



New Orleans Youth Program Quality Initiative

YEAR TWO (2016-2017)





REFLECTION

“[T]he youth in our organization have begun to develop their own sense of belonging and leadership in the organization. The children and youth are better as result of the quality work because they begin to take ownership, leadership, and ambassadors of their own programs and organization.”

Program Manager at NOLA-YPQI Pilot Site



Table of Contents

PAGE 1	Overview
PAGE 3	Why do New Orleans Youth Programs Care About Quality?
PAGE 4	The NOLA-YPQI Experience for Pilot Organizations
PAGE 5	Year Two Pilot in Numbers
PAGE 6	Year Two Pilot Design
PAGE 11	Year Two Pilot Evaluation
PAGE 12	Year Three: What's on the Horizon?
PAGE 14	Planning for the Future of NOLA-YPQI

NOLA-YPQI Year Two Pilot Report: Overview

This report covers the second year of the New Orleans Youth Program Quality Initiative (NOLA-YPQI) pilot, an effort begun in 2015 to forge new ways of increasing the quality of youth programs available to young people across the city.* Through its partnerships, NOLA-YPQI supports quality programs with opportunities for youth program staff to build their skills, change their practices, and share their learnings across the sector.

Results from the second year assessment show that the approach is working:

Staff report gaining knowledge and new skills from their participation in training and assessment activities.

Staff reported seeing changes in young people's leadership skills and involvement in the program.

Program assessment scores showed a significant change in the instructional quality in many sites.¹

In addition, the overall pilot experience reveals that:

Quality programming is, increasingly, a shared value in New Orleans.

Talent development – building the skills, knowledge and expertise of larger numbers of youth workers and managers – is essential to supporting widespread quality practice.

NOLA-YPQI must continue to push for essential infrastructure (e.g., youth development intermediary) and sustainable funding required to ensure lasting change.

This report documents and reflects on what happened over the second year of the pilot, how activities and structures adapted to the changing needs of the participating organizations, and lessons learned along the way. It is meant to be read as a celebration of all that was accomplished and invite constructive dialogue about continuing to build on its progress.

As of this report writing, the third year of NOLA-YPQI is underway. Organizations from the second year pilot are excited about continuing in the initiative and more applied to join the quality initiative, with additional support from new funders. The prospects for moving beyond this pilot into a full-fledged quality improvement system (QIS) is buoyed by the energy of the many people who've been involved so far. They remain committed to building this culture and broadening the initiative for more organizations to join in the future.

*The report on the first year pilot, New Orleans Youth Program Quality Initiative: Year One (2015-2016), can be found at www.nolayppi.org.

Successful implementation of the first year pilot meant reaching goals for recruiting organizations to become part of the pilot, initiating mechanisms to plan and manage the pilot, and active participation by pilot organizations in the planning, assessing, and improving program offerings. In the second year, success focused on adapting the pilot model to engage a more diverse group of organizations, building out local capacity for training, assessing and coaching, and securing additional funding. Year Three will continue focus on fidelity to the model while also crafting the necessary structures and tactics to address the diverse needs of organizations, including those organizations primed to strengthen their in-house capacities to move to the next level of NOLA-YPQI involvement.

A more comprehensive quality improvement system for New Orleans’ youth development sector will also require developing additional assets such as:

- » Engaging a range of stakeholders in creating a common definition of quality, metrics, and accountability, and building public will for a quality improvement system.
- » Creating incentives for broader participation in the system, which includes acceptance and practice of continuous improvement processes rather than a punitive “improve or lose” approach.
- » Advocating for financing that supports quality and ongoing quality improvement.
- » Setting up an evaluative process for the QIS that documents progress, identifies challenges, and defines and measures key outcomes for organizational change and youth change.

NOLA-YPQI GOALS

1 **Improve program quality**

- » Improve the quality of participating youth programs in areas identified by staff and program leaders of each program using the Weikart Center’s assessment process.
- » Assist participating programs in developing a culture of continuous program improvement.
- » Develop local leaders who are knowledgeable about quality youth development programming and able to lead efforts to improve quality within and across organizations.

