

New Orleans Youth Master Plan: 2022 - 2032

Phase 3 Implementation Report
March 2022



Youth Vision Statement:

New Orleans is 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.

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Understanding & Implementing the Youth Master Plan



An Introduction to the Youth Master Plan



What is the Youth Master Plan?

The Youth Master Plan (YMP) is a 10-year plan for improving the lives of children and youth of New Orleans. Everything in this plan was built with the voices of experts: community and youth who are experts in their lived experience in New Orleans, and sector leaders who are experts in how to get work done in their respective fields.

The Youth Master Plan establishes a set of ambitious 2- and 10-year targets for improved outcomes across all aspects of young people's lives, supported by a set of 30 interconnected solutions rooted in youth and community wisdom and best practices in Positive Youth Development. It is a roadmap for how as a city we can break cycles of disinvestment and the false narratives that reinforce them, and ensure the children and youth of New Orleans have lives filled with positive experiences and healthy relationships.

Why do we need this Positive Youth Development plan?

Across the city, there are hundreds of organizations serving and working to improve the lives of young people. But often their efforts are stymied by lack of resources and lack of coordination. With this plan, we are leveraging coordination processes to catalyze resources and investment in youth. As a community, we are calling on our city's institutions to work together in this coordination and collaboration to uplift the plan's vision, advance the solutions, and drive real action for all of our city's youth.

The children and youth of New Orleans deserve lives filled with positive experiences and healthy relationships simply because they are our children and youth, worthy of our collective best. That is the only way we can ensure the full self-expression, leadership, creativity, and culture of all children and youth comes together to create a true community where everyone succeeds.

Where are we in the process?

We are in Phase 3 of the planning process: implementation, monitoring, and evaluation. To implement all 30 solutions at once would overwhelm our already strained systems. So, across all of the YMP solutions, 15 were prioritized for focused implementation in the first two years of the 10-year roadmap. With clear owner groups and 2-year detailed action plans for each prioritized solution, we are beginning to see shared action and accountability. Those detailed work plans can be seen in Appendix A.

The best plans are dynamic living documents. Over the coming months, working groups will update their progress on individual steps, and continue to identify new potential partners and action steps. **This dynamic process can be followed in our action planning tool here.**

Our Approach

Our Guiding Principles

 <p>Coordinate & Strengthen What Exists, Raising Collective Awareness</p>	 <p>Young People Exist Within Their Family & Community Contexts</p>	 <p>Promote Silo-Busting Strategies</p>
<p>Deliver on Every Need</p> 	<p>Youth & Community Wisdom Are Our Greatest Assets</p> 	<p>Be Data-Informed & Measure Strengths</p> 
 <p>Center a Positive Youth Development Framework</p>	 <p>Develop Inclusive & Equitable Strategies</p>	 <p>Youth Voice Is at the Center & Youth Vision Is the North Star</p>

Youth Vision as Our North Star

The Youth Master Plan is for all children & youth from birth to age 24 that live, work, worship, or play in New Orleans.

A core goal of the Youth Master Plan is to shift the negative and false narrative around our New Orleans youth, while aligning resources with the needs of young people. We know that our city's children & youth are not the problem; they are the solution.

That's why the Youth Master Plan is focused on a *Positive Youth Development framework*, centering positive, evidence-based solutions rather than punitive, deficit-based interventions that have been proven to be ineffective and do more harm than good.



The Plan at a Glance

The Youth Master Plan lays out 30 solutions within 6 Youth Master Plan (YMP) areas and centers on 5 developmental stages from birth to 24.

15 of the 30 solutions were identified as the necessary foundation for change - prioritized for launch in the first 2 years of the plan.

For each of these 15 solutions, the plan includes clear accountability approaches: action steps, timelines, and accountability with owners to drive the work forward.



30 total solutions over 10 year plan

15 solutions prioritized for 2022 launch of implementation

Phase 1: Solutions

Phase 1 spanned from Summer 2019 to December 2020 and brought together the people (youth, parents, community members, and sector leaders), the data (NOLA Kids Data Book, NOYA Youth Well-Being Data Dashboard), and the youth led vision necessary to design 30 cross-sectors solutions to implement throughout the full 10-year plan.

Phase 2: Action Strategies & Metrics

In Spring 2021, CYPB and the Youth Master Plan Steering Committee — including sector leaders, youth, and the YMP partners — prioritized 15 solutions for implementation in the first two years of the plan. Via a 4 month public process, working groups identified solution owners and collaborators, set goals, and identified action strategies.



Phase 3: Implementation, Monitoring & Evaluation

Phase 3, launched in July 2021, has focused on transitioning from planning to doing. Through this phase, working groups crafted the following for the collection of prioritized solutions:



Detailed Work Plans with Clear Action Steps, Owners, & Timelines



Population-Level Indicators



Targeted Goals



Cost Estimates

Want to see our progress?

We are using a digital tool called *Clear Impact* to track progress across each of the solutions. In addition to showing the progress we are making on solution implementation, Clear Impact allows us to monitor progress towards our Youth Master Plan goals and targets.

You can see the work plan statuses as of March 2022 on Page 31, and you can see our Youth Master Plan goals and targets on Page 17.

Go to nolayouthmasterplan.org/scorecard (Clear Impact) to explore more, monitor how we're doing against our goals, and follow along with periodic updates to work plan progress.

The Planning Process in Action

Mapping Youth Voice and a Solution's Path to Implementation

Youth Voice & Power Throughout the Process

Solution: Affordable, Youth-Friendly Transportation

Phase 1: Community Conversations

Young people of all ages attend sessions to discuss their dreams and visions. They “Flip the Script,” drafting the youth vision that guides the process to this day.

During community conversations, families and youth highlight that young people struggle to access places to play, explore, learn and work, and that disparities in transit mean that awareness is not the same as access. Young people highlight that at times they don't feel safe on transit or at the bus stops.

Phase 1: Solution Development

Youth join in as active members of working groups focused on particular developmental stages, exploring data, identifying barriers, and formulating solutions for the plan.

Multiple developmental stage working groups highlight the role that better connected and affordable transit could play in realizing the Youth Vision, culminating in a shared strategy for affordable youth-friendly transit.

Phase 2: Action Strategy Development

Youth Advisory Board serve as final set of inputs on solution sequencing, vetoing and elevating which solutions should be prioritized within the first two years of plan implementation.

The Space & Place working group prioritizes the strategy for immediate implementation, seeing an opportunity to build on momentum from the Regional Transit Authority's (RTA) reduced-fare pilot. A resulting 2-year work plan highlights the need to continue to advocate to extend reduced fares to youth 16-24, and to push for free fares for all young people.

Phase 3: Implementation

As system players begin implementation, youth put on their evaluation hats. As part of Phase 3, young people will join in Youth Participatory Action Research teams, evaluating solution implementation and overall plan success based on their lived experiences.

The Youth Master Plan network successfully rallies to advocate for permanent adoption of the reduced fare pilot for young people. Ride New Orleans takes the lead on convening roundtables with school leaders and young people focused on access, while the RTA plans out supports for crisis management that ensure personal safety for young riders while avoiding criminalization.



Who Is Involved

And How They've Demonstrated Their Support

Youth Advisory Board of CYPB, Mayor's Youth Advisory Council & New Orleans Youth Alliance (NOYA) Fellows

Youth Voice

Youth Master Plan Partners (CYPB, OYF, NOYA)

Backbone & Plan Implementation

CYPB + Youth Master Plan Steering Committee

Solution Development & Implementation

New Orleans Mayor LaToya Cantrell

Executive Order

NOLA City Council

City Council Resolution

NOLA Public Schools

Orleans Parish School Board Resolution

Sector Leaders & Professionals

Co-Creation & Advancement

YOU & Other Community Members

Monitoring & Advocating



Youth Master Plan Solutions for Implementation



Solutions Prioritized for 2022 Launch & Implementation

Upon the completion of Phase 1, community members and sector experts developed 30 solutions to improve the lives of children and youth in the city. It was immediately clear that rather than rushing towards implementing as many solutions as possible, we would need to build the capacity of our systems to work in a new way by selecting a smaller subset of solutions for near-term implementation.

The result is the 15 prioritized solutions which have been the focus on Phase 3's work-planning and coordinated implementation effort. While these solutions will all begin in the first year, we expect to continue to work on them throughout the life of the 10-year plan, as they are foundational to systems change.

System Transformation before System Expansion

The solutions that are slated for early implementation seek to shift the systems they are interacting with before scaling current practices. Our solutions are purposefully not about expanding seats, nor about ensuring greater adoption of deficit-designed frameworks.

Instead, the **solutions are focused on foundational system transformation**. They seek to improve how our health systems view and welcome youth and families, incorporate culturally competent approaches into their practice, and shift the punitive and disciplinary culture of our schools.

Only once these shifts are underway can we wholeheartedly scale up to reach more young people through expanded services and programs.

