

LOS ANGELES PERFORMANCE PARTNERSHIP PILOT (LAP3)

2017-2020 Strategic Plan Serving Disconnected Youth



Improving Education, Employment, Housing and
Well-being Services for Los Angeles Disconnected Youth

July 1, 2017



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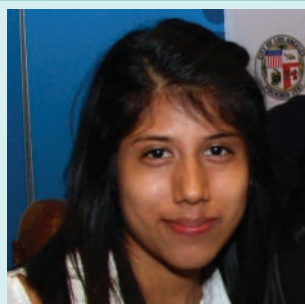
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INTRODUCTION

Nearly one out of six young people, ages 18-24, in the City and County of Los Angeles are out of school and out of work. This statistic translates into over 170,000 young people in the county, which 66,400 live in the City of Los Angeles, who will face future economic challenges, unless they are reconnected to educational and employment opportunities.

Every young adult, in Los Angeles, must be given the opportunity to fulfill their hopes and aspirations. Unfortunately, many young adults do not have the opportunity to graduate from high school, to receive post-secondary training, afford safe and secure housing, and receive health and mental health services. It is the OPPORTUNITY of this region's public and private institutions to provide equitable access to education, employment, housing and social services.

The Los Angeles Performance Partnership Pilot is a leading effort of the City of Los Angeles, the County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, local Cal State Universities (CSU 5), Los Angeles Chamber of Commerce, Los Angeles Housing Service Agency, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for this disconnected young adult population and improve their educational, workforce, housing and social well-being outcomes.

The Performance Partnership Pilot Strategic Plan provides the most current data on the region's "Opportunity Youth" population. It highlights current efforts to build a better system of care, and most importantly provides recommendations to our elected public bodies and to our philanthropic partners on action steps that would lower the disconnection rate from one out of six to a much lower ratio. Or more simply put, it means providing a second chance for those young adults who dropped out of high school; an employment and career start for those not in the workforce; access to housing, health and social resources and services to those in need.

The ability for city, county, school districts, higher educational institutions, employers, and community based partners to work together, share resources, and develop an operational plan is key to thousands of young people, in Los Angeles, realizing a better future for themselves and our collective future as a region.

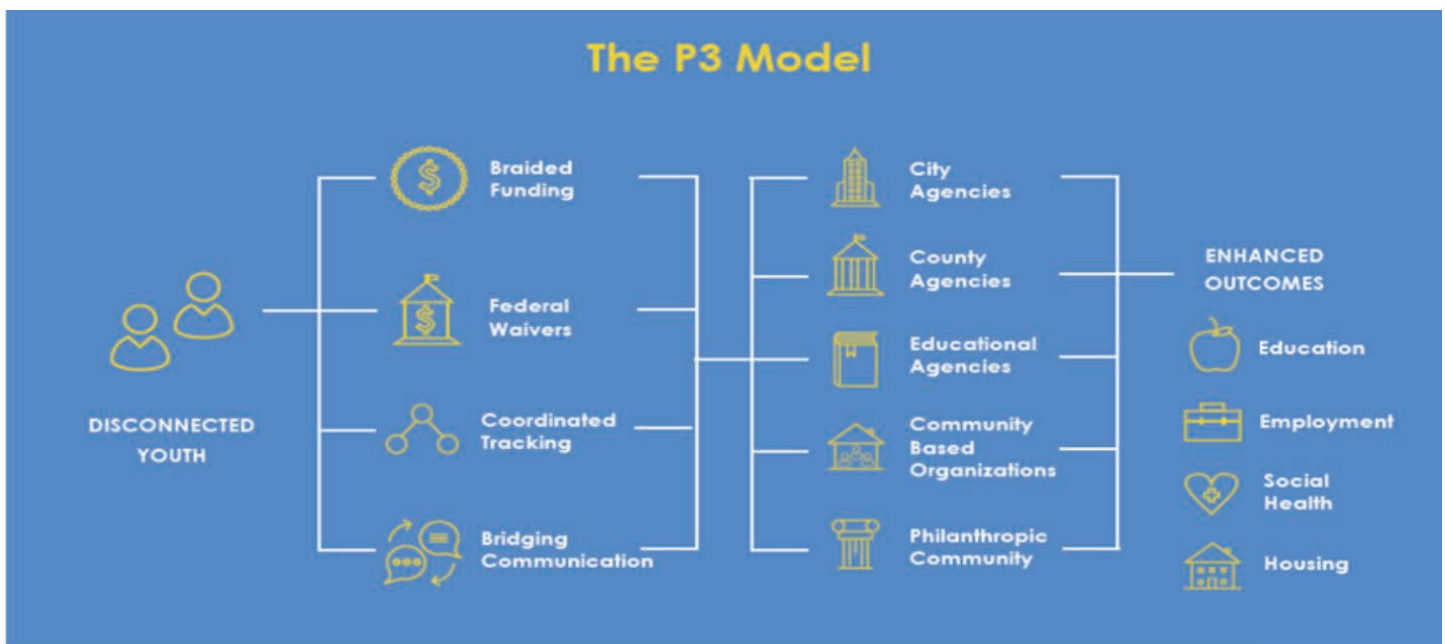
Sincerely,

P3 Leadership Team

LA PERFORMANCE PARTNERSHIP PILOT (LAP3)

In Fall 2015, the White House announced that nine communities had been selected in the first round of the Interagency Performance Partnership Pilots for Disconnected Youth initiative (P3). These pilots give state, local, and tribal governments an opportunity to test innovative strategies by offering them flexibility in the application of federal rules and the use federal funding streams to improve outcomes for low-income, disconnected youth, ages 14 to 24, including youth who are in foster care, homeless, young parents, involved in the justice system, unemployed, or who have dropped out or are at risk of dropping out of school. Los Angeles is implementing one of the most ambitious, comprehensive, and far-reaching models in the country.

The P3 is an unprecedented effort in Los Angeles to coordinate and integrate the delivery of education, workforce and social services to disconnected youth ages 16 to 24. The Performance Partnership Pilot strategic plan will map out ways to bolster collaboration between the City of Los Angeles, the Los Angeles Unified School District, the Los Angeles Community College District, Los Angeles County, and host of private and community partners.



“There are few things more meaningful or impactful than giving young people new opportunities to achieve and second chances to succeed. The Performance Partnership Pilot will enable L.A. to show the nation how we can strengthen service delivery to our most vulnerable youth — through stronger partnerships, and by breaking down jurisdictional boundaries.”

-Mayor Garcetti City of Los Angeles

LAP3 VISION, MISSION, VALUES, AND GOALS

Vision:

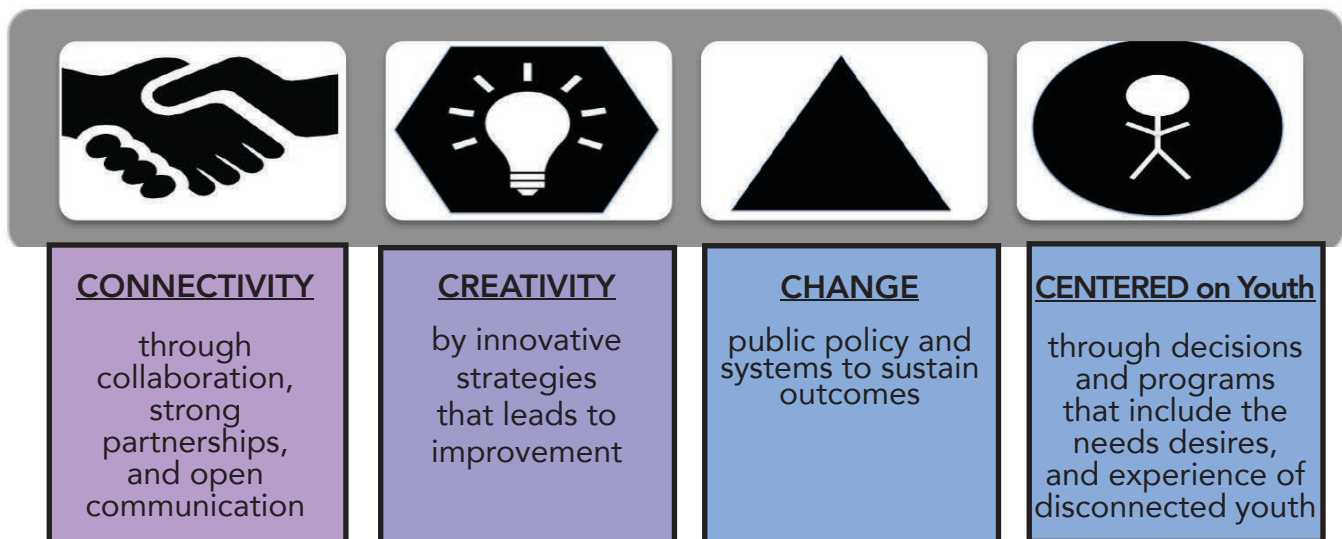
All disconnected youth in Los Angeles will secure quality education, training, and employment opportunities

Mission:

Transform service delivery systems to improve the education, employment, housing, and physical and mental well-being of the region's disconnected 16-24 year old population

Values:

We value **C**onnectivity, **C**reativity, and **C**hange, that is **C**entered on youth



1. Align and coordinate with public and private agencies in Los Angeles to better serve youth 16-24 through the development of a platform for collaboration and exchange of best practices.
2. Increase capacity and sustainability of the regional Los Angeles Workforce Development System by developing innovative strategies and process improvements that increase and enhance service provision.
3. Champion policy and systems change to improve individual outcomes and reduce school & work disconnection.
4. Develop programs and policies that empower youth to be self-sufficient and resilient by respecting their needs and desires.

IDENTIFYING THE PROBLEM

In Los Angeles By the Numbers

In the City of Los Angeles

395,200

TOTAL Youth Aged 18-24
residing in HOUSEHOLDS¹



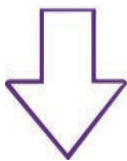
66,400

Of these Youth are
DISCONNECTED¹

In the County of Los Angeles

1,000,510

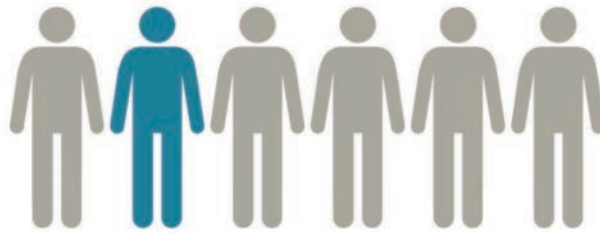
Total Youth Aged 18-24
residing in HOUSEHOLDS¹



171,470

Of these Youth are
DISCONNECTED¹

1 in 6



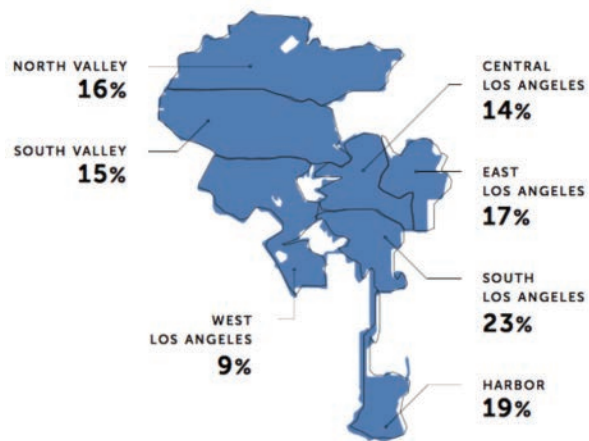
Youth Aged 18-24 in LA

are Disconnected from school or work¹

This means, **207,774**
Young adults in the metro L.A. area are
not in school & not employed¹

Proportion of Disconnected Youth

Throughout the City of Los Angeles



IDENTIFYING THE PROBLEM

Causes of Disconnection



HOMELESS YOUTH

13,606 youth are homeless²

2,128 youth under 18 and 2,180 youth aged 18-24 in the City of Los Angeles are homeless³

2,641 LAUSD high school students are classified as homeless⁴

200 the number of Shelter beds & 500 the number of Transitional living spaces available for youth in the entire County of Los Angeles⁴



FOSTER YOUTH

58% of foster youth graduate from high school, 3% graduate from college

50% of all youth who age out of foster care will end up homeless or incarcerated

50% of LAUSD foster youth are in Out-of-Home placement

834 LAUSD students are in Group Homes

5,402 youth in foster care ages 16-21 in LA County⁵



YOUTH IN JUSTICE SYSTEM

LA County's juvenile justice system is the largest in the nation

Over 1,000 youth are incarcerated on any given day in LA County juvenile halls and probation camps⁷

Over 17,000 youth are currently on probation⁶

1,302 LAUSD youth between the ages of 16-20 are on probation⁴

56% of the local juvenile justice population have open mental health cases⁷



DROPOUT YOUTH

During the 2015-2016 academic year, 72.2% of students in LAUSD graduated from high school

6,365 students dropped out in the 2015-2016 academic year⁸

16,056 students dropped out in the 2015-2016 academic year from LA County

Mental Health & Well-Being

Disconnected youth, such as those who are homeless, exiting the foster care or juvenile justice systems often encounter additional challenges coping with a successful transition into adulthood. This can lead to maladaptive coping skills and places undo pressure on their overall mental health and well-being. For youth who have a predisposition for mental illness, the effects can be even more devastating. Increasing access to quality mental health services is critical for these youth.

The Department of Mental Health provides a continuum of services aimed at meeting the needs of transition age youth who find themselves on the fringes of society. However, because of stigma, discrimination, and the pressures of day to day survival, transition age youth are often reluctant to seek or accept mental health services on their own. Through strategic planning and intentional collaboration between city, county and community based partnerships a systemic response to increasing access to mental health services can be achieved.

“DISCONNECTION compromises MENTAL HEALTH & mental health is often an underlying cause of DISCONNECTION.”

-Mary Romero



IDENTIFYING THE PROBLEM

In Los Angeles

From 2013-2015, over 31% of the youth resident labor force (ages 16-24) in metro LA was **UNDERUTILIZED**, a sharp increase from 22% in 2000-2002.⁹



136,600
officially **UNEMPLOYED**
working-age youth in 2013-
2015⁸

69,900 working-age
youth WANTED WORK,
but had quit looking⁹

90,600 teens and
young adults wanted
full-time jobs, but were
only able to find **PART-**
TIME work in 2013-
2015⁹

SOURCES

1. Paul Harrington Report #1
2. LAUSD
3. 2016 LAHSA Homeless Count
4. LAUSD 2015-2016 Pupil Services Executive Summaries
5. <http://kids-alliance.org/facts-stats/>
6. UCLA School of Public Affairs, 2013
7. Center on Juvenile and Criminal Justice (2015)
8. LAUSD CDE Data
9. Paul Harrington Paper #3

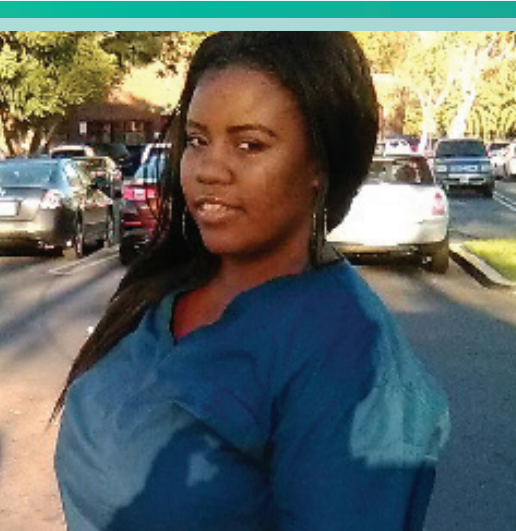
BUILDING A SYSTEM RESPONSE FOR DISCONNECTED YOUTH

The Los Angeles basin is rich in innovative programs and efforts addressing the needs of young people. However, the programs and efforts are generally not regionally coordinated or to scale, thus leaving out countless youth. In 2012, an opportunity arose as the Los Angeles Unified School District (LAUSD) and City of Los Angeles struggled as to how to best serve the disconnected youth population and reduce the high dropout rate throughout. At the same time, the City of Los Angeles YouthSource System, primarily funded through WIOA Title I youth funds, was being redesigned. Similarly, Los Angeles County had committed 100% of its WIOA Title I funds to serve only older and disconnected youth.

