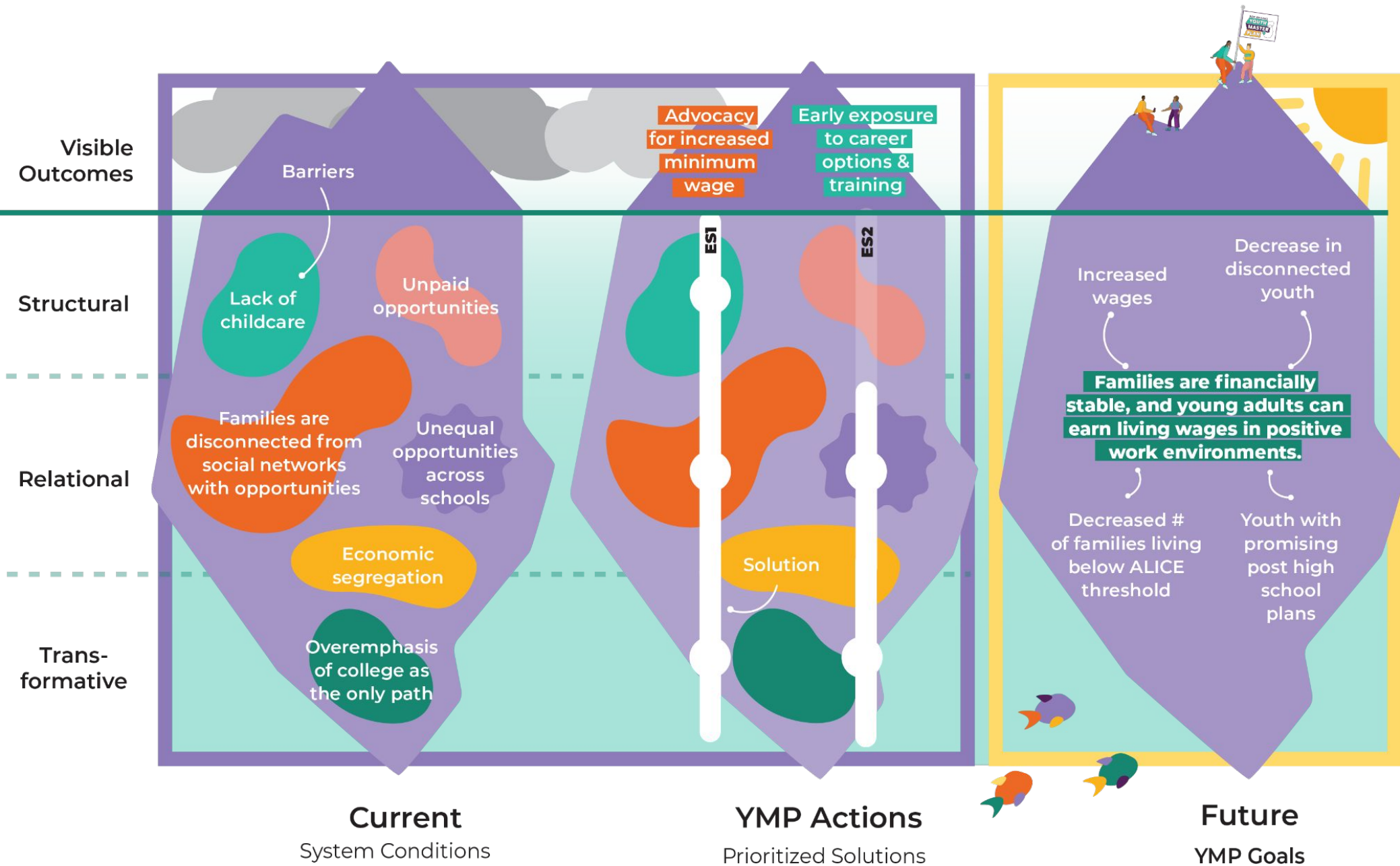
The next page visualizes how these two solutions, focused on **Advocacy for Increased Minimum Wage** and **Exposure to Career Options & Training** will serve as our initial coordinated actions to move past barriers to a youth- friendly city and build momentum for continued success and positive youth outcomes in Economic Stability over the full ten years of the plan.



*Now more than ever it is important to have financial stability. With low wages, unaffordable housing, and unemployment on the rise, we need funding in the form of grants and scholarships, not loans that we have to pay back.*

— Keva Pierre, Youth Advisory Board of CYPB Member

# Economic Stability: Change Process



## ES1 | Advocacy for Increased Minimum Wage

### Youth Master Plan Solution

Advocate for increased minimum wage with equitable benefits as part of a coordinated effort in partnership with the City and other policy-makers at the State level.

### Summary of 2-Year Action Strategies

Utilize Children & Youth Planning Board and Youth Master Plan coordination efforts and platform to amplify and cross-connect organizations currently advancing this work. This should include public relations efforts targeted at informing, educating, and shifting mindsets of the general public, as well as key decision makers. Incorporate young people into the effort, bringing youth voices into the conversation.

### Primary 2-Year Action Strategy

**Owner:** Louisiana Budget Project

### Other Owners:

Step Up, NOLA Business Alliance, United Way of Southeast Louisiana (UWSELA), CYPB, OYF

## ES2 | Early Exposure to Career Options & Training

### Youth Master Plan Solution

Expose young people to *career and technical education* opportunities that increase their awareness of post-high school career pathways, and provide them the training and relationships needed to make an informed choice between viable post-graduation options.

### Summary of 2-Year Action Strategies

Market career and technical education (CTE) to schools, students and families, reinforcing that CTE courses can help young people make informed post-secondary choices, count for credit in college programs, and prepare young people to enter the workforce in high wage career pathways. Build out quality training pathways, while working to achieve a model for funding CTE at scale.

### Primary 2-Year Action Strategy

**Owners:** YouthForce NOLA, NOYA, Workforce Development Board

### Other Owners:

New Orleans Career Center, Delgado Community College, NOLA Public Schools, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools, etc.), Cafe Reconcile, JOB1, CYPB, Louisiana Budget Project

## What do we mean by “career and technical education”?

**Career and technical education (CTE)** is about young people gaining the skills and experiences they need for successful pursuit of careers in high-wage, high-demand industries. This involves career exposure, high school academic coursework with industry-based credentials, and work-based learning experiences through internships and apprenticeships. CTE is a way to talk about the learning young people pursue to be tomorrow’s practitioners and leaders in the fields of Healthcare, Engineering, Digital Media/IT, Skilled Crafts, and more!

*Source: Definition informed by YouthForce NOLA and New Orleans Career Center*



## THE CHALLENGES IN OUR ECOSYSTEM

The systems of education in New Orleans do not meet the mental, social, emotional, or curricular needs of our young people, **starting from birth**. This is demonstrated by the inadequate investments in quality early childhood education seats; support for educators, caregivers, and parents; and community-based learning opportunities. As a result, young people are at risk of disengaging from and/or being pushed out of school, graduating with limited exposure and choice, being funneled through a punitive system, and not matriculating successfully to and through higher education and/or career pathways.

## OUR GOALS FOR LEARNING

Learning should be designed and credited in a way that is informed by the **lived experiences and needs of young people and their families**. We envision a city in which youth have equitable learning opportunities and positive learning environments (in and out of school time) with developmentally appropriate youth-centered curriculum.

- **Our current goal** is increased levels of school engagement across the spectrum, evidenced by a reduction in truancy rates by 50%, a reduction in out-of-school suspension rates by 25%, a reduction in expulsion rates by 50%, and an increase in completion rates for post secondary and/or credential learning by 25%.
- **Our mid and long term goals** are to create benchmarks for strengths-based learning indicators that account for increased levels of school engagement across the spectrum, social-emotional learning, and out-of-school-time learning starting from birth.

## HOW WE PLAN TO GET THERE

Of the six 10-year Learning solutions that resulted from Phase 1 of this process, our Action Tables, youth, and YMP partners prioritized three solutions for the first two years of implementation.

