CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT DEPARTMENT
YOUTH COUNCIL MEETING

Tuesday, June 18, 2024
10:00 AM - 12:00 PM

Goodwill Southern California

342 N. San Fernando Road, Los Angeles, CA 90031 - Auditorium Conf. Room

AGENDA

1. Call to Order/Roll Call
2. Public Comment on Non-Agenda Items

ACTION ITEMS:

3.	Approval of a Report from Economic and Workforce Development Department (EWDD) on the Program Year (PY) 2022-23 (July 1, 2022 - June 30, 2023) Performance of WorkSource Centers/America's Job Centers of California and YouthSource Centers	Elizabeth Macias/Mark Franco

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

4.	Presentation on the Angeleno Corps, a Work Experience Program that Involves College Students in Recovery Efforts in Communities Impacted by the Covid-19 Pandemic	Hannah Lee
5.	Presentation on the 2022-24 Final Evaluation of the City's Californians For All Youth Workforce Programs Funded by California Volunteers, Office of the Governor	Lisa Salazar/Andrew Wiegand
6.	Updates on Youth Development Department Activities/Initiatives	Lisa Salazar
7.	Discussion of Youth Initiatives for Potential Enactment by the Governor and California Legislature	Hector Perez-Pacheco
8.	Discussion of the Payment of Stipends to the Two Youth Members of the Workforce Development Board (WDB) Youth Council	David Crippens

9. Next Meeting

10. Adjourn

Youth Council Committee:

David Crippens, Veronica Corona, Dr. Alex Davis, Raul Estrada, Gerald Feeney, Hrag Hamalian, Jaleesa Hazzard, John King II, Thomas Lee, Carrie Lemmon, Olivia Mitchell, Mary Rose Ortega, Andrea Perry, Hector Perez-Pacheco, Carl Reece, Maria Turrubiartes

PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS

The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit www.wiblacity.org. For more information call 213-744-7164.

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Phone: 213-744-7164 www.wiblacity.org

3.

DATE: June 18, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Approval of a Report from Economic and Workforce Development Department (EWDD) on the Program Year (PY) 2022-23 (July 1, 2022 - June 30, 2023) Performance of WorkSource Centers/America's Job Centers of California and YouthSource Centers**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

Item 3...Approval of Report from Economic and Workforce Development on the Program Year (PY) 2022-23 (July 1, 2022 - June 30, 2023) Performance....

Workforce Development Board
City of Los Angeles

3

MEMORANDUM

DATE: June 18, 2024

TO: David Crippens, Chair
Workforce Development Board (WDB) Youth Council Committee

FROM: Gregg Irish, Executive Director
Workforce Development Board (WDB)

SUBJECT: **APPROVAL OF A REPORT FROM ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT (EWDD) ON THE PROGRAM YEAR (PY) 2022-23 (JULY 1, 2022 – JUNE 30, 2023) PERFORMANCE OF WORKSOURCE CENTERS/AMERICA'S JOB CENTERS OF CALIFORNIA AND YOUTHSOURCE CENTERS**

This item has been withdrawn from the Workforce Development Board (WDB) Youth Council Committee meeting and will be discussed at the next meeting.

4.

DATE: June 18, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Presentation on the Angeleno Corps, a Work Experience Program that Involves College Students in Recovery Efforts in Communities Impacted by the Covid-19 Pandemic**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 4..Presentation on the Angeleno Corps, a Work Experience Program ...

KAREN BASS
MAYOR OF LOS ANGELES

ANGELENO CORPS

WDB Youth Council Meeting
June 18, 2024

#CaliforniansForAll
Youth Jobs Corps

Funding for Angeleno Corps is provided by Californians For All Youth Jobs Corps, an innovative partnership between the State of California and the City of Los Angeles to help underserved youth find employment.

Program Overview

Angeleno Corps is a 10-month program (from Sept to June) that allows young Angelenos to gain work experience at community-based organizations through service learning while attending school or an education program full-time.

Program Components

- 380 hours of service (~ 40 hours/month)
- Mentorship & Professional Development
- $1000 stipend/month
- $500 in Supportive Services

Service Areas

- Education and Child Care
- Health, Climate & Environmental Justice
- Housing Rights Advocacy
- Immigration Assistance
- Nutrition & Food Security
- Technology and Digital Equity

Program Overview

Purpose

COVID-19 ravaged low-income communities and communities of color in Los Angeles, creating an unprecedented crisis for young Angelenos and their families including:

- Disproportionate rates of infection, serious illness and death
- Disproportionate rates of job loss, economic crisis and housing loss
- Disproportionate rates of education loss

Combined with immediate, direct and systemic racial oppression, compromising individual, familial and communal outcomes

Population Served

Program Year	# of Youth Enrolled	# of Youth Finished
2021-22	413	301
2022-23	376	261
2023-24	368	TBD
Total	**1157**	**562 (70%)**

Program Impact

Outcomes	Goal	Actual
1. Education Persistence	76%	62.5%
2. Education Progress (College students)	50%	80%
3. Education Progress (LAP3)	80%	83.2%

Note: Only captures outcomes for 2021-22. Data from 2022-23 and 23-24 was collected as part of the CA4All evaluation and will be pulled out separately.

Program Impact

Outcome 4: Number of Service Hours
Goal: 75% of total hours

- **260,000+** Service Hours
- 70% of total hours

Additional Outcomes:

- **$5.8 million** earned in stipends*
- **$183,300+** in supportive services*
- **23,300+** Mentorship/PD Hours

***** Only captures data for 2022-23 & 23-24

Program Impact

Work Experience Perceptions

- **72%** had more specific career or several careers in mind (compared to 57% at start)
- **90%** felt they were likely to apply learnings in future work experiences
- **More than 87%** felt that they made positive impact at their Worksites and the communities served

Education Perceptions

- **83%** felt they were exceeding or on the path to exceed their education goals
- **More than 66%** felt mentorship/professional development had positive impact on educational progress

Note: Only captures findings for 2021-22.

Success Stories



- 2 Former Angeleno Corps Members were hired as Service Lead Coordinators
- Several Corps Members hired part-time or full-time at their Worksites during or upon concluding the program, not an outcome but added value.
    - Monica Garcia was attending Vocational School to become an Esthetician/Cosmetologist when she joined AC and was placed at LA General Medical Center.
    - In November, she was hired as a Nursing Attendant and began working on her prerequisites to start a Registered Nurse program.

Questions?

5.

DATE: June 18, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Presentation on the 2022-24 Final Evaluation of the City's Californians For All Youth Workforce Programs Funded by California Volunteers, Office of the Governor**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 5...Final Evaluation of LA Job Evaluation of City's Calif. For All Youth Workforce Programs...
- Item 5...PowerPoint Presentations for City's Calif. For All Youth Workforce Programs...

#CaliforniansForAll

Youth Jobs Corps

Final Evaluation Report: L.A. Youth Jobs Corps

06.3.2024

Prepared for:

Youth Development Department
City of Los Angeles
444 Flower St
Los Angeles, CA 90017

Prepared by:

Social Policy Research Associates **California State University, Northridge**

SPR

CSUN David Nazarian College of Business and Economics

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Executive Summary

This final report describes findings from an evaluation of the City of Los Angeles Youth Jobs Corps initiative. The program, which includes 12 local projects, is designed to do three things: increase youth employment, develop public service career pathways, and strengthen the capacity of the City of Los Angeles to address key areas of food insecurity, climate change, and COVID-19 recovery.

Funded as part of a statewide #CaliforniansForAll Youth program, the L.A. Youth Job Corps is led by the Mayor's Office of Economic Opportunity and administered by the Economic and Workforce Development Department. In addition, four city departments and one public agency support the implementation of the projects: the Youth Development Department, the Board of Public Works, the Community Investment for Families Department, and the Department of Recreation and Parks, and the Housing Authority of the City of Los Angeles.[1]

The report summarizes findings derived from site visits to 12 projects, individual interviews with 14 Corps members, the perspectives shared by six Corps members who participated in the youth participatory evaluation, and surveys of over 1,500 youth and program partners. These surveys included a baseline survey that individuals completed upon entry to the program, an exit survey upon completion, and a follow-up survey approximately three months after completion that was administered both to Corps members and a comparison group of individuals who applied to the program but opted not to participate in it. Additionally, program providers were surveyed about their perceptions of the program.

Overall, the program was implemented largely as intended, and enrolled more than three thousand youth. Providers felt strongly that the program has been successful in meeting its objectives and goals in terms of providing Corp members a meaningful experience, personal development, financial resources, awareness of career paths, and interest in public service. Corps members were generally highly satisfied with their experience in the program, including both the work experience and support received from the program. They participated in meaningful work experiences where they felt they belonged. Some described the experience as "life changing."

Corps members reported joining the program for various reasons, with one primary motivation being the potential opportunity to secure employment with the City or advance their careers in public service, consistent with the City's objectives to foster and expand career pathways. As noted, Corps members found their work experiences meaningful, especially when they were able to pursue their interests or contribute positively to their community. Those work placements that catered to members' individual preferences enhanced youth engagement and investment in their roles. Additionally, placements that enabled Corps members to understand the broader impact of their work on the community were highly appreciated. While many of the 12 projects made efforts to align individuals' work placements with their geographic location, this alignment is one area that could be improved in the program. Most projects reported

[1] The #CaliforniansForAll Youth Jobs Corps initiative is different than the federal Job Corps program, which is a residential education and job training program for young adults.

encountering a mismatch between the locations of job opportunities and the residences of applicants.

Many Corps members reported developing an interest in pursuing careers in public service or with the City government due to their positive experiences in their respective local projects. Corps members saw the potential for long-term career opportunities and job mobility within City departments, demonstrating the initiative's influence in shaping the career aspirations of Corps members. Further, Corps members reported that the program had a positive impact on their motivation to get more education and expanded their understanding of career pathways. Finally, youth who participated in the program felt more connected to their community than non-participating youth, and Corp members felt significantly more connected to their community at the end of the program compared to the beginning.

A key benefit of the program were the frequent interactions Corps members had with their supervisors, ranging from informal daily check-ins to scheduled meetings. Corps members appreciated the regular feedback, which included encouragement, safety tips, and efficiency recommendations, as well as positive feedback on work tasks, which Corps members found motivating. Overall, Corps members viewed supervisor guidance positively, stating that it was helpful and made their work more enjoyable. Additionally these interactions helped Corps members feel more informed to make decisions about their future career goals.

Corps members reported developing both hard and soft skills during their work placements, enhancing their overall career readiness. These skills included communication, teamwork, leadership, administrative tasks, attention to detail, and industry-specific knowledge. Access to affiliated training programs and certifications further supported their professional growth. Through practical experience in various work environments, Corps members gained confidence in their abilities and felt better prepared for future employment. Additionally, the connections made during their placements helped some participants secure job opportunities. Indeed, Corps members reported statistically significantly lower levels of unemployment, and higher levels of job quality 3-months after program completion compared to those in the comparison group. Of those without a job at the time of the survey, 61% planned on being employed within two months.

Corps members also had higher self-efficacy, and a sense of career readiness, and preparedness for future jobs compared to comparison group members, and demonstrated statistically significant *improvements* in self-efficacy and career readiness between when they enrolled in the program and when they completed it.

Despite these various positive findings, the evaluation also noted several areas in which the program can be improved going forward. Many of these were identified by Corps members who engaged in the participatory evaluation, which allowed them to share in rich detail about their experiences and how they might be improved.

For example, Corps members suggested that program administrators work closely with worksites to clearly define job roles before placements begin, so that participants are not asked to adapt to tasks that differed from their initial training. Similarly, while the program is designed to try to align participant interest with specific work experiences,

youth recommended that programs better match participants with worksites that align with their interests and strengths. In addition, Corps members proposed integrating a system for participants to evaluate worksites throughout the program, allowing for continuous improvement.

Despite the many positives of the work experiences provided, Corps members also sought training and support to enhance their soft skills and address emotional challenges in the workplace. Participants described how emotionally charged situations, such as client phone calls, can be distressing without proper preparation and support. Given this, it may be useful to consider providing access to mental health and/or self-care routines that help Corps members address these challenges. Further, Corps members expressed a desire for more meaningful connections with mentors and community leaders, highlighting the importance of facilitating and strengthening these relationships through resources and opportunities for networking.

Further, although the program had goals broadly related to addressing food insecurity, climate change, and COVID-19 recovery, only about half of participants indicated that they joined the program to contribute to one of these areas. Providers also reported that the program was only moderately successful in addressing these three areas. A greater commitment to achieving these outcomes would likely require increased investment to develop program elements that more directly target these outcomes. However, care must be taken that any refocusing of efforts does not come at the cost of reducing the benefits to employment that the program may have for youth.

Finally, some projects had a high percentage of participants drop out or fail to complete their work placement hours and these rates seemed to be higher for programs serving a younger pool of participants. To remedy this, programs could develop strategies to assist Corps members, particularly those who are younger and balancing school responsibilities and developing time management skills, in successfully completing their work experiences. This may include offering flexible scheduling, aligning their work experience with school breaks, providing academic support, or implementing staff check-ins to help them effectively navigate the demands of both their education and work placements.

I. Introduction

In 2021, the City of Los Angeles (L.A. City) Mayor's Office was awarded a $53.3 million grant from the statewide #CaliforniansForAll Youth Jobs Corps, an initiative created by the Office of Governor Gavin Newsom operated through California Volunteers. The statewide initiative provides youth (known as Corps members) from across the state with paid work experience opportunities ranging from 3 to 12 months alongside services like case management, mentorship, and resume preparation.

The statewide #CaliforniansForAll Youth Jobs Corps is intended to support youth who experienced financial hardship due to the COVID-19 pandemic and face barriers to employment, such as a history of unemployment, previous involvement with the legal system, or a transition from foster care. The primary goals of the statewide initiative are to help youth obtain work experience, develop their public service career pathways, and strengthen cities' capacities to address key areas of food insecurity, climate, and COVID-19 recovery. L.A. is one of the initial 27 California cities participating in the #CaliforniansforAll Youth Jobs Corps initiative.[2] The City's grant, which was awarded in 2021 and initially expected to run from April 2022 through early May 2024, was later extended to September 30, 2024. In February 2024, the City applied for additional funds to continue programming through December 31, 2025.

The City of L.A.'s initiative, titled L.A. Youth Jobs Corps, is the largest in the state in terms of population and funding, with a goal of serving 4,034 participants. Individuals participating in the initiative are between ages 16 and 30, are L.A. City residents, come from low-income backgrounds, and have barriers to employment. The City of L.A. Youth Jobs Corps initiative included 12 local projects and was led by the Mayor's Office of Economic Opportunity (Mayor's Office) and administered by the Economic and Workforce Development Department (EWDD). In addition, four City departments and one public agency support implementation of the projects: the Board of Public Works (BPW), the Community Investment for Families Department (CIFD), the Department of Recreation and Parks (RAP), EWDD, and the Housing Authority of the City of Los Angeles (HACLA). The City's Youth Development Department (YDD) leads the evaluation component, which was awarded to Social Policy Research Associates (SPR), in partnership with the Northridge Consulting Group of the David Nazarian College of Business and Economics, California State University, Northridge (CSUN).

About this Report

This final evaluation report provides an overview of the evaluation team's efforts between April 2023, when the evaluation began, and April 30, 2024. This report first describes findings about the implementation of the initiative and its projects and data on current enrollment levels. Then, it reviews the quantitative and qualitative evaluation approaches and findings from data collected via site visits, interviews, and self-report surveys, and a youth participatory evaluation project. Finally, it presents a summary of key findings and recommendations. For reference, Exhibit 1 provides a glossary of terms used throughout this report.

[2] The list of participating cities can be found on the California Volunteers website (accessed, June 12, 2023).

Exhibit 1: City of L.A. Youth Jobs Corps Glossary of Terms

California Volunteers: Within the office of the governor, California Volunteers serves as the state service commission responsible for promoting service and volunteerism. California Volunteers' mission is to empower and mobilize Californians to actively help tackle state and local challenges through volunteer and service action.

#CaliforniansForAll Youth Jobs Corps: The #CaliforniansForAll Youth Jobs Corps is a governor's initiative administered by California Volunteers in partnership with California cities. This program brings together youth across the state to help address urgent challenges in their communities, while simultaneously learning key skills and earning money to help create career pathways. Participating cities, including City of Los Angeles (L.A., City), recruit, train, and place high-need youth at jobs in new or existing youth workforce development projects. Each city is responsible for selecting or creating these job positions and recruiting, hiring, and managing youth. Cities are encouraged to sub-grant to existing community-based organizations with the capacity to manage these programs in areas where feasible. Each city's program may run continuously or be structured as intermittent summer programs.

Corps Member: A youth participant of Youth Jobs Corps who is between 16 and 30 years of age.

