



GREAT FUTURES START HERE.

Juice Plus+ Technical Training Center Program Playbook 2020



Juice Plus+ TTC

OVERVIEW

BGCM | A National Challenge

DID YOU KNOW?

15.8%
teen
unemployment
rate

compared to
5%
national
unemployment
rate

more
than **5,500,000** YOUNG
PEOPLE
(or 1 out of 7 teens)
are not enrolled in school and are unemployed

94.6%
of all jobs added through
2024 will be in service
providing sectors

11 out of the **15**
fastest growing occupations
through 2024 will likely
require some level of
postsecondary
education.

5,000,000
jobs
will go unfilled by 2020 because
of a lack of workers with
adequate postsecondary
credentials.

Skilled trades positions
are the jobs employers
globally are having the
greatest difficulty filling

In the United States, there are 5.5 million **Opportunity Youth**: youth and young adults ages 16-24 who are not working or in school.

These young people represent vital untapped potential for future workforce needs of the United States.*

BGCM | The Memphis Story

The **Memphis** TN-MS-AR metropolitan area (MSA) has the highest opportunity youth rate among the largest metropolitan areas in the country, with 21.6 percent of youth ages 16-24 not currently enrolled in school and not working.*

In 2017, Memphis had the 2nd highest overall and child poverty rate in the country amongst Metropolitan Statistical Areas.**

More than 75% of youth express concerns about whether they have the skills necessary to secure a job versus only 34% of students strongly agree that they will graduate with the skills and knowledge needed to be successful in the job market. McKinsey & Company reports that companies who are in the top quartile for racial and ethnic diversity are 33% more likely to have financial returns above their respective national industry medians.

Opportunity Youth face multiple barriers to connecting with living wage employment opportunities:

advanced literacy and math demands, “hidden” soft skill requirements, unreliable transportation, no work experience, a lack of social capital, and a need for immediate income.

* *Zeroing in on Place and Race: Youth Disconnection in America's Cities*. Social Science Research Council, 2015.

** *Memphis Poverty Fact Sheet 2018*. Delavega, Elena. School of Social Work at the University of Memphis, 2018.

BGCM | Our Opportunity

Since 2015, Memphis and neighboring counties have won more than 85 economic development projects, representing **more than \$4 billion in capital investment and 12,300 new jobs**. In 2019 alone, approximately 20 businesses invested \$883 million and created nearly 2,800 jobs in Memphis.



In Memphis's case, there were all these large companies here that were literally talking about leaving simply because they couldn't fill the demand for qualified workers.

I thought, what a perfect match. You've got a city that needs a workforce, and we've got all these kids who aren't getting the training they need.

Keith Blanchard, *President and CEO*



Juice Plus+ TTC | Mission

The **Juice Plus+ Technical Training Center (TTC)** mission is to provide young people of Memphis with the exposure, skills, and training they need to access the jobs and career pathways of the future.

Through our five pathways (logistics, automotive, culinary, welding, and IT), related soft skills training, and a robust internship program, young people leave our program as employees of choice, ready to determine their own futures.

We meet young people where they are.

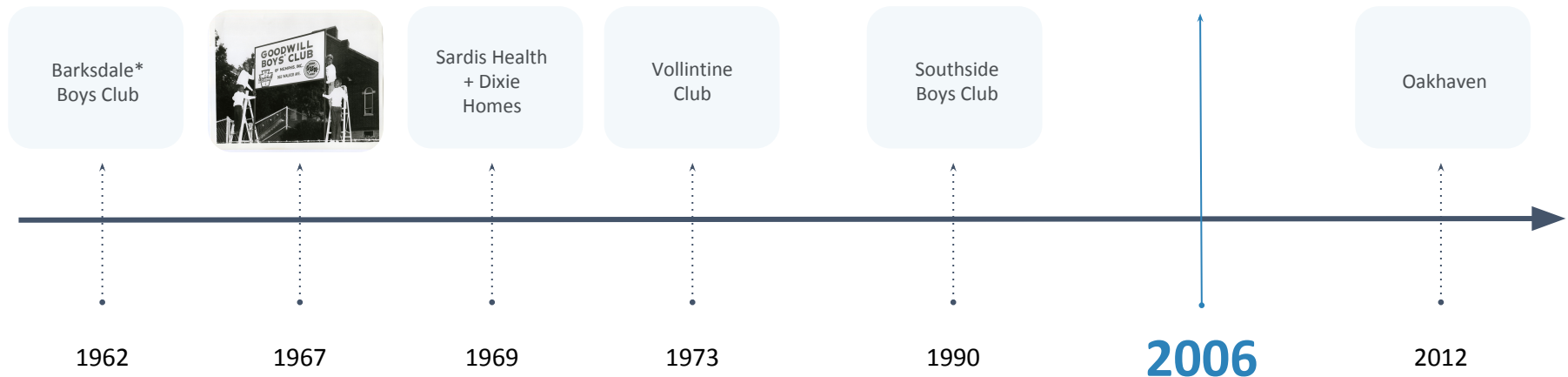
BGCM | History

For over 60 years, the Boys and Girls Club of Greater Memphis (BGCM) has been an anchor organization within the community. Founded in 1962 to develop leaders of the future, the organization today runs 6 clubs, one Technical Training Center, and a summer camp serving 4,500 students annually across a range of programming including civic engagement, personal health, academic, and workforce development.

