# CITY OF LOS ANGELES
# WORKFORCE DEVELOPMENT DEPARTMENT
# YOUTH COUNCIL MEETING

**Friday, January 21, 2022**
**10:00 AM - 12:00 PM**

**Via Zoom Video Conference Call**

**MEETING ID: 880 1714 8591 PASSCODE: 763483**

## AGENDA

1. Call to Order/Roll Call
2. Public Comment on Non-Agenda Items

**ACTION ITEMS:**

| | | |
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| 3. | Consideration of the Minutes of November 9, 2021 | David Crippens |

**ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES**

| | | |
|---|---|---|
| 4. | A Presentation on the Los Angeles Unified School District's (LAUSD) Linked Learning Initiative to Prepare Students to Graduate from High School, and, Subsequently, Post-Secondary Education, Apprenticeship, Job Training, and Career/ Employment Opportunities | Esther Soliman, Linked Learning Administrator |
| 5. | Update on the Performance Partnership Pilot for Disconnected Youth (P3) Strategic Plan by the California State Universities' Reconnecting Los Angeles Youth (ReLAY) Institute | Henrik Minassians, Academic Director or ReLAY Institute |
| 6. | A Report on Six Public Forums Convened by the Economic and Workforce Development Department (EWDD) to Garner input from the Public on Current and Future Operations of the City's YouthSource System | Gerardo Ruvalcaba |
| 7. | Presentation by the Economic and Workforce Development Department (EWDD) on the Guiding Principles for Development and Issuance of the Upcoming YouthSource System Request for Proposals (RFP), as well as the Evaluation and Scoring of Proposals Received | Gerardo Ruvalcaba |
| 8. | Input Feedback on the Redesign of the City's YouthSource System from: | |

- Kelly LoBianco, Executive Director, Economic and Workforce Development County of Los Angeles
- Representative of the Community and Family Investment Department City of Los Angeles
- Lisa Salazar, Executive Director Youth Development Department City of Los Angeles
- Representatives of Los Angeles City Councilmembers on the City Council's Economic Development and Jobs Committee

9. Briefing from the Economic and Workforce Development Department (EWDD) on a $53.3 Funding Award from the Office of the Governor's California Volunteers to Underwrite Youth Workforce Development Programs through the California for All Initiative — Gerardo Ruvalcaba

10. Next Meeting

11. Adjourn

## Youth Council Committee:

David Crippens, David Rattray, Donald Bradburn, Laura Chardiet, Veronica Corona, Dr. Alex Davis, Raul Estrada, Gerald Feeney, Belinda Jackson, John King II, Thomas Lee, Olivia Mitchell, MaryRose Ortega, Andrea Perry, Hector Perez-Pacheco, Carl Reece, Esther Soliman, Maria Turrubiartes

**PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS**

The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit www.wiblacity.org. For more information call 213-744-7164.

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For more information please contact us at 1200 W. 7th Street, 6th Floor, Los Angeles, CA 90017.
Phone: 213-744-7164 www.wiblacity.org

3.

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **Consideration of the Minutes of November 9, 2021**

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

- Item 3 - DRAFT_WDB_YC_Comm Minutes_11.09

3

City of Los Angeles
Workforce Development Board (WDB)
Youth Council Committee Meeting
Tuesday, November 9, 2021
Zoom Video Conference Call
10:00 A.M. – 12:00 P.M.

DRAFT MINUTES

**MEMBERS PRESENT:** David Crippens, David Rattray, Laura Chardiet, Veronica Corona, Dr. Alex Davis, Raul Estrada, Gerald Feeney, Belinda Jackson, Olivia Mitchell, Mary Rose Ortega, Andrea Perry, Carl Reece, Esther Soliman

1. Call to Order – Chair David Crippens call to order at 10:05 a.m.

2. Public comment on Non-Agenda Items – None

**ACTION ITEMS:**

3. Consideration of the Minutes of September 22, 2021
   Moved to approve David Rattray, Second Mary Rose Ortega – Vote: Unanimous approval

4. Receive and File Meeting Notes of October 20, 2021
   Mary Rose Ortega Moved, Second Esther Soliman – Vote: Unanimous approval

**ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES**

5. Input from Critical Stakeholders on the Redesign of the City's YouthSource System, Including the Development of Career Pathways, Talent Pipelines, Skills Training, Work Experience Opportunities, and Other Interventions to Prepare Disconnected Youth for Success in the Labor Force
   - Los Angeles County Economic Development Corporation (LAEDC)