Under the new model, LAUSD Pupil Service and Attendance Counselors (PSAC) were co-located in the City's YouthSource centers, located in high-need areas of the City. Through joint outreach and recruitment efforts, disconnected youth are re-engaged back into the educational process and placed in an educational setting that best fits their needs. This collective effort provides disconnected youth a second chance to complete their high school education while also helping them find a job, obtain occupational training, and identify future employment opportunities.

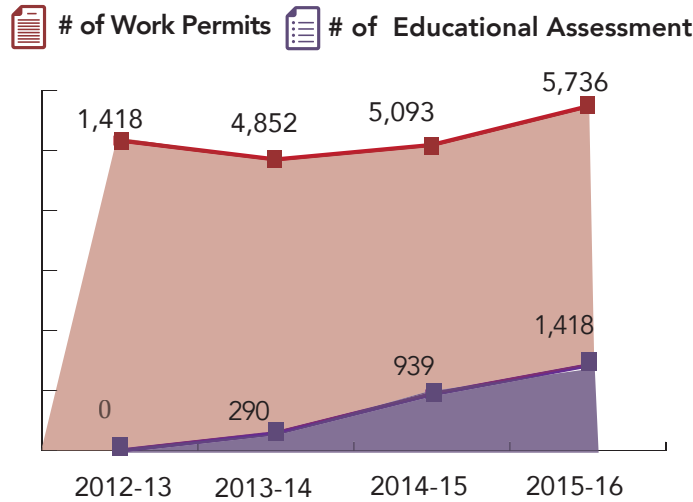
This cross-agency partnership was recognized by the U.S. Department of Education and the National League of Cities as a national model for re-engaging youth and by the NYU Center for an Urban Future as a model for integrating workforce and educational services for youth. The 2017 P3 Initiative marks a new chapter as the initiative scales its programming in collaboration with other publicly and privately funded agencies, regionally.

Building on this initial effort, P3 is a comprehensive regional attempt to coordinate the resources and services of major public institutions, community-based organizations, philanthropy and private efforts to produce better outcomes for disconnected youth.



HIGHLIGHT OF PARTNERSHIP & SYSTEM BUILDING

Educational Assessments And Summer Work Permits Provided At La City YouthSource Centers



2012-2016 Program Impact

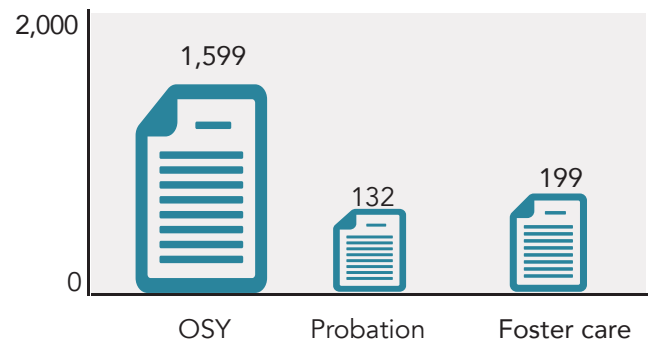
- More than **30,000** youth ages **16-24** served by YouthSource Centers
- 20,848** youth received an **educational assessment** from a PSA Counselor
- 10,408** youth were **enrolled** in a program within YouthSource Centers
- 5,445** high school dropouts were **recovered** and **re-enrolled** in school.

2015-2016 Program Impact

- 5,736** Educational Assessments Conducted
- 1,599** Out of school youth identified
- 558** Youth returned to school
- 50.5%** Males **49.4%** Females
- 73%** Latino **19.6%** Black

***established baseline this year**

2015-2016 Educational Assessment Breakdown by Targeted Group



Other Specialized Programs Serving Potential P3 Youth

Aligned with the expectation of 100% graduation rate and commitment of ensuring that all students are career and college ready, LAUSD has expanded the following specialized programs in which students receive a comprehensive educational assessment as well as case management services:

- Juvenile Hall Camp Returnee Program** focuses on ensuring the successful transition and re-enrollment of all LAUSD students following juvenile detention. Students receive case management, counseling services, tiered support services and linkage to community resources in efforts to reduce re-entry to juvenile justice system.
- Foster Youth Achievement Program** expanded in 2015-16 to serve students who are in foster care in order to improve attendance, educational achievement, and socio-emotional well-being.
- Group Home Scholars Program** was established in 2015-16 school year to provide targeted case management and tiered support services to students in out-of-home care and/or who are under the jurisdiction of the Department of Probation.
- Homeless Education Program** ensures that schools are following district policy and federal mandates for the education of homeless students. In addition, the aim is to remove barriers to academic success for homeless students and ensure equal access to education.
- County Expansion:** Select County America's Job Centers of California (AJCCs) plan to host an additional three (3) PSACs to re-engage and re-enroll students back into school. In addition, the County has plans to expand and phase-in this proven strategy across the other 80 school districts throughout County.

THE LOS ANGELES P3 STRATEGY

The LAP3 strategy focuses on aligning four major public institutions in the area including the City of Los Angeles, the County of Los Angeles, the Los Angeles Unified School District, the Los Angeles Community College District, and private sector partners such as the LA Chamber of Commerce, CBO's and philanthropy. Each of these public institutions has overlapping jurisdictions, and no mandate to coordinate services.

This effort was only successful through the joint leadership of all public entities; the ability to examine areas for improvement in all delivery systems; and the courage to implement them for more effective service delivery.

Thus, we essentially divided our P3 strategy into two phases: 1) Planning and 2) Implementation, and with real time process improvement.

During the planning phase, we established six work-groups and work-group mandates, all of which play a unique role in building a solid foundation

Partnership Advisory Committee

The Partnership Advisory Committee is comprised primarily of representatives or appointees of elected offices overseeing youth development work in the LA region. Since most government jurisdictions in Los Angeles are independent, there is a critical need for communication regarding policies, funding, regulations, and local legislation pertaining to services for disconnected youth. The initial work product will be the approved local Partnership Agreement.

Operational Work group

The Operations Working group will focus on the current delivery systems for LA disconnected youth and develop an implementation plan for improvement. In concert with LA County's workforce development system implementation, the group will identify areas outside of the City's footprint for expansion. The Operations Work Group will diagram current referral processes, current services, and resources. The work group will also identify the barriers, impediments, and resource challenges.

Data, Evaluation & Research Work group

The Data, Evaluation and Research Work-group will be responsible for the gathering of the initial data landscape of Los Angeles region for 16-24 year old population. The working group will compile the recent research on this population, and establish evaluation protocols for P3. The work products will include data and fiscal maps of agencies; development of local data sharing agreements; and provide input to CSUN evaluation.

