



**Youth  
Development  
Department**  
City of Los Angeles



# **CITY OF LOS ANGELES**

# **CITYWIDE**

# **YOUTH DEVELOPMENT**

# **STRATEGIC PLAN**

## **3-Year Strategic Plan**



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Dear Angelenos:

The newly released Citywide Youth Development Strategic Plan (Citywide Plan) represents the City of Los Angeles' long-term commitment to supporting the lives and improving the outcomes of young Angelenos, who comprise nearly one-third of the City's entire population. The plan aims to serve as a bold City blueprint for designing future youth programs, improving access and coordination of services, and evaluating allocated resources. Notably, the plan continues to elevate young people's unique life experiences and voices, to ensure they have a seat at the table in local government and City operations.

The Citywide Plan identifies six core youth development priorities: the cultivation of youth leaders, the creation of more youth spaces, equitable economic well-being, additional mental health services, affordable housing and public safety, and streamlined service navigation. Additionally, the plan provides clear goals, objectives, metrics, and outcomes with timelines to meet. The plan is rooted in equity and inclusivity; it highlights unique challenges and opportunities to support our most vulnerable young people, especially those who are low-income, disconnected, housing insecure, foster, justice-involved, undocumented, LGBTQIA+, or at risk of community violence.

The release of the Citywide Plan marks the culmination of a comprehensive, year-long development process, in which the Youth Development Department (YDD) and its consultant Cause IMPACTS gathered and synthesized extensive feedback from Los Angeles youth, City elected leaders, City departments, youth-serving community organizations, regional and statewide partners, and national best-practices. The Citywide Plan will guide the YDD as we fulfill our department mission of fostering an equitable and sustainable positive youth development ecosystem by advancing inclusive, youth-centered, and data-driven services to strengthen the well-being, safety, and achievement of the young people of Los Angeles.

Thank you to everyone who participated in the development of the Citywide Plan. The YDD team and I look forward to working closely with Los Angeles youth, the Mayor, City Council, other elected leaders, City departments, the Olivia E. Mitchell Los Angeles City Youth Council, and other critical stakeholders on the three-year implementation of the Citywide Plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa T. Salazar", is written over a light blue horizontal line.

Lisa T. Salazar  
Executive Director  
Youth Development Department

# I. EXECUTIVE SUMMARY

In 2021, the City of Los Angeles created the new Youth Development Department (“YDD”) and tasked it with developing a Citywide, three-year Youth Development Strategic Plan (“Citywide Plan”). The Citywide Plan represents the City’s commitment to young Angelenos and introduces a shared vision to ensure **Los Angeles youth are informed and engaged decision-makers who have equitable opportunities to pursue their ambitions without restraint and successfully transition into adulthood.**

The Citywide Plan presents a renewed commitment to listening to and meaningfully including youth in decision-making, ultimately shifting from a culture of instructing youth to including youth. In order for this to be successful, **youth need to be equipped to step into leadership roles in local government, and adults need to be trained to work with youth and be willing to learn from them.**

This Citywide Plan outlines how the City of Los Angeles can create and sustain a citywide focus on Positive Youth Development (PYD) that delivers equitable outcomes for 1.2 million Angelenos aged 0-25. The Plan identifies Citywide youth development priorities for the next three years and clearly defines the role of the City’s new Youth Development Department (YDD) in leading and supporting these efforts.

A guiding principle of this plan is to embed **equity and inclusion into all facets of the City’s youth development efforts.** Many of the challenges and gaps in existing youth development efforts are systemic and can only be addressed when the City commits to identifying inequities, addressing them, and tracking progress towards eradicating inequities.

## Thank You to all Contributors!

The Citywide Plan and recommendations draw on the input, support, and ideas of numerous stakeholders across the City and County of Los Angeles, building on years of research, organizing, and advocacy from multiple community organizations. Realizing our collective vision for youth development will require continued collaboration with the City’s youth and with the extended network of stakeholders who support them. We offer our most sincere thank you to every young person, community leader, City department, elected official, educator, County agency, and thought partner who helped co-create this plan!

Over 1,500 youth shared their concerns and aspirations, almost 100 City staff from over 30 City departments or elected offices participated in an interview, more than 50 youth-serving community based organizations and City contractors participated in an interview or focus group, and several collaborators from educational institutions, County agencies, and philanthropies shared their subject matter expertise. Furthermore, an Inter-Departmental Working Group and the City’s Olivia E. Mitchell Youth Council (OMYC) met at regular intervals to provide iterative feedback.



## The Challenge and Opportunity

The City of LA is home to 1.2 million youth under the age of 25<sup>1</sup> who want to contribute to their City, yet many face immense challenges as they pursue their goals and transition into adulthood. From generational poverty to systemic racism, to lack of food and basic needs, to trauma from exposure to violence - Angeleno youth are navigating systemic barriers and complex adult systems without sufficient tools or training necessary to thrive.



**23%** of Angeleno children are **living in poverty**<sup>2</sup>



**14%** of all 16-24 year olds are **disconnected** from school and work<sup>3</sup>



**1,631** youth are experiencing **homelessness**<sup>4</sup>



**13,000** more Angeleno youth are **out of work since the pandemic began**<sup>4</sup>

The City currently provides a variety of programs for youth aged 0-25, through 26 different City departments, each of which have their own funding sources, staff, programs, operating standards, data collection methods, and success metrics. Together, these programs have the potential to support young people from cradle to career, including basic needs for infants and their families, educational support for school-aged children, community-building activities, experiential learning for teenagers, internships for young adults, connections to mentors, and employment.

Interviews and focus groups with City departments and elected offices revealed a genuine care for and commitment to LA's youth and highlighted strengths in existing youth development practices, such as collaboration with schools and nonprofits and growing momentum to create youth leadership positions and hire youth interns. While these bright spots are encouraging, **many youth programs and services continue to be designed and implemented in silos, without a shared vision, overarching priorities, uniform standards, official forums for ongoing collaboration, or targeted strategies to address challenges and persistent inequities.** As stated in the January 2021 Executive Task Force on Youth Development report:

*“Youth development has not been prioritized in City budgeting and policy initiatives...(The City) offers youth programs haphazardly in many of its City’s departments as part of a well-intentioned attempt to create opportunities for youth in the City. Most of these efforts are not strategic or based on metrics, but result from funding opportunities from the federal, state, and County government with specific predetermined activities and outcomes.”<sup>5</sup>*

The absence of standardization and consistent protocols creates a disjointed system that is difficult for both staff and youth to navigate. Further, the lack of shared quality controls and data collection perpetuates existing inequities in access to programs and resources. Youth voice is also notably missing in City planning and programming, resulting in services and systems that are not designed to meet young people’s most relevant needs and interests. Finally, City youth programs are often facilitated by adults who have not received adequate training to support youth in a culturally competent and trauma-informed way.

## Defining Youth Development

The Citywide Plan provides a framework for long-term youth development program planning and outlines how the City will collaborate to realize an intentional, shared vision for Positive Youth Development, measure and make equitable investments, and ensure youth have the resources they need to thrive and the tools they need to lead.

The first step towards aligning around a collective vision was defining exactly what the City of LA means by youth development and what ages are included in the definition of youth. After taking stock of existing youth programs and services across the City and consulting best practices research, a majority of stakeholders agreed that when we refer to “youth,” we mean **individuals who are 0 to 25 years old.**

Stakeholders also agreed to adopt the **YouthPower Positive Youth Development Framework<sup>6</sup>** to guide the development of future youth development programs and created **Categories of Youth Development** that can be used across the City to categorize and measure youth development efforts. These categories also help City departments and elected offices use a shared vocabulary when talking about youth development efforts.

### Categories of Youth Development



**Basic Needs (and Stability)**



**Health and Wellbeing**



**Recreation**



**Academic Achievement & Education Enrichment**



**Leadership Development**



**Mentorship**



**Safety and Justice**



**Career Readiness & Financial Empowerment**

# ELEMENTS OF THE CITYWIDE PLAN

## WHAT WE STRIVE FOR

### CITYWIDE VISION

The **Citywide Vision for youth development** should be used as a north star to guide all current and future youth development investments and efforts.



Los Angeles Youth are informed and engaged decision-makers who have equitable opportunities to pursue their ambitions without restraint and successfully transition into adulthood.

## WHAT WE BELIEVE IN

### CITYWIDE VALUES

**Citywide Values for youth development** express the City's beliefs and provide guidance about how youth programming should be designed and provided.



**Equitable** - The City challenges structures and systems that perpetuate inequality and injustice for youth.



**Youth-Centered** - The City has multiple ways for youth and their families to actively participate in informing and making decisions about programs, policies, and processes that impact them.



**Responsive** - The City actively responds to the changing needs of youth through programs and services that are informed by their array of cultures and perspectives.



**Innovative** - The City is energized by opportunities to reject the status quo, open-minded about taking risks towards the goal of continuous improvement, and proactive in exploring creative possibilities to meet the needs of young Angelenos.



**Evidence-Based & Results-Oriented** - The City conducts research and uses data to design, evaluate, and improve youth programs and processes, refine priorities, and ensure the most effective allocation of resources and ongoing accountability to the youth of Los Angeles.



**Joyful** - The City creates a culture of fun that cultivates happy individuals and vibrant communities and encourages young people to wholeheartedly pursue their passions.



Given that the Plan was developed in the first year of the Youth Development Department's existence, it simultaneously defines what the City's Youth Development Priorities need to be and what the Core Activities of the YDD should be. These two distinct objectives are both addressed in this central document.

## WHAT THE CITY PUTS FOCUS ON

### CITYWIDE YOUTH DEVELOPMENT PRIORITIES

must be collectively and actively pursued by all City departments and partners to achieve them. These priorities mark the beginning of the City's collective efforts to develop strategies, align actions, and track success across City departments.

## WHAT THE YDD LEADS

### THE CORE ACTIVITIES OF THE YDD

are the pillars under which the YDD's work is grounded. The YDD will lead these activities in order to build an ecosystem of Positive Youth Development across the City.

# Citywide Youth Development Priorities

## ECONOMIC WELL-BEING

**Goal: Youth have the knowledge and means to be economically independent.**



1. Centralize and improve access to City internships, fellowships, and workforce exposure opportunities, and develop uniform processes to ensure quality control and equity in access to the opportunities.
2. Create more career pathways for youth into well-paid City employment and employment outside of the City.
3. Reconnect disconnected youth to education and employment.
4. Expand mentorship across City programs.
5. Ensure that youth know how to navigate necessary financial tasks.

## MENTAL HEALTH

**Goal: Youth have access to culturally appropriate mental health services to support their overall wellbeing.**



1. Expand access to culturally appropriate mental health services for youth.
2. Expand and diversify the clinical and non-clinical mental health professional workforce.
3. Train City staff in trauma-informed care and appropriate responses to mental health crises.
4. Destigmatize mental health support.

## CULTIVATE YOUTH LEADERS

**Goal: Angeleno youth understand the political process and have decision-making power.**



1. Develop and standardize a civic engagement curriculum that is used across the City.
2. Develop a continuum of youth leadership structures across the City that demystify the political process and provide youth with opportunities to directly communicate with policymakers and share input on City efforts.
3. Expand the role of the Olivia E. Mitchell Youth Council (OMYC) so it has increased opportunities to influence policy and advise the City.
4. Pilot a youth-led participatory budgeting initiative.

## YOUTH SPACES

**Goal: Youth have access to safe spaces across the City where they can build community doing the activities they desire.**



1. Facilitate the creation of a drop-in network of Youth Hubs that complement existing services and resources.
2. Increase parks and access to green spaces for youth.

## NAVIGATE SERVICES & SYSTEMS

**Goal: Youth and their guardians know how to and can easily access youth services.**



1. Develop a comprehensive, searchable database of youth development programs and services that centralizes all youth development opportunities across the City.
2. Develop a streamlined single-entry portal for City youth services that allows youth to enroll in programs, manage programs, and upload documents into one system.
3. Hire a team of Community Ambassadors to help youth navigate City programs, services, and basic needs.
4. Ensure that City staff understand what youth programs exist across the City and know how to connect youth.
5. Strategically market youth programs to ensure equity in outreach and reduce duplication of efforts.

## HOUSING & PUBLIC SAFETY

**Goal: Youth have access to safe and affordable housing and safe communities.**



1. Assist youth and their families in navigating housing options and obtaining the support they need.
2. Increase and prioritize housing options for Transition Age Youth (TAY) and families.
3. Improve public infrastructure to make communities safer.
4. Establish community trust, and build relationships with law enforcement.
5. Strengthen support systems for youth who engage in hazardous substance use.

\* = Both a Citywide Priority and a Core Activity.



## Core Activities of the Youth Development Department

The Youth Development Department was established to create a holistic youth development vision and implementation plan that goes beyond the capabilities of any one department or program. To do this, the YDD must focus on building a comprehensive positive youth development ecosystem across the City that includes the following broad functions.

It is important to note that two of the Core Activities of the YDD are also listed as Citywide Priorities. These include: 1) **Cultivate Youth Leaders** and 2) **Navigate Services and Systems**. The YDD will lead their development and planning, but all City entities must participate to effectively implement the strategies.

**1) Cultivate Youth Leaders** so Angeleno youth understand the political process, have forums through which to engage in local government, and are included in decisions that influence them and their communities.

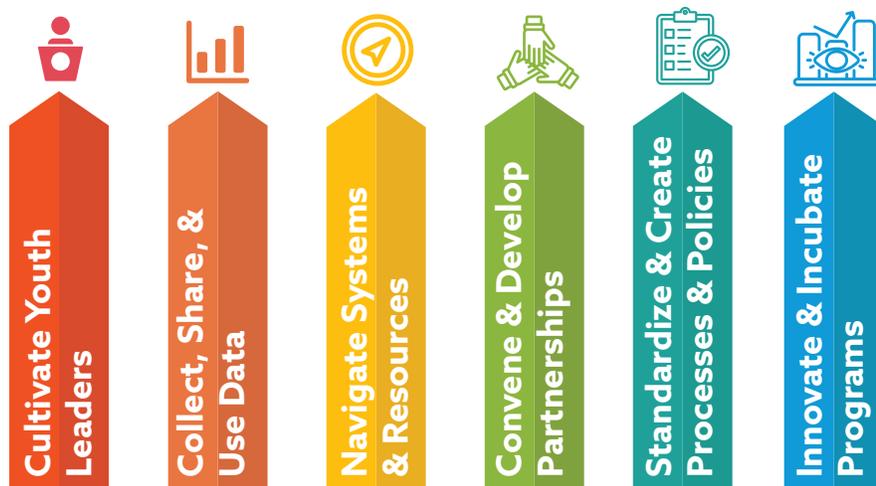
**2) Collect, Share, and Use Data** for continuous improvement. YDD will Identify and track youth development investments, outcomes, and metrics across the City, provide youth data to inform policy making, continually listen to and learn from youth and youth-serving organizations, and develop data sharing agreements.

**3) Navigate Systems and Resources** for youth and the adults who serve them. YDD will develop a comprehensive, searchable database of youth development programs, hire a team of community ambassadors, train City staff on how to navigate youth programs, and improve youth outreach and marketing to ensure that youth and their guardians know how to and can easily access youth services.

**4) Convene and Develop Partnerships** to strengthen collaboration, coordination, and resource sharing across internal City stakeholders and external partners. YDD will help break down institutional silos by facilitating conversations that foster collaboration, identifying opportunities for coordination, and centralizing and institutionalizing partnership development when it will improve youth outcomes.

**5) Standardize and Create Processes and Policies** to ensure quality and reduce duplication of programs and services. YDD will facilitate positive youth development training and capacity building for City staff, advise the City on youth development needs, and standardize efforts when needed.

**6) Innovate and Incubate** programs to fill gaps. YDD may need to develop program pilots to demonstrate a proof of concept and/or issue RFPs to address critical service gaps.



Each of the Core Activities are grounded in a commitment to advancing Equity.

This plan seeks to ensure that **all youth programs are designed with equity at the core and economic mobility as a key objective** so that youth do not cycle through poverty and have the tools and resources they need to thrive and **so they can become the leaders of both today and tomorrow.**

## II. HOW THE PLAN WAS DEVELOPED

**150+ cross-sector stakeholders and 1,500+ youth** were engaged in the process across Los Angeles. We identified what these cross-sector stakeholders see as the youth development program gaps, youth needs, and strategies to improve youth outcomes.

### Funders and Subject Matter Experts (SMEs)

Met with **6 Philanthropic Institutions, 5 Youth Development Research Entities and Subject Matter Experts.**

### City Elected Officials

Met with representatives from **LA City Council Districts** and the **Mayor's office.**

### LA County

Interviewed **7 LA County departments** focused on youth development programming.

### Education & School Entities

Interviewed educators and representatives from **LACOE, the LAUSD, & charter networks.**

### LA City Departments

Convened an **Inter-Departmental Working Group of 17+ different City departments and 40+ representatives** from across the City.

Interviewed **11 City Departments** with **30+ City staff.**

**Focus Groups with 25+ City contractors** providing direct youth services.

### Community-Based Organizations (CBOs)

Met with **50+ Community-Based Organizations** through interviews and focus groups.

**Conducted 8 interviews and focus groups with Youth Collaboratives and Coalitions** such as the **Invest in Youth Coalition.**

### Youth Strategy Sessions

Held **4 Strategy sessions** with the **Olivia E. Mitchell Youth Council (OMYC).**

### Youth-Led Listening Sessions

**Trained 20 youth** to facilitate youth listening sessions in each Council District. Youth facilitators held **16 listening sessions** with **152 youth** from LA City.

### Conducted Best Practices Research

**Analyzed** notable Los Angeles youth development reports, plans, policies, and recommendations from regional think tanks and City reports.

**Assessed** international and national youth development frameworks.

**Reviewed** best practices from other municipalities.

**Collected data** on the state of youth in the City, outlining youth needs and evaluating current youth outcomes.



### Youth Survey

Launched an online survey which collected **1,362 youth responses**, 870 responses were from youth aged 25 and under who live in LA City.



# ITERATIVE PROCESS AND FEEDBACK LOOPS

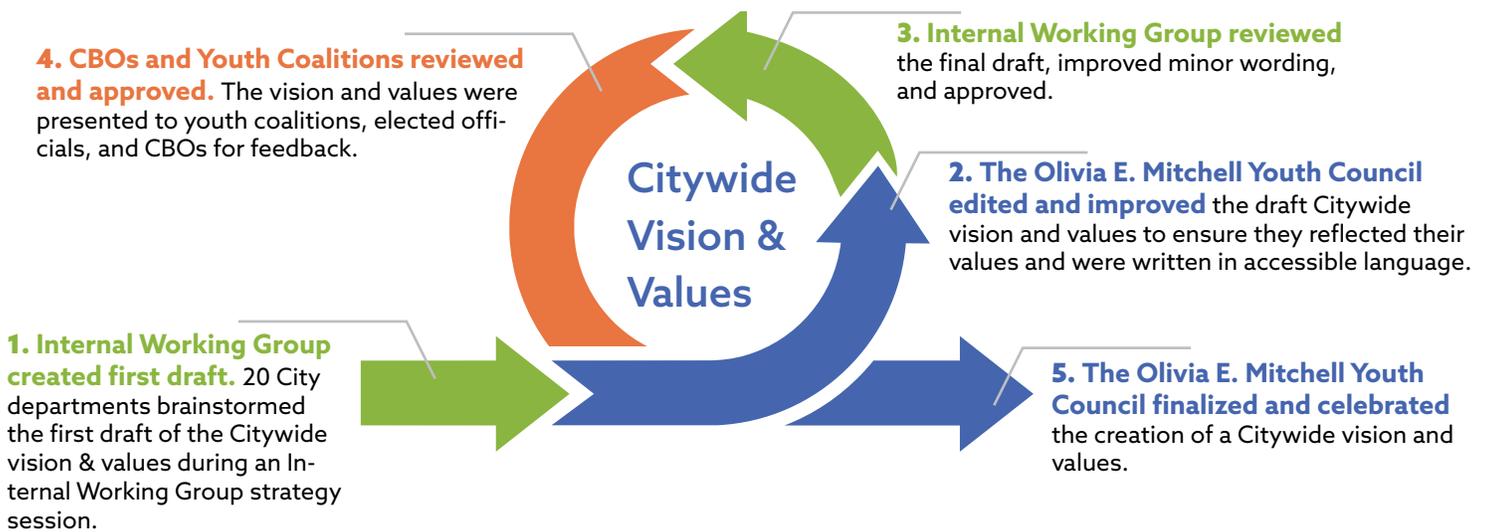
The Citywide Plan reflects the input and support of hundreds of people. Multiple groups provided feedback on every aspect of the plan. Conducting strategic planning in this iterative, people-centric way requires ample time and effort, but it results in tools, strategies, and processes that reflect the needs of key stakeholders and garner collective investment in goals. Further, the recommendations are ambitious and more likely to be implementable .