Stephen Cheung, President of the Los Angeles World Trade Center, and Chief Operating Officer of the Los Angeles County Economic Development Corporation (LAEDC), and Jermaine Hampton, LAEDC Director of Workforce Development, co-presented a PowerPoint overview of LAEDC's programs. In response to Covid-19, the LAEDC adjusted their programs and created new programs to meet the needs of the community, and came up with a reimagined Los Angeles County. Their approach was that through collaborative thoughtful leadership, they can create inclusive development to help the economy recover. Through research and data analysis, the LAEDC's Institute of Applied Economics together with Los Angeles County Workforce

Development Aging and Community Services (WDACS) created a report, “The Pathways for Economic Resiliency”, to assist businesses to recover and connect youth to pathways to reenter the job market. They shared LAEDC’s California Two-Year Employment Forecast citing projected high growth in the Healthcare, Leisure and Hospitality, Trade and Transportation and TV, Film and Media industries.

They encouraged folks to make use of resources available to them; visit LAEDC’s website, the Center for a Competitive Workforce’s website (CCW), and to reach out to Gladeo.org, an LAEDC partner that engages youth with education, and training, to obtain in depth information about any field.

Board member Dr. Alex Davis asked how do they know which employers have occupational openings to know that they are placing their students in those openings.

Stephen responded that information is not completely available, as their current data set does not allow them to do this. They are hoping and encouraging employers to be self-reporting so that they can collect and report it.

Gregg Irish commented that major City departments such as Airports and the Port of Los Angeles don’t have workforce development plans. We need to figure out how to service those folks, and tie them into our workforce development plans. Additionally, there is no correlation between middle skill jobs and training opportunities. They need to think about creating an inventory of training opportunities.

Board member Gerry Feeney commented that there is a gap with the need for skilled and semi-skilled labor. If they can figure out a way and plug a system into the Community College District (CDD) System and get young people who are ready to learn and get the foundation, then a pathway into big logistics firms could be established. He would love to explore that conversation a little more.

Jermaine responded that they would love to work with them, and the schools to get the curriculum for students.

Gerardo Ruvalcaba, Economic and Workforce Development Department (EWDD) commented that it would be great to directly connect this training with the WorkSource Centers.

Stephen commented they would love to develop a system to engage employers to match the workers with the industry, to make them successful job providers.

David Crippens asked what impact the recent infrastructure bill will have on early education and childcare.

Stephen Cheung commented that with regard to the Senate Infrastructure Bill, the entire education system needs to be involved. They need to get ready for the planning process, and have an understanding of where the dollars will be flowing in from, so as

you are scaling up as the dollars start rolling in, you are not running around trying to find a workforce. These regional collaborative can start the conversation using other grants to do the planning discussions. They need more time, more collaboration and resources.

David Crippens commented that the California Department of Education (CDE), the LAEDC and the Center for Competitive Workforce also put out a publication, "Middle Occupations and Related Career Education and Programs through the Lens of Race and Ethnicity". Most people are in these categories that they are talking about.

- Los Angeles Unified School District (LAUSD)

Gerardo Ruvalcaba gave brief introductory remarks for the Los Angeles Unified School District (LAUSD) presentation.

Joseph Stark, and Laura Chardiet, Los Angeles Unified School District (LAUSD) Division of Career and Adult Education representatives co-presented. Adult education has been around for a long time, and it is critical to provide a pathway to the middle class. Their PowerPoint presentation highlighted innovation program opportunities in these three areas: integrated innovation training, accelerated college and high impact short term technical education training certification, and apprenticeships.

LAUSD is the largest adult education provider in the State of California, and the largest State of CA registered apprenticeship provider in the nation. It is well positioned, and effectively responding to the regions needs of accessible and effective training in high needs communities. They were able to increase the number of high needs students served by 10% during the pandemic.

Joseph Stark concluded that the more they look at regional efforts and economic opportunity in areas of high needs; they want to make sure that adult education is included. As they look at funding they are here ready, willing and able to work.

David Crippens commented that the more they work together to improve enrollments the better the outcomes will be. The pandemic has pushed it. Adult Education, Community Colleges and LAUSD need to talk. Young people that want to work will find a way to do it faster, and quicker.

- Los Angeles Community College District (LACCD)

**Gerardo Ruvalcaba, introduced Dr. Ryan Cornner and Dr. Robles, LACCD a critical partner for the City Workforce System.**

Dr. Cornner gave a PowerPoint presentation that provided an overview of the programs offered across each of their colleges that are gateways for students in the community college system. He reported on the statistics of degrees awarded and transfers to four-

year universities. They assist students to find career pathways with educational growth, salary growth and careers.

Dr. Ryan Cornner stated that this is a great group to bring together. They all have different roles in the picture of training the workforce in LA.

Board member David Rattray thanked the presenters and stated that he would love to have Esther Soliman talk about Link Learning and Pathways.