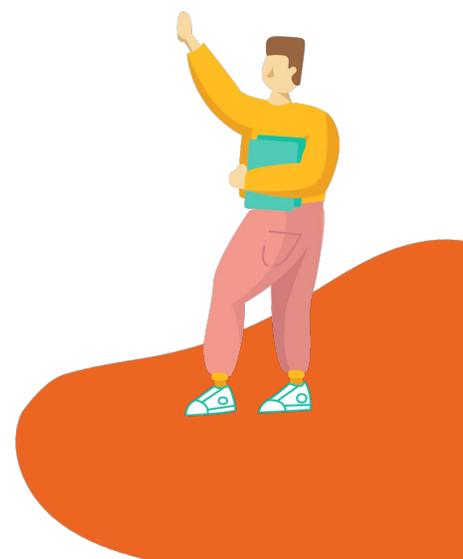
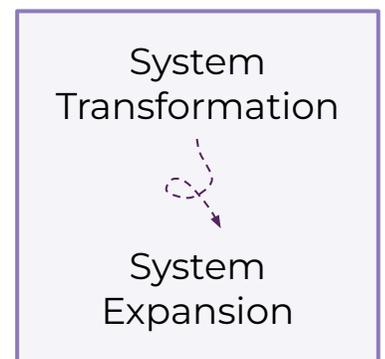
Collaborative Implementation

We know that this set of solutions are not the only work underway supporting and improving the lives of children and youth. **There are many other efforts happening across the city**, people and organizations using their unique approaches and models to impact young people within these same categories.

We uplift and we celebrate this important work, and invite organizations to see where their effort intersects and join in. The purpose of prioritizing and articulating shared solutions is to provide a space for coordination, where existing practitioners can join together in a focused effort at coordinated action.

30 total solutions over 10 year plan

15 solutions prioritized for 2022 launch of implementation



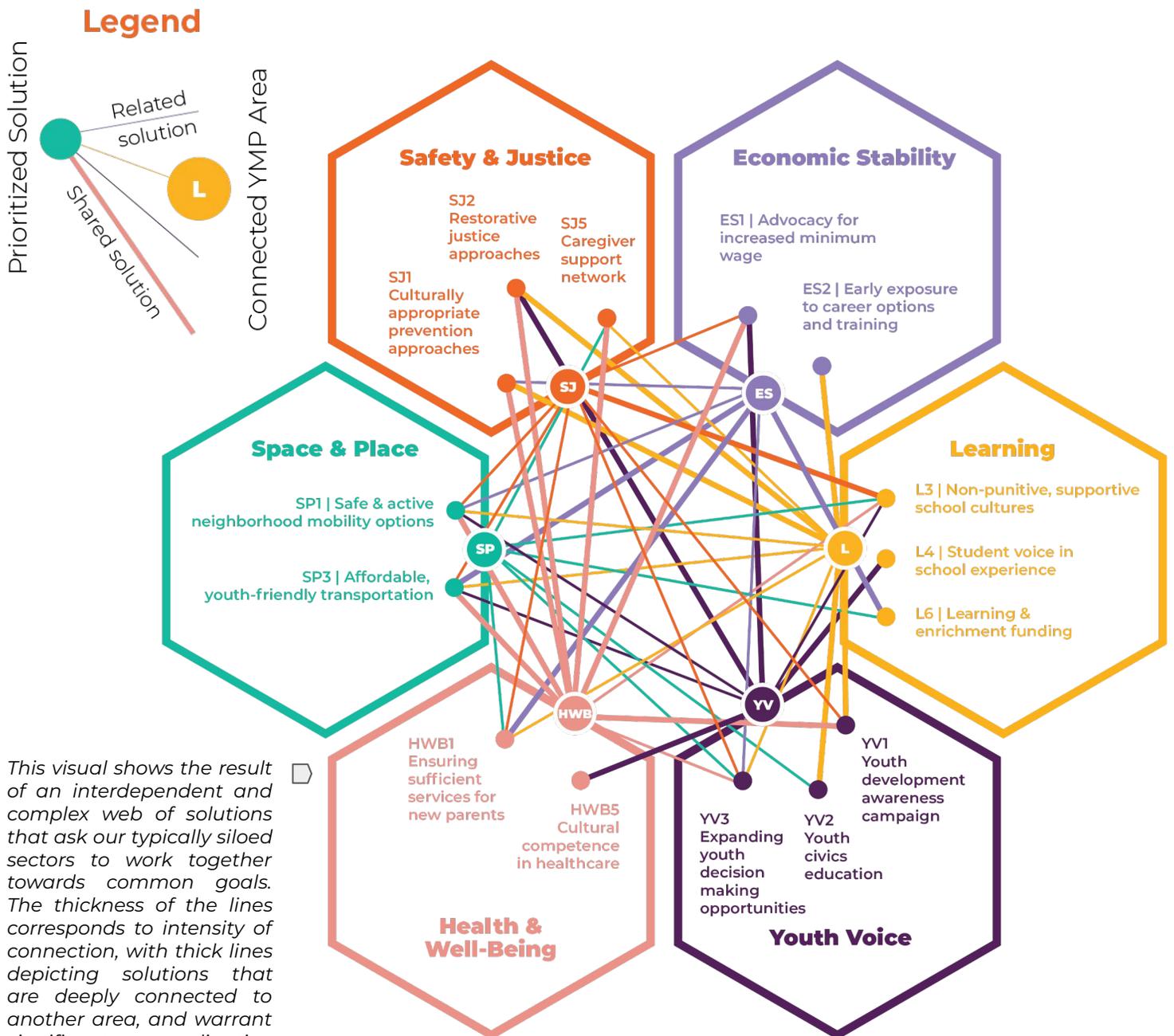
Solutions Prioritized for 2022 Launch & Implementation

HEALTH & WELL-BEING	
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.
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.
SPACE & PLACE	
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).
SP3	Ensure the public transit system encompasses the entire New Orleans metro area, and is safe, and lower-cost or free to youth.
SAFETY & JUSTICE	
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.
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.
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.
ECONOMIC STABILITY	
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.
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.
LEARNING	
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.
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.
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.
YOUTH VOICE, AGENCY, AND IDENTITY	
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.
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.
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.

Silo-Busting Approach

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

Without system coordination we will continue to work in silos and experience the same fragmented and disappointing results. But with true system coordination the universe of possibilities significantly expands, and we find ourselves able to make coordinated decisions, take coordinated action, and show up as a unified front in requesting and allocating funding across areas that impact young people.



Financing the Plan



Financing the Youth Master Plan

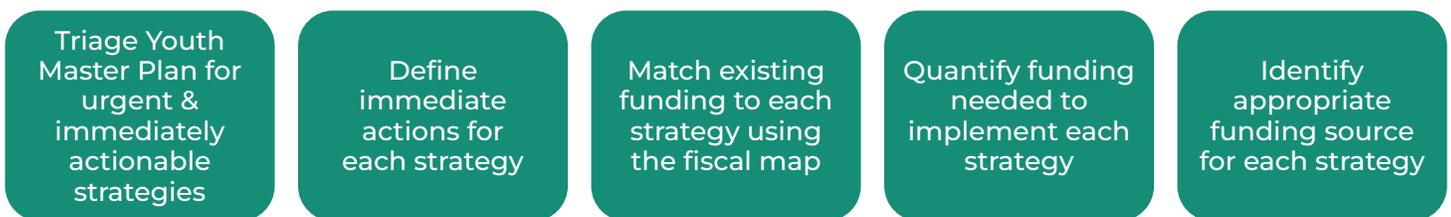
Financing Strategy

The Youth Master Plan is designed to be more than words on a page. In order to bring the solutions to life, funding is critical.

In collaboration with Children’s Funding Project, the Youth Master Plan partners crafted a strategic financing plan with a focus on overarching collective sourcing of funds for the first two years of the Youth Master Plan.

The Youth Master Plan aspires to braid public and private funding together, in pursuit of translating disconnected tracks of public funding and private funding into a sustainable, collective effort.

As part of the strategic financing plan, cost estimates were developed for a potential two-year action plan for beginning implementation of the Youth Master Plan through the following process:



Financing Snapshots: Public Funding

The solutions on this page and the next have either already been earmarked for an allocation of public dollars (SJ5), or have been identified as promising solutions and recommended to receive the second round of funding from the American Rescue Plan Act (ARPA). This is just a small snapshot of a much larger funding strategy that is in progress and ultimately will incorporate all solutions.

Safety and Justice 5 | Caregiver Support Network

See Safety & Justice work plans on Page 31 for details of action strategies

Itemized Cost	
Citywide pilot of caregiver support groups for families impacted by the Juvenile Justice system	\$150,000
Total	\$150,000

CONFIRMED FUNDING SOURCE: Investment allocated from the City’s General Fund via the Office of Youth and Families.

Financing Strategy Examples: ARPA Funding

The following three funding plans serve as examples for our approach across the plan. Each of these three plans target the Second Round of American Rescue Plan Act (ARPA) funding.

Safety and Justice 2 | Restorative Justice Approaches

See Safety & Justice work plans on Page 31 for details of action strategies

Itemized Cost	
Restorative Approaches training at four schools (\$8,000 per site).	\$32,000
Selected schools should be willing to hire a Restorative Justice Coordinator to participate in the Student Support Teams, Restorative Approaches training and implementation at \$73,800 per FTE (includes benefits at 23%)	\$295,200
Total	\$327,200

POTENTIAL FUNDING SOURCE:

SECOND ROUND American Rescue Plan Act, State and Local Fiscal Recovery Funds | Justification: ([FAQ 2.11](#))

Economic Stability 2 | Early Exposure to Career Options and Training

See Economic Stability work plans on Page 45 for details of action strategies

Itemized Cost	
Media and marketing campaign to engage students and families in CTE opportunities	\$45,000
FTE on-site at 6 school sites to provide outreach, recruitment, and navigation support for students and families at \$73,800 per FTE (includes benefits at 23%)	\$442,800
Build cost model for funding CTE at scale to inform the field	\$20,000
Total	\$507,800

POTENTIAL FUNDING SOURCE:

SECOND ROUND American Rescue Plan Act, State and Local Fiscal Recovery Funds

Justification: ([See question 2.5, page 5](#)). **\$30,000**

Emergency and Secondary Schools Emergency Relief

Justification: ([See question 5, page 9](#)). **\$442,800**

Health & Well-Being 1 | Ensuring Sufficient Services for New Parents

See Health & Well-Being work plans on Page 36 for details of action strategies

Itemized Cost	
Family Connects Postpartum Home Visiting Model - 2,200 New/Young Parenting Families Served Annually in NOLA	\$1,500,000
Total	\$1,500,000

POTENTIAL FUNDING SOURCE:

SECOND ROUND American Rescue Plan Act, State and Local Fiscal Recovery Funds

Justification: can be used for "Promoting healthy childhood environments, including: child care, home visiting programs for families with young children" in Qualified Census Tracts OR for recipients otherwise disproportionately impacted by the pandemic. (Treasury FAQ 2.11.)

