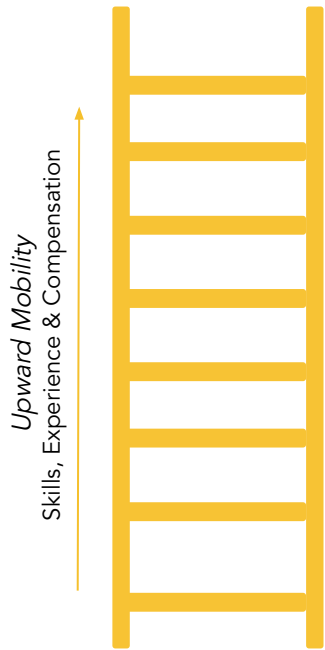




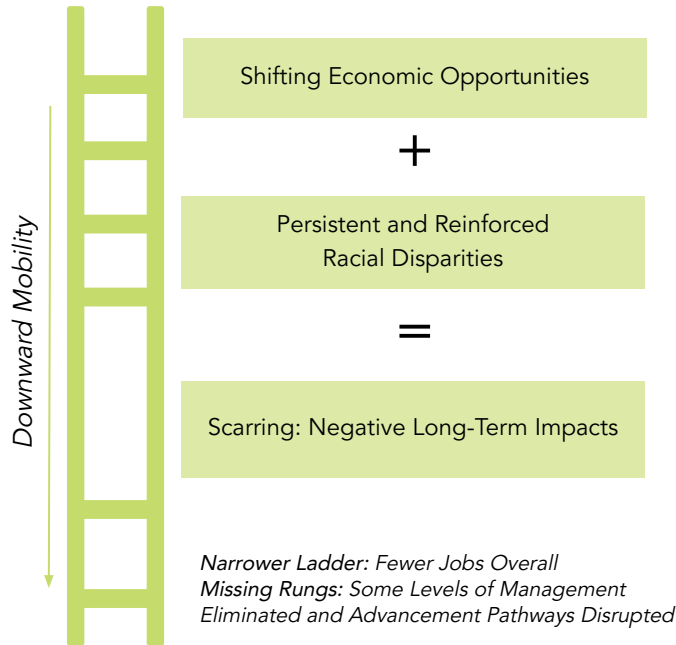
2020-22 Pivot Plan

OUR YOUNG PEOPLE: PARTICULARLY AT RISK IN RECOVERY

Typical 'Jobs Ladder'



The 'Jobs Ladder' During the Great Recession



OUR STRATEGIC IMPERATIVES

Near-Term: Leverage existing infrastructure and partnerships to create opportunities for graduating classes experiencing significant disruptions to their education and career pathways

Long-Term: Ensure embedded progress is maintained, while insisting a "new normal" facilitates greater economic mobility for New Orleans public school graduates.

OUR MISSION AND VALUES ARE EVER MORE IMPORTANT

In this time of great need and uncertainty, we believe building bridges between school and work is even more essential.

Our Mission: YouthForce NOLA (YouthForce) is an education, business, and civic collaborative that builds bridges between school and work. Through our network of partner schools, employers, training providers, and community organizations, YouthForce is opening more doors to economic opportunity for New Orleans students.