Policy & Waiver Work group

The Policy & Waiver Work group will identify the existing and upcoming youth development initiatives in the LA Region. Additionally, the group will work to pinpoint local, state and federal waiver opportunities that would provide flexibility around statutory, regulatory, or administrative requirements which will advance innovative and effective service-delivery and systems-change strategies that will meet the education, employment, and other needs of disconnected youth within Los Angeles County.

Steering Work group

The Steering Working Group will be responsible for the overall coordination and communication of the planning and integration effort. The Steering Committee will be responsible for meeting the goals and objectives of the P3 initiative.

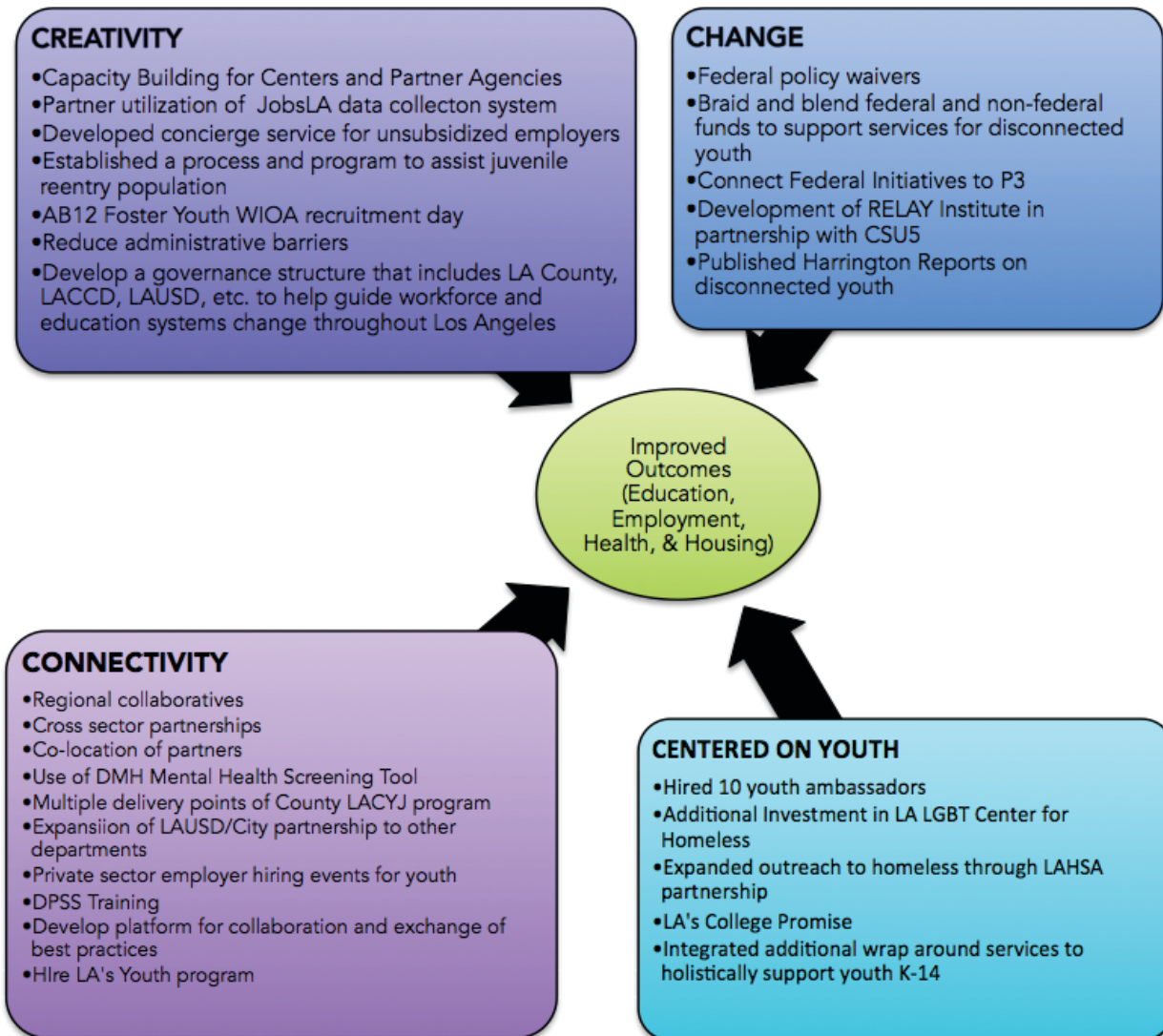
Strategic Plan Work group

The Strategic Planning Work group will lead this strategic planning process. The finalized work product will serve as a guide map for servicing disconnected youth throughout the City and County of Los Angeles.

THE LOS ANGELES P3 STRATEGY

On July 1st, 2016, the first phase of the P3 implementation began throughout the City's YouthSource System with the release of a directive highlighting key aspects of the initiative. The City also hosted a Professional Development Day about P3, bringing together over 200 P3 partners and YouthSource Center staff to discuss and address implementation issues, including waiver implementation, data collection and program processes. In addition, partners worked on strategies to coordinate the delivery of services at the regional level. The County of Los Angeles will begin its full implementation of P3 on July 1, 2017.

Program Implementation Highlights to Date



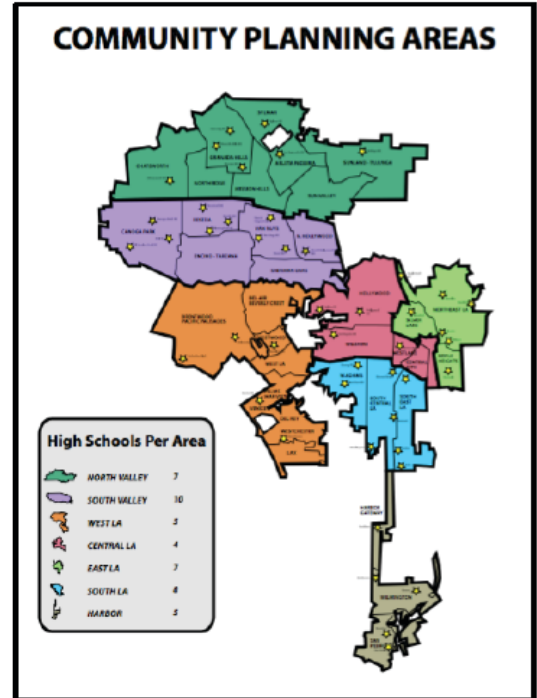
OPERATIONS WORK GROUP- REGIONALIZING OUR WORK

REGIONAL APPROACH TO P3:

The P3 Operations Work group began holding monthly meetings by region in 2016, that included the representatives from P3 partner agencies, line staff and case managers. Regional approach was essential to get this buy in and feedback from line staff. The region pre-existing Community Planning Areas were used and North Valley, South Valley, West, Central, East, South, and Harbor.

Regional Meetings Goals:

- Share resources
- Identify service gaps
- Network with other service providers and agency representatives that are specific to the various regions of Los Angeles
- Institutionalize and simplify a cross-agency referral process
- Align services where possible
- Identify ways to improve, collaborate and co-case manage youth
- Develop a regional resource guide for disconnected youth



The regional meetings are extremely valuable to the participants as well as the P3 initiative as a whole. The meetings highlighted many of the challenges to serving disconnected youth and identifying regional service gaps. These meetings also have identified guiding questions for the Los Angeles P3 initiative as it moves forward towards implementation.