Our Data & Measurement Approach



Our Data & Measurement Approach

Why Data is Important for the Youth Master Plan

Within each of the six Youth Master Plan Areas, working groups identified population-level indicators with 2- and 10-year targets to serve as a report-card for the city.

These indicators help “indicate” whether or not we are seeing progress from solution implementation towards the goals established during Phase 1 of the planning process. In many cases, the plan establishes ambitious targets for what we expect and what young people deserve from our systems.

The only way to see the type of change we seek is to build the practice of coordinated analysis and action built around shared data and goals.

We do not expect that the current prioritized solutions alone will be sufficient in shifting the dials across all areas of the plan. But they will allow us to pilot new approaches, practice collective decision-making, and build the foundation for achieving our goals in the long run.

Our mid- and long-term goals are to create benchmarks for strengths-based indicators across all Youth Master Plan Areas.

An Accountability Station

The Youth Master Plan serves as a coordinated point of accountability where policymakers, youth-serving organizations, and residents of New Orleans can look at our collective progress on key indicators that impact young people, and see whether the way we are investing across areas of public interest are successful.

In the tables on the following pages you can see how the goals in each of the six YMP areas have been mapped to indicators with 2-year and 10-year targets. Clear Impact, the online tool for plan monitoring found at nolayouthmasterplan.org/scorecard, will serve as a one-stop shop that houses these indicators, helps us monitor progress against our goals, and includes additional information on data sources.

What do all of these data terms mean?

Goal Statement:

Overarching statement of plan success (what we hope to achieve) in a given YMP area, determined during Phase 1.

Indicator:

Quantitative measure determined during Phase 2 that can be used to measure progress against the goal in a given YMP area.

Baseline: The most current data available for each indicator. Essentially, “where we are now.”

2-Year Target: Desired level of indicator (where we hope to be) at the end of 2023.

10-Year Target: Desired level of indicator (where we hope to be) at the end of 2032.



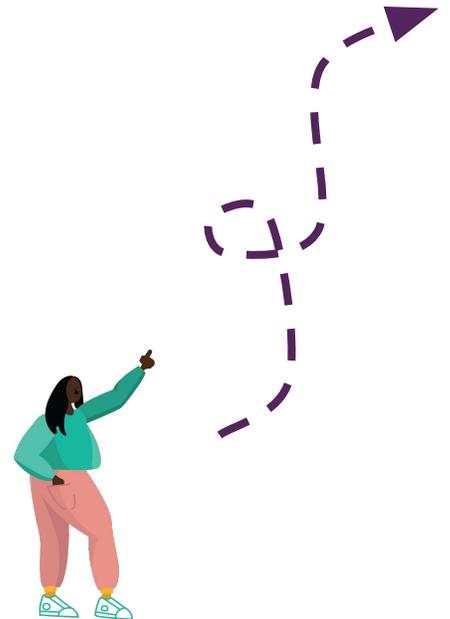
Understanding the Youth Master Plan Data

The Path Forward

Moving forward, these overarching population-level goals and indicators will be supplemented by solution-level performance measures, which will measure whether solutions are implemented with fidelity and are accomplishing their desired results.

Concurrently, the newly seated Youth Advisory Board will drive implementation of the Youth Participatory Action Research (YPAR) Data & Engagement Squads, which will engage additional young people across the city. This process will determine whether young people are feeling and experiencing the solution implementation.

We will have successfully implemented a solution when young people say they can feel it and when system actors can demonstrate success with data.



When there are Gaps in the Data

In some cases, our 2-year and 10-year goals are lacking solid baseline data. We have indicated where this is the case within the Youth Master Plan data tables on the next four pages.

Sometimes, this gap is due to anomalies around how different entities report their data, or small sample sizes in historical studies. Other times, it is due to the Youth Master Plan reformulating positive youth development indicators in ways that previously have not been tracked. For these indicators we are pursuing baseline data during early implementation of the plan, and goals are set as increases in relation to a future baseline.

Explore the Youth Master Plan data on the next four pages



Our Youth Master Plan Goals & Targets

Safety & Justice

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Decreased # of young people who enter, and return to, the criminal justice system, with a focus on addressing equity and racial disparities			
# of young people admitted into juvenile detention	302 admitted (2016-17)	Decrease 40% from baseline (180 admitted)	Decrease 75% from baseline (75 admitted)
Contact with Police: # of youth arrests	860 youth arrests (2019)	Decrease 40% from baseline (516 arrests)	Decrease 75% from baseline (215 arrests)
Recidivism Rate	Baseline data not available; need for more consistent data.	Decrease 40% from (pending) baseline	Decrease 75% from (pending) baseline
Goal Statement: Decreased # of young people who have experienced abuse or neglect			
# of young people who have experienced abuse and neglect	9,018 reports of abuse and neglect in Orleans region (2020)	Decrease 10% from (pending) baseline for Orleans Parish	Decrease 40% from (pending) baseline for Orleans Parish

Shared Indicators: Health & Well-being and Safety & Justice

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Decreased % of young people experiencing exposure to violence*, symptoms of depression, substance abuse, PTSD and anxiety, and suicidal ideation			
% of New Orleans youth who have witnessed a murder	20% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 5% from baseline (15%)	Decrease 15% from baseline (5%)
% of New Orleans youth who have seen someone shot, stabbed, or beaten	40% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 10% from baseline (30%)	Decrease 30% from baseline (10%)
% of New Orleans youth who witnessed domestic violence	33% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 3% from baseline (30%)	Decrease 13% from baseline (20%)
% of New Orleans youth who have had someone close to them murdered	51% of the surveyed New Orleans youth ages 11-19 (2019)	Decrease 21% from baseline (30%)	Decrease 31% from baseline (20%)
% of New Orleans youth who show symptoms of depression	20% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 7% from baseline (13%)	Decrease 13% from baseline (7%)
% of New Orleans youth who show symptoms of current PTSD	40% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 10% from baseline (30%)	Decrease 25% from baseline (15%)
% of New Orleans youth who show symptoms of lifetime PTSD	49% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 9% from baseline (35%)	Decrease 34% from baseline (15%)
% of New Orleans youth who express suicidal ideation	12% of surveyed New Orleans youth ages 11-19 (2019)	Decrease 4% from baseline (8%)	Decrease 9% from baseline (3%)

*We acknowledge the need to build sustainable, comprehensive, and credible measurement methods to track exposure to violence across the city, as well as strengths-based well-being metrics. We see these indicators and targets as placeholders until such methods and metrics are created.

Our Youth Master Plan Goals & Targets

Health & Well-Being

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Decreased % of young people experiencing substance abuse			
% of young people with substance use disorders requiring clinical intervention or specialized treatments	5% of 10th grade students in Greater New Orleans who participated in the Caring Communities Youth Survey (CCYS)* (2016)	Maintain baseline rate (pending increased NOLA-PS participation in CCYS)	Decrease 2% from baseline (pending increased NOLA-PS participation in CCYS)

*Through coordinated efforts, we hope to increase NOLA-PS participation in the Caring Communities Youth Survey (CCYS) from 0% to 15% over the first 2 years of Youth Master Plan implementation, and to 30% over 10 years.

Learning

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Increased levels of positive student engagement**			
Chronic Absenteeism: % of NOLA-PS students who miss 10+ days of school in a school year	Baseline data not available; need for more consistent data via uniform practices across schools.	Decrease 15% from (pending) baseline	Decrease 18% from (pending) baseline
Positive Academic Behavior: % of NOLA-PS students who express high levels of engagement in academic behavior (e.g., studying, reporting that they put "effort into their schoolwork")	55% of NOLA-PS 6th-11th grade students who completed the Voices of New Orleans Youth Survey*** (2018-2019)	70% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey	85% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey
Positive Classroom Management by Teacher: % of NOLA-PS students reporting that "teachers foster orderly, respectful, and on-task classroom behavior"	38% of NOLA-PS 6th-11th grade students who completed the Voices of New Orleans Youth Survey (2018-2019)	45% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey	75% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey
# of Expulsions per school year	67 NOLA Public Schools expulsions (2017-2018)	Decrease 40% from baseline (40 NOLA Public Schools expulsions)	Decrease 55% from baseline (30 NOLA Public Schools expulsions)
High School Graduation Rate	78% of NOLA-PS students (2017-2018)	78% of NOLA-PS students (based on current trend due to COVID)	85% of NOLA-PS students

**We acknowledge the greatest success towards targets is dependant on connecting with the people closest to the work. We see these indicators and targets as Positive Youth Development placeholders until we confirm and secure their input.

*** In 2018-2019, a total of 3,807 6th-11th grade students across 21 NOLA Public Schools participated in the Voices of New Orleans Youth Survey. Through coordinated efforts, we hope to increase NOLA-PS participation in the Voices of New Orleans Youth Survey to 5,000 6th-11th grade students across 40 schools over the first 2 years of Youth Master Plan implementation, and 12,000 6th-11th grade students across 77 schools over 10 years.

