

Building a Workforce and Career Development System for Opportunity Youth

The size and complexity of the Los Angeles region requires a cross-system approach to improve the outcomes for opportunity youth (OY) - **those 16- to 24-year-old youth and young adults who are disconnected from both school and work, as well as those who have experienced foster care, the justice system or homelessness.** The city of Los Angeles alone is bigger than eight U.S. cities combined: San Francisco, Boston, Pittsburgh, Cleveland, St. Louis, Milwaukee and New York City's Manhattan. LA County is larger in population than 41 individual U.S. states and is bigger than Rhode Island and Delaware combined. Los Angeles is home to 88 independent cities, 80 school districts (including the second largest in the country), 21 community colleges and seven public state universities, with over ten million residents.



COYN

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THE LA STORY

This report shares the story of how two local coalitions with over 100 partners aligned their collective impact initiatives, resources, and skills to create systemic change in the Los Angeles region and captures the experience of efforts to increase access to and success in workforce and career development programs for **opportunity youth (OY) - those 16-to 24-year-old youth and young adults who are disconnected from both school and work, as well as those who have experienced foster care, the justice system or homelessness.** Together these two coalitions have worked in solidarity to create the changes needed for the future of the workforce and to improve outcomes for OY. While there is still much work to do, a firm foundation has been built and productive systemic changes have been implemented.

Systems change is thoughtful, slow, intentional and incremental. Holding up a bold community vision, defining broad functions for partners and key elements for the system itself can help keep all partners engaged and moving forward toward realizing that vision. In Los Angeles, a public/private partnership was formed between the Los Angeles Performance Partnership Pilot, a public service collective impact initiative, and the Los Angeles Opportunity Youth Collaborative, a trusted intermediary spearheaded by the Alliance for Children's Rights. As trust was built and relationships developed, these intertwined initiatives have been able to make systemic changes to how services are delivered to opportunity youth in Los Angeles.

The Conditions

It is important to understand that efforts in Los Angeles were first and foremost data driven and built on a decades long history of regional efforts to address the significant disconnection rate of young adults from school and work. An initial study released in 2007 by Dr. Paul Harrington¹ noted "One Out of Five" Los Angeles city youth are Opportunity Youth. The study revealed that out of nearly 500,000 young adults in the city of Los Angeles, nearly 100,000 were out of school **and** out of work. This disconnection rate had tremendous implications on

the future economic prosperity of the region and even more significant implications for those youth.

In addition, Los Angeles County has the largest transition age foster youth (TAY) population in the United States, home to 10,000 current and former foster youth, ages 14 to 24. Like their peers outside of the system, foster youth have hope, want a good education and dream of a fulfilling and meaningful life, but systemic barriers can impact their ability to achieve their ambitions. Despite their large concentration in L.A. County, transition-age foster youth are underrepresented in subsidized workforce training programs including Workforce Innovation and Opportunity Act (WIOA²) supported programs and are an especially vulnerable sub-population of opportunity youth.

Education, workforce development and child welfare systems often lack the capacity to address the needs of TAY and, subsequently, these youth face a myriad of obstacles in navigating the bureaucracies intended to provide them support. These systemic barriers are frequently exacerbated by their personal experiences within the system. Many of these youth - who are disproportionately black and brown - experience placement instability, lack support from trusted adults and are more likely to come from and live in under resourced communities. Understandably, many of these youth feel unprepared, unsupported and disconnected.

Youth exiting foster care face significant challenges reaching higher education and employment goals. A recent study of California foster youth found that only 29 percent were enrolled in a two- or four-year college, compared to 43 percent of their peers.³ Meanwhile, only 54 percent of foster youth were currently employed working ten or more hours per week, earning just \$12.48 an hour on average.⁴ In comparison, the living wage in California for a single individual supporting themselves is estimated at \$15.⁵ Through it all, opportunity youth are resilient and full of potential.

¹ <https://www.wiblacity.org/index.php/articles-hidden/112-jan2013-youth-council-paul-harrington>

² WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers, <https://www.dol.gov/agencies/eta/wioa>

³ Courtney et al. Findings from the California Youth Transitions to Adulthood Study (CalYouth): Conditions of Youth at Age 21, 2018, https://www.chapinhall.org/wp-content/uploads/CY_YT_RE0518_1.pdf

⁴ Courtney et al. Findings from the California Youth Transitions to Adulthood Study (CalYouth): Conditions of Youth at Age 21, 2018, https://www.chapinhall.org/wp-content/uploads/CY_YT_RE0518_1.pdf

⁵ MIT Department of Urban Studies and Planning, Living Wage Calculation for California, 2020, <https://livingwage.mit.edu/states/06>

Two Los Angeles coalitions are addressing systemic barriers so that these youth can achieve their dreams. If given the necessary support, resources and opportunities, they can make the transition to self-sufficiency. Changing the results for opportunity youth is achieved by working collaboratively across sectors and alongside youth themselves to promote comprehensive solutions. This story describes the work of these two coalitions that are working to align and connect cross-system partners to better prepare opportunity youth for the future.

