

New Orleans

YOUTHSHIFT



**Collective Action for
Citywide Success**



Prepared by The Partnership for Youth Development
With generous support from the BCM and JPMorgan Chase Foundations
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INTRODUCTION

Recognizing a shared desire to improve outcomes for youth in New Orleans, youth service leaders and community partners have embarked on a collective effort to better coordinate services and cultivate supportive relationships for citywide success. Young people who grow up with the requisite skills and social attributes for success in school, work, and life form the backbone of communities that strive for an educated, high-wage workforce, a vibrant local economy, safe and stable neighborhoods, and strong, healthy families. By charting a path to this goal, a community change process such as YouthShift can yield lasting benefits not only for young people but also for municipal governments, schools, and the communities they serve.

"It's not enough to talk– we need to actively engage, define, measure, and ensure that youth have the skills and competencies and know how to use them."

-Karen Pittman, Co-Founder, President and CEO, Forum for Youth Investment

In recent years, over thirty cities across the country have successfully invested in similar processes that allow diverse stakeholders, all dedicated to improving outcomes for youth, to improve the coordination, participation and quality of supports in schools and in the community. When cities, schools, young people, and other key stakeholders work together to lay the foundation for success not only for children and youth, but for the community as a whole, it can ultimately result in improved academic, social, and behavioral outcomes for young people through an improved alignment of youth serving systems with ongoing accountability. This Blueprint outlines YouthShift as a community change process, the accomplishments thus far, and the next steps in moving this work forward from theory into practice.

NEW ORLEANS: A BRIEF OVERVIEW

New Orleans in Context

New Orleans' unique history and rich representation of African, Caribbean, English, French, Irish, Italian and Spanish heritages have shaped a distinct American culture. This history has led New Orleans to make significant contributions to the music, food and arts worlds. Additionally, the city's unique location at the mouth of the Mississippi cemented New Orleans as a major center for both domestic and international commerce.

Despite its singularity, for decades New Orleans was beset by many of the challenges facing other American cities, including a high crime rate, population decline due to suburban flight, political corruption, dysfunctional public systems, large proportions of blighted property, and failing infrastructure. These problems were only exacerbated by the devastation from the flooding caused by the levee breaks immediately after Hurricane Katrina in August 2005. At that time, the city's population was approximately 455,000 people. Following the storm, New Orleans' population dipped to a low of 206,000 in mid-2006. The city has seen a steady rise in its population since that time and as of 2012 reached slightly more than 369,000 residents.

Post Katrina Challenges

Tremendous progress has been achieved since 2005, yet New Orleans residents continue to confront a host of socioeconomic challenges that when combined, exacerbates conditions of poverty and racial inequity and impedes upward mobility. Identifying and taking action to address

these often interconnected issues is vital to ensuring that the city continues to progress. Foremost among these challenges is New Orleans' seemingly intractable violent crime rate. The city has a homicide rate of 40 per 100,000 compared to 5 per 100,000 in the United States.¹ This violence disproportionately impacts the city's young people and minority population: 222 people in New Orleans under the age of 25 were murdered between 2010-2012, making up 42% of all murder victims when those under the age of 25 make up 33% of the City's total population. In addition, while African Americans make up 60% of the City's overall population, 93% of all murder victims in New Orleans are African American.²

Additionally, while New Orleans has seen tremendous academic improvements in public education, there are still challenges that need to be addressed. The de-centralized, ever-evolving educational landscape includes high teacher turnover which is costly and disproportionately impacts low-performing schools.³ The average teacher turnover rate at New Orleans public schools from 2010 to 2011 was approximately 27%, with rates at individual schools ranging from a low of 6.7% to a high of 72.7%.⁴ New Orleans also experiences frequent school closures. The 2013-2014 school year alone experienced seven school takeovers and four closures in a City where there's a total number of 90 public schools.⁵ Poor school performance disproportionately affects African American youth. During the 2011-2012 school year, the student population in lower performing schools were comprised of 95-97% black students.⁶

In terms of public health, Louisiana consistently ranks as one of the three least healthy states in the country⁷, with high rates of obesity (6.2% above the national average for high school students⁸), mental health disorders (16% of New Orleans residents reported a mental health diagnosis in 2010⁹), diabetes (3.6% above the national average⁸), and poor overall health outcomes for residents. These challenges directly impact the children, youth and families of New Orleans, especially when compounded by the City's high rates of poverty and racial disparity. In 2011, 42% of New Orleans families lived in poverty, 65% of whom are African American children under the age of five.¹⁰

Even when New Orleans children and youth have access to services, those services are not universally high-quality and young people struggle to access them because they lack information about program options and/or suffer from New Orleans' lack of viable transportation options. In addition, inadequate public health resources, limited pathways out of poverty for people without high school diplomas, and few out-of-school recreational and enrichment opportunities are obstacles to success that our youth face.