Values to Guide Our Work

Collaboration & Voice

Equity

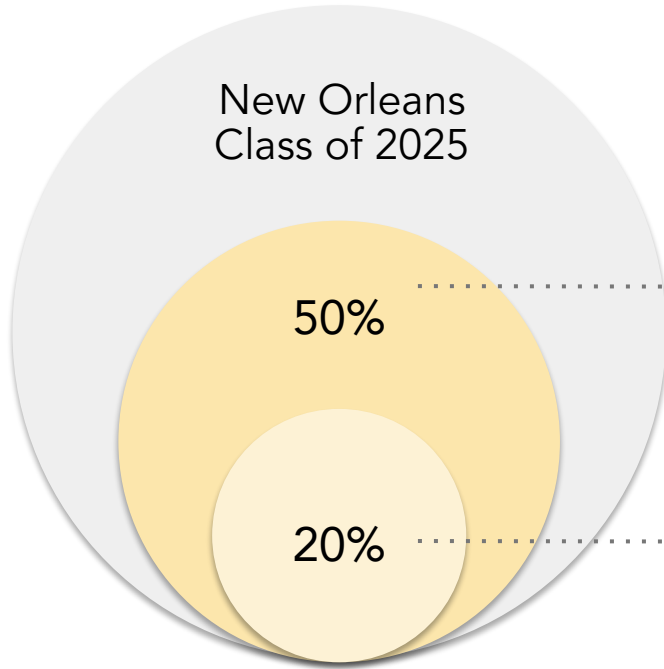
Excellence & Accountability

Respect

Student Choice

Transparency

2025 GOALS: READINESS AND SUCCESS IN QUALITY JOBS



Will have necessary **soft skills** and **career experiences** and some may earn a **credential**

Will attain **promising or good jobs**, or will do so within two years of completing the twelfth grade

DEFINITIONS OF SUCCESS

- Soft skills and career experiences will provide students with the knowledge, confidence, agency, network, and self-advocacy skills to pursue their post-secondary plans, whether those be additional education or going straight to work.
 - Career experiences include site visits, job shadows, consultancies, internships, panels, etc.
 - 25% will earn an advanced credential while in HS*
-
- Good jobs are defined as:
 - 1) Paying regional median wage** or higher
 - 2) Including benefits
 - 3) Involving advancement potential
 - Promising jobs are defined as:
 - 1) Paying a living wage or higher***
 - 2) Including benefits
 - 3) Potential to advance to "good job" w/in 2 years

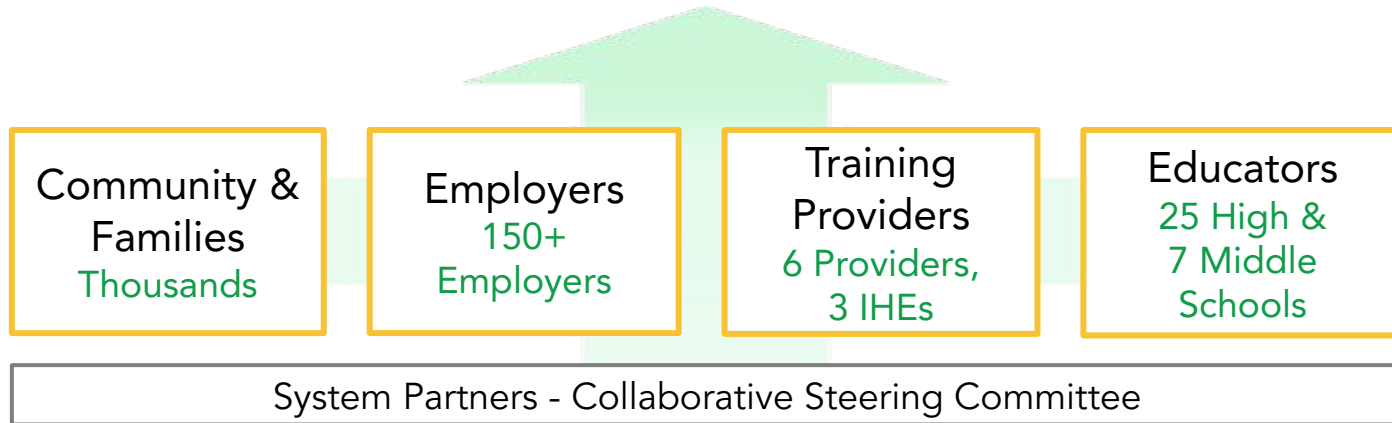
*Credentialing goal assumes availability of testing options for students.

**New Orleans/Metairie median annualized wage as of May 2019 is \$35,600/year (\$17.12/hour); [Bureau of Labor Statistics](#)

***Minimum wage as of Q1 2020 is \$24,960/year (\$12.01/hour); [MIT Living Wage Calculator](#)

STRONG PARTNERS, ALIGNED AROUND IMPACT

Our shared vision: New Orleans public school graduates will thrive economically as a result of being the most sought-after talent for hiring and advancement in our region's high-wage career pathways.