Esther Soliman offered to do a Link Learning presentation at the next meeting.

Gregg commented that if you are small business and you need assistance, we have a business source system. We need to engage the business services committee to talk about the linkages and how we can create them. We need to share about our relationships, and best practices with LAUSD, and LACCD. We need a return on investment metric.

David Crippens asked the presenters what you would like to see the WorkSource System do, as they develop the RFP.

Jermaine Hampton responded that leveraging more public and private partnerships would be amazing, the earn and learn philosophy; investing in the On the Job (OJT) programming, doing a better job leveraging the WIOA dollars. Transitional employment. When you are addressing small business, how can you make it happen; giving them time to train the young folks into living wage opportunities so that they could prosper. Tapping into local pots of money to provide more innovative programming would be huge.

Mary Keipp commented that the LAUSD counselors are an asset to their work. They are highly appreciative of their presence and all of their services they provide to them in recruiting and assessing the participants. Performance outcomes would be valuable. Hard numbers to continue the program would be great.

Joseph Stark added, that this is another opportunity to work as a system to bring the best of the LAEDC, the LAUSD, and the LACCD around how can things be done better as a system, with the best innovation and a pathway approach. Including the whole pathway. With the direct connect to the employment at the other end.

Ryan Cornner commented that Internships are offered, unpaid, and it is unequitable. This is some of the context that needs to be built into this in terms of the employers.

David Rattray, the State budget will set universal Pre-K at a teacher level salary. They need a few hundred thousand Pre-K teachers. Living and professional level wages.

David Crippens is looking at the ground level of childcare. There are various ways to create transitional careers. The need cannot be pushed out.

Gerardo thanked the presenters. He looked up the number of youth that the system trains. The YSC system trained about 124 since July of 2020.

David Crippens commented that they must play this Uber role. They need to see if they can do a meeting in early December. He would like presentations on Link Learning, and a presentation by the new Workforce Director of Los Angeles County.

Gregg Irish commented that they need to determine what are the connecting points for youth. Should the YouthSource Centers be focused on education, skills, internships, etc., and they go to the WorkSource Center to seek training.

6. Next Meeting: TBA

7. Adjourn: Chair David Crippens adjourned the meeting at 11:56 A.M.

4.

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **A Presentation on the Los Angeles Unified School District's (LAUSD) Linked Learning Initiative to Prepare Students to Graduate from High School, and, Subsequently, Post-Secondary Education, Apprenticeship, Job Training, and Career/ Employment Opportunities**

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available

Workforce Development Board
City of Los Angeles

**5.**

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **Update on the Performance Partnership Pilot for Disconnected Youth (P3) Strategic Plan by the California State Universities' Reconnecting Los Angeles Youth (ReLAY) Institute**

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available

6.

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **A Report on Six Public Forums Convened by the Economic and Workforce Development Department (EWDD) to Garner input from the Public on Current and Future Operations of the City's YouthSource System**

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available

7.

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **Presentation by the Economic and Workforce Development Department (EWDD) on the Guiding Principles for Development and Issuance of the Upcoming YouthSource System Request for Proposals (RFP), as well as the Evaluation and Scoring of Proposals Received**

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

- Item 7 - Report YouthSource RFP
- Item 7 - Attachment 1 - Youth RFP Summary 2021
- Item 7 - Attachment 2 - YouthSource Public Hearing Flier
- Item 7 - Attachment 3 - YouthSource RFP Proposed Framework
- Item 7 - Attachment 4 - YouthSource RFP Calendar 2022

# CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

**7**

**ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT**

1200 W. 7TH STREET
LOS ANGELES, CA 90017

ERIC GARCETTI
MAYOR


**DATE :** January 21, 2022

**TO:** Charles Woo, Chair
Workforce Development Board

**FROM:** Carolyn M. Hull, General Manager
Economic and Workforce Development Department

**SUBJECT: PRESENTATION BY THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT (EWDD) ON THE GUIDING PRINCIPLES FOR DEVELOPMENT AND ISSUANCE OF THE UPCOMING YOUTHSOURCE SYSTEM REQUEST FOR PROPOSALS (RFP)**

The General Manager of the Economic and Workforce Development Department (Department) respectfully requests that the Workforce Development Board (WDB):

1. ACCEPT EWDD's Summary of Public Input Report (Attachment 1)
2. ACCEPT EWDD's Strategic Framework for the new YouthSource System

## BACKGROUND

The City of Los Angeles (City) YouthSource System is a nationally recognized dropout recovery and re-engagement system that works to increase the educational and workforce outcomes of all young adults in Los Angeles. Over the last decade, the City has been an innovative workforce development leader, particularly for those young adults who have been identified as being disconnected from education and/or employment.