The Los Angeles region boasts a robust system of public workforce programs available to opportunity youth, including opportunities to participate in short-term, resume-building and paid work experiences, as well as programs with a high touch of supportive services to help youth achieve their education and career goals. These essential workforce development programs are overseen by seven independent workforce development boards (WDBs), each of which operates one or

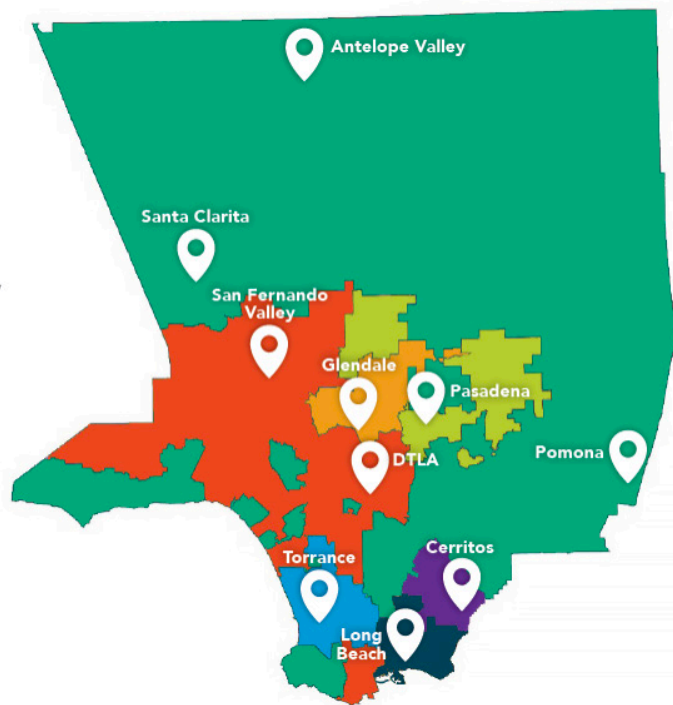
more workforce programs accessed through more than 40 workforce center⁶ locations with hundreds of support-service agencies across the region, resulting in a public workforce system that is often difficult to navigate - not only for youth, but also for social workers, caregivers and community-based organizations as well. (See Appendix A for an overview of L.A. County's public workforce development system.)

Each of the seven WDBs has jurisdiction over a defined, non-overlapping Local Workforce Development Area (LWDA) within L.A. County, although the areas covered by some LWDAs are non-contiguous (Exhibit 1).⁷ While each WDB is independent, they administer many of the same federal, state and locally funded workforce programs, though sometimes under different names and with varying practices and policies that are locally determined by local boards, public contracts, educational institutions and local community based organizations.

EXHIBIT 1

L.A. County Local Workforce Development Areas (LWDAs)

- Foothill
- L.A. City
- L.A. County
- Pacific Gateway
- SELACO
- South Bay
- Verdugo



⁶ The term "workforce center" is used throughout this case study to generally describe centers that may be called "American Job Centers of California (AJCCs)," "YouthSource Centers," "One Stop Centers," etc. Regardless of name, all these workforce centers operate some workforce programming for young adults ages 14-24 through a blend of local, state, federal, and private funds

⁷ https://laoyc.org/wp-content/uploads/2021/07/OYC-Study_FINAL-Web.pdf

THE PRACTICE

By 2017, Dr. Paul Harrington completed the Declining Youth Disconnection in Los Angeles⁸ and reported progress was made and opportunity youth were now “one out of six”. In addition, Los Angeles began to prioritize foster, juvenile justice and homeless youth in their workforce systems.

Building a Workforce and Career Development System for Opportunity Youth

A cross-system collaborative to support opportunity youth access and success in workforce development programs and systems.

This report captures the experience of efforts in Los Angeles to increase access to and success in workforce and career development programs for **opportunity youth - those 16-to 24-year-old youth and young adults disconnected from both school and work, as well as those who have experienced foster care, the justice system, or homelessness.**

The Los Angeles experience builds on some very basic elements. At its core is a partnership between local government with leadership committed to collaborative approaches and prioritizing workforce services for systems involved youth and a neutral, trusted and inclusive collaborative intermediary⁹ that supports cross-system work. These two Los Angeles coalitions are addressing systemic barriers so that opportunity youth can achieve their dreams. Both coalitions believe that if given the necessary support, resources and opportunities, OY can make the transition to self-sufficiency. Changing the results for youth is achieved by working collaboratively across sectors and alongside OY to promote comprehensive solutions.