Our Youth Master Plan Goals & Targets

Shared Indicators: Economic Stability & Learning

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Increased % of young people who are connected to learning and career pathways			
Opportunity Youth (OY): % of 16-24 year-olds in Orleans Parish disconnected from education and workforce opportunities	15.5% (6,820 young people in Orleans Parish) (2020)	Decrease 0.8% from baseline, where an additional 350 young people in Orleans Parish are connected (14.7%)	Decrease 5.4% from baseline, where an additional 2,000 young people in Orleans Parish are connected (10.1%)
% of NOLA-PS students who complete meaningful work experience before high school graduation	4% (119 out of 3,064 NOLA-PS students in the Class of 2021) (2021)	10% (through Summer 2024)	40%
% of NOLA-PS students who earn a state recognized basic or advanced industry based credential (IBC) before high school graduation	Reliable baseline data not available; need for disaggregated data via policy change.	20%	35%
% of NOLA-PS students who earn a state recognized advanced industry based credential (IBC) before high school graduation	Reliable baseline data not available; need for disaggregated data via policy change.	15%	25%
Post-Secondary Enrollment: % of NOLA-PS graduates enrolled in a 2 or 4 year college the first fall after high school graduation	57% (2019-2020)	60%	70%
Post-Secondary Persistence: % of NOLA-PS graduates enrolled in a 2 or 4 year college one year after initial enrollment	65% (2018-2019)	65% (based on current trend due to COVID)	75%
Post-Secondary Completion	Baseline data not available; need for data reporting via policy shift.	Maintain (pending) baseline rate	Increase by 35% of (pending) baseline students

Economic Stability

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Decreased % of families who live at or below the ALICE threshold, through an increase in wages			
% of families who live at or below the ALICE threshold	57% (2020)	Decrease 2% from baseline (55%)	Decrease 9% from baseline (48%)

Our Youth Master Plan Goals & Targets

Youth Voice

Indicator	Baseline	2 Year Target	10 Year Target
Goal Statement: Increase the opportunities for youth participation and leadership in boards, committees, commissions, and planning efforts across the city			
Youth Advisory Seat <u>Codification</u> in Public Entities/City Government: % of youth advisory seats written into code for existing public/City entities (all advisory boards and committees)	2%	25%	50%
Youth Advisory Seat <u>Filling</u> in Public Entities/City Government: % of youth advisory seats filled in public/City government entities with those seats	5%	15%	45%
% of youth-serving nonprofits participating in registration data sharing with Youth-Serving Intermediary to set baseline and targets for Youth Advisory seat creation and filling in youth-serving nonprofits	0% (registration process not yet created)	25% (pending creation of registration process)	50% (pending creation of registration process)
Social Participation: % of surveyed NOLA-PS 6th-11th grade students reporting involvement in a religious, cultural, or charity group, or participating in marches or demonstrations	13% of NOLA-PS 6th-11th grade students who completed the Voices of New Orleans Youth Survey* (2018-2019)	20% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey	40% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey
Service Activities: % of surveyed NOLA-PS 6th-11th grade students reporting involvement in community service in the form of volunteering, fundraising activities, or caring for others in the community	44% of NOLA Public Schools students surveyed (3,807 students in the 6th-11th grade across 21 of the 77 NOLA Public Schools) (2018-2019)	40% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey	50% of NOLA-PS 6th-11th grade students who complete the Voices of New Orleans Youth Survey
Goal Statement: increase the collective awareness of and value for supporting our young people's development of agency and identity			
Power Sharing: % of youth-serving nonprofits participating in dismantling adultism, fostering youth leadership, authentic youth engagement, and other related tools to share and shift power	10%	30%	50%
Power Sharing: % of public/City government entities participating in dismantling adultism, fostering youth leadership, authentic youth engagement, and other related tools to share and shift power	2%	10%	35%

* In 2018-2019, a total of 3,807 6th-11th grade students across 21 NOLA Public Schools participated in the Voices of New Orleans Youth Survey. Through coordinated efforts, we hope to increase NOLA-PS participation in the Voices of New Orleans Youth Survey to 5,000 6th-11th grade students across 40 schools over the first 2 years of Youth Master Plan implementation, and 12,000 6th-11th grade students across 77 schools over 10 years.

Our Youth Master Plan Goals & Targets

Space & Place

Indicator	Baseline*	2 Year Target	10 Year Target
Goal Statement: Increased % of households aware of and able to access community services within 1 mile of their home			
% of households aware of community services within 1 mile of their home	Baseline data not available; need for data collection mechanism.	Increase by 40% of (pending) baseline households	Increase by 60% of (pending) baseline households
% of households able to access community services within one mile of their home	Baseline data not available; need for data collection mechanism.	Increase by 20% of (pending) baseline households	Increase by 30% of (pending) increase from baseline
Goal Statement: Increased % of households that can access youth-centered spaces with programming and high capacity transit lines in 15 minutes or less via bike or foot			
% of the service area population within one-quarter mile walking distance of a High-Capacity Transit line	Baseline data not available; need for data collection mechanism.	Increase by 20% of (pending) baseline service area population	Increase by 40% of (pending) baseline service area population
% of households with a 15-minute bikeshed or walkshed to a youth space	Baseline data not available; need for data collection mechanism.	Increase by 20% of (pending) baseline households	Increase by 50% of (pending) baseline households

**We acknowledge the need to build and/or coordinate sustainable, comprehensive, and credible measurement methods to set baselines for our Space & Place indicators. We see these targets as placeholders until baselines are created.*

How You Can Get Involved



How You Can Get Involved

Be a champion of the plan! Help make the Positive Youth Development framework and the Youth Master Plan the city's primary approach for investing in our youth by joining us in our advocacy. Sign up for emails with calls to action at: nolayoutmasterplan.org/get-involved

Already doing work in line with the Youth Master Plan's goals, solutions, and action steps?

Connect you and/or your organization's existing work with the Youth Master Plan by emailing info@nolacypb.org

Are you a young person or do you know any youth or children who would want to be involved?

Send an email to info@nolacypb.org to learn more and get started!

Feel inspired and want to get involved, but not sure how?

Become an individual or organizational Youth Master Plan supporter by signing the YMP Letter of Commitment at nolayoutmasterplan.org/get-involved. (We'll reach out with action steps after!)

Spread the word! Share this Phase 3 Youth Master Plan document with THREE family members, colleagues, or friends. And send to your councilmember, too!

Connect with us! Follow us on social media at:

 @nolacypb

 @nolacypb

 facebook.com/NewOrleansCYPB

Youth Vision:

We represent a powerful, unified, diverse, socially conscious, intelligent network, capable of working with adults to lead New Orleans in becoming a more compassionate, just, and equitable city.

Acknowledgments



YOUTH MASTER PLAN CONVENERS

The Youth Master Plan is a collaborative effort, led in partnership by the Children & Youth Planning Board (CYPB), the Mayor's Office of Youth and Families (OYF), and the New Orleans Youth Alliance (NOYA), who are responsible for its development, implementation, and administration.



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FUNDED IN PART BY:

WK Kellogg Foundation
Conrad Hilton Foundation
City of New Orleans

Share Your Comments and Get Involved:

<https://nolayouthmasterplan.org/get-involved>

Appendices

Appendix A: 2-Year Work Plans

Appendix B: All 10-Year YMP Solutions

Appendix C: Additional Resources



Appendix A: 2-Year Work Plans



Safety & Justice 2022 - 2023 Work Plans

SJI | Culturally Appropriate Prevention Approaches

Historical Information

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 (CFR)

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Develop a clear and complete understanding of the current landscape for addressing culturally appropriate prevention.			
Research currently existing culturally appropriate prevention approaches across sectors in New Orleans. Identify barriers to participation and access (i.e., transportation, staff capacity, etc.).	Dr. Melissa Stevens, Center for Resilience (CFR)	Target start date: November 2021 Target end date: July 2022	Currently in progress
Action Strategy Category: Pilot new or expanded programming in schools or other environments.			
Pilot PLAAY program at 5 sites (2 NORD sites, 2 school sites, community site) through a train-the-trainer model.	Brendan Turner, CFR	Target start date: July 2021 End date: July 2022 (timeline for finalized data from two school groups)	Currently in progress
Based on culturally appropriate prevention approaches research above, identify specific neighborhoods and spaces to pilot additional or expanded programs per need.	Dr. Melissa Stevens, Center for Resilience (CFR) CYPB (mapping tool)	Target start date: January 2022 (planning) Target end date: June 2022 (pilot implementation)	Not currently in progress; able to take this work on
In partnership with community-based non-profits and faith-based groups as grantees to provide services, implement established models of intervention and work-based learning experiences (i.e., Work and Learn model) in target neighborhoods that are identified as high poverty neighborhoods.	TCA with Faith-Based Groups (i.e., Rev. Pat Watson), community-based organizations	Target start date: March 2022 Target end date: December 2023	Currently in progress

Safety & Justice 2022 - 2023 Work Plans

SJ2 | Restorative Justice Approaches

Historical Information

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.

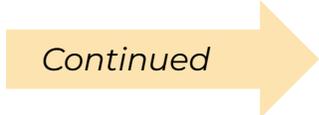
Summary of 2-Year Action Strategies: Build a shared vision and ensure shared understanding of restorative approaches (RAs) across the community, schools, and the juvenile justice system. Once established, embed RAs into the infrastructure across systems at the State, City, school board, etc. (e.g. requirements 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.