## The Iterative Process was used to...



## The Iterative Process -

### Example: How the Citywide Vision & Values were Created





**PART 1:**  
**THE PLAN**



# III. DEFINING YOUTH DEVELOPMENT FOR LA

## POSITIVE YOUTH DEVELOPMENT (PYD)

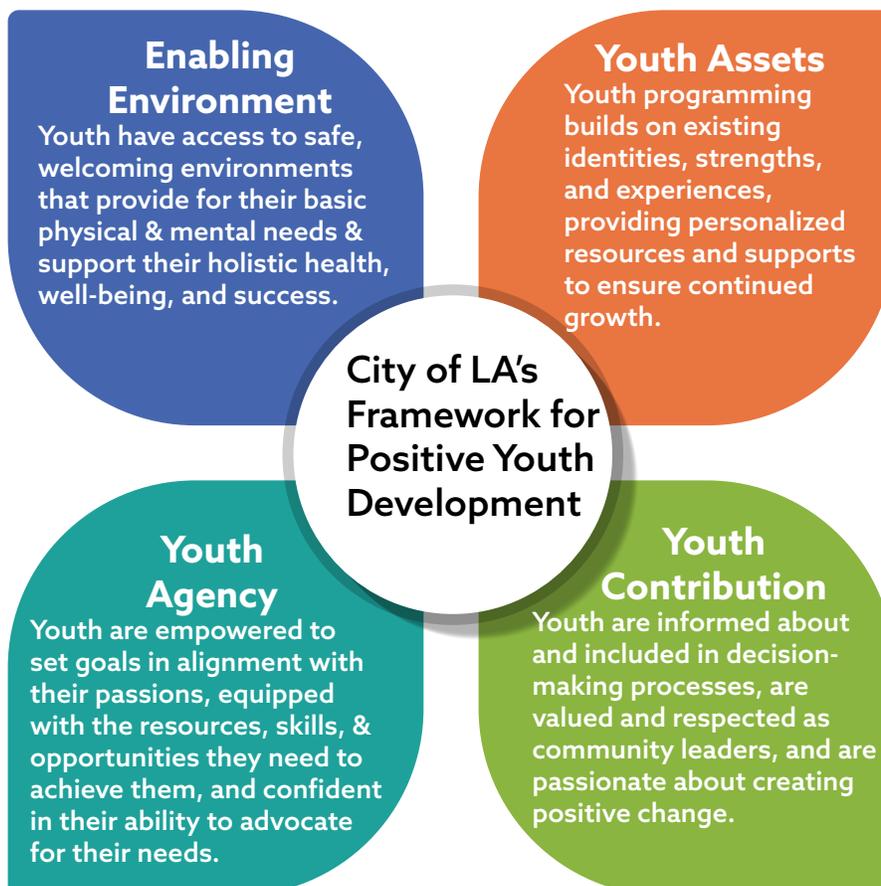
PYD refers to a broad approach that builds on young people’s strengths and views them as valuable assets that are essential to communities. Since the initial research on PYD emerged over 30 years ago, there have been many iterations and many tailored frameworks intended for implementation with youth from diverse identities and backgrounds. Still, the majority of these existing frameworks offer limiting definitions of PYD. Because they assume youth live in safe environments and have their basic needs met; they often fail to address the ways in which young people’s environments can either motivate growth or prevent it. In order to define PYD in a way that accounts for diversity of lived experiences and a variety of identities, the YDD adopted the YouthPower PYD Framework and expanded upon existing definitions of Youth Development.

### YouthPower Positive Youth Development Framework<sup>6</sup>

This Framework acknowledges the fact that young people’s development is impacted by all aspects of their lives and, thus, takes into account their environments, communities, and families, as well as the tools they are provided to engage with the world around them. The Framework engages youth, along with their families, communities, and/or governments so that youth are empowered to reach their full potential. The YouthPower PYD Framework is built on four “critical domains” aimed at holistically supporting and engaging young people<sup>7</sup>: Enabling Environment, Youth Assets, Youth Agency, and Youth Contribution. These domains have been adapted to align with the City of LA’s approach to PYD.

**In the City of Los Angeles, Positive Youth Development is our collective approach to youth development that:**

- Recognizes and builds on the identities, strengths, and experiences of youth;
- Prioritizes youth safety and basic needs;
- Removes environmental barriers and societal inequities that prevent youth from pursuing their dreams;
- Fosters positive, sustained relationships amongst and between young people and trusted adults to expand supportive communities and build social capital; and
- Cultivates and values youth leadership.



## “YOUTH” INCLUDES AGE 0-25

The City of Los Angeles provides programs, resources, and services across key developmental phases of a young person’s life: from babies, toddlers, and school-aged-children, to teens, young adults, and youth transitioning into adulthood. Psychologists have established that brain development is not complete until the age of 25,<sup>8</sup> challenging the widely-accepted definition of “youth.” Further, recent research suggests that the COVID-19 pandemic and its subsequent lockdowns significantly impacted young people’s mental health, prevented their ability to achieve key developmental milestones in their transition to adulthood, and increased the rate of youth disconnection (which is defined by the number of young people ages 16-24 who are neither in school or working).<sup>9</sup> These factors motivated the federal government to provide services to transition age youth through age 25<sup>10</sup> and influenced the YDD’s accepted definition of “youth” as well. To this end, this report refers to “youth” as individuals who are 0-25 years old.

To ensure that youth programs are better accounted for, aligned, and connected, the City’s Youth Development Department (YDD) should focus on all youth from age 0 through 25 while maintaining the ability to identify priority sub-sections of youth based on need. By having a holistic understanding of youth’s needs from childhood through their transition into adulthood, the YDD can better fulfill City Ordinance No. 187125, which gave the YDD responsibility for the following actions<sup>11</sup>:

- Serve as the central information center for the public to access youth services in the City of LA;
- Develop a road map for long-term youth program planning;
- Coordinate with other City departments, regional agencies, and other providers of youth services to develop a Citywide three-year Youth Development Strategic Plan;
- Advise the Mayor and the City Council on City of LA youth programming efforts and outcomes to ensure efficient use of City resources and the greatest return on investment; and
- Provide necessary staffing for the Olivia E. Mitchell LA City Youth Council.



# EXAMPLES OF CITY OF LA YOUTH DEVELOPMENT PROGRAMS FROM 0-25



## AGE 0-5

**Los Angeles Public Library's Read, Baby, Read<sup>12</sup>** program partners with health care providers to **provide materials and information about early literacy** to parents with children under 1 year old. Each baby receives their own library card.

**The Housing Authority of the City of Los Angeles** runs **Early Head Start** programs at housing sites to provide family-centered services for low-income families and to promote the physical, social, emotional, and cognitive development of children aged 0-3.<sup>13</sup>



## AGE 11-13

**The Department of Recreation and Parks** runs **recreational programs** including day camps, after school clubs, and sports and fitness programs for children under 17 years of age.<sup>14</sup>

The **Department of Animal Services** provides shelter volunteer opportunities for youth aged 12-15 to work with shelter animals and gain **animal education training and skills**, such as dog walking, grooming, and feeding animals.<sup>17</sup>



## AGE 18-25

The **Economic and Workforce Development Department** provides employment opportunities, skills training, tutoring, and postsecondary support for youth aged 14-24 through **YouthSource Centers**.<sup>20</sup>

The **Department of Neighborhood Empowerment** hosts a **Civic Youth Leadership Academy** that trains youth aged 14-24 who have been elected to a Neighborhood Council.<sup>21</sup>

**The Board of Public Works- Office of Community Beautification** runs a **Clean LA Jobs Program** that hires and trains youth aged 18-25 on skills related to green jobs, including graffiti removal, weed abatement, and office skills.<sup>22</sup>

## AGE 6-10

The **Department of Cultural Affairs** runs **Arts Centers** that provide arts programming in drawing, painting, theater, photography and other mediums for children aged 3 to 17 years old.<sup>15</sup>

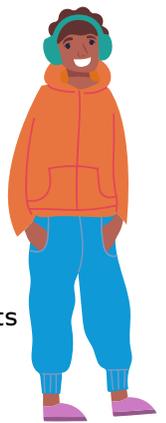
**LA's BEST** is an **after-school enrichment program** that provides academic support, a range of activities, and meals to elementary school students in 200+ LAUSD schools.



## AGE 14-18

The **City Attorney** manages a **Truancy Prevention Program** that educates children and family members on truancy laws while connecting families and youth aged 5-18 to services.<sup>18</sup>

The **Los Angeles Fire Department** hosts a **Girls Camp** that provides hands-on fire-service training for young women aged 13-18. The program is focused on increasing mentorship and developing youth leadership skills.<sup>19</sup>



# CITY DEPARTMENTS THAT HAVE THE MOST YOUTH DEVELOPMENT PROGRAMS

The following table enumerates the City departments that house the most youth development programs or initiatives as reported in the Room to Grow<sup>23</sup> report and the 2019 CAO/CLA Youth Development Survey.<sup>24</sup> As previously stated, all quantities and amounts are estimates and were self-reported by departments.

Department	Description of Youth Programming	Est. # Youth Served	Approx. Youth \$	Ages Served
Department of Recreation and Parks	Runs recreational activities in City-owned parks and outdoor sites. Activities include youth athletics, aquarium and marine time activities, and summer camps.	962,868	\$49,397,179	0-18
Community Investment for Families Department	Administers FamilySource Centers that provide basic needs resources and wraparound services to families, as well as some targeted supports for youth such as homework assistance. Some sites have college corners.	16,117	\$41,680,000	6-23
Economic and Workforce Development Department	Runs YouthSource Centers and employment programs such as the Summer Youth Employment and Hire LA's Youth Programs. Provides career readiness workshops, academic support, workforce experiences, paid internships, and connection to training for eligible enrolled youth.	42,129	\$24,784,380	14-24
Housing Authority of the City of Los Angeles	Provides youth programming at 14 public housing sites. Services vary by site and include elements such as a WorkSource Center, computer labs, youth employment, after-school enrichment, and Head Start child care.	5,992	\$17,263,413	0-24
Los Angeles Department of Transportation	Manages youth traffic safety programs including an annual Walk to School Day and Safe Routes to School program. The programs educate youth about pedestrian and bike safety and improve traveling conditions for youth.	508,842	\$9,182,149	0-18
Board of Public Works	Runs Conservation Corps, provides Beautify LA grants to schools, manages the Office of Community Beautification's Clean LA Summer Youth Employment Program, and runs a Workforce Equity Demonstration youth hiring program.	554	\$2,549,000	13-24
Department of Cultural Affairs	Runs several programs that seek to expand access to arts education in the City such as Art in the Park, Mural Works, Prop K Youth Art Centers, and Cultural Grants programs that fund festivals, youth programming, etc.	252,913	\$2,471,703	0-25
Los Angeles Police Department	Runs the LAPD Cadet and Junior Cadet program for youth interested in joining the police force, Police Activity League recreation program, Gang prevention Jeopardy program, and Community Safety Partnership.	9,800	\$1,650,000	6-17
Los Angeles Public Library	Manages libraries across the City and multiple programs and activities such as early childhood literacy, teen spaces, and tutoring support. This also includes activities like reading challenges, summer lunch, and STEAM programming.	349,584	\$1,252,005	0-19
Los Angeles City Attorney	Provides a variety of services for youth who interact with the court system from truancy law training, victims assistance, youth diversion, and addressing safety issues around schools.	8,598	\$738,000	0-24

## IV. CATEGORIES OF YOUTH DEVELOPMENT

The following categories of youth development were created to clarify and categorize the breadth of activities that are considered youth development activities. Such categories are essential if the City's existing activities are to be cataloged, measured and aligned. These categories will help the City:

- Categorize youth development programs in a searchable database;
- Create an inventory of what exists;
- Develop collaborative meetings by issue area, service, or engagement approach;
- Identify which departments and programs can collaborate on potential grants and initiatives; and
- Align resources and achieve economies of scale.



**Basic Needs (and Stability)** – Resources and supports to provide basic needs such as food and shelter, economic stability, and a social safety net (e.g., food supplies/meal assistance, basic income programs, shelter/housing supports, and transportation/bus passes).



**Health and Well-being** – Resources and supports to foster good physical, mental health, and social-emotional learning and wellness in young people (e.g., healthcare, mental health, counseling, treatment/intervention, and crisis services).



**Recreation** – Resources that allow youth to discover new hobbies, interests, and fun activities outside of the classroom setting. This includes resources that help youth participate in sports as well as resources that help youth develop their artistic talents (e.g., visual arts, drama, music).



**Academic Achievement and Educational Enrichment** – Resources and supports to increase academic interest, explore science, technology, engineering, and mathematics (STEM), increase academic achievement, and improve college readiness and postsecondary attainment (e.g., early education programs, homework assistance, tutoring, college application and persistence support).



**Career Readiness and Financial Empowerment** – Resources and supports to improve the opportunities young people have regarding career exposure, job training, work readiness, career advancement, entrepreneurship training, and overall financial well-being (e.g., internships, apprenticeships, career coaching, workforce skills training, quality job placement, financial literacy, personal finance, investment, budgeting, and saving).



**Leadership Development** – Training, resources, and supports that uplift youth voices and youth decision-making, civic engagement, activism, community service, advocacy, and global citizenship (e.g., youth councils, volunteer work, youth seats on commissions).



**Mentorship** – Resources and supports that help youth create and maintain relationships with caring adults and peers in order to expand their network of advocates who can help them navigate challenges and build social capital that supports their progress toward education, employment, and life goals.



**Safety and Justice** – Resources and supports to keep youth, regardless of immigration status, safe, secure, and protected in their homes and communities (e.g., services related to gang reduction and diversion, crime prevention, community policing, re-entry, legal and immigration assistance, and foster/transition age youth rights).



# V. UNDERSTANDING THE ELEMENTS OF THE CITY'S YOUTH DEVELOPMENT STRATEGIC PLAN

## WHAT WE STRIVE FOR

### Our Citywide Vision for Positive Youth Development



A Vision Statement explains what the City hopes to achieve. The vision acts as a **north star** and answers the question, "What will youth development look like if we are successful?"

Los Angeles Youth are informed and engaged decision makers who have equitable opportunities to pursue their ambitions without restraint and successfully transition into adulthood.

## WHAT THE CITY PUTS FOCUS ON

### Our Citywide Youth Development Priorities

Priorities are collectively pursued and invested in by all City departments. Priorities are tracked and measured.

- ✓ Economic Well-being
- ✓ Mental Health Access
- ✓ Service Navigation\*
- ✓ Cultivate Youth Leaders\*
- ✓ Youth Hubs
- ✓ Housing & Public Safety

## WHAT THE YDD LEADS

### Core Activities of the Youth Development Department

The YDD will lead these activities across the City in order to build an ecosystem of positive youth development.

- ✓ Cultivate Youth Leaders\*
- ✓ Collect, Share, & Use Data
- ✓ Navigate Systems & Resources\*
- ✓ Convene & Develop Partnerships
- ✓ Standardize & Create Processes & Policies
- ✓ Innovate & Incubate Programs

\* = Shared Responsibility

## WHAT WE BELIEVE IN

### Our Citywide Foundational Values of Positive Youth Development

Values express what we believe in and provide a guide for how people across the City work with youth and what's expected of them.



Equitable



Youth-centered



Evidence-based



Collaborative



Innovative



Responsive



Joyful

## VI. VISION AND VALUES

# CITYWIDE VISION

## FOR POSITIVE YOUTH DEVELOPMENT

Los Angeles Youth are informed and engaged decision makers who have equitable opportunities to pursue their ambitions without restraint and successfully transition into adulthood.



# CITYWIDE VALUES

## OF POSITIVE YOUTH DEVELOPMENT



**Equitable** – The City challenges structures and systems that perpetuate inequity and injustice for youth.



**Youth-Centered** – The City has multiple ways for youth and their families to actively participate in informing and making decisions about programs, policies, and processes that impact them.



**Responsive** – The City actively responds to the changing needs of youth through programs and services that are informed by their array of cultures and perspectives.



**Innovative** – The City is energized by opportunities to reject the status quo, open-minded about taking risks towards the goal of continuous improvement, and proactive in exploring creative possibilities to meet the needs of young Angelenos.



**Evidence-Based & Results-Oriented** – The City conducts research and uses data to design, evaluate, and improve youth programs and processes, refine priorities, and ensure the most effective allocation of resources and ongoing accountability to the youth of Los Angeles.



**Collaborative** – The City collaborates and builds bridges between City departments, County departments, regional, state, and federal initiatives, education institutions, community-based organizations and youth coalitions, to leverage resources and make a collective impact on the issues impacting youth in our City.



**Joyful** – The City creates a culture of fun that cultivates happy individuals and vibrant communities and encourages young people to wholeheartedly pursue their passions.

# VII. CITYWIDE YOUTH DEVELOPMENT PRIORITIES

These Citywide youth development priorities were selected based on the robust research outlined in this report and in multiple prior reports. These priorities mark the beginning of the City's collective efforts to develop strategies, align actions, and track success across City departments, youth-centered collaboratives, and other City stakeholders that are invested in youth development. The Youth Development Department will support each priority in different ways from leading the priority to collaborating, supporting, and advocating.

Tiers of YDD Involvement



It is important to note that two of these priority categories, **Cultivating Youth Leaders** and **Improving Service Navigation**, are also two of the core activities of the YDD. These specific priorities were intentionally included twice to underscore the extent to which they were highlighted as urgent needs throughout the research and stakeholder engagement processes. The YDD will lead their development and planning, but all City entities must participate to effectively implement and achieve the priorities.

## Our Citywide Youth Development Priorities

\* = Shared responsibility between City and YDD

<p><b>Service Navigation*</b></p> <p>Youth know how to and can easily access youth services.*</p>	<p><b>Cultivate Youth Leaders*</b></p> <p>Youth understand the <b>political process</b> and have <b>decision-making power</b>.*</p>	<p><b>Housing &amp; Public Safety</b></p> <p>Youth have access to <b>affordable housing</b> and <b>safe communities</b>.</p>	<p><b>Youth Spaces</b></p> <p>Youth have access to <b>safe spaces</b> across the City where they can <b>build community</b> doing the activities they desire.</p>	<p><b>Mental Health</b></p> <p>Youth have access to <b>culturally appropriate mental health services</b> to support their overall well-being.</p>	<p><b>Economic Well-being</b></p> <p>Youth have the knowledge and means to be <b>economically independent</b>.</p>
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### Criteria for Selection of the City's Youth Development Priorities

- Validated by and rooted in youth feedback
- Mentioned by multiple stakeholders
- Aligns with existing research from trusted youth development organizations & research institutions
- Aligns with Executive Task Force on Youth Development's 2020 recommendations
- Aligns with the tenets of the YouthPower Positive Youth Development Framework
- Focused on supporting youth who are most in need
- Aligns with City's jurisdiction to effect policy and/or program changes, or the City has the ability to foster partnerships to achieve collective impact
- Leverages and builds on existing City resources and/or partnerships
- Demonstrates feasibility of implementation
- Helps streamline and align City resources and programs to reduce duplication of efforts
- Aligns with key collaboratives' recommendations

# Economic Well-being



**Goal:** Youth have the knowledge and means to be economically independent.



**Metrics:**

- Fewer disconnected youth in the City of LA.
- More paid internships and career pathways into LA City employment for youth.
- More youth hired and retained by Hire LA's Youth.
- More partnerships with outside employers willing to employ youth.
- More youth-owned businesses (18-25 year olds) as tracked by the Department of Finance.
- More youth report they are equipped to complete essential financial tasks.