The Los Angeles Opportunity Youth Collaborative¹⁰ (LA OYC) brings together a multi-sector collaborative to address the systemic barriers facing transition age foster youth (TAY) in Los Angeles County. The LA OYC has built unprecedented trust and collaboration between public and private agencies to improve TAY education and employment outcomes across its three campaigns. Since 2014, the LA OYC Foster Youth at Work campaign¹¹, convened by the Alliance for Children’s Rights and UNITE-LA, has engaged public workforce and child welfare agencies in L.A. County in devising collaborative, systemic solutions to improve foster youth connection to work readiness training, early work experiences and pathways to sustainable careers.

Workforce systems in L.A. City and County championed the creation of the **Los Angeles Performance Partnership Pilot (LA P3)**¹² in 2017, which has worked to create regional collaboratives aimed at creating a local comprehensive support network of resources for workforce centers serving opportunity youth. LA P3, an intergovernmental, cross-sector initiative focused on increasing the workforce education, and social well-being outcomes of opportunity youth in Los Angeles, grew out of a federal designation to offer a unique opportunity to test innovative, cost-effective and outcome-focused strategies for improving results for opportunity youth.

In 2018 the LA OYC and the LA P3 aligned their coalitions to work together towards their common goals.

Early Success

The barriers to employment are complex for opportunity youth and the workforce system in Los Angeles had made significant steps in transforming their programming to attract, engage and serve opportunity youth. Workforce system leaders embraced an evidence-informed, trauma informed work readiness curriculum and a universal referral process was adopted to streamline processes between the LA Department of Children and Family Services and the public workforce system.

8 <https://www.wiblacity.org/index.php/wdb-news/211-the-state-of-disconnected-youth-in-los-angeles-may-2016-town-hall-meeting>

9 https://aspencommunitysolutions.org/wp-content/uploads/2019/06/2019_6-ShapingTheNarrative-SCREEN.pdf

10 <https://laoyc.org/our-work/>

11 <https://laoyc.org/our-work/foster-youth-at-work/>

12 <https://www.wiblacity.org/index.php/wdb-news/232-city-of-la-s-workforce-development-board-and-over-40-partners-launch-the-la-performance-partnership-pilot-strategic-plan-for-serving-la-region-s-170-000-disconnected-young-adults>

L.A. County's workforce systems have taken bold steps in recognition that the conversation must move beyond access for the county's most vulnerable populations to focus on persistence and success. A new universal referral process for foster youth has been launched. L.A. County's seven workforce boards signed a landmark agreement with the Department of Children and Family Services, the Los Angeles County Office of Education and Los Angeles County Probation committing to the following benchmarks¹³ to support academic progress and career-readiness for foster and other opportunity youth:

1. By the age of 16, foster, juvenile justice and homeless involved youth shall have 100 completed hours of work experience.
2. By the age of 18, foster, juvenile justice and homeless involved youth shall have completed 300 hours of work experience; and
3. By the age of 21, foster, juvenile justice and homeless involved youth shall have graduated from high school, have permanent housing and be connected to post-secondary education and/or have subsidized employment earning a living wage.

In addition, the LA OYC partnered with LA P3 to champion and advocate for a federal waiver to be extended to Los Angeles County that allows youth in foster care, the juvenile justice system or experiencing homelessness who are enrolled in school to receive one year of WIOA-funded and intensive case management services to support their education and workforce goals. The waiver addresses the conflict arising from the federal government's requirement that 75% of WIOA funding serve youth who are out of school, effectively limiting eligibility for youth in Extended Foster Care (AB 12) - who are in school and who must, as a condition of their AB 12 eligibility, be in school or working.¹⁴

These youth are singularly appropriate recipients of WIOA services and can deeply benefit from the intensive services that WIOA funds support. Data collected by the City of Los Angeles WDB shows that the number of youth in the foster system, in the juvenile justice system and/or experiencing

homelessness enrolled in WIOA-funded workforce programs increased an average of 53 percent, 91 percent, and 100 percent respectively over three years of program implementation.

Together the LA OYC and LA P3 worked to prioritize and provide access to a range of services and opportunities in greater Los Angeles through the creation and nurturing of a functional cross-system collaborative to support opportunity youth access and success in workforce development programs and systems. The collaborative is an aligned effort between an intergovernmental partnership and an operational intermediary that supports a wide-ranging collaboration in the region. Government investments are aligned, and the collaborative encourages and helps spread innovative practices across programs and systems to support youth success.