Katrina's Disruption Leads to Renewed Energy and Improvements

New Orleans received tireless commitment from its citizenry and enacted many legislative and political changes during the aftermath of Hurricane Katrina. This has resulted in a city that has been continuously redefining itself since 2005. New Orleans weathered the 2008 recession and its aftermath better than most American cities. The economy has steadily improved and diversified. New Orleans' unemployment rate has remained lower and its job growth higher than national averages. New Orleans has also become a hub for education reform and high-tech industries, earning the name "Silicon Bayou" and drawing in an educated workforce that has helped the city to emerge as a magnet for innovation and improvement.¹¹

The progress of the public schools is an example of disruption leading to renewed energy. Starting with the planned state takeover of public schools in 2005, New Orleans has seen its public school system decentralized and transformed to an all charter school system. While this development has drawn both praise and criticism, the city has seen its overall academic outcomes steadily increase. In 2011, 66% of public school parents believed that New Orleans schools are in better shape than they were prior to Katrina.¹² As of 2012, 68% of public school students attend schools that received a School Performance Score of A, B, or C, compared to only 15% of students pre-Katrina.¹³ Since 2012, the city has also seen revitalized systems working more effectively to improve recreational programs, early childhood education, and the city's health department.

This evolution has not been simple or easy. While some collaboration exists, many of our youth serving systems continue to work in silos. New initiatives, coalitions, task forces, and working groups have developed in recent years, yet the majority of these efforts are unaligned and often disconnected from other similarly purposed efforts. Many youth systems leaders recognize this and want to maximize the ability to work efficiently and effectively in a post-Katrina New Orleans that needs sustainability. In addition, as the Katrina related investments continue to shrink, the city faces

"The coalitions which arose after Katrina have not necessarily been effective, with pressure to participate for fear of being left out. What resulted were lots of people coming together and spending a lot of time, but no real impact came out of it."

-Participant in Forum for Youth Investment Leadership Capacity Audit, 2011

an interesting and unique challenge moving into its ninth year since Katrina. Efforts across systems need to be able to leverage resources and provide support for each other if they are to continue to progress and grow. For our continued success, New Orleans needs a unified vision for and common metrics to ensure positive child and youth outcomes, which can only be realized if we work collectively to link and align financial and human resources, support well-defined standards for program quality, and track precise outcomes.

A COMMUNITY CHANGE PROCESS IS BORN: YOUTHSHIFT

"The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action."

-Collective Impact, Kania and Kramer

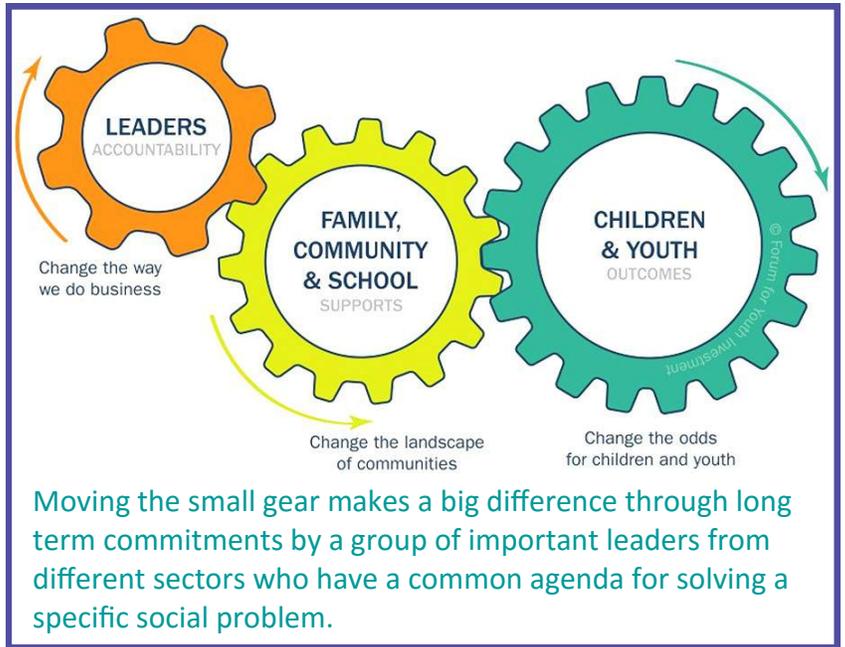
YouthShift as a Collective Process

Designed to address this lack of a unified vision and common metrics for success, a collaborative effort began in 2013 to initiate a community change process that would align goals and resources to ensure youth success. This initiative, New Orleans YouthShift, set about to create a collective approach to ensure that all young people in the city are successful and thriving. New Orleans YouthShift serves as the blueprint for public and private leaders to guide and inform youth related policies and investments across the city. YouthShift offers an opportunity to affirm a shared vision for the future, an assessment of current resources and needs, and a roadmap for moving forward in a way that ensures accountability and sustainability for effective youth serving systems. YouthShift incorporates an intentional community engagement strategy to connect community organizations, city leaders, young people, parents, and other

residents to craft a comprehensive agenda for children and youth in New Orleans.

Addressing a “whole child” view of children and youth, YouthShift:

- (1) Provides support for all children and youth in becoming academically and vocationally productive, socially and civically connected, and physically and emotionally healthy and safe; by
- (2) Ensuring that family, community and school supports are coordinated, accessible, and of high quality; and by
- (3) Ensuring that leaders, from civic champions to service providers to youth and parents, are acting together differently in order to improve these supports required to accomplish the desired results.