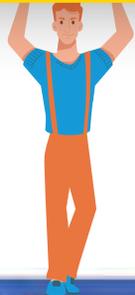
**Equity Imperative:**

- Prioritize supports and services for youth and families of color,<sup>25</sup> particularly those living in communities with fewer resources and higher levels of poverty,<sup>26</sup> to ensure job opportunities provide pathways to family-sustaining wages.
- Prioritize targeted services and supports for youth disproportionately impacted by unemployment and poverty, including Black youth,<sup>27</sup> youth with disabilities, immigrant youth, foster and justice-involved youth, and disconnected youth.<sup>9</sup>

Strategy	Key Activities	Year
1. Centralize and improve access to City internships, fellowships, and workforce exposure opportunities, and develop uniform processes to ensure quality control and equity in access to the opportunities.	<b>A. Create a catalog of existing youth internships and workforce experiences</b> that are facilitated across the City. <ul style="list-style-type: none"> <li>• Evaluate the City's existing youth internships, fellowships, and workforce exposure programs.</li> <li>• Categorize experiences (e.g., internships, field trips/experiences, paid opportunities).</li> <li>• Develop a comprehensive database of existing opportunities, and streamline how youth find the opportunities.</li> <li>• Assess application requirements to identify and reverse restrictive factors.</li> </ul>	Y1
	<b>B. Develop a process through which young entrepreneurs receive guidance</b> on launching and scaling businesses.	Y1
	<b>C. Develop standards and staff training for internship and fellowship experiences, placement, and oversight</b> to ensure a high-quality experience for youth. For example, each placement should have a core project, learning objectives, and a qualified manager who completes evaluation forms. <ul style="list-style-type: none"> <li>• Train supervisors and equip them with tools such as templates for periodic check-ins and guidance.</li> </ul>	Y2
	<b>D. Develop a standardized internship and employment application</b> that youth can use to apply for multiple opportunities.	Y2
	<b>E. Expand the Hire LA's Youth platform</b> to list all City opportunities.	Y3
2. Create more career pathways for youth into City employment.	<b>A. Assess existing career pathways for youth into paid City work experiences and jobs</b> (e.g., learn from BPW and RAP pilot programs to expand).	Y1
	<b>B. Expand City career pathways through the Hire LA's Youth redesign process</b> (learn from the CA for All grant program).	Y2
	<b>C. Create a working group with labor</b> to discuss potential ways to standardize opportunities, increase pathways for youth, and clarify the difference between exempt and civil servant positions.	Y2
	<b>D. Develop a continuum of work-based learning opportunities</b> that expose, educate, and prepare youth for City careers.	Y2
	<b>E. Develop a City Fellows Program</b> for new college graduates.	Y3
3. Facilitate the creation of more pathways into careers with family-supporting wages for youth outside of City employment.	<b>A. Facilitate partnerships with large employers in high-growth industries</b> to scale youth employment opportunities. <ul style="list-style-type: none"> <li>• Explore possibility of proposing policy changes and/or incentives that make it appealing for an employer to hire youth.</li> </ul>	Y2
	<b>B. Leverage major federal and state-level infrastructure projects, workforce programs, and economic development investments</b> to expand youth career pathways.	Y2

<p><b>4. Reconnect disconnected youth to education and employment.</b></p>	<p><b>A. Work with LAP3 partners</b> to increase City department participation in P3 efforts.</p> <p><b>B. Develop mechanisms to prioritize disconnected youth for job opportunities Citywide.</b> (Collect best practices from CA for All)</p> <ul style="list-style-type: none"> <li>• Expose youth to educational and vocational opportunities through existing City department programs.</li> <li>• Provide supports to RAP, LAPL, and other youth spaces to reconnect youth to education and employment.</li> </ul> <p><b>C. Develop and expand credit recovery partnerships</b> that simultaneously help youth secure a well-paying job or progress into college (e.g., earn-and-learn programs, apprenticeships, and dual enrollment programs).</p> <p><b>C. Connect departments to YouthSource, WorkSource, FamilySource, and other systems to address wrap-around needs.</b></p>	<p>Y1</p> <p>Y1</p> <p>Y2</p> <p>Y1</p>
<p><b>5. Expand mentorship across City programs.</b></p>	<p><b>A. Participate in the LAUSD and LA Chamber’s plan</b> to pair 26,000 youth with mentors.</p> <p><b>B. Train all supervisors who manage youth interns and employees on key mentorship strategies.</b></p> <p><b>D. Pilot a formal mentorship program for youth who work in a City department.</b></p>	<p>Y1</p> <p>Y1</p> <p>Y2</p>
<p><b>6. Ensure that youth know how to navigate necessary financial tasks, such as opening a bank account, earning credit, and paying rent and taxes.</b></p>	<p><b>A. Develop or adopt an age-appropriate financial literacy curriculum, and infuse it into current City programs that serve youth.</b></p> <ul style="list-style-type: none"> <li>• Conduct inventory of existing financial literacy curricula used across the City.</li> <li>• Build on existing research and programs to develop or adopt curriculum, resources, and tools for various ages (8-12, 13-15, 16-24).</li> <li>• Standardize tools, distribute resources, and train departments and City elected offices.</li> <li>• Provide financial literacy curriculum to City staff who are 25 years old or younger as part of routine onboarding.</li> <li>• Partner with community colleges, the LAUSD, LAHSA, LACOE, CBOs, etc. to disseminate and broaden the impact of the financial literacy curriculum and related resources.</li> </ul> <p><b>C. Partner with CIFD to increase access to informational tax preparation workshops for young adults.</b></p>	<p>Y1</p> <p>Y1</p>

# Mental Health



**Goal:** Youth have access to culturally appropriate mental health services to support their overall well-being.



**Metrics:**

- Increase in the number of mental health resources, supports, and staff through contracted City providers.
- Increase in the number of City staff and contractors trained in trauma-informed care and mental health basics.
- Increase in the number of youth who say they have convenient and affordable access to mental health services.



**Equity Imperative:**

- Intentionally account for ways in which language barriers and cultural differences, such as stigma around mental health care,<sup>28</sup> impact access to mental health services and accuracy of diagnoses for youth and families of color and those who speak a language other than English at home.<sup>29</sup>
- Prioritize convenient and affordable access to culturally-competent mental health services for LGBTQ+ youth in order to account for the disproportionate rates of suicide risk and their stated desire for wellness supports in the LA Citywide Youth Survey.

Strategy	Key Activities	Year
1. Expand access to culturally appropriate mental health services for youth.	A. Expand awareness of existing 24-hour mental health supports, crisis lines, and youth peer support programs.	Y1
	B. Explore the formation of a mental health working group or coalition with DMH, LA Suicide Prevention Network, DPH, and the City to institutionalize partnership and better coordinate mental health provision, communication, and access.	Y1
	C. Strengthen and expand partnerships with DMH Health Neighborhoods and local education agencies to increase youth access to mental health services in the region.	Y1
	D. Create formal partnerships between mental health services providers and City-run programs, and co-locate mental health services in City spaces to increase awareness, facilitate seamless referrals, create co-location opportunities, and increase access. <ul style="list-style-type: none"> <li>• Prioritize services to address the mental health needs of survivors of violence and trauma.</li> </ul>	Y2
	E. Expand trauma-informed youth programs that provide mental health support.	Y2
	F. Expand arts and culture programs that promote mental wellness, teach healthy coping skills, and encourage help-seeking.	Y2
	G. Expand bilingual and language-accessible mental health services.	Y2
2. Expand & diversify the clinical & non-clinical mental health professional workforce.	A. Develop and implement a peer-to-peer counselor demonstration project that increases immediate support, mental health awareness, and connection to services. (Prioritize outreach to diverse participants.)	Y1
	B. Leverage and expand partnerships to increase career pathways into mental health. Participate in collaboratives focused on attracting, supporting, and retaining individuals from diverse disciplines (e.g., peer supports, community health workers, family counselors, care coordinators) and from diverse backgrounds that reflect local and highly impacted communities.	Y3
3. Train City staff in trauma-informed care and appropriate responses to mental health crises.	A. Establish baseline data on existing trauma-informed services, staff training, policies, and procedures.	Y1
	B. Train all City staff and CBO contractors who interact with youth in trauma-informed practices. Provide free trauma-informed trainings for youth-serving CBOs across the City.	Y1
	C. Ensure that all City staff who work with youth know how to recognize suicide warning signs, screen and assess risk for suicide, and refer youth to care in the least restrictive setting.	Y1
	D. Ensure that all City staff who work with youth know who they can contact when a young person needs mental health support.	Y1
4. Destigmatize mental health support.	A. Develop a family education campaign around the benefits of mental health supports, legal rights of families, how to find affordable resources, and how to navigate health insurance providers in order to destigmatize mental health support and increase access.	Y1
	B. Conduct outreach to community partners, schools, faith-based organizations, etc. that represent diverse communities to provide family education workshops.	Y2
	C. Conduct outreach and raise awareness to youth through City department programs, events, and social media.	Y2

# Cultivate Youth Leaders



**Goal:** Angeleno youth understand the political process and have decision-making power.

**Developing Youth Leaders is both a Citywide Positive Youth Development priority and a core activity that the YDD needs to lead.** The City needs to develop a continuum of youth engagement activities and leadership structures that demystify the political process and provide youth with opportunities to directly communicate with policymakers and share input on City efforts (e.g. Youth Policy Days at City Hall). In order for this to be successful, youth need to be trained to step into leadership roles in local government, and adults need to be trained to work with youth and be prepared to learn from them.



**Metrics:**

- Increase in the number of youth in City leadership positions.
- Increase in the number of formal youth leadership entities.
- Completed participatory budgeting pilot project.



**Equity Imperative:**

- Prioritize youth leadership pathways for **youth of color and youth who identify as female** to mitigate historical under-representation in decision-making processes and ensure diversity of leadership that reflects the diversity of the City.
- Ensure the **inclusion of anti-racism and diversity values** within adopted curricula and trainings for youth councils, advisories, and commissions, as well as for the adults who support these entities across the City to ensure long-term prioritization of equity in leadership and decision-making.

Strategy	Key Activities	Year
<b>1. Develop and standardize a civic engagement curriculum</b> that is used across the City to encourage youth to engage in local government.	<b>A. Inventory existing civic engagement curricula</b> used across the City.	Y1
	<b>B. Create or adopt a civic engagement curriculum</b> that exposes youth to how local government decision-making works. Build on the OMYC curriculum and work with the Department of Neighborhood Empowerment, LAPL’s Teens Leading Change program, Zoo’s Teen Council for Conservation, and other departments with existing civic engagement curriculum.	Y1
	<b>C. Share the curriculum and scale</b> across all youth-serving departments and partners.	Y2
	<b>D. Partner with schools</b> to further increase the impact of the curriculum.	Y3
<b>2. Develop a continuum of youth leadership structures across the City</b> that demystify the political process and provide youth with opportunities to directly communicate with policymakers and share input on City efforts. (e.g., Youth Policy Day at City Hall).	<b>A. Map existing youth leadership bodies</b> , such as advisory boards, councils, and commissions.	Y1
	<b>B. Develop recommendations for how to expand and equitably develop youth leadership opportunities across the City.</b>	Y1
	<b>C. Increase youth participation</b> in existing City commissions and leadership structures.	Y1
	<b>D. Partner with other City Departments to expand the Olivia E. Mitchell Youth Council model and curriculum</b> to create Youth leadership structures in other departments. For example, partner with the EWDD and CIFD to create Youth Councils at each YouthSource Center and FamilySource Center; support HACLA’s creation of youth leadership councils at each site that expand into youth seats on existing Resident Advisory Councils (RAC); support LA Public Library’s Teen Advisory Councils and support RAP to add a youth seat to all RAP Advisory Boards.	Y2
	<b>E. Develop a Youth Council toolkit and standards, and provide “train-the-trainer” sessions</b> for other departments interested in offering a youth council program.	Y2
	<b>F. Establish a consistent incentive-based policy for all youth entering a youth council program in the City</b> to ensure young people’s time and expertise are honored.	Y3

<p><b>3. Expand the role of the Olivia E. Mitchell Youth Council</b> so it has increased opportunities to influence policy and advise the City.</p>	<p><b>A. Train the OMYC to engage in strategic outreach efforts</b> that strengthen partnerships and influence pertinent City efforts.  <b>B. Develop a plan for OMYC alumni</b> to ensure their leadership development continues and training is leveraged.  <b>C. Set up infrastructure so other departments can request advising and support from the OMYC.</b>  <b>D. Strengthen the OMYC’s role as a coordinating body</b> that brings together all of the City’s youth councils and advisory groups.</p>	<p>Y1 Y1 Y2 Y3</p>
<p><b>4. Pilot a youth-led participatory budgeting initiative</b> that empowers OMYC to allocate budgetary funds and better understand the budget process for public funds.</p>	<p><b>A. Train and educate OMYC members about the budget system</b> and process before decision-making exercises take place.  <b>B. Identify resources and delineate the parameters of the pilot program.</b>  <b>C. Evaluate the pilot, capture key lessons, and make recommendations for how to expand.</b></p>	<p>Y1 Y2 Y2</p>

*“The youth are ready to develop a plan and take initiative to improve our surrounding communities. We see the issues that affect our communities on a day-to-day basis, and, as a result, we look forward to acting as a positive voice in policy matters... being able to be heard by the Mayor and her team would allow for progress to come at a much more rapid pace.”*

- 19-year-old male, CD 6

*“We say that we want to give youth agency and access and voice and real power, but our actions as a City do not reflect that.”*

- City of LA staff member

# Youth Spaces



**Goal:** Youth have access to safe spaces across the City where they can build community doing the activities they desire.

**Youth and service providers expressed the need for a drop-in network of safe youth spaces** where young people can come as they are and access resources, socialize with friends, and receive support from trusted adults.



**Metrics:**

- Youth spaces are equitably distributed across the City to ensure geographic equity, as demonstrated by a pre- & post-asset map.
- Increase in the number of co-located youth spaces and services available at City service centers.
- Increase in the number of green spaces for youth, particularly in neighborhoods that currently lack them.



**Equity Imperative:**

- Prioritize the expansion of green spaces in **communities that have been historically over-exposed to climate injustices** and under-resourced to adequately address them.
- Prioritize the launch and expansion of safe, welcoming Youth Hubs with low-barrier entry in **underserved geographical areas** and for youth with marginalized identities, including **LGBTQIA+ youth, youth of color, immigrant youth, systems-involved youth, disconnected youth, youth with disabilities, and more.**

Strategy	Key Activities	Year
1. Facilitate the creation of a drop-in network of Youth Hubs that complement existing services and resources.	A. Define the features needed in drop-in Youth Hubs that could complement existing services and resources. <ul style="list-style-type: none"> <li>• Develop a Youth Hub working group that includes youth leaders, and ensure that their voices guide the design and prioritization of features that will be part of the Youth Hub Network model.</li> <li>• Highlight desired features and pilot various ways to achieve them through co-location, partnerships, and/or expansion of existing services to include enrollment-free opportunities.</li> </ul>	Y1
	B. Conduct geographical audit to identify existing youth service networks and spaces, as well as areas where natural hubs do not exist. <ul style="list-style-type: none"> <li>• Build on the foundation of existing needs assessments conducted by LA County Department of Youth Development, City of LA Civil Rights Department, Recreation and Parks' CLASS Parks sites assessment, and Peace and Healing Centers in order to identify gaps in availability of youth spaces.</li> <li>• Develop a GIS Map of existing City resources and service networks.</li> </ul>	Y1
	C. Develop a pilot in under-resourced areas with high rates of youth disconnection to initiate and hone the Youth Hub model.	Y2
	D. Secure a budget to implement the features of the drop-in Youth Hub model. <ul style="list-style-type: none"> <li>• Where possible, forge partnerships. For example, reimagine and retool City-owned spaces to allow external partners with complementary resources, knowledge, and skills to co-locate to address gaps that the geographic audit revealed.</li> </ul>	Y3
2. Increase parks and access to green spaces for youth.	A. Partner with the LAUSD and RAP on the Community School Parks Initiative to expand after-school access to safe, green spaces for youth.	Y1
	B. Identify opportunities for joint funding with RAP and CBOs to create new parks, green spaces, and/or infill projects in underserved areas.	Y1
	C. Partner with RAP's PlayLA 2028 Olympics program to expand parks and recreation access, especially in underserved communities.	Y2
	D. Collaborate with CBOs participating in LA's Transit-Oriented Communities Program to create access to green space without displacement.	Y2
	E. Advocate for the City to create a park overlay zone in high and very high park need areas based on existing assessments.	Y3

# YOUTH SPACES MAY INCLUDE THE FOLLOWING FEATURES

## ✓ Cultural Elements

- **Youth-led design of programming**
- **Foundation of trust** - The community must trust that the space is safe, welcoming, and affirming for youth from diverse identities, backgrounds, and experiences.
- **Trauma-informed and restorative supports for youth**
- **Safe-space** to talk about real life situations
- **Co-located** at facilities that provide enrollment-only programming and/or services such as tutoring and education support; college access programs; mental health services such as counseling and therapy; workforce development services; mentorship programs; conflict mediation through restorative justice practices, and more.
- **Staffed by youth who can support youth outreach and engagement at the youth space.**

## ✓ Physical Features:

- Accessible by walking and/or public transportation
- Adjacent to green space
- Multi-purpose spaces
- Space for groups and families to socialize (e.g., lounge, game room, community room, picnic tables, shaded areas, etc.)
- Safe, supervised space
- Art/Creative space
- Visual representation in facilities to communicate expectations around safe spaces and ensure youth from marginalized backgrounds-including LGBTQIA+ youth, immigrant youth, youth of color, youth with disabilities, and others - feel welcome.
- Quiet places to study

## ✓ Drop-In Programmatic Features:

- Areas where youth can gather without first enrolling
- Extended hours, including evenings (e.g., 5 - 11pm) and weekends
- Arts and culture activities that are open to the public
- Food and other basic needs, including clothes closet, hygiene products, sanitary pads, etc.
- Free WIFI, computer access
- Academic and workforce supports
- Dedicated space for mental health support and services
- Informational kiosk staffed by a culturally competent Services Navigator, trained peers, or staff members who can help youth navigate resources.
- Workshops on topics elevated by youth as most interesting and/or needed
- Physical activities (i.e. yoga, sports)
- Accessible language





**Goal:** Youth and their guardians know how to and can easily access youth services.

The YDD can lead the creation of standardized tools that will help youth, City staff, and partners navigate youth services and increase equity in access to opportunities.



**Metrics:**

- Youth enrollment in City programs increases annually over the next 3 years.
- The number of unique users who visit the searchable database increases annually over the next 3 years.
- 100% of youth development staff are trained and know how to connect youth to youth services.
- When enrollment data is disaggregated, it demonstrates an equitable distribution of opportunities across the City.



**Equity Imperative:**

- Ensure database and marketing materials are available in multiple languages and via multiple formats to ensure accessibility for **youth and families who speak a language other than English, youth with disabilities, and youth impacted by digital equity concerns.**
- Equip City staff, Community Ambassadors, and other adults working with youth with cultural competencies and technological skill sets necessary to ensure welcoming, supportive, efficient spaces for youth who have experienced significant barriers to service access, including **disconnected youth, transition age youth, foster and justice-involved youth, homeless youth, LGBTQIA+ youth, youth with disabilities, and immigrant youth.**

Strategy	Key Activities	Year
<b>1. Develop a comprehensive, searchable database of youth development programs and services that centralizes all youth development opportunities across the City.</b>	<b>A. Inventory existing programs</b> to understand what currently exists. <ul style="list-style-type: none"> <li>• Use categories of youth development to identify and classify existing programs and update inventories.</li> </ul>	Y1
	<b>B. Design the searchable database to aggregate all departments' youth services and programs, and clarify functions needed in the database.</b> <ul style="list-style-type: none"> <li>• The database should include the youth development category (e.g., academic support, recreation, etc.), links to applications, pertinent deadlines, and location (if the opportunity or service is place-based) so users can search by relevance. Build on learnings from the Earn, Learn, Play functionality.</li> </ul>	Y2
	<b>C. Launch and develop a robust marketing campaign to promote the database.</b> <ul style="list-style-type: none"> <li>• This may include promotional advertisements on public transportation, influencer campaigns, social media posts, and/or radio segments to ensure youth and the adults who support them learn about the resource.</li> </ul>	Y2
	<b>D. Use the database to identify and fill programmatic or regional gaps and increase equity in access to opportunities.</b>	Y2
<b>2. Develop a streamlined single-entry portal for City youth services</b> that allows youth to enroll in programs, manage programs, and upload documents into one system so youth can share data across departments.	<b>A. Develop an online, single point of entry data capability</b> to reduce the need to conduct duplicative intakes and document collection across departments and programs.	Y2/3
	<b>B. Establish Memoranda of Understanding (MOU) and data-sharing agreements across City departments.</b>	Y3
	<b>C. Establish MOUs and data-sharing agreements with partner organizations, LA County, and LAUSD to expand the universal application for accessing and qualifying for youth services.</b> For example, establish a partnership with LAUSD to connect the database to LAUSD's Learning Management System (LMS).	Y3

<p><b>3. Create and hire a team of Community Ambassadors</b> to help youth navigate City programs, services, and basic needs provision.</p>	<p><b>A. Develop job description and hire a team of Community Ambassadors</b> who are reflective of the city’s systematically-impacted populations.</p> <p><b>B. Provide training to ambassadors and develop pilot locations for their work.</b></p>	<p>Y1</p> <p>Y1</p>
<p><b>4. Ensure that City staff understand which youth programs exist across the City and know how to connect youth to necessary services.</b></p>	<p><b>A. Train front-line staff in basic system navigation</b> so they can help connect youth in need.</p> <p><b>B. Ensure that all City staff who work with youth know who to contact</b> when a young person needs to connect to services.</p> <p><b>C. Develop a list of City contractors and providers organized by geography</b>, and provide it to departments, Council District offices, and contractors.</p> <p><b>D. Create a program opportunity process map</b> that shows how youth can transition seamlessly from one City program to the next without slipping through the cracks.</p> <p><b>E. Create an inter-departmental referral protocol</b> and institutionalize handoffs between programs.</p> <p><b>F. Support existing efforts to expand or strengthen tools that centralize information</b> regarding supportive services and valuable youth resources so staff and partners can direct youth to tools that already exist.</p>	<p>Y1</p> <p>Y1</p> <p>Y1</p> <p>Y2</p> <p>Y2</p> <p>Y2</p>
<p><b>5. Strategically market youth programs to ensure equity in outreach</b> and obtain economies of scale by reducing duplication of efforts across City departments.</p>	<p><b>A. Develop a plan for streamlined marketing for City youth development programs</b> by sharing information and promoting programs regionally. For example, Recreation and Parks, Library programs, and the Department of Cultural Affairs can greatly benefit by collaborating on marketing in the surrounding community.</p> <p><b>B. Develop a marketing calendar with key departments</b> that outlines agreed-upon resources and opportunities to promote over the course of a year (e.g., FAFSA and college application resources in the fall, internship opportunities in the spring, back-to-school resources in the summer, etc.).</p>	<p>Y1</p> <p>Y1</p>

# Housing & Public Safety



**Goal:** Youth have access to safe and affordable housing and safe communities.



**Metrics:**

- Increase in the number of family housing sites in the City.
- Increase the number of transition age youth (TAY) housing sites in the City.
- Reduced substance abuse in youth reported in public health survey.