The coalitions work over the last eight years, has celebrated a ten-fold increase in foster youth participation in the L.A. County Youth@Work Work-Based Learning program¹⁵, which provides an average of 120 hours of subsidized work experience and training to youth and young adults. Together, the LA OYC and LA P3 partners identified additional funding specifically for foster youth, streamlined enrollment verification documents and implemented a targeted outreach and awareness campaign. These innovations, among others, resulted in annual placements of foster youth increasing from about 80 in 2014 to 826 in 2020.

Achieving these ambitious, and much needed goals required moving beyond issues of access to the workforce system, to truly promoting success and self-sufficiency for foster and other opportunity youth.

13 <https://drive.google.com/file/d/1-xDOJLrYa3NH-mSqqHtU4v3jz4uD6IGT/view?usp=sharing>

14 https://drive.google.com/file/d/1mMDHrua2HppWEdzys33rKxdQjsml_DXL/view

15 "Youth@Work" refers to the countywide program that provides an average of 120 hours of work experience for youth ages 14-24. L.A. County refers to this as their "WBL" or "Level 1" program. LA City refers to the same program as HireLA.

GOING DEEPER

At the systems level, the LA P3 is an intergovernmental, cross-sector initiative focused on increasing the workforce, education, housing and social well-being outcomes of opportunity youth in Los Angeles. Building on the previous work in the region, LA P3 developed a shared vision of integrated resources between the City and County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District and community advocates to provide enhanced and better services through a systemic approach to the region’s opportunity youth population.

LA P3 is unique in several ways.

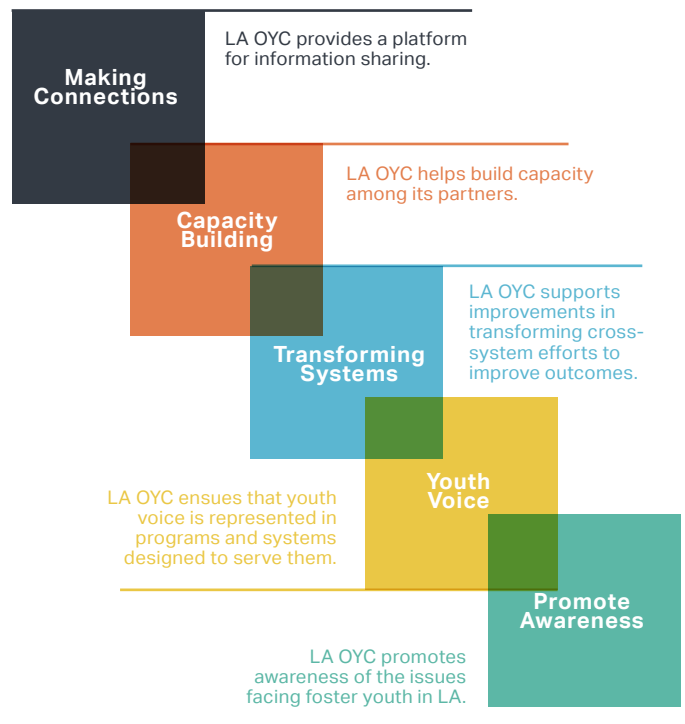
- **SCALE** – LA P3 attempted a systematic approach for the region.
- **AUTHENTICITY** – LA P3 is not a response to external forces other than the need for the public sector and its community partners to do better.
- **RESEARCH-BASED** – LA P3 was designed from the very beginning to have a third-party evaluation to the impact and effectiveness of an integrated approach to its workforce development and education attainment strategies. A “gold-standard” evaluation report was conducted by the California State University, Northridge, and Mathematica. (Dr. Richard Moore, CSUN 2019)¹⁶
- **REPLICABILITY** – LA P3 systemic approach was designed to be replicated throughout the LA region.
- **TARGETED INTENTIONALITY** – LA P3 intentionally focused on the systems involved opportunity youth previously in the foster, juvenile probation, and homeless care systems.

At the practice level, the LA OYC is a collaboration of over 100 partners that includes public agencies, community-based organizations, educational institutions, youth and philanthropic foundations. The structure of the collaborative is designed to encourage the LA OYC to be

entrepreneurial and opportunistic in advancing its mission of bringing together a multi-sector collaborative to address the systemic barriers facing transition age foster youth in Los Angeles County. Together, collaborative members seek to achieve the ultimate desired impact where all transition age foster youth in Los Angeles County have the knowledge and skills to allow them to achieve economic mobility and flourish in their personal lives.