The next page visualizes how these three solutions, focused on **Non-Punitive, Supportive School Cultures**, **Student Voice in School Experience**, and **Learning & Enrichment Funding** will serve as our initial coordinated actions to move past barriers to a youth-friendly city and build momentum for continued success and positive youth outcomes in Learning over the full ten years of the plan.

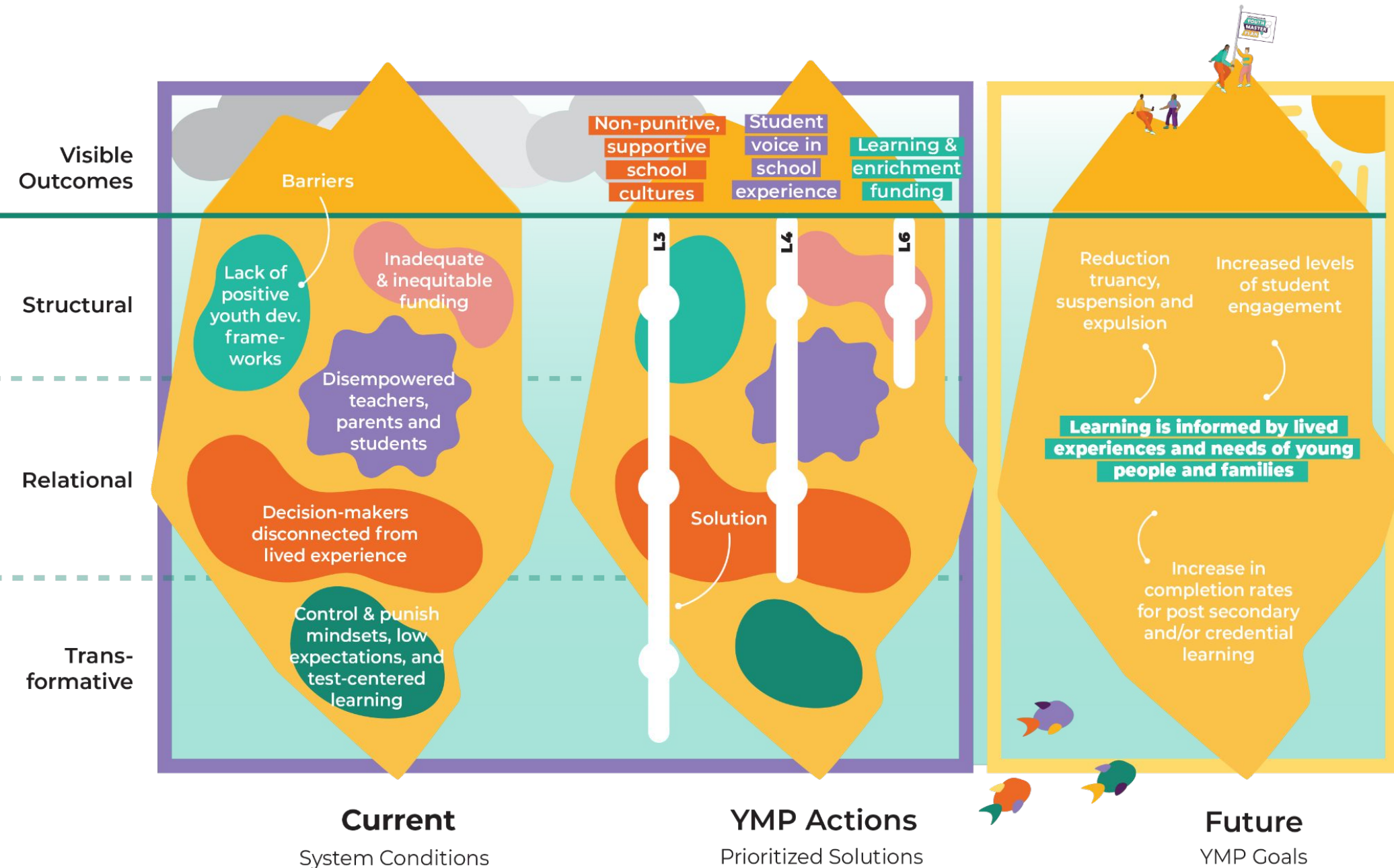
“

*“It is important for young people to be centered in this work because we ARE the future of this city”*

— Abigail Hu, Youth Advisory Board of CYPB member



# Learning: Change Process



## L3 | Non-punitive, Supportive School Cultures

### Youth Master Plan Solution

Address the punitive school culture by removing law enforcement officers and increasing the capacity for schools to support mental and behavioral health needs of students. Schools should be resourced to build a culture that leads and guides students with **positive behavior interventions** and support in classrooms and across campus.

### Summary of 2-Year Action Strategies

Review current disciplinary policies and their accompanying accountability and communication measures. Conduct assessment with school communities on school culture and climate--focusing on what makes schools safe and supportive--to inform expansion of mental health teams in schools. Host trainings with school communities on undoing racism, positive behavior intervention support, restorative approaches, and trauma-informed practices.

### Primary 2-Year Action Strategy

**Owners:** Families & Friends of Louisiana's Incarcerated Children (FFLIC)

### Other Owners:

CYPB, NOLA-PS, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools), Education Research Alliance (ERA), New Orleans Police Department, NOYA, City Health Department. National Association of Social Workers, BFH

## L4 | Student Voice in School Experience

### Youth Master Plan Solution

Engage young people in instructional design to increase youth agency in shaping learning and power-sharing with adults, such as through anonymous student-led teacher evaluation processes and greater access to administration.

### Summary of 2-Year Action Strategies

Conduct community engagement process on what a good school/school system is and how to get there. Pilot training for school community (students, parents, teachers, school staff) on centering Youth Voice, including trainings for students, parents, and alumni for school board involvement. Establish accountability model re: Youth Voice in classrooms and schools (ie. pledge from school leaders, evaluations, community contracts), and track recommendations for State-level policy changes re: instructional and curriculum design.

### Primary 2-Year Action Strategy

**Owners:** CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools, etc.), CYPB, OYF, NOYA

### Other Owners:

ERA, LPHI, FFLIC, NOLA-PS, Our Voice Nuestra Voz (OVNV), Urban League (PIC), BE NOLA

Continued



## L6 | Learning & Enrichment Funding

### Youth Master Plan Solution

Increase funding for learning and enrichment that falls outside of K-12 system, including early childhood education, out-of-school-time programming, and college / credential / career preparation programming.

### Summary of 2-Year Action Strategies

Build/strengthen coordination practices amongst service providers, and raise school community awareness on enrichment provider opportunities. Design and build a basic cost modeling framework for both early care & education and out-of-school-time providers. Identify accessible funding streams (private and public dollars) based on cost model and need. Advocate for sustainable funding informed by cost modeling demand.

*Also see solution ES2 for funding college/credential/career preparation programming.*

### Primary 2-Year Action Strategy

**Owner:** NOYA

### Other Owners:

Agenda for Children, New Orleans Arts Education Alliance, YouthForce NOLA, New Orleans Recreation Development Commission (NORDC), New Orleans Public Library, Laureus Sport for Good, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools),

## What do we mean by “positive behavior interventions and supports”?

**Positive Behavior Interventions and Supports (PBIS)** is an evidence-based framework for improving and integrating all of the systems, data, and practices that affect student outcomes everyday. It is a commitment to addressing student behavior through systems change, and it is a way to support everyone in creating the kinds of schools where all students are successful.

Source: Center on PBIS (2021). *Positive Behavioral Interventions & Supports*. [www.pbis.org](http://www.pbis.org).



## THE CHALLENGES IN OUR ECOSYSTEM

New Orleans **youth are often seen as the problem rather than partners in the solution.** Opportunities where youth voice truly shapes decision-making in policies, practices, and environments that impact their lives are few and far between. As a result, many **interventions that are meant to support the building of agency and identity are blind to youth needs** — wasting time, talent, and resources. This absence of youth voice and authentic youth engagement represents the presence of adultism in New Orleans.