**Equity Imperative:**

- Prioritize service provision and accessibility for **homeless youth, transition age youth, and disconnected youth**, all of whose circumstances prevent access to many documents and experiences typically required by housing processes and applications.
- Prioritize community-based public safety efforts in **neighborhoods disproportionately impacted by lack of adequate infrastructure, lack of safe and convenient public transportation, and presence of community violence.**

Strategy	Key Activities	Year
1. Assist youth and their families in navigating housing options and obtaining the support they need.	A. <b>Increase the number of trained Housing Navigators</b> and assign them to serve a regional cluster of high-traffic areas such as parks, libraries, bus stations, etc.	Y2
	B. <b>Eliminate barriers that prevent Youth aged 18-25 from participating in and navigating the adult housing market.</b> <ul style="list-style-type: none"> <li>• Explore ways to eliminate security deposit requirements and credit scores for TAY seeking to use HUD’s Section 8 subsidy.</li> <li>• Help identify new preference categories for HACLA funding that gives priority to TAY and disconnected youth.</li> </ul>	Y1
	C. <b>Partner with P3 to apply for a federal waiver</b> to prioritize TAY and other disconnected populations in the Section 8 voucher system.	Y1
	D. <b>Include HACLA properties in community plan updates</b> in order to increase affordable housing availability.	Y3
2. Increase and prioritize housing options for TAY and families.	A. <b>Prioritize placing youth and their families in housing that is close to their existing schools and support system.</b> <ul style="list-style-type: none"> <li>• Partner with the LAUSD to expand the homeless outreach team’s ability to support graduated students, TAY, and disconnected youth with housing needs.</li> <li>• Partner with higher education institutions to use vacant dorms and/or expand existing dorm-style housing for student housing.</li> </ul>	Y1
	B. <b>Increase family-specific housing placements in Los Angeles.</b>	Y2
	C. <b>Use vacant City lots, underutilized apartments, and alternative rental agreements to house small groups in scattered sites.</b> <ul style="list-style-type: none"> <li>• Support “scattered-site” approaches that incentivize single family homes with ADUs (Accessory Dwelling Units) to rent to a few young people or a family.</li> </ul>	Y3
3. Improve public infrastructure to make communities safer.	A. <b>Partner with HACLA and the LAPD on the Crime Prevention Through Environmental Design (CPTED) survey</b> to identify priority areas and concerns.	Y1
	B. <b>Partner with CIFD to provide technical assistance</b> to City departments, nonprofits, and the general public on how to access Community Development Block Grant program funds for neighborhood improvement projects at public facilities.	Y1
	C. <b>Increase low to no cost transportation opportunities for youth</b> in partnership with LA County Metro and other transit agencies.	Y2
	D. <b>Improve street lighting</b> so that streets are safer for youth who travel by foot at night.	Y2

<p><b>4. Establish community trust and build relationships with law enforcement.</b></p>	<p><b>A. Partner with CBOs to increase youth-focused Know Your Rights and Responsibilities workshops.</b></p> <p><b>B. Evaluate existing crisis and public safety programs</b> and initiatives for youth, and align them to restorative and trauma-informed models of care.</p>	<p>Y2 Y2</p>
<p><b>5. Strengthen support systems for youth who engage in hazardous substance use.</b></p>	<p><b>A. Work with regional public health agencies, CBOs, and schools to expand public education, prevention, and intervention efforts.</b></p>	<p>Y1</p>

***“Public transportation is unsafe, but for many of us it’s our only way to school or work. We need safer transportation.”***

- 17-year-old nonbinary youth, CD 10

# VIII. MISSION & CORE ACTIVITIES OF THE YOUTH DEVELOPMENT DEPARTMENT

The YDD was initially developed in response to calls from the public to streamline youth development efforts, simplify processes, collect data across the City to measure efficacy, improve partnerships with youth development experts in the community, and meaningfully include youth along the way. The YDD will lead these activities across the City, bringing departments and staff together in order to build an ecosystem of positive youth development across all City departments and strategic partners throughout LA. These core activities must not be siloed in one department, but rather, be far-reaching in order to bolster collaboration and efficiency.

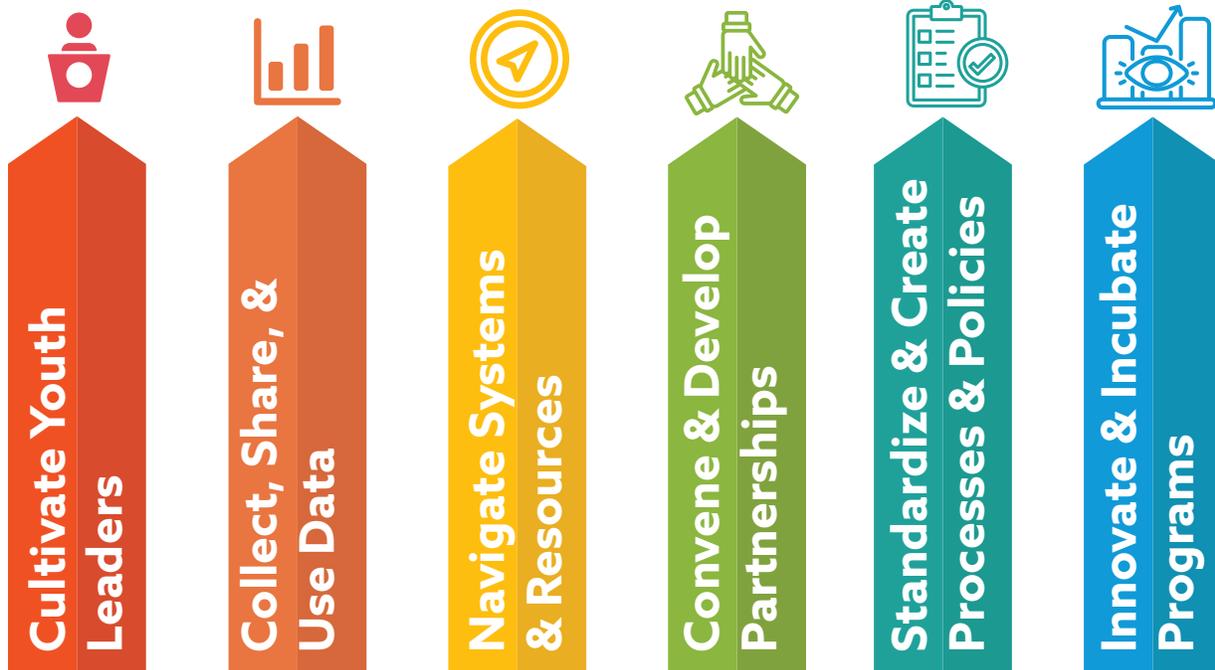
## MISSION OF THE YOUTH DEVELOPMENT DEPARTMENT



Foster an equitable and sustainable ecosystem of positive youth development in the City through inclusive, youth-centered, and evidence-based policies and programs to ensure the well-being, safety, and achievement of the young people in LA.

## CORE ACTIVITIES OF THE YOUTH DEVELOPMENT DEPARTMENT

The Youth Development Department was established to create a holistic youth development vision and implementation plan that goes beyond the capabilities of any one department or program. To do this, the YDD must focus on building a comprehensive positive youth development ecosystem across the City that includes the broad functions of: 1) **Cultivating Youth Leaders**; 2) **Collecting, Sharing, & Using Data** for continuous improvement; 3) **Navigating Systems and Resources** for youth and the adults who serve them; 4) **Convening and Developing Partnerships**; 5) **Standardizing and Creating Processes and Policies** to ensure quality and reduce duplication; and sometimes 6) **Innovating and Incubating Programs** to fill gaps.



Each of the Core Activities are grounded in a commitment to advancing Equity.

# COLLECT, SHARE, & USE DATA

YDD should be able to easily access and analyze youth data in order to make policy and program recommendations that will advance equitable outcomes for young people and promote continuous improvement across the City. Departments regularly write reports for the City Council, the Mayor, or the CAO that require youth data, but there is no central department that currently houses this information. YDD should have the capacity to collect youth development data across City departments in order to provide information about the challenges youth face, program participation trends, program challenges, and gaps in programming.



## Equity Imperative:

- Consistently use database inventories of programs, services, and outcomes to **identify inequities in availability, accessibility, and quality of resources.**
- Ensure targeted outreach of annual youth survey, as well as accessibility via multiple formats, to include youth populations who may lack connections to established organizations or reliable access to technology, such as **disconnected youth, homeless youth, and youth with disabilities.**

Strategy	Key Activities	Year
<b>1. Create and track Citywide Positive Youth Development vision and priorities</b>	<b>A. Create annual goals</b> and track progress toward goals.	Y1
	<b>B. Collect baseline data</b> for all metrics in this Citywide Plan.	Y1
	<b>C. Develop a Citywide Youth Development strategic plan every 3-5 years.</b>	Y3
<b>2. Identify and track youth development investments, outcomes, and metrics across City departments</b> using common tools and goals.	<b>A. Inventory existing City youth programs.</b> <ul style="list-style-type: none"> <li>Identify common metrics to track across the City.</li> <li>Develop data collection tools and pilot data collection protocols across all departments.</li> </ul>	Y1
	<b>B. Responsibly share data</b> gathered across the City and with partners to inform policymaking.	Y1
	<b>C. Identify unduplicated totals of youth served.</b>	Y2
	<b>D. Assess resource allocation across the City, identify disparities, and fill gaps</b> so services can be equitably provided.	Y2
<b>3. Develop a State of LA Youth data dashboard that is available in real time</b> to inform investments and policymaking.	<b>A. Identify data categories desired and organize data</b> into a dashboard that can be accessed by City departments, Elected offices, CBOs and the public. (Use the State of Youth data compiled herein as a baseline for the dashboard.)	Y1
	<b>B. Develop a youth report card by Council District</b> using dashboard elements to inform policymaking and assess disparities in outcomes.	Y1 Y1
	<b>C. Update the data</b> annually (quarterly if available).	
<b>4. Develop multiple forums through which the City can listen and learn directly from youth about what they need and want.</b>	<b>A. Train youth to facilitate meetings,</b> and conduct ongoing youth listening sessions across the City.	Y1
	<b>B. Conduct an annual youth survey and needs assessment</b> in collaboration with LA County and other partner organizations. <ul style="list-style-type: none"> <li>Provide insights systematically to departments to inform policymaking.</li> </ul>	Y2 Y1
	<b>C. Convene all youth councils and youth leadership entities across the City for an annual youth forum.</b>	
<b>5. Develop data sharing and collecting agreements.</b>	<b>A. Develop data sharing and collecting partnerships</b> with the LA County Department of Youth Development, local education agencies, and other key entities to enhance program planning and policy creation.	Y1
	<b>B. Plan a quarterly data sharing meeting</b> to support data sharing and planning.	Y1

# CONVENE & DEVELOP PARTNERSHIPS



Dismantle institutional silos by facilitating collaborations with internal and external partners that advance youth programming, youth engagement, and positive youth development outcomes systematically across the City.



## Equity Imperative:

- Prioritize partnerships with organizations and entities that have a proven track record of **community-led advocacy** and a commitment to youth from marginalized identities, including **LGBTQIA+ youth, immigrant youth, English Learners, transition age youth, justice-involved youth**, and more.

Strategy	Key Activities	Year
<b>Strengthen Collaboration with External Partners.</b>		
<b>1. Facilitate collaboration, coordination, and braiding of resources</b> with various external partners by convening youth development practitioners at regular intervals.	<b>A. Create a partnership development infrastructure</b> that is institutionalized so it is not weakened by staff transitions. <b>B. Develop a convening calendar</b> for youth-serving partners and departments. <b>C. Bring together multiple small groups to address specific needs of sub-populations</b> such as TAY, justice-involved youth, LGBTQIA+, English Language Learners, and more. This may also include convening providers of similar or aligned services such as recreation or afterschool support.	Y1 Y1 Y1
<b>2. Centralize key partnership development to increase efficacy and obtain economies of scale.</b> There should be an entity responsible for developing and formalizing systems-level partnerships so they are more efficient and impactful.	<b>A. Identify opportunities for streamlined service provision.</b> <b>B. Conduct streamlined outreach</b> to local education agencies. <b>C. Institutionalize the development of substantial partnerships</b> across multiple departments. <b>D. Facilitate MOUs, partnership agreements, data sharing agreements,</b> collaborative training, and meeting coordination across partners to avoid inefficient duplication of efforts, reduce competition, increase collaboration, and create institutionalized relationships.	Y1 Y1 Y2 Y2
<b>Strengthen and formalize internal collaboration within the City.</b>		
<b>3. Maintain an ongoing Youth Development Internal Working Group</b> to institutionalize collaboration and relationships across and between City departments and elected offices.	<b>A. Identify duplication of efforts, create efficiency, and maximize existing resources.</b> <b>B. Collaboratively solve problems</b> to address challenges that no one department can solve alone. <b>C. Create cross-departmental tools</b> such as intake forms, research tools, youth surveys, etc.	Y1 Y1-3 Y3
<b>4. Leverage and braid resources</b> for budget maximization and collective impact.	<b>A. Bring departments together to map existing funding sources.</b> <b>B. Track youth development funding opportunities</b> and, where appropriate, jointly submit applications on behalf of the City to attain collective impact. <b>C. Develop GIS map of youth services by region</b> to show regional gaps in youth development resources and identify natural regions to pilot targeted collaboration efforts. <b>D. Enable regional partnerships of youth-serving entities across the city,</b> such as libraries, parks, and Department of Cultural Affairs' youth art centers, contracted partners, etc. to increase marketing opportunities and develop community-informed programs.	Y1 Y1 Y1 Y1

# STANDARDIZE & CREATE PROCESSES & POLICIES



Align and standardize youth development processes in order to advance equity, ensure quality, and reduce duplication of efforts.



## Equity Imperative:

- Consistently evaluate new processes and policies through an equity lens to ensure new systems account for **historical injustices** and do not inadvertently create barriers or exclusion based on **youth identities and experiences**.

Strategy	Key Activities	Year
<b>1. Create and promote Positive Youth Development program standards for youth development efforts in the City.</b>	A. Use the YouthPower Positive Youth Development Framework and categories of youth development in this plan to categorize and measure youth development efforts across the City.	Y1
	B. Develop best practices, standards, and criteria for youth development efforts.	Y1
<b>2. Standardize Positive Youth Development training and capacity- building for City departments, staff, and City contractors who engage youth.</b>	A. Consolidate existing trainings and resources, and develop an on-demand training bank and resource list.	Y1
	B. Identify training and capacity-building needed across City departments and contractors and provide training. Some of the training that is needed includes: <ul style="list-style-type: none"> <li>● <b>Positive Youth Development 101.</b> Description of PYD, minimum expectations of effective youth development programs, and how to develop and adopt youth-affirming programs, policies, and practices.</li> <li>● <b>Youth Development Oversight</b> for direct supervisors of employees who implement youth development programs so they are equipped to support, facilitate growth, communicate effectively, and create realistic expectations. This training must also include essential skills for supporting young people in crisis, such as how to address suicidal ideation, provide trauma-informed care, and navigate systems.</li> <li>● <b>Youth Engagement 101.</b> Guidance on how to effectively engage youth, how to design relevant and culturally resonant messaging, outreach and recruitment, and how to partner with youth-serving organizations.</li> </ul>	Y1
<b>3. Make policy and program recommendations.</b> Be the central policy coordinator that keeps the City focused on its vision for youth development.	A. Track youth development policies and recommend specific policies that are needed.	Y1
	B. Advise the City about various youth development needs, potential programs, and impacts.	Y1
	C. Hold meetings quarterly with youth-serving CBO partners to learn from their perspectives on community needs, and communicate key issues to decision-makers.	Y1
	D. Research current practices and develop protocols for addressing youth protection issues for youth participants across the City to ensure that all departments have adequate processes in place to protect youth.	Y1
<b>4. Advise on the creation of an equity-based allocation strategy for the provision of youth development resources.</b>	A. Recommend community equity indicators to track Citywide.	Y1
	B. Develop criteria for expending general fund dollars on youth development efforts. <ul style="list-style-type: none"> <li>● For example, all City departments that work with youth must take a Youth Development 101 training.</li> <li>● General fund investments in youth development must align to the Citywide vision.</li> </ul>	Y2

# INNOVATE & INCUBATE



There will be times when data analysis and the results of listening sessions with youth and youth providers indicate a need for an innovative program, policy, or process. There may also be times when a program needs to be incubated in order to prove its efficacy before it finds a permanent home. In these cases, the YDD may be the entity best positioned to lead innovation and incubation of new ideas and programs.

1. **Develop plans for new programs, processes, or pilots** based on what youth, City departments, community partners, and partner agencies elevate as urgent needs.
  - a. Create baseline criteria that will allow YDD to prioritize projects that are most important.
2. **Develop pilots** to demonstrate a proof of concept. There will be times when programs do not have a natural “home,” so the YDD may provide the launching pad to pilot them to prove their efficacy.
3. **Issue RFPs** (Requests for Proposals) to address critical program gaps and/or to fulfill specific priorities.

*“We have so many questions and ideas for change. Oftentimes, we aren’t taken seriously- even when our ideas are possibly revolutionary and our questions are helping to solve problems”*

- 18-year-old male, CD 12

*“I want the Mayor and leaders to know that youth are creative, talented, inspiring young adults who can change the world”*

- 16-year-old male, CD 1

# IX. IMPLEMENTATION RECOMMENDATIONS



## 1. Align this strategic plan to relevant City departments' priorities.

When departments develop their own annual plans and budgets, YDD should provide support and guidance on how each department's youth-related efforts can remain in alignment with the Citywide Youth Development Priorities. One way to achieve this alignment is for YDD's General Manager to convene the General Managers from relevant departments quarterly to ensure that their efforts are coordinated.

## 2. Align YDD's staff positions to the Citywide Youth Development Strategic Plan priorities.

Each of the Citywide Youth Development Priorities will have to be closely managed to ensure that the strategies and key activities are implemented and that outcomes are achieved within the three-year timeframe. Allocating a YDD staff point person per priority will ensure that each priority is managed effectively. As new staff members join the YDD team, their job descriptions should reflect how their role contributes to the achievement of the Citywide Youth Development Priorities and which YDD core activities their role will support.

## 3. Develop and manage a Youth Development Department Advisory Council.

An Advisory Council will provide a formal place for ongoing community input regarding how the YDD fulfills its mission. The Advisory Council is different from the Youth Council as it includes a diverse group of cross-sector stakeholders and is composed of both young people and adults, particularly those from marginalized backgrounds and those who serve disconnected individuals. Members may include youth advocates, executive directors of youth-serving CBOs, education leaders, funders, and County leaders. Further, two members of the Olivia E. Mitchell Youth Council should be selected to serve simultaneously as representatives on the Advisory Council. The process of facilitating the Advisory Council will help keep partners at the table into implementation, provide a consistent sounding board and coalition of youth development experts, and ensure that silos do not get in the way of doing what is best for youth.<sup>30</sup>

## 4. Intentionally coordinate with LA County and educational partners.

There are many programs and initiatives that unintentionally duplicate efforts. City departments, LA County departments, collaboratives, educational partners, funders, and CBOs have an opportunity to map services available across the region in order to better braid and leverage existing resources, projects, expertise, and staff.

It is not unusual for multiple municipal planning projects to take place in the same region at the same time, led by different entities. Unfortunately, it is unusual for those entities to braid their funding to conduct collaborative research and strategic planning and increase their collective impact.

In order to develop a sustainable implementation and funding plan for the City's youth development efforts, stakeholders must collaborate to align planning efforts, commit to tracking and sharing data, identify potential funds that can be braided, streamline implementation efforts, collectively apply for funding, and leverage each other's resources to increase impact.

The duplication of community engagement efforts can inadvertently cause strain on community members and organizations that are solicited for input. During the creation of this strategic plan, the County's newly developed Department of Youth Development has also been convening stakeholders, hiring consultants, and conducting planning to set up their new department. Simultaneously, the City's P3 partners convened to update the P3 strategic plan to improve outcomes for disconnected youth. Many stakeholders noted their appreciation for the intentionality around community engagement efforts across these entities; they also noted their already-limited capacity and the desire for more streamlined opportunities to contribute to planning processes.

