

Project/Program Profile

Name of Project/Program: South LA YouthBuild

Organization: Coalition for Responsible Community Development (CRCD)

Location of Project/Program: 3101 S. Grand Avenue, Los Angeles, CA 90007

Year Project Completed/Program Began Operation: 2009

Funding Sources: Public and private funding, including U.S. Department of Labor, YouthBuild USA, and foundations like JPMorgan Chase Foundation

Populations Served: Primarily young low-income residents between the ages of 16 to 24 within 6 or 7 zip codes in South East Los Angeles

Number of People Served: 30 per year

Number of Staff: 11 - 1 youth advocates, 1 career placement coordinator, 1 construction instructor, 1 administrator, 6 high school teachers

Total Cost of Development/Operation: \$15,000 to \$18,000 per youth

Partners: Los Angeles Trade Technical College, YouthBuild Charter School of California

Services Provided: Provides low-income youth with education towards completion of a high school diploma as well as construction training. Teaches construction skills and trains them for a Pre-Apprenticeship Certificate.

SERVICES: Employment Training

(Italicized portions offer further explanation. If the standard is not fulfilled by the project, it is noted in the italicized explanation. Crossed-out portions are not applicable.)

Level 1: Program Feasibility Assessment

These basic criteria determine the feasibility of an employment training program. The focus is on the organizational and financial readiness of the program.

1. NEED

a. Community Need

i. There is high unemployment and/or underemployment.

1. *According to the CRCDC 2007 Strategic plan, CRCDC partners chose to “work in this area because it has the most need and lacks services, especially for young people. With more than fifty-five different street gangs in the area, young people have few alternatives and are drawn into that lifestyle at an early age.”*
2. *Unemployment has risen from 9.6% in 2007 to 20.7% in 2009 in the target area.*

b. Market Study/Needs Analysis

i. The market study confirms the need for, and viability of the program.

1. There are no other employment training programs in the area that can work with the target population.
 - a. *There are no other employment training programs in the area that provide intensive case management and long-term services to the target population.*
2. There is enough demand for services and sources of funding to support the program.

ii. The market study informs the organization about demographics of the area, competition, and barriers to entry.

1. *CRCDC’s service area includes the Vernon-Central neighborhood of South Los Angeles and surrounding South Los Angeles communities. These communities have gained more than 72,500 residents between 2000 and 2005. The communities are composed of both an aging population and a youthful community with more than half of the residents under the age of 25. More than half of the residents entering the ninth grade do not graduate high school. The vast majority of the population is Latino (77%), 14% are African American, 4% are non-Hispanic white, and 3% are Asian/Pacific Islander.*

c. Local Support

- i. The beneficiaries of the program support the program.
- ii. Neighbors and local community members support the program.
- iii. The program is in alignment with local city, county, state and/or federal development goal(s)

2. ORGANIZATIONAL READINESS

a. The organization is willing and able to do the program.

- i. *CRCDC is committed to youth and workforce development. Over 146 jobs were created in 2010 for youth and young adults through its workforce development programs, including South LA YouthBuild and others.*

b. The program is in alignment with the mission of the organization.