## OUR GOALS FOR YOUTH VOICE

All initiatives that set out to support and engage youth must do so from a place of **partnership, respect, and power-sharing.** We envision a city in which our youth are supported to develop their own voices and are actively and equitably engaged to use their voices in decision-making and advocacy spaces and places.

- **Our current goals** are increased opportunities for youth participation and leadership in boards, committees, commissions, and planning efforts across the city; and increased collective awareness of and value for supporting our young people's development of agency and identity.
- **Our mid and long term goals** are to set benchmarks for strengths-based youth voice indicators.

## HOW WE PLAN TO GET THERE

Of the four 10-year Youth Voice solutions that resulted from Phase 1 of this process, our Action Tables, youth, and YMP partners prioritized three solutions for the first two years of implementation, and embedded the fourth solution into the work of the first three.

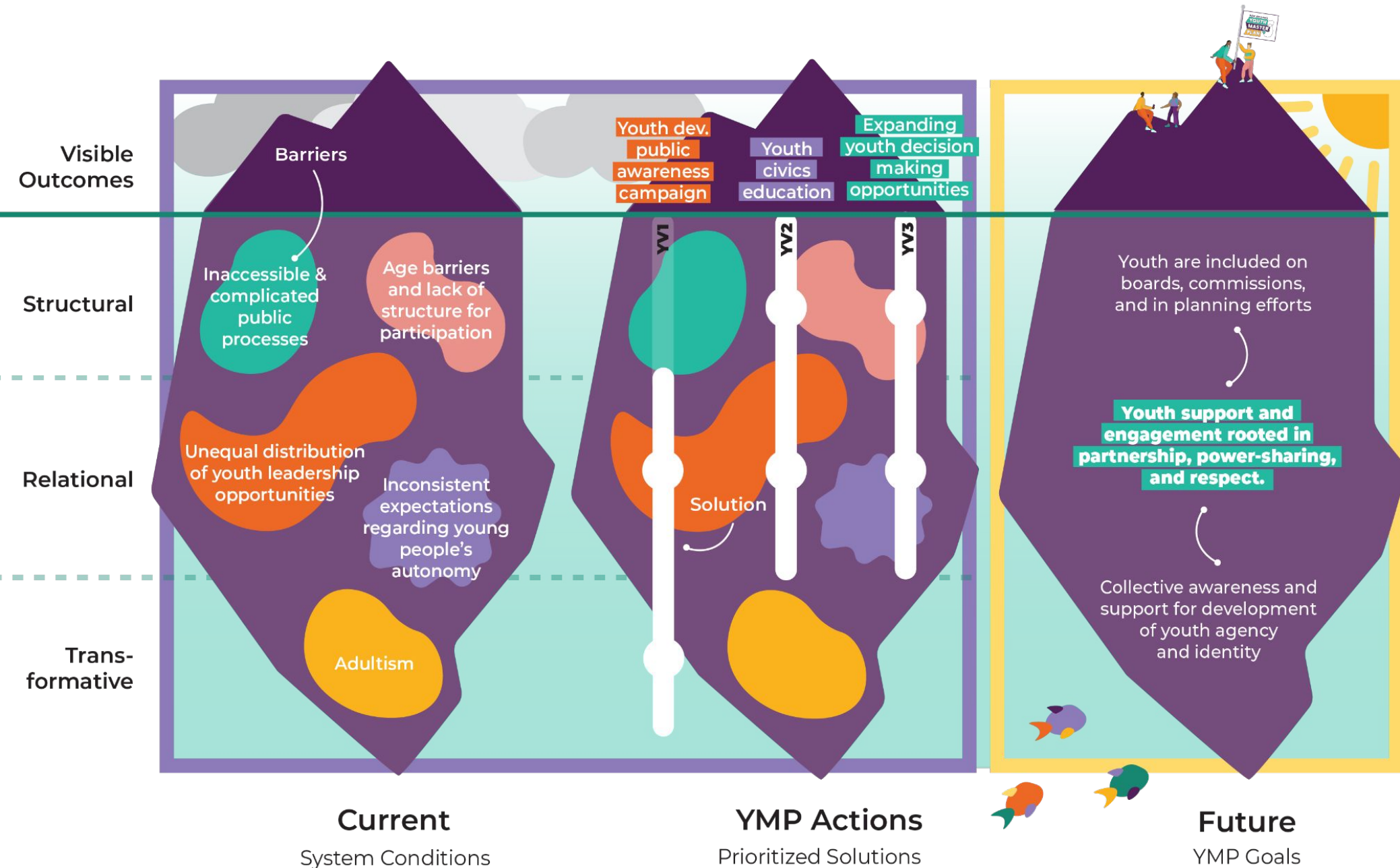
The next page visualizes how these three solutions, focused on **Youth Development Public Awareness Campaign, Youth Civics Education, and Expanding Youth Decision Making Opportunities** will serve as our initial coordinated actions to move past barriers to a youth- friendly city and build momentum for continued success and positive youth outcomes in Youth Voice over the full ten years of the plan.

“

*My greatest hope is that the Youth Master Plan will boost young voices to the forefront of change through both physical and mental solutions.*

— Christina You, Youth Advisory Board of CYPB member

# Youth Voice: Change Process



## YV1 | Youth Development Public Awareness Campaign

### Youth Master Plan Solution

Recognize and broaden community wisdom around all youth developmental stages and milestones, with a focus on agency and identity, through a public awareness campaign.

### Summary of 2-Year Action Strategies

Compile shared literature/curriculum of developmental stages to inform messaging co-created by youth and community. Launch youth-led trainings for community members and organizations and create accompanying multi-media public relations campaign.

### Primary 2-Year Action Strategy

**Owners:** CYPB, OYF, NOYA

### Other Owners:

IWES, BFH, NOLA-PS, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools), Children's Hospital New Orleans, Training Grounds, Boys Town LA, NOVAC, Agenda for Children

## YV2 | Youth Civics Education

### Youth Master Plan Solution

Provide young people with the civics education and support necessary to successfully engage in decision-making and advocacy spaces and places. Emphasize opportunities for leadership, sharing power with adults, and peer-to-peer organizing.

### Summary of 2-Year Action Strategies

Conduct analysis of existing civics curriculum in schools (K-12 and post-secondary) to inform recommendations. Expand and/or replicate trainings for youth on board involvement and youth community organizing, and host Dismantling Adultism trainings with youth-serving organizations, schools, and politicians. Involve K-12 students in political and policy engagements on college campuses.

### Primary 2-Year Action Strategy

**Owners:** CYPB, OYF, NOYA

### Other Owners:

NOLA-PS, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools), Dillard University, Other Higher Education Institutions, OVNV, Rethink, Greater New Orleans Foundation, Boys Town LA, Louisiana State Bar Association (Suit Up for Success), UNITY (Youth Action Board)

Continued

## YV3 | Expanding Youth Decision Making Opportunities

### Youth Master Plan Solution

Expand meaningful opportunities for youth to be involved in existing decision-making and advocacy bodies across all public systems and within the nonprofit sector.

### Summary of 2-Year Action Strategies

Determine baseline for youth-serving organizations' commitment to Youth Voice via assessment tool. Gain commitment from nonprofits and public departments to increase youth participation, including policy changes to City boards, commissions, and other oversight bodies. Host trainings in power-sharing with youth and adults: **Dismantling Adulthood** and board-readiness (see YV2).

### Primary 2-Year Action Strategy

**Owner:** CYPB, OYF, NOYA

### Other Owners:

NOLA-PS, CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools), Dillard University, Other Higher Education Institutions, Greater New Orleans Foundation, New Orleans City Council, UWSELA

## What do we mean by “adulthood”?

**Adulthood** is the belief that adults are superior to young people. It is the prejudice against and oppression of young people by older people. Negative or condescending beliefs about young people reinforce and justify the misuse of adult power over young people through social institutions, rules and laws, customs, and attitudes. Adulthood exists across a continuum, from subtle and seemingly unremarkable words and actions to explicitly aggressive and destructive abuses of adult power.