The Alliance for Children’s Rights serves as the “backbone organization” for the LA OYC, and the LA OYC is co-convened with UNITE-LA and John Burton Advocates for Youth. The LA OYC seeks to address five priorities in its work and is the operational engine that keeps partners focused on the needs of OY in the region. LA OYC utilizes the five strategic priorities described in Exhibit 2 below and is working to improve the systems designed to support OY through a long-term and sustainable collective impact approach.

EXHIBIT 2¹⁷



¹⁶ <https://www.clasp.org/sites/default/files/LA%20P3%20Formative%20Evaluation%20Report.pdf>

¹⁷ https://ssir.org/articles/entry/collective_impact

PRACTICE DEVELOPMENT

Prior to implementation of LA P3 and the LA OYC, services and opportunities for opportunity youth were disconnected across systems and difficult to learn about or access. Like most places in the country, youth and young adults in need of educational services, workforce development support, mental health counseling, housing or any other social service would have to navigate and seek services on their own in different locations, delivered by different agencies and/or service providers - often with different intake processes, assessments, service arrays, offerings and development plans.

The City of Los Angeles, in partnership with LAUSD, established YouthSource centers – essentially one-stop service hubs for youth and young adults - in 2009, coordinating and connecting services for youth and young adults seeking to access educational and/or workforce development services. Building on the YouthSource center efforts, the LA P3 was launched in 2017 to enhance intergovernmental coordination and collaboration across Los Angeles County's seven workforce boards.

The LA OYC was launched in 2013 to help address the overlapping but fragmented relationships between the Los Angeles County departments of Children and Family Services (DCFS), Mental Health (DMH), Office of Education (LACOE), seven Workforce Development Boards (WDBs), Children's Court and the Los Angeles Unified School District (LAUSD). All were all tasked to serve the same populations, but their priorities and policies were not always aligned across systems or with services specifically addressing the needs of OY nor were those policies and services well communicated or easy to access. Around the same time an L.A. County Board of Supervisors' Blue-Ribbon Commission made recommendations that led to the creation of the Office of Child Protection to ensure the safety and permanency needs of children by fostering more collaboration, transparency, shared leadership and accountability between County agencies. Key leaders in the workforce development field worked closely with LA OYC leadership to bring potential partners to the table and begin the collaborative design and implementation process.

THE VISION

"All Systems Involved Youth in Los Angeles will have the knowledge and skills to allow them to achieve economic mobility and flourish in their personal lives. A seamless service system of care between city, county, public workforce system, school districts, community colleges, colleges, and community-based agencies provide individualized services, supports, and opportunities to ensure Systems Involved Youth success in the transition to adulthood with economic mobility, stable living arrangements, and access to services and comprehensive supports when needed. All institutions and partners share a collective responsibility for providing access to the services, making the services attainable and effective, and there is collective responsibility for the outcomes. A highly functioning and well supported intermediary helps build and support the multi-sector partnerships to improve education and employment outcomes for systems involved youth to thrive."

The vision is a direct outgrowth of nearly decade of integration and collaboration between the City and County of Los Angeles, LAUSD, and community-based agencies. The vision evolved from a focus on reconnecting young adults to school and work to a greater vision of integrated services and resources to meet all the needs of opportunity youth. The vision of the LA OYC is to implement, innovate and create collaborative solutions to transform systems to allow for Transition Age Foster Youth who have experienced foster care, as a sub-population of opportunity youth with unique barriers, to achieve self-sufficiency. The mission and vision were revised by the collaborative in 2020 as part of the LA OYC's three-year strategic plan.

THE CONDITIONS

The conditions that allowed the practice to develop included the following:

1) Political Leadership – the Los Angeles Mayor's Office, the Los Angeles County Board of Supervisors, the School Superintendent, Los Angeles Unified School District Board members and the Los Angeles Community College District Trustees all supported the development of a greater integrated system. All supported the application for LA P3 pilot, and subsequently supported its strategic plan and the

implementation of the recommendations provided through its strategic plan.

2) Bureaucratic Leadership – Several key players in the respective bureaucracies took up active leadership roles in LA P3. Unlike other collaborations, there were no “Mandatory Partners” or “Appointed Designees”. The partners who represented the various departments did so voluntarily, believed in developing a greater vision of partnership and were concerned with improving the outcomes of the services provided.

3) Operational Necessity – For many of LA’s public and community service agencies, constant funding reductions and budget challenges pushed agencies to collaborate with others and leverage resources.

4) Established Collaborative Entity - the LA OYC was launched in 2013 out of the Aspen Institute’s Forum for Community Solutions. Los Angeles had adopted the Aspen model and focused its mission on implementing innovative, collaborative solutions for Foster Youth.