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Build a shared vision of restorative approaches across the ecosystem			
<p>Part 1 Establish and execute a process for developing a shared vision of restorative approaches across the community, schools, and the juvenile justice system.</p> <p>Part 2 Share the vision with various relevant actors throughout the city and state, helping to clarify the meaning and impact of RAs. Ensure regular reinforcement of the vision.</p>	<p>CRA with St. Charles Center for Faith and Action, OYF, OCJC</p> <p>+IWES, LPHI</p>	<p>Target start date: March 2022</p> <p>Target end date: February 2023</p>	<p>Not currently in progress, able to take this work on</p>

Continued 

Safety & Justice 2022 - 2023 Work Plans

SJ2 | Restorative Justice Approaches (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Expand usage of restorative approaches in schools			
Analyze Center for Restorative Approaches' rubric to assess school utilization, fidelity, and barriers related to restorative approaches	University partner (e.g., UNO)	Target start date: February 2023 Target end date: June 2024	Not currently in progress; able to take this work on
<p>Part 1 Draft and issue a school mandate for discipline plans and assessments that include restorative approaches to the State DOE and the Orleans Parish School Board. Or defer to the work of the State's Advisory Council on Student Behavior and Discipline, which refers to School Master Plans as part of Act 1225. Update existing legislative Act 1225 to include restorative approaches in School Master Plans.</p> <p>Part 2 Create incentives for school actors to utilize restorative approaches.</p> <p>Part 3 Advocate for the establishment of restorative approaches as a requirement for charter renewal.</p>	<p>Part 1 FFLIC (with State Advisory Council on Student Behavior and Discipline), LPHI, Tulane VPI, CFR, school psychologists, LCCR</p> <p>Part 2 New Schools for New Orleans</p> <p>Part 3 OPEN, Step Up LA, Nuestra Voz, LCCR</p>	<p>Target start date: Part 1: April 2023 Part 2: March 2023 Part 3: September 2023</p> <p>Target end date: Part 1: March 2024 Part 2: May 2024 Part 3: September 2024</p>	Not currently in progress; able to take this work on
Build strategy to operationalize Act 1225 regarding School Master Plans legislation	FFLIC (with State Advisory Council on Student Behavior and Discipline)	Target start date: April 2023 Target end date: March 2024	Not currently in progress; able to take this work on
Action Strategy Category: Embed RAs into the infrastructure across systems at the State, City, and school level			
Identify and/or create juvenile legal policies relevant to restorative approaches in schools, courts and throughout the community.	CYPB, LCCR, DA, Criminal Justice Council	Target start date: May 2023 Target end date: March 2024	Not currently in progress; able to take this work on
Initiate Restorative Approaches Diversion Program	Troi Bechet (CRA)	Target start date: April 2022 Target end date: March 2023	Currently in progress
Create City and school-level funding for restorative approaches.	OYF & CYPB	Target start date: March 2022 Target end date: March 2023	Currently in progress

Safety & Justice 2022 - 2023 Work Plans

SJ5 | Caregiver Support Network

Historical Information

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.

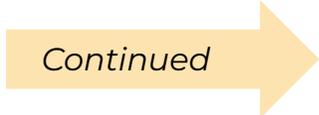
Summary of 2-Year Action Strategies: Conduct analysis of existing pre-natal, parent, and general adult support services, building off of needs assessments that are currently being conducted. Bolster successful or promising parent training programs and models, focusing on increasing access to services, 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, Louisiana Bureau of Family Health (LABFH), Healthy Start, Training Grounds, Urban League (Parent Information Center), TCA, MHSD, LPHI, Ubuntu Village

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Evaluation of existing and potential pre-natal, parent, and general adult support services			
Conduct mapping and analysis of existing pre-natal, parent, and general adult support services, incorporating needs assessments that are currently being conducted. Examples may include: flexible reading comprehension programs, GED programs, affordable housing services, crisis and mental health response teams	LPHI Task Force	Target start date: January 2022 Target end date: December 2022	Currently in progress
Action Strategy Category: Strengthening successful or promising parent training programs and models, focusing on increasing access to services.			
Part 1 Create and pilot a parent support group model for those involved with the juvenile justice system. Part 2 Provide ACEs Education workshops with families involved with the juvenile justice system.	Part 1 Ubuntu Village with TCA Part 2 LABFH with Ubuntu Village, TCA	Target start date: January 2022 Target end date: December 2022	Not currently in progress; able to take this work on
Establish a referral and evaluation process for pilot caregiver programs.	OYF with LABFH	Target start date: July 2022 Target end date: June 2023	Not currently in progress; able to take this work on

Continued 

Safety & Justice 2022 - 2023 Work Plans

SJ5 | Caregiver Support Network (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Strengthening successful or promising parent training programs and models, focusing on increasing access to services. (Continued)			
<p>Part 1 Create central hubs in neighborhoods for access to information, care, education, housing, food, counseling, and other resources that meet needs for caregivers</p> <p>Part 2 Utilize Youth NOLA 2-1-1 as the digital central hub for access to information about care, education, housing, food, counseling, and other resources that meet needs for caregivers</p>	<p>Part 1 TCA with OYF re: NORD facilities and libraries as partners</p> <p>Part 2 CYPB, OYF, NOYA</p>	<p>Target start date: January 2023</p> <p>Target end date: December 2023</p>	<p>Part 1 Not currently in progress; able to take this work on</p> <p>Part 2 Willing, but unable to take this work on due to resource limitations</p>
Advocate that schools and colleges provide free tuition and increased access to virtual learning for parents	CYPB, TCA, Nuestra Voz	<p>Target start date: July 2022</p> <p>Target end date: December 2023</p>	Willing, but unable to take this work on due to resource limitations
Participate with the coalition of support for city-wide affordable housing and sustainable resources for communities	CYPB + others	<p>Target start date: July 2022</p> <p>Target end date: June 2023</p>	Not currently in progress; able to take this work on

Health & Well-Being 2022 - 2023 Work Plans

HWB1 | Ensuring Sufficient Services for New Parents

Historical Information

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.

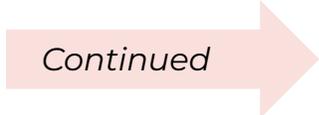
Summary of 2-Year Action Strategies: Build and strengthen coordination of parent services (including basic needs), launch public messaging and awareness-raising campaigns that inform of existing services, and conduct gaps analysis in order to resource based on need. Shift from a service-only mindset 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)

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Build and strengthen coordination of parent services (including basic needs)			
Inventory existing parent services and conduct capacity analysis in order to determine if and where service growth is needed, accounting for projected birth rates.	Children's Hospital with OYF, LPHI, BFH	Target start date: March 2022 Target end date: July 2022	Not currently in progress; able to take this work on
Coordinate across new/young parent services provider network to equitably expand the number of seats across programs by 25% and/or build awareness to address unused seats/capacity Provider network includes, but is not limited to: WIC, Healthy Start, NFP Parenting Center, Training Grounds, Parents as Teachers, Triple P-Positive Program, home-visiting nurse program, etc.	Children's Hospital with OYF, Training Grounds	Target start date: April 2022 Target end date: November 2022	Willing, but unable to take this work on due to resource limitations
Action Strategy Category: Shift from a service-only mindset to a complete wellness mindset with a focus on relationship-building and customer care and satisfaction			
Part 1 Create/modify provider toolkits with supportive, comprehensive training materials, asserting best practices for training and addressing coping skills and compassion fatigue for parent service providers and liaisons Part 2 Orient and train the field of parent service providers and liaisons in customer service - a more concerted approach to customer centered care (e.g., social work model) with a relationship focus.	Partners convened by CYPB, with MHSD and BFH	Target start date: January 2023 Target end date: December 2023	Willing, but unable to take this work on due to resource limitations
Create an equitable and accessible city-wide parent survey to set a baseline for customer experience with care across services and identify needs for continuous improvement.	CYPB (convener)	Target start date: January 2023 Target end date: December 2023	Willing, but unable to take this work on due to resource limitations

Continued 

Health & Well-Being 2022 - 2023 Work Plans

HWB1 | Ensuring Sufficient Services for New Parents (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Messaging and outreach campaign to fill existing seats			
Hire a FTE or shared staffing model Outreach Coordinator to raise awareness across parent community of available services to increase access	Children's Hospital with OYF, parent service providers	Target start date: January 2023 Target end date: December 2023	Not currently in progress; able to take this work on
Launch collective public messaging and awareness-raising campaign that informs parent community of existing services	Children's Hospital with OYF, parent service providers	Target start date: January 2023 Target end date: December 2023	Not currently in progress; able to take this work on
Action Strategy Category: Pilot and administer shared systems and tools to identify parent care needs			
Study/discovery phase of feasibility of referral systems across new/young parent provider network	CYPB	Target start date: June 2022 Target end date: November 2022	Not currently in progress; able to take this work on
Pilot coordinated referral system across new/young parent provider network	CYPB (convener)	Target start date: January 2023 Target end date: December 2023	Not currently in progress; able to take this work on
Administer shared screening tool across referral network to ensure all needs are met. Screening must be paired with expedient referral(s) to needed service(s).	CYPB (convener)	Target start date: January 2023 Target end date: December 2023	Not currently in progress; able to take this work on
Advance initiatives that increase access to prenatal services such as healthy meals, hygiene, housing, and decision-making education for parents.	CYPB will explore what initiatives currently exist so we can build appropriate connection in order to advance	Target start date: January 2023 Target end date: December 2023	Not currently in progress; able to take this work on

Health & Well-Being 2022 - 2023 Work Plans

HWB5 | Cultural Competence in Healthcare

Historical Information

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.