Pivot to Workforce Development:

Juice Plus+ Technical Training Center opens

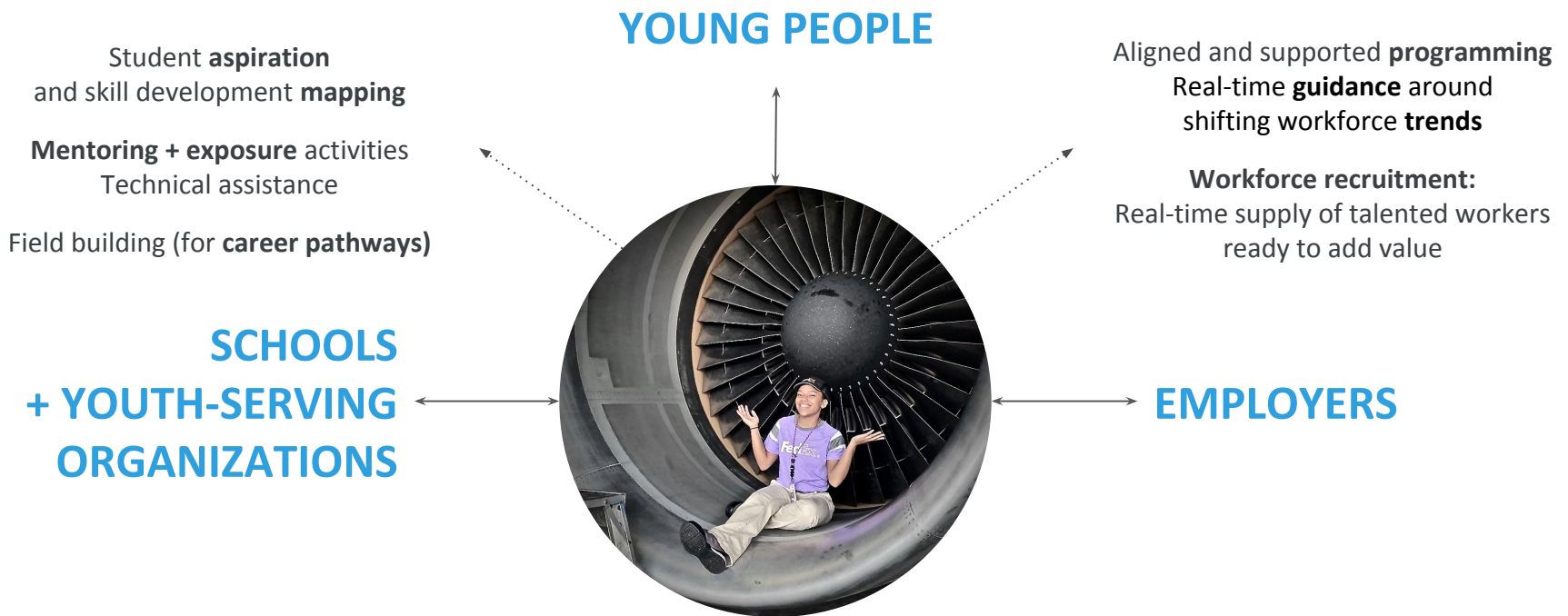
A model for other programs nationwide, the Juice Plus+ Technical Training Center (TTC) is the first of its kind in the Boys & Girls Clubs of America network.



**Later renamed Ira J. Samuelson Branch*

Juice Plus+ TTC | Vision

The Juice Plus+ TTC will be the leading youth employment hub in Memphis.



Developing strategic partnerships with K-14 schools + colleges, non-profit organizations and businesses, the TTC will create opportunities that match young people's aspirations with employer demand in a rapidly changing labor market.

Juice Plus+ TTC | Guiding Principles

SUPPORTIVE RELATIONSHIPS

“Overall, the Boys and Girls club helped me mature. They helped me keep a steady drive and pace. They helped me grow into the adult that I am.

Leah, member

OPPORTUNITIES + EXPECTATIONS

“Exposure and opportunity. Those are the cornerstones of Boys & Girls Club ”

Audra, partner

SAFE + POSITIVE ENVIRONMENT

“You can be having a bad day, and as soon as you walk in, they speak to you and your day is just better.”

Jessica, member

FUN

“I haven’t had a bad day working at the Boys & Girls Club. I really enjoy what I do.

Quin, TTC Culinary Director

RECOGNITION

“TTC staff selected me to receive a college scholarship. They saw great things in me. I am thankful for that.”

-Brandy, member



Juice Plus+ TTC **PROGRAMS**

Juice Plus+ TTC | Framework*



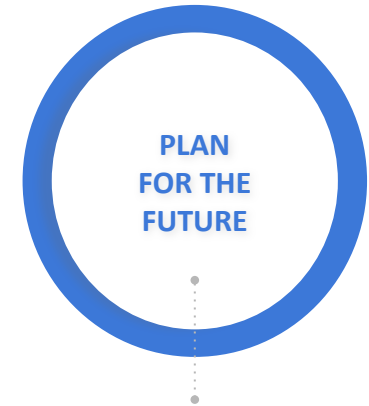
To make well-informed decisions about their futures, young people need information about work and career options.



To increase competitiveness in the global workforce, young people need opportunities to acquire and hone occupational skills.



In order to practice and strengthen employability skills, young people need to be exposed to meaningful on-the-job training experiences.