# X. YOUTH DEVELOPMENT FUNDING STRATEGIES

Committing to Citywide youth development in the manner explained in this Plan necessitates a commitment to identifying sustainable funding structures with which to do the work, implement projects, and strengthen partnerships. Unfortunately, a pool of funds allocated specifically for this purpose does not yet exist in the City. Given this reality, the YDD, City departments, Elected offices, and partners need to collaborate to secure a sustainable funding plan for the YDD and all of the work outlined herein. Core funding recommendations include the following:



## 1. Convene budget specialists from youth-serving departments to leverage and braid resources.

Currently, each City department applies for and administers grants (federal, state, and philanthropic) individually. No entity serves as a clearinghouse for all youth-related funding administration. YDD can lead a concerted effort to break these silos by convening the City staff members who are most familiar with their department's budget for youth-related efforts. The budget specialists will vary as some departments have dedicated staff for grants administration, while others distribute funding-related responsibilities across multiple positions. Once these individuals establish a forum through which they can share information, they may begin to collaboratively develop some budget priorities to attain collective impact and leverage each other's resources.

## 2. Secure City Council Members' support.

City Council Members approve the City's budget and have the power to introduce motions that may allocate funds. YDD staff must build strong relationships with City Council Members and their staff, so that they understand the rationale for the Citywide Youth Development Priorities and support and approve budget allocations that are necessary to achieve them.

- Identify programmatic elements on which City Council Members may want to allocate discretionary funds.
- Identify programmatic issues that the Mayor's office may want to implement and fund.

## 3. Strategically leverage existing public funding.

Existing funding sources, budget allocations, and programs for youth can be more effectively braided and leveraged to increase efficiency and implement necessary changes.

- Analyze existing funding streams and identify which can be streamlined and maximized.
- Look for "carve out" possibilities in existing funding sources to support system-wide coordination.
- Identify underused general fund dollars that are carried over or can be braided for more impact.
- Explore how to partner with schools in order to access arts education funds that will be available through the CA Proposition 28 ballot measure. Staffing challenges at schools may pose challenges to education agencies that seek to hire new staff in order to increase arts education with Prop 28 funding. The City may be able to partner to share resources and access funding to expand arts programming.

## 4. Apply for Countywide, state, and federal youth development funding opportunities as a City.

Bring multiple entities together to jointly apply for funding on behalf of the City as a whole. Historically, many City departments apply for funding separately or do not apply at all due to capacity restraints, both of which can reduce their ability to achieve economies of scale or to develop larger project proposals. For example:

- The City could apply for LA County Measure J ("Reimagine LA County") funds to support various Citywide youth development efforts. The 2020 Measure J mandates that at least 10% of the County's locally generated, unrestricted funding be put towards alternatives to incarceration and direct community investment, which includes youth development and education, workforce development, etc.<sup>31</sup>

## **5. Join advocates' efforts to increase CA state funding for expanded learning, and develop partnerships to access existing funding.**

Youth Development advocates and educators have been advocating for years to increase state funding for expanded learning programs that offer students academic and enrichment activities outside of the normal school hours. The state has two long-standing expanded learning programs—the After School Education and Safety (ASES) program and 21st Century Community Learning Centers (21st Century). The 2021-2022 budget also created the Expanded Learning Opportunities Program (ELOP), further adding to the expanded learning funds available.<sup>32</sup> The City should work with local education agencies to apply for federal 21st Century Learning Grants to support out-of-school time programming, ASES funding, and ELOP opportunities. This may include partnering with organizations and entities such as Beyond the Bell contractors, local school districts, LA's BEST, and more.<sup>5</sup>

## **6. Use YDD as a vehicle to integrate the City into existing funded collaboratives.**

Identify existing collaboratives that are funded and determine where the City's Youth Development Priorities are aligned and whether the City is eligible for funding. This may include exploring the creation or expansion of public-private partnerships.

## **7. Identify revenue streams that can be earmarked for youth development efforts.**

Most youth development departments across the nation receive a large portion of their budgets from the City's general fund, from a dedicated funding stream created through a ballot measure, or through protected funds that are dedicated to youth development.

- Learn from successful ballot measure campaigns that secured additional funds for other Youth Development departments, such as Long Beach's newly formed Youth Development Department. Multiple stakeholders who participated in interviews acknowledged that passing ballot measures is incredibly difficult and advised to explore this strategy with caution.
- Consider setting aside funds for youth development efforts from development projects and/or fees, tourism taxes, cannabis licensing fees, and the 2028 Olympics that will be hosted in Los Angeles.<sup>5</sup>

## **8. Strategically leverage private philanthropic funds to support pilots and innovation.**

Multiple stakeholders cautioned against leaning on philanthropy to sustain core staff positions or operations and emphasized that philanthropic support is most suitable for targeted projects. Some of the pilots that are included in the Plan that may appeal to philanthropic support include the following:

- Age-appropriate financial literacy curriculum development and scaling across the City;
- Mental health peer-to-peer counselor demonstration project;
- Drop-in youth spaces proof of concept; and a
- Participatory budgeting pilot.

**PART 2:**

# **KEY INSIGHTS FROM RESEARCH & STAKEHOLDERS' INPUT**



# XI. STATE OF YOUTH IN THE CITY OF LOS ANGELES

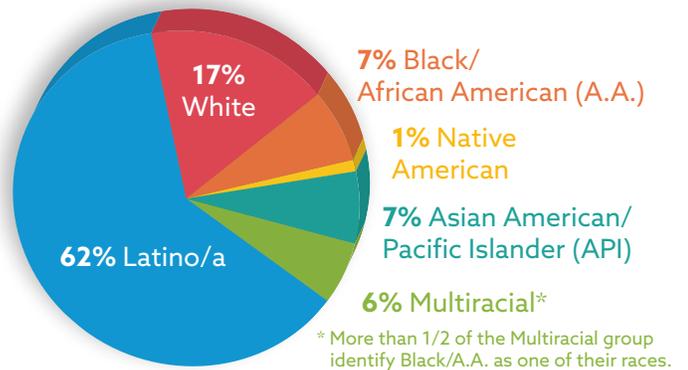
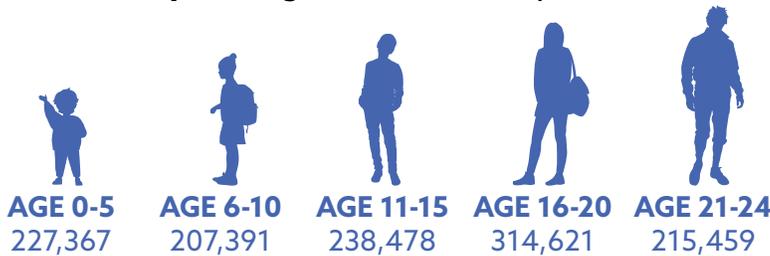


Young Angelenos have bold ideas about how they want to feel in their City and the changes they want to see across Los Angeles. Youth feel most empowered when they work together, are in connection with others, and are given the guidance and resources they need to successfully transition into adulthood. They deeply value leadership opportunities and want to be informed about the world around them and included in the decision-making process. However, there are many systemic challenges facing young Angelenos that will only be addressed when we come together as a City and community with a shared strategic vision.

Race/Ethnicity of Youth in the City of LA<sup>33</sup>

## Youth Demographics

1.2 million youth age 0-24 in the City of LA<sup>1</sup>



## Youth Living in Poverty

The percentage of Angeleno youth ages 10-24 living below the poverty line varies significantly according to race and geography. Youth experiencing poverty are more likely to have lower academic achievement, higher dropout rates, higher likelihood of housing instability, and higher involvement with the foster and justice systems.

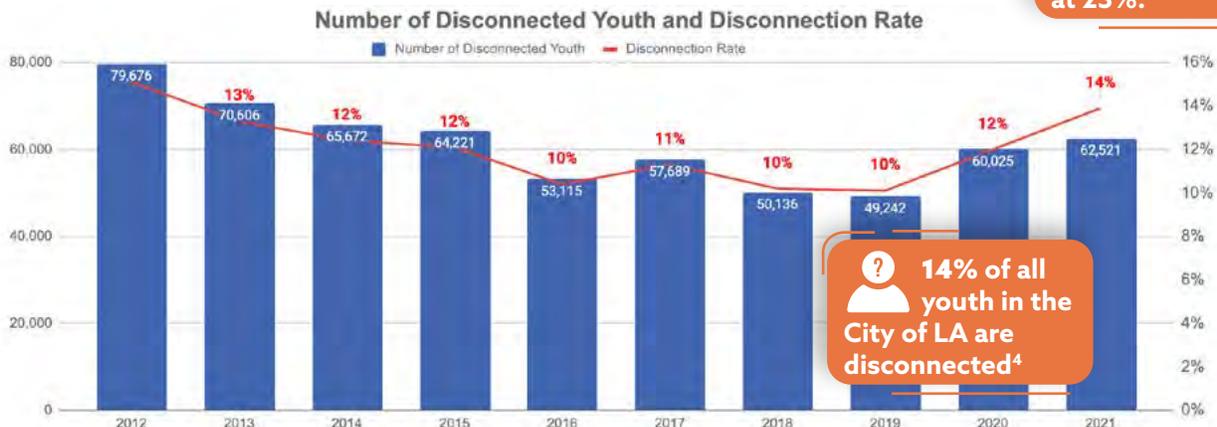


**80.2%** (467,410) of LAUSD students qualify for free or reduced price meals (2021-2022) compared to 67% in LA County and 57.8% in CA.<sup>35</sup>

## Disconnected Youth

Youth disconnection (young people ages 16-24 who neither attend school nor have a job) has increased since the onset of COVID-19.

Black/A.A. youth have the highest disconnection rate at 23%.<sup>6</sup>



# Foster Youth & Transition Age Youth

~1,500 age out of foster care annually<sup>36</sup>



**18,058 children and youth** across LA County were in foster care<sup>37</sup>



**Over 8,000 Transition Age Youth (TAY)** live in LA County (TAY are 16-24 and transitioning from the child welfare system to independent living).<sup>36</sup>

## Youth Homelessness



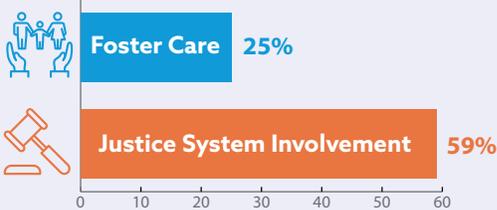
**1,631 homeless youth** in the City of LA<sup>3</sup>  
**Districts 13, 8, 9, 6, and 4** have the highest number of unhoused youth

~20% of homeless youth are LGBTQIA+ despite making up only 4-10% of the LA City population<sup>38</sup>

35% of homeless youth are Black/A.A., despite making up only 8% of the LA City population<sup>27</sup>

## System-Involved Youth

% of Homeless Youth Involved with Foster or Justice Systems<sup>39</sup>



## Justice-Involved Youth

**430 youth** are in LA County juvenile facilities as of February 2021



**8,133 youth** arrests in 2018, with persistent racial disparities

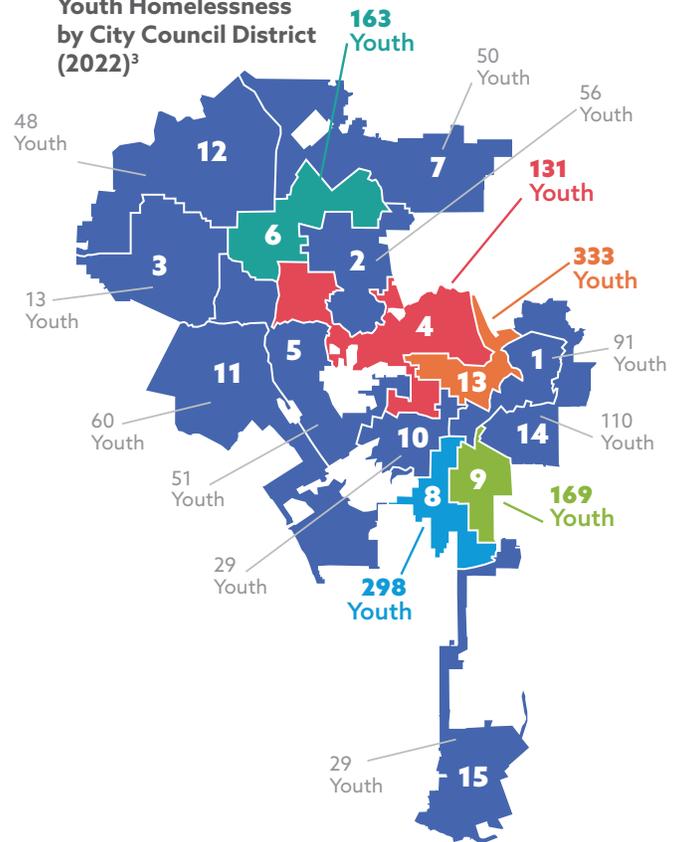
Arrest Disparities for Black/A.A. and Latino/a Youth<sup>40</sup>



For every **1 White** youth arrest there are **1.8 Latino/a** and **6.5 Blacks/A.A.** arrests.

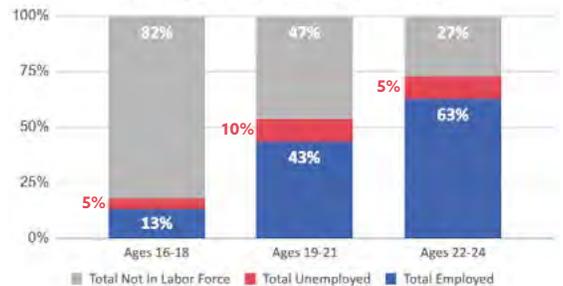
**Black/A.A. youth** account for ~7% of the LA County youth population, yet they represent **30% of the youth in County probation camps.**<sup>41</sup>

Youth Homelessness by City Council District (2022)<sup>3</sup>



## Youth Unemployment<sup>1</sup>

Los Angeles City Youth Employment



**Top 3 industries in which youth ages 16-24 work:**

1. Cashiers
2. Retail salespeople
3. Fast food and counter workers

**"Youth are behind due to the pandemic** and it's hard for some teenagers to get back up and do something about their life."

- 17-year-old male, CD 8



# Educational Attainment

~537,793 students are currently enrolled in the LAUSD<sup>42</sup>, the second largest K-12 school district in the country.<sup>43</sup>



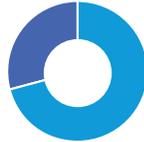
## High School Graduation Rate (2021-2022 4-year Adjusted Cohort, all schools)

**87.4%** of high school students graduate in 4 years.

LAUSD is performing on par with LA County as a whole (86.1%) and the state of CA (87%)<sup>44</sup>



**65.3%**  
of English Learners  
graduate in 4 years<sup>44</sup>



**70%**  
of Foster Youth  
graduate in 4 years<sup>44</sup>



**71%**  
of Homeless Youth  
graduate in 4 years<sup>44</sup>

## College Readiness

**57%** of all graduates in LAUSD meet UC/CSU admissions requirements<sup>44</sup>

Black/A.A., Latino/a, and API students meet UC/CSU eligibility requirements at lower rates than their peers.<sup>44</sup>



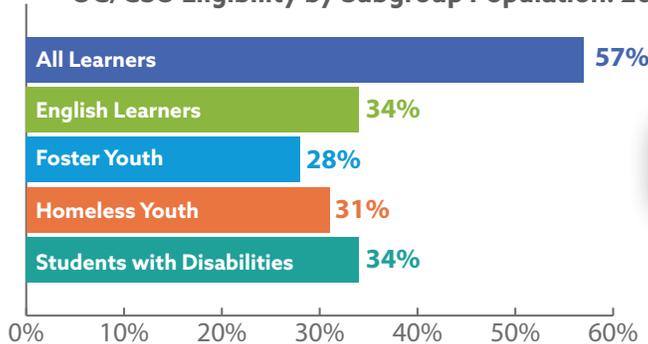
**52%** of Black/A.A. and API  
grads are UC/CSU eligible



**55%** of Latino/a grads  
are UC/CSU eligible

Foster Youth, Homeless Youth, Students with Disabilities, and English Learners all graduate and complete requirements for UC/CSU Eligibility at rates significantly lower than their peers.

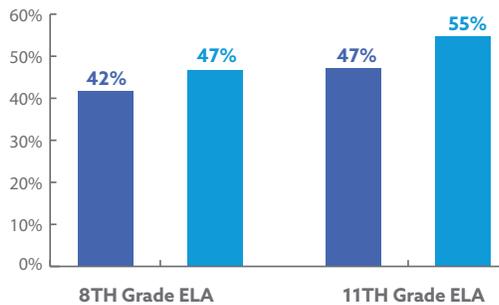
UC/CSU Eligibility by Subgroup Population: 2021-2022<sup>44</sup>



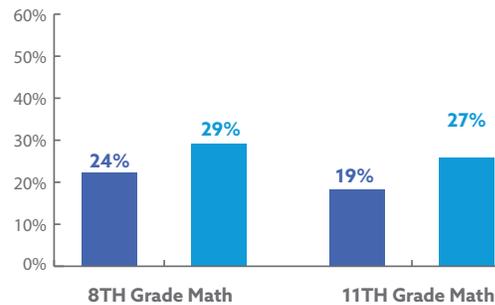
Only 28% of Foster Youth and 31% of Homeless Youth are UC/CSU eligible<sup>44</sup>

## Proficiency Rates

English Language Arts Proficiency (2021-22)<sup>45</sup>



Math Proficiency (2021-22)<sup>45</sup>



**"We need better public transportation, a safer city, and a cleaner city"**

- 17 year old female youth, CD10

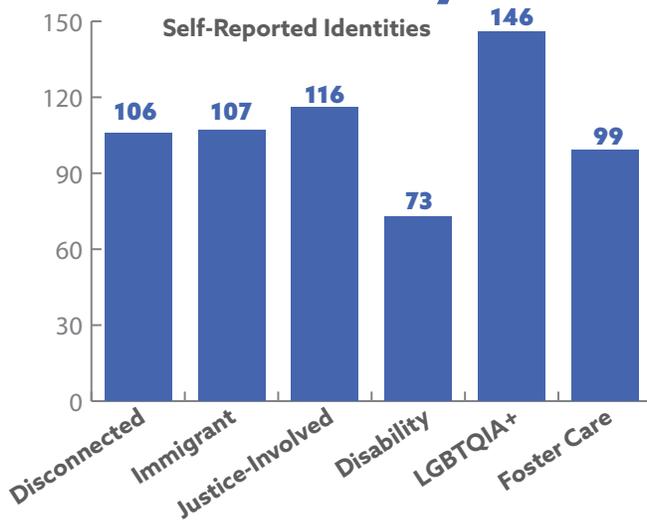


# KEY INSIGHTS FROM THE YOUTH SURVEY AND FOCUS GROUPS

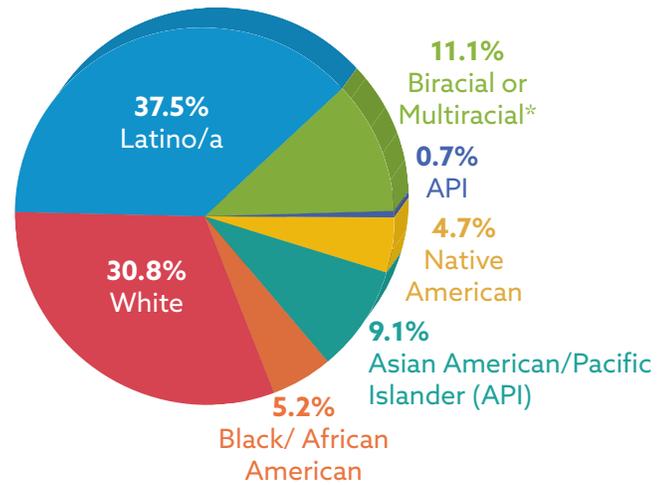


Over 1,500 Angeleno youth completed a youth survey and/or attended a youth-led listening session that asked questions about the programs they want to see in their neighborhoods, challenges they face daily, and how they want to participate in the City. Here are a few of the key findings.