- i. *CRCDC's mission is to "sustain, coordinate and improve local planning, development and community services that address the needs of low-income and working-class residents and small businesses in South Los Angeles."*
 - ii. *South LA YouthBuild aligns with the mission because it provides low-income youth with workforce development services to address their need for employment.*
 - c. The Board of Directors embraces a CED strategy and/or embraces the program as a part of the CED strategy.
 - d. The organization and/or its partners have a track record of participating in similar programs.
 - i. *The organization runs five workforce development programs.*
 - e. The organization has the financial and operational capacity to undertake the proposed program.
 - ~~i. The organization can support the additional debt (if any) created by the program.~~
 - 1. *There is no debt created by the program.*
 - ii. The organization has qualified staff that can undertake the program.
 - iii. The organization has access to reliable, qualified vendors and service providers.
3. FINANCIAL FEASIBILITY
 - a. Program cost
 - i. The program is affordable to the organization, and the projected cost is appropriate to the concept.
 - 1. *The cost guideline of \$15,000 - \$18,000 per youth is established by the US Department of Labor.*
 - ii. The operator or staff providing the cost estimates is qualified and experienced with employment training programs.
 - b. Funding sources
 - i. There are enough sources of funding for the uses.
 - 1. *The cost of the program is funded by public and private funding, including the U.S. Department of Labor, YouthBuild USA, and foundations like JP Morgan Chase.*
 - ii. The organization has endeavored to secure all available competitive and noncompetitive funding sources for which the program qualifies.
 - iii. The actual disbursement of each source is timely and in sync with the needs of the program.
 - iv. The organization is aware of the compliance implications of each source.
 - c. Cash flow
 - i. The program produces enough cash flow to support the proposed debt structure (if any).
 - 1. If the program is low-cost or free, it is subsidized enough to sustain itself beyond the first year.
 - a. *There is no debt created by the project, but the project has successfully sustained itself financially since 2009.*

Level 2: Operating Considerations

These criteria are essential for a successful, operating employment training program.

1. MARKET BARRIERS

- a. The organization understands why past programs have not worked and instead addresses prior issues in innovative and alternative ways.

2. DEVELOPMENT TEAM & PARTNERSHIPS

- a. The organization has assembled the best team for the program, including vendors, employees, trainers, outreach coordinators, and management staff.
 - i. *There is a youth advocate assigned to each participant of the program. Each youth advocate works with 15-20 youth.*
- b. If the organization is lacking in any area (financial, experience), it has partnered with another entity to operate the program.
 - i. *The organization has partnered with the Los Angeles Trade Technical College, which employs a full-time instructor that teaches students construction skills, including a Pre-Apprenticeship Certificate Training, which is an industry-recognized credential. The Dean, Vice President, and President of the College also provide administrative and institutional support for the program.*
 - ii. *The organization partners with YouthBuild Charter School of California, which provides the high school educational component. There are 6 teachers that cover subjects such as English, math, and social studies.*
- c. The program is supported by public sector, private sector, and community partners.
 - i. *The U.S. Department of Labor supports and provides partial funding for the program.*
- d. Through an open dialogue with the community, the organization has sought and incorporated community participation in the program

3. SITE CHARACTERISTICS

- a. The area that is served by the program makes sense.
 - i. *CRCD's service area includes the Vernon-Central neighborhood of South Los Angeles and surrounding South Los Angeles neighborhoods. These communities have gained more than 72,500 residents between 2000 and 2005. The communities are composed of residents with more than half of the residents under the age of 25. More than half of the residents entering the ninth grade do not graduate high school.*
- b. The offices and training sites of the program are located near or adjacent to transit.
 - i. *The Los Angeles Trade Technical College is located near local transit, and is located less than one mile from CRCD.*

4. PROGRAM DESIGN & OPERATION

- a. The program is run in the appropriate language(s) for the clientele in the area.
- b. The program is culturally appropriate to the clientele in the area.
- c. The program is tailored to the specific geography of the clientele in the area
- d. The program teaches skills that prepare participants for employment.
 - i. The program teaches basic life skills.
 - 1. *The program helps students gain their high school diplomas.*
 - ii. The program teaches occupational skills.
 - 1. *The program teaches construction skills. As a nonprofit housing developer, CRCD also provides on-site training and work experience at CRCD's affordable housing construction sites in South Los Angeles.*
 - iii. The program provides job readiness.
 - 1. *The program helps students earn Pre-Apprenticeship certificates.*
 - 2. *CRCD's Youth Advocates teach work readiness and leadership skills.*
 - iv. The program teaches skills that are in demand by local employers.
 - 1. *The program teaches green construction skills.*
- e. The program places graduates of the program into employment.
 - 1. *CRCD provides placement and follow-up services for 1 year.*