YOUTHFORCE NOLA

Please see pages 20-23 for a complete listing of our collaborative partners

OUR 2020-22 PIVOT STRATEGY

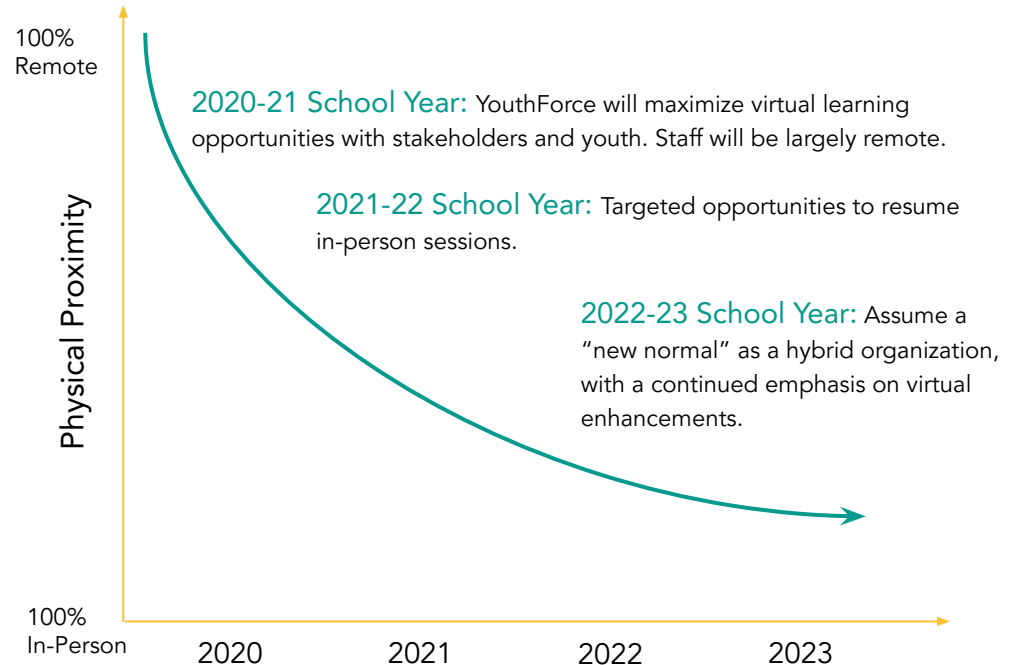
AN EVOLVING STRATEGY, FOR AN UNPRECEDENTED TIME

YouthForce must be nimble and responsive given the evolving understanding of the virus and context in which our partners operate.

Our operating assumptions:

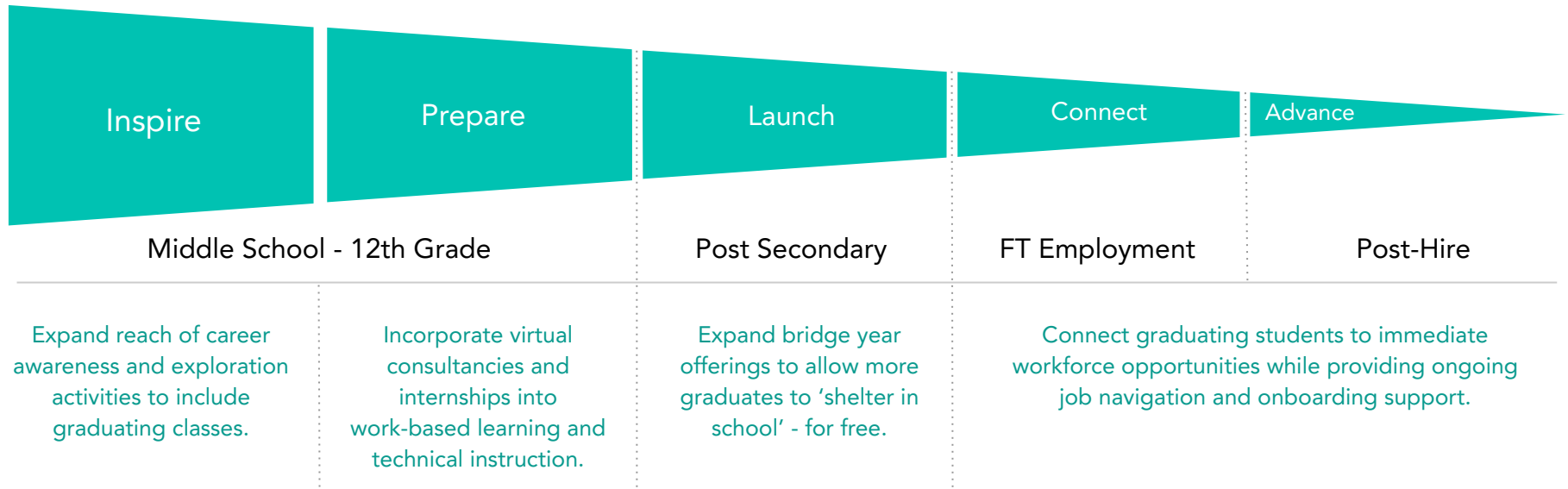
- Phased reopening of our economy will be an iterative process.
- Schools and businesses will be on cycles of disruption for at least the next two school years.
- Insights from this period of change will ultimately shape a longer-term vision.
- Aspects of previously planned programs or strategies will be infeasible or deprioritized.