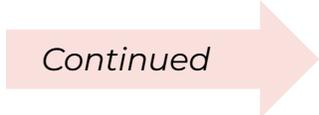
Summary of 2-Year Action Strategies: Conduct city-wide mapping of wellness resources to identify needs and barriers. Research existing measurement tools and models in comparable communities, and review for local fit. Pilot client survey that addresses issues of cultural competence, including access, 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

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Researching, Designing, & Piloting Community Survey			
Identify existing surveys for assessing cultural competence within mental/behavioral and physical healthcare systems, including discovery of other communities' steps to action.	IWES	Target start date: March 2022 Target end date: December 2022	Not currently in progress; able to take this work on
Utilizing learnings from practices in comparable communities, design and administer a survey or other relevant discovery methods (i.e., focus groups, key stakeholder interviews, etc.) to engage youth and families in identifying issues and/or needs of cultural competence within existing mental/behavioral and physical healthcare systems in New Orleans. Areas of focus for survey may include access, transport, structure hours, cost, insurance, etc. Survey purpose includes identifying where youth are not able to access services and which youth experience challenges accessing services.	LPHI, New Orleans Health Department	Target start date: December 2021 Target end date: December 2022	Currently in progress <i>(referencing existing community health assessments)</i> Willing, but unable to take this work on due to resource limitations <i>(referencing targeted discovery)</i>

Continued 

Health & Well-Being 2022 - 2023 Work Plans

HWB5 | Cultural Competence in Healthcare (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Utilize learnings from survey			
Catalog and map wellness resources (e.g., Adolescent School Based Health Centers), covering the full continuum of prevention to intervention, and highlight where needs exist	Tulane University VPI	Target start date: August 2022 Target end date: May 2023	Not currently in progress; able to take this work on
Identify concrete action steps based on survey results, including recommended professional development training modules and a public commitment to a standard of practice Identify organizations committed to piloting action steps over a 6 month period.	Louisiana Department of Health, New Orleans Health Department, Academic Partner	Target start date: January 2023 Target end date: December 2023	Willing, but unable to take this work on due to resource limitations
Standardize professional development training modules (cultural competence, customer care, trust-building approaches toolkits) for current and emerging practitioners across sectors, informed by local research and national models (FTE or shared staffing model to manage & produce)	Louisiana Department of Health, New Orleans Health Department, Academic Partner	Target start date: July 2023 Target end date: December 2023	Willing, but unable to take this work on due to resource limitations

Learning 2022 - 2023 Work Plans

L3 | Non-punitive, Supportive School Cultures

Historical Information

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.

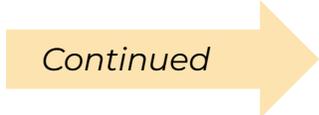
Summary of 2-Year Action Strategies: Review current disciplinary policies and their accompanying accountability and communication measures. Conduct assessment with school communities on school culture and climate--focusing on what makes schools safe and supportive--to inform expansion of mental health teams in schools. Host training with school communities on undoing racism, positive behavior intervention support, restorative approaches, and trauma- informed practices.

Primary 2-Year Action Strategy Owner: 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, GNOF

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Utilize data to inform removal of punitive structures in schools.			
Review current disciplinary policies and their accompanying accountability and communication measures.	NOLA-PS with FFLIC	Target start date: March 2022 Target end date: June 2022	Currently in progress
Identify and execute an approach for adding assessment requirements into contracts. Two potential options include: MOU's with individual LEA's (voluntary approach); and encouraging OPSB to pass a mandate that the assessment be required in the contracts (requirement approach)	FFLIC with Step Up Louisiana	Target start date: May 2022 Target end date: August 2022	Not currently in progress; able to take this work on
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. See L4 for cross-connection.	Trauma-Informed Schools Collaborative (TISC), IWES, ERA	Target start date: March 2022 Target end date: May 2024	Currently in progress

Continued 

Learning 2022 - 2023 Work Plans

L3 | Non-punitive, Supportive School Cultures (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Pilot and evaluate interdisciplinary support teams through coordination of existing personnel and expanded partnerships within 3 school sites (preschool, K-8, high school), supplemented with community training.			
Research existing interdisciplinary support team models to identify which is most in line with vision.	CYPB	Target start date: March 2022 Target end date: May 2022	Currently in progress
Adopt and modify as needed the approach/model that is the best fit for the New Orleans community. Teams may involve mental health, discipline, positive behavior intervention support, social worker, administrator, and restorative approaches staff supports.	CMOs with community-based organizations, Trauma-Informed Schools Collaborative (key partner for K-8), Navigate NOLA (key partner for Preschool), GNOF	Target start date: September 2022 (pilot in the 2023-2024 school year) Target end date: May 2024	Willing, but unable to take this work on due to resource limitations
Identify 3 school sites to pilot and evaluate interdisciplinary support (pre-school, K-8, high school). See L3 and SJ2 for possible crossover on pilot schools. Support Teams should focus on promoting wellness, making staff training recommendations, managing school climate and culture, and holding de-escalation strategies and mechanisms that are most appropriate for each site. Key partners will help drive forward work while maintaining a high level of buy-in from the CMOs.	CMOs with community-based organizations, Trauma-Informed Schools Collaborative (key partner for K-8), Navigate NOLA (key partner for Preschool)	Target start date: September 2022 (pilot in the 2023-2024 school year) Target end date: May 2024	Willing, but unable to take this work on due to resource limitations
Host trainings with pilot school communities and other schools on undoing racism, positive behavior intervention support, restorative approaches, and trauma-informed practices.	SELF with NOYA, Rethink, El Puebla NOLA (partnership with The Living School)	Target start date: September 2023 Target end date: May 2024	Currently in progress (referencing existing trainings with schools) Willing, but unable to take this work on due to resource limitations (referencing trainings at pilot schools)
Based on pilot results and sustainability, identify places to leverage pilot into standard operating existence.	CMOs, FFLIC (key partner in codifying into law where possible)	Target start date: May 2024 Target end date: September 2025	Willing, but unable to take this work on due to resource limitations

Learning 2022 - 2023 Work Plans

L4 | Student Voice in School Experience

Historical Information

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.

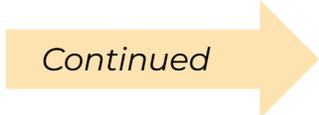
Summary of 2-Year Action Strategies: Conduct community engagement process on what a good school/school system is and how to get there. Pilot training for school community (students, parents, teachers, school staff) on centering Youth Voice, including trainings for students, parents, and alumni for school 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 Owner: 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, NSNO, LAPCS

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Community engagement and research process			
Conduct initial community engagement and research process on practices for youth agency and power-sharing to define the ideal state (what a good school or good school system <i>is</i>), and build initial framework. Solicit feedback from youth and families to inform the model. Build a bank of information and approaches towards youth agency and power-sharing in schools. Build upon existing and emerging work in this space (i.e., Youth Master Plan YPAR, NOLA-PS Superintendent student survey, Voices of New Orleans Youth survey, VAYLA's Reed Renaissance Initiative Student Blueprint, etc.)	CMOs with CYPB, NOYA	Target start date: June 2022 Target end date: November 2022	Not currently in progress; able to take this work on

Continued 

Learning 2022 - 2023 Work Plans

L4 | Student Voice in School Experience (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Pilot at 4 School Sites			
<p>Identify 4 school sites across developmental stages willing to demonstrate practice of Youth Voice and community engagement in instructional design and delivery using local research and national models.</p> <p>See L3 and SJ2 for possible crossover on pilot schools.</p>	YMP Partners with CMOs	<p>Target start date: September 2022 (pilot in the 2023-2024 school year)</p> <p>Target end date: May 2024</p>	Willing, but unable to take this work on due to resource limitations
<p>Utilize existing data collection tools for parent, student, teacher, and staff experiences with school culture and Youth Voice to establish baselines.</p> <p>Evaluate data to determine scalable practices based on measured results.</p>	ERA, TISC, CMOs	<p>Target start date: March 2022</p> <p>Target end date: May 2024</p>	Willing, but unable to take this work on due to resource limitations
<p>Host training and professional development for school community (students, parents, teachers, school staff) on centering Youth Voice and power, incorporating implicit & explicit bias training.</p>	NOYA	<p>Target start date: September 2023</p> <p>Target end date: May 2024</p>	Willing, but unable to take this work on due to resource limitations
Action Strategy Category: Establish and scale accountability model around Youth Voice and child-centric learning in classrooms and schools.			
<p>Co-create an accountability model framework for schools around Youth Voice and child-centric learning</p>	FFLIC with CMOs, NOYA	<p>Target start date: March 2022</p> <p>Target end date: August 2022</p>	Not currently in progress; able to take this work on
<p>Establish commitment and buy-in from community and school leaders (including NOLA-PS) to adhere to the accountability model framework.</p>	YMP Partners with Step Up, NOLA-PS, CMOs	<p>Target start date: March 2022</p> <p>Target end date: December 2022</p>	Not currently in progress; able to take this work on
<p>Collaborate with the Juvenile Justice Reform Act Implementation Commission and DOE/BESE to align accountability framework for schools.</p>	FFLIC	<p>Target start date: April 2023</p> <p>Target end date: March 2024</p>	Not currently in progress; able to take this work on
<p>Recommend changes at the local and state level regarding instructional and curriculum design to include and prioritize Youth Voice.</p>	Rethink, Step Up, FFLIC	<p>Target start date: April 2023</p> <p>Target end date: March 2024</p>	Not currently in progress; able to take this work on

Learning 2022 - 2023 Work Plans

L6 | Learning & Enrichment Funding

Historical Information

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.