A promising plan for the future should include a successful placement in a pathway leading to career entry and continued learning.

Juice Plus+ TTC | Programs

The TTC **Job Seekers** program is a premier job training and career development program for students ages 16-22 at the Juice Plus+ Technical Training Center of the Boys & Girls Clubs of Greater Memphis. The purpose of the program is to ensure that students are ready to launch successful careers upon graduating high school.

foundational skills building →

application →

Exploration & Soft Skills

Personal Brand | resume, cover letter, mock interviews

Exploration | personality typing, goal-setting, entrepreneurship, job shadowing, college visits

Skills | ACT + Literacy tutoring, MS Office/computer skills, customer service + conflict resolution, money management, professional dress

Pathway Classes

**potentially credit-bearing*

Logistics | Forklift Certification

IT | IT Fundamentals; A+ Certification

Welding | AWS Certified Welder

Culinary | ServSafe Certification

Automotive | General vehicle maintenance + first car purchase

Career Exploration

Internships | exploratory, experiential, immersive; paid

Partners | Local industry partners in healthcare, law/criminal justice, hospitality, business, arts organizations, teaching/counseling, engineering/logistics

Mentoring | 1:1 matches with interns + professionals

Young people leave the TTC with an improved skill-set (soft and technical) and a range of career exposure activities that help them clarify their plans for the future.

100% of program graduates either enroll in college, join the military, or have secured employment.

TTC students - 350 per year, ages 16-22 - are drawn from **schools**, other **BGCM clubs**, and **local neighborhoods**

Juice Plus+ TTC | Students

Average age of participants: 19

Average Stay: 1 year, leading to certification*

Morning Cohort

- Students come from partner high schools
- Students are often initially unsure about their interests, so they select pathways once they join
- All students take both soft skills + pathway courses
- Students can earn elective credit for their work at the TTC, as well as industry certifications

Afternoon Cohort

- Students come in independently, or come from other BGCM clubs
- Partnerships connect additional young people through referrals
- Students select pathway options once they join; and take both skills and pathway courses
- Students can earn industry certifications in each pathway course they complete

**except Welding, which is closer to 18 months*



I know they're called soft skills, but they teach you the hard skills of going out into the real world.

Torrick Williams, *member*

Juice Plus+ TTC | Exploration + Soft Skills

Across all industries and career pathways, employers consistently report the need for workers with the soft skills to succeed in the current labor force. TTC addresses this challenge through its **Exploration & Soft Skills course**. The course unfolds over 18 weeks and develops requisite skills through a program of interrelated activities.



When we looked at the State's 21st Century checklist for CTE, making sure students have those skills, creativity, collaboration.... we realized that if we were really going to make someone college and career ready, we had to do that outside of our building. That had to be an experience that took place outside of our four walls.

Audra Block, *STEM Director*
Memphis Academy of Science + Engineering



Juice Plus+ TTC | Pathways + Technical Skills

In response to industry demand, the Technical Training Center opened in 2006 offering courses in Logistics and Culinary Arts. Over time, the center has kept pace with the evolving Memphis economy and expanded training opportunities in emerging, high-growth fields. This nimble responsiveness to a changing labor force ensures young people are getting skills they need to make informed decisions about their futures.

LOGISTICS

INFORMATION TECHNOLOGY

WELDING

CULINARY ARTS

AUTOMOTIVE

Students participate in pathway courses at the TTC during the day and after school, and may take multiple classes at the same time.

Pathway instructors - experienced practitioners in their fields - design and facilitate learning experiences aligned to the State of Tennessee's prioritization of post-secondary exploration opportunities.

Through pathway courses, students can earn industry-recognized credentials, gaining a competitive edge in the local job market.

Juice Plus+ TTC | Logistics Pathway



In the **Logistics Pathway**, students learn to skillfully maneuver a powered industrial truck (PIT) lift - as well as the basics of warehouse management, including supply tracking, inventor control and shipping and receiving.

CURRICULUM

- Intro to Warehousing and Distribution
- Intro to PIT
- Basic PIT operation - Pivot Point Maneuver
- Product Picking

CERTIFICATION:
OSHA Forklift

Next Step
Forklift Operator
Warehouse Associate

Future Paths
Logistics Analyst
Inventory Control
Manager

Juice Plus+ TTC | Culinary Pathway



In the **Culinary Pathway**, students are introduced to the fundamentals of cooking - sanitation, tools, and techniques - while being immersed in the requirements of success and growth in a kitchen environment.

CURRICULUM

- Sanitation and Safety
- Baking and Pastry
- Meat and Poultry
- Stocks, Sauces, Soups

EXPERIENCES

Throughout the term, culinary students cater numerous BGCM events.

CERTIFICATION: **ServSafe**

Next Step
Line Cook

Future Paths
Pastry Chef
Executive Chef
Restaurant Owner



“Through the culinary program, we were able to expand students’ horizons and take them to different areas. But we were also able to introduce people in different areas of Memphis to South Memphis, and kids they would have never met before, and burst some of those expectations and prejudices.”

Crystal Caulfield

Assistant Director of Career Development

Juice Plus+ TTC | Information Technology Pathway



In the **Information + Technology Pathway**, students learn IT fundamentals, including hardware and software maintenance, troubleshooting, and networking and security basics. Professional certifications lead to entry-level job opportunities.