Source: New Orleans Children & Youth Planning Board (CYPB), Y. A. B. (2021, April). *Dismantling Adulthood Toolkit: How to Create & Maintain Youth-Centered Organizations*. [https://www.nolacypb.org/wp-content/uploads/2021/04/Dismantling-Adulthood-Toolkit\\_Final\\_April-2021.pdf](https://www.nolacypb.org/wp-content/uploads/2021/04/Dismantling-Adulthood-Toolkit_Final_April-2021.pdf).



The Youth Master plan is built on an understanding that our aspirational solutions can only be fully realized if they are built on a strong foundation where the basic needs (e.g. food and water, shelter, clothing) of all young people and their families are met. As such, the Youth Master Plan partners collaborated with the Community Services Basic Needs Subcommittee to identify three core solutions and accompanying action strategies to increase the percentage of New Orleanians who have access to resources to cover their basic needs.

## THE CHALLENGES IN OUR ECOSYSTEM

At a structural level, in New Orleans the need far exceeds supply of resources, and the rules for accessing those resources creates limiting and overly competitive environments. When New Orleanians do access services, the services are often disconnected from each other and the providers often do not have the language and cultural competency needed to provide sufficient and effective support. The ongoing gap in basic needs in the city creates disparate lived experiences, further differentiating those requiring basic needs services and those able to provide. This can manifest in the form of devaluation of the lived experiences of those experiencing poverty, burnout and compassion fatigue for service providers, and reactive rather than preventative strategies.

## OUR GOALS FOR BASIC NEEDS

We envision a city in which our youth and their families do not have to worry about their basic needs. In pursuit of this vision, our goals are that:

- Existing resources are leveraged to close the gap between need and supply, with intentionality placed towards finding resources to address remaining gaps
- New Orleans can sustain a community of practice around coordination of basic needs, including increased deference to lived experience informing basic needs delivery
- New Orleanians can shift their perspective of 2-1-1 from crisis response to holistic community resources, and remove stigma around basic needs and persons in need, restoring hope about help

## HOW WE PLAN TO GET THERE

As part of the implementation of the action strategies in the six Youth Master Plan Areas, the Community Services Basic Needs Subcommittee will collaborate together and with other YMP actors to implement the three Basic Needs solutions, focused on *Raising Awareness*, *Increasing Access*, and *Improving Coordination* over the next two years.

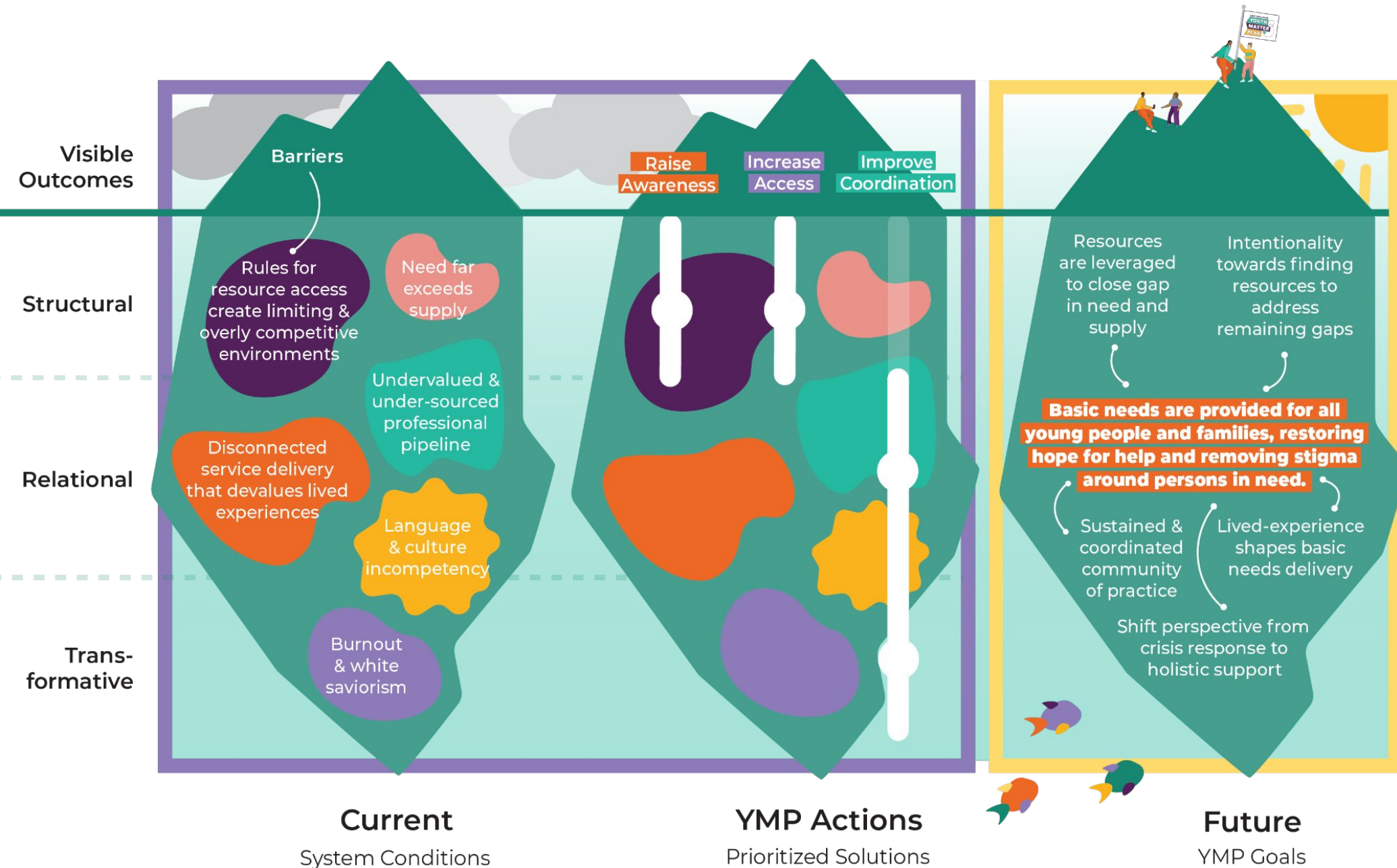
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*Our mission doesn't just involve City officials. It involves every New Orleanian, as it truly takes a village to mesh the pieces needed for the adoption of the Youth Master Plan. Whether you volunteer in one of our sectors or share the Plan with a neighbor, your help is needed.*

—Tyler Finley, Youth  
Advisory Board of  
CYPB member



# Basic Needs: Change Process



# Basic Needs: Action Strategies

## BN1 | Raising Awareness

### Summary of Key 2-Year Action Strategies

- **BN1a.** Elevate YouthNOLA 2-1-1 as the central community resources platform that's user-friendly and exists to provide resource information for presenting basic needs, in addition to crisis related needs.
- **BN1b.** Increase the number of basic needs providers who are aware of YouthNOLA 2-1-1 as a central community resources platform and add their services/programs on the platform.
- **BN1c.** Build and share a social media toolkit with basic needs providers and the Office of Neighborhood Engagement to post awareness raising messaging consistently, and at timed/scheduled intervals highlighting YouthNOLA 2-1-1 as the central community resources platform with information about existing services/programs that address basic needs.
- **BN1d.** Shape and share quarterly spotlights of providers identified through YouthNOLA 2-1-1 to post on social media, and through the use of other outreach strategies, reflecting services/programs across 5 developmental stages and key basic needs areas of care.