2 **Inform the building of a sustainable Quality Improvement System (QIS) that improves outcomes for young people across the city by improving the quality of the programs with which they engage.**



REFLECTION

“One of the most rewarding experiences of the YPQI process has been the community of practice meetings, which has given us the opportunity to network across organizations. It is always refreshing to hear how other organizations are utilizing the YPQI framework to increase program quality.”⁸

Team Manager at a Pilot Program



Why do New Orleans Youth Programs Care About Quality?

Research and practice continue to support the idea that when children and youth of all ages experience quality – whether they are in an afterschool program or a classroom, making a mural or learning to run – they are more likely to have positive outcomes.² And what determines the quality of that experience are the interactions between the young person and the adults, the safety of the place and activities, and opportunities to show leadership. These elements are captured most succinctly in the David P. Weikart Center’s Pyramid of Youth Program Quality shown below.

THE PYRAMID OF YOUTH PROGRAM QUALITY



MAJOR STAGES TO CHANGE ORGANIZATIONAL PRACTICES⁵



The Pyramid was developed by the Weikart Center for Youth Program Quality at the Forum for Youth Investment after years of study and testing in hundreds of communities around the United States to come up with a multi-faceted approach to improving quality in youth programs. This model of quality improvement helped shape the New Orleans Youth Program Quality Initiative (NOLA-YPQI), which began in the fall of 2015 with 15 local organizations. At the heart of NOLA-YPQI is Weikart’s Youth Program Quality Assessment (PQA)³ – a research validated tool that was developed for programs serving youth in grades 4-12 and has been used with more than 4,000 program sites across 41 states and now more than 80 programs in New Orleans.⁴ The PQA captures information about program practices corresponding to the Pyramid: Safe Environment, Supportive Environment; Peer Interaction; and Youth Engagement.

NOLA-YPQI’s two year pilot was constructed as a low risk approach that allows an organization’s staff and leaders to assess, plan and improve program quality without worry about loss of funding or reputation. The pilot’s training and coaching resources helped organizations’ staff build their skills to design and reach short and longer term goals for improving program quality.