Evaluation Team: The evaluation team is employed by the City resulting from its request for proposals to conduct an evaluation of L.A. Youth Jobs Corps. It includes staff from Social Policy Research Associates (SPR) and the Northridge Consulting Group of the David Nazarian College of Business and Economics, California State University, Northridge (CSUN) who worked closely with the City's Youth Development Department (YDD), participating City departments, service provider subcontractors, and other program stakeholders to assess the implementation and impact of the program on Corps members' attitudes.

Hire L.A.'s Youth Platform (HireLA): An online data collection and enrollment platform of the City's Economic and Workforce Development Department (EWDD). The platform facilitates processes for youth to apply and register for subsidized work opportunities and manages youth participant data for EWDD's youth employment service provider subcontractors. EWDD's Community Software Solutions contractor programmed and maintains the platform. Youth participant data includes information related to demographics, education and work experience, family income and composition, and various socio-economic barrier indicators. The platform's website is https://www.hirelayouth.com/.

Implementing Entities: The four City departments and one public agency supporting projects of the L.A. Youth Jobs Corps initiative include: the Board of Public Works (BPW), the Community Investment for Families Department (CIFD), EWDD, the Department of Recreation and Parks (RAP), and the Housing Authority of the City of Los Angeles (HACLA). In addition, YDD manages the evaluation.

Key Areas: Food insecurity, climate action, and COVID-19 recovery, which are the three main areas of service that Youth Jobs Corps members address as part of their participation in the program.

Local Projects: Any of the 12 City projects funded by the L.A. Youth Jobs Corps grant: (1) Angeleno Corps, (2) Students to Student Success, (3) L.A. City Pathways for Youth, (4) Early Childhood Education Student Advancement, (5) Youth & Community Harvest Internship, (6) Los Angeles Regional Initiative for Social Enterprise (L.A. RISE) – Youth Academy, (7) Clean L.A., (8) L.A. River Rangers, (9) L.A. Community Composting, (10) Summer Night Lights Expansion, (11) Teen Parent Prosper, and (12) Digital Ambassador Internship.

Program Goals: L.A. Youth Jobs Corps has three primary goals: (1) increase youth employment, (2) develop career pathways, and (3) strengthen City/community capacity to address key areas of food insecurity, climate action, and COVID-19 recovery.

Program Outcomes: Performance measures, output, and targets of L.A. Youth Jobs Corps, which the City is required to track and report to the state of California on a quarterly and annual basis.

Program Partners: A collection of L.A. Youth Jobs Corps stakeholders, composed of the Mayor's Office of Economic Opportunity, the implementing departments, and service provider subcontractors supporting the implementation of the initiative in the City.

II. Background

The Mayor's Office of Economic Opportunity (Mayor's Office) identified the #CaliforniansForAll Youth Jobs Corps grant as a strategic opportunity to drive economic growth, foster youth employment, and address key areas of climate, food insecurity, and local COVID-19 recovery in the City. Below we describe the City's motivations for applying for #CaliforniansForAll funding, summarize existing research concerning California's youth workforce, and detail the City's structure and plans for the initiative.

Context and Need for L.A. Youth Jobs Corps

Youth workforce services in the City are primarily facilitated through a network of 14 YouthSource Centers, operated by nonprofit organizations and educational institutions, in partnership with EWDD. YouthSource Centers provide support to youth, ages 14 to 24, offering services, including work readiness training, career guidance, and job skills development. Funded primarily by the Workforce Innovation and Opportunity Act (WIOA), the City's YouthSource Centers also leverage additional funding to provide a comprehensive range of services. Accordingly, YouthSource Centers facilitated many of the projects which were funded through #CaliforniansForAll. The City also regularly partners with other youth workforce programs to provide additional youth services.

The City supports all of its youth workforce services with WIOA and non-WIOA revenues. In program year 2023-2024, the WIOA Youth funding allocation was just over $17 million. Importantly, #CaliforniansForAll provides the City with an additional $17 million in funding, which accounts for 27 percent of the City's non-WIOA workforce revenue, making it a significant funding source for youth workforce services.[3]

As noted in the City's original scope of work to California Volunteers, the COVID-19 pandemic amplified existing inequities in education, disproportionately affecting Black and Latino students in Los Angeles. To address these disparities and foster economic recovery, the L.A. Youth Jobs Corps initiative aimed to provide job skills training and employment opportunities to high-need youth.

In interviews, City leaders shared insights on how #CaliforniansForAll funding has been instrumental in creating or expanding youth workforce programs in the City. They noted that state funding enabled the implementation of a diverse range of youth work experience options, from intensive experiences to smaller, less intense opportunities, with the understanding that a one-size-fits-all approach is not effective. This variety, according to one City leader, provides youth with opportunities to explore different career pathways and helps foster a sense of civic responsibility among youth. City leaders noted the importance of early intervention and exposure to various career paths, including public sector roles. They highlighted that by introducing young people to these public sector jobs "further upstream," youth can explore potential career paths and gain a better understanding of the positive impact they can have on their communities. As one City leader noted, these types of careers are where "you can do well, and you can do good."

[3] Economic and Workforce Development Department. (2023, June 28). Annual Plan FY 2023-2024. https://ewddlacity.com/images/reports/ap24/APy24-ExecSummary.pdf

Since program eligibility includes individuals ages 16 to 30, #CaliforniansForAll funding also supports the expansion of services beyond WIOA's age limit for youth (i.e., youth ages 25 through 30). One City leader noted that this expanded age range better aligned with the rate and nature of brain development in young people.

Work-Based Learning as a Strategy for Youth Workforce Development

Research on youth workforce programs highlights the significance of young workers in California's economy and labor force. With a substantial number of these workers earning low wages, strategies such as work-based learning (WBL) can improve employment outcomes and enhance skill development. WBL offers structured learning experiences in workplaces, including internships and apprenticeships, which have shown positive effects on employment, wages, and job satisfaction.[4]

A 2023 report by the UCLA Labor Center details the working conditions for young workers in California.[5] Using existing literature, survey and administrative data, the report finds that young workers (ages 16 to 24) play a critical role in California's economy and labor force. According to the report, 2.11 million young workers account for 12 percent of California's working population. Many of them work full time (50 percent of workers ages 19-24) including those in their younger years (15 percent of workers ages 16-18), all while attending school (48 percent were attending either secondary or post-secondary schools). Roughly two in three young workers earned low wages (defined as less than $17.93 per hour). However, while industries like restaurants and retail trade already employ many young workers, these sectors may not always provide ample opportunities for career advancement.[6] In this context, WBL can be an effective approach to support young workers in gaining skills and experience, ultimately leading to better career trajectories.

Drawing from lessons learned at the federal level, youth workforce stakeholders in the city of Los Angeles can explore early entry points to employment through WBL.[7] Such initiatives can be implemented in partnership with education and workforce system providers, ensuring that young workers receive skill-development, supervision, and access to career pathways. By investing in WBL strategies, the L.A. Youth Jobs Corps initiative can contribute to better employment outcomes for youth in the City of Los Angeles and enhance their long-term career prospects.

To date, the City has invested in efforts such as: the Los Angeles Regional Initiative for Social Enterprise (LA:RISE), which provides people, including youth, transitional jobs at employment social enterprises; the Los Angeles Performance Partnership Pilot (L.A.

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[4] Blum, R. (2022). State of the Evidence Update: Work-Based Learning in Youth Workforce Development. EnCompass LLC & MSI, a Tetra Tech company. United States Agency for International Development (USAID).

[5] Ramakrishnan, V., Rock, A., Herrera, L., Shadduck-Hernández, J., Ángeles, S. L., & Kwong, C. (November 2023). California's Future is Clocked In: The Experiences of Young Workers. UCLA Labor Center. https://labor.ucla.edu/publications/california-future-clocked-in-young-workers/

[6] Young workers in Los Angeles County are predominantly employed in the restaurants and bars sector (20%) and retail trade (20%). Ibid.

[7] U.S. Department of Labor, Employment and Training Administration, Division of Youth Services. (2023). Designing a Workforce Ecosystem for Young People: Lessons from Youth Systems Building Academy. Youth Systems Building Academy. https://youth.workforcegps.org/resources/2023/10/05/13/20/Designing-a-Workforce-Ecosystem-for-Young-People-YSBA

P3) which integrates education, workforce development, and social services resources to support Los Angeles youth; and the Los Angeles Reconnecting Career Academy (LARCA), which delivers employment and education services to individuals ages 16 to 24 who were part of a Gang Injunction Settlement. The work described here and funded through #CaliforniansForAll continues the City's efforts to provide work experience, and WBL more broadly, to the City's young workers and learners.

Description of the L.A. Youth Jobs Corps

The L.A. Youth Jobs Corps initiative operates as a collaborative effort between the Mayor's Office and various City departments. The initiative originally consisted of four departments with experience facilitating programs for youth and young adults—EWDD, BPW, CIFD, and RAP—and one administrative department, YDD.[8] According to initiative documents, this multi-departmental approach was intended to ensure a comprehensive and integrated strategy that would allow the City and the Mayor's Office to leverage existing funding to serve more individuals.

At the start of the grant, the City identified 14 local projects that would receive financial resources through #CaliforniansForAll. However, due to challenges that arose during the start-up phase, it became necessary to reevaluate the allocation of resources. As a result, the City removed some projects and identified additional ones, bringing the total number of supported projects to 12 (one of which is jointly managed by two different departments with separate enrollment goals for each). It also added HACLA, bringing the total number of city departments and public agency's working on the project to five.

Grant Goals and Structure

By partnering with California Volunteers, the City leveraged federal stimulus funds to create new programs and expand existing youth workforce initiatives, aiming to achieve three primary goals aligned with the California Volunteer's #CaliforniansForAll:

1. Increase youth employment
2. Develop career pathways
3. Strengthen city or community capacity to address key areas of food insecurity, climate, and COVID-19 recovery

The grant also focuses on providing avenues into public service careers as part of their work to increase youth employment and develop career pathways. The initiative has enrolled individuals between the ages of 16 and 30,[9] and requires a minimum of 75 percent of Corps members to meet at least two of the following criteria:

- Have not participated in an AmeriCorps program
- Have difficulty finding employment
- Are low-income
- Are unemployed and/or out of school
- Are or were justice-involved
- Are in or transitioning from foster care
- Are engaged with the mental health or substance abuse system

[8] The Housing Authority of the City of Los Angeles (HACLA) was included as an additional partner.
[9] The Teen Parent Prosper program enrolls youth as young as 14.

The Mayor's Office identified several existing or proposed projects aligned with the grant's three goals. These 12 local projects, each managed by a different department or public agency, are presented in Exhibit 2. The projects vary in the key areas they address, their enrollment goals, and length of the work experience they provide, as well as whether work is part-time or full-time. That said, each of the active local projects offers work experience opportunities for Corps members with most including components that complement the work experience, such as being paired with a mentor or the opportunity to attend workshops or presentations on various career development and planning topics (such as professionalism and financial tools). More details about local projects are presented in the chapter on Project Implementation.

In addition to supporting and expanding youth workforce services, #CaliforniansForAll funding also supports the City's youth data infrastructure, which is facilitated through HireLA[10], and funds City program and administrative costs for participating departments. One such department, YDD, received and manages funds for the initiative's evaluation.

Exhibit 2: Local Projects

Mayor's Office of Economic Opportunity (Mayor's Office)	Corps Member Enrollment Goal	Key Areas Addressed
1. Angeleno Corps	800	Food Security Career Pathways
2. Student to Student Success	800	COVID-19 Recovery
3a. L.A. City Pathways for Youth (Mayor's Office)*	200	Career Pathways
4. Early Childhood Education Student Advancement	150	Career Pathways
5. Youth & Community Harvest Internship	125	Food Security
EWDD		
6. L.A. RISE – Youth Academy	800	COVID-19 Recovery
BPW		
7. Clean L.A.	200	COVID-19 Recovery
8. L.A. River Rangers	127	Climate
9. L.A. Community Composting	12	Climate
RAP		
3b. L.A. City Pathways for Youth for Youth (RAP)*	200	Career Pathways
10. Summer Night Lights Expansion	317	Career Pathways
CIFD		
11. Teen Parent Prosper	40	COVID-19 Recovery
HACLA		
12. Digital Ambassador Internship	31	COVID-19 Recovery
Total	**3,802**	
*This project is jointly managed by the Mayor's Office and RAP with separate enrollment goals for each.		

[10] HireLA is an online platform that connects youth and young adults (ages 14-24) to work in training programs, skills development, and employment opportunities. The site was leveraged for the L.A. Youth Jobs Corps initiative and serves as the primary mechanism for receiving and processing applications, as well as collecting youth data.

III. Data and Methods

The City's #CaliforniansForAll grant included funding for an evaluation of the L.A. Youth Jobs Corps initiative to examine its implementation, identify best practices and lessons learned, and assess its impact on participants' attitudes and skills and their communities. Below we present more information about the evaluation approach, data sources, and methodology.

City of L.A. Youth Jobs Corps Evaluation

The evaluation examines project processes, outcomes, and impacts utilizing four main components: 1) an implementation study, which includes site visits, staff and participant interviews, and participant focus groups; 2) a participatory evaluation with Corps members; and 3) outcome and 4) impact analyses utilizing participant surveys collected at three time points, a program partner survey, and a comparison group survey. In collaboration with the Mayor's Office and YDD, the evaluation team established four research questions, shown along with the evaluation's approach to answering them in Exhibit 3.

The evaluation employs a mixed-methods approach, collecting both qualitative and quantitative data, summarized here and described in greater detail below. The use of a mixed-methods approach ensures that we collected rich qualitative data to capture the experience of those implementing and participating in the program, while the quantitative data allows us to summarize across programs and participants in a more standardized and representative way. The *qualitative* components of the evaluation were designed to collect in-depth, nuanced, and personal data from Corps members and other constituents. They included: 1) a document review and background research, 2) focus groups and interviews with Corps members and site visits, whereby the evaluation team documented promising practices, implementation challenges and suggestions for improvement; and 3) a participatory evaluation component that engaged Corps members and program providers in the evaluation.

The *quantitative* components of the evaluation were designed to collect data using methods that provided detailed answers to questions about how the initiative (a) was implemented, (b) was experienced by Corps members, and (c) impacted the outcomes of interest, including educational and employment outcomes of Corps members. Our approach to quantitative data collection included the administration of five surveys: three time-lagged Corps member surveys (Pre-program, Exit, and Follow-up surveys), a comparison group survey of demographically similar, non-initiative youth, and a partner survey of local project administrators and partner organization staff. Collectively, these survey data enabled us to examine: Corps members' attitudes; Corps members' outcomes, such as employment status and career pathways; Corps members' and partner providers' perceptions of the program; and the program's impact on participants compared to non-participants. Our original design included an analysis of administrative wage data. We were unable to do this type of analysis because, while Corps members may be eligible, they are not required to co-enroll in WIOA services, where these data are more easily obtained. Though we obtained aggregate demographic data from the HireLA database, we were not provided detailed demographic data for each survey participant to ensure their privacy.

Exhibit 3: Research Questions and Approach to Answering Them

Guiding Research Questions	Evaluation Approach to Answering Questions
1. To what extent did City of L.A. Youth Jobs Corps meet the proposed outcomes, goals, and intent of the Youth Jobs Corps grant from the state of California?	1. **Corps Member Surveys (Pre, Exit, & Follow-up):** Examine changes in employment, education, career pathways, and other valued outcomes following program participation. 2. **HireLA Data:** Examine Corps member characteristics, including demographics, geography, and at-risk populations, overall and by program. 3. **Comparison Group versus Follow-up Surveys:** Compare career attitudes, employment, and education outcomes of non-program participants to those of Corps members. 4. **Focus Groups, Participant Interviews, and Staff Interviews:** Examine participant and program staff experiences in the programs. 5. **Participatory Evaluation:** Engage Corps members in conducting evaluation activities.
2. To what extent did participation in the program impact Corps members (e.g., skills and attitudes) and their communities, more broadly?	1. **Corps Member Surveys (Pre, Exit, & Follow-up):** Examine changes in skills and attitudes, personal benefits of program participation, community connection, and perceived impact of work experience. 2. **Partner Surveys:** Assess perceived benefits of the program to participants and communities. 3. **Focus Groups, Participant Interviews, and Staff Interviews:** Examine participant and program staff experiences in the program and ways the program can be improved. 4. **Participatory Evaluation:** Engage Corps members in conducting evaluation activities (e.g., interviewing their peers or writing a narrative about the impact the program had on them).
3. How are the 12 local projects being implemented overall, what components or characteristics of the implementation work well, and what are the existing barriers or ways they can be improved (e.g., in the areas of training, recruiting, placement, data collection, etc.)?	1. **HireLA Data:** Examine Corps member characteristics, including demographics, geography, and at-risk populations, overall and by program. 2. **Corps Member Exit surveys:** Examine Corps members' experiences participating in the program, how the program can be improved, and satisfaction with different program aspects (e.g., enrollment, application process, support). 3. **Partner Surveys:** Identify barriers to program participation and effectiveness and ways to improve the program. 4. **Focus Groups, Participant Interviews, and Site Visits:** Examine participant and program staff experiences in the programs and ways the program can be improved. Also, directly observe program activity.
4. What are Corps members' and program partners' perceptions of the program?	1. **Partner Surveys:** Assess experiences with the program and satisfaction with the program. 2. **Corps Member Exit surveys:** Examine perceptions of Corps members' work experiences and the program overall. 3. **Focus Groups, Participant Interviews, and Site Visits:** Examine participant and program staff experiences in the programs and ways the program can be improved. Also, directly observe program activity. 4. **Participatory Evaluation:** Engage Corps members in conducting evaluation activities (e.g., interviewing their peers or writing a narrative about the impact the program had on them).