Thus, much of the early work of YouthShift focuses on developing: steps necessary to align our efforts towards a common agenda; clear pathways for joint accountability; and new ways to work together across existing leadership groups, coalitions and initiatives.

A Collective Impact Approach

To guide this collective effort, YouthShift relies on the principles of *collective impact*¹⁴ which include:

- A) a common agenda;
- B) shared measurement systems;
- C) mutually reinforcing activities;
- D) continuous communication; and
- E) leadership from backbone support organization(s).

The Partnership for Youth Development (PYD) currently serves as the backbone organization, providing leadership to create a structured process involving multiple partners in a collective decision-making process. These principles are the foundation upon which we work together to create an environment where all of our children and youth can be successful.

SHIFTING THE WAY NEW ORLEANS...



...FOR CITYWIDE SUCCESS

Timeline



Moving Forward

Shared Vision, Continuous Communication, Perpetual Learning, Quality Standards, Accountability, and Tools to Track Progress

Youth Engagement

Youth provide insight to inform YouthShift goals, indicators and intervention strategies.

Facilitated Analysis Process

Five working groups focus on cross-cutting issue areas: Thriving, Learning, Connecting, Leading, Working. They engage in an iterative facilitated analysis process to create initial blueprint.

Framework for Community Change

Design Team crafts the framework and processes for community change, initially focusing on:

- 1) creating the relationships and processes for ongoing collaboration;
- 2) mapping existing resources, coalitions, and data management approaches;
- 3) laying out initial vision and shared definitions of youth success

Inventory of Private Funding

Forum for Youth Investment and Baptist Community Ministries conduct a survey of local funders and creates an inventory of private funding supporting children and youth programming.



YOUTHSHIFT AS A BLUEPRINT FOR COLLECTIVE ACTION

New Orleans Youth Systems Analysis Process

Since early 2013, YouthShift has convened New Orleans’ leaders and stakeholders to develop a body of work that serves as a starting point for collective action. The work began in early 2013 with the creation of a Design Team (see Participants, Appendix 1) charged with facilitating a shared vision, defining an agenda, developing the necessary resources, and creating a draft of a formal structure for YouthShift. This included drafting a vision and mission statement and mapping out what exists in New Orleans in terms of youth serving systems and the various types of collaborations across the city. Between October 2013 and January 2014, the Partnership for Youth Development and the Design Team convened five Working Groups, organized into the themes Thriving, Learning, Connecting, Leading, and Working, in order to develop an initial set of aspirational goal statements describing what we want for our youth. The Working Groups then began thinking of ways to overcome barriers to those goals through mapping intervention strategies. This section provides a summary of the body of work to date outlined by the pertinent questions attached to each part of this process.

What is the purpose of YouthShift?

Vision: We envision a flourishing NOLA in which young people, their families and their communities are happy, healthy, secure, and empowered.

Mission: Our mission is to create and sustain access to quality opportunities that prepare youth for learning, work and life.

What does the youth-serving sector look like in New Orleans?



New Orleans Systems Wheel
 The YouthShift Design Team identified seventeen different systems that work with youth in various capacities. The Systems Wheel provides a big picture of the world in which YouthShift operates.

What specifically do we want for the children and youth of New Orleans?

Consistent with YouthShift’s “whole child” approach, the goal statements drafted by the Working Groups embody what New Orleanians want for our young people across the age-spectrum, from cradle to career. The goal statements delineate what we ultimately want to provide to all children and youth in New Orleans. While aspirational, these goal statements articulate the values and long-term expectations for the young people of New Orleans and will guide the journey of collective action as we build a successful and thriving community.

Goal Statements - Acting together to ensure that all children and youth in New Orleans:

- * Live, learn, work, and play in healthy environments
- * Experience equity regarding access to opportunities, resources, and information
- * Are significantly literate to succeed in the work force
- * Demonstrate proficiency and achieve academic success
- * Are actively supported and encouraged to authentically and equitably participate in leadership and meaningful community change
- * Have the skills, knowledge and disposition to be effective leaders
- * Are free from violence but if they come into contact with the juvenile justice system, the contact is rare, fair, and provides opportunity for future success
- * Have the soft and technical skills necessary to succeed in sustainable careers
- * Have access to diverse living wage career pathways
- * Are physically and mentally safe
- * Are confident, competent, and hopeful
- * Demonstrate the ability to develop and maintain appropriate relationships with peers and non-peers
- * Have positive, supportive relationships within their communities
- * Have appropriate social skills to thrive in any social environment
- * Are engaged in thoughtful and intentional service learning and community service opportunities
- * Thrive physically
- * Progress along the continuum of emotional development, demonstrating appropriate self-regulation, self-control, and self-identity

Why are these goals aspirational and not reality?

Thinking critically about conditions in New Orleans that act as barriers to youth success, the five working groups identified over 70 local conditions (see Priority Local Conditions, Appendix 2) which can serve as points of opportunity for change. These local conditions are not all unique to New Orleans, but were identified as being present here in particularly salient ways. Each local condition identified will be validated by existing data and/or community experience. For many of the local conditions data has been identified. In cases where data is not yet available, we continue to gather more information about community experiences and/or to identify new ways to document those conditions.



What causes these local conditions and what themes emerge?