MEASURING SUCCESS - P3 PERFORMANCE METRICS



Enhanced Education Outcomes for Disconnected Youth

- Increased number of educational service plans
- Increased number of youth returned to school
- Increased attainment of basic skills for younger youth (14-18)
- Increased number of youth pursuing post-secondary education, training, military, and apprenticeships
- Increased attainment of high school diploma or equivalent



Employment Outcomes for Disconnected Youth

- Increased career pathways participation
- Increased number of internships
- Increased number of summer youth/work experience opportunities
- Increased retention in subsidized employment for six months
- Increased earning received in unsubsidized employment
- Increased unsubsidized placement
- Increased attainment of recognized credential



Social/Health/Emotional Well-Being Outcomes for Disconnected Youth

- Increased mental health access
- Increased number of visits to LAUSD wellness centers
- Decrease in school discipline
- Decrease out of school and in school suspensions
- Decrease in chronic truancy



Housing Outcomes for Disconnected Youth

- Decreased DCFS and probation out of home placements
- Decrease in detention/foster or residential treatment to home setting
- Increased self-sufficiency
- Increased permanent housing
- Increased exits from shelters

KEY FINDINGS –SERVICE GAPS FOR DISCONNECTED YOUTH

The P3 Regional Meetings convene service providers together to discuss the needs and challenges they face while serving disconnected youth. These challenges identified gaps in services throughout the Los Angeles region.

- **Housing-** There is a lack of housing placements for transition age youth across the city and larger metro region. Youth need to have access to housing options in the neighborhoods in which they feel most comfortable and connected. Additionally, we need a variety of youth housing, including family, long term, emergency, and transitional housing.
- **Services for International youth that are undocumented-** There is a substantial number of international youth who are undocumented in the region, many of whom are disconnected. Many of these youth come into existing agencies and organizations looking for jobs and also education, and social services.
- **Transportation-** Los Angeles is a diffuse area with insufficient public transportation options. Unfortunately, the array of services needed by disconnected youth is usually in many different locations. Youth need easy access to adequate transportation and an introduction to navigating the public transit system.
- **Services tailored for youth-** Youth need services that are created for youth. The current systems often place youth into services that are tailored toward the needs of organizations. The lack of youth-centered services further alienates them and contributes to their disengagement.
- **Work experience that prepares disconnected youth to be great employees-** Many disconnected youth are undereducated and are unprepared to enter the workforce. We need to identify and/or develop job opportunities that are committed to investing time in our disconnected youth by hiring them and training them to be great employees.
- **Childcare for parenting youth-** The cost of childcare is a significant barrier to any young person who wants to return to school or employment.
- **LGBTQ resources-** LGBTQ youth are disproportionately in disconnected youth. All disconnected youth services including housing, educational services, employment, mental health services, etc., need to be trained on how to meet the needs of this population.
- **Educational services for students who are lacking credits, students with disabilities, and English Language Learner students-** Educational services for these populations are limited, especially after they become 18 years old.



STRATEGIC GOALS, OBJECTIVES AND STRATEGIES FOR BUILDING A REGIONAL PERFORMANCE PARTNERSHIP

STRATEGIC GOAL 1: Align and coordinate with public and private agencies in Los Angeles to better serve youth 16-24 through the development of a platform for collaboration and exchange of best practices.

Objective 1.1: Provide enrollment and services for disconnected youth with as few restrictions as possible

Public funders, public institutions and service providers must prioritize how youth are enrolled into programs. All service providers must ensure that there is a “no wrong door” approach. Existing service models must reduce lengthy enrollment processes, intake forms, program requirements, and numerous bureaucratic “hoops” for youth.

- **Strategy 1.1.1** Streamline regional referrals through one central and coordinated mechanism to ensure youth in diversionary programs, in custody (e.g. in detention centers or camps), or in the field on active probation obtain full access to workforce services in order to mitigate recidivism.
 - **1.1.1.1** Enroll all probation camp returnees in regional YouthSource Centers or in regional American’s Job Center of California (AJCC) by 2018 prior to release.
- **Strategy 1.1.2** Enroll all AB12 foster youth, not currently at work or school to regional YouthSource Center or AJCC by 2018.
- **Strategy 1.1.3** Outreach to 18-24 year old probationers in the adult system to register with a regional YouthSource center or an AJCC by 2019.
- **Strategy 1.1.4** Enroll housed young people who were recently experiencing homelessness in regional YouthSource Centers or AJCC. Housing continues to be a key need expressed by disconnected youth. Stable housing can reduce crisis and increase consistency for youth. Young people experiencing homelessness face increased barriers to participating consistently in education and employment, but once they are in housing, the linkage to education and employment is even more critical to ensuring the young person’s long term economic stability by 2018.
- **Strategy 1.1.5** City and County agencies will explore the creation of a master application in FY 2017-18. These entities will review program entry paperwork and systems so that they are aligned so that data and files can transfer as needed between the two workforce systems, education agencies and county serving agencies.
- **Strategy 1.1.6** City and County will enroll pregnant and parenting youth and young adults to address their educational and workforce needs through partnerships with the County DPSS programs.
- **Strategy 1.1.7** City and County will continue to implement use of mental health screening tool to connect those in need to mental health services.
- **Strategy 1.1.8** Streamline the referral processes to include P-3 partners at each entry point to strengthen access to care and creates a safety net to support that care.
- **Strategy 1.1.9** Provide cross training between the Department of Mental Health and P3 partners to increase and improve collaboration and coordination of services.

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES FOR BUILDING A REGIONAL PERFORMANCE PARTNERSHIP

OBJECTIVE 1.2: Encourage collaboration by prioritizing joint-agency projects and funding proposals

Due to procurement constraints, service providers often compete against each other over the available funding to support the disconnected youth population. This not only negatively impacts collaboration, but also, inadvertently creates duplication of services, underutilization of services and service gaps as providers and agencies do not communicate.

- **Strategy 1.2.1:** Identify additional public and private match monies for disconnected youth serving agencies in FY 2018-19. The public and private funding community will use its funding capacity as leverage to encourage collaboration by prioritizing joint public private projects and funding proposals.
- **Strategy 1.2.2:** Prioritize multi-agency collaborative projects in FY 2018-19 and incentivize agencies to collaborate. Provide capacity-building trainings. These trainings can include topics such as cross-organizational fundraising and how to develop joint capacity building plans.
- **Strategy 1.2.3:** By 2018 create Reconnecting Los Angeles Youth (RELAY) Institute with a Regional Advisory Board. Housed at Cal State University Northridge, this institute will serve as an innovation hive, professional development academy, a service learning center and a best practice/data collection repository for work connected to disconnected youth. The advisory body will consist of stakeholders from various departments within City and County of Los Angeles, Community-based organizations, CSU5 and philanthropy.



STRATEGIC GOALS, OBJECTIVES AND STRATEGIES FOR BUILDING A REGIONAL PERFORMANCE PARTNERSHIP

STRATEGIC GOAL 2: Increase capacity and sustainability of the regional Los Angeles Workforce Development System, by developing innovative strategies and process improvements that increase and enhance service provision.

OBJECTIVE 2.1: Support the development of digital resources that can be used by service providers and clients to identify and access resources by funding the Opportunity Youth Collaborative (OYC) What I Need (WIN) Website.

Under the current system, youth in need of services have to go on extensive searches to find the services that are accessible and relevant to meet their needs. Multiple online platforms exist that try to meet this need such as 211 and Healthy Cities.

As the second largest City in the United States and a P3 designee, Los Angeles is uniquely positioned to attain funding to develop a digital resource guide for disconnected youth. The funding community could provide funding existing platforms or develop and maintain digital resources and existing programs.

