



NEW ORLEANS YOUTH ALLIANCE

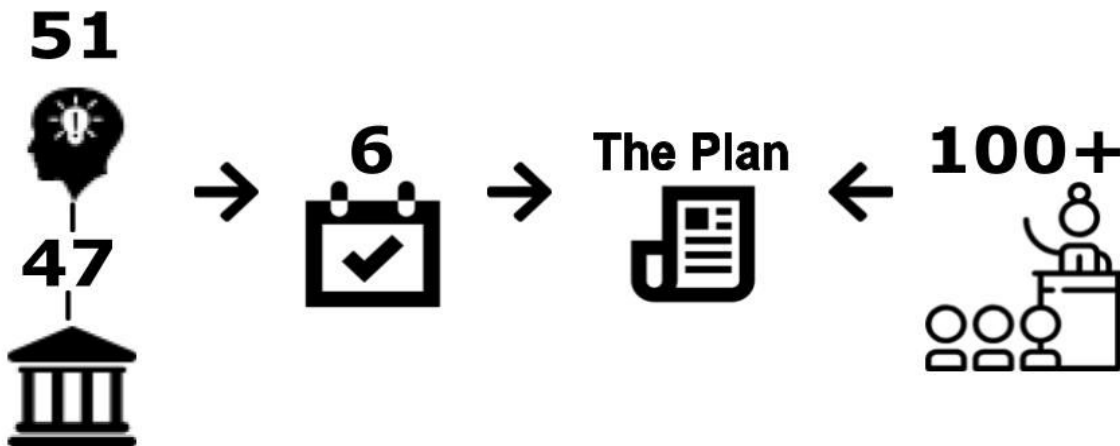
STRATEGIC PLAN

2018-2021

LETTER FROM THE EXECUTIVE DIRECTOR

Dear New Orleans Youth Alliance Community:

It brings us great joy to deliver to you the *New Orleans Youth Alliance Strategic Plan 2018-2021*. This plan is informed by your voices, and responds to the needs you articulated during the strategic planning process. In all, 51 individuals representing 47 organizations impacting youth across New Orleans weighed in on the New Orleans Youth Alliance's (NOYA) strategic direction and focus. Thus far, we have presented our strategic plan to more than 100 stakeholders. We hope this plan reflects your vision for how NOYA will help organizations and systems impacting young people work towards a more supportive city that helps facilitate positive outcomes for children and youth in New Orleans.



As the New Orleans Youth Alliance takes steps to move its strategic plan forward, we want to share some reflective questions with you that we are pondering as we execute this work:

1. How is the work we are doing addressing the inequities marginalized children and youth experience in New Orleans?
2. How are we centering youth voice and leadership in the design and decision-making phases of our work that directly impacts children and youth?
3. What strategies are we implementing to engage families as authentic partners in our efforts to facilitate children and youth's positive development?
4. How can we improve collaboration with system and program partners who strengthen coordination of our efforts to improve outcomes for children and youth?
5. How do we create spaces in our work to facilitate healing for youth, families and our staff to mitigate the impact of trauma experienced in our community?

These questions align closely with our vision, mission, values, goals and priorities. Moreover, these questions are important for all of us to consider in our collective effort to improve the lives of children and youth in New Orleans.

We are excited to continue partnering with you to expand high quality, well-resourced youth-serving programs in New Orleans and we are committed to advancing policies that ensure that all children and youth are "safe, secure and thriving."

We invite you to provide us with feedback on this plan and look forward to our journey ahead together in service of the children and youth of New Orleans.

Sincerely,



Rashida H. Govan, Ph.D.

Executive Director

New Orleans Youth Alliance

TABLE OF CONTENTS

| | |
|------------------------------------|--------|
| Letter from the Executive Director | 2 - 3 |
| Table of Contents | 4 |
| Vision, Mission and Values | 5 |
| Goals | 6 |
| Markets | 7 |
| Offerings | 8 - 10 |
| Priorities | 11-12 |
| Partners | 13-17 |

VISION

Youth and adults work together to ensure that all young people – especially those who are marginalized – are safe, secure and thriving.

MISSION

Grounded in racial equity and youth leadership, New Orleans Youth Alliance fosters youth-centered policies and cultivates a system of high-quality, well-resourced youth development organizations.