CURRICULUM

- Computer Assembly
- Networking
- Security and Privacy
- Troubleshooting

CERTIFICATION

A+, IT Fundamentals

Next Step

**Help Desk Specialist
IT Health Technician**

Future Paths

**Web Developer
Cloud Architect**

Juice Plus+ TTC | Welding Pathway



In the **Welding Pathway**, students learn the basics of welding and metallurgy. Students complete small fabrication and repair projects throughout the course and ultimately earn the 2G Unlimited Thickness certification.

CURRICULUM

- Safety Protocols
- Gas Metal (GMAW)
- Flux Cored (FCAW)
- Shielded Metal (SMAW)
- Plasma Arc Cutting

CERTIFICATION

2G Unlimited Thickness

Next Step
Welder

Future Paths
Metal Fabrication
Military Support
Pipeline Installation

Juice Plus+ TTC | Automotive Pathway



In the **Automotive Pathway**, students learn the basics of car maintenance based on the the latest industry trends and technical specifications. Additionally, they learn principles of safe driving and earn their driver's license as part of the course.

CURRICULUM

- Engine Mechanics
- Heating and Cooling
- Oil and Lubrication
- Suspension
- Wheels & Tires

CERTIFICATION

Drivers' License

Next Step

Driver

Future Paths

Auto Mechanic
Motor Sports Crew



The array of choices kids have [at the TTC] helps them frame what decisions they want to make in their career. Sometimes when you're on a track, it can limit your ability to become interested in something else.

TTC really allows kids to expand their understanding and have a wider range of opportunity to decide.

Christie Peet, *CTE Director*
Martin Luther King High School

Juice Plus+ TTC | Career Exploration Program

The Career Exploration Program offers young people a continuum of experiences - beginning with workplace **exposure** activities, and then offering both bounded on-site **experiences** and **immersive** job-based stints.



Juice Plus+ TTC | Career Exploration Program (CEP)

The TTC Career Exploration Program (CEP) experiences help students understand the world of work, learn and apply specific competencies, build a professional network, and cultivate a workplace presence and portfolio that increase opportunity for economic advancement.

EXPOSURE

EXPERIENCE

IMMERSION

Exposure-focused career exploration opportunities are **short sprints** in a workplace setting, usually organized for groups of students, and informed by their shared interests.

The TTC team co-creates these opportunities with partners, organized to help young people acquire broad exposure to various industries + career pathways, as well as a few core competencies.

Experience-focused internships are designed to offer individual students an **extended opportunity** to work in a temporary formal role within a partner organization.

These opportunities are generally created by partners, around their areas of need, and students are recruited for them individually. The TTC team facilitates strategic matches which will help young people develop specific workplace competencies aligned to their interests.

Immersive internships offer young people an **entry-level role** within a partner organization, and receive mentoring and coaching in their chosen career path.

The TTC team co-creates these opportunities with partners for individual young people, organizing them around a student's chosen career path.



The shifting question for kids is not, what do you want to be when you grow up? That's not the question any more. The question is, what do you want your life to look like in the future? What kind of lifestyle do you want to live? Do you see yourself working nine to five, or do you have the hustle and drive to start your own business? Do you want to travel and make money from traveling - can you make that a part of your job? We want internships to help mold students personally and professionally in these ways.

We want our students to learn *themselves* more. This work is about self-awareness.

Jayla Sims

Career Explorations Coordinator

Juice Plus+ TTC | CEP Spotlight: EXPOSURE



Employers often face capacity constraints when it comes to hosting long-term internships, as thoughtful supervision of young workers is a time-intensive process.

To circumvent this challenge, the TTC, in partnership with **Methodist North Hospital**, crafted an intensive **health care industry exposure** experience for students during the local academic fall break.

Utilizing a cohort approach, **9 students** participated in **week-long programming** that included a mix of guest speakers, job shadowing, workplace identity development, and a culminating service learning project. All students also earned a CPR certification.

Juice Plus+ TTC | CEP Spotlight: EXPERIENCE



Regardless of the field, young people need opportunities to develop a set of workplace competencies in an authentic environment.

In partnership with the Humane Society, the TTC has developed a recurring 8-week **experience** where young people not only learn about animal care in a professional setting, but also develop critical skills and dispositions around time management, navigating supervisory relationships, and general workplace expectations.

These transferable skills are fundamental for any future career path. TTC sets up routine check-ins with both young people and the partner to ensure young people received adequate support in their professional growth.

Juice Plus+ TTC | CEP Spotlight: IMMERSION



Internships for aspiring airplane mechanics can be hard to come by, but because of its strong relationship with FedEx, the TTC was able to create a customized **immersive** internship for one of their members - Keishauna Williams - with just that specific goal.

While the primary focus of the experience was aircraft maintenance, the internship provided Keishauna with exposure to many facets of the company. During her time at FedEx, she learned the ins and outs of the mechanics department, and developed concrete next steps for gaining additional certifications and future employment. This experience led to her first full-time job, at FedEx.

As young people become more focused on specific goals, the TTC is positioned well to work with employers and young people to develop personalized experiences that meet the needs of all parties.

“Growing up, I did not have experiences [like these]. If I had that opportunity I think it potentially could have helped me shape my career younger. These exploration experiences really do give kids the opportunity early to figure out what they like and don’t like.”