## Who took the survey

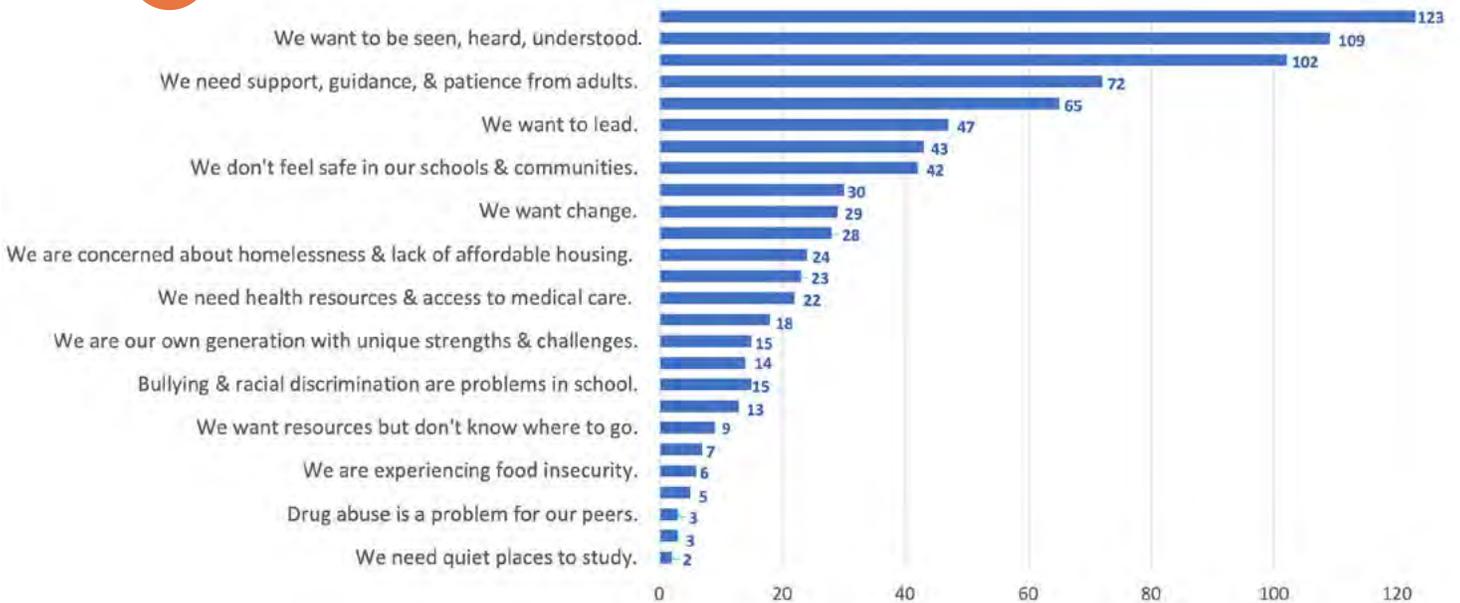


Participants by Race/Ethnicity



\* More than 1/2 of the Multiracial group identify Black/A.A. as one of their races.

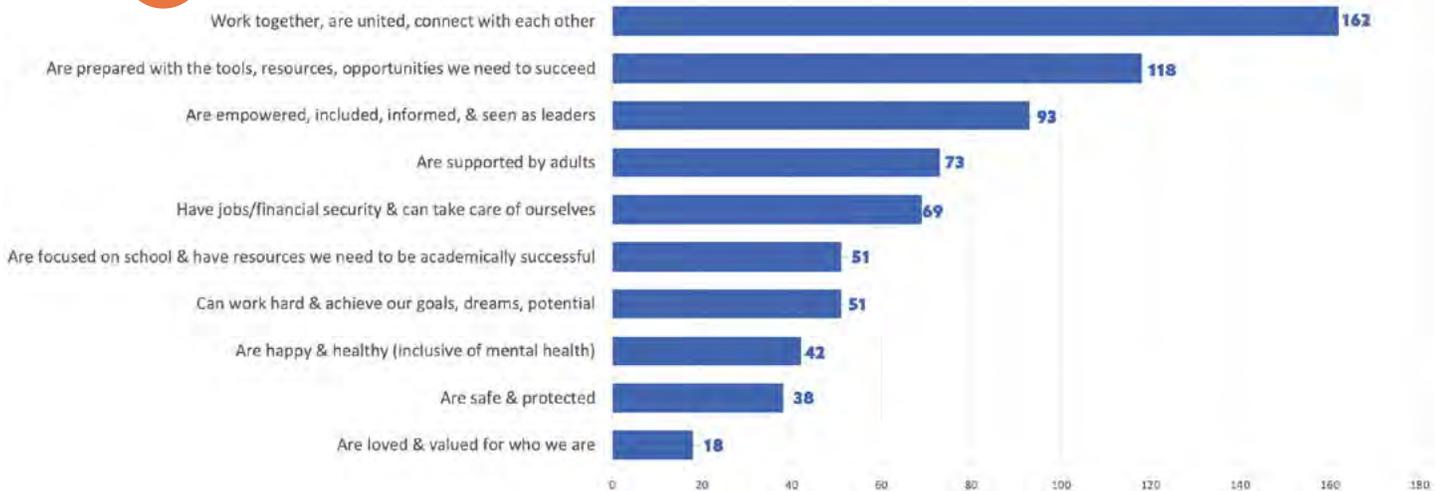
## 1 We want the mayor of LA to know that...



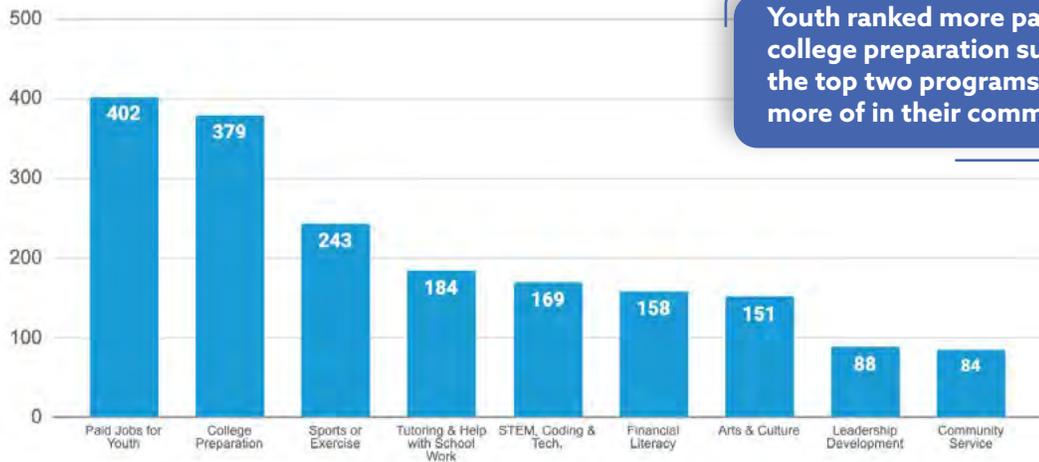
**"We do not feel seen."** - 16-year-old female, CD 4



## 2 City of LA Youth are successful when we...

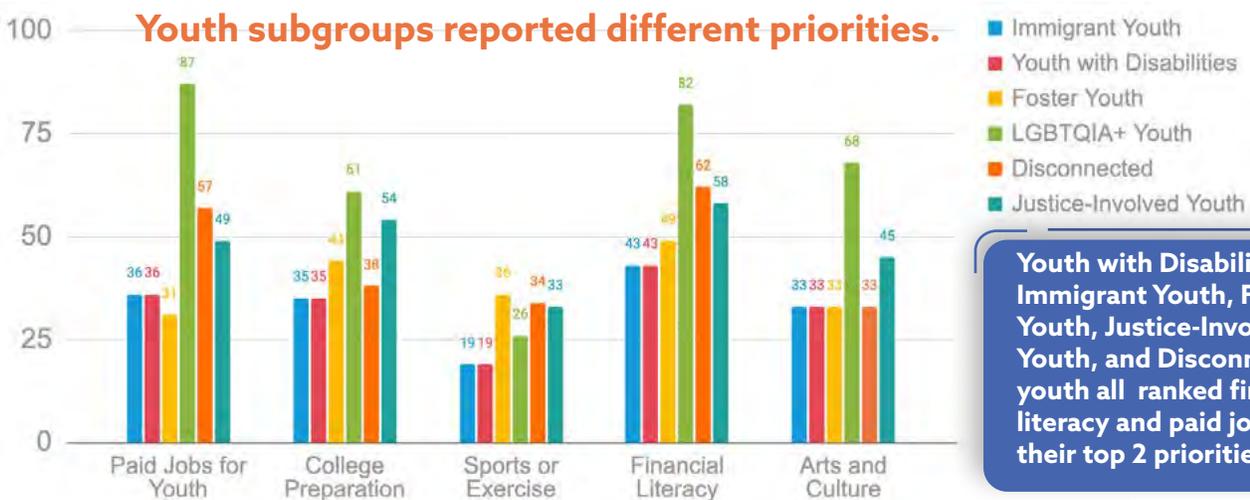


## 3 I want more \_\_\_\_\_ programs in my community.



Youth ranked more paid jobs and college preparation support as the top two programs they want more of in their communities.

### Youth subgroups reported different priorities.



Youth with Disabilities, Immigrant Youth, Foster Youth, Justice-Involved Youth, and Disconnected youth all ranked financial literacy and paid jobs as their top 2 priorities.

**"We need to be able to afford living in Los Angeles.** For example, I have a BA and full-time job and I do not know when I will be able to move out on my own let alone be able to ever own property..."

- 25-year-old female, CD 6

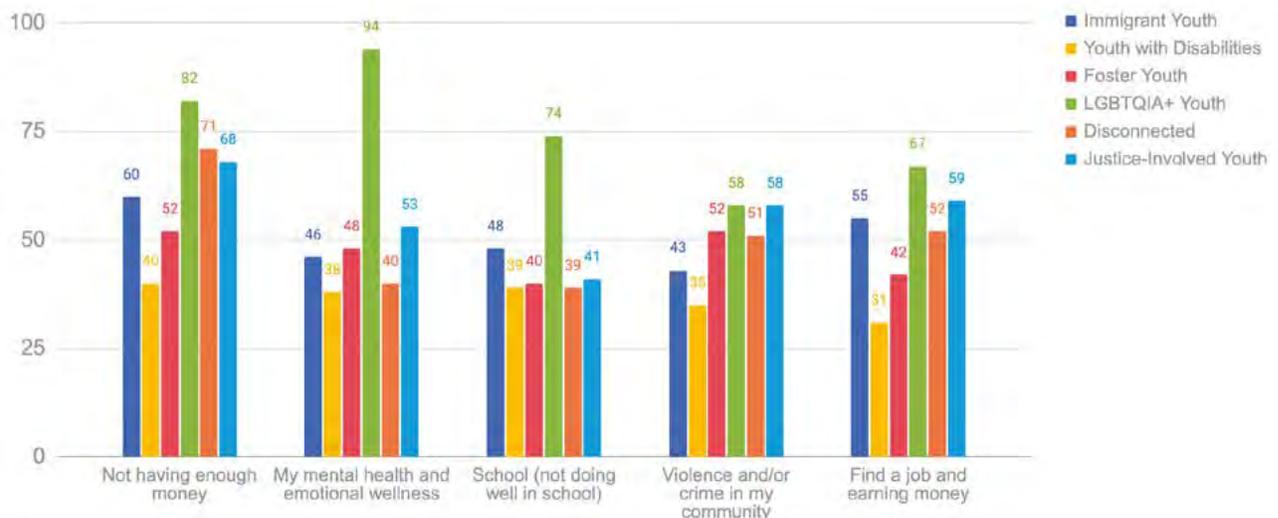


## 4 Things I worry most about are:

### Top 4 biggest concerns reported by youth:



### Youth subgroups reported different key stressors



- **LGBTQIA+ youth** worry most about their mental health and emotional wellness.
- **Foster youth** ranked not having enough money and the prevalence of violence and/or crime in their community as the top two concerns and ranked worries about school much lower.
- **Justice-involved, Disconnected, and Immigrant youth** all ranked finding a job and earning money in their top 2 worries.

“I think it is important for the new Mayor of Los Angeles to understand that this is a difficult time for many teens for numerous reasons. **The effects of the pandemic, recent plummet in mental health, and increase in social media usage** over the past couple of years have caused a lot of hardship for many teens and have left them feeling alone. The pandemic has caused many teens to feel isolated, unmotivated, unhappy, and has created a generation-wide sense of worry and stress.”

-18-year-old female, CD 11



# YOUTH PROGRAMMING SERVICE GAPS

The research, interviews, focus groups with nonprofit providers, and youth listening sessions and surveys all reiterated the following gaps in services for youth.

**Insufficient Access to Well-Paying Jobs, Internships, and Workforce Development.** Youth report that there are not enough opportunities to gain work experience and to prepare for sustainable careers. Youth development professionals who support young people lament the one-size-fits-all approach of many workforce programs, highlighting the need for programs to account for the unique skills, goals, and circumstances of each young person they support.

**Insufficient Access to Culturally Competent Mental Health Services.** Schools do not have sufficient mental health professionals to support students who are navigating chronic stressors and trauma. And many CBOs who provide direct services are not trained to provide mental health support. Further, many mental health supports are not provided in a way that is culturally relevant for youth.

**Scarce Mentorship Opportunities and Meaningful Adult Relationships.** Mentorship programs build young people’s social networks and supports, which then connect them to opportunities and make them more resilient. Yet, youth and adults alike cited a lack of high-quality mentorship programs that provided young people sustained support and connections over time.

**Lack of Family Housing and Housing for Transition Age Youth (TAY).** While the number of youth experiencing homelessness has dropped significantly since reaching its peak during the COVID pandemic, TAY youth still represent more than half of all homeless youth in LA, and Black youth remain disproportionately represented.

**Need for Physical and Public Safety.** Many youth do not feel safe in their communities. Youth cite the need for street improvements, more lighting, and more safe places to gather.

**Shortage of Transportation Options.** Lack of transportation is often cited as the reason youth do not participate in existing programs or are truant to school.

**Youth do not have the support that they need to navigate key life transitions** from middle school to high school, high school to college, school to employment, internship to employment, etc.

**Safe Spaces for Youth to Gather are Scarce.** Many communities lack a safe and fun space for youth to gather. Also, few existing youth centers adopt a drop-in model, where youth can access services or participate in activities without being enrolled. Staff often have to turn young people away because they do not agree to complete lengthy and sometimes invasive intake processes. Enrollment-only models do not allow for trusting relationships to form between young people and staff prior to the intake process.

**Food Insecurity.** Many youth and their families are suffering from food insecurity. Unfortunately, many youth services providers do not have budgets for food and, thus, are unable to meet basic needs before connecting youth to services.

**Limited Enrichment Activities Available Outside of School Time.** Funding cuts have stripped schools of many enrichment activities such as the arts and sports. These activities used to serve as a “hook” that engaged youth in prosocial activities and often connected them to school in a meaningful and affordable way. Further, some communities have minimal after-school programming that is accessible to youth where they need it.

**Desire for More Academic Support.** Many young people need additional educational resources to thrive and many schools are chronically under-resourced. Young people who would be the first in their families to pursue postsecondary education feel particularly ill-equipped and wish to have more support.

**Lack of Affordable Childcare and Early Childhood Education.** Many families do not have access to affordable childcare and early childhood education which often expands racial and socioeconomic learning gaps.

**Inequitable Digital Access.** Many youth do not have WIFI or digital devices at home which limits their ability to learn and participate in online opportunities.



## XII. CURRENT LA CITY YOUTH DEVELOPMENT EFFORTS

The City of Los Angeles has over 26 different departments that provide youth services and a multitude of different entities that impact youth, hire youth, and serve youth's families.

### CITY DEPARTMENTS THAT PROVIDE YOUTH DEVELOPMENT

The LA City Controller's Room to Grow<sup>23</sup> report analyzed data collected in the 2019 Youth Program Survey<sup>23</sup> administered by the Offices of City Administrative Officer and the Chief Legislative Analyst (CAO/CLA). The following report findings highlight the best data available about the current state of youth development programming across the City.

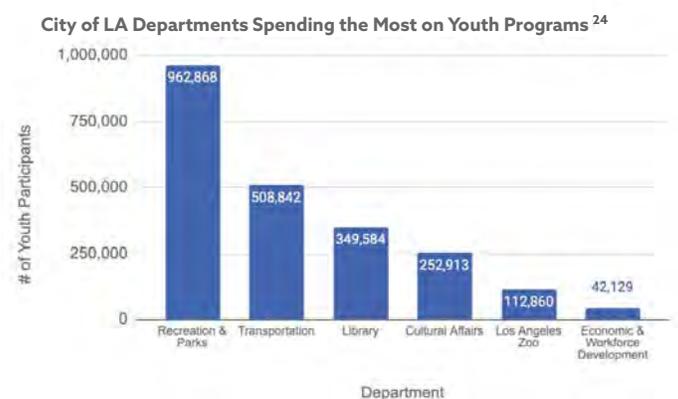
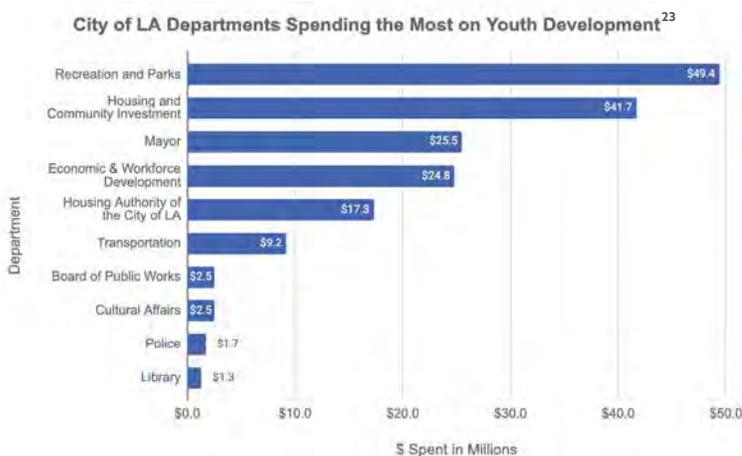
**This data has multiple limitations, including but not limited to the following:**

1. Data was self-reported.
2. Data was collected in absence of both a standardized definition of youth development and standardized categories of youth development services.
3. There are no uniform evaluation metrics for youth programs, so dollars spent and number of youth served were the two primary indicators of impact. These metrics provide a starting point, but can be misleading due to the following:
  - a. While the number of youth served per department is calculated by unduplicated counts, the definition of "service" or "programs" may vary significantly, with some consisting of a singular interaction and others requiring multiple touch points over time.
  - b. Youth with higher needs require additional support services, so in absence of detailed data regarding demographics and geography of youth served, it is difficult to know if the dollar amount per youth is adequate for the population or comparable across departments and programs.
  - c. Return on investment per dollar cannot be calculated as dollars spent, and number served does not indicate if services provided were targeted towards those who most need it.
4. Data is now over three years old.

In the 2019 Room to Grow report, twenty-six City departments reported having over 160 youth-centered programs and spending \$178 million dollars.<sup>23</sup>

#### Departments' Spending on Youth Programs

Of the departments that responded to the CAO/CLA 2019 survey, the City entities that spent the most on youth programs were Recreation and Parks (RAP), Community Investment for Families Department (CIFD) (formerly Housing and Community Investment), the Mayor's Office, and the Economic and Workforce Development Department (EWDD).<sup>24</sup>

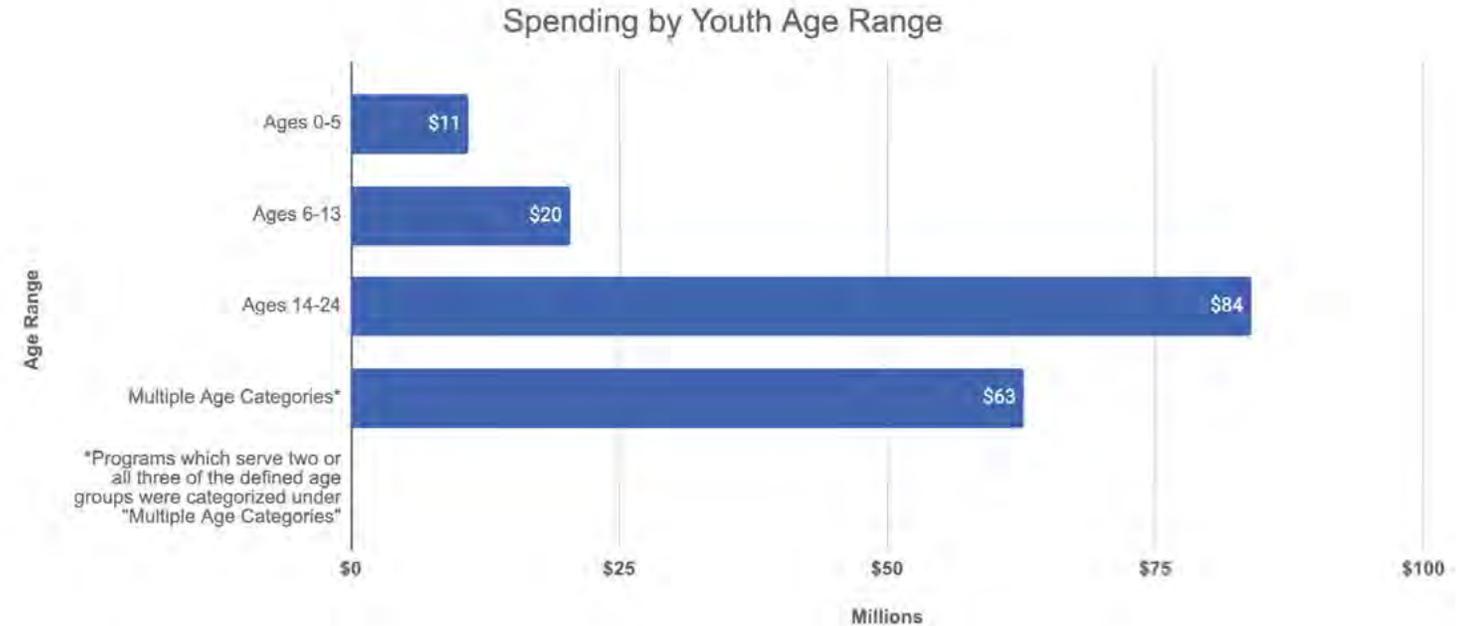


## City's Youth Spending by Age<sup>23</sup>

47% of the City's total spending on youth development was for **youth aged 14-24**.