The Workforce Innovation and Opportunity Act (WIOA) Joint Final Rule requires that Local WDBs to use a competitive process to select a one-stop operator, and in the selection of providers for program activities and services. The WIOA Joint Final Rule requires that a competitive process be conducted at least once every four years. The current YouthSource System procurement cycle expires on Jun 30, 2022 and a new procurement must be conducted to continue providing needed services to the most vulnerable youth & youth adult population residing in the City of Los Angeles.


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**DISCUSSION**

The expiration of the current procurement cycle for the YouthSource System comes at a pivotal moment for LA's youth. The coronavirus pandemic has had devastating impacts for youth. According to the Centers for Disease Control and Preventions, the Covid-19 pandemic has affected the well-being of young adults by causing traumatic effects on their social-emotional and their mental health. Youth have also faced significant increases in disconnection from both employment and education since the start of the pandemic. In fact, according to the Los Angeles Economic Development Corporation, youth ages 16-24 faced significantly higher unemployment rates than any other demographic group. The high unemployment rates have been compounded by decreasing educational enrollment rates for youth. According to Los Angeles Times, during the 20-21 school year, the overall decline in enrollment for the district was about 4%, compared to approximately 2% in recent pre-pandemic years.

Though the YouthSource System quickly adopted new and innovative ways to deliver the necessary services, the extent of the devastation on youth requires the City to adapt the system to better address the challenges faced by youth, including increased need for mental health services and programs to reconnect youth to education and employment.

Community Forums

In order to better understand how the YouthSource system responds to the pandemic and youth experience, the EWDD conducted six virtual forums. The community forums sought to gather input from service providers, youth participants and community stakeholders to assess the strengths and weaknesses of the system.

The attached report provides a summary of input received. Comments are categorized into the following categories:

1. Youth Engagement
2. Youth Leadership
3. Strengthening Career Pathways
4. Strengthening Career Pathways
5. Partnerships
6. COVID-19 Challenges

Strategic Framework for a new YouthSource System

Based on input received by EWDD from the 6 community forums and Workforce Development Board Youth Council hearings on the Youth System, EWDD is proposing the following 6 strategies, including:

1. Increased focus on career pathways;
2. Promoting Youth Voice in the YSC System
3. Strengthening Mental Health Services
4. Increased focus on high barrier populations

5. Addressing the Digital Divide
6. Enhancing the Performance Partnership Pilot (P3) Model

**NEXT STEPS**

Upon receiving final input from the WDB Youth Council, EWDD will develop and release the YouthSource Center RFP.

CMH:GR:KH:cg
Attachments: 1. WIOA Youth RFP Summary 2021
2. YouthSource Public Hearing Flier
3. YouthSource RFP Proposed Framework
4. YouthSource RFP Calendar 2022

# WIOA Youth RFP Summary 2021

## Youth Engagement

- Case management professional development
    - Common theme: Youth would like to strengthen the relationships with their case managers. They would like frequent communication of events, updates, training opportunities, activities, and checking in with youth to find out how they are doing (showing they matter, not just a number).
    - Staff Capacity: Case management ratio to youth is beyond their effective span of control (can't efficiently provide intensive case management services).
    - Communication: Important to frequently contact (1-4 times a month) youth to find out how they are doing and provide updates on upcoming events and activities (shows case manager's care about the youth).
    - Address youth barriers to services (childcare, transportation homeless, etc).
- Outreach
    - Engaging youth at local coffee shops, malls, schools, skate parks, fast food restaurants where youth hangout.
    - Utilization of social media such as Instagram and Facebook. Many of the youth also mentioned preference in communicating via texts & emails. A communication apps "Discord" and "GroupMe" was suggested.
    - Offer a variety of activities and events and provide food: Community Resource fair inclusive of P3 partners', Open House, motivational guest speakers and trips to colleges & civic forums such as state capitol and Washington DC.
    - Offer youth incentives to recruit other youth such as movie tickets,gift cards, food vouchers, etc.
    - Provide good service and youth will outreach to other youth (word of mouth). Youth will promote the program based on their experience.
    - YSC staff and partners stated it is important to continue to partner with CBOs, LAUSD & PSA Counselors and; Collaborate with FamilySource agencies & Gang Reduction Youth Department (GRYD).
    - City should facilitate a City wide public service campaign (advertising on MTA buses, guest appearance on popular radio stations to promote program, aids on radio stations and local tv/cable stations).
- YouthSource Facility
    - Facility should be inviting and have a youth friendly environment.
    - Safe place to go.
    - Shouldn't be set up like school or institute, should only have touches of school set up.
    - Recreational space (bean bags, games, other fun activities) is inviting and offers youth opportunities to socialize with peers and mentors/staff and destress.