Data Sources and Methodology

As noted above, the findings draw on an analysis of qualitative and quantitative data sources, including: project documents, one-day site visits to 12 projects; interviews with 14 Corps members; Corps member reflections gathered through the youth participatory

project with six members; and surveys with Corps members, comparison group members, and partner organizations.

Project Documents

We reviewed project documents, including the grant request for proposals released by the state in 2020, the City's grant proposal, and a City memo describing the initiative and funding levels. These documents were used to understand City Youth Jobs Corps initiative planned grant activities, structure, and interactions and collaborations between City departments and public agencies. We also reviewed the City's Workforce Development Board's WIOA 2023-2024 Annual Plan to understand how the initiative fit within the City's workforce system services.

Site Visits

The evaluation team conducted site visits to each of the 12 projects between October 2023 and January 2024. These one-to-two-day site visits, staffed by two evaluation team members, focused on documenting practices around project outreach to and recruitment of Corps members, how projects supported members during their work experience (including practices around case management, mentorship, supervisor feedback), and how projects supported Corps members' career pathways. We also documented implementation challenges and suggestions for improvement.

During these visits, we conducted interviews that lasted one to two hours, with project leaders and staff members, such as case managers and work supervisors, and partner staff, including YouthSource partners. Site visitors also planned on-site discussions with Corps members and observations of Corps member activities. Since projects with larger enrollment numbers worked with multiple worksites, site visitors prioritized worksites with the largest number of Corps members to provide the best opportunity for observing Corps members at work.

For the analysis, site visitors culled through their data and organized it by key themes, which were reviewed by external readers, who provided feedback. Site visitors then revised their site visit write-ups with the goal of filling in gaps and further clarifying details. Site visitors then coded their write-ups in two cycles: the first focused on identifying themes, the second focused on coding themes into data tables for each of the areas of interest (e.g., recruitment, training, work experience, case management). Once the analysis was complete, key themes were then written up in the report.

Corps Member Interviews

Participant perspectives were essential to assessing project quality and outcomes. In addition to the participatory evaluation, which is described below, the evaluation sought to gather participant perspectives through virtual interviews with two Corps members per project (treating L.A. City Pathways for Youth as two projects for this data collection activity). Recruitment occurred in three phases, each of which included close collaboration with EWDD or L.A. Youth Job Corps Project Directors and careful procedures to protect participant privacy.

- **Phase 1 (November 2023) and Phase 2 (February 2024)**. The procedures for Phase 1 and Phase 2 were the same. EWDD staff reached out to Corps members on behalf of the evaluation team to ensure their privacy. SPR provided

EWDD with an encrypted file that contained identification codes for a randomly selected group of five Corps members from each project, along with an invitation email that explained the purpose of the interview and a form for interested Corps members to complete. For the evaluation team, the interest form served as a pivotal tool for recording responses and tracking participants with whom to schedule interviews. If there were no responses from participants after four business days, EWDD was prompted by the evaluation team to initiate a second round of outreach. Phase 1 and Phase 2 each resulted in 12 total interviews.

- **Phase 3 (March 2024)**. A final round of outreach was undertaken in late March 2024, and focused on projects where interviews had not yet been completed. In this phase, the evaluation team pivoted the approach, and enlisted the assistance of L.A. Youth Job Corps Project Directors. The evaluation team requested that project directors identify between two to five participants and utilize the pre-developed invitation emails to reach out to potential participants. This final round of outreach resulted in two additional interviews.

Throughout all phases of outreach, measures were implemented to ensure participant privacy. Notably, the evaluation team was not included in the invite emails that were sent to Corps members by EWDD or Project Directors. Participant information was only disclosed to the evaluation team once individuals completed the interest form, signaling their willingness to partake in the interview. In total, the evaluation team completed 14 Corps member interviews. Exhibit 4 shows how many Corps member interviews were conducted for each project.

Exhibit 4: Corps Member Interviews Per Project

Project	No. of Corps Members Interviewed
Angeleno Corps	2
Student to Student Success	0
L.A. City Pathways for Youth (Mayor's Office)	1
Early Childhood Education Student Advancement	1
Youth & Community Harvest Internship	1
L.A. RISE – Youth Academy	1
Clean L.A.	2
L.A. River Rangers	0
L.A. Community Composting	1
L.A. City Pathways for Youth for Youth (RAP)	2
Summer Night Lights Expansion	1
Teen Parent Prosper	1
Digital Ambassador Internship	1

Corps member interviews lasted one-hour and were conducted over the phone or virtually through Zoom or Teams. The interview covered a range of topics aimed at understanding participant motivations for joining, experience with their worksite, and future aspirations. Interviewers asked participants about the recruitment and outreach

process to learn about how they heard about their project, their reasons for joining, and the application process. Interviewers also asked about participants' work experiences, including their roles and responsibilities, what training they received, interactions with their supervisors, and challenges they faced in participating. Finally, interviews explored the projects' impacts on participants' prospects, including their readiness for the job market, awareness of government or community employment opportunities, and the impact that projects had on their future outlooks. In appreciation for their time, the evaluation team gave each respondent a gift card for $20 to either Amazon or Target.

Interview data were analyzed by reviewing responses to each of the protocol's questions for the 14 respondents. During the analysis phase, the research team met regularly to identify common themes emerging from the data, to ensure consistent coding. Using a data table, similar responses were grouped by theme, while divergent responses, where available, were recorded separately to provide additional context or viewpoints. Once grouped, the evaluation team wrote up key themes aligned to the evaluation's focus areas.

Surveys

The quantitative components of the evaluation were designed to collect data using methods that provide robust answers to questions about (a) the impact of the initiative on key outcomes, skills, attitudes, and the community, and (b) perceptions about the local project and its implementation. Our methodology included the administration of five different surveys: three time-lagged Corps member surveys (Pre-program, Exit, and Follow-up surveys), a comparison group survey of demographically similar, non-initiative youth, and a partner survey of project administrators and partner organization staff. The comparison group was comprised of youth who were qualified and applied for the program but never participated. The comparison group survey acts as a comparison group with which we can evaluate the impact of program participation on employment and other outcomes three months after Corp members complete the program. Further details regarding survey methodology are in Appendix A.

The three time-lagged surveys allowed us to evaluate changes in relevant outcomes among Corps members before and at the end of their participation in the initiative. The evaluation team provided clear guidance on how to administer the surveys, and offered a survey administration training for providers, which was recorded and made available. As data collection proceeded on the Pre-program and Exit surveys, CSUN provided weekly survey completion reports that were used to provide feedback to projects regarding their success in eliciting participation of their Corps members with these surveys. On several occasions CSUN also requested that reminders be sent to project leads to encourage their engagement in the survey efforts in order to bolster participation.

- Pre-program survey participants were recruited during onboarding activities and via e-mail, with their eligibility to participate in the survey occurring between one week before to three weeks after their start date.
- Exit survey participants were recruited during any relevant program exit activities and via e-mail with eligibility between three weeks before and one week after their exit date. While not as in depth as interviews, several open-ended questions

collected qualitative data from a larger sample of Corps members than was available through interviews.

- A Follow-up survey was administered to assess program impact on employment and attitudinal outcomes after program completion. Corps members who completed the Exit survey three months before were sent an e-mail requesting their participation in the follow-up survey. Other eligible participants were identified and recruited by EWDD from their records.

The comparison group survey was administered to help contextualize the effects of participating in the L.A. Youth Jobs Corps initiative on employment and attitudinal outcomes after program completion and acted as a quasi-experimental comparison group. Participants were recruited via e-mail from a pool of individuals who had applied for and were eligible for the initiative but did not participate in the program. As with the follow-up survey, participants were compensated $10 for their participation.

Finally, we administered a survey to L.A. Youth Jobs Corps program providers to obtain their perspective on the program. Program administrators and direct service providers' names and contact information were provided by EWDD. Provider survey respondents spanned the following projects: Angeleno Corps, L.A. Rise – Youth Academy, L.A. City Pathways for Youth (RAP), Clean L.A., Summer Night Lights Expansion, and Teen Parent Prosper.

Youth Participatory Project

Participatory Evaluation Motivations

Youth participatory evaluation is an approach for engaging youth in evaluating programs designed for them. Participatory evaluation can deepen the evaluation's understanding of cultural and contextual dimensions influencing Corps member experience. In the evaluation of the L.A. Youth Jobs Corps initiative, the participatory evaluation component was focused on two of the evaluation's research questions: 1) to what extent did participation in the program impact Corps members (e.g., skills, attitudes) and their communities, more broadly; and 2) what are Corps members' and program partners' perceptions of the program?

The evaluation team observed, and participants highlighted, the ways in which the participatory evaluation did the following:

- **Increased Agency and Relevance:** Youth are experts on their own experiences, perspectives, and needs. By actively involving them in the evaluation process, the evaluation became more relevant and responsive to the realities of youth life. As evidenced by participants' reflections at the conclusion of the participatory evaluation, the process encouraged a sense of ownership over the programs and services designed to serve them and led to increased confidence, self-esteem, and a greater sense of agency.
- **Fostered Cultural Humility:** In many cases, youth, particularly marginalized or traditionally underserved youth, are disproportionately affected by social issues such as poverty, discrimination, and limited access to resources. Involving these groups in our evaluation helped ensure that our evaluation was culturally

sensitive and inclusive by incorporating the perspectives and values of diverse youth populations throughout Los Angeles.

- **Led to Quality Improvement:** The involvement of youth in the evaluation process yielded valuable insights and feedback (described in the Conclusion of this report) that can enhance program development. Through their direct participation, the evaluation team gained actionable recommendations that can inform the improvement and refinement of youth work experiences tailored to youth needs.

Structure of the Participatory Evaluation

The evaluation team, in partnership with YDD and Mayor's Office, recruited six Corps members who had either completed their program or were nearing its end to engage in a participatory evaluation initiative. The opportunity required members to commit to attending six virtual sessions spanning six weeks from January 29th, 2024, to March 4th, 2024. This opportunity was open to youth and young adults 18 years and older, and participants received a $150 gift card at the end of the six-week initiative. The participatory initiative unfolded in the following manner:

Outreach and Recruitment: Initially, the evaluation team equipped project directors with outreach materials, leveraging their established rapport with participants. Materials include an outreach email template, detailing the research project, and an outreach email template for youth, which included details about the participatory evaluation. Additionally, a flyer was created for dissemination to eligible youth at each project site, which was also appended to the outreach email. Following this, project directors utilized the provided email templates to inform participants of the participatory evaluation opportunity. Interested youth were prompted to complete an online interest form, which gathered details such as their name, age, gender, program affiliation, and availability to attend the six sessions.

The evaluation team also organized two group information sessions via Zoom, with alternate individual sessions offered for those unable to participate. These sessions covered information regarding the evaluation opportunity, the selection process, timeline, and included a "Questions and Answers" segment at the end. Sessions garnered considerable interest from Angeleno Corps participants, prompting a second round of outreach targeting L.A. RISE - Youth Academy, L.A. Community City Pathways, Early Childhood Education, Summer Night Lights, and other projects catering to individuals aged 18 and above. A total of 62 applicants completed the interest form. To narrow the applicant pool, interested applicants were asked to submit a brief paragraph outlining their motivations for participating in the participatory evaluation initiative. In their responses, applicants wrote about various topics including their experiences growing up in urban communities throughout L.A. and their journeys in pursuing education and work. They also expressed how their respective programs have impacted them and their interest in sharing their experiences to help improve it. The evaluation team selected a diverse cohort from among the projects, prioritizing factors such as program representation, gender, and race/ethnicity. The resulting pool of participants included four Corps members from Angeleno Corps, one from L.A. RISE -

Youth Academy, and one from Early Childhood Education.[11] All participants were from Los Angeles and among them were four Latino youths, one Black youth, one with experience of past incarceration, and one who identified as an immigrant and English language learner.

Meetings and topics: The evaluation team organized a session with the cohort of Corps members, during which participants learned about the three possible activities they could engage in.

- Peer interviews: Sessions would involve learning about research design, designing interview protocols, conducting interviews with fellow corps members, summarizing results, and discussing and presenting findings with peers.
- Narrative Essays: Sessions would involve learning about qualitative narrative design, creating an essay detailing youth involvement in their respective programs, and analyzing and discussing these essays with their peers. With narrative essays, participants reflect on past experiences and offer detailed accounts, allowing researchers to grasp the significance and meaning of events or phenomena from the participants' viewpoints. Participants often recount specific moments, emotions, and thoughts, yielding rich data for analysis, which is especially valuable for revealing how individuals interpret and understand their lived experiences
- Photo voice: Sessions would involve illustrating how the program impacted youths' lives through photography, which would include an introduction to the topic and initial and final sessions for sharing photos.

The evaluation team then facilitated a group discussion where Corps members inquired about or advocated for a specific option. Following this, Corps members participated in a ranking vote, with the most favored option, narrative essays, being selected for implementation.

Participatory Approach: The curriculum and agenda for the youth participatory evaluation was guided by the interests and priorities of the participants themselves, ensuring their active engagement and ownership of the process. Evaluation team members met with the youth every Wednesday evening from 6:30-8:00 pm over the course of six weeks. This time was determined by the youth to allow flexibility for their schedules as many of them were students and/or employed during the day. Each session began with an icebreaker and a few minutes of informal conversation to build rapport among the cohort and with evaluation team members. During the first session, we established community guidelines wherein participants collaboratively developed a set of rules for interacting during the session. Acknowledging that certain topics might evoke strong or uncomfortable emotions, facilitators offered support at each stage of the process, with participants given the option to withdraw at any point for any reason. Finally, Corps members were invited to take part in an optional final presentation for City program leaders, an opportunity that piqued their interest (discussed below).

Narrative Essays: The Corps members were guided through a process to develop their narrative essays. First, they identified key events related to their topic, including

[11] The participant from Early Childhood Education did not complete the participatory evaluation.

significant experiences, challenges faced, achievements, or observed changes. They reflected on their feelings and thoughts during these events, and considered specific emotions, concerns, or excitement that arose. Contextual reflection was encouraged, and, in their writing, Corps members recalled community details, involved individuals, and life circumstances at the time of each event. They also explored the impact of these events on themselves, including lessons learned, behavioral or attitudinal changes, and gained insights.

During the second session, participants collectively identified the following topics to guide their narrative analysis, which ultimately formed the basis of their presentation to City leadership:

- Overcoming self-doubt and confidence challenges in the workplace;
- Creating a “real-world” work experience and promoting connections among members, social networks, and community leaders;
- Improving future member readiness and organizational training;
- Utilizing continuous feedback loops and the significance of ongoing youth evaluation; and
- Importance of career pathways and career exploration.

Evaluation team members provided feedback throughout the writing process to refine narratives with insights and suggestions. Sessions 4-6 were dedicated to Corps members analyzing both their narratives and their peers' narratives, collectively identifying significant themes and motifs concerning their work experience and preparing for the final presentation. For the final presentation, the evaluation team invited City leaders for a 30-minute presentation where youth provided a glimpse into the work and shared stories that emerged from the participatory experience. Due to time limitations, the presentation was not a comprehensive retelling, but instead primarily centered on opportunities for growth identified by the Corps members (outlined in the findings section).

IV. Project Implementation

This chapter highlights key aspects of program implementation across the 12 local projects visited for this evaluation, with a focus on identifying successful practices and common barriers. It draws primarily on one-day site visits to each project conducted in Fall 2023, which included observations of worksites and project activities and interviews with staff, partners, and participants.

Implementation of Local Projects

At the time of the visits, local projects were at different stages of program development and implementation. While several projects had nearly reached (or exceeded) their enrollment goals at the time of the visits and most others had enrolled a third to one half of their anticipated Corps members, there were a few local projects that were still at the beginning stages of implementation. One project launched only one month before our visit and another had reached less than 10 percent of their Corps member enrollment goal. These variations in the development of each local project influenced the type of data collected at each site. For example, program staff were better positioned to provide detailed reflections on program recruitment, enrollment, and onboarding processes than they were on program completion and outcomes.