The NOLA-YPQI Experience for Pilot Organizations



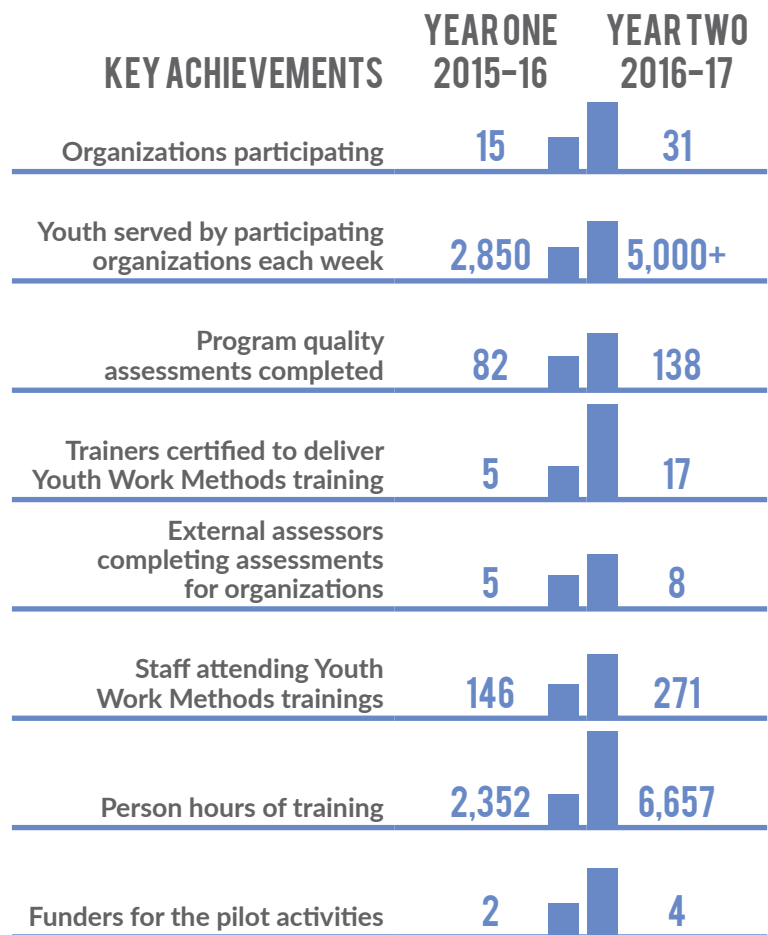
- Kick-off Event & End of Year Celebration** — Pilot programs attended the kick-off event to network with other organizations and learn about the full range of NOLA-YPQI activities and expectations. They also participated in team check-ins and an end-of-year convening that enabled staff to share, learn and celebrate successes over the year.
- Internal & External Assessments** — Staff teams completed internal assessments of their programs and also received results from assessments completed by certified external assessors. Both assessments utilize the PQA tool to provide data that the program staff used to plan for improvement and secure resources to implement their plan.
- Improvement Plans** — The NOLA-YPQI lead program staff and their colleagues identified improvement goals and developed an improvement plan to reach those goals.
- Youth Work Management Trainings** — Staff from pilot organizations attended Youth Work Management trainings to learn how to use their assessment data, develop and manage improvement plans, and use observation- reflection techniques to coach their staff.
- Youth Work Methods Trainings** — Youth Work Methods trainings were offered to program staff and management in ten skill building workshops. Topics corresponded to the areas of practice measured in the PQA tool. New Orleans now has 17 local staff and consultants certified as Youth Work Methods trainers. In year two of the pilot, supplemental trainings and specialty workshops were developed to address requests from pilot programs.
- Coaching** — Each pilot organization received coaching as a means of giving individualized supports around understanding and utilizing data, facilitating additional training for staff and managers, and making connections to materials, resources, and other programs. New Orleans' distinctive coaching model combined the roles of coaches and external assessors to maximize the supports provided to each organization.
- Communities of Practice** — Communities of Practice meetings took place among team leaders of participating organizations, trainers, and coaches. They were designed to share knowledge and experience while building stronger connections across youth programs and among staff who work with young people in New Orleans.

Year Two Pilot in Numbers

EACH WEEK,
31
 ORGANIZATIONS
 OFFERED
33
 PROGRAMS
 THAT SERVED
5,000+
 CHILDREN &
 YOUTH

PARTICIPATING ORGANIZATIONS
 HAVE ANNUAL BUDGETS
 RANGING FROM
\$11,250 TO \$36 MILLION

YPQI ANNUAL GROWTH



100
PERCENT

of pilot organizations reported changes in their practices that they consider essential to providing high quality programming to young people.

100
PERCENT

of pilot organizations completed the key deliverables for the pilot.

99
PERCENT

of staff and managers surveyed said that the NOLA-YPQI was a good use of their time and effort and a good fit with their job and felt supported by their supervisor.

271 PROGRAM STAFF

6,657 PERSON HOURS OF TRAINING

138 PROGRAM QUALITY ASSESSMENTS

79 IMPROVEMENT GOALS

10% OR MORE IMPROVEMENT
TWO YEARS IN A ROW

on assessment areas such as:

1. Reframing conflict as a learning opportunity
2. Providing youth opportunities to make plans
3. Supporting youth to make choices based on their interests.

Year Two Pilot Design

The NOLA-YPQI pilot began its second year in August 2016 with a cohort of 31 organizations of which 14 were returning from the first year and 17 were organizations new to YPQI.⁶ A complete list of participating organizations is included at the end of the report.