- College/Educational space where youth get information on college application process, FAFSA application process, information on different colleges (University and Community College).
- Technology: Facilities need more than computer labs, youth need access to iPads, tablets, hot spots, and laptops.
- Get youth input on facility set up.

**Youth Leadership**

- Two youth forum conducted and 27 youth responded to a survey about being involved in their agency's Youth Leadership.
- 12 (Y) = 44% & 8 (Maybe) = 30% & 6 (I don't know) = 22% & 1 (N) = 4% .
  - One individual youth who indicated "NO" felt that he/she wasn't sure if he/she was adequate enough to lead other people.
  - Several members of the youth in attendance selected "I don't know" because they were not aware of what the youth leadership involves.
  - One individual youth explained that he/she indicated "maybe" because they were not sure if they were creative enough to be part of the group.
  - One individual youth explained that he/she indicated YES because youth need help but are not being provided the right help. Another youth responded YES because in some cases the services provided are limited and not of interest to the youth.
  - One of the current YSC agencies described their success in having college interns design & lead activities. Another agency mentioned utilization of their program alumnus to serve as mentors.
  - Encourage youth to be involved in programs and talk to youth not at youth.
  - Develop curriculum for Youth Council. Each YSC should have a Youth Council. YSC system should have a Youth Council with a member from each agencies' Youth Council. Have YSC system Youth Council Members join existing Youth Councils (Mayor, Youth Development Department, County).

**Strengthening Career Pathways**

- Strengthening relationships with Community Colleges
  - Learning to navigate college system (LACCD).
  - Knowledge of career/vocational courses available at the colleges along with enrollments and placement for youth completing program.
- Career Assessment
  - Utilization of the youth's career assessment (InnerSight) to determine the Individual Service Strategy (ISS) and the trajectory of youth's participation in program activities.
- Work Experience
  - 120 hours is not an ample amount of time to provide a sufficient work experience. Work experience should be increased to at least 200 hours or

more. The worksite supervisors/employers mentioned to the YSCs that 100 hours assigned (approx. 4 to 6 weeks) to actual work experience is not enough time to build the foundation for youth to gain full competency and potential offers of permanent employment.

  - Youth should be placed on a worksite that is related to their career choice or career interest. Agencies should develop worksites based on youth career interest. This is more beneficial to the youth than being placed on a site just to earn a paycheck. For example, several of the youth in attendance at the Youth Forum were interested in art (animation), digital art and others were interested in teaching (he/she would have loved to have been placed as teacher's aide), podcasting, mortician and social worker to name a few.

- Training
  - Agencies should develop training opportunities based on youth careers of interest and youth should be placed in training based on their careers of interest. For example, several of the youth in attendance at the Youth Forum were interested in art (animation), digital art and others were interested in teaching (he/she would have loved to have been placed as teacher's aide), podcasting, mortician and social worker to name a few.

**Partnership**

- P3 Meetings are productive; however, it needs to be rejuvenated, reenergized.
  - The Covid-19 and the virtual meetings have increased monthly partner meeting attendance in several of the YSC and decreased the number of attendees in other(s). One of the YSC indicated that LA County Probation Dept. has been in attendance at the monthly P3 meetings and that it strengthened their relationship working with justice involved youth.
- LAUSD
  - PSAs co-located in the YSC have been a blessing. The PSA Counselors provide academic assessment and have also provided outreach to disconnect youth (out-of-school) youth.
- Employers
  - Understand the disconnected youth population (youth with barriers), and work with youth and their YSC agencies to provide the youth with work experience and consideration for permanent employment.
  - Engage employers to inform/educate them on benefits of working with YSCs and program participants.
- Community Colleges
  - Access to a list of career/vocational courses available at the colleges.
  - Collaborate on the community college program enrollments and placement for youth completing program
- County & its various departments
  - DPSS: Calworks recipients think that their benefits will be affected by the youth's participation in work experiences. The DPSS shared information flyers which explained that the benefits are not affected.

    - Increase accessibility to the departments such as Mental Health (DMH), Social Services (DPSS) and DCFS.
- CBO & community wide initiatives.
    - Knowledge of exiting CBOs and services the CBOs have available as resources.
    - Better coordinated referrals and coordinated referrals to provide needed services.
    - Establish better working relationships with local political offices for support and resources including Council, Assembly and Neighborhood Council.
- Strategy
    - More partners should be co-located for accessibility and their services/activities.
    - Partner with mentoring programs (such as Boys & Girls Club, Big Brother, Big Sisters).
    - Partner with more nonprofit organizations and government entities (ex. Red Cross, Rec & Park, libraries) to provide work experience. Worksite supervisors with Non-profit organizations and government entities are more understanding and willing to work with the disconnected youth population than the for profit/corporate organizations.

