



HORIZONS 32K STRATEGIC PLAN



Los Angeles
Performance
Partnership
Pilot

A Roadmap to Self-Sufficiency for Los Angeles Opportunity Youth



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The LA P3 - Horizons 32K Strategic Plan is a roadmap to a future where all Los Angeles opportunity youth secure and persist in quality education, training, and employment pathways

Government and community leaders are embracing our collective responsibility for changing the systemic conditions contributing to youth disconnection in Los Angeles County through the LA P3 strategic plan “Horizons 32K: Los Angeles’s Blueprint for 32,000 Opportunity Youth Dreams”. Building from the successes of the previous LA Performance Partnership Pilot (LAP3) strategic plan, the new Horizons 32K strategic plan reaffirms our commitment to serving LA County’s 143,000 opportunity youth (OY), charting a course toward a more inclusive, supportive future.

OY are youth ages 16-24 who are not enrolled in school or working, or are at high risk of disconnection due to their involvement in the homeless, child welfare or justice systems. From 2012 to 2019, LAP3 partners made dramatic progress on reducing youth disconnection, leading efforts that resulted in a 40% reduction over the seven year period (78,000). However, the COVID-19 pandemic disrupted college and career plans for thousands of young people, and by 2021, the number of 16-24 year-olds neither working nor enrolled in school climbed to 143,000—a 21% increase. While many have navigated back to a fulfilling career, many dreams still remain interrupted.

Instead of faltering in the face of adversity, we rose to the occasion, forging stronger bonds and pioneering new strategies through the development of a new regional plan for OY. At the center of this plan is the belief that OY are resilient and full of potential. When provided with the essential supports, resources, and opportunities, OY exhibit a remarkable drive towards self-sufficiency, all while fostering interdependent relationships within their communities. It's through collaborative efforts across sectors, working hand in hand with OY, that we can truly transform outcomes for our youth. Together, we can create a future where all OY are empowered to thrive and contribute positively to their communities.

In partnership,

Gerardo Ruvalcaba
Assistant General Manager | LA City Economic & Workforce Development Department

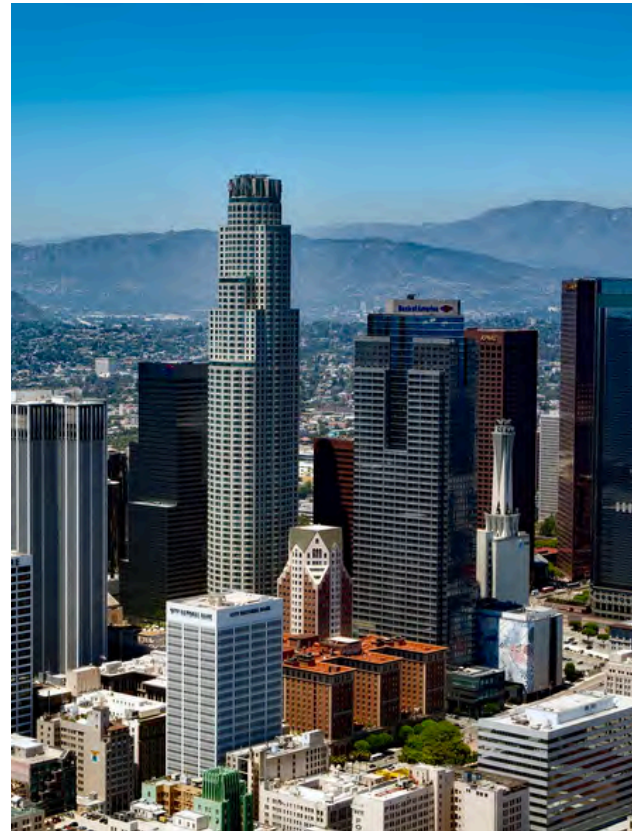
Lauri Collier
Director | Los Angeles Opportunity Youth Collaborative

20 YEARS OF COLLABORATION

Twenty years ago, a groundbreaking study galvanized leaders in the Los Angeles region to respond to a youth disconnection crisis; one out of every five young adults—214,000 in total—ages 16-24, was both out of school and work. A 44% graduation rate at the Los Angeles Unified School District made headlines in the Los Angeles Times as the district reported over 18,000 high school dropouts every semester.



At the time, our local elected leaders, workforce and education systems stopped pointing fingers, and started developing innovative, collaborative solutions to stem the tide of high school drop-outs. The City of Los Angeles partnered with LAUSD to create the YouthSource system of reconnection centers with co-located workforce services and school counselors - a model that has now been replicated across the country. Across L.A. County, workforce development services shifted their resources to focus on reengaging out-of-school youth.



In 2013, education and workforce systems partnered with community-based advocates to launch the L.A. Opportunity Youth Collaborative to improve employment and education outcomes for transition-age foster youth who experience some of the highest rates of disconnection and housing insecurity as young adults.

This history of collaboration set the stage for LA's application for a Performance Partnership Pilot in 2016. The Obama-era initiative was an opportunity for communities to test innovative strategies to improve outcomes for disconnected youth by offering flexibility in the application of federal rules and the use of federal funding streams. LAP3 developed as a government collaborative designed to coordinate and integrate the delivery of education, workforce and social services to disconnected youth ages 16 to 24.



Our 2017 LA P3 strategic plan aligned five major public institutions in the area, including the City of Los Angeles, the County of Los Angeles, the Los Angeles Unified School District, Los Angeles County Office of Education, and Los Angeles Community College District. The continued partnership between Los Angeles City Economic & Workforce Development Department (EWDD) and the Los Angeles County Department of Economic Opportunity (DEO) aligns the two largest workforce boards in the Los Angeles Region, and we remain steadfast in our commitment to collaboration with the five additional workforce boards to serve OY throughout the Los Angeles region. As we look forward, we are excited about collaborating with emerging Los Angeles City and County departments, including the City of Los Angeles' Youth Development Department, the County of Los Angeles' Department of Youth Development, and the County of Los Angeles' Justice Care and Opportunities Department.

Our journey is far from over, but with steadfast determination and collective action, we will continue to empower our opportunity youth. We will ensure that every dream has the opportunity to flourish. Together, we are the architects of change, and together, we will build a horizon of limitless possibilities for generations to come.

OUR PRINCIPLES IN ACTION

Together, with unwavering belief and tireless dedication, we are shaping a future where every young person's potential is unlocked, and every horizon shines brighter.

As we look toward the future of the Horizons 32K strategic plan, guided by our unwavering commitment to opportunity youth empowerment, we do so with hearts full of determination and minds open to innovation. Together, we are shaping the future and fostering a culture of inclusivity and belonging where every voice is heard, valued, and respected. With each step we take, let us reaffirm our dedication to amplifying the diverse perspectives and experiences of our opportunity youth, nurturing their aspirations, and ensuring that every avenue is open for their exploration and growth. The journey ahead may be challenging, but using partnership as our compass and shared vision as our North Star, the opportunity for achievement is limitless.



LA'S HORIZONS 32K BLUEPRINT FOR OY

Horizons 32K Four Year Impact

Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

Vision

All Opportunity Youth in Los Angeles County will reach their full potential by securing access and persistence toward quality education, training, and employment opportunities.

Mission

To transform service delivery systems for the Los Angeles region's 16-to-24-year-old opportunity youth (OY) population by improving the education, employment, and well-being systems.

Goals

Horizons 32K will increase OY:

1. Connection or re-connection to education
2. Connection to workforce training programs and career related education pathways
3. Connection to employment
4. Utilization of holistic services

HOW WE'LL GET THERE



Our Partners

Our united coalition includes over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers.



WHAT WE DO

LA P3 is adapting to the evolving landscape by broadening collaboration to implement systems change benefiting Opportunity Youth across Los Angeles County. As a convenor, connector, subject matter expert, and advocate, LA P3 facilitates data sharing, cultivates partnerships, offers capacity building support, and advocates for policy changes to ensure all OY have access to quality education, training, and employment opportunities.