Diversity and adaptation characterized the second year of the NOLA-YPQI pilot. The design of the first year pilot was modified using data analysis provided by the Weikart Center and input from pilot participants, working group members, trainers, and coach/assessors. The lessons learned suggested adaptations needed for the year two pilot in several important ways.⁷

DESIGN CHANGES FOR YEAR TWO PILOT

EXPANDED ELIGIBILITY

- » Added outreach to smaller organizations to support program diversity reflective of local providers
- » Increased diversity in settings, program focus and populations served
- » Adapted activities to meet different levels of needs and capacity

INCREASED AWARENESS & KNOWLEDGE OF YPQI

- » Developed and disseminated products about YPQI, e.g., YPQI video
- » Presented at local and national meetings on the NOLA-YPQI design and success

CREATED MORE CONNECTIONS FOR STAFF IN PARTICIPATING ORGANIZATIONS

- » Developed communities of practice for YPQI program leads
- » Organized shared learning opportunities across interest areas (e.g., school based or arts programs)

PRIORITIZED YOUTH INVOLVEMENT

- » Built staff skills to create opportunities in programs for youth leadership and participation
- » Involved young people in the program assessment process

ALIGNED WITH OTHER COMMUNITY-WIDE INITIATIVES

- » Connected YPQI to quality efforts in other sectors such as EMPLOY's collaborative on opportunity youth

DIVERSIFIED LEADERSHIP

- » Added new stakeholders to the working group
- » Emphasized goals for involving organizations led and staffed by people of color
- » Asked program staff to lead convenings and learning sessions to share knowledge across organizations
- » Trained staff from among first year cohort organizations as coaches and Youth Work Methods trainers



REFLECTION

“Being involved in the quality improvement system forced me to look at older practice systems and procedures in a new light. It made me ask the question, ‘Am I leading or are youth leading?’ It made for a much more thoughtful approach to running practice, to thinking about how youth become engaged leaders and teammates, how to promote self-efficacy among a wide range of youth.”

Program Manager at NOLA-YPQI Pilot Site

DIVERSITY & ADAPTATION IN YEAR TWO PILOT

Four elements of the second year pilot exemplify the focus on diversity and adaptation. Each one – diverse talent, shared leadership, authentic youth involvement and sustainability – further develops the essential assets of a New Orleans’ QIS.

01. BUILDING CITYWIDE TALENT POOL

NOLA-YPQI was designed to help every pilot organization with building its own staff’s expertise to assess its programs, plan with data, and improve. To do this, more program staff were credentialed as trainers and assessors across the entire NOLA-YPQI. Organizations in their second year of participation were required to have at least one staff member complete an advanced training to become an external assessor or a Youth Work Methods trainer.

The second year pilot also emphasized the importance of training staff across multiple organizations as essential for the longevity of the initiative. Certified trainers and assessors were given opportunities to practice their new skills either by facilitating a Methods training or completing an external assessment for an organization other than their own, including NORD-C summer program partners (see page 10). The increased number of local trainers also helped reduce dependency on the Weikart Center for training trainers – a cost savings for the initiative. The Weikart Center has provided critical support for the NOLA-YPQI pilot – from data collection and analysis to certifying trainers and external assessors. However, increasing local capacity to carry out some of these functions is essential for moving the quality initiative to greater scale and sustainability in New Orleans.



REFLECTION

“An exciting outcome is seeing how we are establishing a culture of practice and common language that goes across many different types of organizations, programs, and people. This cross-pollination makes it more likely that young people will get to have quality experiences no matter where they are in the city.”

Working Group Discussion

NEW ORLEANS REFLECTIVE COACHING MODEL

New Orleans continued to build out its distinctive coaching model. As staff moved through the NOLA-YPQI pilot activities, they had a chance to reflect on what was working in their programs and what they wanted to change. They worked with their coach to use program assessment data to create an improvement plan and strategized with their colleagues and coach on ways to achieve their improvement goals. The coach served as a sounding board for those reflections rather than the supplier of all the answers. This coaching approach emphasized reflective practice as a means for changing behaviors and attitudes.