Dexter McKinney, *Program Director*
Methodist Le Bonheur Healthcare



Juice Plus+ TTC | In times of crisis.....

The Spring of 2020 has brought a wholly unprecedented crisis to our city. With the arrival of COVID-19 in Memphis earlier this year, the engine that powers our economy ground to a halt. We knew that in this time of turmoil, our kids, families, and partners would rely on us more than ever- so we brought the creativity and flexibility that has helped us navigate so many challenges before to this one -- and adapted our work in ways large and small to meet our community's needs.

In early May, Boys & Girls Club opened a day care center for the children of essential workers and served meals daily. The TTC partnered with the Mid South Food Bank to provide meals to these children, and with the excess supply our staff worked with our partners to distribute food to communities most in need.

We have been working hard to adapt our soft skills programming to a new, virtual mode. In May, we launched a full week of highlighted virtual experiences, accessible through a range of social media platforms: **Money Monday, Technology Tuesday, Wild Careers Wednesday, Talk About It Thursday, and Fun Food Friday.**

This new content helped us reach more kids and families than ever - and we're continuing the effort. We're currently collaborating with Shelby County Schools and the MPLOY program to develop an online "soft skills" curriculum, as well as a course culminating in OSHA 10 certification.

Juice Plus+ TTC **PRACTICE**

Juice Plus+ TTC | Students

At the TTC, we recognize that no two young people are the same, Each individual brings a varying set of strengths and challenges. Each individual is navigating a different context with its own set of supports as well as obstacles. As such, our approach is simple, yet authentic.

We meet young people where they are.

And we help them get where they want to go. While it is often simpler to provide each young person with the same set of program offerings, we know that our young people are changing and growing everyday. Yes, this makes our work more complex day to day, but ultimately, we work to cultivate the set of experiences that recognizes each individual's unique interests and contributions.

Juice Plus+ TTC | De'Marcus Little

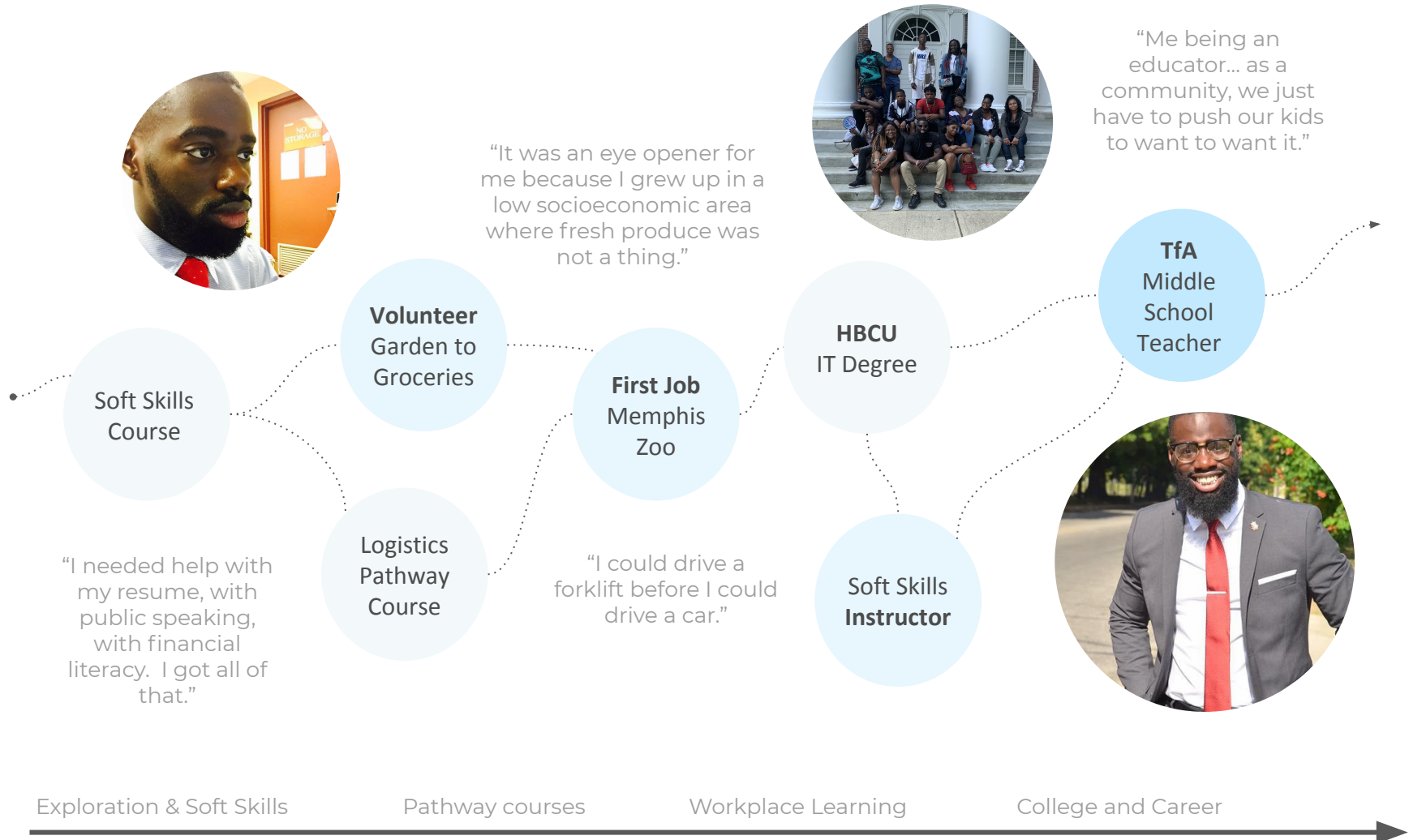


Demarcus Little first came to the Boys & Girls Club in 2004 when he was in the fourth grade, and he's been a member of our community ever since.