To advance our strategic plan to ensure all Opportunity Youth in Los Angeles County will reach their full potential by securing access and persistence toward quality education, training, and employment opportunities, LA P3 will act as:

Convenor: brings together public agencies, opportunity youth, philanthropy, and community based organizations to share data and learn across diverse perspectives

Connector: cultivates new and existing relationships to improve collaboration to advance our goals and reach our youth level outcomes

Expertise: provides capacity building and technical assistance to the field around comprehensive support resources and linkages for OY

Advocate: influences resource allocation and distribution, policy and practice changes, and implementation of policies



WHO WE ARE

LA P3 Partners: Systems change is thoughtful, slow, intentional, and incremental. Holding up a bold community vision and defining broad functions for partners and key elements for the system itself can help keep all partners engaged and moving forward toward realizing that vision. Five years ago, the seeds of partnership were sown, uniting public agencies, community-based organizations, opportunity youth with lived expertise, and philanthropic leaders under a common agenda: to reduce youth disconnection from school and work.

The result of our alignment created a public private partnership between the Los Angeles Performance Partnership Pilot (LA P3)—led by the City and County of Los Angeles, and the LAOYC—a trusted intermediary for government agencies and community-based organizations, spearheaded by the Alliance for Children’s Rights and UNITE-LA. As trust was built and relationships developed, these intertwined initiatives have made lasting, systemic change to expand opportunity youth services.

Our coalition includes over 120 partners from public agencies, community-based organizations, current and former opportunity youth, foundations, educational institutions, and employers (Appendix 1).

Strategic Planning Partners

- Alliance for Children's Rights
- Los Angeles City Economic & Development Department
- Los Angeles City Youth Development Department
- Los Angeles Community College District
- Los Angeles County Department of Children and Family Services
- Los Angeles County Department of Economic Opportunity
- Los Angeles County Economic Development Corporation
- Los Angeles County Department of Mental Health Los Angeles County Education Coordinating Council
- Los Angeles County Department of Youth Development
- Los Angeles County Office of Child Protection
- Los Angeles County Office of Education
- Los Angeles Opportunity Youth Collaborative
- Los Angeles Unified School District
- New Ways to Work
- ReLAY Institute



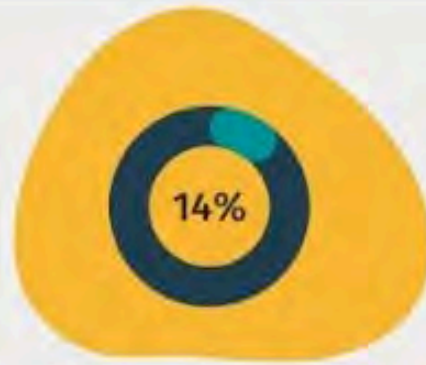
HORIZONS 32K: A DATA DRIVEN APPROACH

Education, workforce development, and other public sector agencies lack the capacity to adequately address the needs of OY, partly due to entrenched structural racism. As youth encounter a myriad of obstacles when navigating bureaucratic structures intended to provide support. OY, particularly those from Black and Brown communities, confront personal and community trauma while navigating lacking support from trusted adults. Furthermore, OY largely originate from under-resourced areas, magnifying the impact of systemic racism. Our coalition is addressing systemic hurdles to dismantle the effects of structural racism, empower opportunity youth, and support youth to achieve their dreams.





70% of OY have a high school diploma but no post-secondary degree



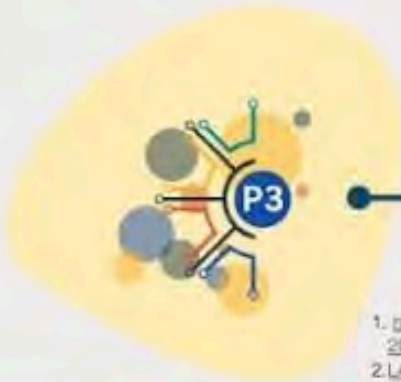
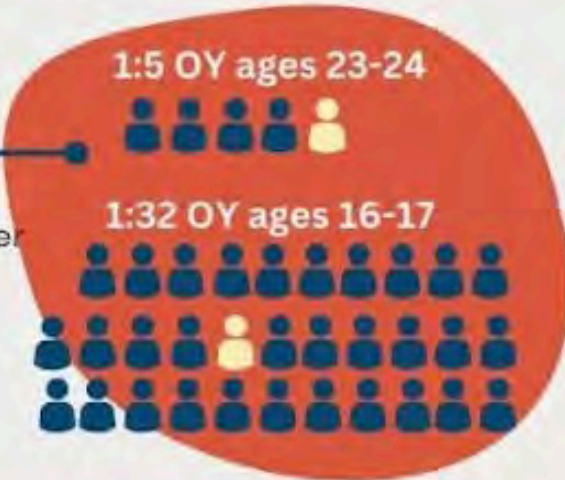
14% have a post-secondary degree but are not working, indicating a significant majority of OY who complete high school fail to transition into higher education or the workforce.

From 2019-2021, the OY population increased

from 118,299 to 143,463—an increase of 25,164 (21.3%), due to the COVID-19 pandemic

OY ages 19+

are disconnected at much higher rates than their younger peers



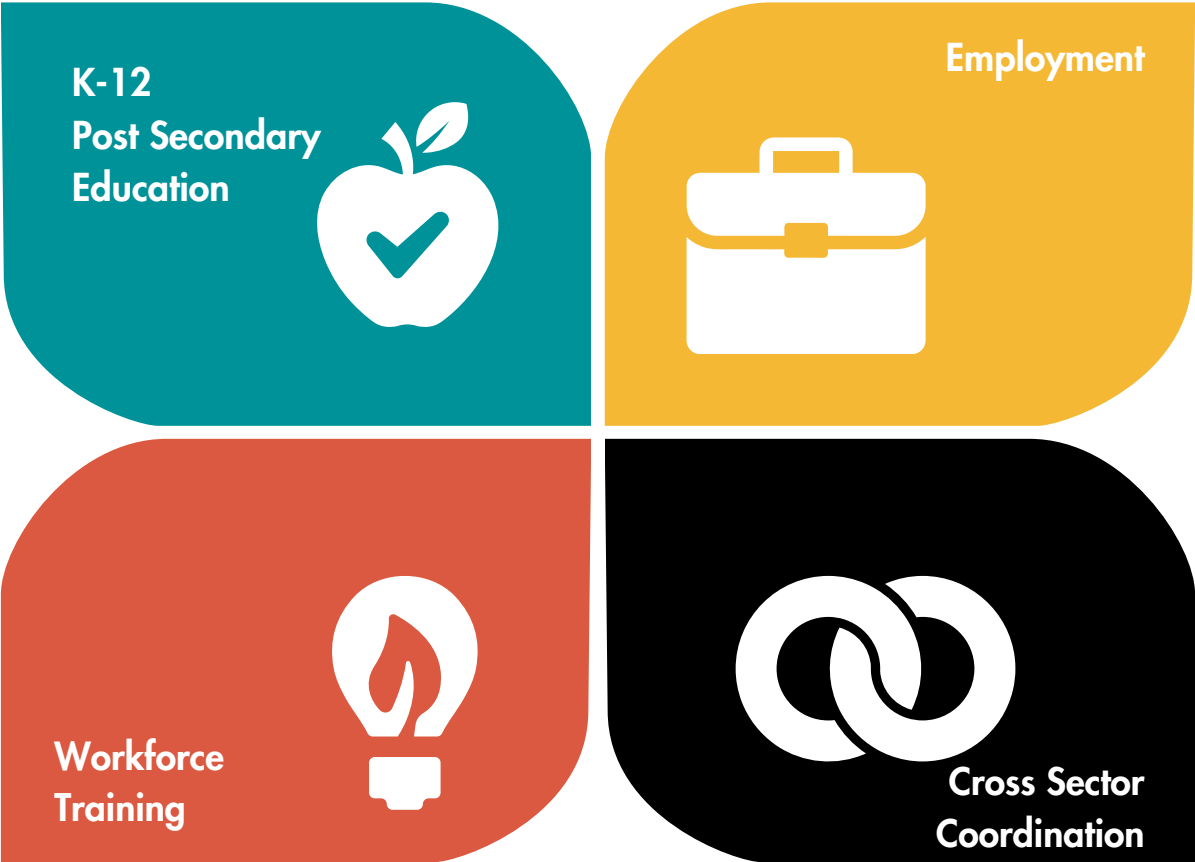
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- <https://aoyc.org/wp-content/uploads/2023/08/Los-Angeles-Courty-Disconnected-Youth-2023-1.pdf>
- LAHSA Homeless Youth Count (2022)
- https://file.lacounty.gov/508inter/omballoey1116414_LAPROB_INSTITUTIONS_STATISTICALS2021.pdf
- <https://sanfernandosun.com/2023/10/11/from-foster-child-to-adulthood-the-difficult-challenge-for-transitional-age-youth/>

FOUR STRATEGIC GOALS & METRICS

Four Year Impact: Reduce the number of young adults experiencing disconnection from school and work in LA County by 22% (32,000) by 2027.