Local projects also vary significantly in structure and complexity in a way that affects implementation. Large projects with many partners and worksites use different strategies and face different challenges than smaller projects with only a few worksites. The local projects provide part-time and/or full-time work experience opportunities that vary in length from 100 hours to over 2000 hours. Some have a narrow and specific career focus, such as a focus on early childhood careers, while others, like Angeleno Corps and L.A. RISE - Youth Academy, rely on a large network of partners to provide Corps members with diverse work placements in different areas of the City. Local projects also vary in the degree of supportive services, case management, and formal mentoring that they provide.

In this section, we highlight common themes related to implementation, while recognizing the variations within and across local projects. This section presents implementation data on: recruitment and enrollment; onboarding and orientation; work experience; and supportive services, case management, and mentoring. It concludes with a presentation of promising practices and challenges identified by program staff. Throughout this section, we have highlighted differences in structure and or implementation status that appear to have influenced themes and findings.

Recruitment and Enrollment

To be eligible to become a Corps member, applicants must be between the ages of 16 and 30, an L.A. City resident, come from a low-income background, have the legal right to work, and have employment barriers. Individual local projects, however, have tailored the eligibility requirements to fit their project design and the types of work opportunities that they provide. For instance, at least six of the projects require that Corps members be 18 or over. Six programs have a more specialized recruitment process because they

are seeking to enroll specific populations, such as parenting teens[12], unhoused or housing insecure individuals, youth and young adults living in public housing, high school students with younger relatives, community college students majoring in child development, and individuals who are enrolled full time in school. Some projects are seeking to recruit youth and young adults who are passionate about a specific focus, such as composting, early childhood education, and the health of the L.A. River. Finally, there is a geographic dimension to recruitment, as some projects desire or are required to recruit participants who live in proximity to the project's work. For instance, Summer Nights Lights Expansion is required to enroll participants who live within 3 miles of their work sites.

Program staff use a variety of approaches to recruit applicants aligned with the project's goals and structure, often relying on partners such as YouthSource Centers, community colleges, CBOs, City agencies, public housing (HACLA) sites, worksite supervisors, and LAUSD faculty to get the word out about their projects. Project partners commonly use direct referral, flyers with QR codes, job and resource fairs, social media, paid targeted ads through Meta, and informational sessions as recruitment strategies. Program staff from more than half of programs indicated that word-of-mouth was the most effective strategy for recruiting applicants. Similarly, at least four projects use a pre-application Google form to gauge initial interest and eligibility prior to having candidates fill out the formal application. The form used by the Early Childhood Education Student Advancement program, for instance, asks for name, email address, phone number, and availability for a phone call. Staff use this information to arrange a screening call, where they assess the applicant's eligibility and interest. Finally, many potential Corps members learn about Youth Job Corps projects through the HireLA[13] platform, which serves as an important gateway to youth employment opportunities in the City.

Regardless of how they learn about Youth Job Corps, all Corps members eventually complete an application using the HireLA web portal. While the application does not require applicants to submit a resume or a cover letter, interviews were conducted to gauge youth's interest and to place them in projects that best aligned to their interests. Notably, some projects experienced challenges with the HireLA platform. One related and common set of challenges was that some applicants that sign up through the HireLA site are not eligible or are not a good fit for the projects to which they are applying, because their interests do not align well with the project's focus area. Project staff reported that they have to do outreach to applicants to gauge the depth of their interest and eligibility for the program, with many or most of those leads not resulting in enrollment. A staff member from L.A. Community Composting said that given the specific focus of their project, it would be better if there was a way for applicants to be screened prior to completing the HireLA forms. At least three projects were not initially listed as an option on the HireLA platform, which influenced recruitment and slowed down enrollment at those projects. Project and partner staff also described needing to

[12] Although the focus of Teen Parent Prosper is to serve teen parents, their Youth Job Corps project broadened their target population to include teens who were not parents.

[13] HireLA is an online platform that connects youth and young adults (age 14-24) to work training programs, skills development, and employment opportunities. The site was leveraged for the City of L.A. Youth Jobs Corps initiative and serves as the primary mechanism for receiving and processing applications. The HireLA application can be accessed here: https://www.hirelayouth.com/

assist applicants with the application process, particularly making sure that they had submitted all their paperwork.

Some projects have additional requirements for enrollees to complete prior to being enrolled. For instance, a few projects require Corps members to pass a Livescan background check and be screened for Tuberculosis (TB). Over half of projects have staff and/or worksite supervisors interview candidates to ensure they are a fit for work assignments. Project staff and work supervisors described these interviews as an informal opportunity to get to know the Corps member and their unique interests. A staff member at one project explained that the interviews served to establish expectations, assess applicants' interests, and identify potential areas for growth. In addition, they noted that, “some of [Corps members] have a lot of other things going on, like a couple part time jobs…so [the interview is an opportunity to] have a frank conversation with [them about] their” ability to take on an additional commitment.

The timeline and process of recruitment and enrollment varies and depends in part on whether projects are using a cohort model (in which multiple Corps members start simultaneously as a group) or a rolling enrollment model (where individuals are enrolled as they express interest). The benefit of a cohort model is that Corps members can go through the onboarding and initial training process together. The drawback is that a proportion of applicants find other opportunities and drop out prior to the date the cohort is to begin the program. Because of this challenge, the Early Childhood Education Student Advancement project changed their enrollment approach. They still have cohorts that participants can wait to join if they would prefer a group onboarding experience, but they also offer rolling admission for those participants who want to begin as soon as possible.

Onboarding and Orientation

Once Corps members are enrolled, they go through an initial onboarding and orientation process, which ranges from 20-40 hours, depending on the project. Training often includes a general orientation to work, covering topics such as workplace professionalism, time management, and communication norms. At least five projects use the Transition-Age Youth World of Work (TAY WOW) curriculum as part of their orientation process, a specialized curriculum designed to support young people’s transition to the workforce. The curriculum is focused on helping participants handle interpersonal issues on the job, create a resume, and prepare for interviews. Other projects have developed their own curriculum or trainings that focus on the development of soft skills, which include a focus on mindfulness, respect, and active listening. Some programs also provide training on financial management as part of their orientation week, including banking and budgeting, while some other projects provide it in periodic trainings that occur over the course of Corps member’s participation. At least three projects also have at least some worksites that require OSHA/safety training, CPR and/or First Aid training: if required this training happens before or at the very beginning of Corps members’ work placements.

Onboarding can also include some orientation to the context and history of the work that will be done by Corps members. For instance, River Rangers includes in their orientation a history of the L.A. River (including Tongva indigenous history), topography,

wildlife, and biodiversity, native vs. invasive plants, and impact on communities. Similarly, the Digital Ambassador project provides participants with a general orientation to issues related to digital access and inclusion.

After the general orientation and onboarding process, Corps members receive additional orientation and training at their assigned worksites. The depth and length of these trainings vary considerably across sites due to variations in the complexity of tasks that Corps members will be taking on at each worksite, the experience level of Corps members, and the engagement and approach of the work site supervisor and training provider. Often, the level of orientation that Corps members receive at the worksite can be covered in one to two days. For instance, one worksite supervisor for Angeleno Corps indicated that their orientation consists of an overview of the organization's history, values and mission; software training; and a data privacy orientation. There are, however, some work sites that dedicate considerably more time to training. For instance, a Program Manager for an L.A. RISE - Youth Academy partner (L.A. LGBT YouthSource) said that their culinary arts track requires 100 hours of skill building before Corps members begin working on meal production.

Work Experience

The primary goals of L.A. Youth Jobs Corps are to help youth obtain work experience, develop their public service career pathways, and strengthen the City's capacities to address key areas of food insecurity, climate, and COVID-19 recovery. Exhibit 5 presents the focal areas of Youth Job Corps work opportunities for each project, the approximate number of worksites, the type of organization where Corps members were placed, approximate hours of placement, and the wage or stipend that Corps members received. Exhibit 6 is a map of L.A. Youth Job Corps worksites.

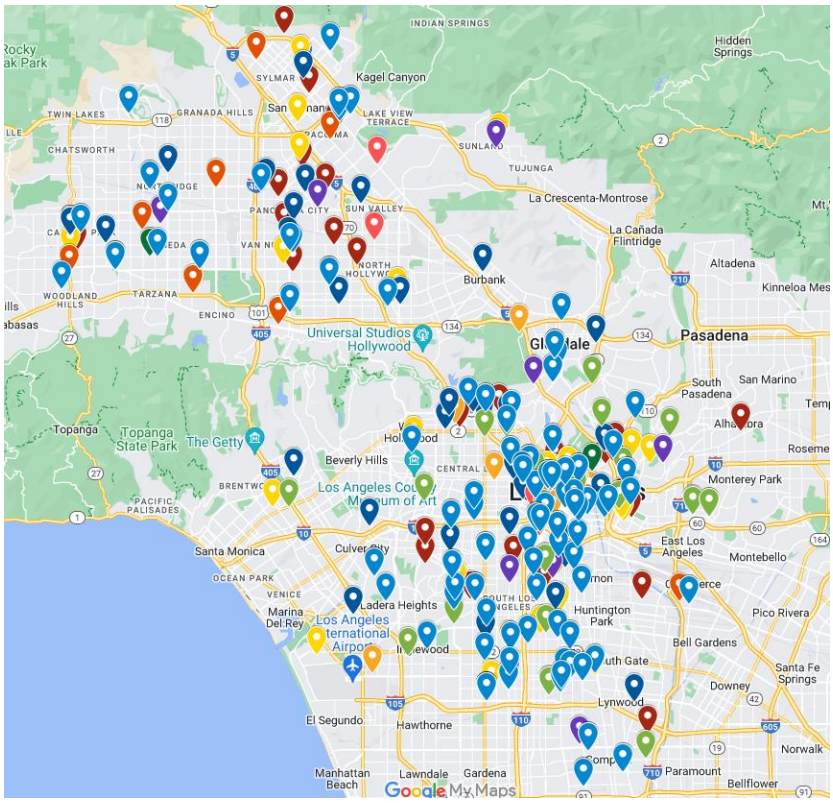
Exhibit 5: Youth Job Corps Work Opportunities

Project	Project Focal Areas	# of worksites	Type of worksite	Hours of placement	Wage or Stipend
Angeleno Corps	• Education and Childcare • Health, Climate and Environment • Nutrition and Food Justice • Tech. and Digital Equity • Immigration Assistance • Housing Rights Advocacy	Over 100	• CBOs • Childcare centers • Community colleges • Hospitals • Rec Centers • Nonprofits	10/hrs. a week for 10 months (approx. 400)	$1,000 monthly stipend One-time $1000 scholarship
Student to Student Success	• Education (Siblings tutoring younger siblings and relatives)	26	• Schools • Homes	100	$16.78/Hr.
L.A. City Pathways for Youth (Mayor's Office)*	• Recreation • Maintenance • Office support • Technology	29	• City Departments	1000 (20-25 hrs. a week)	$16.90/Hr.

	• Public Policy (and more)				
Early Childhood Education Student Advancement	• Childcare	43	• Childcare centers	130	$16.90/Hr.
Youth & Community Harvest Internship	• Food Justice • Environment (food waste diversion, composting, etc.)	1	• CBOs • Farmers markets • Farms	120-180	$16.04/Hr.
EWDD					
L.A.:RISE – Youth Academy	• Culinary • Office Work	45	• CBOs • Grocery stores and pharmacies • Retail stores • Airport • Colleges	250	Up to $4200
BPW					
Clean L.A.	• Environment (weed abatement, removal of litter, clean-up)	4	• Community Development Centers • CBOs	1900	$16.78/hr.
L.A. River Rangers	• Environment (weed abatement, litter removal, maintenance)	3	• Sites in West Valley and North East Los Angeles	1000	$17/Hr.
L.A. Community Composting	• Environment (soil and urban garden management)	2	• Sites in San Fernando Valley and in L.A..	1900-2080	$16.00
RAP					
L.A. City Pathways for Youth for Youth (RAP)*	• Youth Programming • Maintenance	32	• City Park and Recreational Centers	750	$16.90/hr
Summer Night Lights Expansion	• Intergenerational programming (all ages) • Gang prevention/ community engagement	11 (additional) parks	• City Park and Recreational Centers	317	$16.90.
CIDF					
Teen Parent Prosper	• Clerical support/filing • Community events	16	• FamilySource Centers	120 (one pager says 820)	$16.04/Hr.

Housing Authority of City of Los Angeles (HACLA)					
Digital Ambassador Program	• Technology and digital justice (outreach, tech support)	14	• Public Housing sites	400 (DA leads have up to 1000)	$20/Hr.

Exhibit 6: Location of Youth Job Corps Work Sites



As illustrated in the exhibits above, L.A. Youth Job Corps supports diverse work opportunities at over 300 worksites across the City. The number of work sites varies considerably by project, ranging from two to over one hundred. Corps members are frequently placed at CBOs, recreation centers, educational institutions, nonprofits, and City agencies. L.A. RISE - Youth Academy partners with private companies, such as retail stores (Walgreens, Kohls, GAP) and facilities maintenance companies. Projects generally draw on their networks to identify work site partners. For example, Angeleno Corps relies largely on informational sessions for organizations connected to the Mayor's Office to recruit worksites: they then communicate with sites to ensure that the work site is committed to provide meaningful work opportunities to Corps members. Similarly, with L.A. Community College City Pathways the Mayor's Office reaches out to City departments to identify internship opportunities and provides them with guidelines as to what types of positions and roles that Corps members should be placed in. In

particular, they ask City department hosts to create short-term projects for interns to work on, rather than relying on them to fill staffing vacancies or gaps.

When possible, projects aim to provide Corps members with choices in their worksite assignments. Projects with diverse worksites offer Corps members more choice regarding their placements than those that are smaller and more focused on a specific occupational area (e.g. tutoring, ECE, or environment). For Angeleno Corps, for instance, applicants are asked to choose their top two or three preferences from a list of worksites in their area and Corps members are also encouraged to develop projects that align with their interests. Similarly, applicants to L.A. Community College City Pathways (Mayor's Office) rank their top five City departments of interest. Even projects with a variety of different placement sites, however, have limited slots for Corps members to choose from given that they strive to place Corps members in jobs close to where they live. Once assigned a worksite, Corps members also have some measure of choice. For instance, although all Teen Parent Prosper Corps members were placed at CBOs and FamilySource Centers, they can choose between task assignments such as data entry, filing, or working at community events. Similarly, Corps members in the ECE Student Advancement project are asked to choose what age group they want to focus on and what specific tasks they want to take on at the early childhood centers where they are placed.

Although L.A. Youth Job Corps offers a wide variety of work opportunities to Corps members, some respondents wished that there were more worksites for Corps members to choose from. One project and one YouthSource staff member shared that their projects would benefit from having a full-time job developer to search for quality work sites. Similarly, a staff member from Angeleno Corps said that despite continual efforts to recruit worksites from diverse industries and locations, high interest job opportunities are often limited to specific locations (e.g. central Los Angeles) and thus it is difficult to provide equal opportunities to all areas of Los Angeles. Finally, a project coordinator at ECE Student Advancement indicated that there are certain areas of the City where placement slots are limited, which in turn limits enrollment.

Worksite supervisors play an important mentorship and support role for Corps members. Most work site supervisors that were interviewed as part of the implementation study indicated that they had received guidance from the project on their role, with this guidance taking the form of weekly support meetings, regular check-ins, PPT trainings on their role and on skills such as conflict management, or written guidance in the form of a detailed email or online checklist. In recognition of the role that training and onboarding of work supervisors has on Corps member experience, projects work to provide systems and processes to support consistency. For instance, staff from the Student to Student Success project noted how much the engagement and enthusiasm of tutor supervisors influenced Corps member recruitment and retention. To address this, staff were working to strengthen recruitment, onboarding, and training for tutor supervisors to support more consistency across the schools that host the program. All worksite supervisors reported that they provide ongoing support and feedback to Corps members using a variety of strategies, such as short daily check-ins, weekly or biweekly one-on-ones, and more periodic formal reviews. Perspectives from Corps members on the support they received at their respective worksites are highlighted and

further explored in the dedicated chapter focusing on the overall Corps member experience.

In addition to on-the-job training, Corps members receive opportunities for career exposure and exploration through their worksite placements, directly aligning with the grant's primary objective of cultivating career pathways for participants. Exposure to education, child development, and youth development come through projects where Corps members were working directly with children and youth such as Student to Student Success, Early Childhood Education Student Advancement, and L.A. City Pathways for Youth (RAP). Similarly, projects such as Youth & Community Harvest Internship and L.A. Community Composting provide exposure to employment pathways related to urban farming, nutrition, and food waste. Digital Ambassadors provides opportunities for Corps members to present to the community and to City leaders about the importance of digital justice. Some projects make an extra effort to expose Corps members to careers outside of the specific focus of their projects. For instance, Clean L.A took Corps members to visit the Hyperion Water Reclamation Plant to learn about water treatment and also hosted a “role reversal” day, where Corps members who usually work on street clean-up took on office job tasks such as doing data entry and planning for a clean-up event.