These four conditions served as the foundation for the refinement of a local system to address the needs of opportunity youth.

THE DEVELOPERS

This practice was born out of frank and committed conversations among key governmental staff from the education, workforce and social services fields. The practice of integrated service delivery has been in the workforce field for decades, and most recently mandated by the Workforce Innovation and Opportunity Act. However, the implementation of the practice to scale, and the focus on opportunity youth and systems involved youth have few comparisons outside of Los Angeles.

PRACTICE IMPLEMENTATION

What makes the practice work?

KEY COMPONENTS

Strategic Functions and Activities

- Leadership
- Collaborative Infrastructure
- Cross-Sector Partnerships
- Measurement - Ongoing Evaluation
- Public Accountability
- Continuous Improvement
- Sustainability

Operational Functions and Activities

- Administrative Structure
- Communications and Information Sharing
- Convening and Organizing Conversations
- Capacity Building and Technical Assistance
- Systems Adjustments to Enable Connections and Alignment
- Youth Leadership

Collective impact models and initiatives have a multitude of layers and in Los Angeles the LA OYC has been successful as a result of being spearheaded by a neutral and trusted intermediary with the capacity to manage and translate systemic language across key stakeholders: workforce development, child welfare, young adults with lived experience, community-based agencies and educational institutions.

For any collective impact initiative to be successful it takes **leadership** at all levels to challenge the status quo and build the expectation that programs be implemented through a collaborative and connected process and ensure there are stronger systems of collaboration, communication and cross-funding of services. Leadership does not mean a singular person, but a collective leadership that believes in the public and community systems of support and care can do better. Their actions promote and support innovation and call for transformation that yields better results.

Intermediaries also need an established backbone to take on the functions of the **collaborative infrastructure**. In Los Angeles, the Alliance for Children's Rights, the backbone to the LA OYC, is a non-profit legal service organization with a long history of service in Los Angeles whose mission is to clear barriers to stability and opportunity for children, youth, young adults and families who experience the Los Angeles child welfare system. The collaborative's **administrative structure** began with one staff person and has grown into four full-time staff members who focus on all aspects of the pillars of collective impact as outlined in Exhibit 2, above. In addition, there are three full-time staff who serve as campaign co-conveners with John Burton Advocates for Youth and UNITE LA. Public agency staff also serve as co-conveners or executive leaders across the collaboratives' three campaigns. The resources supporting and sustaining the practice are primarily philanthropic support to LA OYC, and LA P3's support for a three-quarter time consultant to support our **capacity building convenings and technical assistance** to the 40 local workforce providers across LA County. In addition, all seven workforce boards in Los Angeles dedicate several staff members to focus on LA OYC and LA P3 responsibilities.

The LA OYC utilizes the co-convening model, which allows multiple partners and intermediaries to play core roles, with others playing clearly defined adjunct roles. This has allowed for **cross-**

sector partnerships to grow and develop as multiple organizations are experts in various sectors of our work. This strategy allows our work to thrive as multiple experts are working together towards our collective common agenda. The LA P3 efforts allow for our public partners to feel invested in their efforts, as LA P3 is attached the public system's management goals.

Measurement is essential to tracking progress and identifying successes and provides opportunities for shared learning among all partners. Opportunities for shared learning are essential as all partners need to feel safe sharing both their successes and areas of development or challenge in order to work together to co-create strategies for improvement. The LA OYC and LA P3 have defined common metrics and share data to measure success.

Jointly developed goals and strategies are **shared publicly** to allow for all partners to understand the progress being made. This provides for input from community partners and allows for the collaborative to learn from practitioners about specific challenges and successes. Deep dive sessions among collaborative partners allow for the co-conveners to refine their strategies. These sessions most importantly allow for **young adults with lived experience** to share their expertise with practitioners to understand the gaps between policy and practice. Young adults and practitioners are then able to work together to create policies and procedures, marketing tools and/or program design improvements.

Systems adjustments to enable connections and alignment are identified and addressed by convening key partners to help organize and prioritize collective goals. Coming together in small, targeted workgroups allows the partners to refine campaigns and encourages **continuous improvement** across public agencies, educational institutions and community-based organizations. Youth with lived experience of systems designed to serve them are now paid members of various work groups aimed at improving systems to ensure the unique expertise and perspective of young adults is reflected in the work.

Youth Leadership is an essential voice for the initiative, as systemic racism exists in all government systems. Inter-generational community centered design is required to develop and re-imagine systems serving young adults. Young adults need to be supported by

the intermediary staff to understand and learn about systems change and advocacy as well as legislative and local policy. Young adult and adult partnership are a vital relationships needed in systemic change process.