**COVID-19 Challenges**

- Fear of contracting COVID & transmitting to parents or grandparents or siblings
- Mental Health
    - Isolation of being disconnected from others.
    - YSCs struggle to find immediate access to DMH contact in order to provide counseling services for youth participants.
- Loss of loved ones (parent, grandparent, uncle, aunt, cousin, family friend)
    - Provide trauma care/support counseling for the youth who experienced loss of loved ones. YSCs struggle to find immediate access to DMH contact.
- ZOOM fatigue need for in-person interaction
- Not having the necessary tools (computer, laptop, Wi-Fi connection) for virtual learning and/or work.
- We should keep the hybrid model of providing in-person and virtual services during the pandemic and beyond. Providing virtual services have made YSCs accessible to youth from different areas of the City.

# YOUTHSOURCE LOS ANGELES

## CITY OF LOS ANGELES
## ECONOMIC & WORKFORCE DEVELOPMENT DEPARTMENT (EWDD)

# PUBLIC HEARINGS

## YOUTHSOURCE SYSTEM
## PROGRAM ENHANCEMENT

The City of Los Angeles EWDD, in partnership with the Youth Development Department (YDD) and Workforce Development Board (WDB) Youth Council, cordially invites the community to attend upcoming virtual sessions and share your thoughts on the current practices and future enhancements of the City's Youth Workforce Development system. All public comments will be considered in the development of the upcoming 2021-2024 YouthSource System Request for Proposal (RFP) process to be conducted by the EWDD.

***We highly encourage individuals to RSVP for the session/s they would like to attend. HOWEVER, please note, an RSVP is not required to attend; interested individuals may still access any session via the URL link or QR code below.***

**RSVP Page & Meeting Access**

YouthSourcePublicForums.Eventbrite.Com

OR

**Topics to be discussed include but not limited to:**

- YouthSource Center processes
- More meaningful work experience
- Comprehensive wrap-around services
- Connectivity and technology barriers
- Assist youth with barriers to access resources

| YOUTHSOURCE STAFF FORUM |
|---|
| **Date:** Tuesday, November 9, 2021<br>**Time:** 2 PM to 4 PM |
| **YOUTH FORUM** |
| **Date:** Tuesday, November 16, 2021<br>**Time:** 4 PM to 6 PM |
| **Date:** Tuesday, November 23, 2021<br>**Time:** 2 PM to 4 PM |
| **PUBLIC HEARING** |
| **Date:** Thursday, November 18, 2021<br>**Time:** 3 PM to 5 PM |
| **Date:** Tuesday, November 30, 2021<br>**Time:** 3 PM to 5 PM |
| **Date:** Thursday, December 2, 2021<br>**Time:** 6 PM to 8 PM |



EWDD's network of YouthSource Centers provide young Angelenos ages 14 to 24 the support and resources they need to succeed in school and life. The centers help young Angelenos who are not in school and not working find the classes and trainings they need to get on the path to receive a high school diploma, pursue higher education and find career pathways to help them become lifelong earners.

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For more information, call TTY: 711 for TRS. If you require special accommodations please contact Chang Kim at: chang.kim@lacity.org. Advance notice is highly appreciated.

# YOUTHSOURCE REQUEST FOR PROPOSAL

## PROPOSED FRAMEWORK

The City of Los Angeles YouthSource System is a nationally recognized dropout recovery and re-engagement system that works to increase the educational and workforce outcomes of all young adults in Los Angeles. Over the last decade, the City has been an innovative workforce development leader, particularly for those young adults most in need of educational and workforce services.

In collaboration with the Los Angeles Unified School District, the Los Angeles Community College District and several other public and private partners, the system is a community-based approach to reach young adults who have not graduated from high school, who are not engaged in the workforce, or not pursuing an educational certificate or degree. Each center works with local partners to increase high school graduation, college acceptance, employability and employment placement of its participants.

System goals include:

- Building strong partnerships, integrating efforts, removing barriers, and improving accountability and communication;
- Developing innovative strategies for increasing education and employment outcomes; and
- Championing public and private systems change to improve outcomes.

Focusing policies and programs that empower youth to become self-sufficient and resilient, and respecting the capabilities and capacities of all Los Angeles Youth. These system goals are based on the values of connectivity, creativity, and change, centered on youth. These goals will allow us to collectively transform our service delivery system to improve the education, employment, housing, physical and mental well-being of the region's disconnected 16–24-year-old population.