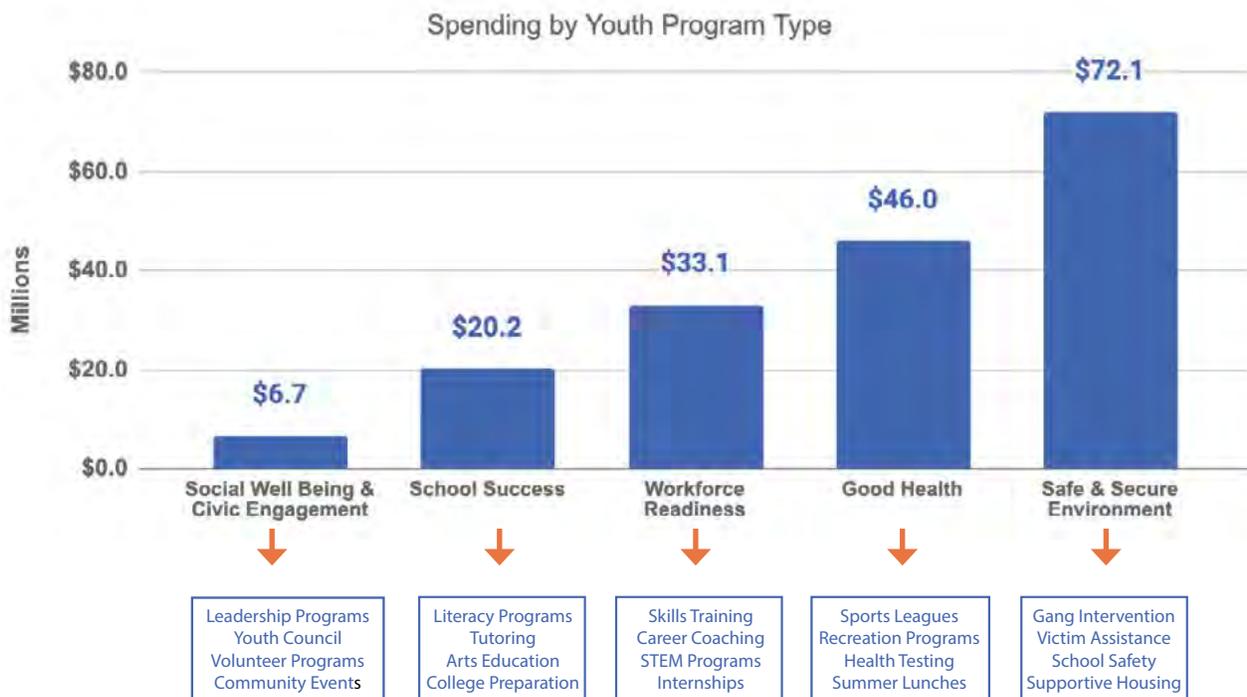
A program analysis of the ages served by the top departments hosting youth development activities highlighted the following trends:

- HACL A is a primary provider of 0-18 year old programming through their housing sites.
- The Library is a primary provider of youth programming for youth 18 and under.
- EWDD is a main youth programming provider for youth aged 15-25 years old.
- CIFD does not currently have programming specifically for youth aged 0-4 years old.



## Spending by Youth Program Type<sup>23</sup>

The report identified broad categories of youth development. Per the categorization, the City spends the most on programs that help provide safe and secure environments for youth such as gang intervention, school safety, and supportive housing.



# STRENGTHS & CHALLENGES OF CITY OF LA YOUTH DEVELOPMENT EFFORTS

## STRENGTHS

**People care.** City staff, contractors, and elected officials care about and go out of their way to support youth.

**Many departments and elected offices hire youth interns** through pre-existing EWDD work-force programs or run their own youth internships and employment programs.

**Many programs are designed to give agency to youth and youth-serving CBOs.**

- Many City entities seek to elevate youth voice and create youth leadership opportunities and positions within their organizations, including youth board members.
- Departments are adapting programming to be responsive to the needs of youth.

**Departments seek opportunities to enhance youth services through collaboration:**

- with youth-serving CBOs,
- with LAUSD in efforts to pool resources and programming, and
- with philanthropy and the private sector to meet needs and close funding gaps.

**Many departments co-locate** services and programming to ensure ease of access for youth.

**City departments use their properties as hubs** for resources and programs far beyond their given scope (e.g., RAP's summer lunch program, HACLA RAC's, Library meeting rooms).

**Multiple youth service networks exist** (based on specific services like housing and arts) across the City that can be leveraged for public benefit.

**Movement to increase diversity, representation, and program inclusivity** has resulted in youth-centered design and program implementation through an equity lens.

## CHALLENGES

**Lack of Shared Goals & Data.**

- Lack of metrics for Citywide success
- Lack of data to measure ROI of youth dollars
- Lack of a mandate to collect and report youth data outcomes

**Lack of Collaboration across City departments & other youth-serving organizations.**

- Lack of official forum for collaboration across City Departments
- Resources are not braided or leveraged for highest impact
- Programs are created & delivered in silos
- No built-in transitions across City programs
- No forum to leverage existing partnerships or create institutionalized partnerships with other public agencies and nonprofits

**Uneven program standards and inconsistent systems.**

- Some programs use deficit-based approaches to youth development
- Lack of uniform youth development training for staff

**Difficult to navigate youth services and resources.**

- Lack of shared Citywide marketing infrastructure
- Restrictive enrollment requirements or processes prevent participation

**Lack of forums for youth to meaningfully participate in decision-making processes.** There are many experiences that youth can participate in, yet few opportunities for them to impact policy or co-create programs.



## CITY STRENGTHS

City departments, staff, and City Council Districts are eager to develop and provide high-quality programs for youth. Overwhelmingly, Council Districts consistently hire and support young people as emerging public employees. City departments collaborate with cross-sector agencies and CBOs to recruit and enroll youth in City programs, and when young people or their families face crises, City staff do their best to provide them with wraparound support. Unfortunately, programs, services, and key learnings are not institutionalized or scaled across the City. Thus, each department, City entity, and Council District office often recreates the wheel, reducing potential impact and efficacy. The process for developing this plan affirmed that **amazing work is happening, but that successes, key lessons, and proven strategies are not yet as impactful as they could be, because there is no forum through which they can be studied, replicated, and expanded.**

*"Innovation is happening- it is just not being replicated."*

- City Council staff member

**People care.** City staff, contractors, and Council District offices care and go out of their way to find resources and support for youth. For example, Zoo staff shared how zoo camp counselors have gone out of their way to connect youth experiencing food insecurity to needed support.

### **Many departments and Elected offices hire youth interns.**

The Hire LA's Youth program provides thousands of Angeleno youth with jobs each year, some of which are placed in City departments or offices. Also, at least ten City Council district offices host youth internships through Hire LA's Youth<sup>46</sup> or another partner and many have created their own internship programs that engage multiple youth at a time. Also, the Mayor's office, various City commissions, many City departments, and other City entities hire youth interns, fellows, and develop workforce training programs to integrate youth into their offices.

**Some City entities have ways through which they elevate youth voice, foster youth leadership, or engage youth in direct decision-making** through a commission, youth council, or special program. Some Council Districts have even developed their own youth Task Forces (CD 7) and Advisory Groups (CD 12) that provide training about local government and access to advising opportunities. Some City departments have youth councils or youth leadership programs that provide youth with training and opportunities to influence programming. Examples include the following:

- **EWDD** has a youth council, which is a youth sub-committee under the Workforce Board.
- **LAPD** is planning to develop a youth Community Police Advisory Board (C-PAB).
- Some **LAPL sites have a Teens Leading Change Program**, a civic engagement program wherein youth are allocated a budget to design and lead their own project.
- **RAP** organized teen advisory boards at CLASS Park sites before the pandemic and they want to reinvigorate them.

### **Many City programs are explicitly designed to give agency to youth and youth-serving CBOs.**

For example, the Department of Public Works provides Beautify LA Grants<sup>47</sup> that youth and schools can apply for to conduct a community beautification project of their choosing. Also, the Department of Cultural Affairs runs a Mural Works Program<sup>48</sup> to conserve existing murals and develop new ones. The program seeks youth partners in areas most impacted by COVID-19.

**Departments are adapting programming to be responsive to the needs of youth.** For example, the Department of Cultural Affairs uses a social emotional learning framework in their programming and has created partnerships with other entities to provide mental health and social services at various Art Center sites. Also, the LAPL offers college counseling at specific library branches to provide additional support for students as they prepare to transition to postsecondary endeavors.

## Departments seek opportunities to enhance youth services through collaboration with schools and Community-Based Organizations.

Various City departments and Council District offices have created partnerships with local schools and with LAUSD in order to more effectively serve youth. These collaborations span from formalized partnerships through MOUs and budget agreements, to simple collaborations. For example, the Department of Transportation runs a Safe Routes to School<sup>49</sup> program and hosts various traffic safety programs in collaboration with schools. Also, many departments co-host one-time events or initiatives with schools, such as the Department of Public Works' Engineering division's bridge-building contest in high schools.

Multiple departments also contract community-based organizations with close ties to the community to support program provision. Some departments or programs co-locate services. In many cases, there are entire program networks that are provided by contracted non-profit organizations.

**These youth service networks can be leveraged for public benefit.** Examples include:

Department/City Entity	Reason for Contracts with CBO
DCA	Prop K Youth Centers
EWDD	YouthSource Centers & WorkSource Centers
CIFD	FamilySource Centers
HACLA	Recreation Centers that are run by CBOs at their sites
Civil + Human Rights and Equity Dept.	Newly-created Community Healing Centers

**Many departments co-locate services and programming.** Co-location allows programs to expand their service offerings and provide more resources in a centralized location for easier access. For example, the EWDD's YouthSource Centers<sup>20</sup> and the CIFD's FamilySource Centers partner with the LAUSD to provide Pupil Services and Attendance counselors who reconnect youth to school and provide educational support.

**City departments use their properties as hubs for resources and programs far beyond their given scope.** For example, during the height of the COVID-19 pandemic, many parks and libraries opened their doors and served as school hubs for youth who needed a place to learn virtually. Staff also provided navigation and resource support to patrons experiencing homelessness or various crises. These City spaces have a huge impact in their direct communities and have impact well beyond their primarily intended purpose.

**Movement to increase diversity, representation, and program inclusivity has resulted in youth-centered design and program implementation through an equity lens.** Many departments are pushing to diversify their programming in order to provide culturally appropriate offerings and to reach specific underserved groups. Also, youth-centered programming is being planned and executed through an equity lens. For example, the Board of Public Works created a youth recruitment program that supports upcoming Black engineers with internships by partnering with HBCUs.

*"Park employees have to be counselors, social service providers, and systems navigators to get families connected to the resources they need. But, there are professionals who do this and are really good at it. I'm winging it. While also trying to provide recreation for seniors and preschoolers too. Yet parks employees end up becoming the catch-all. We're not trained in that."*

- City of LA staff member

# CITY CHALLENGES

As reported by the Task Force, Catalyst CA (formerly Advancement Project), LA City Controller's Report, LA City CAO/CLA Youth Program Survey 2019, and various other reports, there are multiple challenges in the way the City currently provides youth development services, many of which create inefficiencies and a duplication of efforts.

**Lack of Citywide youth development priorities and strategies to achieve them collectively.** Over 26 different City departments provide youth development services across the City; however, they are designed and provided in silos with no shared vision, overarching priorities, or collaborative strategies to address existing challenges.<sup>23</sup> As stated in the January 2021 Executive Task Force on Youth Development report, "Youth development has not been prioritized in City budgeting and policy initiatives... (The City) offers youth programs haphazardly in many of its City's departments as part of a well-intentioned attempt to create opportunities for youth in the City. Most of these efforts are not strategic or based on metrics, but result from funding opportunities from the federal, state, and County government with specific predetermined activities and outcomes."<sup>5</sup>

**Lack of shared data and youth outcomes prevents impact assessment and improvement.** The data that is currently collected about youth programs is dictated by grant metrics, funding sources, and department staff, rather than aligned to a Citywide vision and strategic priorities.<sup>5</sup> Further, many data sources are siloed, inaccessible via public means, and unable to be disaggregated by Council District. Due to this, the City does not have infrastructure in place to track existing availability and quantity of youth programs, the impact of those programs, or the return on investment of finite funds.<sup>23</sup> Lack of basic data about the number of youth served and demographics of those youth also prevents the City from evaluating if youth have equitable access to programming or if disparities exist across race, circumstance, or geographic region.

- **Lack of current and disaggregated data about the state of youth in the City** prevents policy makers from making decisions based on regional need, such as by Council District, zip code, or sub population.
- **Inability to track youth participation across the City's various departments** prevents streamlined service provision and effective program transition. It also reduces opportunities for shared funding opportunities as service provision across programs cannot currently be demonstrated.

**Disparities in resource allocation and program locations across the City.** There are many training programs, after-school programs, leadership programs, and other opportunities, but they are not equally distributed across the City nor distributed based on need.<sup>50</sup> Thus, some youth have access to more opportunities than others. Better data collection can address these disparities.

**Lack of institutionalized partnerships reduces efficacy.** Multiple City departments and various sites within departments spend time building partnerships with the same entities rather than developing partnerships at a Citywide level. This results in individual relationships that are not institutionalized and are not as impactful as they could be. For example, multiple City contractors are looking for employer partners and they often negate each other's efforts or miss opportunities for economies of scale and larger partnerships by not collaborating.

- **Various contract and MOU processes and forms complicate partnership development.** Multiple City departments contract outside partners and most have developed their own unique minimum requirements, processes, and forms. This leads to a process that is extremely onerous to navigate for smaller CBOs with limited financial resources. Further, the City expends immense financial resources developing and tracking the myriad of unaligned processes.
- **Lack of digitization and data sharing creates administrative burden for City contractors and departments.** Contractors face a significant administrative burden that is compounded by duplicative processes as they obtain more contracts. Many contractors also have to fill out County paperwork as certain disconnected populations (Foster Youth, those experiencing homelessness) mandate additional County reporting. While accurate data reporting is certainly necessary, the lack of streamlined processes detracts from time that could be spent on direct service provision. This is exacerbated if forms are not digitized.

**Uneven program standards and inconsistent systems.** The City does not have a uniform definition of what constitutes a youth development program.<sup>50</sup> Further, there is limited use of evidence-based programs,<sup>23</sup> minimal uniformity in required training for staff providing youth services, and a lack of youth development framework

to inform program design, etc. The absence of standardization and consistent system protocols creates a disjointed system that is difficult for staff and youth to navigate, while the lack of program design and implementation rooted in evidence-based practices prevents impact that could otherwise be achieved.<sup>5</sup>

- **Lack of uniform youth development framework to inform program design** leads to investment in and implementation of practices that have not been adequately researched and results in disparate outcomes and varying experiences for youth across programs.
- **Lack of clearly delineated categories of youth development** prevents collective focus on highest-leverage strategies and practices to ensure youth receive programs and services that truly meet their needs.
- **Lack of uniform youth development training for staff** prevents adults from obtaining the skills necessary to support youth from diverse identities and backgrounds and leaves youth feeling uncertain about expectations for service and support. This uncertainty and inconsistency can serve as a barrier to youth seeking and receiving the resources they need.

**Youth services are not centralized and are difficult to find and navigate.** No City entity has the universal knowledge needed to help youth and/or service staff navigate existing resources. Department staff, Field Deputies, and City contractors do not understand the Citywide youth development program ecosystem or where to go for what, so they inadvertently duplicate efforts and often miss opportunities to connect youth to other programs within the City's own network of services.<sup>23</sup> Most importantly, youth do not know how to access services.

- **There is no "one-stop-shop"** where youth or adults who are trying to support them can find out what opportunities and resources are available.<sup>23</sup>
- **Lack of centralized information and comprehensive program marketing across departments.** Many departments do not effectively market the plethora of programs they provide. Further, City departments do not collaborate to market regional or neighborhood-based programs.
- **Restrictive enrollment requirements prevent participation.** Many youth development programs have restrictive enrollment requirements that only serve youth who are achieving "very well" or who are "very in-need." Restrictive requirements such as these create a barrier and a missed opportunity to engage a disconnected youth in something they are interested in. Other programs prevent in-need students from participating because they are not "at-risk-enough" based on an intake assessment that may be flawed due to youth not being comfortable self-reporting challenges to an adult that they do not yet know or trust.
- **Lack of a centralized, streamlined recruitment and application process** to connect youth interns and employees to City Jobs requires youth to apply multiple times for positions within the City. Every Council District, department, and program does their own recruitment and has different processes for applying.
- **Lack of a streamlined program enrollment process and requirements** prevents youth from accessing all of the programs that they may benefit from or are eligible for. Youth often have to go to multiple sites and fill out duplicative and often invasive forms to attain services from different departments.

*"While people are watching kids play baseball on the Recs and Park field, no one is talking to the people in the bleachers about what is provided right there in the park! That is a huge missed opportunity"*

- City of LA staff member

**Minimal support or protocols for transition across City youth programs prevent the creation of a holistic youth development ecosystem.** Most City programs do not connect a youth to the next opportunity when they complete/graduate a program or experience. This is often due to a lack of knowledge about what other programs and opportunities exist and a lack of collaborative, proactive planning by departments.<sup>50</sup>

*"Youth want to learn about opportunities to grow and be engaged; not only is it vital to have opportunities like this but it's also important to make youth aware of them."*

- 16-year-old female, CD 9

- Relationships built with youth are not maintained. Youth who participate in programs build trusting relationships with service providers, but there is little to no departmental capacity or collective Citywide effort to maintain the trusted messenger relationship when services end.
- There are unclear transitions from youth to adult programs for youth aged 18-24. Furthermore, the overlap in youth and adult program ages confuses youth.

# YOUTH DEVELOPMENT INITIATIVES AND COLLABORATIVES

There are many existing youth development collaboratives and initiatives in the City of Los Angeles that advocate for programs, collaborate to improve service provision for specific groups such as TAY, or convene mission-aligned organizations to enhance their collective ability to better serve youth. Most of these groups were interviewed during the stakeholder engagement process of this Citywide Plan, while others participated in focus groups, community meetings, or forums. The City will continue to strengthen its partnerships with the following groups, as well as with other key youth development coalitions & initiatives across Los Angeles.

**Bold Vision.** Bold Vision is a, “multi-year initiative that aims to transform systems within LA County to ensure that youth of color thrive and meet their fullest potential.”<sup>51</sup> Led by Catalyst CA (formerly Advancement Project California), this group of 13 core partners led a stakeholder engagement process that garnered feedback from over 100 organizations. The goal of this process was to inform collective impact efforts across LA County in four key areas: Positive Youth Development, Built Environment, Youth Power, and System Impact. A primary Bold Vision recommendation is to create a “youth thriving indicator” based on a countywide youth survey conducted every 3 years.

**Brothers, Sons, Selves.** Brothers, Sons, Selves (BSS) Coalition is convened by InnerCity Struggle and is a coalition of community-based organizations across Los Angeles and Long Beach whose mission is to end the criminalization of young boys/boys and men of color by creating and influencing public policy that invests in young people and their future.<sup>52</sup>

**ExpandLA (Expanded Learning Alliance).** ExpandLA is a collaborative incubated by the Mayor’s Fund for LA that is focused on expanding equitable access to out-of-school time and enrichment programs through the coordination of existing entities and providers. The organization aims to address the barriers and challenges in access to out-of-school programs for children, particularly those from historically marginalized communities.<sup>53</sup>

**Invest in Youth Coalition.** The Invest in Youth Coalition is convened by Legacy LA and includes members from 37 organizations across LA. The Coalition was pivotal in advocating for the creation of the YDD, ultimately fulfilling its mission, “to create a City department that equitably distributes funds, analyzes data, leads coordination with key public agencies and secures public funds.”<sup>54</sup> After garnering support to establish a Task Force and coordinating across government and community organizations, the Coalition supported community engagement efforts and provided iterative feedback throughout the creation of the 3-year strategic plan for youth development in the City of Los Angeles.

**LA Compact.** The LA Compact exists, “to convene education, workforce, government, business, and labor stakeholders to address inequities in education and the workforce.”<sup>55</sup> UNITE-LA convenes the collaborative’s 23 signatories and coordinates efforts around education and workforce development in Los Angeles.

**LA Opportunity Youth Collaborative (OYC).** The OYC is convened by the Alliance for Children’s Rights. This collaborative of 49 partners focuses on ensuring more equitable outcomes for Transition Age Youth (TAY) by, “building multi-sector partnerships to improve education and employment outcomes for transition age foster youth to thrive.”<sup>56</sup>

**LA Youth Uprising.** LA Youth Uprising exists to, “dismantle the racist juvenile justice system and divert its resources towards holistic models of youth development.”<sup>57</sup> The coalition is led by Children’s Defense Fund and Urban Peace Institute and convenes 16 partners across LA.