The YouthShift working groups were originally organized around the themes of Working, Learning, Connecting, Thriving, and Leading. In order to create focus areas that reflect our local experience, we analyzed all of the identified local conditions. This analysis resulted in the identification of several emerging common causes, or themes. These themes capture the priority areas of YouthShift and represent more accurately the realms in which children and youth experience barriers to success. Within each priority area are the local conditions that were identified as specific barriers that exist in New Orleans (see Common Cause Priorities for Action, Appendix 3).

How do we change the way we work together to make our goals reality?

In order to improve the way our children and youth experience success, we need to find ways to overcome the barriers we have begun to identify

and to develop solution strategies (see Solutions Map, Appendix 4). The emerging body of work includes figuring out how, as a community, we solve these problems by turning our local conditions into solutions. To this end, we have begun identifying those who already work in each area (organizations, public agencies, individuals, and “moving trains”, see Appendix 5), identifying what they are currently doing related to the issue, and thinking of other potential ways to intervene creatively. The following is an example of what this can look like:

Local condition: Exposure, perpetration, and victimization of young people	
A. Who is doing work related to this?	B. What are they doing?
1. Children’s Bureau, Family Services, Mercy Family Center	Mental health and trauma service provision
2. Health Department, RSD, OPSB, Metropolitan Human Services	Trauma response in the event of a student involved homicide
3. Tulane University	Research on exposure to violence and trauma
4. NOPD	Victims unit helps coordinate surviving in the aftermath
5. City Health Department	Co-sponsoring trainings for school trauma response
C. What else could be done?	
1. Improve fidelity of implementation of Positive Behavioral Intervention and Supports to address root causes and promote positive school climate	
2. Expand the use of restorative practices in schools	
3. Partner with local resources to translate trauma informed approaches into action	
4. Clarify NOPD’s response to childhood exposure to violence	

YOUTHSHIFT AS A LONG-TERM VISION

There has been substantial work completed to date, but the work thus far is only the foundation for the long road ahead. The process outlined in this document serves as a blueprint to:

- (1) guide the continued work to be done across the community;
- (2) engage others in the process;
- (3) clarify and communicate the issues; and
- (4) intentionally and strategically align efforts for change.

Community Engagement

Over 45 organizations and 90 individuals have been a part of the process. YouthShift is currently focusing on engaging a larger audience that better represents the full universe of supports and systems that serve our youth and families. We have begun to engage a much larger community of stakeholders into this work and will continue to use 2014 to increase the voices represented. Stakeholders will have the opportunity to learn about YouthShift through public forums, individual meetings, group presentations, focus groups, and participate through existing coalitions and organizations that want to be involved. Through this engagement process we hope to move closer to a broad community consensus for what a collective action for citywide success can look like. We want feedback from community members related to the following questions:

- How the goals statements resonate with their work?
- Do the priorities for action and local conditions seem accurate?
- What is missing?
- Are there ways to intervene to help youth overcome this barrier?
- Do they share this vision for New Orleans?
- What can they do to help youth succeed?

Youth Engagement

The voice and participation of New Orleans young people is equally important to this work. The youth of New Orleans offer an invaluable perspective that needs to inform YouthShift. There will be an emphasis in 2014 on engaging existing groups working with New Orleans youth to solicit input and feedback on the goals and outcomes they desire for their own success in New Orleans. We are considering the creation of a Youth Advisory Team that would not only provide input to YouthShift, but would actually lead an effort to engage other youth in New Orleans. Engaging youth into the work of YouthShift as equal and inclusive partners will strengthen the collective vision of this work.

Incorporating Feedback

This blueprint is a living document meant to serve as a starting point for collective action. The work of YouthShift will evolve as we focus in on how to develop supports and meet the needs of youth and families. The feedback from the community and youth will be woven into this blueprint to inform the change process in real time. An electronic feedback form will be used to capture the reactions, suggestions, and comments on the work to date which will then be used to inform future editions of this blueprint and clarify the initial list of local conditions and priorities for action. Summaries of the feedback will be periodically posted online beginning in July 2014 to increase transparency and instigate thought provoking dialogue.

YOUTHSHIFT: SUPPORTING CITYWIDE SUCCESS

Shared Vision

The draft goal statements, along with the eight priorities for action and the seventy local conditions, are the basis for creating a vision for success shared across youth serving systems. Already, we are receiving feedback about the validity of these statements and whether or not they capture all that we want to see for our young people and community. This feedback is shaping the vision within YouthShift so that it will more accurately reflect what we all envision for New Orleans.

“Large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations.”

-Collective Impact, Kania and Kramer

Through the work of YouthShift, individuals and organizations across the city will sign on to an agreed upon understanding of the issues and of an ultimate goal so that we are better able to work together effectively and take action for a truly common purpose.

Continuous Communication

We will build a practice of regular communication to maintain the collective aspect of YouthShift and to strengthen the relationships of existing stakeholders to work together effectively. This occurred in the Working Groups which brought together individuals and organizations that hadn't previously worked together, but it continues every day as we make a concerted effort to connect and link our own work to work being done across the city and to include less predictable partners for the benefit of the whole. In addition, we want there to be an easy way to learn about existing coalitions and collaborations so that these efforts are strategically utilizing, supporting, and leveraging both time and resources in a non-duplicative manner. For example, there are currently at least ten initiatives across the city that do work related to youth safety and justice, some of which have overlapping membership. These initiatives should know about each other, but more importantly, should consider where their efforts coincide or where there may still be gaps.