MAKING PROGRESS TOWARDS A NEW NORMAL



INNOVATING IN CAREER DEVELOPMENT, URGENTLY

We must evolve our strategy across the career preparation continuum to deliver virtual soft skill and technical programming, to benefit students and prepare them for employment in our new economy.

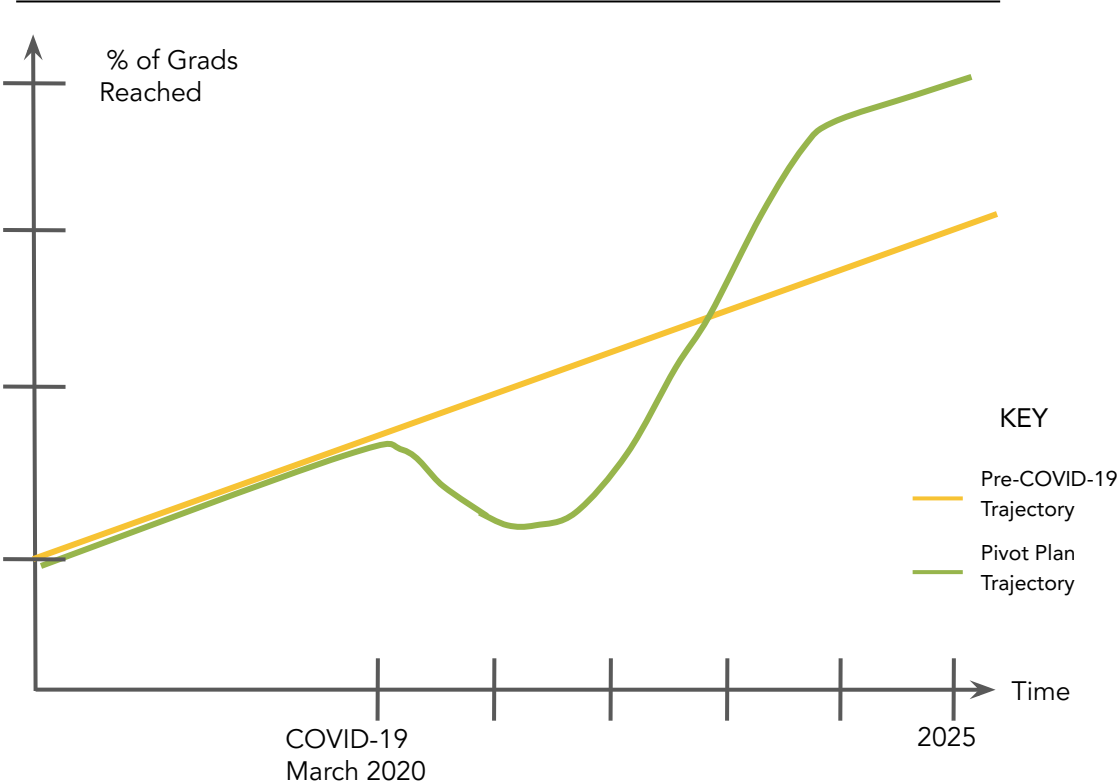


SCALING IMPACT AS WE RECOVER

We May Have to Shrink To Scale

YouthForce will incorporate learnings from virtual engagement to inform how we scale in service of our long term goals.