### Primary 2-Year Action Strategies

**Owner:** CYPB

### Other Owners (Cross-Cutting):

OYF, Community Services Basic Needs Subcommittee

### Other Owners (Solution-Specific):

- **BN1a:** ViaLink.
- **BN1c.** Office of Neighborhood Engagement, UWSELA
- **BN1d.** UWSELA

## BN2 | Increasing Access

### Summary of Key 2-Year Action Strategies

- **BN2a.** Use NOLA Kids Data Book and other direct outreach methods to identify specific neighborhoods that present greatest demand and barriers for accessing basic needs per category and developmental stage.
- **BN2b.** Identify key basic needs services and programs that align with neighborhood demand and create a barrier-removed and sustainable approach to advancing access to neighborhoods identified via data and outreach.
- **BN2c.** Develop and launch an information/outreach campaign that informs identified neighborhood members of available resources aligning with needs and clear paths of access created with the intent to increase successful access to needed services and programs.

### Primary 2-Year Action Strategies

**Owner:** OYF

### Other Owners (Cross-Cutting):

Community Services Basic Needs Subcommittee

### Other Owners (Solution-Specific):

- **BN2b & BN2c:** Office of Neighborhood Engagement

## BN3 | Improving Coordination

### Summary of Key 2-Year Action Strategies

- **BN3a.** Establish the Basic Needs Provider Working Group to co-create and launch the coordination strategy.
- **BN3b.** Map basic needs services to identify opportunities for improved coordination.
- **BN3c.** Identify collective impact measures that inform baselines and targets for the delivery of basic needs services across New Orleans and draft reports of outputs/outcomes.
- **BN3d.** Measure impacts of public messaging campaigns and YouthNOLA 211 and monitor for continuous quality improvements.

### Primary 2-Year Action Strategies

**Owner:** OYF

### Other Owners (Cross-Cutting):

CYPB, Community Services Basic Needs Subcommittee

### Other Owners (Solution-Specific):

- **BN3b, BN3c, & BN3d:** ViaLink



# Bringing the Action Strategies to Life



# Measuring Success: Data Approach

Data-driven evaluation and decision-making is at the core of the upcoming implementation phase and the 10-year approach. The Youth Master Plan Partners are working in partnership with I-STARRT and its President Dr. Sonita Singh to build out data frameworks and evaluation across the entire plan. The plan will be integrated with existing institutional measures (i.e. how organizations and systems are currently evaluating success) and strive to harmonize existing data systems, while remaining connected to the lived experiences of young people through a Youth Participatory Action Research approach.



## Harmonized Data Systems

Where possible, we will seek to harmonize and connect existing data systems across sectors and silos, building on existing data tools to create a holistic data story for our youth and families.



## Youth Participatory Action Research (YPAR)

The Youth Master Plan will utilize YPAR — an approach to monitoring & evaluation that involves youth as the reporters, chroniclers, and analysts of the impact of the plan.

### ***What are the near-term data priorities?***

#### Data Processes & Products

- Analyze the data addressing each of the identified 15 solutions and seven areas of the Youth Master Plan
- Combine data on maps to identify the most vulnerable areas, institutions and infrastructures to highlight in solution implementation
- Develop a baseline report of validated indicators, maps highlighting specific areas for interventions, and a clear pathway for integrating measurement into action plans

#### Monitoring & Evaluation

- Track short, intermediate, and potentially long-term impact of interventions, combining quantitative (numerical) and qualitative (narrative) data to generate new, complex, and dynamic findings
- Train & deploy a Youth Participatory Action Research (YPAR) team to perform, analyze, and report on youth-driven projects and the impact of the plan on young people

# What Comes Next: A Coordinated Approach

The Youth Master Plan holds a **continuous view of progress** — the next six months and two years are steps in a broader effort to strive towards sustained coordination and action through the duration of the 10-year Youth Master Plan and beyond. In order to do so, the Youth Master Plan Partners will continue to establish themselves as the process holders for managing, monitoring, and setting the floor for accountability. This will include:

- Working with the Youth Master Plan Steering Committee to determine the sequenced launch of additional solutions for coordinated implementation and monitoring that were not prioritized for the first 2 years, but established as essential for a youth-friendly city.
- Producing annual reports to measure and share progress towards goals.
- Informing and developing policy agendas to affect scalable systems change.



## How do we finance the Youth Master Plan?

The Youth Master Plan Partners are working in partnership with the Children's Funding Project to develop a sustainable funding approach across the entire plan. In the near-term they will be pursuing the following approach:

- Define costs of implementing prioritized solution, with a focus on 2-year action strategy needs.
- Identify current investments in each solution across public and private entities.
- Utilize partnership with the Children's Funding Project to inform traditional and creative funding strategies and revenue generating mechanisms for the solutions across the plan, incorporating Federal, State, Local and philanthropic resources.
- Build on citywide fiscal map published by OYF in 2020 to monitor and increase city-level investments in Youth & Families.

# Appendices

Connecting Phase 1 and Phase 2 of the Youth Master Plan  
Acknowledgments



# Connecting Phase 1 and Phase 2 of the Youth Master Plan

Phase 1 of the Youth Master Plan resulted in 29 solutions across the initial six Youth Master Plan Areas. As part of Phase 2, we refined these solutions, consolidated those that were stronger together, and sequenced them for maximum impact and momentum. All solutions will be attended to, and implementation will be a continuous process. As part of the coordinated approach, the Youth Master Plan Partners and Steering Committee will identify the sequencing of the solutions to be launched over the lifespan of the 10-year Youth Master Plan.

The charts on the following pages reflect the solution sequencing, with solution refinements and/or consolidations indicated in grey.

Solution		Sequencing
<b>HEALTH &amp; WELL-BEING</b>		
HWB1	Ensure the provision of long-term services for new and/or young parents (i.e. home-visiting programs, parent support groups) by promoting existing programs and investing in additional supports.	First 2 Years
HWB2	Create and distribute information that supports caregiver's access to emotional/ mental health and wellness resources/services. This includes increasing awareness of what good emotional/mental health and wellness looks like; how to access and sustain care for themselves and their families.	TBD
HWB3	Provide trainings tailored to young people and adults on how to support youth safety and well-being by enhancing a child's agency to speak their truth — particularly when their safety is threatened — across home, school, and community settings.	TBD <b>**See Note</b>
HWB4	Provide training for all adults engaged in youth-serving programs on how to best support young people who may experience emotional/ behavioral/ mental health challenges.	
HWB5	Create criteria to gauge the cultural competence of behavioral and physical healthcare systems, as well as how systems incorporate youth and families' agency and voice.	First 2 Years
<b>SPACE &amp; PLACE</b>		
SP1	Improve and maintain safe and active mobility options in all neighborhoods, as determined by the residents, to ensure connectivity to essential services (food, healthcare) and social infrastructure (parks, playgrounds, libraries).	First 2 Years
SP2	Ensure all neighborhoods are shaped by youth voice in the creation of beautiful spaces & places where young people can live, play, learn, explore, and create community.	TBD
SP3	Ensure the public transit system encompasses the entire New Orleans metro area, and is safe, and lower-cost or free to youth.	First 2 Years
SP4	Invest in social infrastructure—libraries, community centers and other gathering spaces—that are easily accessed from every neighborhood, equipped with programs and on-site youth services that are staffed by trained people who are paid a living wage.	TBD
SP5	Activate community spaces with relationship-based mentorship models, where volunteers are supported with the training and tools needed to succeed.	TBD

**Note:** Due to the synergies between HWB3 and HWB4, these two solutions will be combined into one overarching solution for their implementation. This solution will continue to be refined according to the context at the time of implementation, and currently can be summarized as:

*"Provide training and education tailored to each developmental stage on how to best support youth (birth to 24) safety and well-being across home, school, and community settings. Specifically:*

- *Youth (birth to 24) and family/caregiver training and education focused on enhancing youth agency to share their truth — particularly when their safety or well-being may be threatened*
- *Community, sector, and systems-based training and education focused on promoting positive and healthy relationships, environments, practices, and policies, with a specific focus on how to best support young people (birth to 24) who express emotional/behavioral/mental health challenges that may be the result of traumatic experiences"*

