



Recruitment and Engagement for Out-of-School Youth

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[CLASP](#) seeks to improve the lives of low-income people. We develop and advocate for federal, state and local policies to strengthen families and create pathways to education and work. CLASP's youth policy work aims to advance policy and practice that will improve the education, employment, and life outcomes for youth in communities of high youth distress.



Kate O'Sullivan, Interim Policy Director, NYEC. Kate O'Sullivan serves as Interim Policy Director of the National Youth Employment Coalition (NYEC), a founding member of the Campaign for Youth. NYEC is a network of practitioners, policy makers, researchers, funders and other organizations dedicated to effective preparation of youth for work and life. Kate has 20 years of experience in connecting young adults to work, education, and developmental opportunities. She has worked at the national and local levels on policy and programming, overseeing initiatives related to best practice, design, assessment, capacity building, and collective impact.



Lori Strumpf, President, Strumpf Associates. Lori Strumpf has over thirty years in the field of organizational development and change management. SA works nationwide as an organizational change consultant, helping public institutions and multi-agency initiatives incorporate, merge, develop boards, and transform organizations to quality managed workplaces. SA provides technical assistance on how to design and implement quality youth and adult programs that move individuals into training, post secondary education and jobs. In addition to her ongoing consulting work, she currently serves as the Project Director for the @LIKE project funded by the U.S Department of Labor in Riverside, San Bernardino, and Imperial Counties in CA.

Agenda

- Welcome and Introductions
- WIOA Highlights
- The National Youth Employment Coalition and Overview of Recruitment and Engagement
- The @LIKE Program and Innovative Strategies to Serving Young Adults
- Open Discussion (Q&A)

Workforce Innovation and Opportunity Act

- Passed with wide bipartisan majority in Congress
 - Senate voted 93-5; House voted 415-6
- WIOA was signed into law by President Obama on July 22, 2014
 - Many provisions take effect July 1, 2015; others July 1, 2016
- First reauthorization of national workforce programs in 16 years
 - Updates the law for changes in the economy
 - Emphasizes newer, proven strategies in workforce development

WIOA Expands and Improves Services to Disadvantaged Youth

- **75%** of Youth funds required to be spent on out-of-school youth
- New **16-24** age range for out-of-school youth eligibility
- Requires at least **20 percent** of Youth Formula Funds be spent on paid and unpaid work experiences (including Summer Jobs programs)
- Adds youth “living in a high-poverty area” to the low-income criterion for youth activities
- In-school youth eligibility includes low-income individuals ages 14 to 21 *who are English language learners and those who have a disability*
- Encourages Career Pathways for adults and youth

Out-of-School Youth Definition

WIA	WIOA
<p>OUT-OF-SCHOOL YOUTH.—The term “out-of-school youth” means—</p> <p>(A) an eligible youth who is a school dropout; or</p> <p>(B) an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.</p>	<p>The term “out-of-school youth” means an individual who is—</p> <p>(i) not attending any school (as defined under State law);</p> <p>(ii) <i>not younger than age 16 or older than age 24</i>; and</p> <p>(iii) one or more of the following:</p> <p>(I) A school dropout.</p> <p>(II) A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.</p> <p>(III) A recipient of a secondary school diploma or its recognized equivalent who is a <i>low-income individual</i> and is— (aa) basic skills deficient; or (bb) an English language learner.</p> <p>(IV) An individual who is subject to the juvenile or adult justice system.</p>

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Recruitment & Engagement

- NYEC/NAWB survey: recruitment of out-of-school youth identified as top challenge going into WIOA
- Shift from in-school to out-of-school, out-of-work youth (“disconnected” or “opportunity” youth)
- Increased age range to include 22-24 year olds
- Not just recruitment, but engagement

@LIKE

- Featured in recent American Youth Policy Forum blog series:
- <http://www.aypf.org/college-and-career-readiness/got-jobs-some-positive-news-on-helping-young-adults-get-good-jobs-part-i-2/>
- <http://www.aypf.org/college-and-career-readiness/got-jobs-like-young-adult-voices-part-iii/>

@LIKE

- Funded by USDOL, Workforce Innovation Fund
- Testing ground for approaches that its operating jurisdictions hope to incorporate under WIOA
- Lessons re: recruitment and engagement, including differences in working with older out-of-school youth

Recruitment and Engagement for Out of School Young People

INNOVATIVE STRATEGIES TO SERVING YOUNG ADULTS

What Is @LIKE?

- A Workforce Innovation Fund initiative funded by the U.S. Department of Labor
- Program is in operation across three unique counties in Southern California: Imperial, Riverside, and San Bernardino
- The Linking Innovation, Knowledge, and Employment (@LIKE) Program serves young adults ages 18 to 24 who are disconnected from work and school and are less likely to succeed later in life which increases the likelihood of being permanently disenfranchised, poor, and dependent on social service subsidies
- @LIKE is designed to:
 - **Test strategies** to reconnect young adults to educational opportunities, employment, and community
 - Focus on socio-psychological elements of resiliency and self efficacy through life coaching along with more traditional employment and education services at a more intensive level than in traditional WIA programs

Timeline

- U.S. DOL awarded contract for \$6m; contract began July 2012
- Three counties, over 20 organizational partners, and 9 delivery sites began planning
- First young adults enrolled in January 2013
- As of October 2014 – 664 young adults enrolled with over 50% in the 22-24 older youth age category

Innovations

- Working with this population in and of itself is noteworthy
- Focuses on:
 - LIFE COACHING versus only case management
 - Helping young adults learn to be resilient and to find confidence (self efficacy)
 - Connection to post secondary and industry-based certifications
- Increasing the intensity of service as opposed to traditional programs (WIA)
 - Through number of professions delivering a ‘wrap around’ service
 - Through length of time in program
 - Through service options available.