**Ready to RISE (2019-2022).** Ready to RISE is an effort of the California Community Foundation (CCF) to, “expand opportunities and resources for programs that provide youth development and enrichment services focused on diversion and prevention.”<sup>58</sup> CCF convenes and supports a cohort of 49 CBOs to build their capacity to serve youth across LA and address systemic challenges.



## XIII. APPRECIATION

We want to thank the hundreds of individuals who helped shape the City of LA's inaugural Citywide Strategic Plan for Youth Development. In particular, we are appreciative of the ongoing investment of time and engagement from the following partners:

- **Young people** across the City who courageously shared their hopes, concerns, questions, and ideas in listening sessions, focus groups, and in the Youth Survey.
- **Olivia E. Mitchell Youth Council Members** who reflected on the needs that their peers elevated, deliberated priorities, and asserted the importance of elevating youth voice in crafting solutions.
- **The City's Executive Task Force on Youth Development** who laid the foundation and vision to make this Plan and the Youth Development Department possible.
- **The Invest in Youth Coalition** who organized for over a decade to put youth needs at the center of policymaking in Los Angeles and served as consistent thought partners during the strategic planning process.
- **Leaders from youth-serving CBOs** who offered their insights and inspiring examples and reciprocated a commitment to collaboration to make the ideas in this Citywide Plan a reality.
- **City staff members** who reaffirmed their commitment to continuous improvement and shared their struggles, lessons, and ideas for how to more effectively serve Los Angeles youth.
- **Elected Officials** who championed various elements of this Citywide Plan and committed to make Los Angeles a thriving center for all youth.
- **Partners at educational institutions and public agencies** who enhanced our understanding of the needs and aspirations Los Angeles youth have and demonstrated an enthusiasm and readiness to partner to tackle key challenges.
- **Funders and subject-matter experts** who directed us to promising best practices, served as thought partners, and demonstrated that they are invested in the plan's success.

Realizing the **collective vision** for youth development will require continued collaboration across stakeholders and a persistent commitment to listen and learn together.



# APPENDICES



## APPENDIX A: ABBREVIATIONS & ACRONYM REFERENCE LIST

- **BPW** – Board of Public Works (City of LA)
- **CAO** – Office of City Administrative Officer
- **CBO** – Community-Based-Organization
- **CD** – Council District (City of LA)
- **CIFD** – Community Investment for Families Department (City of LA)
- **CLA** – Chief Legislative Analyst
- **DCA** – Department of Cultural Affairs Works (City of LA)
- **DMH** – Department of Mental Health (LA County)
- **DPH** – Department of Public Health (LA County)
- **DYD** – Department of Youth Development (LA County)
- **GIS** – Geographic Information Systems
- **EWDD** – Economic and Workforce Development Department
- **FAFSA** – Free Application for Federal Student Aid
- **HACLA** – Housing Authority of the City of Los Angeles
- **HBCU** – Historically Black Colleges and Universities
- **HUD** – (United States Department of) Housing and Urban Development
- **LACOE** – Los Angeles County Office of Education
- **LAFD** – Los Angeles Fire Department
- **LAHSA** – Los Angeles Housing Services Authority
- **LAP3/P3** – Los Angeles Performance Pilot Partnership
- **LAPD** – Los Angeles Police Department
- **LAPL** – Los Angeles Public Library
- **LAUSD** – Los Angeles Unified School District
- **LGBTQ+** – Lesbian, Gay, Bisexual, Transgender, Queer, and others
- **LMS** – Learning Management System
- **MOU** – Memorandum of Understanding
- **OMYC** – Olivia E. Mitchell Youth Council
- **PYD** – Positive Youth Development
- **RAC** – Resident Advisory Council
- **RAP** – (Department of) Recreation and Parks
- **RFP** – Request for Proposal
- **TAY** – Transition Age Youth / Transitional Age Youth
- **UC/CSU** – University of California/California State University
- **YDD** – Youth Development Department

# APPENDIX B: INTERVIEWEES AND FOCUS GROUP PARTICIPANTS

## Cause IMPACTS Consulting Team

- Jessica Daugherty, Principal
- Danielle Guillen, Senior Impact Analyst
- Christina Sánchez, Senior Consultant
- Kari Croft, Senior Research and Policy Analyst

## City of Los Angeles Youth Development Department

- Lisa Salazar, General Manager
- Ramon Covarrubias, Senior Project Coordinator
- Aksel Palacios, Community Affairs Advocate
- Michael Bouvet, Senior Management Analyst I
- Karen Estrella, Senior Management Analyst I
- Bindu Kannan, Senior Management Analyst I
- Sheldon Cruz, Director of Strategic Partnerships and Government Affairs
- Monica Molina, Human Relations Advocate
- Tamar Fowler, Management Analyst
- Blaire Bradley, Management Analyst
- LaToya Martin, Management Analyst
- Erica Harris, Management Analyst
- Karen Arevalo, Management Analyst
- Jasmin Chicas, Project Coordinator
- Justine Duarte, Administrative and Training Coordinator
- Norman Castillo, LA City Pathways Fellow

## Olivia E. Mitchell Youth Council

- Miriam Torres Sanchez, Council District 1
- Naydelin Chimil, Council District 1
- Ava Boris, Council District 2
- Zaid Diaz-Arias, Council District 2
- Batul Saifee, Council District 3
- Lalitha Dhyaram, Council District 3
- Giordana Zavolta, Council District 4
- Harley Zepeda, Council District 4
- Genevieve Chin, Council District 5
- Sasha Prakir, Council District 5
- Kimberly Perez Solis, Council District 6
- Victoria Virgen, Council District 7
- Roberto Lopez, Council District 7
- Monica Rodriguez, Council District 8
- Kimberly Carrillo, Council District 9
- KyMari Love, Council District 9
- Idanesi Ojior, Council District 10
- Asha Goyal, Council District 10
- Luke Gialanella, Council District 11
- Furkan Yalcin, Council District 11
- Abigail Lee, Council District 12
- Nirvan Rayamajhi, Council District 12
- Charlie Cea, Council District 13
- Christine Coe, Council District 13
- Corinna Rivera, Council District 14
- Diana Vicente Santiago, Council District 14
- Daniela Sestich, Council District 15

## Community-Based-Organizations

- **A Place Called Home**, Jewel Delegall, Chief Program Officer
- **All It Takes**, Lori Woodley, Founder & CEO
- **All People's Community Center**, Saundra Bryant, Executive Director, and Deisy Hernandez, Youth Director
- **Anderson Munger Family YMCA**, Nick Vairo, Senior Regional Director and Dianna Segura, volunteer
- **Believe In You**, Mike Ross, Founder & Executive Director
- **California Native Vote Project**, Maya Sanchez, Youth Program Coordinator
- **Children's Institute**, Terry Kim, Director of Government Relations & Advocacy; Larry Woodland, Chief Program Officer; Jonathan Vasquez, Government Relations & Advocacy Assistant
- **Communities in Schools**, Nick Wu, Chief Programs Director
- **Covenant House**, Bill Bedrossian, President & CEO
- **GR818ERS**, Pierre Ivan Arreola, Executive Director
- **Heart of Los Angeles (HOLA)**, Tony Brown, CEO
- **Inner-City Arts**, Shelby Williams-Gonzalez, President & CEO; Colette Williams Alleyne, Chief Education Officer
- **InnerCity Struggle**, Ruby Rivera, Director of Community Organizing
- **LA's BEST**, Amber Martinez, Co-CEO
- **LA LGBT Center**, Monica Mariz, Employment Program Manager for Youth Services; Mandy Litwin, Program Manager for Youth Academy
- **Legacy L.A.**, Araceli Rodriguez, Youth Organizer & Invest In Youth Campaign Lead; Michelle Benavides, Community & Youth Organizing Manager
- **Los Angeles Conservation Corps**, Wendy Butts, CEO
- **New Directions for Youth, Inc.**, Monica Austin-Jackson, Executive Director

- **Pukuu Cultural Community Services**, Pamela Villasenor, Executive Director; Stephanie Barboza, Youth Organizer; Carrie Castro, Program Coordinator; Victor Mendoza, Case Manager
- **Safe Place for Youth**, Percival Pandey, Youth Development Program Manager
- **Social Justice Learning Institute**, Derek Steele, Executive Director; Olatunde Kosoko, Educational Equity Regional Manager; Gabriel Regalado, Youth Justice Organizer; Kevin Lasley, Educational Equity Regional Manager
- **Tia Chucha's**, Michael Centeno, Executive Director
- **United Parents and Students**, Lawrence Foundation, Executive Director and Breanna Christopher, Program Manager

#### City-Contracted Community-Based-Organizations:

##### Work Source Centers

- **Equus Workforce Solutions**, Marcos Serpas, Project Director, Canoga Park-South Valley WorkSource Center
- **Managed Career Solutions**, SPC, Phillip Starr, Executive Director
- **Managed Career Solutions**, SPC, Margo Scoble, Program Director, Hollywood WorkSource Center
- **Managed Career Solutions**, SPC, Jessica Espinoza, Program Manager, Boyle Heights Worksource Center
- **El Proyecto del Barrio, Inc.**, Magdalena Duran, Director, Sun Valley WorkSource Center
- **Watts Labor Community Action Committee**, Elton Blake, Director, Southeast LA WorkSource Center
- **JVS SoCal**, Patty Martinez, Program Manager, West LA WorkSource Center
- **Community Career Development, Inc.**, Rhonda Rose, Workforce Director, Wilshire Metro WorkSource Center
- **Goodwill Industries**, Yessica Sanchez, Program Manager, Pacoima North Valley WorkSource Center
- **Goodwill Industries**, Claudia Aceves, Regional Director, Pacoima North Valley WorkSource Center
- **Goodwill Industries**, Elena Quintana, Program Manager, Northeast LA WorkSource Center
- **Watts/LA WorkSource Center, HACLA**, Kashandra Hall, Senior Community Case Manager
- **Asian American Drug Abuse Program (AADAP)**, Daisy Nakanishi, Director, West Adams WorkSource Center
- **PACE**, Johnson Ng, Director, Pico-Union / DTLA WorkSource Center
- **UAW-LETC**, John Alvarez, Program Manager, South LA WorkSource Center
- **Pacific Gateway Workforce Development Board**, Jowen-Pete Elma, Manager, Harbor Gateway WorkSource Center
- **Pacific Gateway Workforce Development Board**, Eli Romero, Workforce Development Officer, Harbor Gateway WorkSource Center
- **Coalition for Responsible Community Development**, Jahrell Thomas, Chief Program Officer, Vernon Central WorkSource Center

##### Youth Source Centers

- **Brotherhood Crusade**, Leo Cablayan, Director
- **Coalition for Responsible Community Development**, JaVette Pettaway
- **Goodwill**, Alex Martinez, Service Coordinator
- **Goodwill**, Jamie Castillo, Career Services Specialist
- **Optimist Youth Homes & Family Services, Goodwill**, Carmina Mangahas
- **Para Los Niños**, Jorge Orozco, Director
- **Para Los Niños, Central**, Pearl Lomeli, M.Ed., Principal
- **Para Los Niños, East**, Brenda Sillas, Program Manager
- **UCLA CCE/Community Youth Programs**, Carlos Pena
- **UCLA CCE/Community Youth Programs**, Mary Keipp, Director, and Amanda Gonzalez

##### Gang Reduction and Youth Development Program Intervention Providers

- **Advocate 4 Peace & Urban Unity (APUU)**, Zaida "Gaby" Hernandez, Case Manager
- **Alliance for Community Empowerment**, Jessica Hernandez, Director of Prevention and Intervention
- **Chapter T.W.O.**, Jerald Cavitt, Executive Director
- **Community Warriors for Peace**, Tina Padilla, Director

##### Gang Reduction and Youth Development Program Prevention Providers

- **Asian American Drug Abuse Program (AADAP)**, Cristina Aviles, Program Coordinator
- **Asian American Drug Abuse Program (AADAP)**, Jose Esqueda, Director for Youth and Family Programs
- **Asian American Drug Abuse Program (AADAP)**, Ana Ramirez
- **El Centro del Pueblo**, Chrystal Álvarez, Program Director
- **El Centro del Pueblo**, Johanna Renteria, Program Director
- **El Nido Family Centers**, Ricardo Hernández, Program Director
- **Watts Labor Community Action Committee**, Esmeralda Melara, Director

#### Coalitions and Collaboratives

- **L.A. Compact**, Carrie Lemmon, Vice President of Systems Change Strategy
- **Opportunity Youth Collaborative**, Lauri Collier, Director
- **Brothers Sons Selves**, Alejandro Banuelos, Youth Campaign Coordinator; Jedi Jimenez, Administrative Assistant
- **Expand LA**, Lou Calanche, Executive Director
- **LA Youth Uprising**, Olivia Shields, Senior Policy Associate at Urban Peace Institute; Milinda Kakani, Director of Youth Justice Policy at Children's Defense Fund - California
- **Ready to Rise**, Jai Phillips, Senior Program Officer of Youth Development at California Community Foundation
- **Bold Vision**, Matt Trujillo, Associate Director of Strategic Initiatives at Catalyst California
- **LA Chamber**, Andrea Nunn, Senior Vice President of Entrepreneurship & Innovation
- **Invest in Youth Coalition**, Araceli Rodriguez, Youth Organizer & Invest In Youth Campaign Lead; Michelle Benavides, Community & Youth Organizing Manager

#### City of Los Angeles Departments

- **Animal Services Department**
  - Juan Antonio Rivera
- **City Attorney's Office**
  - Erika Sandoval
  - Nicole Carcel
  - Camilo Cruz
- **Community Investments for Families Department (CIFD)**
  - Abigail Marquez, General Manager

- Olivia Mitchell, Assistant Chief Grants Administrator
- Jacqueline Rodriguez
- **Department of Cultural Affairs**
  - Daniel Tarica, General Manager
  - Rosie Lee Hooks, Director of the Watts Tower Arts Center
- **Department on Disability**
  - Dahlia Ferlito
- **Department of Recreation and Parks**
  - Edna Degollado, Project Coordinator
  - Deanne Dedmon, Superintendent of Pacific Region
  - Anita Meacham, Superintendent of Metro Region
  - Brenda Aguirre, Superintendent of Aquatics Division
  - Chinyere Stoneham, Superintendent of Valley Region
  - Sonya Young Jimenez, Superintendent of West & Venice Region
  - Trish Delgado, Expo Center
- **Department of Transportation**
  - Aron Thompson, Management Analyst
- **Economic Workforce and Development Board**
  - Gerardo Ruvalcaba, Assistant General Manager
  - Makeda Vela, Youth Source Center Director
  - Donny Brooks, Assistant Chief Grants Administrator
  - Chang Kim
  - Sarai Molina, Sr. Project Coordinator
  - Bryson Gauff
- **Housing Authority of the City of L.A.**
  - Jennifer Thomas, Assistant Director, Housing Authority of the City of Los Angeles
- **LA City Board of Public Works**
  - Fernando Campos, Executive Officer
  - Devon Zatorski, Principal Project Coordinator
  - Gabriel Gutierrez, Homelessness Service Coordinator
  - Norman Tanada, Senior Management Analyst
  - Kevin Gresham, Senior Management Analyst
- **Los Angeles Public Library (LAPL)**
  - Kelly Tyler, Principal Librarian & Associate Director of Youth Services
  - Candice Mack
  - Joanna Fabicon
- **Los Angeles Police Department**
  - Commander Billy Brockway, Office of Operations, Homeless Coordination
  - Sergeant Luq Watkins, Public Engagement Section
  - Joel Lopez
- **LA Zoo**
  - Jess Kohring
- **Personnel**
  - Vincent Cordero, Chief Personnel Analyst
  - Nicole Bawa, ED Personnel Department
  - Grayce Liu, City Engagement Officer

#### City of Los Angeles Elected Offices

- **Mayor's Office**
  - Deputy Mayor Brenda Shockley
  - Ozzie Lopez, Director City Pathways, LA College Promise Works
  - Jessica Oleta, Gang Reduction and Youth Development, Asst. Director
  - Lucy Rojas, Community Engagement Program Coordinator
- **Council District 2, CM Paul Krekorian's Office:** Tiffany Zeytounian, Field Deputy & Morgan Sutton, Policy Deputy
- **Council District 3, CM Bob Blumenfield's Office:** Mirna Esquivel, Caseworker & Field Deputy, & Kekelo Gbewonyo, Caseworker
- **Council District 4, CM Nithya Raman's Office:** Alexandria Naseef, Community Education Coordinator
- **Council District 5, Former Rep. Paul Koretz's Office:** Monica Molina, Communications Deputy and Schools Liaison
- **Council District 6 Office:** Kiana Taheri, Senior Legislative Deputy
- **Council District 7, CM Monica Rodriguez's Office:** Anissa Raja, Planning Deputy
- **Council District 8, CM Marqueece Harris-Dawson's Office:** Maurice Johnson, Legislative Deputy
- **Council District 9, CM Curren Price's Office:** Genevieve Arce, Legislative Deputy & Nora Gutierrez, Senior Field Deputy
- **Council District 11, Former CM Mike Bonin's Office:** Noah Fleishman, District Director
- **Council District 12, CM John Lee's Office:** Ron Rubine, Special Advisor
- **Council District 13, CM Hugo Soto-Martinez's Office:** Sachin Medhekar, Senior Policy Deputy
- **Council District 13, Former CM Mitch O'Farrell's Office:** Hector Vega, Deputy District Director & Aemon Viens, Legislative Deputy
- **Council District 15, Former CM Joe Buscaino's Office:** Ashley Lozada, Watts Field Deputy & Gabby Medina, District Director

#### Research Institutions and Subject Matter Experts

- **Funding the Next Generation,** Margaret Brodtkin
- **New Ways to Work,** Robert Sainz
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- **David Crippens,** Chair, Los Angeles City Workforce Development Board Youth Council
- **Harlem Children's Zone,** Troy Smith, Senior Managing Director of Programs
- **Level Fields Consulting,** Llesenis Soto, Nicole Fields
- **Measure of America,** Vikki Lassiter, Partnerships Specialist and Alex Powers, Program Manager
- **Search Institute,** Ben Houlberg, President & CEO and Mary Shrader, Manager of Strategic Partnerships

## Funders

- **Ballmer Group**, Nina Revoyr, Los Angeles Executive Director
- **California Community Foundation**, Valerie Cuevas, Director, Education & Jai Phillips, Senior Program Officer of Youth Development
- **Goldhirsch Foundation**, LeAnn Kelch Melendez, Social Innovation Manager
- **Mayor's Fund for Los Angeles**, Deidre Lind, President & C.E.O.
- **Snap Foundation**, Adele Lee, Program Manager
- **The Eli and Edythe Broad Foundation**, Erica Lim, Senior Program Officer, Skills for a New Economy & Porsha Cropper, Senior Program Officer, Pathways to Good Jobs

## Other Municipalities

- **Long Beach Office of Youth Development**
  - Sherlyn Beatty, Youth Development Program Manager
  - David McGill-Soriano, Youth Development Coordinator
  - Abraham Gudino-Manzo, Youth Ambassador
- **San Francisco Department of Children and Families**
  - Dr. Maria Su, Executive Director
  - Aumijo Gomez, Deputy Director of Strategic Initiatives
  - Rebecca Corteza, Executive Assistant

## Los Angeles County Departments and Commissions

- **Department of Public Health Youth Advisory Council**
  - Pamina Bagchi, Health Program Analyst, Positive Youth Development Initiative
  - Kevin Donovan, Staff Analyst for Maternal, Child and Adolescent Health
- **Department of Child and Family Services**
  - Brandon Nichols, Director
- **Department of Economic Opportunity**
  - Kelly LoBianco, Executive Director, Economic and Workforce Development
  - Irene Pelayo, Program Manager, Workforce Development
  - Kristina Meza, Assistant Director, Workforce Development
- **Department of Youth Development**
  - Marianna Hernandez, Youth Development Program Manager
  - Sahar Moheize
- **Department of Mental Health and L.A. Suicide Prevention Network**
  - Tracie Andrews, Mental Health Clinical Supervisor
  - Dr. Daisy Gomez, Training Manager, UCLA Prevention Center of Excellence
  - Elisabeth Nails, Program Manager, Creative Wellbeing, LA County Department of Arts and Culture
  - Franklin Romero, Psychiatric Social Worker
- **L.A. County Youth Commission**
  - Tiara Summers, Executive Director

## Educational Entities

- **Los Angeles County Office of Education Community Schools Division**
  - Dr. Michelle Castelo Alferes, Director III, Community Schools
  - Dr. Selena Barahas-Ledesma, Coordinator, Community Schools
- **Los Angeles Unified School District**
  - Cora Watkins, Director, Community Schools Initiative
  - Martha Alvarez, Chief of Legislative Affairs and Governmental Relations

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