Ultimately, investing in a robust virtual model today may make it possible to achieve more ambitious outcomes tomorrow.



STRATEGY GROUNDED IN GUIDING PRINCIPLES

While we acknowledge that conditions will continue to evolve in uncertain ways, we are also resolved in the need to set forth on a course and devote resources to meaningfully achieve our desired outcomes. Nonetheless, our strategy will be grounded in guiding principles, enabling agility and a focus on mission.

For Making Decisions:

Prioritize health and safety of the community

Evolve strategy while maintaining or increasing impact

Use our vision, mission, values (esp. equity), and community input as guideposts

For (Re)designing Programs:

Prioritize soft skills: transferable & foundational

Lean in on career awareness & planning

Cultivate networks and social capital

Innovate learning by doing in a virtual context

STRATEGY GROUNDED IN ECOSYSTEM NEEDS

High quality virtual career awareness offerings exist along the career readiness continuum

Student-facing soft skills training & work experiences are quality, accessible, and scalable

Training Provider Partners develop robust virtual instruction & sustain pre-COVID momentum

LAUNCH/ Extension Academies are supporting a significant percentage of grads in transitioning to post-secondary

Employers continue to be engaged in work-based learning and increasingly hire our grads

Educators value and are supported to integrate CTE and soft skills into the school experience

State and Local Policies, including funding, remain the same or stronger (i.e., more enabling)

Families are engaged & receiving consistent, quality information

Systems-Level Data are increasingly accessible and actionable

Recent Graduates (CO2019-21) are protected from recession (i.e., getting jobs, enrolled in post-secondary)

OUR STRATEGIC PRIORITIES: 2020-2022

SYSTEMS INTERMEDIARY

Elevate Youth of Color throughout pandemic and recovery

Advance student readiness via a network of capable, committed partners

Increase student success by removing barriers and sustaining momentum

HIGH QUALITY WORK-BASED LEARNING

Deploy talented youth to immediate job opportunities

Expand opportunities for bridge year programs


Innovate in virtual career-connected learning for our students

THRIVING & SUSTAINING ORGANIZATION


Strengthen and evolve YouthForce via systems, diversity, and belonging initiatives

LEAN IN AS A SYSTEMS INTERMEDIARY

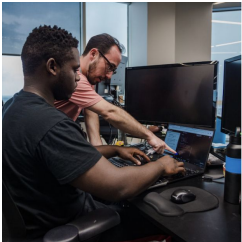
Our Priorities



Elevate Youth of Color throughout pandemic and recovery



Advance student readiness via a network of capable, committed partners



Increase student success by removing barriers and sustaining momentum

Our Plan

- Youth-centric communications and marketing strategy
- Robust, two-way youth engagement strategy and staffing model
- Direct-to-family engagement strategy

- Virtual and asynchronous soft skills training, support, and resources
- Employer engagement to change beliefs and solidify commitment
- Career pathways support for school leaders and staff
- Training provider support to ensure capacity and sustainability

- Collaboratively defined CTE policy agenda
- Labor market analysis and planning
- Evaluation framework for system goals and efficient data collection

ENSURE HIGH QUALITY WORK-BASED LEARNING



Our Priorities

Deploy talented youth to immediate job opportunities

Expand opportunities for bridge year programs

Innovate in virtual career-connected learning for our students

Our Plan

- Meaningful support for YouthForce's collective young people, including LAUNCH and Internship alums, in securing good or promising jobs
- High quality bridge year experience that equips participants
- Industry partnerships to connect young adults to internships
- Outstanding virtual internship programs
- Virtual Employer Hub to promote career awareness and exposure