Perpetual Learning and Quality Standards

We want to learn from our own successes, from national best practices, and from other city's efforts that have proven successful as a way of ensuring that we are serving our youth and utilizing resources effectively. Continuous communication and data-driven decision making allow us to share successes, utilize lessons learned by others, self-evaluate, and draw on the knowledge and expertise both inside and outside of New Orleans to increase youth and community success.

Accountability

Investing in the sustainability of YouthShift is a significant part of the effort moving forward. We will need to identify and negotiate a long term home where YouthShift can live. It is important for an entity or entities to continue to lead collective impact efforts with the city's stakeholders, be an accountability arm for the citywide outcomes, monitor progress for solution strategies, and be a champion for improving New Orleans practice of collective action for citywide success.



Baptist Community Ministries is conducting a survey to collect data about backbone organizations in New Orleans which have played a role, or may play a role, in helping us achieve the collective impact goals defined in YouthShift. The Backbone Support Assessment Survey was developed by the Forum for Youth Investment to help collective impact efforts assess backbone capacity in six functional areas proven to be crucial for success which includes having the ability to: (1) guide vision and strategy, (2) support aligned activities, (3) establish shared measurement practices, (4) build public will, (5) advance policy, and (6) mobilize funding.

Tools to Track Progress

Tracking our successes and failures will be crucial to New Orleans learning and growing. Being able to assess what works will help inform and prioritize our work. To this end, YouthShift is coordinating a Data Advisory Team, made up of cross-sector data partners, to help develop a plan for data-sharing and for data capacity support. The intention is to use the shared agenda and agreed upon outcomes as a way of tracking progress as well as supporting data-informed decision making for continuous improvement.

In addition, the team is working closely with The Data Center (formerly GNOCDC) to develop and produce a Youth Index for New Orleans that can attach practical measurement to the youth outcomes identified in YouthShift. The Data Center has helped lead this effort, and in so doing, brings rigor and value to data work in New Orleans.

WAYS TO BE INVOLVED

Provide feedback on the local conditions:

- Do the local conditions seem accurate?
- What local conditions are missing?
- Does the longer list of goal/outcome statements seem accurate? What areas are missing or should not be a priority?

Inform the vision and solutions for New Orleans:

- Do the goal statements capture your sense of what direction you'd like to see the community go?
- How do you see your work inside the Priorities for Action?
- Are these areas a part of your work priority?

Think about how you can contribute (as an individual or organization):

- What value do you see in using a common community measuring stick such as this one?
- If we published a report about community progress in 5 years using the YouthShift priorities as a measure, what would you hope it said about your organization?
- Who else should be involved? Are there colleagues of yours that should be introduced to this effort?

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Appendix 1: Participants

Organization	Name	Design Team (Jan-Sept 2013)	Big Picture Training (Aug 2013)	Working Group (Oct 2013-Jan 2014)	Steering Committee (Feb 2014-present)
Agenda for Children	Donna Cavato	X			
Agenda for Children	Teresa Falgoust	X	X		X
Agenda for Children	Catherine Robin	X			
Baptist Community Ministries	Jennifer Roberts	X	X	X	X
Baptist Community Ministries	Pam Stevens	X	X	X	X
Bard Early College in New Orleans	Stephen Tremaine			X	
Children's Bureau of New Orleans	Paulette Carter		X	X	X
Communities In Schools of Greater New Orleans	Sara Massey		X	X	X
Cowen Institute, Tulane University	Vincent Rossmeier	X	X	X	X
Cowen Institute, Tulane University	Patrick Sims*				
Cowen Institute, Tulane University	Amy Barad	X	X	X	X
Family Services Greater New Orleans	Alix Tarnowsky			X	
Greater New Orleans Data Center	Vicki Mack*	X	X	X	X
Greater New Orleans Data Center	Ben Horwitz	X	X	X	
Grow Dat Youth Farm	Johanna Gilligan		X		
Grow Dat Youth Farm	Jeanne Firth			X	
Institute for Women in Ethnic Studies	Callie Kaplan*				
JPMorgan Chase	Liza Cowan		X	X	
Juvenile Justice Project of Louisiana	Jolon McNeil		X		
Kids Rethinking New Orleans Schools	Hamilton Simon-Jones		X		
Kids Rethinking New Orleans Schools	Karen Marshall			X	
Kingsley House	Trinell Farria		X		
Louisiana Center for Children's Rights	Josh Perry	X	X	X	X
Louisiana Department of Education	Ashley Aleman			X	
Louisiana Department of Education	Lisa Kurtz			X	
Louisiana Endowment for the Humanities	Tara Zapp			X	
Louisiana Public Health Institute	Taslim van Hattum*	X	X	X	X
Neighborhood Partnership Network	Timolynn Sams			X	
New Orleans Health Department	Chris Gunther	X	X	X	X
New Orleans Health Department	Charlotte Parent	X			
New Orleans Health Department	Katherine Cain*				