- **Strategy 2.1.1:** Secure the expansion of the OYC database <http://laoyc.org> by 2018 that is inclusive of an online newsletter and agency feedback tool.
- **Strategy 2.1.2:** Fund the expansion of the What I Need (WIN) app by 2018.
- **Strategy 2.1.3:** Create a website that will be a posting place for all disconnected youth events, services, and providers by 2018 and connects to City and County websites.
- **Strategy 2.1.4:** As part of the implementation of the regional My Brother's Keeper (MBK) efforts, establish links to the OYC-WIN Website and proposed County sponsored MBK website as this mobile app would be very useful to MBK site visitors.
- **Strategy 2.1.5:** City and County should develop a 40-hour curriculum to create workforce system capacity building training opportunities for service providers and workforce staff. This would include webinars and podcasts.
- **Strategy 2.1.6:** Support and inform the expansion of housing resources for disconnected youth experiencing homelessness. In March 2017, Los Angeles County voters passed Measure H, which will provide funding for homeless services.



STRATEGIC GOALS, OBJECTIVES AND STRATEGIES FOR BUILDING A REGIONAL PERFORMANCE PARTNERSHIP

OBJECTIVE 2.2: Establish effective communication platforms

In addition to the inter-agency collaboration challenges, service providers do not have a relevant and efficient platform with which to communicate with the disconnected youth population. The existing infrastructure is antiquated and difficult to navigate. Youth often have to navigate multiple offices, in-person assessments, and poorly maintained websites in order to find the services that they need. We need to create better resources to assist youth in finding and accessing our resources through online platforms, websites, and applications.

Agencies and contracted organizations create flyers, hold resource fairs, and attend networking events but they are often competing with many other organizations to “get youth in the door.”

- **Strategy 2.2.1:** By 2019, Develop a comprehensive communications and marketing strategy that clearly explains the services provided at all YouthSource Centers, AJCC and homeless shelters.
- **Strategy 2.2.2:** Expand regional P3 collaborative meetings to coordinate services for disconnected youth across agencies and sectors, in areas where they do not exist within the City and County areas.

STRATEGIC GOAL 3: Champion policy and systems change to improve outcomes

OBJECTIVE 3.1: Utilize policy waivers granted by P3.

- **Strategy 3.1.1:** Operationalize the various waivers granted to the City and County Workforce Development systems. Submit a report on waiver usage to City and Community workforce and development boards.
- **Strategy 3.1.2** Identify additional potential waivers that can help disconnected youth access various programs.

OBJECTIVE 3.2: Advocate for additional policy waivers identified in Appendix 4.

- **Strategy 3.2.1:** City, County, school districts, and LACCD will maintain a policy waiver work group for disconnected youth issues.

OBJECTIVE 3.3: Utilize data to identify “hot spots” of the most vulnerable communities in order to provide access to services, supports and resources that may mitigate the onset of known indicators that lead to potential “disconnection”.

- **Strategy 3.3.1:** By 2020 establish a Prevention Plan in Los Angeles County to reduce the onset of becoming a disconnected youth consistent with the County Office of Child Protection Prevention Plan.
- **Strategy 3.3.2:** Continue to support regional convening spaces centered on data sharing to improve coordinated case management, resource sharing, and networking.
- **Strategy 3.3.3:** Support MBK roll-out of recommendations to support youth diversion and infrastructure. The County is developing greater infrastructure around youth diversion with the goal of diverting more youth away from the juvenile justice system thereby reducing the number of young people who become disconnected.

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES FOR BUILDING A REGIONAL PERFORMANCE PARTNERSHIP

STRATEGIC GOAL 4: Develop programs and policies that empower youth to be self-sufficient and resilient by respecting their needs and desires, and have an active voice in making key decisions about their own lives.

OBJECTIVE 4.1: Fund services and programs for international youth that are undocumented and develop a resource guide of service providers for this population by 2018.

There is substantial numbers of international youth who are undocumented in Los Angeles that are in need of jobs, education, and social services. International youth attempt to access services from service providers, resulting in agencies providing fragmented services due to their limited availability. The City and County can begin to fill this service gap by:

- **Strategy 4.1.1:** Fund an assessment in FY 2017-18 of what resources and services are available for undocumented youth.
- **Strategy 4.1.2:** In 2017-18 fund the creation of a comprehensive resource guide of service providers for this population in the LA area and disseminate to all service providers.
- **Strategy 4.1.3:** Provide funding to government agencies and service providers for undocumented youth education and employment services and create an opportunity fund for service providers.

OBJECTIVE 4.2: Identify grants to fund incentives that engage disconnected youth into service centers.

Many service providers (including Youth Source Centers) do not have funding to address basic needs (immediate services that clients often need such as a warm meal or clothing), free resources and a safe place for youth to gather.

- **Strategy 4.2.1:** Engage the funding community to help expand the “safe spaces” in the City and County by funding free resources/incentives that link disconnected youth to service centers.
- **Strategy 4.2.2:** Work with DMH and the funding community to create additional “drop-in” centers through Measure H.



STRATEGIC GOALS, OBJECTIVES AND STRATEGIES FOR BUILDING A REGIONAL PERFORMANCE PARTNERSHIP

OBJECTIVE 4.3: Expand the number of Youth Source and Work Source centers utilizing the L.A. Area Chamber of Commerce's Work-Readiness Certification process to create a stronger pipeline of work-ready youth to connect to businesses with job opportunities.

Lack of employment opportunities is one of the largest barriers to success for disconnected youth. Many youth who want a job are not prepared to enter the workforce. Even those youth who participate in job training programs and complete internships still have a difficult time finding long term employment.

We can address these challenges by funding job and internship placements for youth by expanding the network of businesses willing to hire disconnected youth.

- **Strategy 4.3.1:** Emphasize creative partnerships between employers and service providers who can provide the supportive services to youth.
- **Strategy 4.3.2:** Emphasize job placements with specific employers with upward mobility potential or temp to hire opportunities that are consistent with career pathways.
- **Strategy 4.3.3:** Fund year-round employment opportunities in FY 2017-18 for youth who have been through an internship or short-term placement who have not yet found long term employment. For example, the City of LA's HIRE LA's Youth initiative provided 15,000 summer jobs to the City's young people ages 14 – 24 during the summer of 2016. The funding community could support a "tier 2" opportunity for youth who need additional support to connect them to gainful employment.
- **Strategy 4.3.4:** Help businesses develop a Corporate Social Responsibility plan that includes training and employing local disconnected youth via job coaching, OJTs, and strong supportive company culture.
- **Strategy 4.3.5:** As part of regional MBK efforts, the County is developing Public Sector career pathways paired with adult mentoring with several County departments where youth are provided with 8-weeks of paid career exposure in various fields. The goal is to provide youth with exposure to career possibilities in the County and possible into entry level positions.



NEXT STEPS

The “Time is Now” for the large public service systems to adopt and act upon the recommendations outlined in the Los Angeles Performance Partnership Strategic Plan for Disconnected Youth; the “Time is Now” for all public, private and philanthropic sectors to re-imagine and improve the service delivery system for young adults in Los Angeles; the “Time is Now” to improve the educational, employment, housing, and social well-being outcomes for tens of thousands of young people.

Over the next two months, this plan will be presented to the City and County Workforce Development Boards; LA County Board of Supervisors; LA City Council and Mayor; Los Angeles Unified School District and Los Angeles Community College District for acceptance and adoption. It will also be presented to many of our key partners such as LA Chamber of Commerce; LA Economic Development Corporation; Cal State University Trustees, Conrad Hilton Foundation and many others for their support and alignment with their efforts to support disconnected youth.

The current Performance Partnership work will continue to be expanded to a regional basis beyond the current operations and pilot activities. In July, 2017, the YouthSource system will incorporate many of the recommendations contained in the report and the Los Angeles County America’s Job Centers of California will be incorporating LAUSD PSA counselors for the first time. A major two-day multi-agency cross training is in the works for September; and re-entry referrals from LA County Probation Department will be made throughout LA County.