BUILD A THRIVING AND SUSTAINING ORGANIZATION

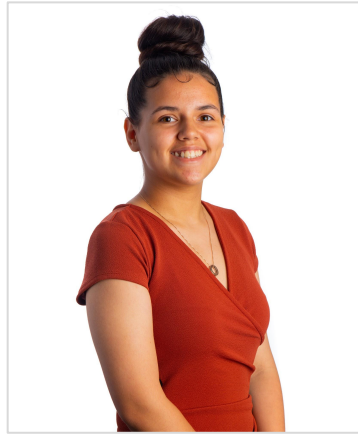
Our Priorities

Strengthen and evolve YouthForce via systems, diversity, and belonging initiatives



Our Plan

- Ongoing updates to organizational policies and systems to support effective scaling and remote work
- Action plan for an increasingly diverse, inclusive, and equitable organization
- Diverse and increasing revenue streams, including federal, individual and corporate funding



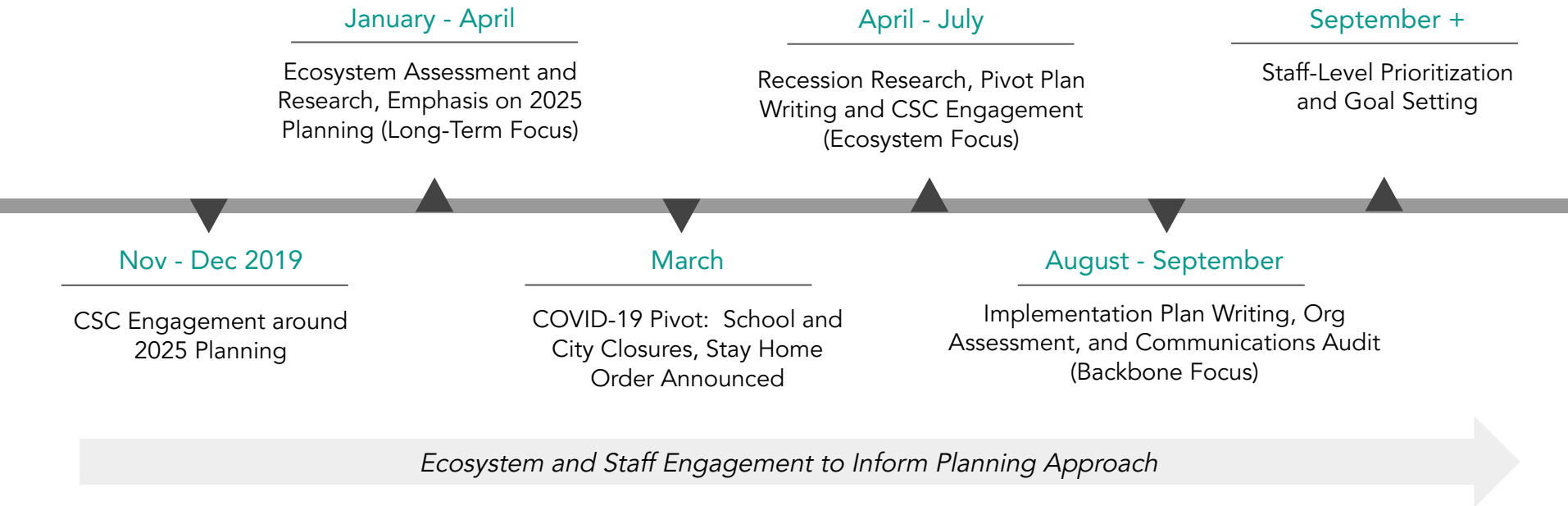
OUR **YOUNG**
PEOPLE
CAN DO THIS,
AND SO CAN **YOU**

Thank you for
your partnership.

APPENDIX

OUR PIVOT PLANNING PROCESS

From Jan-Sep 2020, YouthForce worked in partnership with trepwise, a New Orleans-based growth consulting firm, to carry out an iterative and stakeholder-informed planning process, including engagement of dozens of individuals and organizations across the ecosystem.



STAKEHOLDERS ENGAGED

In addition to regular engagement with YouthForce NOLA leadership and team members, our pivot planning process was informed by feedback from more than 30 organizational stakeholders from across the Greater New Orleans region.