VALUES

We are rooted in our values, driven by the lived experiences of young people and their parents and guided by the following principles:

- **Youth leadership** – Youth voice guides the work of the organization and leads to better outcomes for young people. We will be responsive to the immediate and long-term needs of young people and we will encourage youth-serving organizations to prioritize youth voice in the design and decision making phases of their work.
- **Equity and Solidarity**– We will authentically engage and honor the power of youth, families, and community-members by centering their voices and building trusting partnerships.
- **Critical Social Analysis** – We will be explicit in naming the root causes of inequity and address the ways in which systems and power structures contribute to the disparities experienced by young people of color.
- **Wellness** – Youth should have what they need to be, grow and develop holistically in mind, body and spirit.

GOALS

1. Build a community of youth-serving organizations that collaborate to improve outcomes for young people in New Orleans by:
 - a) Centering racial equity and positive youth development in all programs and services
 - b) Embedding youth voice and leadership in conversations and decisions related to youth
 - c) Establishing a standard for high quality programs and services and helping youth development professionals and organizations improve their practices to reach that standard
 - d) Clarifying and promoting what each organization does for and alongside young people
 - e) Sharing data and knowledge about the experiences of young people
2. Convene and support youth-centered policy, research, and advocacy efforts at the local and state levels
3. Maximize and facilitate investments in high-quality youth-serving organizations
4. Build bridges between the youth development community and other sectors (e.g. transportation, housing, health, K-16 education, government)

MARKETS

Beneficiaries

- Youth
- Families
- Youth-serving organizations
- Youth workers (e.g. youth development professionals, youth ministry workers)

Recipients

- Youth leaders
- Charter Management Organizations
- Government or Elected Officials
- Intermediaries
- Office of Youth and Families
- Orleans Parish School Board
- Parents/Caregivers
- Philanthropic Funders
- Youth-serving organizations or programs (leadership and staff)
- Youth workers (e.g. youth development professionals, youth ministry workers)
- YPQI Coaches
- YPQI Methods Trainers

OFFERINGS

Convening and Networking – creating forums for peer networking and professional exchange among youth, practitioners, policy makers, funders and other stakeholders

- Communities of Practice
 - Coaches
 - Executive Directors
 - Trainers
 - Team Leaders
- Affinity Groups
 - Youth leaders
 - Mid-management
 - Frontline, youth development professionals
 - STEM organizations
 - Girls organizations

Resource Development and Dissemination – helping shape a vision and framework that defines the field; developing assessment tools, training curricula, and other materials and making them broadly available; and brokering access to resources, including funding, technical assistance, and training

- Coordinate solutions to system-wide issues
- Youth Data Warehouse
- Training related tools (e.g., racial equity, trauma-informed approaches, toolkits, etc.)

Standards Identification and Setting – working with youth and youth organizations to identify best practices, relevant staff competencies, and resulting outcomes for youth

- Set Program Quality Standards (YPQI)

- Organizational Effectiveness Standards

Training and Technical Assistance – locating and creating training programs, developing training consortia, providing training directly, and referring organizations to other sources of training; coaching; and advising on topics such as board development, financial and facilities management, and information technology

- Advising/Consulting
 - Youth Engagement Consulting
 - Administrative/Management/Back office consulting
- Coaching: Program Quality (YPQI)
- Training
 - Program Quality (YPQI)
 - Racial Equity
 - Socio-emotional Learning
 - Trauma-informed Approaches
 - Youth Participatory Assessment
 - Culturally-responsive Youth Development

Advocacy and Representation – representing the contributions and needs of youth and youth development organizations to government, private funders, and others on issues including funding, policy and legislation

- Coordinate the Development of Youth Policy Agenda
 - Youth Intermediaries Roundtable
- Op-Eds / Public Narrative Shift
- Youth Index

Assessment – developing assessment guides and monitoring processes, participating in program documentation, and providing evaluation oversight and management

- Youth Development Alumni Group

- Program Quality Assessment (YPQI)
- Evaluation Frameworks
- Youth Participatory Assessment

Promotion – gathering information about existing youth development organizations and sharing with youth and families

- Online repository / Directory of youth-serving organizations
- Promote successful programs
- Promote best practices

Maturing the Profession – establishing standards and certifications, providing professional development, and publishing research for youth workers

- Create a professional development system for youth workers that augments staff skills and knowledge and builds capacity to meet program quality improvement goals