Key Performance Indicators: To Be Accomplished by Program End

- The following KPIs are displayed on the Quarterly and Annual Dashboard:
 - Enrollment
 - Target 675; Achieved 664
 - Serving Older Disconnected Young Adults, Ages 22 to 24
 - 60%
 - Complete Career Awareness Component
 - 90%
 - Complete GED or High School Diploma within two years
 - 60% of those enrolled without credential
 - Enter Paid Internship
 - 80%
 - Enter Unsubsidized Employment
 - 65%

KPIs Continued

- Enter Vocational Training or College
 - 50%
- National Career Readiness Certificate (NCRC) Attainment
 - 100%
- Participant Retention
 - 85%
- Improve Basic Skills by Two Education Levels within One Year
 - 75%
- Employers Report Satisfaction/Expectations Exceeded
 - 100%
- Young Adults Report Satisfaction/Expectations Exceeded
 - 100%

Progress and Successes To Date

- Streamlined the enrollment process so that young adults enter the program immediately
- Created a common approach to marketing the program
- Created an Advisory Council made up of young adults
- Engaged young adults on the Steering Committee
- Professionalized the field with trained Life Coaches
- Created an integrated data management and analysis system
- Continue to receive high levels of young adult customer satisfaction
- Created an electronic communication system using SharePoint
- Ensuring common systems and processes across the counties and in 9 delivery sites
- Created a planned approach to sustainability.
- First of the 26 WIF Grantees to be monitored by U.S. DOL, with no findings or corrective action required.

Key Challenges

- Leaving behind a WIA mentality in terms of procedures and practices
- Recruiting 22 to 24 year olds
- Maintaining an active Advisory Council in each county
- Engaging employers
- Developing deep understanding of how to use the results of the resiliency and self efficacy assessments
- Developing an appreciation among all sites of the value of the Career Readiness Certificate (CRC)
- Creating robust partnerships with community colleges in all sites
- Creating true career pathways from @LIKE to post secondary education and training
- Maintaining consistency across all 3 regions and service delivery sites
- Frequent staff turnover resulting in lost program and process knowledge gained thru experience
- Staying focused on two prongs:
 1. Operational - running the program in an innovative fashion
 2. Big Picture - conducting an evaluation and contributing to the field of knowledge and professional practice

2 Areas of Focus for Today

- Recruitment
- Engagement
 - Streamlining the ‘front end’ as an immediate engagement strategy
 - Life Coaching and Assessment

Recruitment: What Works Best

- Boots on the ground
- Word of mouth
- Referrals from certain partners

Recruitment: Boots on the Ground

- Go to places where young adults hang out and recruit one-on-one
 - Skate parks
 - Convenience stores
 - Tattoo parlors
 - GameStop stores
- Go door to door in neighborhoods to reach couch surfers

Recruitment: Word of Mouth

- Use young adults who have enrolled in the program to refer relatives or friends
 - Offer a referral stipend (Subway gift card or \$25 stipend)

Recruitment: Referrals from Partners

- Parole/Probation Officers
- Community Resource Officers
- Local Pastors
- Housing Authorities

Recruitment: Other Successes

- Press releases (or newspaper articles featuring success stories)
 - Parents and grandparents respond
- Mass emails to partner agencies asking if employees have family members who can benefit from the program
- Advertising in weekly classified ad papers (Pennysaver) - target by zip code

Keeping Older Youth Engaged

- Help them find a job first (likely they have family responsibilities)
- Develop a sustained connection to a trained life coach
 - Life coach on the basketball court; Starbucks
 - As trust is established, they are more willing to engage in educational activities
- Stipends - earn points and dollars for achievements (GED, industry-recognized certificate, college enrollment etc.)

Engagement: Expect Cycling In and Out

- They disappear for periods of time
- Text, email, post on Instagram, Facebook and Twitter, make home visits and let them know they are welcome back
- Invite relatives to social gatherings and ask them to encourage the youth to return
- Have a toolkit for re-engagement
 - Referrals to partners for mental health counseling, substance abuse treatment, assistance with housing

Summary: Key Lessons Learned to Date

- The capacity to formally assess for learning disabilities is an important program component. Research shows that as many as 60% of the 1.6 million young adults categorized as 'disconnected' may have some type of disability.
- The young adults have connected to the Life Coach in ways that they may not to a case manager. The initial design of having a person who is a trained Life Coach and a different person who is the case manager is less confusing for both staff and the young adult.
- Flexibility in being able to keep young adults for longer periods is a must.
- Streamlined eligibility and intake process helps to engage those who are already disconnected.
- Finding disconnected youth aged 22 to 24 takes time and requires a one on one approach.
- Programs for the older population must look different than what is designed for 16 to 18 year olds. Focus on work and life circumstances and gaining financial stability. Building program and staff capacity to use these as a means to an end – the end is not the first job, rather the end is an industry recognized credential so that the young adult will be able to attain family sustaining wages over time.

Contact

- For more information, please contact:

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Hear from the Young Adults – Watch our 5 minute video at:

<https://www.facebook.com/atlike4u>

Questions?

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