In preparing for this RFP, the Economic and Workforce Development Department partnered with the Workforce Development Board – Youth Council, the Youth Development Department and the California State University's Reconnecting LA's Youth (ReLAY) Institute to engage youth, service providers and other key stakeholders to assess the impact of the novel coronavirus pandemic on LA's youth, with a particular emphasis on youth with high barriers to employment, as well as the existing Youth System's ability to meet current needs. EWDD's study included a labor market study conducted by ReLAY, a Journey Mapping Process and individual stakeholder interviews also conducted by the ReLAY Institute, and 6 community forums conducted between October and December 2021.

### Proposed Updates to the YouthSource Center Program Design

Though the City's YouthSource System continues to be a nationally recognized workforce system, with an unparalleled collaboration between key regional stakeholders, through the Performance Partnership Pilot, the disparate impact of the pandemic on low-income communities and youth, ages 16-24 in particular, highlighted 6 key areas that must be addressed to order to more effectively serve disconnected youth.

**Increase focus on career pathway training**

While many industries across the region struggled with significant job losses during the pandemic, several industries, including healthcare, construction and trade & logistics that offer middle skilled occupations are primed for growth over the next 2 years. These middle-skill occupations however typically require more than a high-school diploma to enter. As a result, it is critical that the YouthSource Center system reemphasize post-secondary training programs that prepare youth for in-demand jobs with higher wages.

Though the existing program design encourages co-enrollment of YouthSource Center participants into community colleges and/or vocational training programs offered through the Los Angeles Unified School District – Division of Adult and Career Education and the Los Angeles Community College District, our community forums identified inconsistent partnerships between existing YSCs and adult education systems.

Therefore, EWDD proposes to establish a 75% co-enrollment goal for program participants into one of the following:

- Community College degree and/or short-term vocational program
- LAUSD Adult School vocational program
- Registered Apprenticeship Program
- Other federal or state workforce development programs (example YouthBuild, Conservation Corp, etc)

The goal is to ensure that the YouthSource system is preparing disconnected youth for middle-skill employment opportunities in growing industries. In addition to vocational training programs, EWDD will also emphasize meaningful work-experience opportunities for youth that expose participants to new career pathway opportunities. The City's Hire LA program, which provides 120 of work-experience to LA's youth, will be better aligned with the YouthSource Center system to ensure services lead to opportunities that expose youth to new careers in middle skill occupations.

**Proposed Outcomes:**

- **Increase YouthSource Certificated Training Completions**
- **Increase Employment Placements**
- **Increase Wages for YSC Participants**

**Promoting Youth Voice in the YouthSource System**

Youth participating in EWDD's public forums cited the need for greater "youth voice" in the YouthSource Center System. As the primary customers of the YSC system, their input should be regularly incorporated in a systematic manner to enhance the center activities, such as opportunities for civic engagement and/or leadership activities, as well as marketing and outreach strategies.
In this regard, EWDD recommends the creation of a YSC Youth Advisory Council. The goal of the Youth Advisory Council will be to provide system participants a voice in the design of program services. Youth leadership at large will also deliver peer-to-peer and/or program alumni mentorship opportunities that was often mentioned during the Youth

Forum conducted for the RFI. Youth Council representatives will also be asked to report to the WDB Youth Council Annually. The creation of the YSC Youth Advisory Council will be accomplished in partnership with the City's new Youth Development Department.

**Proposed Outcomes:**

- **Development of a YSC Advisory Council that will meet quarterly and include representation from all YSC**

**Strengthen Mental Health Services**

The social isolation created by more than 15-months of online learning at the onset of the pandemic has exacerbated the need for mental health services for young adults in the City of LA. Through this RFP, EWDD will seek to enhance the mental health services available to YSC participants through partnerships with community-based organizations. Proposed improvements include:

- Developing a standard psycho-social assessment that will be administered to all YSC participants. This will be accomplished in partnership with LAUSD Pupil Services Advisors,
- Requiring proposers to have a well-defined partnership and referral process with community-based organizations offering mental health services, and
- Streamlining the City's partnership with the County Department of Mental Health

**Proposed Outcomes:**

- **All Program Participants will receive a Psycho-Social Assessment**
- **Increased access to mental health services**

**Increased focus on high-barrier populations**

All youth ages 16-24 who are eligible for services are welcome to enroll at any of the City's YSCs; successful proposers, however, will be required to emphasize provision of services to disconnected youth, who comprise multiple-barrier or hardest-to-serve populations through new enrollment goals. The goals of the YSC system include reducing the number of disconnected youth by returning them to school, or training them for the workforce and placing them in employment. Multiple-barrier populations are defined as low-income and meet one a minimum of one of the following barriers:

- Homeless
- Foster Youth (Current or Aged Out)
- Drop-Out
- Out of School / Out-of-Work
- Justice Involved
- Disabled.
- Pregnant and/or parenting teen

**Proposed Outcomes:**

- **A minimum of 75% of program participants will include youth that have multiple barriers to employment.**

**Addressing the Digital Divide**

At the onset of the pandemic, the YouthSource system was required to pivot to online or virtual services overnight. As a result, the YSC and Hire LA systems developed new tools that allowed for the provision of virtual workforce services and work experience opportunities. This RFP will codify these improvements to the system by formally adopting virtual service options and program documentation into the Customer Flow Process.