Collaborative and Ecosystem Partners

- Baptist Community Ministries
- Business Council of New Orleans and the River Region
- City of New Orleans
- Greater New Orleans, Inc.
- JPMorgan Chase Foundation
- Junior Achievement of Greater New Orleans
- Louisiana Department of Education
- New Orleans Business Alliance
- New Orleans Career Center
- New Schools for New Orleans
- NOLA Public Schools
- STEM NOLA
- United Way of Southeast Louisiana
- Urban League Louisiana
- YouthForce NOLA School Leader Advisory Council
- YouthForce Training Provider Advisory Council

Employer Partners

- Barriere Construction
- Canal Barge
- Community Works
- Crescent Capital Consulting, LLC
- Dat Dogs Enterprises, LLC
- Fleurish Printing
- IDScan.net
- Lambeth House-Broadway Services
- LCMC Health
- Louisiana Public Health Institute
- Lucid
- Making Connections New Orleans
- Ochsner Health System
- Phillips 66 Alliance Refinery
- Sheraton New Orleans Hotel
- Torsh
- Upturn Arts
- Woodward Design+Build

COLLABORATIVE STEERING COMMITTEE MEMBERS

- Baptist Community Ministries
- City of New Orleans
- Greater New Orleans, Inc.
- JPMorgan Chase Foundation
- Junior Achievement of Greater New Orleans
- Louisiana Department of Education
- New Orleans Business Alliance
- New Orleans Career Center
- New Schools for New Orleans
- NOLA Public Schools
- United Way of Southeast Louisiana
- Urban League of Louisiana

SCHOOL PARTNERS

- Abramson Sci Academy
- Booker T. Washington High School
- Opportunities Academy
- Edna Karr High School
- Einstein: Sarah T. Reed High School
- Eleanor McMain Secondary School
- Frederick A. Douglass High School
- G.W. Carver High School
- International High School of New Orleans
- John F. Kennedy High School
- Dr. L.B. Landry High School
- Living School
- Livingston Collegiate Academy
- McDonogh 35 Senior High School
- Morris Jeff Community School - High School
- New Harmony High School
- New Orleans Charter Science and Mathematics High School (Sci High)
- New Orleans Military and Maritime Academy (NOMMA)
- New Orleans Accelerated High School
- Rooted School
- Rosenwald Collegiate Academy
- Sophie B. Wright Charter School
- The Net Charter High School: Central City
- The Net Charter High School: Gentilly
- Walter L. Cohen College Prep
- Warren Easton Charter High School

TRAINING PROVIDER PARTNERS

- Delgado Community College
- Gateway EMS (GEMS)
- New Orleans Career Center (NOCC)
- New Orleans Technical Education Provider (NOTEP)
- New Orleans Video Access Center (NOVAC)
- Nunez Community College
- Operation Spark
- Southern New Hampshire University (SNHU)
- Spark Mindset

EMPLOYER PARTNERS

- A Community Voice
- Acadian Ambulance Services
- ALAS
- Audubon Institute
- BAMM Communications
- Baptist Community Ministries
- Campo Architects
- Capital One
- Community Works of Louisiana
- Cushing Terrell
- Delgado Community College Fab Lab
- Deloitte
- DePaul Community Health Centers
- Elevated Wealth Group
- Entergy
- EskewDumezRipple
- Fleurish Printing
- FLOSS, Inc.
- Flyte
- FOHR Media
- GrowHaus Studio
- Jacobs Engineering
- Launch NOLA
- LCMC Health
- Louisiana Public Health Institute
- Lucid, LLC
- Woodward Design + Build
- Greater New Orleans, Inc.
- Intralox
- Laitram
- LSU Health Sciences Center
- Universal Data, Inc.
- National Organization of Minority Architects
- New Orleans Business Alliance
- New Orleans Bioinnovation Center
- New Orleans Jazz Orchestra
- New Orleans Video Access Center
- New Orleans Technical Education Provider
- New Orleans & Company
- Operation Spark
- NOLAVATE Black
- Ochsner Health
- Omerge Alliances
- Online Optimism
- Phillips 66 Alliance Refinery
- Ragusa Consulting
- Raire Label
- SeatGeek
- Southern New Hampshire University
- Square Button Consulting
- Spark Mindset
- TOD Photography
- UNO Engineering Department
- VentureWalk
- VIA LINK