By his own admission, he originally came to the Technical Training Center because he was “crushing on a girl.” While that original inspiration may not have gone his way, during his years with the TTC family, De'Marcus immersed himself in a range of experiences that fostered self-direction, developed leadership skills, and helped him clarify his future choices.

Throughout his journey, from his first job at Memphis Zoo, to completing his IT degree to his current career as a middle school teacher, De'Marcus credits the TTC with providing him critical support and inspiration. He returns to the center whenever he can to share his story, and inspire new young members as they build their own journey.

Juice Plus+ TTC | De'Marcus Little



Juice Plus+ TTC | Keishuna Williams

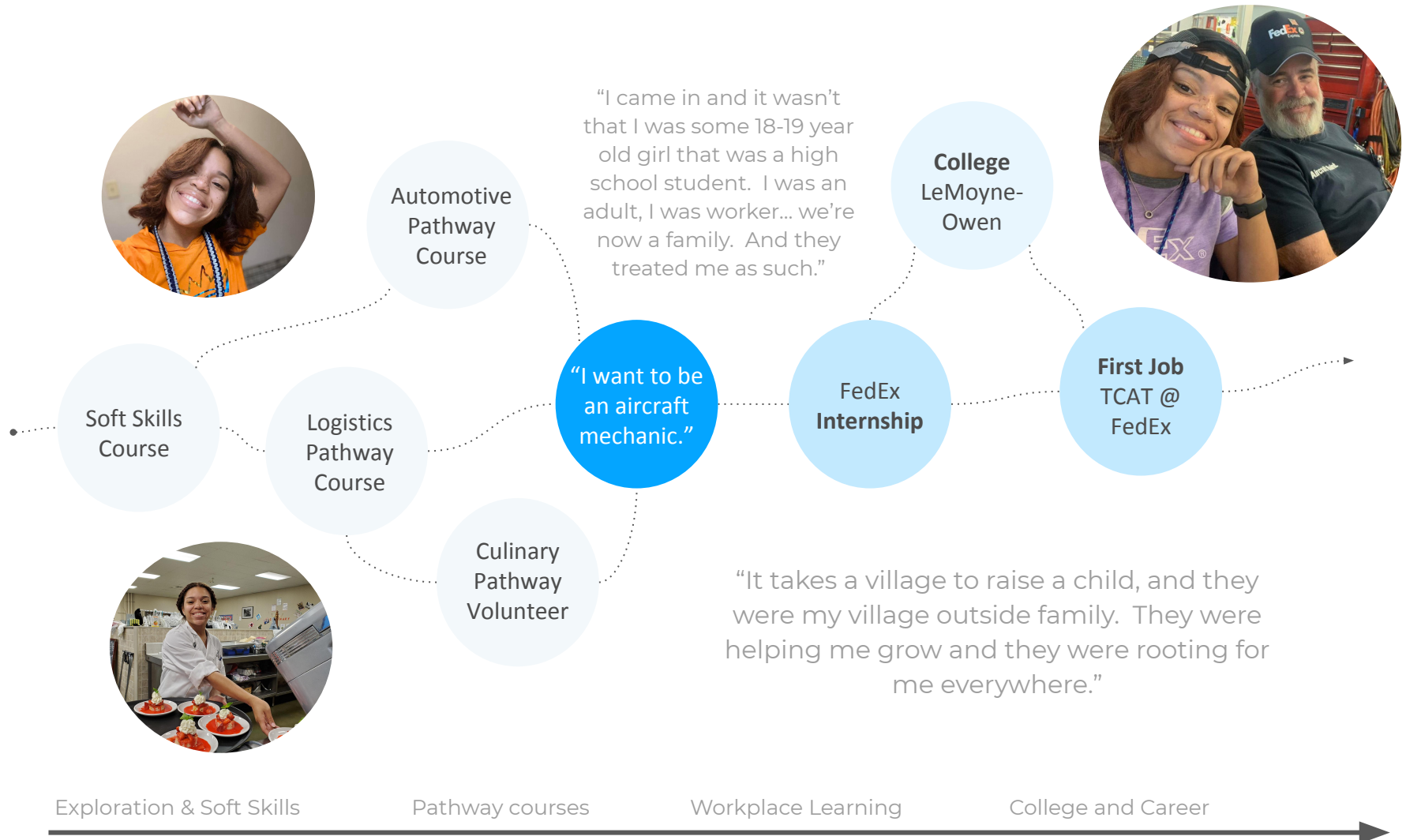
Keishuna Williams thought she knew fairly early on what she wanted to do with her life: she dreamed of becoming an auto mechanic, since she had always loved working on cars. However, after a brief introduction to the world of aircraft mechanics, she found a new inspiration.

With support from the TTC, Keishuna was able to secure a paid internship with FedEx, where, in addition to learning about the business side of the company, she had the opportunity to work on planes and “lift two-hundred pound fan blades, which was pretty exciting.” She is currently completing her bachelor’s degree and already has plans to enroll at TCAT to earn her certification as an Airframe and Powerplant Maintenance Mechanic.