Finally, long-term **sustainability** is essential for systems change intermediaries, as system change is often a long-term strategy to yield results. Change can take a long time and keeping partners at the table can be a challenge. This requires the backbone staff to be innovative and entrepreneurial. The LA OYC has kept itself relevant by being persistent, convening around topical areas of interest to its local partners - including young adult voice convenings. In addition, LA OYC's **communication tools** have become the go to resource, including a newsletter and a social media presence that is directly marketed to young adults.

STEWARDSHIP

The government and external intermediary partnership allows for a strong collaboration between coalitions. System transformation was agreed upon by partners and the primary implementing responsibilities became the work across multiple partners: the public workforce system, DCFS, LAUSD for the LA P3 effort with implementation support from the LA OYC.

RESOURCES

The resources supporting and sustaining the practice are primarily philanthropic support to LA OYC, and the County and City of Los Angeles support of LA P3. In addition, all seven workforce boards have dedicated staff assigned to LA P3 duties. The partners are proud to recognize the many public agencies, community-based agencies, young leaders, networks and foundations that have championed our collective work. They include the following organizations:

- Angell Foundation
- Aspen Institute Forum for Community Solutions
- Ballmer Group
- Carl & Roberta Deutsch Foundation
- Conrad N. Hilton Foundation
- Goodwin Family Memorial Trust
- May and Stanley Smith Charitable Trust
- Pritzker Foster Care Initiative
- The Ralph M. Parsons Foundation
- The Stuart Foundation
- Think of Us

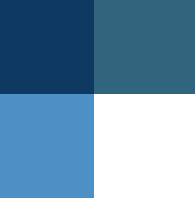
RESULTS

The LA P3 and LA OYC, Foster Youth at Work, coalitions have had significant impacts on the number of opportunity youth enrolled and placed and the substantially improved educational and employment outcomes.

In addition, the following systems impacts resulted from the effort:

- 1) Utilization of a [WIOA policy waiver](#) to increase the number of foster, probation and homeless youth participating in workforce programs.
- 2) Establishment of the Reconnecting LA's Youth ([ReLAY](#)) Institute at CSUN.
- 3) Los Angeles Performance Partnership Pilot: [Impact Evaluation](#), [Full Report](#).
- 4) Partnerships with higher education especially the [CSU five campuses](#) in LA area.
- 5) Establishment of a [Universal Referral System](#) between DCFS and workforce systems and Probation and workforce systems.
- 6) A [1000% increase](#) in the number of TAY youth enrolled in the public workforce system between 2014 and 2020.
- 7) Implementation of an [evidence-based trauma informed workforce readiness curriculum](#) across the Los Angeles workforce system, and in March 2020 the entire curriculum was converted to an on-line virtual format. The LA P3/LA OYC provided technical assistance to 56 sites and direct coaching to 141 front line workforce practitioners.
- 8) Young Adults with lived experience advocate to [fully fund the Youth@Work Program](#), as Los Angeles County faced a \$1 billion deficit in FY20/21. Working with Los Angeles County's workforce system, the partners successfully advocated to maintain youth employment funding despite the county's billion dollar-shortfall in 2020. While subsidized work experiences have halted for many workforce providers, LA OYC partners successfully advocated for the County Board of Supervisors to maintain the \$20.8M for the subsidized work experience.¹⁸
- 9) Los Angeles [Basin Regional Planning Unit](#), 2021-2024, including all seven workforce Boards signed

¹⁸ <https://imprintnews.org/top-stories/l-a-county-offers-struggling-youth-first-work-experience-as-economy-gears-back-up/55679>



a landmark [Operational Agreement](#) prioritizing opportunity youth, including the subset of foster, juvenile justice, and homeless youth.

10) LA OYC 2021 [Impact Report pending](#)

11) LA OYC- [Improving Equitable Employment Outcomes for Transition-Age Foster Youth in L.A. County](#), May 2021

12) LA OYC Strategic Plan: <https://laoyc.org/wp-content/uploads/2021/06/OYC-Strategic-Plan-2020-No-Appendix.pdf>

13) LA P3 Strategic Plan: https://ewddlacity.com/images/reports/p3/071417_P3_StrategicPlan_OPTIMIZED.pdf

Created by the Los Angeles Opportunity Youth Collaborative and New Ways to Work, with support from the Tipping Point Community and the Walter S. Johnson Foundation

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To download a copy of this report, visit <https://laoyc.org> or <https://newwaystowork.org/library>

THANK YOU TO OUR PARTNERS AND SUPPORTERS

We are proud to recognize the many public agencies, community-based organizations, young leaders, networks and private foundations that have championed our collective work.