Through concentrated efforts, determination, and collaboration, the collective future of those young people who are currently disconnected can and should be enhanced. Their future outcomes should be greater, and all of us will be the better for it.

Thank you to those who contributed to this tremendous and momentous effort, especially our partners.

LOS ANGELES PERFORMANCE PARTNERSHIP PARTNERS



**Partial list*

LOS ANGELES PERFORMANCE PARTNERSHIP PARTNERS

Partners*

California Community Foundation- LA-N-Sync	Los Angeles County Office of Education
City of Los Angeles Mayor's Office	Los Angeles County Probation Department
Coalition for Responsible Community Development	Los Angeles County Workforce Development, Aging and Community Services
Conrad N. Hilton Foundation	Los Angeles County Workforce Development Board
Corporation for Supportive Housing	Los Angeles Homeless Services Authority
CSU5	Los Angeles Opportunity Youth Collaborative
Los Angeles Area Chamber of Commerce	Los Angeles Public Library
Los Angeles City Council	Los Angeles Trust for Children's Health
Los Angeles City Economic and Workforce Development Department	Los Angeles Unified School District
Los Angeles City Housing and Community Investment Department	Los Angeles YouthSource System Partners
Los Angeles City Workforce Development Board	Performance Excellence Partners, Inc.
Los Angeles Community College District	The Los Angeles LGBT Center
Los Angeles Conservation Corps	The Right Way Foundation
Los Angeles County Board of Supervisors	Roberts Economic Development Fund (REDF)
Los Angeles County Department of Children and Family Services	State of California Employment Development Department
Los Angeles County Department of Mental Health	YMCA of Greater Los Angeles
Los Angeles County Department of Public Social Services	Youth Policy Institute
Los Angeles County Economic Development Corporation	<i>*Partial list</i>

The Performance Partnership Pilot (P3) is funded partially by the U.S. Department of Education and Labor P3 grant.



APPENDIX 1



CALIFORNIA
STATE UNIVERSITY
NORTHRIDGE

DATA WORKGROUP FLASH REPORT, MARCH 2017

CSUN is the external evaluator for the City's P3 initiative. This section of the report highlights some of their key findings during the first six months of P3 implementation including best practices and barriers to success.

Best Practices: Policy Level

- ✓ Engaging relevant agencies in a dialog about disconnected youth
- ✓ Identifying and receiving federal and non-federal waivers
- ✓ Disseminating information about the challenges disconnected youth face
- ✓ Attracting additional resources for the initiative
- ✓ Building long-term infrastructure to

support the innovation

Policy Challenges:

- **Biggest Policy Challenge: Sustaining Momentum-** Sustaining the engagement of partners may be difficult over time
- LAP3 may not be reaching all of the target groups in significant numbers
- The CalJobs data system may not be collecting data required for the evaluation

Youth served in Youth Source Centers (July 2016-January 2017)	Count	%
Program Category		
WIOA	1689	88.8%
Non-WIOA	213	11.2%
Total	1902	
Gender		
Male	862	45.3%
Female	1037	54.5%
Education Status		
In-School Secondary or Less	380	20%
In-School Alternative School	34	1.8%
In-School Post-Secondary	33	1.7%
Not In-School Secondary Dropout	688	36.2%
Not In-School, H.S. Grad or Equivalent	767	40.3%
Foster Youth	41	2.2%
Homeless Youth	81	4.3%
Offender (Probation)	38	2.0%
Runaway Youth	3	.2%
TANF Household	113	5.9%
SSI Household	17	.9%
Food Stamp Household	168	8.8%

Program Participants:

During the first six months of program implementation (July 2016-January 2017), 1,902 youth have been entered into the Cal jobs database. While this number is significant, this is likely a massive undercount given that PSA Counselors at the Youth source Centers report having seen 3,601 youth during the same time frame. Therefore, we can estimate that there is an undercount of P3 clients of at least 1,769 youth who are not being tracked in the

Clients	In Cal Jobs	Seen by PSA Counselor	Estimated Under Count
Total	1,902	3,601	1,769

Cal Jobs system.

**via Cal Jobs entered data*

The biggest challenge to the success of the LA P3 initiative is that success depends on a certain level of organizational change that incorporates both inner shifts in people's values and outer shifts in processes. Peter SenGe clearly explains this:

"A profound change is an organizational change that combines inner shifts in people's values, aspirations, and behaviors with outer shifts in processes, strategies, practices, and systems. In profound change, there is learning. The organization doesn't just do something new; it builds its capacity for doing things in a new way – indeed, it builds its capacity for ongoing change."

Best Practices: Operational

- ✓ Regional meeting with partners
- ✓ Creating two-way communications among partners
- ✓ PSA Counselors have informally expanded their roles to improve YSCs and implement the LAP3 vision
- ✓ Disseminating regional meeting results through the web
- ✓ Developing process for mental health screening
- ✓ Centers with more programs and partner agencies under one roof seem better able to realize the LAP3 vision
- ✓ Expediting recruitment process with one-on-one information session
- ✓ Triaging youth on initial contact
- ✓ Short referral form
- ✓ Cross Training Events

Operational Challenges:

- ***Biggest Operational Challenge: Aligning Operators with P3 Vision.*** Partner staff members often have a limited understanding of LAP3's vision and purpose
- Contractors are not fully "bought into" the LAP3 Innovation
- Training received by contractors has focused more on the mechanics of LAP3, and less on the vision of LAP3 and contractor participation in the LAP3 strategic plan has been limited
- Partnerships at the operational level are in the early stages of forming and are uneven across the system
- Regional meetings are not always effectively facilitated, and therefore, not always productive

Near-Term Recommendations: (Next 6 months)

- **Create a sense of urgency and shared vision** in the YSCs by engaging Directors and Staff in a two-way discussion of the LAP3 vision
- **Bring contractors into the guiding coalition** so they develop a deeper understanding and commitment to the LAP3 model
- Invest resources to **support the regional meetings**
- **Expand the strategic planning process** to allow participation by YSC directors and staff
- **Celebrate successes** at both the policy and operational level
- **Ensure the data system is capturing data required** to effectively manage the system and provide required data for the evaluation system

Mid-Term Recommendations: (Years 2 & 3)

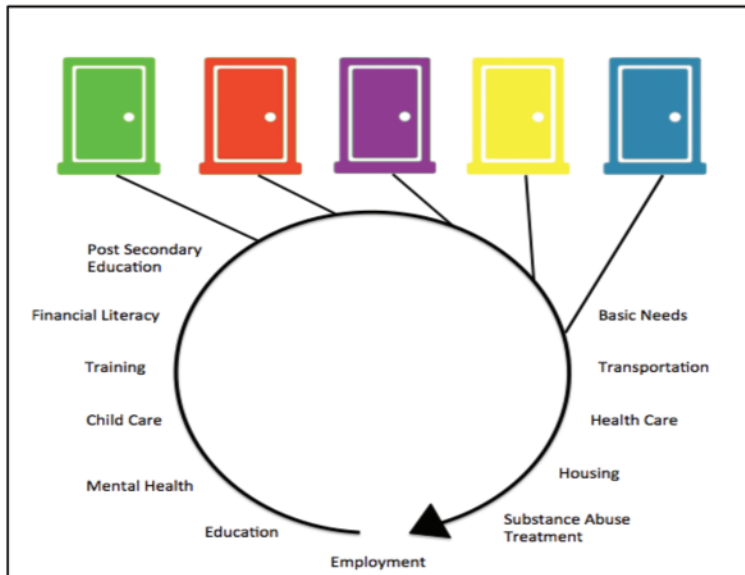
- Increase **focus on non-WIOA** participants
- **Formalize governance** structure to sustain the engagement of partners at policy and operational level
- Establish an **online channel for exchanging information**
- Try to **move more services under the roof of YSCs**

Celebrate successes and disseminate best practices to improve performance.