The Horizons 32K plan establishes four overarching goals, and aligned youth impact metrics, that together will drive our coalition’s success in achieving 32,000 brighter horizons for Opportunity Youth. In its first year of implementation, Horizons 32K partners will prioritize this list of metrics, collect baseline data and establish targets.



GOAL	HOW WE'LL MEASURE SUCCESS
Goal 1: K-12 & Post-secondary Education	
Increase OY connection or re-connection to education	<p>YOUTH LEVEL OUTCOMES</p> <ul style="list-style-type: none"> ● 4,200 OY reconnected to education, employment, or both annually via the LAUSD/YouthSource partnership <ul style="list-style-type: none"> ○ Measurable increase in number of OY who complete a high school diploma or equivalent after reconnection (Percent increase annually) ● Percent reduction in chronically absent OY students ● Percent increase of OY completers enrolling in postsecondary education within one year ● Percent increase in the share of 19-24 yr olds enrolled in school ● Percent increase in community college persistence to 2nd year
Goal 2: Workforce Training	
Increase OY connection to workforce training programs and career related education pathways	<p>YOUTH LEVEL OUTCOMES</p> <ul style="list-style-type: none"> ● Percent increase of OY enrolled in workforce and/or career training programs, including apprenticeships & pre-apprenticeships ● Percent increase of OY enrolled in community college CTE programs ● Percent increase of youth completing at least 100 hours of work experience ● Percent increase of foster, justice & homeless youth enrolled in WIOA programs
Goal 3: Employment	
Increase OY connection to employment	<p>YOUTH LEVEL OUTCOMES</p> <ul style="list-style-type: none"> ● Percent increase of OY employment in the public sector ● # of OY employed in high growth sectors and/or living wage jobs, including public sector and infrastructure jobs ● Percent increase in average OY annual income (ages 19-24) ● Percent increase in annual average hours worked (ages 19-24) ● Percent increase in employment rate for OY ages 19-24
Goal 4: Cross Sector Coordination	
Increase OY utilization of holistic services	<p>YOUTH LEVEL OUTCOMES</p> <ul style="list-style-type: none"> ● Percent increase in co-enrollment of OY between K-12 and post-secondary institutions ● Percent increase of OY enrollment in workforce programs for special populations: <ul style="list-style-type: none"> ○ OY experiencing homeless or housing insecure ○ OY disconnected from school/work ○ OY who experience the child welfare system or justice system ○ OY who are expecting/parenting ○ OY who identify as LGBTQ+ ○ OY who have disabilities

OBJECTIVES & STRATEGIES

To achieve the goals of the Horizons 32K plan, cross-sector partners identified five key objectives and supporting strategies to advance collectively over the next four years:

Objective 1: Promote innovation, continuous improvement, & collaboration between Los Angeles region Education and Workforce systems to support opportunity youth connection to quality career pathways & employment		
	Strategies	Lead Partners
1A	All OY in the Homeless Management Information System (HMIS) will be prioritized for educational and/or workforce services.	<ul style="list-style-type: none"> EWDD City of Los Angeles, Mayor's Office
1B	Coordinate with partners to identify youth that dropped out of high school and improve processes for reconnecting them to education services to attain their diplomas, GEDs, and/or training.	<ul style="list-style-type: none"> LAUSD – Student Health and Human Services and Adult Education LACOE – Community Schools Initiative
1C	Develop strategies and collaborative partnerships to improve student transitions from high school to post-secondary education, training, or employment.	<ul style="list-style-type: none"> LACOE – Community Schools Initiative LAUSD – Division of Instruction and Health and Human Services
1D	Enhance awareness of short-term training and stackable certification opportunities and facilitate connection to those services via direct outreach to OY.	<ul style="list-style-type: none"> ReLAY Institute
1E	Expand earn & learn models, including the Learning Aligned Employment Program (LAEP), internships, pre-apprenticeships, and apprenticeships, that lead to unsubsidized employment in high-growth, living-wage fields for OY.	<ul style="list-style-type: none"> Department of Rehab EWDD YDD

Objective 1: Continued

Strategies		Lead Partners
1F	Seek funding to evaluate the LAP3 program model (replicate Mathematica study to update) and youth workforce development programs operated by LA City & County Workforce Department to continuously improve program quality and impact.	<ul style="list-style-type: none">• EWDD
1G	Increase the number of OY enrolled in city, county, and other public workforce agencies across LA County via improved referral processes and increased collaboration with other public systems and community-based organizations.	<ul style="list-style-type: none">• DEO
1H	Increase co-enrollment between workforce providers (workforce boards, community colleges, and adult education) including between adult and youth workforce programs, DPSS workforce programs, and DOR workforce programs.	<ul style="list-style-type: none">• EWDD• DEO



Objective 2: Increase use of data to track coalition progress and data sharing among coalition partners to drive our common agenda, innovation, and quality of service

Strategies		Lead Partners
2A	Develop an annual regional scorecard with key metrics to track progress of the coalition, including disaggregated disconnection rates and key program/system outcomes.	<ul style="list-style-type: none"> • EWDD • New Ways to Work
2B	Develop Application Programming Interfaces (APIs) across various workforce data systems to reduce duplicative program data entry and streamline enrollment processes.	<ul style="list-style-type: none"> • EWDD • DEO

Objective 3: Increase policy advocacy at local, state, and national levels to influence policy and resources impacting OY in the LA region

Strategies		Lead Partners
3A	Leverage USDOL’s LAP3 designation to pursue public and private funds and administrative waivers to support the implementation of the Horizons 32k strategic plan.	<ul style="list-style-type: none"> • EWDD • LA OYC
3B	Influence the reauthorization of the federal WIOA program to benefit Los Angeles-area OY in partnership with California Opportunity Youth Network (COYN).	<ul style="list-style-type: none"> • EWDD • LA OYC • New Ways to Work
3C	Advocate in partnership with COYN, New Ways to Work, and National Youth Employment Coalition for the creation of a federal youth caucus.	<ul style="list-style-type: none"> • EWDD • LA OYC
3D	Partner with COYN to develop strategies that address the high-need OY regions for the state when creating the OY statewide plan.	<ul style="list-style-type: none"> • EWDD • LA OYC
3E	Engage OY to voice their expertise and create ongoing structures for youth voice in education and workforce systems to drive program improvement and creation of innovative youth-centered services.	<ul style="list-style-type: none"> • EWDD • YDD • LA OYC
3F	Explore streamlining local department/program policies and procedures that create barriers to enrollment and persistence of OY, increasing flexibility for young people.	<ul style="list-style-type: none"> • YDD • LA OYC

Objective 4: Increase cross-sector coordination and collaboration between government organizations to meet the holistic comprehensive needs of OY as they enter and persist in education/training programs.