Appendix 1: Participants

Organization	Name	Design Team (Jan-Sept 2013)	Big Picture Training (Aug 2013)	Working Group (Oct 2013-Jan 2014)	Steering Committee (Feb 2014-present)
New Orleans Kids Partnership	Kyle Hucke		X	X	
New Orleans Kids Partnership	Matthew Schwarzman		X	X	
New Orleans Office of Workforce Development	Nadiyah Coleman		X		
New Orleans Police and Justice Foundation	Nathaniel Weaver		X		
New Orleans Public Library	Kim Tran		X	X	
New Orleans Recreation Development Commission	Jahanna Brightman		X	X	
Orleans Parish Juvenile Court	Judge Ernestine Gray		X		
Orleans Parish School Board	Colleston Morgan Jr.*	X			
Orleans Public Education Network	Deidre Johnson Burel*		X	X	
Partnership for Youth Development	Lauren Bierbaum*	X	X	X	X
Partnership for Youth Development	Eric Jensen	X	X	X	X
Partnership for Youth Development	Nicole Jolly*		X	X	X
Recovery School District	Alvin David*				
Unaffiliated (previously RSD)	Ting Ting Rivers				X
United Way of Southeast Louisiana	Marti Dumas	X	X	X	X
Unity of Greater New Orleans	Katy Reckdahl	X			
Upward Bound, University of New Orleans	Lynette Bates			X	X
Urban League College Track	Sherdren Burnside		X	X	
Vietnamese Young Leaders Association	Erica Buher			X	
Youth Study Center	Glenn Holt		X		

*Member of Data Advisory Team

As YouthShift moves into 2014 it continues to engage people in new ways. PYD is actively documenting the ways that people and organizations continue to be involved in solutions mapping, youth and community engagement, providing feedback and other types of involvement that develop.

Almost 50 individual leaders and stakeholders have been involved in the initial YouthShift process:

Design Team	18 participants
Big Picture Training	33 participants
Working Groups	34 participants

Appendix 2: Priority Local Conditions

This list of local conditions was created to identify barriers to success for many children and youth in New Orleans. It is a first step to creating solutions as well as to identify the set of indicators that we can use to track progress towards our goals within each priority area. The local conditions are in no particular order (note that the numbers correspond to the graphic in Appendix 3) and will be updated as we receive input from different organizations and individuals.

Health and Wellbeing

1. Not all parents have supports they need in order to support their children (education, employment, mental health, etc.)
2. Not all youth have adequate penetration of social emotional learning (SEL) in school curricula
3. Mismatch between number of slots available and number of slots filled for various social service/mental health supports
4. Not all youth have access to consistent healthy food sources
5. Not all youth have access to quality comprehensive reproductive health education and services (STI’s, teen pregnancy)
6. Not all youth lead physically active lifestyles
7. Overwhelmed DCFS and other intervention agencies lead to perceived de-prioritization of most child crises/needs
8. Youth need resiliency to overcome effects of acute/chronic trauma of poverty & violence exposure and Katrina
9. All teachers and social workers need development around trauma, mental health, ages, stages
10. Poor parental health
11. Not all youth have access to quality holistic early childhood development opportunities 0-5; such as daycare facilities, events, parenting programs
12. Not all youth have access to consistent, quality, coordinated, culturally appropriate primary care and behavioral health services
13. Our highest need populations are further disconnected from health services

Socio-Economic Mobility

14. There is instability within learning spaces (i.e. teacher turnover, school takeovers, closures, etc.)
15. Some students experience poor academic performance at transition points (K, MS, HS, vocational/Higher Ed)
16. We need an expansive definition for student success that outlines paths for a variety of strong post-secondary outcomes for higher ed, work, career, etc.
17. Strict disciplinary policies at some schools impact SEL development, school attendance, enrollment, etc.
18. Institutions do not sufficiently expose youth to diverse occupations and example pathways especially for projected high growth industries
19. Secondary institutions are not consistently preparing young people for transition to postsecondary opportunities
20. Secondary institutions do not consistently expose youth to a range of postsecondary options and livable-wage career pathways
21. High numbers of youth who face great obstacles to higher education/post-secondary opportunities
22. Many high school graduates lack work experience
23. We have insufficient high-quality postsecondary options for young people
24. Not all youth have soft skills (i.e. communication, problem solving, etc.) programing to scale (most are pilots)
25. We lack quality workforce development training programs preparing young people for living wage careers to scale

Space and Place

26. Lack of quality healthy environments
27. Not all youth have stable, consistent housing
28. Lack of adequate transportation options for youth to get to work, school, programs, etc.
29. Too few safe spaces that meet developmental needs of young people throughout the age spectrum

Systems and Supports

30. Isolation by race/income limits fluidity and concentrates resources that could lead to diverse social development
31. We do not always use what we do know (best practices, successes) in systematic and systemic ways
32. Lack of long-term public and private funding commitments for youth services
33. Funding streams are not aligned or tied to service learning

Appendix 2: Priority Local Conditions

Safety and Justice

34. Youth participating in and/or witnessing violence in their community “normalizing” violence for many youth
35. Youth in certain neighborhoods are in close and constant proximity to violence
36. Community lacks trust in public safety and criminal justice systems
37. High rates of incarceration of youth and parents, especially black men
38. High rates of abuse and neglect
39. Exposure, perpetration, and victimization of young people
40. Racial profiling, youth-unfriendly policing policies