# Connecting Phase 1 and Phase 2 of the Youth Master Plan

Solution		Sequencing
<b>SAFETY &amp; JUSTICE</b>		
SJ1	Invest in preventive interventions that are culturally appropriate, evidence-based, and designed to promote healing, prosocial behavior, and the development of healthy coping skills in young people.	First 2 Years <b>**See Note</b>
SJ2	Expand utilization of restorative approaches across all systems (schools, community programs, detention, etc) to include everyone impacted by conflict, crime, and violence, and reduce youth involvement with detention centers and the adult criminal justice system.	First 2 Years <b>**See Note</b>
SJ3	Define and advance a clear juvenile justice advocacy agenda, including but not limited to restorative justice (including trauma-informed care), safe housing, decarceration / reentry, supportive family involvement, and drug courts geared to the young adult population.	TBD
SJ4	Adopt developmentally appropriate positive behavior interventions that are healing- centered, focusing on compassion and resilience, throughout community programs, schools, the juvenile justice system, and other settings.	TBD
SJ5	Coordinate a network of support for families that provides physically and emotionally safe spaces for caregivers to talk about challenges and victories of raising a family and use the principles of adult-learning, family support, and resource-sharing.	First 2 Years
<b>ECONOMIC STABILITY</b>		
ES1	Advocate for increased minimum wage with equitable benefits as part of a coordinated effort in partnership with the City and other policy-makers at the State level.	First 2 Years
ES2	Expose young people to career and technical education opportunities that increase their awareness of post-high school career pathways, and provide them the training and relationships needed to make an informed choice between viable post-graduation options.	First 2 Years
ES3	Improve existing and develop new workforce development training programs focusing on New Orleans' new and growing economic sectors, and in collaboration with the State. Economic sectors may include technology, healthcare, advanced manufacturing, film & TV, etc.	TBD
ES4	Leverage highly visible and accessible community spaces (e.g. libraries, recreation centers) as job training sites for young people and their families, with the goal of fostering skill building and job readiness.	TBD

## Notes

- The phrase “promote healing” was added to SJ1
- The phrase “across all systems (schools, community programs, detention, etc)” was added, the phrase “respond to student misconduct” was removed, and the phrase “juvenile justice system” was changed to “detention centers” in SJ2



# Connecting Phase 1 and Phase 2 of the Youth Master Plan

Solution		Sequencing
<b>LEARNING</b>		
L1	Recognize and broaden community wisdom around the importance of brain development in the first three years of life through public awareness campaigns and policy efforts.	<b>**See Note</b>
L2	Train educators, caregivers, parents, and the youth development workforce on how to identify, understand, and respond to challenging age-appropriate behavior in ways that redirect with care, build resilience, and are learner-centered.	TBD
L3	Address the punitive school culture by removing law enforcement officers and increasing the capacity for schools to support mental and behavioral health needs of students. Schools should be resourced to build a culture that leads and guides students with positive behavior interventions and support in classrooms and across campus.	First 2 Years
L4	Engage young people in instructional design to increase youth agency in shaping learning and power-sharing with adults, such as through anonymous student-led teacher evaluation processes and greater access to administration.	First 2 Years <b>**See Note</b>
L5	Expand New Orleans Public Schools curriculum to include: <ul style="list-style-type: none"> <li>• Social emotional learning (e.g. problem solving skills, building community with teams, practicing mindfulness)</li> <li>• Practical skill-building (e.g. financial management, resume building)</li> </ul>	TBD
L6	Increase funding for learning and enrichment that falls outside of K-12 system, including early childhood education, out-of-school-time programming, and college / credential / career preparation programming.	First 2 Years
<b>YOUTH VOICE, AGENCY, AND IDENTITY</b>		
YV1	Recognize and broaden community wisdom around all youth developmental stages and milestones, with a focus on agency and identity, through a public awareness campaign.	First 2 Years
YV2	Provide young people with the civics education and support necessary to successfully engage in decision-making and advocacy spaces and places. Emphasize opportunities for leadership, sharing power with adults, and peer-to-peer organizing.	First 2 Years
YV3	Expand meaningful opportunities for youth to be involved in existing decision-making and advocacy bodies across all public systems and within the nonprofit sector.	First 2 Years
YV4	Ensure that opportunities for youth leadership and voice are available to all. Utilize intentional outreach to broaden the diversity, equity, and inclusion of youth participation.	<b>**See Note</b>

## Notes

- L1 was folded into YV1 for implementation
- The word "curriculum" was shifted to "instructional"
- The phrase "and support necessary" was added
- Yv4 is a core concept throughout YV1, YV2, and YV3 and has been embedded into these solutions to ensure an intentional, consistent, and equitable approach to expanding youth voice.

# Acknowledgments



Thank you to all who contributed to the development of New Orleans' first-ever Youth Master Plan. Phase 2 is a continuation of Phase 1. All Phase 1 co-creators were acknowledged and can be found on pages of the Phase 1 document, linked at [nolayouthmasterplan.org](http://nolayouthmasterplan.org). Here, we acknowledge those who co-created Phase 2:

## YOUTH MASTER PLAN STEERING COMMITTEE

### Arts

Celeste Kee, *New Orleans Arts Education Alliance*

### Behavioral Health Care (Includes Mental Health)

Dr. Berre Burch, *Children's Bureau of New Orleans*

Dr. Rochelle Dunham, *Metropolitan Human Services District (MHSD)*

Geraldine Warren-Turner, *Metropolitan Human Services District (MHSD)*

Sharon Barnett-Starks, *Metropolitan Human Services District (MHSD)*

### Business & Workforce

David Shepard, *YouthForce NOLA*

Monique Robinson, *New Orleans Business Alliance (NOLABA) / Cafe Reconcile*

### Child Welfare / Social Services

Rashain Carriere, *Boys Town Louisiana*

### Education (Early Childhood, K-12, Higher Ed)

Dr. Roland Bullard, *Dillard University*

Thelma French, *Total Community Action (TCA)*

Dr. Shannon Perry, *NOLA Public Schools*

Jennifer Roberts, *Agenda for Children*

Teresa Falgoust, *Agenda for Children*

### Faith

Dr. Rev. Torin Sanders, *Sixth Baptist Church*

### Food & Nutrition

Rhonda Jackson, *No Kid Hungry Louisiana*

### Government

Kristin Palmer, *New Orleans City Council – District C*

Alison Poort, *New Orleans City Council – District C*

### Government (Continued)

Emily Wolff, *Mayor's Office of Youth & Families (OYF)*

Candice Henderson, *Mayor's Office of Youth & Families (OYF)*

Jack Shaevitz, *Mayor's Office of Youth & Families (OYF)*

### Juvenile/Criminal Justice

Aaron Clark-Rizzio, *Louisiana Center for Children's Rights (LCCR)*

Chief Judge Candice Bates-Anderson, *Orleans Parish Juvenile Court*

Brianna Rock, *Orleans Parish Juvenile Court* (Designee for C. Bates-Anderson)

Tenisha Stevens, *Office of Criminal Justice Coordination*

Lakeasha Cooley, *Louisiana Office of Juvenile Justice*

### Parents

Mary Moran, *Our Voice / Nuestra Voz*

Gina Womack, *Families and Friends of Louisiana's Incarcerated Children (FFLIC)*

### Parks & Recreation

Larry Barabino, Jr., *New Orleans Recreation Development Commission (NORDC)*

Jahanna Cannon-Brightman, *New Orleans Recreation Development Commission (NORDC)* (Designee for L. Barabino, Jr.)