PRIORITIES

2018-2019 Priorities

- Establish NOYA as a legal entity
- Launch new training offerings and tools (trauma-informed approaches and racial equity)
- Launch youth leadership fellowship
 - Hire Fellowship Coordinator
- Conduct youth organization landscape analysis
- Establish and create youth program directory
- Develop NOYA policy agenda with a focus on the youth master planning process and on increasing public investment in youth programs
 - Lead Youth Intermediaries Roundtable, Executive Directors Community of Practice and Youth Leadership Fellows in compiling a shared policy agenda
- Expand community outreach with special focus on youth, families, and small, youth-serving organizations

2019-2020 Priorities

- Expand NOYA Staff (Development Consultant, Assessment Manager, Director of Quality and Advocacy, etc.)
- Modify NOLA-YPQI model to make more sustainable
- Establish youth policy agenda in partnership with youth, families, youth-serving organizations and other key stakeholders
- Advocate for increased investment in youth-serving organizations
- Develop youth participatory assessment process and tools
- Increase participation in NOLA-YPQI workshops and offerings
- Establish standards for organizational effectiveness for youth-serving organizations

- Expand community outreach with special focus on youth, families, and small, youth-serving organizations
- Expand NOYA training offerings
- Establish NOYA Affinity Groups to facilitate the development of strategic partnerships and supports between youth development professionals

2020-2021 Priorities

- Launch Youth Index in partnership with the Data Center
- Expand implementation of youth participatory assessment
- Draft and publish a Youth Index Narrative in conjunction with youth leadership fellows
- Develop open source youth development trainings in partnership with other youth intermediaries across the country
- Continue the expansion of the youth leadership fellowship
- Advance a youth-centered policy agenda
- Expand community outreach with special focus on youth, families, and small, youth-serving organizations

ENVIRONMENT

Strengths

- Strong partnerships with youth-serving organizations exist.
- New Orleans Youth Alliance is represented in systems-level collaboratives.
- The Youth Program Quality Initiative of the New Orleans Youth Alliance is a community-endorsed process.

Weakness

- New Orleans Youth Alliance is newly established organization with a developing infrastructure.
- New Orleans Youth Alliance has limited brand recognition in the landscape.

Opportunities

- The emerging work on the youth master plan presents an opportunity for New Orleans Youth Alliance to influence systems-level change to promote positive youth outcomes.
- New Orleans Youth Alliance has the opportunity to expand its offerings across the Greater New Orleans area (e.g., methods trainings).
- There are many opportunities for collaboration and collective impact across the landscape that could help New Orleans Youth Alliance in advancing its mission (e.g., Intermediaries Roundtable).

Threats

- There may be perceived redundancy with other intermediaries in the landscape.
- There is a scarcity of resources to adequately support youth-serving organizations.
- New Orleans Youth Alliance faces the challenge of developing an identity beyond NOLA-YPQI.

INTERNAL ENVIRONMENT

Proposed New Orleans Youth Alliance Organizational Chart



EXTERNAL ENVIRONMENT

Partners

YPQI Partners

1881 Research Institute
826 New Orleans (Big Class)
A's & Aces
Bard Early College of New Orleans
College Track New Orleans
Collegiate Academies
Communities in Schools
Community Works of Louisiana
Covenant House
Cowen Institute - Earn and Learn
Cowen Institute - EMPLOY Youth Action Team
Dancing Grounds
Dibia Dream
DiscoveryFEST Enrichment Program
Dryades YMCA
FirstLine Schools
Girls on the Run
Grow Dat Youth Farm
International High School of New Orleans
Liberty's Kitchen
Loop Nola
Louisiana Endowment for the Humanities

Louisiana Green Corps
Louisiana Philharmonic Orchestra
Lycee Francais
Make Music NOLA
MIC-AMPED
New Orleans Charter Science and Mathematics High School
New Orleans College Prep
New Orleans Therapeutic Day Program
New Orleans Video Access Center
Operation Spark
Orleans Parish Juvenile Court
PINK House Inc.
Reconcile Inc.
St. Anna's Episcopal Church
Upturn Arts
VAYLA
YAYA
Young Audiences
Youth Empowerment Project
Youth Run Nola

YPQI NORD Partner Organizations

1881 Research Institute
Abundance of Desire
Anthony Bean
A's & Aces at Atkinson Stern
A's & Aces at Joe Brown
Better Choice Foundation/Coghill School
Boys & Girls Club of SELA
Building a Better 2Morrow
Caffin Avenue CAMP ROCK
City of Love
Community Works at Einstein
Community Works at ISOL
Community Works at Wilson
Hope Community Resource Center
Covered Kids
DB Morton Ministries
Dryades YMCA
Tambourine & Fan
Firstline/Arthur Ashe Charter School
Forelle (SOY - Summer of Youth)