Strategies		Lead Partners
4A	Develop youth-centered communication materials & strategies to increase awareness among young people for housing, financial well-being, and mental health resources.	<ul style="list-style-type: none"> • YDD • LAOYC
4B	Identify opportunity deserts in the LA region where there is a high concentration of OY and a low number of reengagement resources. Explore new partnerships/services to meet demand.	**Wish List Objective
4C	Develop non-financial MOUs across public agencies in LA County to improve coordinated services & data sharing for OY across city, county, & state departments.	<ul style="list-style-type: none"> • EWDD • LAOYC
4D	Host regional collaboratives for frontline practitioners to increase awareness of local resources for holistic stability.	<ul style="list-style-type: none"> • EWDD • LAUSD – Student Health and Human Services and Adult Education
4E	Coordinate professional-development opportunities to support system partners and programs that support OY.	<ul style="list-style-type: none"> • LA OYC • EWDD • LAUSD– Student Health and Human Services and Adult Education
4F	Identify policies to improve coordination of services between LA County's homeless coordinated entry system and workforce development systems.	**Wish List Objective

Objective 5: Formalize and staff a strong collaborative infrastructure for LA P3 to drive accountability for implementation

Strategies		Lead Partners
5A	Establish roles of co-conveners and identify staff to lead the implementation of the Horizons 32K Strategic Plan.	<ul style="list-style-type: none"> • EWDD • LA OYC
5B	Confirm partners' roles and facilitate adoption of the LA P3 Horizons 32K goal, objectives, and strategies by local leaders.	<ul style="list-style-type: none"> • LA OYC
5C	Establish LAP3's collaborative structure, including a Stewardship Group of leaders and including OY, to ensure accountability for achieving the plan's strategic goals and objectives.	<ul style="list-style-type: none"> • EWDD • LA OYC
5D	Define and codify the term "opportunity youth" for purposes of implementation: 16-24-year-old young adults who are disconnected from school and/or work, including young adults impacted by systems (foster, justice, homeless).	<ul style="list-style-type: none"> • EWDD



COLLABORATIVE STRUCTURE

Accelerating our regional impact to improve outcomes for opportunity youth and reduce youth disconnection requires a sustainable collaborative infrastructure, including dedicated staff, who can facilitate a structured process among partners to advance the objectives and strategies identified in the Horizons 32K strategic plan.

Common Agenda & Shared Vision





Stewardship Board: A cross-sector group of systems-leaders who are committed to collaborating to achieve the Horizons 32K: LA’s Blueprint for 32,000 Opportunity Youth Dreams Strategic Plan. The group provides strategic guidance, credibility, and vision, for the coalition while providing an ongoing foundation for collaboration. The board makes up a formal body that ensures joint ownership of the coalition and its outcomes by LA City, LA County, opportunity youth, educational institutions, and community-based organizations. The Stewardship Board will be convened by EWDD in partnership with the LA OYC.

Work Groups: System leaders, community-based partners, and young people will participate in action-focused workgroups to advance specific objectives and strategies outlined in the Horizons 32K plan.

Partners: Community based organizations serving opportunity youth will participate in implementation activities, including work groups, convenings, and trainings, and provide direct services that contribute to the Plan’s goals.

Backbone: The LA OYC, led by the Alliance for Children’s Rights & UNITE-LA, will partner with EWDD to provide dedicated staffing to advance the Horizons 32K plan. Key roles of the backbone include: guiding vision and strategy; convening stakeholders; facilitating communication; evaluation and data tracking; training and capacity building; developing young leaders; administration; and fundraising.

Opportunity Youth Leaders: Young leaders are advocates who are trained to organize their peers and voice concerns to decision makers. Youth voice is at the center of the initiative and represented across the Horizons 32K collaborative structure.



APPENDIX 1: STRATEGIC PLANNING PARTNERS

All People's Community Center
Alliance for Children's Rights*
Amity Foundation
Archdiocesan Youth Employment Services
Be A Mentor
Brotherhood Crusade
Children's Institute
Chronicle for Social Change
City of Glendale
City of Santa Monica
Coalition for Responsible Community Development
Covenant House
Department of Public Social Services
Department of Rehab
El Proyecto de Barrio
Faith Foster Families
First Place for Youth
Goodwill SoCal
Greater Los Angeles Education Foundation
GRID Alternatives
iFoster
Kids in the Spotlight
Los Angeles City College
Los Angeles City Economic & Development Department*
Los Angeles City Youth Development Department*
Los Angeles Community College District*
Los Angeles County Board of Supervisors
Los Angeles County Department of Children and Family Services*
Los Angeles County Department of Economic Opportunity*
Los Angeles County Department of Mental Health*
Los Angeles County Department of Youth Development*
Los Angeles County Economic Development Corporation*
Los Angeles County Education Coordinating Council*
Los Angeles County Office of Child Protection*

* DENOTES STRATEGIC PLANNING PARTNERS
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PLANNING PARTNERS (CONTINUED)

Los Angeles County Office of Education*

Los Angeles County Workforce Development Board

Los Angeles LGBT Center

Los Angeles Opportunity Youth Collaborative*

Los Angeles Unified School District*

National Foster Youth Institute

New Ways to Work*

Pacific Gateway Workforce Development Board

REDF

ReLAY Institute*

SoCal CAN

Social Impact Advisory

South Bay Workforce Investment Board

Southeast Los Angeles County Workforce Development Board

UCLA YouthSource Center

APPENDIX 2: STRATEGIC PLANNING PROCESS

Figure 1: LAP3 Strategic Planning Process



- **Environmental Scan:** A review of data and demographics regarding local youth, including prevalence and disconnection rates; education levels; employment status; vulnerability factors including poverty, disability, homelessness, LGBTQ, English proficiency, and justice involved; and residency. (appendix 4)
- **Journey Mapping:** An examination of the sequence of actions that youth experience when they enter youth centers across the Los Angeles Basin. Each step is mapped to show the process flow from the perspective of the youth to understand their experiences as they navigate through the system and access services. Results of journey mapping can be used to identify barriers to services that need to be addressed to improve the youth experience. (appendix 5)
- **SPOT Analysis:** An analysis of LAP3's strengths, problems, opportunities, and threats (SPOT) to identify internal and external influences on the coalition's vision, mission, and goals. This analysis allows the coalition to assess its capacity to implement its strategic direction and achieve its goals, objectives, and performance measures. (appendix 6)
- **Review of Operating Principles:** LAP3 defined the operating principles, including vision, mission, values, and role of the coalition, in the first strategic plan. These operating principles were reviewed and refined for the new strategic plan. Operating principles will continue to be revised as LAP3 defines its organizational structure and leadership role.



- **Developing Goals and Objectives:** Using the results of the environmental scan, journey mapping, SPOT analysis along with the operating principles as a foundation, LAP3 crafted its strategic goals and objectives. An overarching impact statement was also defined to drive LAP3’s efforts toward achievement of goals and objectives that directly improve the lives of disconnected youth. Multiple rounds of reviews and refinement occurred to ensure the goals and objectives drove the strategic direction to meet the needs of youth across the LA Basin.
- **Defining Metrics:** Collective impact metrics are non-linear and do not follow a straightforward predictable progression or pattern. Collective impact metrics recognize the dynamic, variable nature of progress within initiatives. They acknowledge fluctuations, complexity, and the need for adaptive strategies. This approach emphasized flexibility, multiple perspectives, and a learning orientation to navigate the complexities of social change.

Gathering Stakeholder and Partner Input: Stakeholders and partners participated in each activity and working meeting to ensure their input was gathered and used throughout the planning process. Youth representatives were included in the activities to ensure their voices drove the decisions made throughout the process. Additional meetings, including individual partner interviews and community forums, were held to ensure all stakeholders had the opportunity to provide input and participate in the creation of the objectives, strategies and metrics.