One goal of L.A. Youth Job Corps is to provide pathways into stable and long-term employment with the City. Three projects reported that they had developed such a pathway. The first is L.A. City Pathways for Youth (RAP), which has a policy that Corps members who complete 80% of their hours can transition directly into becoming a recreational assistant. At the time of the site visit, one project coordinator reported that 20 out of a cohort of 46 transitioned to become a part time recreational assistant after completing their hours. The second is Clean L.A., which has an MOU with the Sanitation Department and Bureau of Street Services that allows for a smooth transition of Corps members into jobs within those departments. The pathway allows Clean L.A. graduates to be hired into civil service positions through an approved alternative process without having to take a written civil service test. At the time of the visit the graduation supervisor reported that they had referred 30 graduates to the Sanitation Department: 13 had been hired and an additional 8 were pending hire. An additional project, Summer Night Lights, hires youth as City employees and provides opportunities for members to transition to lead positions, such as leading youth squads at park worksites. Other projects such as L.A. River Rangers and L.A. Community College City Pathway (Mayor’s Office) are seeking to develop similar pathways to City employment.

On-Site Observation: Youth & Community Harvest Internship





Study staff visited a community farm in Arleta, CA where they observed at least three current or former youth interns from the Youth & Community Harvest Internship project. These interns, along with other volunteers, were at work maintaining the farm. They prepared garden beds for winter planting, removed dead flower heads from marigolds, and organized harvested vegetables for community donation.

One intern shared that they were inspired to participate in the internship as they were studying a related major at a local university, and it aligned well with their educational interests. During the first half of our visit, the onsite staff directed the youth on various garden maintenance tasks. Later, everyone gathered to discuss their motivations for volunteering and to learn about the winter vegetables they would be planting. Each person had a chance to share their experiences and level of horticulture knowledge. The staff then guided them through horticulture concepts relevant to that day's activities, explained the specific needs of the various winter vegetables, and reviewed the necessary tools and supplies. The interns and volunteers listened attentively, occasionally asking questions and offering feedback. After the discussion, everyone was encouraged to break into smaller groups and focus on different sections of the farm, apply what they had learned, and worked together to plant the farm's winter crops.

Case Management, Mentoring, and Supportive Services

The #CaliforniansForAll Youth Job Corps initiative aims to provide essential wraparound services to help ensure the short-and long-term success of Corps members. Supportive services offered to L.A. Youth Job Corps members include (but are not limited to) case management, mentoring, soft skills development (e.g. resume writing, communication skills), assistance with childcare, reimbursement for gas or books, and assistance paying parking tickets and getting a driver's license. These services and supports vary greatly depending on the specific partners and providers that are engaged in each project.

Eight of the projects assign Corps members a case manager. In the larger projects, case management is provided by partners, such as the YouthSource Centers or WorkSource Centers, such as Goodwill Industries, L.A. LGBT Center, or other organizations like the L.A. Conservation Corps. In the smaller projects, case management is often provided by the project coordinator. Case manager roles vary, but across the projects they are responsible for recruitment, communicating with worksite supervisors, providing soft skills training, managing timesheets, connecting regularly with Corps members, and doing their best to provide Corps members with wrap around services and resources. Given the multiple hats that case managers play, they sometimes spend more of their time managing recruitment and logistics than on providing one-on-one case management. Case managers at Student to Student Success skillfully juggle various responsibilities, from managing recruitment and logistics to ensuring efficient employment and payroll operations. Meanwhile, Tutor Supervisors complement this work by dedicating their attention to mentoring participating youth and offering valuable feedback. At L.A. Community Composting, Corps members have the option to meet with their case manager once a week, though the meetings are not mandatory, and they are encouraged to reach out if they are experiencing any barriers.

Mentorship often stems from multiple sources for Corps members, including from their worksite supervisors and colleagues. Those projects that formally assign mentors to Corps members include Angeleno Corps and ECE Student Advancement. Angeleno Corps assigns each participant a service lead coordinator who serves as a mentor, meeting with the Corps member monthly and providing connections to resource support. Similarly, the mentors paired with Corps members participating in the ECE Student advancement project meet with them monthly to provide coaching and support.

One of the primary goals of case managers and mentors is to link Corps members to additional wrap around services when needed. Some projects appeared to have easier access to supportive services and incentives than did others. Staff members at several projects mentioned that they provide reimbursement, incentives, or direct support to Corps for expenses, such as parking passes, gas cards, childcare support, and books. One partner, however, indicated that they were unable to reimburse because of “restrictions in City policies” and staff members from two other projects said that there was a problem with Corps members not receiving incentives offered by the program in a timely manner. In contrast, some projects appeared to have ready access to supplemental resources. L.A. River Rangers, for instance, has an Educational Enrichment Specialist who helps Corps members get a high school diploma and an L.A. Conservation Corps Navigator, who helps Corps members to find housing, apply to financial aid, and access additional resources.

Only three projects indicated that they regularly co-enroll members in Workforce Innovation and Opportunity Act (WIOA) programs to provide supportive services. L.A. RISE - Youth Academy and Teen Parent Prosper seek to co-enroll participants in WIOA to provide supportive services, though staff at Teen Parent Prosper indicated that WIOA was more restrictive in what they provide to students than other funding streams. Similarly, the project director at Youth & Community Harvest underscored the importance of securing WIOA support, though they said that complying with WIOA

requirements can be a challenge, particularly in motivating participants to pursue high school diplomas. Staff from other projects often did not know that WIOA co-enrollment was an option or indicated that they could not co-enroll because Corps members were enrolled full time in school. Indeed, at a minimum, seventy-five percent of WIOA Title-I youth formula funds are required to be spent on activities for out-of-school youth and twenty percent of these same funds must be utilized on work-based experiences.[14]

At some projects, case managers and project leaders provide ongoing work readiness and communication training that paralleled Corps member's work experience. Some have evening virtual sessions periodically (often every two weeks) that are focused on general skill development, budgeting, financial aid, and community resources. At L.A. RISE - Youth Academy, for instance, Corps members are required to take an in-service training which occurs every two weeks to ensure that youth (across all worksites) receive the same content. This in-service training includes financial literacy, introduction on childcare options at community college, living with parents or at other houses, and child development.

Promising Practices

Project staff and key partners identified the following practices as influential to their ability to support Corps member engagement, retention, and completion of their work opportunities.

- **Be clear and upfront about the time commitment required and the expectations of the work opportunity to ensure a strong match**. Programs reported that high school age youth and those who have a lot of competing commitments were most likely to stop attending or drop out of the project. Those projects that conduct interviews with Corps members often sought to educate applicants about the nature of the job opportunity and the overall time commitment.
- **Build positive relationships and connections between Corps members, program staff, and work supervisors**. Program staff stressed building quality relationships between partners and with Corps members through regular one-on-one check-ins, a focus on communication, and community building events. For example, Youth & Community Harvest Internship hosts biweekly check-ins to foster personal and professional growth by prompting reflection on achievements and challenges, encouraging participants to share both personal and professional experiences. Similarly, an L.A. Rivers Ranger staff member said is **"**important to win their hearts and their minds in order for them to show up" by being transparent with participants about programmatic decisions and creating an open line of communication, feedback, and trust. A Teen Parent Prosper WorkSource partner staff member reiterated, "it is all about the relationship that they are able to build."
- **Align work opportunities with Corps member interests, strengths and passions**. As discussed earlier, larger projects seek to provide applicants with

[14] CA Employment Development Department. (2021, December 3). WIOA YOUTH PROGRAM REQUIREMENTS. https://edd.ca.gov/siteassets/files/jobs_and_training/pubs/wsd17-07.pdf

choices regarding their work placement, while smaller projects seek out applicants who are passionate about the focus of the project. Regardless, project staff thought it was very important to provide Corps members with choices about the types of activities and roles that they take on at the worksite. Projects like Student to Student Success, for instance, emphasized that older high school relatives can be creative with their roles by providing tutoring in sports or the arts, or play educational games with their relatives in order to provide them with academic support and enrichment activities. Similarly, a worksite supervisor for Digital Ambassadors felt that it was crucial for programs to empower participants by encouraging them to recruit fellow participants and asking their opinion about programmatic decisions.

- **Provide personalized "handholding" support to youth**. Respondents at several projects emphasized the significant employment barriers that many Corps members face and thus their need for a lot of mentoring and support to succeed in a work environment. For instance, an L.A. RISE - Youth Academy worksite supervisor highlighted the benefits of Corps members lived experience and spoke about the need for worksite supervisors to proceed slowly, gently, and patiently with them to promote their growth.
- **Create and strengthen pathways to full time employment**. Staff members from Clean L.A., which had developed the MOU with the City Sanitation Department, reported that the prospect of City employment helps facilitate recruitment and retention of Corps members in the program. L.A. City Pathways for Youth (RAP) indicated that the easy transition from the project into part-time employment as a recreational assistant was helpful in their ability to retain youth.
- **Celebrate and recognize interns**. Two programs highlighted the importance of recognizing and celebrating interns. L.A. City Pathways for Youth (RAP) provides interns with a pin after completing a certain number of hours and they also hold a graduation ceremony for Corps members who have completed their hours. A program manager for Clean L.A. also stressed the importance of highlighting youth successes in group meetings and official graduation ceremonies hosted at City Hall.
- **Build a sense of belonging through team building and enrichment opportunities.** Youth & Community Harvest have increased youth engagement through holiday events and organized field trips. For instance, they organized an excursion to the Santa Monica Mountains, where they exposed interns to outdoor activities and recreation. Similarly, L.A. River Rangers took participants kayaking on the L.A. River, where they learned about the biodiversity in the area.
- **Educate participants about the value of their work for their broader community.** Projects such as L.A. River Rangers, Clean L.A., Summer Night Lights Expansion, L.A. Community Composting, and Digital Ambassadors emphasize the importance of educating participants about the value of their work for the broader community and its connection to careers. Furthermore, respondents at these projects described that the appreciation that Corps members get from community members is an important motivation for their

continued involvement in the program. For instance, a staff member from L.A. Community Composting recalled how the manager of the neighboring garden affirmed the good work that the youth were doing and asked for their help in her garden, which staff felt had increased Corps members' sense of pride and accomplishment.

Challenges

The following are challenges identified by program staff and their partners.

- **More than half (7) of projects reported that they faced challenges with recruitment.** In addition to the lingering influence of the pandemic on program participation and staffing, projects experienced logistical, bureaucratic, capacity and interest-related recruitment challenges. For instance, programs like Angeleno Corps that use a cohort model (where participants start the program at the same time), had applicants lose interest or find other employment during the time between when they apply and when the program starts. Other projects reported that there was a high level of attrition associated with slow paperwork and enrollment processes. As described in the enrollment section, some projects were not originally listed in the HireLA platform, which slowed enrollment. Finally, some projects lacked staffing capacity to do outreach in the early phases of the project and others found it difficult to identify eligible applicants who are genuinely interested in their project's focus.
- **Eligibility requirements and restrictions were sometimes challenging.** Several projects identified the requirement that participants live in the City of L.A. as a challenge. Although waivers were available for those that lived outside of the City of Los Angeles, the percentage of participants who could receive waivers was limited to 10%. The requirement of the grant funds that participants demonstrate that they have the legal right to work in the U.S. and its influence on undocumented applicants was also raised by staff at several projects.[15] Projects also have their own specific eligibility requirements that sometimes pose challenges. For instance, Summer Nights Lights Expansion is restricted to enrolling applicants that lived within three miles of participating recreation centers and the ECE Student Advancement project originally restricted enrollment to community college students majoring in an early childhood development field.
- **Some projects had a high percentage of participants drop out or fail to complete their work placement hours.** Although about half of the programs indicated that their dropout rates were low, the other half reported dropout rates of 15-85% and these rates seemed to be higher for programs serving a younger pool of participants. For instance, the case manager for one project working primarily with secondary students indicated that more than half of participants failed to complete their allotted work hours because Corps members struggle to balance their work and school responsibilities. Similarly, a staff member from Angeleno Corps indicated that participants often drop out during midterms and

[15] The most recent funding for #CaliforniansForAll attempts to address this issue by expanding the opportunity to include AB 540 CA Dream Act Students, and immigrant youth who have work authorization including DACA beneficiaries. The funding is also designed to be more inclusive of tribal communities.

final exams or during holiday breaks when their routine is disrupted. Respondents also noted personal challenges as a key reason that participants did not complete their allotted hours. A program staff member from Youth & Community Harvest noted more generally that 16–18-year-olds were less responsive to emails and less likely to attend group meetings than were older participants.

- **Some projects experienced challenges with hiring and staff turnover**. Four projects experienced significant delays in hiring that influenced recruitment and implementation. For example, L.A. Community Composting spent 3 months recruiting for the Worksite Supervisor role and were still recruiting at the time of the site visit. Similarly, Youth & Community Harvest Internship had trouble hiring an Intern Coordinator who would be responsible for recruitment, onboarding, and engagement of the interns. Program staff attributed hiring challenges to lack of interest in the focus area of the program, low wages, or bureaucratic processes.
- **The majority (9) of programs experienced a geographic mismatch between where jobs were located and where applicants lived.** The Project Director for the Early Childhood Education Student Advancement project said that because of proximity to applicants' homes, some childcare centers have ten applicants for five slots, whereas others have slots that are unfilled. L.A. Community Composting had a shortage of applicants from San Fernando Valley and so could not fill all of those slots, a challenge that could be due to lack of interest or lack of transportation (staff shared that public transportation does not service the Valley as it does in South L.A.). Digital Ambassadors, which operates in public housing developments, reported needing to consider gang dynamics and safety when placing Corps members. Similarly, the Summer Night Lights Expansion program placed participants in parks within a certain vicinity of their homes, as the program originally arose from gang reduction efforts.
- **Serving youth with multiple employment barriers is challenging and resource intensive.** Many interview respondents spoke to the significant barriers and daily adversity that Corps members experience, with some projects serving particularly vulnerable populations. L.A. RISE - Youth Academy, for instance, serves youth who are unhoused or housing insecure, many of whom live in shelters. A YouthSource Program Manager for L.A. RISE - Youth Academy said that, given the significant challenges they face, many of their Corps members are not ready for work, don't "know how to show up," or struggle with communication skills in the workplace. Respondents feel it is important for policy makers and funders to recognize how challenging and resource intensive it is to work with specific hard to reach populations.

V. Enrollment, Satisfaction and Impact on Corps Members

In this chapter, we examine the overall levels of program enrollment and completion, in comparison to their targets, members' satisfaction with the program and their reasons for participating in it, and the potential impact of the program on Corps members. These findings draw on data gathered from Corps members (964 Pre-program, 492 Exit, and 178 Follow-up survey respondents), a comparison group (328 survey respondents), and program providers (13 survey respondents).

Exhibit 7. Enrollment & Completions in Local Projects.

Project	Corps Member Enrollment Goal	Total Number Enrolled as of 4/30/2024		Completions as of 4/30/2024	
		#	%	#	%
Mayor's Office					
1. Angeleno Corps	800	749	94%	246	33%
2. Student to Student Success	800	1,172	147%	791	67%
3a. L.A. City Pathways for Youth (Mayor's Office)*	200	181	91%	7	4%
4. Early Childhood Education Student Advancement	150	187	125%	41	22%
5. Youth & Community Harvest Internship	125	66	53%	29	44%
EWDD					
6. L.A. RISE – Youth Academy	800	483	60%	65	13%
BPW					
7. Clean L.A.	200	104	52%	14	13%
8. L.A. River Rangers	127	66	52%	0	0%
9. L.A. Community Composting	12	11	92%	0	0%
RAP					
10. Summer Night Lights Expansion	317	29	9%	4	14%
3b. L.A. City Pathways for Youth (RAP)*	200	201	100%	21	10%
CIFD					
11. Teen Parent Prosper	40	30	75%	1	3%
HACLA					
12. Digital Ambassador Internship	30	41	137%	0	0%
Total	**4034**	**1839**	**46%**	**376**	**9%**

Source: Aggregate counts from the Mayor's Office.
Notes: *This local project is jointly managed by the Mayor's Office and RAP. Each department is responsible for 200 positions. Some enrollment targets were adjusted as the program evolved, and some programs were able to enroll more or fewer participants. What is shown in this table are the original enrollment targets.

Program Enrollment and Completions

As of April 30, 2024, the L.A. Youth Jobs Corps initiative had enrolled 1,839 individuals into its 12 local projects, or 46 percent of its goal to enroll 4,034 Corps members. A total of 376 individuals had completed their participation—approximately 9 percent of those enrolled. Exhibit 7 details the enrollment and completion progress of each local project.