Future Kicks Martial Arts and Fitness
Gear Up NOLA/IEA NOLA
Gear Up Nola
Goal Getters LLC
Help Free an Angel
Infinity Dance and Cheer
Imani Dance Academy
Inspiration Academy Early Learning Center
Kedila Family Learning Center
Kingsley House
Knowing Your Destiny
Landry-Walker
Leona Tate Foundation for Change
LSUAg Center CHEF Camp
MIC-AMPED
New Hope Summer Enrichment
New St. Joseph Center
NOBA
NORDC Outdoors Camp
Camp ELCE Where

(YPQI NORD Partner Organizations Cont'd)

Passion Dance Center
Pleasant Zion Missionary Baptist Church
Pleasant Zion
Royal Castle Child Development Center
St. Roch Community Church
SUNO

YPQI Coaches

Alli Womac
Andrea Zayas
Angela Herbert-White
Ayat Alrahahleh
Bonnie Gabel
Cay Kimbrell
Chris Brooks
Devon Turner
Farrell Sampier
Glenn Caston

YPQI Event Locations

Andrew P. Sanchez Multi-Service Center (NORD)
Broadmoor Arts & Wellness Center
Corpus Christi-Epiphany Catholic Church
Milne Recreation Center (NORD)

NOYA Consultants

Addison French & Associates
Angela Hebert-White
Bonnie Wylie, Lukinovich, A Professional Law Corporation

NOYA Strategic Plan Partners

Baptist Community Ministries
Black Education for New Orleans (BE NOLA)
Broadmoor Improvement Association
Brothers Empowered 2 Teach (BE2T)
Children and Youth Planning Board
Conrad N. Hilton Foundation
Cowen Institute
Cowen Institute: EMPLOY Collaborative
Cowen Institute: EMPLOY Youth Action Team
Dibia Dream
Foundation for Louisiana
Greater New Orleans Foundation
Institute of Mental Hygiene
KID smART
Lake Forest Elementary Charter School
Laureus Sport for Good Foundation
Louisiana Center for Children's Rights
Milne Inspiration Center

Teen-preneur
Trinity Christian Community
VIET
Wilcox Academy of Early Learning
YAYA Arts Center
Youth Empowerment Project

Hamilton Simons-Jones
Jon Cospier
Julius Ezeb
Kathy Litchfield
Lavonzell Nicholson
Marti Dumas
Nancy Freeman
Sara Green
Stewart Young
Troy Glover

Propeller
Rosa F. Keller Library
St. Bernard Recreation Center (NORD)
United Way of Southeast Louisiana

Youth Empowerment Project Design Works
Square Button Consultants
Converge Consultants
Pam Stevens, PS Consulting NOLA, LLC

New Orleans Arts Education Alliance
New Orleans Health Department
New Orleans Youth Program Quality Initiative
New Orleans Recreation Department (NORD)
Operation Spark
Orleans Parish Education Network
Orleans Parish Juvenile Court
Orleans Parish School Board
Pink House
Project Butterfly New Orleans
Propeller
PS Consulting NOLA, LLC
Recovery School District / Youth Opportunity Center
Rethink
The New Teacher Project
Urban League of Louisiana
Xavier University of Louisiana
Young Aspirations, Young Artists (YAYA)
Youth Run NOLA

Youth Intermediaries Partners

Artist Corps NOLA
Children and Youth Planning Board
City of New Orleans Office of Youth and Families
EMPLOY
Laureus Sport for Good Foundation

New Orleans Arts Education Alliance
New Orleans Early Education Network
New Pathways New Orleans
New Schools for New Orleans
YouthForce NOLA

NOYA Operational Partners

Andrew H. Wilson Charter School
Broadmoor Arts and Wellness Center
Broadmoor Improvement Association
Foundation for Louisiana

Public Allies
Rosa F. Keller Library
Urban Leaders Fellowship

Funders/Philanthropy Partners

Baptist Community Ministries
Conrad N. Hilton Foundation
Cricket Island Foundation
Foundation for Louisiana
Greater New Orleans Foundation
Greater New Orleans Funders Network
Institute for Mental Hygiene
Laureus Sport for Good Foundation
The Campbell Foundation
United Way of Southeast Louisiana