### Physical Health Care

Natasha Richardson, *Children's Hospital LCMC*

Shelina Davis, *Louisiana Public Health Institute (LPHI)*

Liana Narcisse, *Louisiana Public Health Institute (LPHI)*

### Sports

Tiffany Aidoo, *Laureus Foundation*

Luella Provenza, *Up2Us Sports*

# Acknowledgments



## YOUTH MASTER PLAN STEERING COMMITTEE (Continued)

### Transportation

Alex Posorske, *RIDE New Orleans*  
Courtney Jackson, *RIDE New Orleans*

### Youth

Cy'raiah Barryer, *Youth Advisory Board of CYPB*  
Cloud Benn, *Youth Advisory Board of CYPB*  
Samarah Bentley, *Youth Advisory Board of CYPB*  
John Davillier, *Youth Advisory Board of CYPB*  
Tyler Finley, *Youth Advisory Board of CYPB*  
Marneisha Gilmore, *Youth Youth Advisory Board of CYPB*  
Noelle Haydel, *Youth Youth Advisory Board of CYPB*  
Madison Hilliard, *Youth Advisory Board of CYPB*  
Abigail Hu, *Youth Advisory Board of CYPB*  
Lavonte Lucas, *CYPB Youth Leader*  
Keva Pierre, *Youth Advisory Board of CYPB*

### Youth (Continued)

Miya Scaggs, *Youth Advisory Board of CYPB*  
Rio Shattuck, *Youth Advisory Board of CYPB*  
Michelle Snowden, *Youth Advisory Board of CYPB*  
Gerren Smith Jr., *Youth Advisory Board of CYPB*  
Christiana Williams, *Youth Advisory Board of CYPB*  
Christina You, *Youth Advisory Board of CYPB*  
Joshua Young, *CYPB Youth Leader*

### Youth Services

Karen Evans, *New Orleans Children & Youth Planning Board (CYPB)*  
Maggie Hermann, *New Orleans Children & Youth Planning Board (CYPB)*  
Jadia Washington, *New Orleans Children & Youth Planning Board (CYPB)*  
Dr. Rashida Govan, *New Orleans Youth Alliance (NOYA)*  
Dominique Butler, *New Orleans Youth Alliance (NOYA)*

## ACTION TABLES

### SAFETY & JUSTICE

#### Table Leads

Aaron Clark-Rizzio, *Louisiana Center for Children's Rights (LCCR)*  
Brianna Rock, *Orleans Parish Juvenile Court (OPJC)*

#### Tool Facilitator

Kate Hoadley, *Orleans Parish Juvenile Court (OPJC)*

#### Table Members

Sgt. Keenen Shields, *New Orleans Police Department (NOPD)*  
Ernest Johnson, *Ubuntu Village*  
Kisha Laurent Gaudin, *Community Member*  
Seton Jenkins, *Greater New Orleans Drug Demand Reduction Coalition*  
Rosara Ortiz-Riley, *New Orleans Charter School Social Work Network / International High School*  
Kristina Kent, *Baptist Community Ministries (BCM)*  
Judge Tammy Stewart, *Orleans Parish Juvenile Court (OPJC)*

#### Safety & Justice Table Members (Continued)

Alan Delery, *Positive Impact Inc.*  
Morgan Shannon, *Power Coalition*  
Samantha Francois, *Tulane University*  
Cy'raiah Barryer, *CYPB Youth Advisory Board*  
Carleen Hill, *DCFS*  
Lakeasha Cooley, *Louisiana Office of Juvenile Justice*  
Tenee Felix, *District Attorney Office (Chief of Juvenile Justice)*  
Lisa Maria Rhodes, *FREE ALAS*  
Glenis Scott, *Total Community Action*  
Cheyenne Blackburn, *Families & Friends of Louisiana's Incarcerated Children (FFLIC)*  
Ellen "Nelle" Noble, *New Orleans Health Department*  
Jocelyn Pinkerton, *New Orleans Health Department*  
Troi Bechet, *Center for Restorative Justice Approaches*  
Brandi Johnson, *IWES*

# Acknowledgments

## ACTION TABLES (Continued)

### HEALTH & WELL-BEING

#### Table Leads

Dr. Berre Burch, *Children's Bureau of New Orleans*  
Geraldine Warren-Turner, *MHSD*  
Sharon Barnett-Starks, *MHSD*

#### Tool Facilitator

Dakota Morrow, *Mayor's Office of Youth and Families (OYF)*

#### Table Members

Nora Seilheimer, *Project Peaceful Warriors*  
Cloud Benn, *CYPB Youth Advisory Board*  
Caitlin LaVine, *Louisiana Department of Health, Bureau of Family Health*  
Dominique A. Lucien, *Charter School Social Work Network*  
Adrienne Warren, *BCM*  
Brandi Johnson, *IWES*  
Sharron Barnett-Starks, *MHSD*  
Anamaria Villamarin-Lupin, *OYF*  
Jodi Dyer, *Health Department*  
Cameron Bisset, *Children's Hospital LCMC*  
Dominique Burns, *Children's Hospital LCMC*  
Dr. Eric Griggs, *Community Medicine Doctor and Health Educator*  
Tiffany Aidoo, *Laureus Foundation*  
Paulette Carter, *Perinatal, Infant & Early Childhood Mental Health Consultant*  
Latoyia Sears, *Healthy Start*  
Danielle Garrett, *Popeyes® Brand*  
Kendra Parsons, *Gracefully Mindful*  
Dr. Corine Brown, *Covenant House*  
LaVondra Dobbs, *VIALINK*  
Ragan Collins, *New Orleans Health Department*  
Verella Morris, *New Orleans Health Department*

### YOUTH VOICE

#### Table Leads

Lavonte Lucas, *CYPB Youth Leader*  
Dr. Roland Bullard, *Dillard University*

### YOUTH VOICE (Continued)

#### Tool Facilitator

Jack Shaevitz, *Mayor's Office of Youth and Families (OYF)*

#### Table Members

Amy Ndiaye, *Youth Leader*  
Marlin Hollins, *Urban League LA*  
Alexis Reed, *NOYA*  
Christina You, *CYPB Youth Advisory Board*  
Rashain Carriere, *Boys Town Louisiana*  
Nakeisha Kyle, *International High School of New Orleans*  
Cyndi Nguyen, *City Council - District E*  
CB Weinreb, *UNITY*  
Kali Pauling, *New Orleans Health Department*

### SPACE & PLACE

#### Table Leads

Larry Barabino Jr., *NORDC*  
Dr. Rev. Torin Sanders, *Sixth Baptist Church*

#### Tool Facilitator

Maya Sosland, *Office of Transportation*

#### Table Members

Angela Kyle, *PlayBuild / Child Friendly Cities*  
Tricia LeBlanc, *Sankofa*  
Leslie Alley, *French Market Corporation*  
Melanie Richardson, *TrainingGrounds*  
Laura Harris, *Bike Easy*  
Django Szilagi, *New Orleans Health Department*  
Jessica Dandridge, *Water Collaborative of Greater New Orleans*  
Carmen Rau, *New Orleans Public Library (NOPL)*  
Theresa Butler, *New Orleans Public Library (NOPL)*  
Emily Painton, *New Orleans Public Library (NOPL)*  
Virginia Mitts, *New Orleans Public Library (NOPL)*  
Vivek Shah, *Regional Transit Authority (RTA)*  
Elisabeth Stancioff, *Regional Transit Authority (RTA)*

# Acknowledgments



## ACTION TABLES (Continued)

### ECONOMIC STABILITY

#### Table Leads

Candice Henderson, *Mayor's Office of Youth and Families (OYF)*  
Monique Robinson, *New Orleans Business Alliance (NOLABA)*

#### Tool Facilitator

Jasmin Washington, *Tulane University (Pincus Scholar)*

#### Table Members

David Shepard, *YouthForce NOLA*  
Sunae Villavaso, *Office of Workforce Development / JOB1*  
Thelma French, *Total Community Action*  
Dr. Arnel W. Cosey, *Kingsley House*  
Carlin Jacobs, *New Orleans Career Center*  
Ileana Ledet, *GNO, Inc*  
Courtney Jackson, *RIDE*  
Cynthia Thomas, *HousingLouisiana / HousingNOLA*  
Kimmie Thomas, *IGL Foundation*  
Gerren Smith Jr., *CYPB Youth Advisory Board Alum*  
Gregory Curtis, *Workforce Development Board*  
Ann Holleman, *Community Member / Educator*

