

## Plan Overview

### E. OneSource System Priorities

To identify priorities for the program year, the Youth Council convened an Annual Plan Task Force that met twice prior to the preparation of this draft document. The Task Force is scheduled to meet again in April and at that time will finalize its recommendations. The following summarizes their discussions to date.

The City of Los Angeles Workforce Investment Board Youth Council (WIB) is the City's leading organization dedicated to addressing the nearly 100,000 youth ages 16-24 who are completely disconnected from both work and school as reported in the One Out of Five Report.

The Report tells us that we are in a state of crisis. We are at risk of losing a large share of our City's future human capital. We are at risk of failing to build the workplace skills essential to the economic future of our youth and our economy's ability to create the very jobs that generate wealth and opportunity for all City residents.

Further, the Report informs us that second only to a higher education as a correlate for earnings prosperity is early, positive work experience. What's more, there is a high correlation between early exposure to work and an increased likelihood of staying in school and continuing through higher education.

Our purpose in moving forward is to assure we gain full advantage of the Report by structuring our service system strategically for creating more work-based learning opportunities and greater private sector, educational and other partner engagement.

#### 1. Leadership Strategies

To address the One Out of Five crisis, the Crossroads 2005 Symposium outlined six Leadership Strategies that the WIB Youth Council and its partners have adopted as policy and support.

- a. **Strategy One**--Challenging the City's leadership to confront and address the critical issue of out-of-school youth by aligning public and private resources to invest in increased employment, education and training opportunities for this population.
- b. **Strategy Two**--Challenging the City's business community to commit to increased hiring, internship and mentoring opportunities for out-of-school and out-of-work youth. This includes a call to action for the business sector to find a better ways to partner with education and community-based organizations for connecting youth to positive early work experiences.

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- c. **Strategy Three**--Initiating a Citywide outreach campaign targeted to out-of-school youth.
- d. **Strategy Four**--Supporting the utilization of the "Work-Readiness Certificate" developed under the leadership of the Los Angeles Area Chamber of Commerce and the City's WIB.
- e. **Strategy Five**-- Promoting the Los Angeles Unified School Board's drop out prevention efforts.
- f. **Strategy Six**--Championing the "Small Schools/Small Learning Community" movement within the Los Angeles Unified School District.

### 2. City's Youth Employment Policies

On March 14, 2006 the City Council of Los Angeles adopted a transmittal for the Creation of a Young Adult Apprenticeship Program. This policy creates employment and career opportunities for young adults in the City of Los Angeles. Since the City of Los Angeles is one of the largest employers in the region it must be a leader in hiring and contracting practices to assist in the development of tomorrow's workforce. It is the goal of the City of Los Angeles to increase the number of 18-24 year-olds who are employed in both part-time and full-time positions within the City structure.

The policy calls for:

- employment and career opportunities by hiring young adults in all City departments;
- annual tracking of the young adult employees;
- the development of "First Source Hiring" processes by City contractors; and
- the development of apprenticeship and internship opportunities.

As an accountability measure, Department General Managers will have their success in implementing these young adult hiring practices reviewed as a part of their annual management review.

### 3. Priority Client Groups

It has become increasingly difficult to serve the younger youth population ages 14-18 years old due to the high rate of basic skills deficiencies in reading and math. The basic skill deficiency rate currently represents 89% of all youth enrolled in the OneSource system. The basic skills deficiency rate coupled with the high number of students not passing the California High School Exit Exam (CAHSEE) has created an overwhelming challenge to system providers to provide intense remediation. The younger youth in-school population currently represents 43% of the system's total enrollment. In the advent of common measures, the only positive outcome for this population is attainment of a high school diploma. The OneSource system needs to be strategic in meeting and exceeding the federally recognized performance measures.

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It is recommended that we focus the limited WIA youth resources on the twelve service elements outlined by the Department of Labor and the WIB Youth Council and to provide early work experience, career exploration, job training and placement to the older youth population 17 – 21 year- olds. Specifically, the WIB's Youth Annual Plan Task Force agreed that:

- Enrollment of out-of-school youth, ages 17-21 should not be less that 50% of any single OneSource contractor's total enrollment.
- Enrollment of in-school youth, ages 14-16, should be limited to no more than 10% of any single OneSource contractor's total enrollment.
- Active participation in the year round youth program should be limited to twelve (12) months duration.
- In-school youth, ages 14-16, should be prioritized for summer youth employment opportunities.
- The Youth Council should encourage LAUSD to articulate a dropout prevention policy.

While second semester eleventh grade students should be considered for OneSource WIA programs, the average length of service to registered customers should not exceed twelve months of intensive services. All younger in-school youth should remain in school and utilize the resources and programs provided by the Los Angeles Unified School District. As indicated above, early work experience can be provided to younger youth through the summer youth employment program.

#### **4. Support the 2006 Summer Youth Initiative and Beyond**

The Mayor's office has initiated a drive toward re-establishing the Summer Youth Employment program to serve 15,000 youth over the next three to five years. Through the leadership of the Mayor's office, the City has set a goal to serve 5,000 youth during the summer of 2006.

An important objective of this initiative is to combine the summer jobs with an academic focus, with a good share of the effort directed to assuring that high school seniors pass the California High School Exit Exam (CAHSEE), which is necessary for the receipt of a high school diploma.

To expand to 5,000 summer jobs this year, staffs in the Mayor's Office and the Community Development Department have identified the following goals and fund sources:

- a. Continue the prior year's \$2 million general fund contribution (1,400 slots)
- b. Access an additional \$2 million in general fund contribution (1,400 slots)
- c. Re-establish the \$2.5 million contribution from the County of Los Angeles, (1,000 slots)

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- d. Initiating a private sector job pledge, for private sector funding (1,000 slots)
- e. City departments converting at least 200 summer youth positions into civil service hires.

### 5. Outcome and Performance Priorities

The OneSource outcome and performance priorities should support the WIB Youth Council priorities and maximize existing resources. Suggested outcome and performance measures are as follows:

- a. Local performance measures to reduce internal competition amongst contractors and encourage sharing of best practices to improve overall system performance.
- b. Provide a performance incentive to contractors who return out-of-school youth to educational programs.
- c. Provide a performance incentive to recognize and track the number of youth who enter post-secondary education.
- d. Provide a performance incentive to contractors who provide services to youth in special populations (foster youth, disabled, youth offenders, pregnant and parenting teens, and English language learners).
- e. Recognize the matriculation rate for at-risk in-school youth, the “almost” out of school population.
- f. Evaluate the cost per positive outcome.

### 6. Customer Flow and Program Design

The customer flow and program design should be determined once the priority client groups and outcome and performance priorities are defined. A WIB Youth Council sub-committee consisting of WIB Youth Council members, OneSource contractors and CDD staff should conduct this discussion.

### 7. Youth Funding Allocations

Funding allocations for Youth Service providers were made in anticipation of a funding cut of approximately 10% from the State. The actual State allocation has yet to be determined. As such service provider contract levels incorporated a 10% reduction to all 13-service providers (see tab 5). A 44% reduction was also made to the out of school/out of work youth line item. A deeper reduction to WIA resources for youth is anticipated.