Education

41. Technological illiteracy
42. Financial illiteracy
43. General illiteracy
44. Service learning and community service are not incorporated into schools, out-of-school time requirements
45. College prep, “no excuses” model may not be best option for all students in New Orleans and there are few alternatives that foster alternative pathways for students who do not pursue college.
46. We need a demographic survey of teachers, program leaders, staff, and students
47. School measurements do not include appropriately aligned emotion development indicators through grade 12
48. More class time is not more learning
49. School use predominantly punitive rather than restorative practices that do not give consideration to community, cultural, and socioeconomic variables
50. “Triggers” for poor academic performance are not assessed and/or addressed early enough (absenteeism, behavioral incidents, truancy, etc.)
51. Lack of coordinated infrastructure to recruit, train, retain, support educators
52. Need definitions of student success inclusive of socio-emotional and qualitative measures
53. Not every school implements Positive Behavioral Interventions and Supports (PBIS) with fidelity and quality
54. Lack of leadership curriculums in formal settings (schools, out-of-school time programs)
55. Definitions of success vary, are not universally accepted and are not inclusive of physical health, social/emotional development, or communication skills
56. Not enough capacity in schools/community based organizations to organize Service Learning

Youth Voice

57. No quality standards for community service and/or service learning
58. There are not enough outside providers that coordinate service learning
59. What are the “knowledge, skills, and disposition” necessary for youth to be leaders
60. Current leadership skills of youth are often misinterpreted or not recognized
61. There are not dedicated seats or space for youth to engage in community change
62. There is a legacy of non-participation of youth in public and private systems
63. There is not a clear definition of what authentic youth engagement looks like
64. Low civic participation
65. Youth participation is inconsistently prioritized
66. Youth involvement is made difficult because of unrealistic expectations made at the youth’s expense (scheduling inclusive meetings/being mindful of youth’s time/budget)

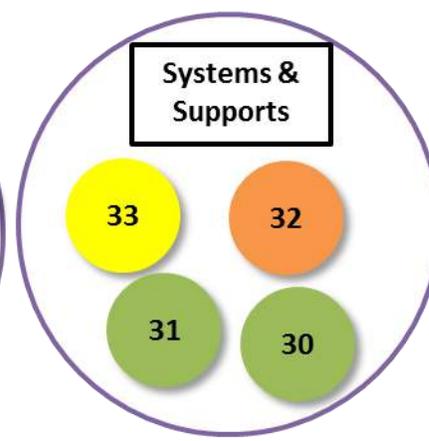
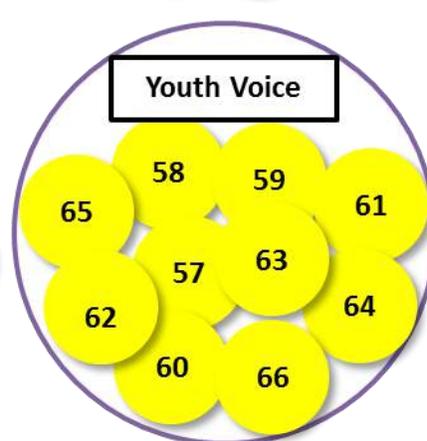
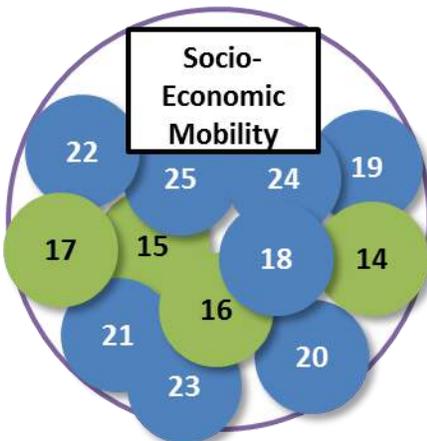
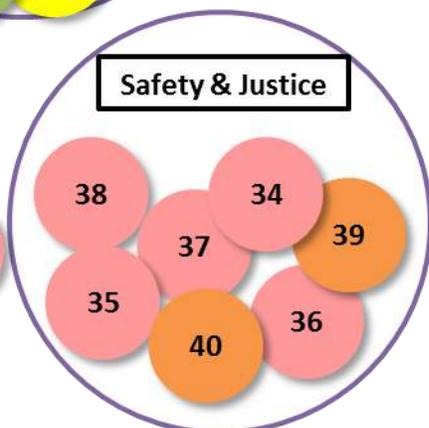
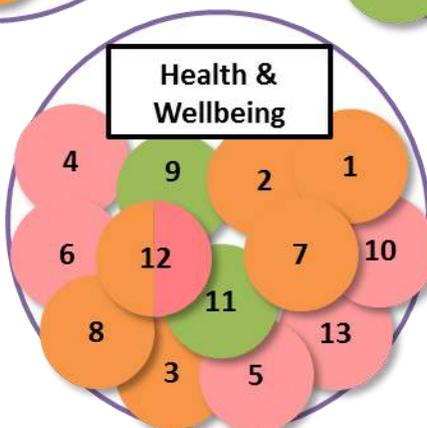
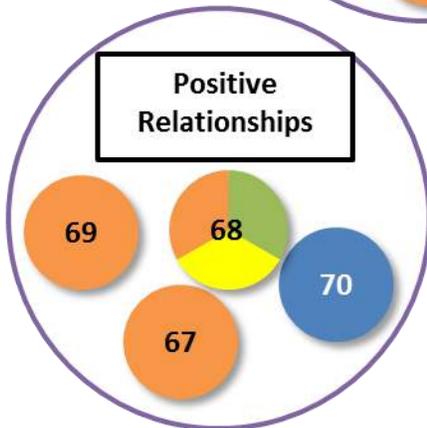
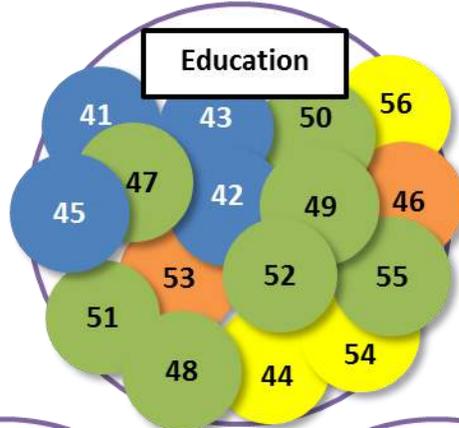
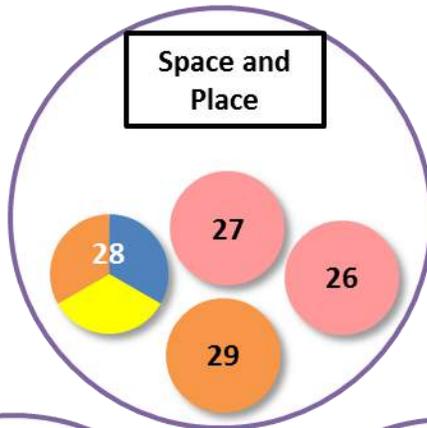
Positive Relationships