APPENDIX 2-A: ENVIRONMENTAL SCAN

The USDOL implements its WIOA programs with emphasis on serving the most vulnerable populations; this includes shifting priority from serving in-school youth (ISY) to serving out-of-school youth (OSY). In their WIOA Training and Employment Guidance Letter (TEGL) 09-22—dated March 23, 2022—the USDOL defines OSY as disconnected youth, ages 16 to 24, who are out of school and out of work. This definition is slightly different from the LAP3 definition, which begins at age 14. The shift from ISY to OSY as the priority of service population resulted from a nationwide analysis of data that demonstrated that OSY were the most vulnerable population that were not connected to the workforce. For example, according to California’s Opportunity Youth Network’s report, OSY are more likely to have high school diplomas/GEDs but no further education, receive government assistance, live in poverty, receive food stamps, have a disability, or have children of their own. OSY are less likely to have worked in the past 12 months, have a bachelor’s degree, have health insurance, be proficient in English, and have a computer.

According to the US Census Bureau American Community Survey (ACS), the disconnection rate significantly dropped between 2010 and 2017 from nearly 15% to 11.5%, resulting in 1.3 million fewer youth being disconnected. However, the decrease was not equal across different groups:

- During the period of decline in disconnected youth, the disconnection rate for Black young people increased from 17% to nearly 18% in one year. Further, the group with the highest rate of disconnection were American Indian/Alaska Native youth at 25.8%, while Asian American youth had the lowest rate at 6.6%.
- Youth who came from high-poverty areas were significantly more likely (21%) to be disconnected than peers from low-poverty areas (6%). Youth who grew up in poverty were more likely to attend low-quality schools, have poor health outcomes, and be exposed to community violence.
- More than 16% of disconnected youth had some sort of disability, while only 5% of connected youth had a disability, meaning the disabled population was at significantly higher risk of becoming disconnected.
- Youth and young adults who were expectant or parenting comprised approximately 28% of individuals who were classified as disconnected.

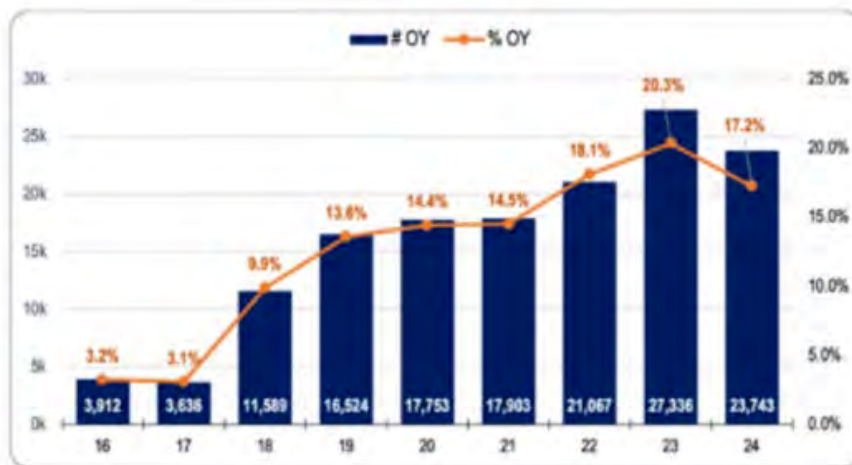
⁸ <https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf>



- Youth who were homeless experienced significant disruptions in their education, resulting in disconnection from school which often impacted their ability to graduate.
- Youth who were justice involved were at a higher risk of becoming disconnected from their communities. They were also more likely to be disproportionately Black (12%) compared to White peers (7%).
 - While overall youth incarceration rates decreased by 54% from 2001 to 2017, Black youth are on average more than four times as likely to be incarcerated as their White peers, despite being no more likely to commit crimes.

Although the rate of disconnection for youth was in a period of decline, the pandemic exacerbated the OSY population. Before the 2019 pandemic, there were 4.1 million disconnected youth in the US, and 480,923 were California residents. By 2021, the national disconnected youth population increased to 4.7 million, representing a 15% increase. In California, the disconnected youth population increased to 572,756 (19% increase), representing a net increase of more than 90,000 disconnected youth throughout the state (ACS, 2019 and 2021, US Census Bureau). In Los Angeles, the OSY population increased from 118,299 to 143,463—an increase of 25,164 (21.3%).

Figure 2: Disconnection Counts and Rates by Age¹⁰



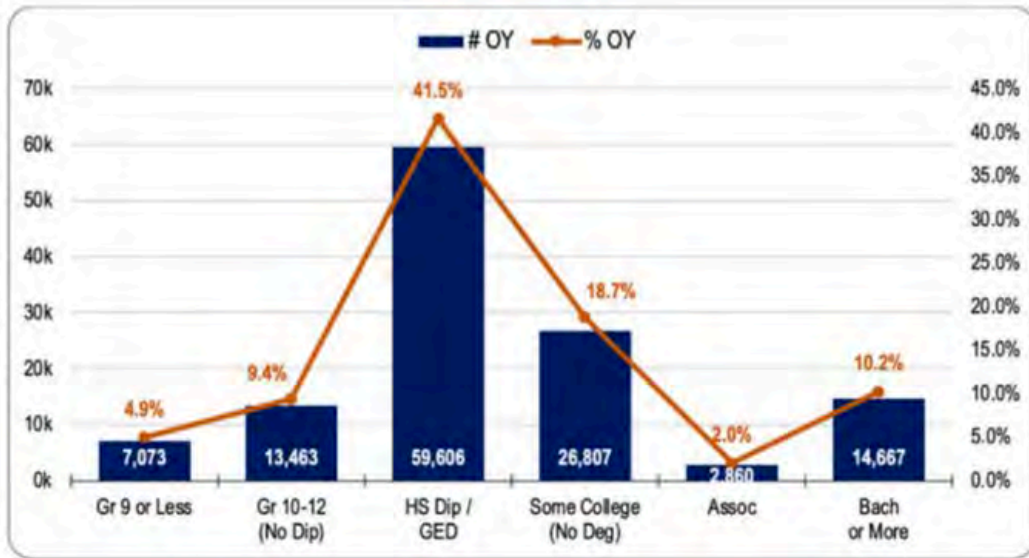
Further analysis provides insights into demographics to understand the profile of the disconnected youth. Results show that variations exist in disconnection between the youngest and the oldest youth (fig. 2). The oldest youth (ages 23 and 24) had almost six times as many disconnected individuals as the youngest youth (ages 16 and 17). Notably, youth ages 23 and 24 comprise 37.5% of disconnected youth. Moreover, results indicate that a significant increase in the number of disconnections occurs between the ages of 17 (3,363) and 18 (11,589). These results suggest that many teens either dropout of high school or complete high school but do not move on to education completion, further their education, or enter the workforce.

⁹ <https://www.census.gov/programs-surveys/acs>

¹⁰ Los Angeles County, ACS 1-Year Estimates, 2021 8-7 - 26

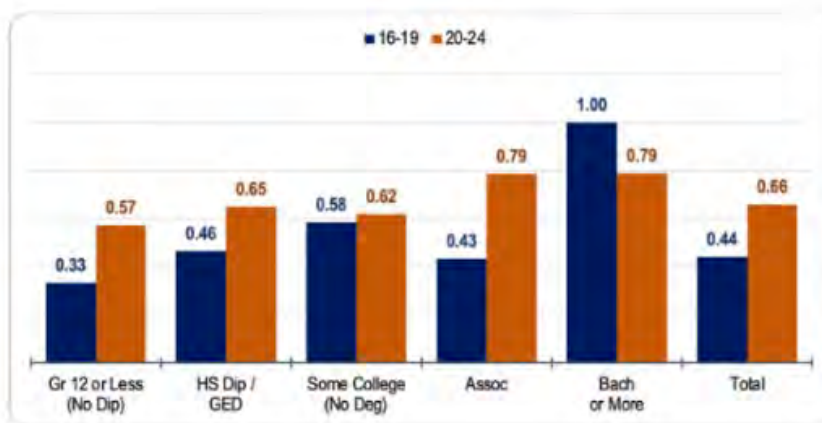
Educational attainment data (fig. 3) show that 14.3% (20,536) disconnected youth ages 19 to 24 did not finish high school, with almost 5% of these only completing ninth grade or less. Results also show that the highest number of youth (41.5%, representing 59,606 youth) earned their high school diploma or equivalent, but only 10.2% (14,667) earned a college degree or higher.