A coaching survey completed by pilot participants found that respondents saw the most valuable coaching support as “advising and providing feedback on our improvement plan goals” (84%). Next most helpful activities included “conducting external assessments of my program-observing program activities and providing feedback” and “assisting me in knowing what is happening and reminders of important dates with NOLA-YPQI.” Some survey responses were reminders that organizations have to be ready to tap into the full gamut of supports a coach can offer. Organizations were “feeling their way” into how best to use coaches, and some mentioned making more effective use, and using different aspects of, their coaches assistance as the year continued.



REFLECTION

“I needed a guide to help me understand YPQI as a tool and the program offering model. Now that I have those in my grasp, I figure I will use my coach differently, to assist with implementation and strategy around observation-reflection.”

Staff Person from Pilot Program

02. SHARING LEADERSHIP & PRACTICES

NOLA-YPQI continued to create spaces for people from different roles across participating organizations to connect and share best practices.

A community of practice (COP) was established for the coach/ external assessors in year one as a way of developing a common approach to coaching and jointly coming up with improvements. In spring 2017, a COP was launched for the youth work methods trainers. Key discussions focused on effective training practices and the evolution of standardized training approaches as more and more staff were certified as trainers. Similar “standardization” and “quality control” questions came up during the coach/assessor discussions as well. These talks led to refining the description of coaching goals and available options during the second year so that programs could make the best use of their coaches.

A COP was also created in early 2017 for pilot team leaders to share best practices across organizations and distribute leadership for learning across staff, thereby reducing reliance on consultants to design and deliver training and building problem-solving mechanisms around common issues. Periodic meetings with team leaders and staff gave opportunities to showcase this shared leadership. For example, at the April 2017 COP meeting, YPQI participants led mini-workshops on building ownership/ intrinsic motivation in staff; coaching teachers with different levels of experience; aligning/adapting the YPQI with other tools; and structuring program sessions for youth leadership. Participants were captivated at one session about an organization’s innovation to compensate youth work staff in relation to their participation in professional development training.



03. INCREASING YOUTH VOICE AND LEADERSHIP

An equally important goal prioritized youth involvement and leadership in training, the program assessment process, and eventually in program leadership. This goal ties in to the pinnacle of the Pyramid of Youth Program Quality, which focuses on supporting young people in programs to plan and make choices about the program offerings.

WHAT DOES YOUTH VOICE LOOK LIKE IN PRACTICE?

When asked about progress made using its program improvement plan, the manager of an arts based organization identified several steps taken to improve Youth Voice, Leadership, & Belonging:

- » Youth attended curriculum planning sessions with staff to assist in creating their curriculum for the upcoming semester.
- » Youth voted for their own team members, designed and created their own artist council, created their own artist council term limits and purpose of their council with support from their teachers and staff.
- » Youth also planned, led, and designed their extra-curricular activities such as small fundraising events with scaffolding from the staff.
- » Youth had opportunities to reflect on their experiences including journal writing, online anonymous surveys, and extra time for monthly meetings to offer feedback on projects, programs, presentations or celebrations.
- » Youth led presentations to our organization's Board of Directors meetings about current projects or programming.⁹



The commitment across the pilot to engaging young people in the YPQI process gained additional support last March through a partnership with Tulane's Cowen Institute and the EMPLOY collaborative to bring in Kids Rethink New Orleans Schools¹⁰ to lead an Undoing Adulthood training. Twenty-five young people and youth work staff from pilot sites participated—the first time that adult program staff were expected to bring young people to a NOLA-YPQI workshop. The training was designed to help participants identify the ways in which they believe and act that treat youth as less than adults and recognize the impacts of these beliefs and actions.