Survey Participation

To examine Corps members' experiences and impact of the program, we implemented online surveys to assess their participation, services received, and outcomes obtained. We sought to administer surveys both pre-program and at exit from the program, as well as approximately three months following exit.[16] Additionally, we administered surveys to a sample of similar individuals to be used as a comparison group (described in Chapter II, above). Finally, we also recruited program staff to complete a provider survey in an effort to document services and approaches in a standardized way across all projects participating in the L.A. Youth Job Corps program.

Exhibit 8 shows the number of eligible members available to take each survey, as well as the number of completed, usable questionnaires we obtained. There were a total of 964 respondents in the Pre-program survey, and 492 respondents in the Exit survey. Of these, a total of 167 individuals completed both pre- and exit-surveys. The follow-up and comparison survey samples had 178 and 329 participants, respectively. Finally, 13 program providers completed our provider survey.

Exhibit 8. Survey Response Rates

Survey	Recruited	Usable	Response rate
Pre-program	1605	964	60.1%
Exit	1149	492	42.8%
Follow-up	790	178	22.5%
Comparison	2,552	329	12.9%
Provider[17]	35	13	37.1%

Although we sought to examine the equivalence of these varying samples, we were unable to obtain these demographic data from the majority of pre-program and exit participants. Therefore, we are only able to compare the similarity of the follow-up and comparison survey samples. We display this comparison across key demographic variables of age, gender, ethnicity, and education in Exhibit 9. As shown in this exhibit, the follow-up and comparison groups had similar compositions of gender, ethnicity, and

[16] Our goal was to survey all eligible Youth across L.A. Youth Job Corps project sites from May 31, 2023, to April 30, 2024. Given that the L.A. Youth Jobs Corps was first implemented in 2022, prior to the start of the evaluation, and will continue to serve participants after the evaluation cutoff date, it is important to note that we were unable to collect any surveys from Corps members who completed their local project before May 3, 2023, or those who start after April 30, 2024. Further restrictions occurred given the timing requirements for eligibility in Pre-program, Exit, and Follow-up surveys.

[17] Of the 13 provider survey respondents, 8 were project leads and support staff, typically city department staff, and five were direct service providers such as YouthSource Center directors or staff, case managers and frontline staff.

education, suggesting that making comparisons between these two groups is reasonable at least based on these measurable characteristics.

Exhibit 9. Demographics Across Survey Groups

	Pre-Program	Exit	Follow-up	Comparison
Gender	N=946	N=246	N=178	N=318
Male	26%	40%	28%	30%
Female	63%	59%	69%	64%
Ethnicity	N=946	N=243	N=178	N=318
Black or African American	15%	16%	10%	24%
Asian / Pacific Islander	7%	2%	6%	8%
Latino or Hispanic	76%	77%	83%	65%
White / Caucasian	8%	9%	5%	6%
American Indian/Alaskan Native	1%	1%	1%	1%
Other	2%	2%	1%	3%
Highest Education	N=938	N=485	N=178	N=318
Some High School	39%	25%	25%	26%
High School Diploma/GED	33%	33%	28%	31%
Some College	17%	25%	28%	19%
Associate degree	4%	9%	6%	8%
Bachelor's Degree	4%	5%	7%	7%
Other	2%	4%	6%	9%
Current Education	N=944	N=483	N=178	N=318
High school	49%	35%	38%	41%
Community college	22%	25%	25%	19%
4-year college	15%	23%	22%	15%
Trade/technical school	4%	3%	2%	4%
Not enrolled in school	11%	14%	13%	21%

Participant Satisfaction and Reasons for Participating

The Pre-program survey asked respondents to assess their satisfaction with various aspects of the program, including the recruitment process, application materials required, duration between application submission and acceptance, and the information and training received after acceptance. Results for these items are displayed in Exhibit 10.

In general, respondents were satisfied with the recruitment process, application materials, length of time between application and acceptance, and information and training received after acceptance.

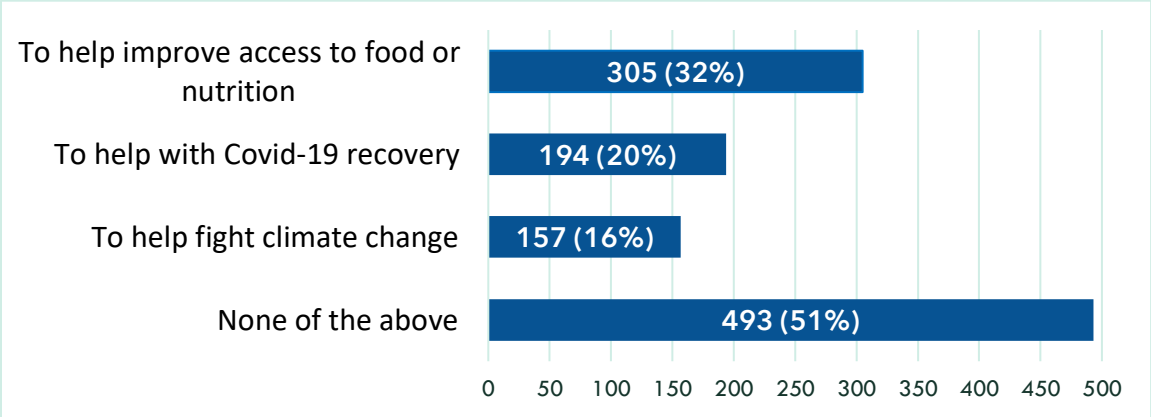
Exhibit 10. Satisfaction with Pre-Program Components

Item: *How satisfied were you with the following aspects of the program?*

Item (*1 = Very dissatisfied; 5 = Very satisfied)*	**N**	**Mean**	**SD**
Recruitment process	939	4.05	0.85
Application materials	927	3.99	0.84
Length of time between applying and getting accepted	933	3.90	0.97
Information received after getting accepted	929	3.98	0.89
Training received after getting accepted	922	3.89	0.87

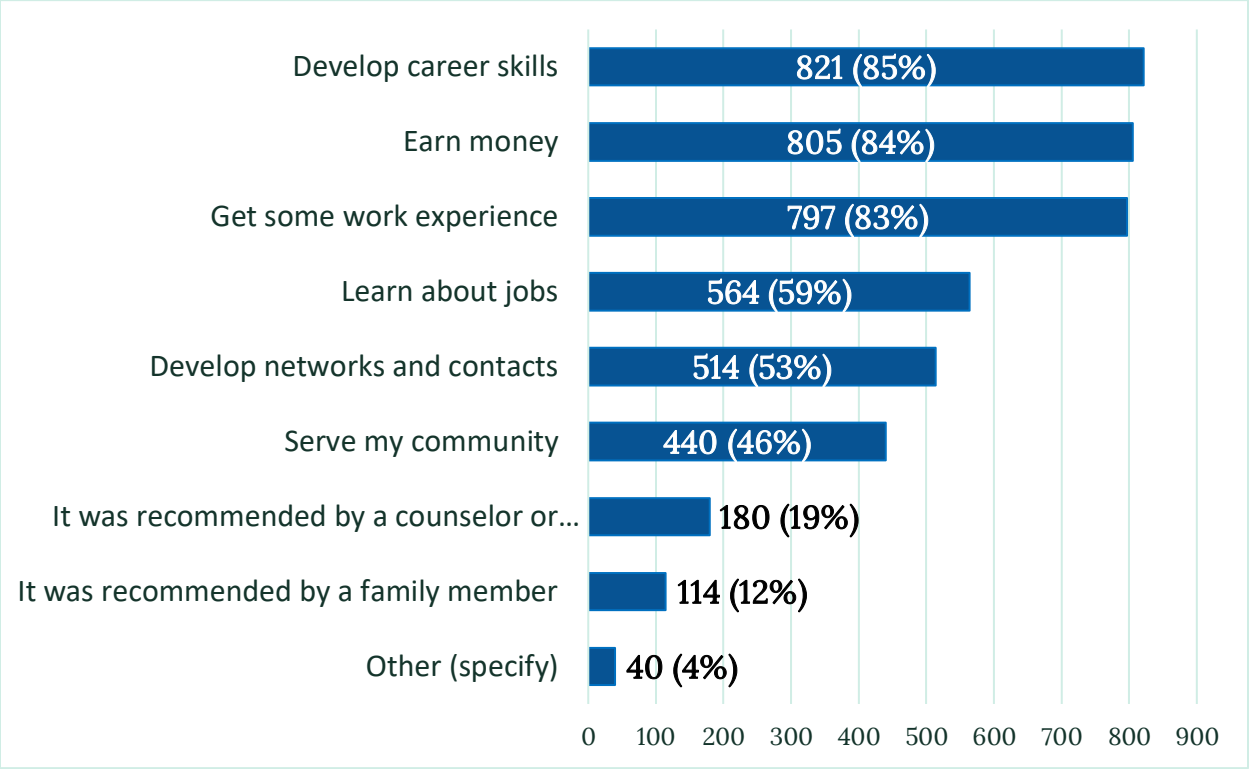
The Pre-program survey also asked respondents to identify their primary motivations for participating in the program. Somewhat consistent with the objectives of the L.A. Youth Job Corps, some Pre-program survey participants reported being motivated to join the program in order to improve access to food or nutrition (32%), help with COVID-19 recovery (20%), or help fight climate change (16%). However, more than half of all respondents (51%) endorsed none of these motivating factors (see Exhibit 11).

Exhibit 11. Pre-Program Survey Respondents' Motivating Factors for Joining the Program



Rather, members identified a variety of other reasons for joining the program, with more than half of respondents identifying their desire to: "develop career skills", "earn money", "get work experience", "learn about jobs", and "develop networks and contacts" (See Exhibit 12).

Exhibit 12. Reasons for Joining the Program



Having actually experienced the program, respondents to the *Exit survey* were asked about their satisfaction with the program itself, the impact and meaningfulness of their experience, their connection to their jobs, and whether they would recommend their job to others. As shown in Exhibit 13, respondents were highly satisfied with both their work experience and the program overall, found their work experiences highly meaningful, and felt like they belonged and were connected to their jobs. Additionally, respondents were very likely to recommend the program to others.

Exhibit 13. Exit survey Respondents' Program Perceptions

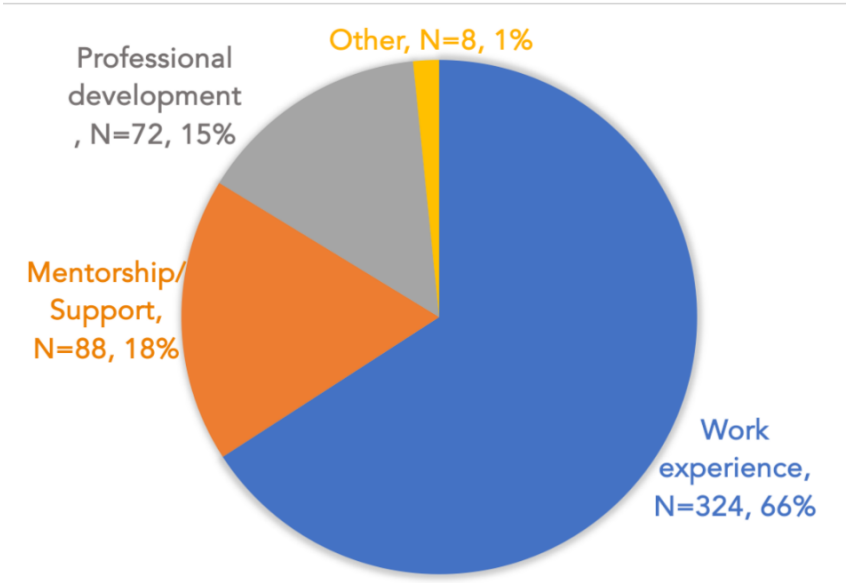
5-point Scale (1 = Strongly disagree to 5 = Strongly agree)	N	Mean	SD
Overall Satisfaction	491	4.76	0.43
Satisfaction with Work Experience	491	4.74	0.47
Satisfaction with Program Experience	491	4.79	0.44
Belongingness at Work	491	4.41	0.73
Meaningfulness	491	4.60	0.55
How likely would you be to recommend the program?*	485	9.22	1.24

**This item had a 1-10 response scale*

Exit survey respondents also were asked from which component of the program they benefited the most. As shown in Exhibit 14, 66% of Exit survey respondents identified

the work experience, 18% identified the programs' mentorship/support, and 15% selected professional development as important benefits of program participation.

Exhibit 14. Perceptions of Which Program Components Benefited Members Most



The survey also asked members at exit about what they gained from their experience in the program. As shown in Exhibit 15, the five most common benefits were: learning how to communicate with others, the importance of being responsible, better leadership skills, how to adapt their behavior in different settings, how to be better prepared to apply for a job and learning that it's okay to ask for help.

Exhibit 15. Exit Survey Respondents' Perceived Gains from the Program (N=491)



Note: Responses are shown based on the overarching question: What did you gain from your experience in the program? (select all that apply).

Program Impact and Key Outcomes

The L.A. Youth Job Corps aims to 1) increase youth employment, 2) develop public service career pathways, and 3) strengthen the capacity of the City to address key areas of food insecurity, climate change, and COVID-19 recovery. Other potential goals of the L.A. Youth Job Corps are to increase members' feelings of connectedness to their community, and to reduce food insecurity among members and their families.

Follow-up and Comparison Surveys

The impact of the program on outcomes was assessed in multiple ways. First, we examined group differences in program outcomes between the Follow-up survey respondents (3-months after they completed the program) and comparison survey respondents who were never in the program but were drawn from a similar population.[18] Several survey items on the follow-up and comparison surveys asked respondents to report their educational status and plans, as well as their work status (see Exhibit 16). Differences between Follow-up and comparison groups on key outcomes were tested statistically with *t*-tests. A statistically significant effect indicates that the group difference was unlikely to have arisen due to sampling error.

In terms of employment outcomes, L.A. Youth Job Corps members were significantly less likely to be unemployed or looking for a job compared to the comparison group. Crucially, Corps members also reported being employed in jobs of significantly higher quality, which assessed key job resources, demands, and other characteristics of quality jobs than did the comparison group. In contrast, there were no statistically significant differences between the two groups in their monthly earnings or hourly pay rate.[19]

Exhibit 16. Impact on Corps Member Employment

Variable	Group	Mean	Mean Diff.
Unemployed (1 = yes, 0 = no)	Follow-up	0.35	-0.13*
	Comparison	0.48	
Looking for full time job? (1 = yes, 0 = no)	Follow-up	0.71	0.08*
	Comparison	0.79	
Job quality	Follow-up	3.91	0.19*
	Comparison	3.72	
Monthly earnings (dollar amount)	Follow-up	$1,087.99	-$24.73
	Comparison	$1,112.72	

NOTES. Unless otherwise noted, results are from 5-point response scales with higher numbers indicating more affirmative responses * indicates that the finding is significant at $p < .05$.

Exhibit 17 displays results on outcomes concerning attitudes towards work. As seen in this exhibit, Corps members reported significantly higher self-efficacy and career

[18] As noted in Chapter III, the comparison group was drawn from individuals who applied to the program, but ultimately opted not to participate. Given this, it is possible that there are differences between this group and those who opted to participate in the program that are not measurable based on our surveys. As such, any differences observed in survey responses must be treated with caution.

[19] Importantly, these earnings and wage data were non-normally distributed and had high standard errors, suggesting that they were not reliable enough on which to draw meaningful conclusions.

readiness, and, particularly, they felt much more prepared for a job compared to the comparison group. There were no statistically significant differences in other attitudinal outcomes such as feelings about working or career related attitudes.

Exhibit 17. Impact on Corps Member Employment Attitudes

Variable	Group	Mean	Mean Diff.
Self-efficacy	Follow-up	4.46	-0.18*
	Comparison	4.27	
Career readiness	Follow-up	4.23	0.30*
	Comparison	3.93	
Preparedness for a future job[20]	Follow-up	4.52	0.98*
	Comparison	3.54	
Feelings about working	Follow-up	4.17	0.11
	Comparison	4.06	
Career decidedness	Follow-up	4.16	0.04
	Comparison	4.13	
Career intentions	Follow-up	3.91	-0.05
	Comparison	3.96	
Career self-clarity	Follow-up	4.18	0.01
	Comparison	4.16	

NOTES. Unless otherwise noted, results are from 5-point response scales with higher numbers indicating more affirmative responses * indicates that the finding is significant at $p < .05$.

In contrast to the differences observed on attitudes toward work and work readiness, there were no significant effects on education related attitudinal outcomes. Results for both the Follow-Up and comparison groups are displayed in Exhibit 18.