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), United Way of Southeast Louisiana

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Build and strengthen coordination practices amongst service providers			
Increase promotion of enrichment provider opportunities, especially summer programming, with a focus on increasing school community awareness.	NOYA and OYF	Target start date: February 2022	Willing, but unable to take this work on due to resource limitations
Ensure direct parent and family outreach outside of traditional school communication channels.		Target end date: December 2023	
Utilize needs assessment and gaps analysis (School Partnership Study) to inform advocacy and allocation decisions (include parent needs, school consultations, and shared funding/ program participation data)	NOYA	Target start date: February 2022 Target end date: December 2022	Currently in progress
Set standard of practice for quality programming (i.e., YPQI) and co-create accountability mechanism to make sure all students have access to these services.	NOYA	Target start date: May 2022 Target end date: August 2022	Currently in progress (gathering additional information to inform completion)
Action Strategy Category: Build cost modeling framework for both early care & out-of-school-time providers to inform funding needs and opportunities.			
Design and build a basic cost modeling framework for both early care & education and out-of-school-time providers.	NOYA, OYF, Agenda for Children, YouthForce NOLA	Target start date: May 2022	Willing, but unable to take this work on due to resource limitations
Connect with E2.		Target end date: May 2023	
Building upon the fiscal map, identify accessible funding streams for sustainability (private and public dollars) based on cost model and need.	OYF with NOYA, Agenda for Children, YouthForce NOLA, New Orleans Arts Education Alliance, Laureus Sport for Good	Target start date: January 2023 Target end date: December 2023	Willing, but unable to take this work on due to resource limitations

Economic Stability 2022 - 2023 Work Plans

ESI | Advocacy for Increased Minimum Wage

Historical Information

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 (LBP)

Other Owners: Step Up, NOLA Business Alliance (NOLABA), United Way of Southeast Louisiana (UWSELA), CYPB, OYF, Power Coalition

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Collective advocacy around minimum wage			
Create and continually utilize a process for identifying, amplifying, and executing specific actions that YMP partners and YMP-affiliated organizations can take in support of current minimum wage increase advocacy.	LBP	Target start date: January 2022 Target end date: December 2024	Currently in progress
Reconvene partners working on this action after the 2022 legislative session to build strategy for 2023. Build strategy with youth leadership and Youth Voice.	LBP	Target start date: June 2022 Target end date: April 2023	Not currently in progress; able to take this work on
Action Strategy Category: Shift mindsets and build momentum around minimum wage increase			
Create public relations efforts targeted at informing, educating, and shifting mindsets of the general public and key decision makers (including the State Workforce Commission) in favor of minimum wage increase.	LBP	Target start date: January 2022 (early stages) Target end date: December 2024	Currently in progress
Identify and extend advocacy with legislators who will introduce & champion bills in favor of increasing the minimum wage (e.g. Black Caucus, Urban League). 2023 is a foundational year for the 2024 legislative session.	LBP	Target start date: January 2022 Target end date: December 2024	Currently in progress
Action Strategy Category: Incorporate young people into the effort, bringing youth voices into the conversation.			
Educate and mobilize young people, providing youth advocates with City of New Orleans data to tell the story of increased minimum wage to influential decision makers. 2023 is a foundational year for the 2024 legislative session.	LBP with Step Up and Power Coalition	Target start date: January 2022 Target end date: December 2023	Currently in progress
Integrate young people into the work as partners advancing minimum wage increase work.	LBP with Step Up and Power Coalition	Target start date: January 2022 Target end date: December 2023	Currently in progress

Economic Stability 2022 - 2023 Work Plans

ES2 | Early Exposure to Career Options & Training

Historical Information

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 (WDB)

Other Owners: Training Providers (e.g. New Orleans Career Center), Delgado Community College, NOLA Public Schools (NOLA-PS), CMOs (e.g. InspireNOLA Charter Schools, FirstLine Schools, etc.), Cafe Reconcile, JOB1, CYPB, Louisiana Budget Project, Mayor's Office of Youth and Families (OYF), New Orleans Business Alliance (NOLABA)

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Market career and technical education (CTE) to schools, students and families			
Create expanded marketing campaign in collaboration with outreach and engagement personnel of training providers (i.e., NOCC) that targets schools, families, and students through grassroots strategies	YouthForce NOLA with NOCC and other training providers	Phase 1: Current school year Target start date: August 2021 Target end date: June 2022	Currently in progress
Provide targeted marketing and media support for existing initiatives that focus on CTE, soft skills training, career exploration, and WBL. Ideally, leverage support from the Mayor and other City Leads as part of marketing efforts.	OYF with YouthForce NOLA, Office of Workforce Development (OWD)/WDB	Ongoing through the school year, but specifically targeting summer employment opps Target start date: August 2021 Target end date: August 2022	Willing, but unable to take this work on due to resource limitations

Continued 

Economic Stability 2022 - 2023 Work Plans

ES2 | Early Exposure to Career Options & Training (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Build out quality training pathways			
Increase the number of high-quality training pathways across in- and out- of school time that include an advanced IBC; ensure some component of soft-skills training within training pathways with CMO's, LDE, higher ed, GNO Inc., NOLABA	YouthForce NOLA with training providers, secondary education, higher ed, GNO Inc., NOLABA	Target start date: January 2022 Target end date: December 2023	Currently in progress
Advance the number of high quality work-based learning seats in the city, and increase the number of young people who are able to participate in those experiences. Ensure some component of soft-skills training within work-based learning opportunities.	YouthForce NOLA, Office of Workforce Development, OYF, training providers	Target start date: January 2022 Target end date: December 2023	Currently in progress
Assist counselors and leaders in building CTE courses & WBL internships into class schedules, and focus on removing barriers to successful access and delivery	YouthForce NOLA with NOLA-PS, Cowen Institute, LDOE	Target start date: January 2022 Target end date: December 2023	Currently in progress
Action Strategy Category: Work to achieve a model for funding CTE at scale			
Build cost model for funding CTE at scale to inform the field	YouthForce NOLA with consultant services	Once funding is received, begin implementation within 60 days Target start date: July 2022 Target end date: January 2023	Willing, but unable to take this work on due to resource limitations
Identify and execute strategies to increase funding for CTE, including but not limited to funding that goes directly to training providers	YouthForce NOLA, NOLA PS, LDOE, NOCC & other training providers	Target start date: January 2022 Target end date: December 2023	Currently in progress
Action Strategy Category: Buildout of sustainable citywide data systems			
Build a strategy and system for collecting citywide data on young people's completion of meaningful work experiences.	YouthForce NOLA with training providers (e.g., NOCC), NOLA-PS, CMO's, NOYA, OYF, Louisiana Department of Education (LDE), Louisiana Workforce Commission (LWC)	Target start date: March 2022 Target end date: December 2023	Not currently in progress, willing to take on
Build a strategy and system for collecting citywide data on young people's attainment of good and promising jobs.	YouthForce NOLA with training providers (e.g., NOCC), NOLA-PS, CMO's, NOYA, OYF, Louisiana Department of Education (LDE), Louisiana Workforce Commission (LWC)	Target start date: March 2022 Target end date: December 2023	Not currently in progress, willing to take on

Youth Voice 2022 - 2023 Work Plans

YV1 | Youth Development Public Awareness Campaign

Historical Information

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 Owner: 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

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Messaging Creation			
Hire a FTE or shared staffing model responsible for coordinating and facilitating creation of materials and delivery	Children's Hospital	Target start date: March 2022 Target end date: June 2022	Willing, but unable to take this work on due to resource limitations
Compile shared literature/curriculum of developmental stages to inform messaging and training development. Include clearly defined developmental stages	Children's Hospital, IWES	Target start date: June 2022 Target end date: December 2022	Not currently in progress; able to take this work on
In close collaboration with youth, craft key messages to populate the bank & accompanying training materials	CYPB, Children's Hospital	Target start date: September 2022 Target end date: Jan 2023	Not currently in progress; able to take this work on
Action Strategy Category: Administration of trainings & PR campaign			
Procure funding for a public relations campaign.	CYPB	Target start date: June 2022 Target end date: December 2022	Not currently in progress; able to take this work on
Launch youth-led trainings for community members and organizations	NOYA	Target start date: February 2023 Target end date: December 2023	Willing, but unable to take this work on due to resource limitations
Create and launch a multi-media public relations campaign in partnership with qualified PR firm	CYPB/Children's Hospital/City of New Orleans	Target Start Date: Apr 2023 Target End Date: December 2023	Willing, but unable to take this work on due to resource limitations

Youth Voice 2022 - 2023 Work Plans

YV2 | Youth Civics Education

Historical Information

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 Owner: 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)

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Conduct analysis of existing civics curriculum in schools (K-12 and post-secondary) to inform recommendations.			
Research existing civics curricula offered to identify gaps and opportunities for increased learning.	NOLA-PS, CYPB, NOYA, OYF	Target start date: April 2022 Target end date: December 2022	Willing, but unable to take this work on due to resource limitations
Action Strategy Category: Expand and/or replicate trainings for youth on board involvement and youth community organizing.			
Create and/or expand and deliver board readiness and community organizing training across the public and nonprofit sectors to prepare young people for board involvement and community decision-making.	NOYA	Target start date: March 2023 Target end date: Dec 2023	Willing, but unable to take this work on due to resource limitations