REFLECTION

"[Y]outh in our organization have begun to develop their own sense of belonging and leadership in the organization...they begin to take ownership, leadership, and [are] ambassadors of their own programs and organization. If a youth feels he or she has a voice, feel[s] safe and supported in their environment/organization they will grow and develop to be successful adults in whatever they choose to be."

Program Manager at NOLA-YPQI Pilot Site

04. BUILDING STRUCTURE & SUSTAINABILITY

Formal management structures and high quality partnerships across the sector will ensure the continued success of the QIS. The following accomplishments created additional momentum:

- » Moved the NOLA-YPQI under the umbrella of a youth development intermediary to provide a more secure home for NOLA-YPQI. As the intermediary's signature initiative, the executive director will provide backbone support to the initiative, increase access to Youth Work Methods training for more youth workers and create additional organizational supports for youth serving organizations whether or not they are part of the NOLA-YPQI.
- » Raised \$290,000 in new funding from United Way of Southeast Louisiana, Campbell Foundation and Entergy over and above BCM's seed investments. The United Way has declared the YPQI as one of its giving priorities and anticipates providing funding for the next two years. Additional funding is anticipated for year three from two to three national funders to support NOLA-YPQI as well as developing the new intermediary.
- » Strengthened partnerships within the youth sector such as recruiting additional EMPLOY (opportunity youth) member organizations to join the third year of NOLA-YPQI and expanding the partnership with the New Orleans Recreation Development Commission (NORD-C).

UPDATE ON YPQI & THE NEW ORLEANS RECREATION DEVELOPMENT COMMISSION (NORD-C)

NORD-C camps serve more than 4,000 children each summer through 51 programs provided by 45 community partner organizations or programs, making them the largest provider of summer camps in New Orleans. NORD-C's partnership with NOLA-YPQI began in 2015 with 15 programs receiving external assessments. In summer 2016, external assessments were completed for all programs and a limited amount of training was also provided to program staff. The early buy-in of NORD-C leadership gained momentum for the summer of 2017.

NORD-C worked with the NORD Foundation to raise \$50,000 in funding from Entergy to expand youth worker training to include over 150 summer partner staff, provided quality assessments and coaching to all summer camp programs, and held an external assessor training for fifteen NORD-C managers and partner organizations' staff. NORD-C will utilize this new group of external assessors to incorporate assessment into its school year programming and build in periodic trainings including using assessment data for program improvement. As the largest youth serving organization in the city, NORD-C's commitment to quality is a significant element of achieving a city-wide system of quality improvement.



REFLECTION

"The aha moments during the youth work methods training were amazing. Our program partners understood that they don't have to start from scratch but can enhance what they are already doing. The skills they were learning about made sense to them in a very practical way."

NORD-C Manager

Year Two Pilot Evaluation

The Weikart Center analyzed assessment scores and survey data provided by the pilot sites and produced an evaluation report at the end of the second year pilot.

KEY FINDINGS INCLUDE:

- » The NOLA-YPQI supports were fully utilized in most cases, and implementation fidelity was high across the 33 programs.
- » Participating staff valued their participation in the NOLA-YPQI and thought it was a good use of their time.
- » NOLA-YPQI staff wanted to develop additional skills on practices involving Youth Voice, Building Community, Cooperative Learning, Connections to Parents and Families, as well as learning to coach staff on Instructional Quality.
- » Staff and managers' comments in the end-of-the-year survey suggested that their involvement in NOLA-YPQI activities had a positive impact on Youth Voice, Youth Engagement, leadership opportunities, and familiarity with assessment processes.
- » Programs participating in their second year of NOLA-YPQI saw a decrease in some scores from those in their first year. As Weikart noted in its report, this trend of scores decreasing after the first year occurred in other locales using the PQA tool. Weikart staff speculated that the decrease was due to increased familiarity with scoring the tool and a deeper understanding of lower stakes accountability.¹¹ In other words, as program staff became more familiar with the tool and the low stakes approach, they were likely to score their program's practices lower after the first year.