Figure 3: Educational Attainment of Disconnected Young Adults (19–24) ¹¹



Employment by educational attainment (fig. 4) indicates that 44% of 16-to-17.899-year-olds and 66% of 20-to-24-year-olds were employed at some point in 2021, while only 33% of 16-to-19-year-olds and 57% of 20-to-24-year-olds with less than a high school diploma were employed in the same timeframe. These results demonstrate the positive relationship between educational attainment and employment, reinforcing the importance of assisting youth in continuing their education beyond a high school diploma.

Figure 4: Employment by Educational Attainment ¹²

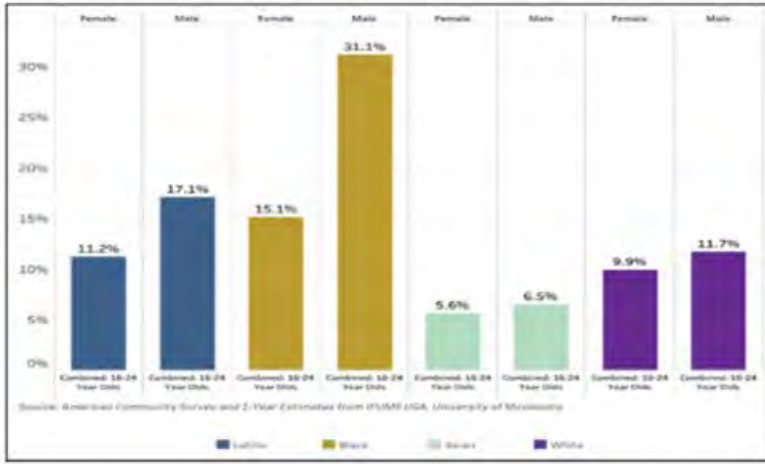


¹¹ Los Angeles County, ACS 1-Year Estimates, 2021 8-7 - 27

¹² Los Angeles County, ACS 1-Year Estimates, 2021

Examining disconnected youth by race/ethnicity and gender (fig. 5) also provides insights into the extent of disparities across these groups. Results indicated that Black youth ages 16 to 24 have the highest disconnection numbers at 46.2%, more than double the disconnection number of their White peers at 21.6%. Combined, Latinx and Black comprise almost 75% of all disconnected youth.

Figure 5: Disconnected Combined 16-24 Year Old's (not working or in school) by Gender and Race/Ethnicity ¹³

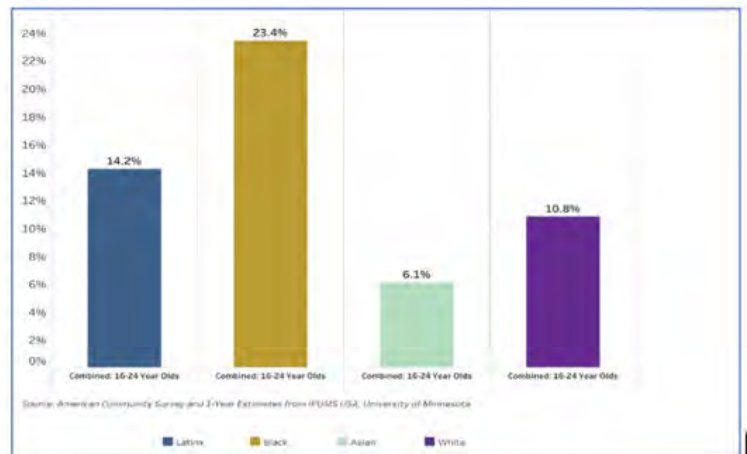


Examining demographics and other data sets (fig. 6) to understand the youth population provides the coalition the basis for further examination of the barriers, challenges, and needs that must be addressed by the systems that serve the target population. Journey mapping allows the coalition to analyze the youth experience in participating in the systems that provide the services. Results of an environmental scan and journey mapping can be used as the foundation for developing strategic goals and objectives.

Figure 6: Disconnection Counts and Rates by Year (Ages 16–24) ¹⁴



Figure 7: Disconnected Combined 16-to-24-year-olds (not working or not in school) by Race/Ethnicity, Los Angeles County, 2020



¹³ Los Angeles County, ACS 1-Year Estimates, 2020 8-7 - 28

¹⁴ Los Angeles County, ACS 1-Year Estimates, 2021



APPENDIX 2-B: JOURNEY MAPPING

Journey mapping focused on the youth centers located throughout the LA Basin. The primary funding source for these centers is WIOA, and the oversight is the responsibility of the local workforce boards. Journey mapping was facilitated by CSUN and ReLAY. It consisted of two phases, with the first requiring interaction with youth and the second defining what happens behind the scenes. Using a series of interview questions, the youth centers were able to define the youth experience and identify differences as well as similarities across the centers regardless of the different communities they served. Results of the journey mapping identified the following challenges that impacted services to youth:

1. Transportation/Support Services: Youth living in remote areas had greater difficulty in accessing services through the centers due to limited opportunities for transportation, including public transit systems. These youth also experienced unique delays in services. For example, in Antelope Valley, youth need two work permits to participate in work experience, and it can take up to six weeks to receive both permits.
1. Meaningful Work Experience/Career Pathways: With a limited number of hours available for work experience, the centers were still required to provide work readiness training, reducing the number of hours dedicated to actual worksite experience and skill development.
1. Excessive Documentation: The amount of paperwork that youth need to complete to enroll is excessive, as is the documentation required for staff to complete as services are provided. Duplicative paperwork contributes to the excessive documentation and paperwork that is completed only for requirement purposes, and it takes staff away from assisting in providing customized services to individuals.
1. Staffing: Limited staff available to provide services to youth impacts service levels and expediency in service delivery. In one example, four case managers worked with 900 youth.
1. Communication: Because social media is the most effective way to communicate with youth, a new strategy for capitalizing on this opportunity is needed for youth outreach.
1. Wraparound Services: Access to mental health services is not enough to meet the needs of youth. The services need to be integrated to ensure that youth receive the services they need. System connectivity is needed to move beyond a referral system to ensure service provision rather than a system that merely provides access to services.



In addition to the challenges identified, journey mapping identified barriers and lessons learned in providing workforce services to youth through the centers:

- Youth access the center to use technology available on-site; however, there are not enough computers and laptops available at the centers to meet the demand.
- Homeless youth are migratory and therefore more difficult to keep in contact. Greater access to support services, including housing and food, is needed for youth who are homeless as well as those who live in poverty.
- Center staff requested more opportunities for input into systems change to ensure that directives issued by workforce boards include the reality of daily service-provision challenges.
- Increasing numbers of youth residing in Central Los Angeles are seeking services in perceived safer areas and are willing to travel 12 miles for those services.
- LAP3 is not high on the radar of public agencies. There is a need for a coalition of resources in the region that is focused on strong collaboration.
- Serving justice-involved youth is challenging because they require immediate benefit from any program, or they will walk away. Center staff find it challenging to remain in contact with these vulnerable youth.

In the journey-mapping process, gathering input from frontline youth-center staff and from youth provided insights into the daily challenges of providing services to the most vulnerable youth in the region. This information, along with information from the environmental scan, was used to conduct the SPOT analysis. The results of the SPOT analysis were then integrated into the development of the strategic goals and objectives.



APPENDIX 2-C: SPOT ANALYSIS

The results of the SPOT analysis are summarized in a four-quadrant table (fig. 9) that delineates internal and external influences. The analysis was completed over a two-month period (December 2022 to January 2023) through community convenings that allowed stakeholders to participate in discussion groups. Results of the discussion groups were used to formulate the SPOT analysis which, in turn, was used to understand the influences that could affect LAP3’s operating principles and strategic plan.