Keishuna has accomplished all of these things while working an evening shift (part-time) at a FedEx hub to understand the day-to-day realities of the job. In her view, “the TTC pretty much set me up for life.”



Juice Plus+ TTC | Keishuna Williams





“Success isn’t just about what you accomplish in your life. It’s about what you inspire others to do.”

JaMeko Williams

Director of Career Development

Juice Plus+ TTC | School Partners

Memphis area students attend a wide variety of different high schools -- district schools, charter schools, small college preparatory academies, and large comprehensive high schools -- and so our TTC school partnerships can take many shapes, from an extension of an embedded Boys & Girls Club at one school to aligned curricular offering resulting in school credit at another.

Whatever the context, our team is deeply committed to building strong relationships with our school partners, grounded in both a deep understanding of their needs and priorities, and our shared commitment to serving young people and families in Memphis well.

We bring flexibility and creativity to every collaboration, which helps us ensure that we can together offer students the opportunities and experiences they need to fully prepare for success in their lives.

Juice Plus+ TTC | School Partnerships

The TTC partners with different types of schools to ensure as many students as possible have access to career pathway opportunities.

Partnerships with these schools anchor our current work:



**Memphis Academy
of Science + Engineering**
Charter School



**Martin Luther King
College Prep**
Achievement School District



**Craigmont
High School**
Shelby County District



**Hollis F. Price Middle College
High School**
Shelby County District

Juice Plus+ TTC | Industry Partners

In workforce development, industry partnerships are vital to the success of any program. This is even more true in Memphis, where the evolving economy is creating new opportunities and career pathways for young people. At the TTC, our employer partners range from billion-dollar logistics companies to small non-profit organizations in creative fields.

Consistent with our commitment to meet everyone where they are, we have developed a portfolio of strategies that allow employers to engage with our work in ways that are mutually beneficial aligned to our central goals. From insight into industry trends to providing direct support to young people, our industry partners contribute to the refinement and development of our program model. We, in turn, provide them opportunities to connect and learn from each other and, most importantly, skilled young people ready to add value to their organizations.

Juice Plus+ TTC | Industry Partnerships

The TTC partners with different types of organizations across multiple industries to ensure young people have access to as many career pathway opportunities as possible.

Partnerships with these organizations anchor our current work:



LATINO
Memphis



Juice Plus+ TTC **ORGANIZATION**

Juice Plus+ TTC | Our Team

Keith Blanchard brings over 20 years of experience and proven non-profit success to the Boys & Girls Clubs of Memphis. Prior to joining the Boys & Girls Clubs of Greater Memphis, Keith served as the Chief Professional Officer of the Boys & Girls Club of Alachua County in Gainesville, Florida for 12 years and spent seven years in law enforcement as a California police officer. Keith's leadership and commitment to youth have been recognized both locally and nationally.

Keith and his team are preparing Memphis kids to stand on equal footing with their peers. By providing a safe-haven, with caring mentors, and life enhancing programs, Club Kids thrive. They plan for great futures, learning skills for success. They reach their potential and emerge prepared for all sorts of possibilities--ready to impact the world.



Keith Blanchard
President & CEO

Juice Plus+ TTC | Our Team

JaMeko Williams brings with her more than 15 years of experience in technical education and workforce development. She is passionate about vocational training and the bright futures that careers in these areas can provide for young people.

JaMeko holds an MPA from the University of Memphis, and BA degrees from the University of Tennessee, Knoxville. One of her favorite pastimes is cheering on the Vols in Neyland Stadium. Experiencing great Memphis eateries is a close second.

As **Director of Career Development**, JaMeko is responsible for leading the TTC team, shaping the experiences the TTC offers young people, establishing a creative and relentless focus on impact, and developing strong and sustained relationships with partners, families, schools, and young members.



JaMeko Williams

Director of Career Development

Juice Plus+ TTC | Our Team

Crystal Caulfield, originally from Gallatin TN, moved to Memphis to get her Bachelor's Degree from The University of Memphis and stayed on to earn her Master's Degree where she wrote a guide on how to run a successful labor campaign for day laborers fighting for rights and pay in the workplace.

When not working, Crystal enjoys cooking new recipes with her husband, playing outside with her son, and rescuing dogs that need love and a lot of attention.

In the fall of 2011, Crystal Caulfield took on the role of **Assistant Director of Career Development**, where she serves the Technical Training Center in organizing their curriculum as well as scheduling guest speakers, implementing new programs, and making sure that the Club members receive the skills necessary to enter the workforce.



Crystal Caulfield
*Assistant Director of Career
Development*

Juice Plus+ TTC | Our Team

Jayla Sims is a Memphis native, Lausanne Collegiate and University of Memphis alumna. She is passionate about mentoring and developing youth into future leaders. In her spare time, Jayla enjoys traveling, shopping, and finding new eateries in Memphis.

In her role as the TTC's **Career Exploration Coordinator**, Jayla is very excited to place students in internships, as well as host workshops, seminars, and events to promote college readiness and career development to prepare Boys & Girls Clubs trainees for successful careers.