The experiences from the two year NOLA-YPQI pilot are stepping stones towards developing and sustaining a quality improvement system for the youth development sector in New Orleans.

Year Three moves forward with 45 programs within 37 organizations that will receive ten months of support including:

Participation in a peer learning community focused on youth program quality improvement

Completion of two program quality self-assessments & two external assessments

Professional development and training in youth development best practices & managing continuous program quality improvement

Support for program quality goal setting and implementation

Onsite coaching & Strategy support by a trained coach with experience in NOLA-YPQI

Opportunity to participate in technical assistance that builds the organization's capacity to improve & sustain program quality

Small grants to offset costs associated with participation

As NOLA-YPQI enters its third year, the initiative will further enhance New Orleans' capacity to sustain and scale quality improvement across youth serving organizations by:

- » Completing the transition of the initiative to the new youth development intermediary;
- » Reducing barriers to participation for organizations and their staff;
- » Increasing the number of programs assessed within organizations;
- » Increasing the number of local staff certified as trainers or external assessors and giving them opportunities to utilize their skills and expertise;
- » Reaching out to organizations serving children and youth in neighboring parishes to apply for future NOLA-YPQI programs; and
- » Increasing the number of private and public funders supporting NOLA-YPQI and the build out of a quality improvement system.

Year Three: What's on the Horizon?

For the 2017-2018 program year, NOLA-YPQI instituted a tiered structure of organizational supports. The organization's ability to develop the staff skills and credentials (e.g., as assessors or trainers) necessary for sustaining quality improvement processes and resources from year to year will determine the level of support available. Each organization will move at its own pace based on board and leadership commitment, staff capacity and turnover, and ability to draw on existing and new financial resources to support ongoing quality improvement activities.

	TIER 1: ADOPTION	TIER 2: FULL IMPLEMENTATION	TIER 3: SUSTAINING	OPEN ACCESS GROWTH
ELIGIBILITY	Program staff and organizational leaders are learning about YPQI and working on integrating it into their programs	Program staff and organizational leaders understand the components of YPQI and use all three phases regularly in their management and instruction	Program staff and organizational leaders have internalized YPQI practices and no longer need intensive external supports to implement (to be implemented in 2018-19)	Resource available to all youth workers and programs citywide—not dependent on acceptance into the cohort model used in years 1-3 (piloting open enrollment for training in fall 2017)
LEVELS OF SUPPORT	Participate in all standard YPQI components	Participate in assess-plan-improve and trainings as needed	Participate in assess-plan-improve and trainings as needed	Participate in assess-plan-improve components, e.g., training a la carte



*"We are excited to have NOLA-YPQI as the signature initiative of the new intermediary, bringing with it all the lessons of two pilot years and a well-defined plan for its third year of continued growth and expanded impact."
Intermediary Executive Director*

Planning for the Future of NOLA-YPQI

The successes over the past two years are impressive. Organizations of different sizes and focus areas effectively utilized the quality assessment tool, built the skills of their staff, and as a result, have seen improvements in program practices consistent with evidence-based practices. Additionally, new skills for training, assessing program quality and coaching have been developed by a cadre of local consultants and program staff.

A pilot is, by its nature, a way to test out ideas, tactics, priorities, and resources. Every pilot should generate questions and learnings used to inform future work. In addition to providing support to participating organizations, the coming year will concentrate on building long-term sustainability of the NOLA-YPQI efforts. To do this, one set of queries will revolve around aligning available resources with demand and need and/or creating new resources required to build a more robust quality improvement system. For each year of the pilot, selecting organizations to participate means grappling with questions such as:

QUESTIONS FOR CONSIDERATION

How will the values of diversity and equity drive increased access to NOLA-YPQI for smaller and less resourced organizations?

How will the initiative's management team and advisors become most effective at matching organizations with quality improvement resources on hand and developing new strategies as needed?

What types of expertise or skills will be needed from the cadre of coach/assessors and intermediary staff to support different types of organizations?