Figure 9: LAP3 SPOT Analysis



Results of the SPOT analysis suggest that the coalition identified its partnerships as its greatest strengths (i.e., cross-sector collaborations and expert and unique knowledge), particularly its inclusion of the youth voice. Opportunities indicate that the coalition understands the potential of its partnerships and is capitalizing on those partnerships to improve (i.e., establishing a data hub and involve youth). While the coalition identifies its partnerships as strengths, it also identifies the problems, including working in silos and lack of formal infrastructure, that need to be addressed to improve its partner relationships. Partner issues, including conflicting or competing priorities, are also described as threats that may impact the coalition’s ability to meet its strategic goals and objectives. Based on the results of the SPOT analysis, strategic goals and objectives were developed to address issues identified in the four quadrants.



APPENDIX 2-D: DEVELOPING INTENDED IMPACT, GOALS AND OBJECTIVES

To develop its objectives and strategies, the LAP3 Strategic Planning Committee began with identifying an Intended Impact Statement to assist in measuring successful achievement of the strategic plan. An initial brainstorming session was held with partners to discuss the intended impact of strategic goals and objectives over a three-to-five-year period. Common themes were identified for intended impact.

Using the Intended Impact brainstorming results, the coalition then turned to data for further analysis to ensure the accuracy of the Intended Impact. Using the data on the prevalence of OY and focusing on data for Los Angeles, the coalition set forth an overarching Ultimate Desired Impact Statement to drive the strategic goals and objectives: *in the heart of Los Angeles, we envision 32,000 brighter horizons by 2028—a future where all opportunity youth across Los Angeles secures and persists in quality education, training, and employment pathways.*

The above overarching statement is derived from the historical data on Los Angeles’s disconnection rate which recorded at 10.1% in 2019, the lowest in two decades, and rose to 12.9% in 2021 . The net increase from the number of disconnected youth in 2019 to 2021 is 25,164, although the county’s total population of 16-to-24-year-olds declined during this same period by approximately 56,000 youth. In order to reduce the disconnection rate to 10%, Horizon 32K’s efforts will need to result in a reduction of 32,000 disconnected youth.

In developing strategic goals and objectives, our partners are able to check alignment to the overarching Ultimate Desired Impact Statement to ensure that objectives and metrics move LA P3 toward achievement of our shared four year impact statement.

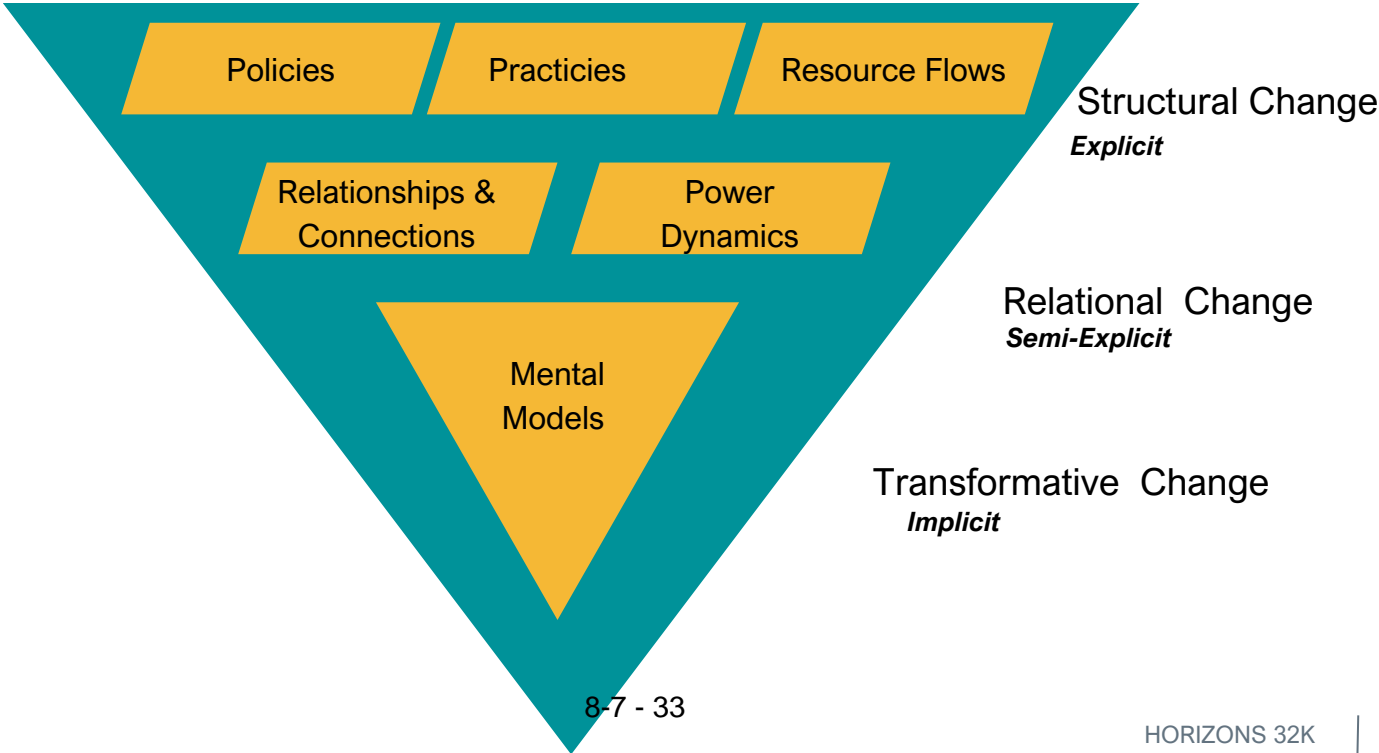
Target OY ages 16 - 24 years old	Intended Impact Results
<ul style="list-style-type: none"> • OY not in school or working • OY who are systems involved child welfare system justice system • homeless system • OY who are expecting or parenting • OY who identify as LGBTQ+ 	<ul style="list-style-type: none"> • Connection and access to specialized • Youth centered programs and services • High school reconnection and completion • Comprehensive supports • Post-secondary enrollment, persistence, and completion • Explore and enter a career pathway • Secure and persist in employment

¹⁴ <https://laoyc.org/wp-content/uploads/2023/08/Los-Angeles-County-Disconnected-Youth-2023-1.pdf>

APPENDIX 2-D: DEVELOPING INTENDED IMPACT, GOALS AND OBJECTIVES

To develop the goals and objectives, we embarked on a comprehensive process that aligned with the principals of the “waterfalls of system change” theory. Beginning in September 2022, a series of meetings was convened to assess our progress and chart the course for our strategic plan. These sessions delved into various components, including a review of our journey mapping results, SPOT analysis findings, and key data sets from our environmental scan, all of which provided crucial insights into our current landscape and challenges (Appendix 2).

Drawing from the outcomes of these reviews and leveraging insights from past planning cycles, we formulated the initial draft of our strategic goals and objectives. However, recognizing the importance of stakeholder input and alignment with partner agencies, we engaged in extensive consultations. These interactions included meetings with our co-conveners and interviews aimed at soliciting feedback on our proposed goals and objectives, as well as identifying opportunities for collaboration and support. Moreover, to ensure broader community engagement and inclusion of diverse perspectives, our coalition organized a region-wide convening. This event brought together partners, stakeholders, and youth representatives to identify key issues, challenges, and improvement opportunities in youth services provision. Through panel discussions, feedback sessions, and dialogue with youth representatives, invaluable insights were gathered, which significantly informed the refinement of our goals, objectives, and metrics.





As we progressed towards finalizing our strategic framework, we sought guidance from established frameworks such as the Six Conditions of Systems Change by FSG Reimagining Systems Change. These conditions, elucidate the interdependent factors essential for sustaining social or environmental change. By aligning our goals, objectives, and metrics with these conditions, we aimed to catalyze the necessary shifts in our systems to drive meaningful impact.

Collaborating closely with our partners, we reviewed these conditions and definitions, integrating them into our planning process. Moving forward, we remain committed to refining our collaborative efforts throughout the implementation phase. We anticipate further identifying system change outcomes, ensuring that our initiatives are not only effective but also sustainable in creating lasting positive change within our community.