Jayla Sims

Career Explorations Coordinator

Juice Plus+ TTC | Space

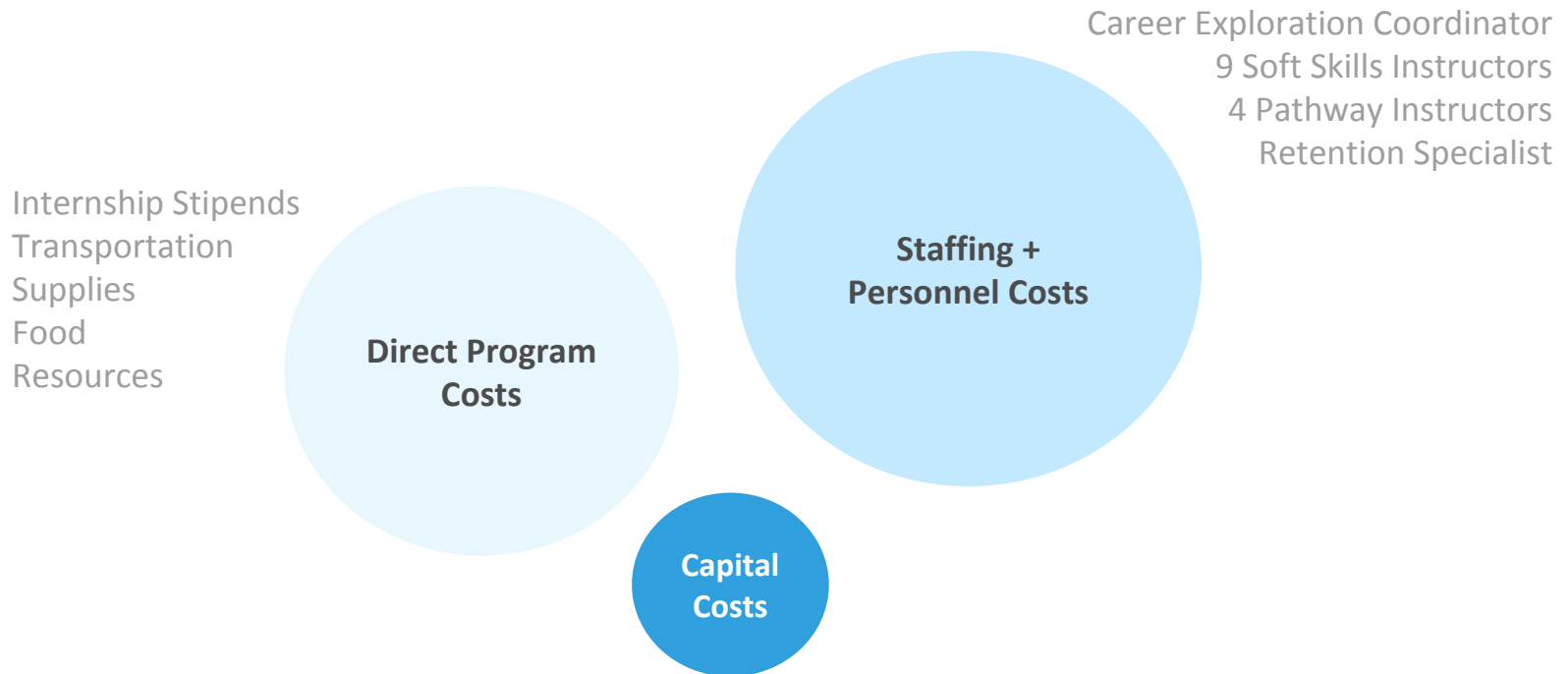


The Juice Plus+ Technical Training Center (TTC) is a 24,000 square foot facility that offers training in a selection of the fastest growing career fields in Memphis.

Juice Plus+ TTC | Budget

Our budget priorities reflect our deep investment in building flexible, resource-rich programs for our student members, in partnership with local school and industry leaders.

Key expenditures include the following elements:



Juice Plus+ TTC **PLANNING**

Juice Plus+ TTC | Our Future

The TTC is committed to driving towards a future full of growth, innovation, and creative partnership with the families, schools, partners, and above all, young people of Memphis. Now more than ever, the work we do in support of our community is essential. We are well-positioned to scale in response to both the new opportunities and the new needs of our city.

Juice Plus+ TTC | Our Future

What would be wonderful is to have a TTC experience for every kid in the city of Memphis.

Anne Wulf, Board Chair
Boys & Girls Club of Memphis
Former Vice President, FedEx (ret.)

We are at the table for workforce development, and as we move forward, I think we'll have a bigger say in terms of what we can do... We'll play a key piece in the growth of the city.

Mike Keeney, Board Member
Boys & Girls Club of Memphis

Juice Plus+ TTC | Support Our Work

There are multiple ways you can support our work in the months ahead.

- *Direct funding* enables us to grow and sustain our leadership team, while developing a strong cohort of industry experts to lead our courses and exploration experiences.
- *Program sponsorship* can help us maintain key program elements - like stipends for students so that they can focus on training and skill development through the TTC, as opposed to having to work to support their family.
- *Networking and outreach* can help us expand the TTC model to additional schools and sites, to reach more young people in Memphis.
- *Advocacy and support* can help us request the regulatory flexibility we need to reduce barriers to entry for expanding TTC opportunities into pre-existing facilities or programs.
- *Partnership and collaboration* can help us create innovative new pathway and career exploration experiences for young people across the city, aligned to developing job market trends.