Another set of questions relates to stability of the workforce in youth organizations. Turnover is an issue for the youth development field, where low salaries, few benefits, little chance for career advancement, and unstable funding can chip away at staff continuity. Staff and leadership turnover can interfere with sustaining changes from year to year. A related issue is the reliance on part time and/or seasonal staff (e.g. for summer programs) where decisions have to be made about expending training, coaching or supervising resources on staff who will only be in place for a short time. Organizations that rely heavily on volunteers found that these unpaid staff may have even less time than paid staff to attend training or participating in activities other than their volunteer activities.

Lastly, the formation of the youth development intermediary starts to answer questions about a permanent management infrastructure for quality improvement. Up to now, the NOLA-YPQI has been staffed by local consultants with roles spanning initiative manager to coach/assessors and trainers. As the founding funding partner, BCM made a commitment to provide financial and management oversight until a permanent home could be found. In the most positive sense, this "temporary" management structure allowed for a kind of flexibility important to testing out a NOLA-YPQI model.

Under the new intermediary, NOLA-YPQI can now move from its pilot phase to an established fixture in the youth development sector of New Orleans.

2016-2017 NOLA-YPQI Partners

PARTICIPANTS



WORKING GROUP



This report was written and produced with funding from Baptist Community Ministries. The author thanks the youth champions – youth and adult pilot participants, working group members, NOLA-YPQI coach/external assessors, Youth Work Methods trainers, Weikart Center, NORD-C, and local and national funders -- who made Year Two and this report possible.

Photo Credits: Youth Run NOLA (pages 1, 2, 13), FirstLine Schools (pages 2, 11), Dancing Grounds (page 7), Liberty's Kitchen (pages 8), YAYA (page 9 - both photos), Max Pixel (page 12)

To **learn more** about the YPQI or to request any materials referred to in this report, please email **ypqi@bcm.org**

Endnotes

01. Helegda, K., Macleod, C., et al. Youth Program Quality Intervention Report 2016-17 Findings from New Orleans, LA Youth Program Quality Intervention, Weikart Center for Youth Program Quality. August 2017.
02. For example, see Grantmakers for Education's Out-of-School Time Funder Network (2016). Funders' Guide to Quality in Out-of-School Time. www.edfunders.org; Durlak, J.A., Weissberg, R.P., & Pachan, M.K. (2010). A meta-analysis of afterschool programs that seek to promote personal and social skills in children and adolescents. *American Journal of Community Psychology*, 16, 294-309; and Vandell, D.L., Reisner, E.R. & Pierce, K.M. (2007). Outcomes linked to high-quality after-school programs: Longitudinal findings from the study of promising afterschool programs. University of California, Irvine and Policy Studies Associates, Inc.
03. For more detailed information on the YPQI, visit <http://www.cypq.org/sites> and Smith, C., Akiva, T., et al (2012) Continuous Quality Improvement in afterschool settings: Impact findings from the Youth Program Quality Intervention Study. Washington, D.C.: The Forum for Youth Investment.
04. The total number of sites using the PQA tool includes those in the NOLA-YPQI pilot and programs that provide summer camp programs in conjunction with the New Orleans Recreation Department Commission.
05. See <http://www.cypq.org>
06. In each of the pilot years, one or two organizations decided not to continue in the pilot after re-considering their current ability to participate in the pilot activities.
07. New Orleans Youth Program Quality Initiative: year one (2015-16), a report on the first year of the NOLA-YPQI.
08. Ibid. p. 36
09. Ibid. p. 32
10. Kids Rethink New Orleans Schools is a nonprofit youth organizing organization run by and on behalf of New Orleans youth. For more information, please see www.there thinkers.org
11. Helegda, K., Macleod, C., et al. Youth Program Quality Intervention Report 2016-17 Findings from New Orleans, LA Youth Program Quality Intervention, Weikart Center for Youth Program Quality. August 2017.

PLAN

ASSESS

IMPROVE