- i. Jobs provide a living wage.
 - 1. *Wages depend on the employer.*
- ii. Jobs are for local hires.
 - 1. *The program connects local youth to employers such as general contractors.*
- iii. Jobs are for low and moderate income individuals.
 - 1. *The program is for low-income youth.*
- iv. Jobs provide life skills.
 - 1. *Skills learned depend on the employer.*
- v. Jobs provide health benefits.
 - 1. *Health benefits depend on the employer.*
- vi. Jobs have potential for upward mobility.
 - 1. *Job mobility depends on the employer.*

Level 3: From Feasible to Exemplary

These criteria elevate an employment training program to an exemplary program.

1. FUNDING & FUNDING REQUIREMENTS

- a. The program uses a funding program or funding source that is new and innovative.
- b. Each funding source was heavily leveraged to gain further resources.
- c. Certain features of the program were adapted to capture funding, but the program was not completely changed in order to capture one particular funding source.
- d. There are multiple stakeholders providing funding, and this mix of funding sources maximizes the feasibility of the program.
- e. The program exceeds minimum standards required by funding sources.
 - i. There is deeper low and moderate income targeting than required by funding sources.

2. FUTURE PROJECTS

- a. The program strengthens the position (financial, political, capacity, experience) of the organization.
- b. Through the program, the reputation of the organization was enhanced. Issues that the staff faced were dealt with in a diplomatic manner, enabling future programs.
- c. The success of the program will enable future funding on other programs.
- d. The community is happy with the program and will participate in more/similar programs in the future.
- e. The community is more knowledgeable about employment training programs.

3. ENVIRONMENTAL IMPACT

- a. ~~The program has less environmental impact than traditional programs during operation.~~
 - i. *The environmental impact is undetermined.*
- b. The program provides green job training.
 - i. *The program provides construction training with an emphasis on green building.*

4. ECONOMIC IMPACT

- a. The program attracts new businesses to the area.
- b. The program helps retain existing businesses.
- c. The program improves matching of employees with employers.
 - i. *CRCD provides placement and follow-up services for 1 year.*
- d. The program encourages development, redevelopment, and investment.

5. COMPREHENSIVENESS

- a. The organization provides or connects to other programs that provide multiple services e.g. social services.

- i. Youth Advocates provide intensive case management and support services, as well as placement and follow-up services.*
 - ii. Since the program is a cohort-based program, where program participants start and finish together, participants provide a peer support network for each other.*
- 6. DIVERSITY
 - a. The program serves a mixed income clientele.
 - i. The program serves disadvantaged youth such as those who have low incomes.*
 - b. The program encourages mixed age, gender, ethnic, etc. participation.
 - i. The program serves low-income youth regardless of gender or ethnicity.*
 - c. The program supports minority businesses.
 - i. The program may provide employees for minority businesses.*
- 7. PUBLIC BENEFITS
 - a. The program provides job training that is needed in the neighborhood but is currently lacking.
 - b. The program provides a skilled labor market for local employers.
- 8. EVALUATION
 - a. The organization reevaluates the program periodically and adapts to the changing needs of the community.
 - b. The organization edits the curriculum and materials as necessary.
 - c. The program tests whether skills are really gained, not just taught.
- 9. LONGITUDINAL DATA
 - a. The program tracks financial indicators of its participants (e.g. # of participants who have gone on to open savings accounts)
 - b. The program track job retention/employment status after completion of the program.
 - i. CRCD provides placement and follow-up services for 1 year.*
- 10. REPLICABLE/SCALABLE
 - a. This program can be replicated in other communities, regions, and/or states.
 - i. The YouthBuild model is a best practice model that was developed in 1978 by Dorothy Stoneman, who now leads YouthBuild USA. YouthBuild USA provides training, technical assistance, and support to more than 200 YouthBuild programs across the US. South LA YouthBuild is part of the YouthBuild USA Affiliated Network.*