67. Cultural competency required for understanding, supportive adult mentorship relationships in programs/schools
68. Not all youth have access to adults who have the capability and willingness to serve as role models or mentors
69. Capacity and quality of formal mentoring programs and opportunities are inconsistent
70. Youth need mentors that expose and connect them to career pathways and networks

Appendix 3: Common Cause Priorities for Action

Local conditions organized thematically. Emerging themes become the priority areas for action and intervention. Each number corresponds to the local condition in Appendix 2.

Priorities for Action	
	Connecting
	Leading
	Learning
	Thriving
	Working
○	= Policy, Research, Practice



Appendix 4: Example Solutions Mapping Form

This form is used to assist in the development of creative solutions to address the local conditions that have been identified. Realizing that there is a lot happening across the city, this is a way of documenting existing efforts as well as thinking of additional ways to address local conditions, shaping the plan for action.

PRIORITY FOR ACTION: _____

LOCAL CONDITION: _____

Who is doing work to address this local condition?	What are they doing?
1.	
2.	
3.	
4.	
5.	
Who could be doing work to address this local condition?	Why should they?
1.	
2.	
3.	
4.	
5.	
Action/Strategy(s):	Ways to Intervene: <ul style="list-style-type: none"> • Provide Information • Build Skills • Provide Support • Change Physical Environment • Reduce Barriers • Change Consequences • Modify Policy • Align Resources • Strengthen Constituent Voice
What is a possible strategy to address this local condition?	
1.	
2.	
3.	

Appendix 5: Moving Trains by Draft Priorities for Action

This is a map of the coalitions, collaborations, initiatives, and networks that exist in New Orleans as they fit into the priorities for action. It is updated regularly, and is only the beginning of mapping all of the city’s efforts. Please contact youthshift@nolayouth.org if you have a coalition to add or information to update.

Existing “Moving Trains” (coalitions, task forces, collaborations)	Socio-Economic Mobility	Safety & Justice	Education	Youth Voice	Health & Wellbeing	Spaces & Places	Positive Relation- ships	Systems & Supports
Business Council	X							
Choice	X		X					
Citizens for One		X	X			X		
Connect to Protect					X			
Crime Coalition		X						
Children and Youth Planning Board	X	X	X	X	X	X	X	X
Early Childhood Coalition			X					
Early Childhood Readiness			X					
Family Child Care Licensing			X	X				
Fit NOLA					X			
Forward NO		X	X			X		X
GNO Drug Reduction		X			X			
Juvenile Detention Alternatives Initiative		X						
Junior League	X			X				
LA Obesity Council					X			
Mayor's Domestic Violence Advisory Committee		X			X			
Mayor's Strategic Command to Reduce Murders		X			X			
National Forum on Youth Violence Prevention Core Team		X			X			
Neighborhoods Partnership Network								X
New Orleans Fatherhood Consortium					X		X	
New Orleans Kids Partnership				X			X	
Opportunity Youth Executive Directors Collaborative	X			X				X
Place Matters					X			
Ready, Set, Go! EDI			X					
Rotary	X							
SBBHealth					X			
Southern Louisiana Grantmakers Forum	X	X	X	X	X			
Stand Up for Our Children			X					
Success By 6			X					
Teen Pregnancy					X			
Women's Leadership Council			X					