### LEARNING

#### Table Leads

Dr. Shannon Perry, *NOLA Public Schools*  
Gina Womack, *Families & Friends of Louisiana's Incarcerated Children (FFLIC)*

#### Tool Facilitator

Valerie Pasquale, *Tulane University (Pincus Scholar)*

#### Table Members

Teresa Falgoust, *Agenda for Children*  
Kenny Francis, *Agenda for Children*  
Alicia Oliver, *Dryades YMCA*  
J. Célèste Kee, *New Orleans Arts Education Alliance*  
Kathleen M Whalen, *Tulane University*  
Lerone Crayton, *NOLA Public Schools*  
Michelle Snowden, *Youth Advisory Board of CYPB*  
Jillian Delos Reyes, *United Way of Southeast Louisiana - New Orleans Campaign for Grade-Level Reading*  
Sabrina Pence, *FirstLine Schools*  
Jenni Evans, *Children's Hospital (Parenting Center)*  
Sheryl Hughes, *Volunteers of America Southeast Louisiana*  
Emily Snyder, *Energy Wise / the Environmental Education Collaborative*

## YOUTH MASTER PLAN TECHNICAL ASSISTANCE

### trepwise

Isaac MacDonald  
Palmer Mills  
Lilith Winkler-Schor (Graphic Design)

### Red Cypress Consulting

Chloe Dewberry  
Camille Roane

### Children's Funding Project

Elizabeth Gaines  
Amelia Vaughn

### Xavier University of Louisiana

Kayla Siddell

### Tech Support

Elena LeBlanc

# Acknowledgments



## COMMUNITY SERVICES BASIC NEEDS SUBCOMMITTEE

### Conveners

Anamaria Villamarin-Lupin, *Office of Youth and Families (OYF)*  
Tyra Johnson Brown, *Office of Community Development*  
Jeanette Thomas Allen, *City of New Orleans*

### Members

Dr. Arnel W. Cosey, *Kingsley House*  
Andrew Holbein, *VIALINK*  
Andreanecia Morris, *HousingNOLA*  
Anna Nguyen, *NOLA Ready*  
Bethanie Mangigian, *Broadmoor Improvement Association*  
Clarence Adams, *Ozanam Inn*  
Camryn Key, *Sewerage and Water Board of New Orleans (SWBNO)*  
Chris Cameron, *HandsOn New Orleans*  
Chiquita Lattimore, *United Way of Southeast Louisiana*  
Cordelia Heaney, *Market Umbrella*  
Dakota D Morrow, *Mayor's Office of Youth and Families (OYF)*  
Denise Bottcher, *AARP*  
Daphney Young, *AARP*  
Elisa Muñoz-Miller, *New Orleans Food Policy Advisory Committee*  
Emily Wolff, *Mayor's Office Of Youth and Families (OYF)*  
Frances Misenheimer, *UNITY of Greater New Orleans*  
Glenis Scott, *Total Community Action (TCA)*

### Members (Continued)

Jonathan Rhodes, *City of New Orleans*  
Lauren Brocksmith, *DCFS*  
LaVondra Dobbs, *VIALINK*  
Lindsey Navarro, *El Centro Inc.*  
Laura Tuggle, *Southeast Louisiana Legal Services (SLLS)*  
Mary Ambrose, *United Way of Southeast Louisiana*  
Maxwell Ciardullo, *Louisiana Fair Housing Action Center (LFHAC)*  
Martha J. Kegel, *UNITY of Greater New Orleans*  
Sister Mary Lou Specha, *Hotel Hope*  
Mariah Moore, *House of Tulip*  
Mayra Pineda, *Hispanic Chamber of Commerce of Louisiana*  
Milan Sherry, *House of Tulip*  
Natalie Jayroe, *Second Harvest Food Bank*  
Rashida Ferdinand, *Sankofa CDC*  
Rhonda M. Jackson, *No Kid Hungry Louisiana*  
Romy LaCour, *HousingNOLA*  
Rheneisha Robertson, *Covenant House*  
Sarah Pritchard, *Broadmoor Improvement Association*  
*Archdiocese New Orleans*  
Teresa Falgoust, *Agenda for Children*  
Viet Tran, *Entergy*



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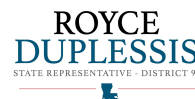
If you identify as a plan supporter and would like to be acknowledged as such, please sign the Youth Master Plan Letter of Commitment at [nolayouthmasterplan.org](http://nolayouthmasterplan.org), and stand boldly as part of the movement for a more equitable, compassionate, and youth-friendly New Orleans.

## YOUTH MASTER PLAN SUPPORTERS

Dr. Arnel W. Cosey, *Kingsley House*  
Ashley Shabankareh, *Community Member*  
Carleen Hill, *DCFS*  
Cate Swinburn, *YouthForce NOLA*  
Chief Judge Candice Bates Anderson, *Orleans Parish Juvenile Court*  
Christy Ross, *Baptist Community Ministries (BCM)*  
Christy Slater, *W.K. Kellogg Foundation*  
Claire Jenkins, *New Orleans Career Center*  
Judge Clinton Smith Jr., *Orleans Parish Juvenile Court*  
Dr. Corine Brown, *DSW, LCSW-BACS, Covenant House New Orleans*  
D. David Johnson, *The Seymore D'Fair Foundation, Inc.*  
Dr. Denese Shervington, *Institute of Women and Ethnic Studies (IWES)*  
Deirdre Johnson Burel, *WK Kellogg Foundation*

Deputy Chief Judge Desiree Cook-Calvin, *Orleans Parish Juvenile Court*  
Elizabeth Cheung, *Conrad N. Hilton Foundation*  
Flozell Daniels Jr., *RTA / FFL*  
Geraldine Turner Warren, *Metropolitan Human Services District (MHSD)*  
Gina Womack, *Families & Friends of Louisiana's Incarcerated Children (FFLIC)*  
Glenis M. Scott, Sr., *Total Community Action Inc.*  
Gregory Curtis, *Windsor Court Hotel / Workforce Development Board*  
Dr. Henderson Lewis Jr., *NOLA Public Schools*  
Judy Reese Morse, *Urban League LA*  
John Nickens, *Children's Hospital*  
Laura Harris, *Bike Easy*  
Lynette D. Bates, *University of New Orleans: Classic Upward Bound / Upward Bound Math-Science / McNair*

Mary Ambrose, *United Way of Southeast Louisiana*  
Mary Moran, *Our Voice / Nuestra Voz*  
Michael Hecht, *GNO Inc*  
Michael Williamson, *United Way of Southeast Louisiana*  
Monique Robinson, *NOLABA / Cafe Reconcile*  
Natasha Richardson, *Children's Hospital*  
Judge Ranord J. Darensburg, *Orleans Parish Juvenile Court*  
Dr. Roland Bullard, *Dillard University*  
Royce Duplessis, *Louisiana Legislature*  
Stefin Pasternak, *Living School*  
Judge Tammy Stewart, *Orleans Parish Juvenile Court*  
Thelma French, *Total Community Action (TCA)*  
Tiffany Aidoo, *Laureus Foundation USA*  
Tricia LeBlanc, *Sankofa CDC*



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[nolayouthmasterplan.org](http://nolayouthmasterplan.org)

# Acknowledgments

## YOUTH MASTER PLAN PARTNERS

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### CYPB TEAM

Karen Evans  
Maggie Hermann  
Jadia Washington



### NOYA TEAM

Dr. Rashida Govan  
Dominique Butler



### OYF TEAM

Emily Wolff  
Candice Henderson  
Jack Shaeviz  
Anamaria Villamarin-Lupin

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