Exhibit 18. Impact on Attitudes towards Education and Careers

Variable	Group	Mean	Mean Diff.
Feelings about going to school	Follow-up	3.83	0.04
	Comparison	3.79	
Need more info about education	Follow-up	4.20	0.08
	Comparison	4.28	
Know enough about careers	Follow-up	3.84	0.13
	Comparison	3.71	
Unsure how to find careers	Follow-up	3.11	-0.14
	Comparison	3.25	
Plan to enroll in school? (1 = yes, 0 = no)	Follow-up	0.85	0.02
	Comparison	0.83	

NOTES. Unless otherwise noted, results are from 5-point response scales with higher numbers indicating more affirmative responses * indicates that the finding is significant at $p < .05$.

[20] Responses to two slightly different items are compared here, “Overall, I feel like my work experience so far has helped me prepare for a future job” for the comparison group versus “Overall, I feel like my work experience with [the project] helped me prepare for a future job” for the follow-up group.

Finally, Corps members reported being significantly more connected to their communities compared to the comparison group, but the two groups did not differ significantly in their levels of reported food insecurity (see Exhibit 19).

Taken together, the results of the Follow-up and comparison surveys suggest that completing the L.A. Youth Job Corps (compared to a comparison group that did not participate in the program) has short-term (i.e., approximately 3 months post completion) beneficial impacts on employment outcomes and career-relevant attitudes. Thus, those individuals who completed the program were more likely to be employed at all and employed in higher quality jobs, and felt more confident in their ability to accomplish their goals, more ready to start their careers, and more prepared for a job. This last difference was the largest. These findings are only in the short term, but it seems likely that career-relevant attitudes (e.g., feeling prepared and ready for work) and self-perceptions (self-efficacy) would be associated with longer-term benefits to employment as well.

Exhibit 19. Impact on Community Connection and Food Insecurity

Variable	Group	Mean	Mean Diff.
Community connection	Follow-up	3.48	0.21*
	Comparison	3.27	
Food insecurity (3-point response)	Follow-up	1.66	-0.09
	Comparison	1.75	

NOTES. Unless otherwise noted, results are from 5-point response scales with higher numbers indicating more affirmative responses * indicates that the finding is significant at $p < .05$.

Corps Members' Pre and Exit survey Respondents

Further evidence of the benefits of the L.A. Youth Job Corps initiative is found in the Pre-program and Exit survey data. The findings in this section focus first on Exit survey outcome data and then on the pre-post matched-pairs analysis from the 167 respondents who completed both Pre- and Exit- surveys.

Exhibit 20. Exit survey Respondents' Education and Work Outcomes

Item	N	No %	Yes %
Did you complete all required hours in the program?	482	16%	84%
Did you have an outside job during your time in the program?	470	74%	26%
Do you have a job that you will work after completing the program?	478	68%	32%
Did you learn about this job at the CA4ALL program?	157	46%	54%
Will you be paid hourly?	157	11%	89%
Would you like to work more hours?	155	34%	66%
Are you planning to work at a job two months from now?	322	39%	61%
Are you currently looking for a job?	478	32%	68%
Do you plan to enroll in school in the next 12 months?	481	20%	80%

Twenty-six percent of those completing the Exit survey were employed while in the program. Upon completion of the program, 157 (32%) respondents had jobs lined up

and 68% were currently looking for a job. Of those without a job upon completion, 61% were planning to be employed within two months of completion of the program. Additionally, 80% planned on enrolling in school in the next 12 months. Only 13 (3%) respondents were neither currently employed (or planning to be employed) nor had plans to enroll in school, indicating that there are very few who intended to be "out-of-work and out-of-school".

Of the 157 respondents who indicated that they have a job lined up after completion of the program, 84 (54%) learned about this job at their L.A. Youth Job Corps program.

As shown in Exhibits 21 and 22, most (57%) of those with a job or planning to have a job will be working at either a government, community based or non-profit organization and almost all (89%) will be paid hourly. About half will be working under 20 hours per week, with 66% of respondents indicating that they would like to work additional hours.

Exhibit 21. Exit survey Respondents' Type of Post-Program Job

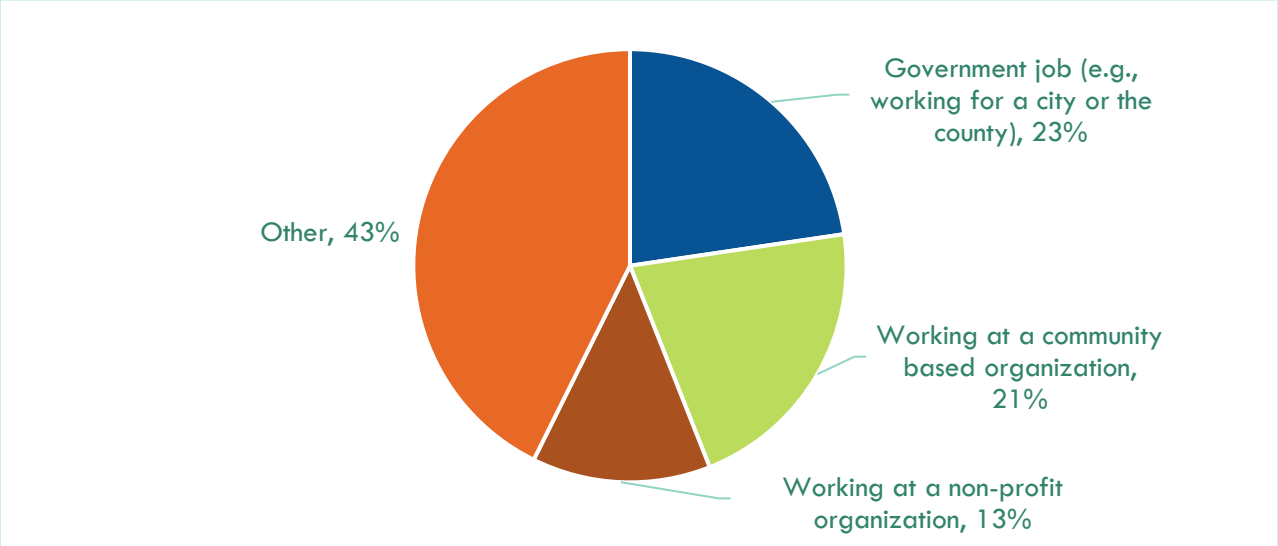


Exhibit 22. Exit survey Respondents' Hours Working in Post-Program Job

Item. How many hours per week will you work?	**N**	**%**
0-9 hours per week	30	19%
10-19 hours per week	47	30%
20-29 hours per week	31	20%
30 or more hours per week	47	30%
Total	155	100%

Exit survey respondents also reported that their experience was highly beneficial in motivating them to obtain future education (M = 4.72, out of a maximum possible score of 5) and preparing them for future employment opportunities (M = 4.71) and making them more aware of career paths (M = 4.58). They also report being highly interested in

work that enables them to give back to their communities (M = 4.66). These outcomes are displayed in Exhibit 23.

Exhibit 23. Exit survey Respondents' Impact of Work Experience

Items (1 = Strongly disagree; 5= Strongly agree))	N	Mean	SD
Overall, I feel like my work experience motivated me to obtain more education and/or training.	491	4.72	0.62
Overall, I feel like my work experience helped me prepare for a future job.	491	4.71	0.56
I would like to do work that allows me to give back to my community.	491	4.66	0.63
This work experience made me more aware of possible career paths for me.	491	4.58	0.70

Pre-program and Exit surveys: Examining Changes in Attitudes and Outcomes

To examine the extent to which participating in the program influenced Corps members' outcomes, including career-related perceptions and attitudes, we sought to match members' Pre-program and Exit surveys. Due to variability in start and end dates and levels of survey participation, matching these two surveys for individual members was not feasible in many cases. We were able to match data for 167 Corps members and in this section we describe findings from those matched cases. It is important to note that this subset of participants does not include Corps members from all projects.[21]

Exhibit 24. Number of Pre- and Exit- Survey Matched Pairs, by Program

Project	N
Angeleno Corps	2
L.A. RISE - Youth Academy	15
Student to Student Success	113
L.A. City Pathways for Youth	2
Early Childhood Education Student Advancement	2
Clean L.A.	5
L.A. River Rangers	8
L.A. Community Composting	1
Summer Night Lights Expansion	11
Teen Parent Prosper	2
City Pathways for Youth	6
Total	167

[21] A summary of survey data collected from all Pre-program and Exit survey respondents is included in Appendix B.

Exhibit 25 displays the means for Corps members' Pre-program and Exit surveys concerning their interest in public service careers and their connection to their community. As can be seen in this exhibit, respondents expressed stronger interest in working for the City or County of L.A at exit compared to their interest in doing so at the start of their program participation. Exit survey responses were also nominally higher on members' desire to find a career in public service, though this difference did not reach statistical significance. Further, respondents reported feeling significantly more connected to their community after participating in the program. Though respondents generally reported low levels of food insecurity, our pre-post analysis found a small but significant decrease in participants' experiences of food insecurity.

Exhibit 25. Pre-program and Exit Survey Respondents' Career Interests and Community Connection

Items/Scales (5-point scale)	Group	Mean	Mean Diff.
I am interested in working for City of L.A. or the County of L.A..	Pre-program	3.82	0.17*
	Exit	3.99	
I am interested in a career in public service.	Pre-program	3.71	0.11
	Exit	3.82	
At this point in time, how connected do you feel to your community?	Pre-program	3.49	0.37*
	Exit	3.85	
Food Insecurity	Pre-program	2.58	-0.07*
	Exit	2.52	

NOTE. *indicates that the finding is significant at $p < .05$.

The Pre-program and Exit surveys also asked about members' attitudes toward work and school. Specifically, two one-item measures assessed these attitudes; individuals were asked to slide a bar to indicate how work and school made them feel (1 = not happy; 5 = very happy). In general, both Pre-program and Exit survey respondents reported favorable attitudes toward work and school. While Exit survey means were slightly higher than pre-program means on both items, only the change in affect toward school was statistically significant (see Exhibit 26).

We also assessed respondents' career readiness, career decidedness, career self-clarity and self-efficacy (1= *Strongly disagree* to 5 = *Strongly agree*). These results also are displayed in Exhibit 24. On average, respondents expressed greater agreement in these key areas at exit than they did pre-program. Responses to both career readiness and self-efficacy were significantly higher at exit compared to pre-program responses, while increases in the remaining two items did not reach statistical significance. This suggests that Corps members largely felt equipped with the necessary skills and experience needed to obtain a job, had a plan for the future, including possible careers paths, and felt competent with their ability to perform and take on challenges.

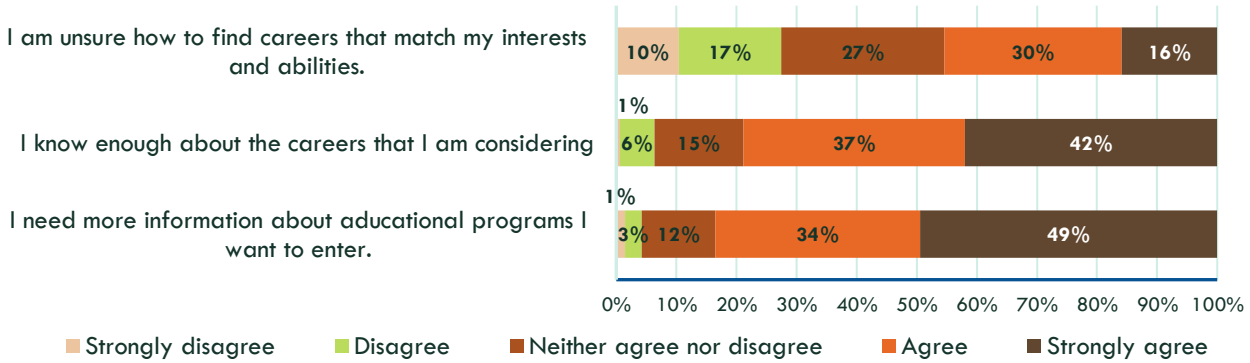
Exhibit 26. Pre-program and Exit Survey Respondents' Attitudes Towards Work, Education, and Careers

Scale (5-point agreement scale)	Group	Mean	Mean Diff.
The idea of working makes me feel: (1 = not happy, 5 = very happy)	Pre-program	4.37	0.04
	Exit	4.41	
The idea of going to school makes me feel: (1 = not happy, 5 = very happy)	Pre-program	3.87	0.20*
	Exit	4.07	
Career Readiness	Pre-program	4.26	0.17*
	Exit	4.42	
Career Decidedness	Pre-program	4.36	0.03
	Exit	4.39	
Career Self-Clarity	Pre-program	4.40	0.06
	Exit	4.45	
Self-Efficacy	Pre-program	4.50	0.08*
	Exit	4.58	

NOTE. $p < .05$ indicates that the finding is significant.

Three additional survey items tapped into Corps members' feelings about their own career knowledge. These three career knowledge items were not aggregated as were items for the other career preparation scales (e.g., career self-clarity) due to their low association with each other, but they provide useful insight into additional resources Corp members feel they may need (see Exhibit 27). Overall, 79% of respondents felt that they know enough about careers they are considering, with 21% feeling either neutral or indicating that they did not have enough knowledge about these careers. Corps members varied on how unsure they felt finding careers that match their interests and abilities, with 46% feeling unsure, 27% feeling neutral, and 27% feeling sure. Of note, 83% of respondents reported that they needed additional information about educational programs. This may be due in part to the fact that high school students comprise 35% of the Exit survey participants.

Exhibit 27. Exit Survey Respondents' Career Preparedness Knowledge



The Exit survey also included five open-ended questions that asked about Corps members' work and career plans, as well as their feedback regarding the program and

its impact. Open-ended responses were qualitatively coded to reveal themes across responses.

The first two questions concerned what job the individual would like to have next, and the job they would like to have as their long-term career. A summary of these results is provided in Appendix B, Exhibit B-3. The top two job category that respondents would like in the near term—Government/Non-Profit (17%) and Education (16%)—may be attributable in part to their experience in L.A. Youth Job Corps. Interestingly, however, respondents indicated the most interest in the fields of Healthcare (25%) and Engineering/Technology (14%) for long-term careers, though a sizable percentage listed Government/Non-Profit (13%) for this item.

Respondents' answers to the question of how the project in which they participated impacted them were qualitatively coded into 11 categories, as shown in Appendix B, Exhibit B-4. Sample quotes are provided there as well. The most common category of response involved the work experience itself, followed by the opportunities to secure jobs in the future, network, and build a work community, and with career preparation and development. The fourth most common category was the beneficial effect the project had on their well-being, their mental health, and feeling supported. Overall, respondents indicated that the program aided their personal growth, including their confidence and sense of responsibility, bolstered their professional development by providing important work experience, taught them new skills, furthered their understanding of workplace dynamics, strengthened their connections with mentors and their communities, and impacted their career aspirations.

When responding to an open-ended question about how the project could be improved, most respondents indicated *no improvements* were necessary and/or provided other positive feedback (35%). Some respondents (10%) raised issues about the structure of the program, highlighting the need for more flexibility. About 9% of respondents discussed the need for better communication between project administration, worksites, and Corps members. Respondents also commonly asked for *more* of the features of the program (e.g., more hours, more workshops, longer duration, greater access, etc.). See Appendix B, Exhibit B-5 for more details.

Respondents were offered a chance to provide any other feedback in the last qualitatively coded item, as shown in Appendix B, Exhibit B-6. Most respondents took the opportunity to provide yet more positive feedback on their experiences in the program (45%), to express their appreciation for being involved (8%), and/or to highlight beneficial aspects of the program (22%). Some (7%) provided more constructive feedback similar to responses to the prior item.

In summary, the qualitative analysis of open-ended responses to Exit survey questions indicates that program participants generally felt very positively about the program. Responses show that many of the goals of the Youth Jobs Corps program are being met, at least in the eyes of Corps members who have completed the program. When asked to provide ideas for improvement, most respondents either provided positive feedback instead, or suggested that the best way to improve the program was to expand it. These survey results echo and support the insights gained from focus groups, interviews, and the participatory evaluation component of the evaluation.

Program Providers' Perceptions

In addition to surveys of Corps members, we also conducted a survey of program providers to gauge their perceptions of the program and assessment of how well it was serving its members and achieving its goals. The provider survey had 13 respondents, 8 of whom were program administrators, and 5 of whom were direct service providers, with an average tenure of 6.9 years.

Providers agreed that the program prepared Corps members for the future and was successful in providing them with resources and meaningful work experience. As shown in Exhibit 28, there were four aspects of the program that providers were especially positive about: that the program provided Corps members with personal development, a meaningful work experience, an opportunity for community engagement, and increased awareness of possible career pathways.