Youth Voice 2022 - 2023 Work Plans

YV3 | Expanding Youth Decision Making Opportunities

Historical Information

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

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Assessing Commitment to Youth Voice			
Use existing toolkits to assess organizations' commitment to Youth Voice (i.e., CYPB's Dismantling Adulthood toolkit, NOYA's Authentic Youth Engagement Assessment, etc.)	GNOF, CYPB	Target start date: March 2022 Target end date: March 2023	Not currently in progress; able to take this work on
Action Strategy Category: Buildout of sustainable citywide data systems			
Build a strategy and system for holding an active registry of youth-serving organizations that includes the number of youth advisory seats created and filled. Collect baseline data on current youth seats available across public and non-profit sectors to determine targets for youth seat increase.	GNOF, OYF, NOYA, NOLA-PS/LAPCS	Target start date: May 2022 Target end date: December 2022	Not currently in progress; able to take this work on
Convene youth-serving organizations to set baselines and targets for youth advisory seats created and filled in youth-serving nonprofits.	NOYA	Target start date: January 2023 Target end date: September 2023	Not currently in progress; able to take this work on

Continued 

Youth Voice 2022 - 2023 Work Plans

YV3 | Expanding Youth Decision Making Opportunities

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Gaining commitment to increase youth participation			
Gain commitment from nonprofits and public departments to increase youth participation on boards, commissions, and other oversight bodies. Train all boards on authentic youth engagement.	GNOF, OYF, NOYA, NOLA-PS/LAPCS	Target start date: March 2022 Target end date: March 2023	Not currently in progress; able to take this work on
Target four public boards and four nonprofit boards to establish and/or increase youth occupancy of board seats.	GNOF, OYF, NOLA-PS/LAPCS	Target start date: January 2023 Target end date: September 2023	Not currently in progress; able to take this work on
Initiate policy adaptations where needed to institutionalize the presence of young people on public committees and boards and institute a process for placement. Consider ways to incentivize city contractor to prioritize authentic youth voice (i.e. RFP process, public praise), and increase amount of paid youth positions within city agencies.	OYF	Target start date: June 2023 Target end date: December 2023	Not currently in progress; able to take this work on
Action Strategy Category: Trainings in power-sharing with youth and adults			
Develop and fund training around power-sharing between youth and adults for youth-serving organizations, schools, and the public sector. Example training includes Dismantling Adultism and Authentic Youth Engagement training.	CYPB, NOYA	Target start Date: January 2023 Target end date: Dec 2023	Willing, but unable to take this work on due to resource limitations

Space & Place 2022 - 2023 Work Plans

SP1 | Safe and Active Neighborhood Mobility Options

Historical Information

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, Ride New Orleans, RTA, YouthForce NOLA

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Conduct analysis of young people's connectivity between their neighborhoods and essential services/social infrastructure			
Convene strategic research design meeting between key partners to align on approach to mapping and piloting interventions.	OYF and CYPB with HNP, Ride New Orleans Policy Committee, Playbuild, and Office of Neighborhood Engagement	Target start date: March 2022 Target end date: April 2022	Currently in progress
Determine current 'social infrastructure' data points in the city, highlighting youth-friendly infrastructure.	Healthy Neighborhoods Project, OYF, Ride New Orleans	Target start date: March 2022 Target end date: April 2022	Currently in progress
Use 'social infrastructure' points (including youth workforce development and training) to identify areas with low transit accessibility to social infrastructure and use analysis to inform New Links implementation.	RTA	Target start date: March 2022 Target end date: May 2022	
Conduct mapping exercise, utilizing a 'State of Transit' report style approach to determine neighborhood access to essential services (identified in Youth Data Book) and social infrastructure (defined in prior step), highlighting areas for targeted interventions.	Ride New Orleans Policy Committee, Healthy Neighborhoods, RTA, OYF	Target start date: March 2022 Target end date: August 2022	Willing, but unable to take this work on due to resource limitations (<i>if request is in line with existing Policy Committee work, no additional resources required</i>)

Continued 

Space & Place 2022 - 2023 Work Plans

SP1 | Safe and Active Neighborhood Mobility Options (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Pilot deep community participation in a few neighborhoods			
Build out campaign in 2-4 target neighborhoods to implement deep community and youth participation process to better understand informal social infrastructure that exists and strengthen community's capacity to lead and organize quality of life improvements	Playbuild with Healthy Neighborhood Projects (data and Community Advisory Board), Office of Neighborhood Engagement	Target start date: June 2022 Target end date: December 2023	Not currently in progress; able to take this work on
Action Strategy Category: Connect findings to existing improvement efforts by OT, DPW, CPC and other actors.			
Determine current overlapping improvement efforts	OYF with Complete Streets Coalition, Moving New Orleans Bike Implementation, New Links, Child Friendly Cities Coalition	Target start date: March 2022 Target end date: June 2022	Not currently in progress; able to take this work on
Utilize insights from mapping and community participation to inform existing improvement efforts by public entities.	Regional Planning Commission, Parks and Parkways, Quarterly Infrastructure Briefing, RTA	Target start date: April 2022 Target end date: December 2023	Not currently in progress; able to take this work on

Space & Place 2022 - 2023 Work Plans

SP3 | Affordable, Youth-Friendly Transportation

Historical Information

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., YouthForce NOLA

Action Steps

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Collective advocacy for and development of sustainable free transit model for children and youth ages birth to 24			
Make the current fare restructure pilot permanent to improve affordability.	RTA	Target start date: June 2021 Target end date: December 2021	Complete, as of December 2021
Determine potential of large CMOs in coordination with NOLA-PS, post-secondary institutions, and RTA to purchase students annual transit passes	YouthForce NOLA and Ride New Orleans	Target start date: May 2022 Target end date: August 2022	Currently in progress
Host roundtables with school leaders to understand barriers and opportunities to increase youth ridership (covering potential of training and/or purchasing annual passes, get parents on board)	YouthForce NOLA and Ride New Orleans	Target start date: April 2022 Target end date: June 2022	Not currently in progress; able to take this work on
Advocate to expand reduced fares to the 16-24 population, and free fares for all young people as a broad-based, universal benefit.	CYPB, NOYA, OYF	Target start date: March 2022 Target end date: December 2023	Currently in progress
Identify potential funding streams — public and philanthropic - to subsidize remaining gaps to deliver free transit for all young people, birth to 24. Coordinate with the City Council, RTA, Office of Transportation, and other interested bodies.	CYPB, NOYA, OYF	Target start date: May 2022 Target end date: December 2023	Not currently in progress; able to take this work on

Continued 

Space & Place 2022 - 2023 Work Plans

SP3 | Affordable, Youth-Friendly Transportation (Continued)

Action Steps (Continued)

Task / Step	Step Owner(s)	Timeline	Status as of March 2022
Action Strategy Category: Determining and addressing concerns of young riders and their families related to access and comfort.			
Engage the Ride New Orleans Youth Transit Cohort to understand logistical concerns to transit access, incorporating questions about barriers to comfort when riding.	Ride New Orleans	Target start date: March 2022 Target end date: August 2022	Not currently in progress; able to take this work on
Ensure that RTA bus drivers have appropriate training to respond to passengers experiencing trauma, and ensure public transit rules are posted and clear to all	RTA	Target start date: March 2022 Target end date: December 2022	Currently in progress
Continue to build out supports for crisis management that avoid escalation and criminalization but ensure personal safety for young riders.	RTA	Target start date: June 2022 Target end date: December 2023	Not currently in progress; able to take this work on
Address first and last-mile issues to improve access.	RTA & RPC	Target start date: April 2022 Target end date: December 2023	Not currently in progress; able to take this work on
Conduct parent-based outreach campaign — such as "Ride the Route" days — to address parent concerns around safety or access.	Ride New Orleans and Complete Streets	Target start date: September 2022 Target end date: May 2023	Not currently in progress; able to take this work on

Appendix B: All 10-Year YMP Solutions



All 10-Year YMP Solutions

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
HEALTH & WELL-BEING		
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 **See Note
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
SPACE & PLACE		
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”*

All 10-Year YMP Solutions

Solution	Sequencing
SAFETY & JUSTICE	
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 **See Note
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 **See Note
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
ECONOMIC STABILITY	
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
SP5 Activate community spaces with relationship-based mentorship models, where volunteers are supported with the training and tools needed to succeed.	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

All 10-Year YMP Solutions

Solution	Sequencing
LEARNING	
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.	**See Note
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 **See Note
L5 Expand New Orleans Public Schools curriculum to include: <ul style="list-style-type: none"> • Social emotional learning (e.g. problem solving skills, building community with teams, practicing mindfulness) • Practical skill-building (e.g. financial management, resume building) 	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
YOUTH VOICE, AGENCY, AND IDENTITY	
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.	**See Note

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.

Appendix C: Additional Resources



Additional Resources



Youth Vision

- Full Youth Vision: <https://nolayouthmasterplan.org/new-narrative-for-new-orleans-youth>

Youth Master Plan Phase 1 & 2 Reports

- Phase 1: <https://tinyurl.com/YMP-Phase1>
- Phase 2: <https://tinyurl.com/YMP-Phase2>

Executive Order & Resolutions

- Mayoral Executive Order: <https://tinyurl.com/YMP-Executive-Order>
- Orleans Parish School Board Resolution: <https://tinyurl.com/YMP-OPSB-Resolution>
- New Orleans City Council Resolution: <https://tinyurl.com/YMP-City-Council-Resolution>

Positive Youth Development Framework

- Positive Youth Development Framework: <https://www.youthpower.org/positive-youth-development-pyd-framework>
- Positive Youth Development Literature Review: <https://ojjdp.ojp.gov/sites/g/files/xyckuh176/files/media/document/positiveyouthdevelopment.pdf>
- The Promise of Adolescence, Realizing Opportunity for All Youth: <https://www.nap.edu/catalog/25388/the-promise-of-adolescence-realizing-opportunity-for-all-youth>

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