Appendix 2-E: Defining Metrics

The final step in the development of strategic goals and objectives focused on development of the metrics to measure successful achievement. To begin developing metrics, the coalition worked with partners to develop the Ultimate Desired Impact Statement, which replaced the initial Intended Impact Statement. The Ultimate Desired Impact Statement will be used as the overarching guide to make sure that, as goals, objectives, and the specific metrics developed for the objectives are met, an overall impact to the improvement of the lives of youth is also achieved.

Appendix 2-F: Creating the Strategic Plan

We participated in a series of working meetings to complete the process and used the results from each step to develop a strategic plan based on data, analysis, and input.

The LA P3 Strategic Plan is a living document, and as the coalition continues to evolve and solidify as a coalition for community leadership in the youth systems, necessary changes will be incorporated into the plan.



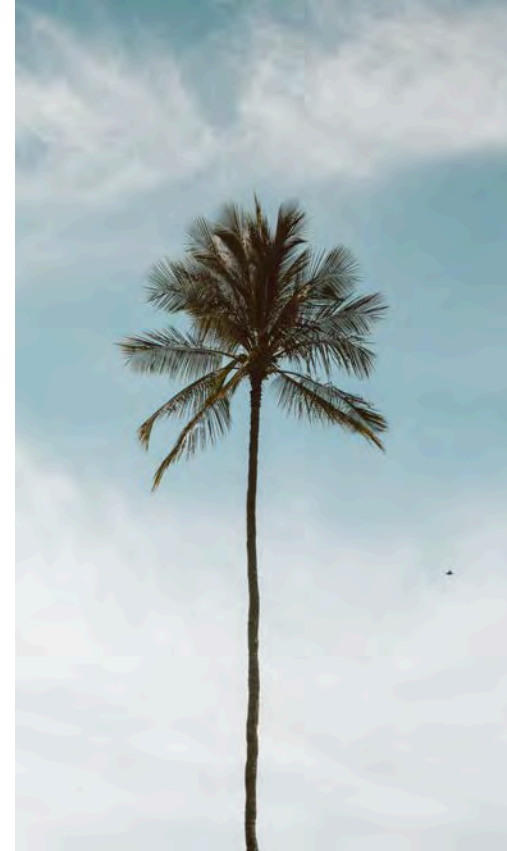
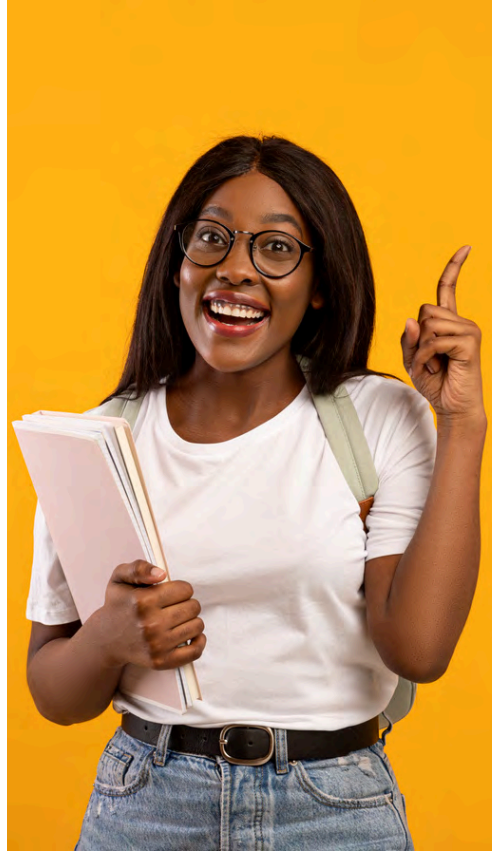
APPENDIX 3: LA P3 BACKGROUND

In March 2012, the Obama administration created the Interagency Forum on Disconnected Youth (IFDY) to determine best practices in serving OY. The IFDY was established in anticipation of new legislation that would create an approach for outcome-focused, cost-effective strategies to improve results for disconnected youth. The Consolidated Appropriations Act passed and was instituted in 2014, providing authority for multiple agencies to establish up to 10 Performance Partnership Pilots (P3).

The purpose of P3s is to allow states, localities, regions, or federally recognized tribes to pool a portion of federal discretionary funds they receive while measuring and tracking specific cross-program outcomes. This model also allows for the obtainment of waivers for grant requirements that impede effective service delivery to youth. To ease administrative barriers and requirements, federal agencies can grant full or partial waivers of statutory, regulatory, and administrative requirements. By easing administrative barriers and requirements, the model increased accountability for educational and employment outcomes for the disconnected youth.

The Los Angeles Performance Partnership Pilot (LAP3) was selected as a pilot in 2015, with the City of Los Angeles Economic Workforce Development Department (EWDD) spearheading the efforts. EWDD and the County of Los Angeles Department of Economic Opportunity worked to convene one of the largest collaborative partnerships in the country to streamline and improve education, employment, housing, and physical and mental well-being of youth. The initial blending and braiding of funds included federal and non-federal sources: WIOA Title I Youth and Adult program funds, Runaway and Homeless Youth Act transitional living, Promise Neighborhoods, My Brother's Keeper, and other local funding.

¹⁶ <https://laoyc.org/out-work/>



LA P3 HISTORY IN LOS ANGELES

The size and complexity of the Los Angeles region requires a cross-system approach to improve outcomes for OY. Los Angeles County is larger in population than 41 individual states and is home to 88 independent cities, 80 school districts—including the second largest school district in the country, Los Angeles Unified School District (LAUSD)—seven public universities, and 21 community colleges.

In 2018, the Los Angeles Performance Partnership Pilot (LAP3) and the Los Angeles Opportunity Youth Collaborative (OYC), two local coalitions with a cross-system approach and over 120 partners, aligned their collective impact initiatives, resources, and skills to create systemic change in the Los Angeles region to support transition age foster youth access and success in workforce development programs and systems. Our combined efforts in Los Angeles aim to increase access to and success in workforce and career development programs for OY.

At its core LAP3 is a partnership between local government—with leadership committed to collaborative approaches and prioritizing workforce services for systems-involved youth—and a neutral, trusted, and inclusive collaborative intermediary that supports cross-system work. While there is much work yet to do, together we have been able to work in solidarity to create the change needed for the future of the workforce.



LA P3 SUCCESSES

LAP3 achieved several successes throughout the duration of the pilot, leading to the expansion of efforts through the Horizons 32k Strategic plan.

- LAP3 partnered with the OYC to co-create a United States Department of Labor (USDOL) approved waiver for the WIOA Title I youth program. The waiver allows [who] to charge [services] for foster youth and justice involved, homeless, or runaway youth to the 75% out-of-school youth (OSY) cost category. This eliminated eligibility issues for youth in Extended Foster Care (EFC), who previously must be in school or working to receive [???].¹⁷
- LAP3 supported the Los Angeles LGBT Center to increase Transitional Living Programming availability through the US Department of Health and Human Services for youth ages 21 to 24.¹⁸
- LAP3 revised youth service center intake processes, incorporating an educational assessment to gauge individualized needs and develop a service plan to connect youth to identified services.
- LAP3 convened five CSU presidents to create the ReLAY Institute¹⁹—Reconnecting Los Angeles Youth — a joint initiative connecting higher education to workforce leaders in the region.
- LAP3 expanded a partnership model championed by LA City and LAUSD, which utilized LA County’s youth centers and agencies to connect district pupil service and attendance counselors with YouthSource center participants. Youth access and utilized services, including X/Y/Z at higher rates.
- LAP3 supported the LA OYC with creating and launching a universal referral form and process in the LA County’s Department of Children and Family Services, generating increased referrals across all seven LA County workforce boards. LAP3 youth participants were three times more likely to complete a secondary education degree or certificate within a year of the program or return to school if they had not completed secondary school.

¹⁷ <https://imprintnews.org/child-welfare-2/california-will-roll-out-a-new-jobs-plan-for-system-involved-youth/58059>

¹⁸ <https://lalgbtcenter.org/services/youth-services/>

¹⁹ <https://relayinstitute.org/about/>

THANK YOU TO OUR PARTNERS