EWDD will also continue to expand access to virtual services that expand access for all youth.

**Proposed Outcomes:**

- **Increased access to online banking tools for the Hire LA Program;**
- **Increased community partnerships that provide access to broadband and internet access for youth**

**Performance Partnership Pilot (P3)**

Lastly, Los Angeles Performance Partnership Pilot (LAP3) is leading multi-agency partnership to bolster collaboration between the City's Workforce Development System (WDS), LAUSD, LACCD, California State University (CSU5), LA County Departments of Mental Health, WDACS, DPSS, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for the disconnected young adult population and im-prove their educational, workforce, housing and social well-being outcomes. The existing LAP3 Strategic Plan served as a guide to implement nationally recognized best practices in order to increased collaborations amongst key stakeholders. It resulted in identifying any potential impediments or barriers for successful intervention and highlights the best practices shared to achieve desired outcomes for the city's disconnected youth.

EWDD will look to incorporate the goals and best practices to be defined in the study conducted by ReLAY Institute (which was mentioned above) and formulate a renewed LAP3 Strategic Plan to serve as a guide for Youthsource system operation during the term of the current RFP. Through this RFP, EWDD will realize the mission of LAP3 and "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."

Also, through this RFP, EWDD will work to better align our services with City services such as FamilySource, WorkSource, BusinesSource and other key City Departments and programs with specific co-enrollment goals.

**Number of Centers and Locations**

EWDD proposes to continue to fund 14 YouthSource Centers through this RFP. YSCs will continue to be located in areas of the City with the highest concentration of poverty and high school drop-out rates. Prior to completing the procurement process, EWDD will report back to the Workforce Development Board and City Council is there is a need to reallocate YSCs between Community Planning Areas based on current demographic data.

**Funding and Required Leverage Costs**

Based on current WIOA funding levels, EWDD anticipates YSC funding to be $1.1 million including:

- WIOA Youth - $600,000
- Hire LA / GF - $200,000
- Hire LA / County - $300,000
- Leverage Resources - $400,000
- Total: - $1,500,000

**Performance Measures:**
Prior to implementation, EWDD will propose new performance measures in order to better align performance goals with the City's vision to serve youth with the highest barriers to employment.

## City of Los Angeles
## Economic and Workforce Development Department

### REQUEST FOR PROPOSALS FOR YOUTHSOURCE CENTER OPERATORS

| | |
|---|---|
| Community Input/Research | October through December 2021 |
| Youth Council Discussions | January 21, 2022 |
| RFP Release | March 4, 2022 |
| RFP Due Date | April 15, 2022 |
| Results Release | May 13, 2022 |
| WDB Approval | June 30, 2022 |
| City Council Approval | July 29, 2022 |
| Contract start | September 1, 2022 |

**As a covered entity under Subtitle A of Title II of the Americans with Disability Act, Pub. L. 101-336, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its program, services, and activities. To ensure availability, your request should be received at least 72 hours in advance of need.**

**This WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services to individuals with disabilities are available upon request.**

8.

## MEMORANDUM

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **Input Feedback on the Redesign of the City's YouthSource System from:**

**REQUESTED ACTION:**

- Kelly LoBianco, Executive Director, Economic and Workforce Development
  County of Los Angeles
- Representative of the Community and Family Investment Department
  City of Los Angeles
- Lisa Salazar, Executive Director Youth Development Department
  City of Los Angeles
- Representatives of Los Angeles City Councilmembers on the City Council's Economic Development and Jobs Committee

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available

9.

**DATE:** January 21, 2022

**TO:** Workforce Development Board (WDB)

**FROM:**

**SUBJECT:** **Briefing from the Economic and Workforce Development Department (EWDD) on a $53.3 Funding Award from the Office of the Governor's California Volunteers to Underwrite Youth Workforce Development Programs through the California for All Initiative**

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**REQUESTED ACTION:**

**BACKGROUND:**

**ADDITIONAL BACKGROUND:**

**ATTACHMENTS:**

Description

No Attachments Available