This report is part of the Bay Transition Age Youth Workforce Initiative, a project funded by the Walter S. Johnson Foundation and the Tipping Point Community. The initiative is conducted by the California Opportunity Youth Network, New Ways to Work, the LA Opportunity Youth Collaborative, John Burton Advocates for Youth and Pivotal. This report is the result of a rich history of collaboration in Los Angeles by the Los Angeles Opportunity Youth Collaborative and the Los Angeles Performance Partnership Pilot.

Los Angeles Opportunity Youth Collaborative - Foster Youth at Work Campaign convened by the Alliance for Children's Rights and UNITE-LA.¹⁹

- Foothill Workforce Development Board
- iFoster
- Los Angeles City, Economic Workforce Development Department
- Los Angeles County, Department of Child and Family Services
- Los Angeles County, Office of Child Protection
- Los Angeles County, Department of Workforce Development Aging and Community Services
- Pacific Gateway Workforce Development Board
- Southeast Los Angeles County Workforce Development Board
- South Bay Workforce Investment Board
- UNITE LA
- Verdugo Workforce Development Board

LA P3 convened by the LA OYC; Los Angeles City, Economic Workforce Development Department; and Los Angeles County, Department of Workforce Development Aging and Community Services.

- California Community College Foundation – LA-N-Sync
- City of Los Angeles, Economic Workforce Development Department

- City of Los Angeles, Mayor's Office
- City of Los Angeles, Housing and Community Investment Department
- Coalition of Responsible Community Development
- Corporation for Supportive Housing
- CSU5
- Foothill Workforce Development Board
- iFoster
- Los Angeles Area Chamber of Commerce
- Los Angeles Board of Supervisors
- Los Angeles City Council
- Los Angeles Area Community College District
- Los Angeles Conservation Corps
- Los Angeles County, Department of Children and Family Services
- Los Angeles County, Department of Mental Health
- Los Angeles County, Department of Public Social Services
- Los Angeles County, Department of Workforce Development Aging and Community Services
- Los Angeles County Economic Development Corporation
- Los Angeles County Office of Education
- Los Angeles County Probation
- Los Angeles County Workforce Development Board
- Los Angeles County Homeless Services Authority
- Los Angeles Public Library
- Los Angeles Trust for Children's Health
- Los Angeles Unified School District
- Los Angeles YouthSource Systems Partners
- Los Angeles LGBT Center
- Pacific Gateway Workforce Development Board
- Performance Excellence Partners, Inc
- The RightWay Foundation
- REDF (Roberts Economic Development Fund)
- Southeast Los Angeles County Workforce Development Board
- South Bay Workforce Investment Board
- UNITE LA
- Verdugo Workforce Development Board
- YMCA of Greater Los Angeles

¹⁹ <https://laoyc.org/our-work/foster-youth-at-work/>

APPENDIX A

Understanding L.A. County's Public Workforce System

The public workforce development system aims to serve both the needs of workers and employers—helping job seekers access the education, training and supportive services they need to succeed in local labor markets, while matching employers with the skilled workers they need to compete in a global economy.

A network of more than 40 workforce centers in the L.A. region provide access to a myriad of public workforce programs for young adults and adult workers, summarized in the table below. Some centers may be contracted to provide all of these programs (or more) under one roof, while others may only administer a few of these programs. Youth may co-enroll in multiple programs at once, depending on their eligibility and needs, or a workforce center may opt to sequence program enrollment to extend career development services to youth.

L.A COUNTY YOUTH WORKFORCE PROGRAMS

Short-Term Work Experience Programs for Young Adults

Youth@Work Work-Based Learning (WBL).

A work experience program sponsored by L.A County, which provides an average of 120 hours of job skills training and subsidized work experience for youth ages 14-24

Hire LA's Youth

A work experience program sponsored by the City of Los Angeles that blends L.A. County Youth@Work funds with City general revenue funds to expand access to early paid work experiences for youth ages 14-24.

Bridge-to-Work

A work experience program managed by DCFS and the South Bay Workforce Investment Board, which works specifically with foster youth who are eligible to enroll in the Independent Living Program and provides up to 400 hours of work experience.

Enhanced Career Development Services for Youth & Adult Workers

Workforce Innovation and Opportunity Act (WIOA) Youth Program

A federal program which provides a comprehensive array of supportive services and case management to youth ages 14-24 with a focus on helping youth achieve an outcome related to employment, training or education attainment.

WIOA Adult Program

A federal program that provides job search assistance and training opportunities to adults over age 18, with less case management and supportive services offered by the Youth program.

WIOA Dislocated Worker Program

A federal program that assists individuals who have lost employment due to job loss, mass layoffs, global trade or transitions in economic sectors.