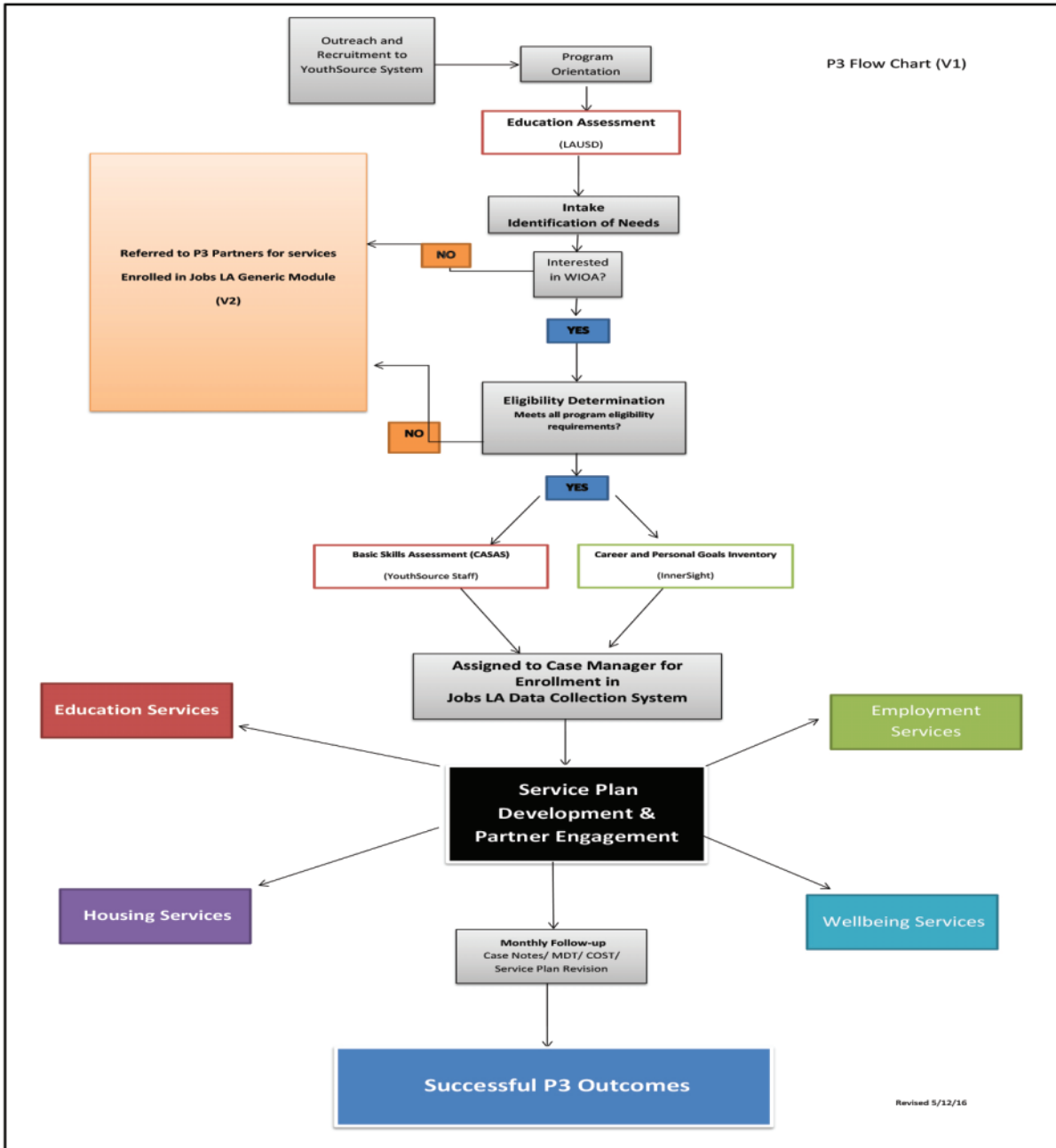
APPENDIX II

APPENDIX II

A true “no wrong door” policy fundamentally shifts the focus to provide immediate services when and where the need exists. The diagram below shows a service flow that does this. In the diagram, no matter which door a young person enters, they get placed into the continuum of services. Furthermore, this service flow does not prescribe a timeline for success, but rather provides youth with the space to access services in their time. The goal is that youth are IN the services loop and are able to access additional services that eventually lead them to successful outcomes when THEY are ready.



APPENDIX II CONTINUED



APPENDIX III

POLICY AND WAIVERS WORK GROUP

To date, two federal waivers have been approved to expand our services to the most vulnerable populations under the disconnected youth umbrella. One of these approved waivers allows YouthSource Center providers, as well as the County AJCC providers to enroll a greater number of in-school foster youth, in programs that were previously unavailable to them. In addition to the two approved waivers, there has been a comprehensive survey of P3 partners to identify additional potential waivers that will improve service provision for disconnected youth. Over a dozen recommendations have been compiled and are currently being reviewed by various federal agencies.

Current Waivers

U.S. DOL Waiver: WIOA Title I Youth

- Consider foster, homeless and runaway youth who are in- school to be counted in the 75 percent out-of-school youth service category for fiscal accounting purposes.

U.S. Department of Health and Human Services: Transitional Living Program

- The HHS Family and Youth Services Bureau (FYSB) Runaway and Homeless Youth Program (RHY) has granted the LA LGBT Center a waiver to increase the eligibility ages for youth in its transitional living program from 21-24.

Additional Federal Waivers Requested

U.S. Department of Education

- Change the age requirements for eligible youth under Title 1, Part D: Prevention and Intervention Programs for Children and Youth Who are Neglected, Delinquent, or At-Risk, to align with WIOA (up to 24 years of age).
- Allow Foster youth age limit to be increased to 24.
- All students with prior convictions related to possession of illegal drugs or firearms to be eligible to receive federal financial aid.
- Allow the Los Angeles County Department of Children and Family Services, Los Angeles County Office of Education and the California public systems of higher education (California Community College, California State University and University of California) to share data in order to identify current and former foster youth who are enrolled in college for the purposes of :
 - individualized outreach to ensure that foster youth are aware of all services for which they are eligible and
 - aggregate tracking of outcome indicators in order to gauge effectiveness of interventions.

APPENDIX III CONTINUED

U.S. Health and Human Services

- Provide a waiver for a family member to not be penalized on the current dollar amount of CalWORKs that families are receiving due to student now receiving income (which in many times is very little and limited).
- Allow Chafee-funded Independent Living Program (ILP) providers to serve youth up to age 24. Currently, the program eligibility serves youth, ages 18-21, who have exited foster care or probation. With Extended Foster Care in CA, through AB12 approximately 75% of youth are staying in care until age 21.
- Ensure ILP-youth who have not aged out of Foster Care and have returned home receive Full Scope Medi-Cal benefits, with no share of cost or out of pocket expenses, any income from the ILP child, parent or caretaker relative should be exempt

Internal Revenue Services

- Allow formerly homeless TAY who is living in permanent supportive housing buildings funded with Low Income Housing Tax Credits to go to school full time.

US Housing Urban Development

- Allow HUD COC Transitional Housing for Youth to be excluded from existing HUD COC performance measures and use the project to develop specific performance measures that are specific to programs serving youth.

US Department of Agriculture and California Department of Social Services

- Allow AB 212 Youth to be fully eligible for Cal Fresh benefits by exempting all foster youth income, including foster care payments from monthly Cal Fresh Program eligibility determination and calculation of benefit amount.

US Department of Labor

- Foster and Probation youth would be given a waiver on DoL's employment sustainability metrics.
- Waiver to utilize funds toward refreshments for youth during program orientation meetings

APPENDIX III CONTINUED

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