Exhibit 28. Provider Survey Respondents' Perceptions of What the Project Provides Corps Members

Scale (1 = *Strongly disagree*; 5= *Strongly agree*)	N	Mean	SD
Personal development (e.g., increase skills)	12	4.67	0.65
An opportunity for community engagement	12	4.58	0.90
A meaningful work experience	12	4.58	0.67
Increased awareness of possible career pathways	12	4.42	0.90
Increased interest in public service jobs	12	4.17	0.94
Adequate financial support	12	4.08	0.67
How well does the program prepare Corps Members for the future?*	12	4.00	0.95

* This item uses a 5-point scale but with the following response values: *1= Not at all; 5 = Extremely well.*

As shown in Exhibit 29, providers were somewhat neutral regarding their views of the program's impact on reducing food insecurity, creating resilience to climate change, and recovering from Covid-19. Their views were somewhat more positive in assessing the impact of the program on improving members' education.

Exhibit 29. Perceptions of Project Impact on Broad Outcomes

Scale (1 = No impact; 5 = Extreme impact)	N	Mean	SD
Reducing food insecurity	12	3.33	1.30
Resilience to climate change	12	3.00	1.28
Recovery from COVID-19	12	3.33	0.99
Improved education	12	3.92	0.90

In addition to assessing perceptions of program impact, providers were asked to assess program implementation and their overall experience. As shown in Exhibit 30, respondents agreed that the program implementation was effective and rated their experience working with the program positively.

Exhibit 30. Provider Survey Respondents' Overall Perceptions of the Program

Scale (five-point agreement scale)	N	Mean	SD
Overall, I think the project implementation was effective.	13	4.38	0.77
Overall, my experience working on this project was positive.	13	4.69	0.63

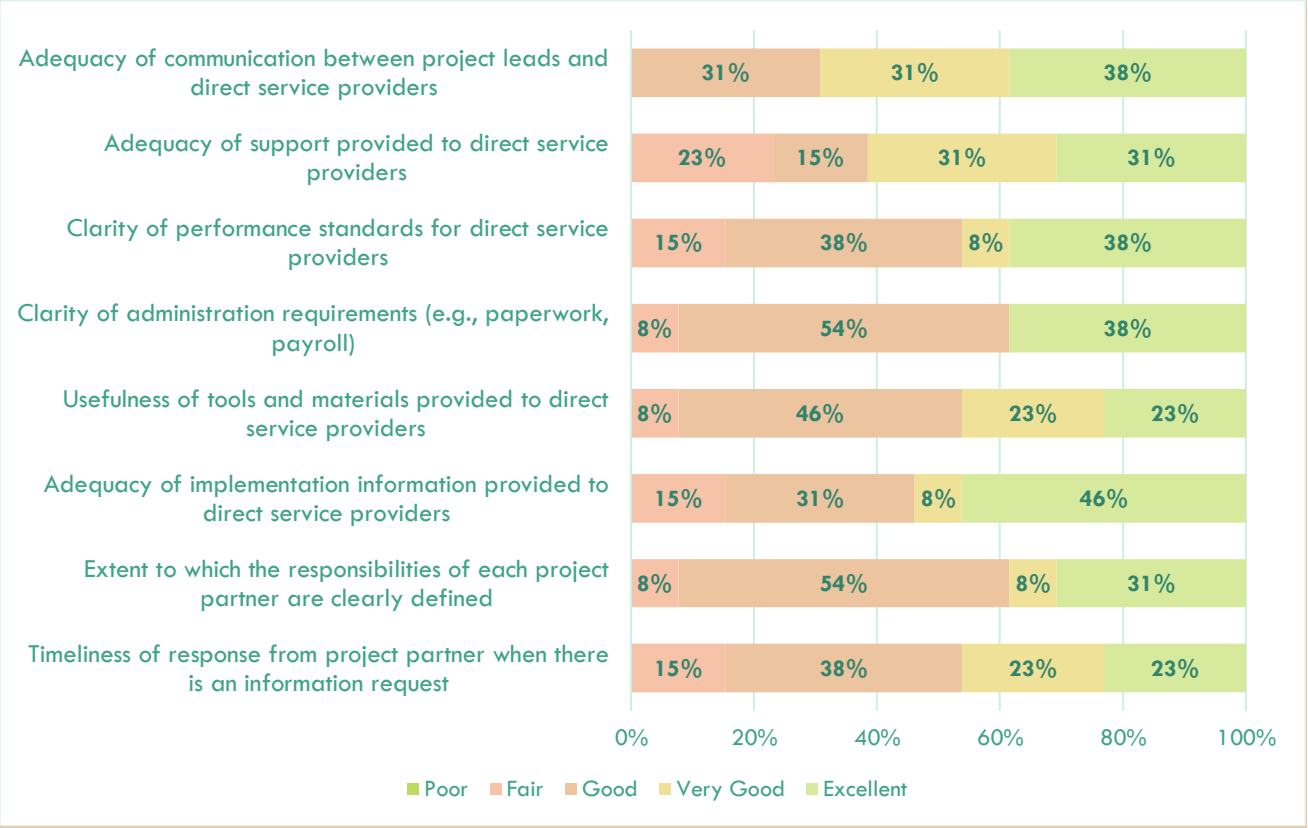
Respondents were also asked to provide feedback about various aspects of program implementation and on project components. As seen in Exhibit 31, providers' evaluations of the different aspects of program implementation were positive, with providers rating the adequacy of communication between project leads and direct service providers most favorably. The averages ranged between 3.5 and 4.1, with 4 = "Very good".

Exhibit 31. Providers' Perceptions of Program Implementation

5-point Scale *(*1= "*Poor*"; 5 = "*Excellent*")	N	Mean	SD
Adequacy of communication between project leads and direct service providers	13	4.08	0.86
Timeliness of response from project partner when there is an information request	13	3.54	1.05
Extent to which the responsibilities of each project partner are clearly defined	13	3.62	1.04
Adequacy of implementation information provided to direct service providers	13	3.85	1.21
Usefulness of tools and materials provided to direct service providers	13	3.62	0.96
Clarity of administration requirements (e.g., paperwork, payroll)	13	3.69	1.11
Clarity of performance standards for direct service providers	13	3.69	1.18
Adequacy of support provided to direct service providers	13	3.69	1.18

Though responses were favorable overall, a closer look at the breakdown of responses for each item provides insight on ways to improve program implementation (see Exhibit 32). Providers rated adequacy of communication between project leads and direct service providers most favorably with no responses below 3 ("Good"). Meanwhile, 15%-23% of responses were 2 ("Fair") on three items: adequacy of support provided to direct service providers, adequacy of implementation information provided to direct service providers, and timeliness of response from project partner.

Exhibit 32. Responses to Program Components



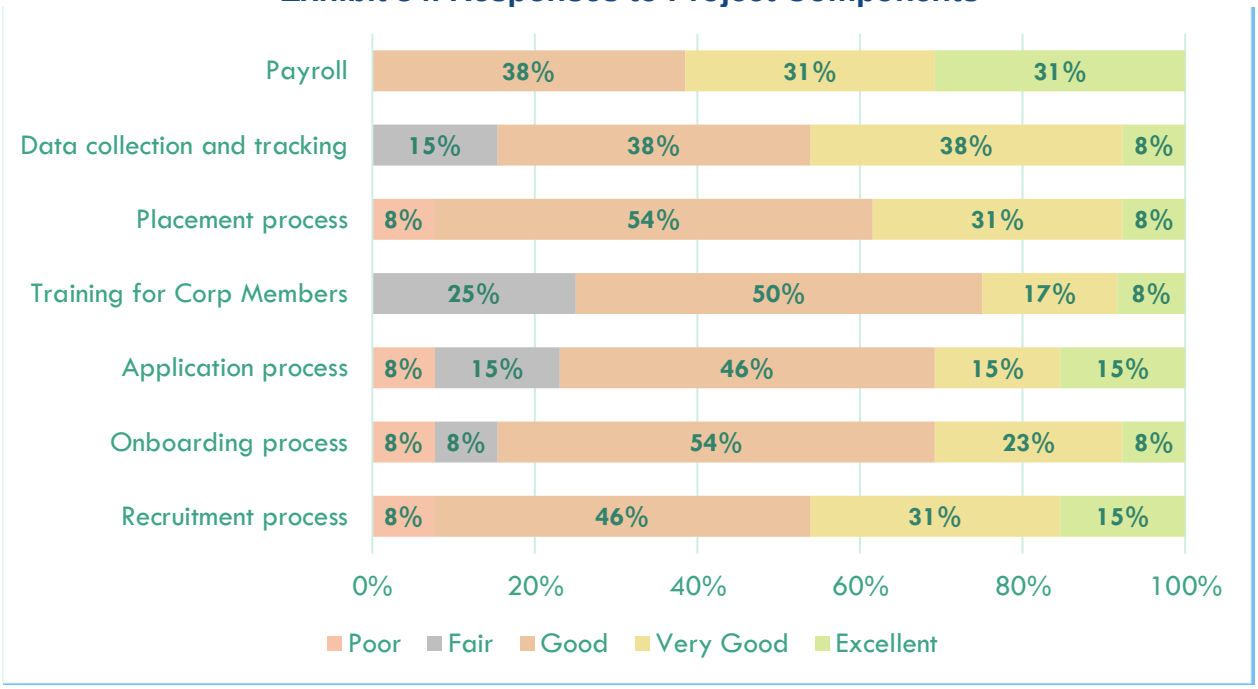
Providers also assessed individual project components, as shown in Exhibit 33. Overall, the evaluations of the project components were positive - average ratings hover between 3 = "Good" to 4 = "Very good". Within program components, respondents rated the payroll processes most favorably.

Exhibit 33. Providers' Perceptions of Project Components

5-point Scale (1= "*Poor*"; 5 = "*Excellent*")	N	Mean	SD
Recruitment process	13	3.46	1.05
Application process	13	3.15	1.14
Onboarding process	13	3.15	0.99
Training for Corps members	12	3.08	0.90
Placement process	13	3.31	0.95
Data collection and tracking	13	3.38	0.87
Payroll	13	3.92	0.86

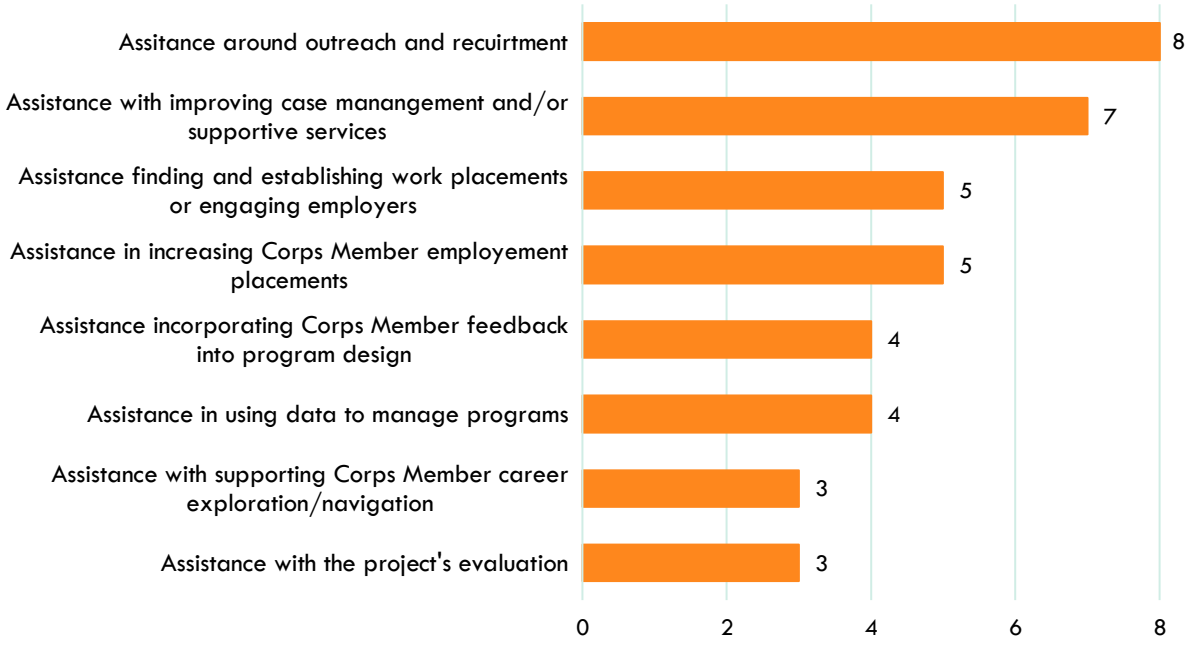
Proportions of response option endorsements for program component items are presented in Exhibit 34. There was more variability in providers' evaluations of specific program components, with approximately half of the respondents (15% to 23%) answering 3 = "Good" on perceptions of placement, application, onboarding, and recruitment.

Exhibit 34. Responses to Project Components



Providers were also asked about what additional resources would be beneficial to their role in the program. The two most common responses (see Exhibit 35) were "assistance around outreach and recruitment" and "assistance with improving case management and/or supportive services." This suggests that the program would be even more effective if additional training were provided to service providers.

Exhibit 35. Types of Technical Assistance and Other Support that would Help Providers



VI. Corps Member Experience

This section draws on individual interviews with 14 Corps members and the six Corps members who took part in the youth participatory evaluation to describe key themes related to Corps member experiences. The section highlights youth perceptions of the outreach and application process, worksite placements, overall project quality, and outcomes.

Outreach and Application Process

Interviews with Corps members covered topics surrounding their recruitment and outreach, including their motivation for joining their project, how they first became aware of the project, and how easy or difficult they found the application process to be. Similarly, Corps members in the participatory evaluation shared how they first became involved with their respective projects to get to know each other's interests and experience with the L.A. Youth Jobs Corps initiative. Below we present some common themes around outreach, recruitment, and the application process.

Awareness of Program

Corps members learned about their project through family or friends, their school, career fairs and job events, flyers, and social media (such as Instagram and Facebook). In keeping with findings from the implementation study, multiple participants noted that they heard about their project through word of mouth from family members, friends, and staff members from the YouthSource centers. Other participants learned about the project from their school or college. For instance, a Corps member from the Clean L.A. program learned about the project from an Instagram post from the trade tech school they attended.

Motivation for Joining

Corps members joined the project for diverse reasons including the pursuit of work experience, a desire to give back to their communities, or a need to earn money. Corps members were often motivated to apply because they were seeking general or specific types of work experience and some were interested in working with the City, specifically. For example, an L.A. City Pathways for Youth (RAP) participant shared that they heard about the project from one of the City's Career Job events, and that they joined because they were looking for an entry way into the City. An L.A. Community College City Pathways (Mayor's Office) participant noted that they joined the project because they were interested in receiving software engineering experience. Other Corps members reported that they were attracted to their projects because they provided opportunities to contribute to their communities, establish meaningful connections, step out of their comfort zone, and work on their personal development. For instance, a Digital Ambassador Corps member shared that they were interested in closing the digital divide and teaching digital literacy. Finally, a couple of youth shared that they joined for monetary reasons. One participant stated that they were informed that with this opportunity they would get more working hours and better pay and stated that "I always want to provide more for my family and this income would help."

Assessment of Application Process

A majority of Corps members said that the application process was straightforward and quick to complete. A couple of Corps members, who heard about the program through a job fair, applied on the spot (either by signing paperwork or scanning a QR code), and noted that individuals there helped them to complete the sign-up process. One Corps member stated that "It was very easy, straightforward. I got a call back in two days, confirming everything. I knew what the next steps were." There was one participant who stated that while the application process was easy for them to complete, there was no apparent online process to allow them to check on the status of their application.

Although some applicants heard back from the project about admission quickly, others did not hear back for weeks or months. In keeping with findings presented in the implementation study section, some Corps members reported that they waited for an extended time before hearing from project staff. For instance, one Corps member waited between two to three weeks, and eventually followed up with the project because they were not sure if the opportunity was still available. Similarly, another Corps member waited two to three months and then applied again because they had not heard back. As previously reported in the evaluation's interim report, Corps members generally underwent various onboarding processes, such as background checks and health screenings, leading to an anticipation that similar prerequisites might be required before commencing work at their designated sites.

Worksite Experience

The majority of our discussions with Corps members (both interview respondents and youth participatory members) focused on the work experience facilitated by local projects. Below we present themes derived from these discussions around Corps member worksite duties, training, the support Corps members received at their worksite, and reported challenges.

Worksite Duties

In keeping with the diversity of different types of projects funded by L.A. Youth Job Corps, Corps members reported a variety of different types of work tasks depending on their project and work placement. Some examples of the different types of tasks Corps members were assigned are described below:

- **Administrative tasks** including organizing files and uploading them to databases, completing paperwork, supporting clients with applications, and printing labels.
- **Maintenance work** including, street cleaning, picking up trash, and weed abatement, and tidying up around buildings.
- **Supervising kids in childcare and recreational settings** including tasks such as setting up activity stations for arts and crafts, sports, and board games, cleaning up stations, cleaning facilities and toys, acting as a teaching assistant, as well as passing out food and snacks.

- **Business marketing** including creating websites and social media messages/campaign.
- **Pet grooming**, which includes tasks such as securing kennels, bathing pets, cutting pets' nails, and ensuring their proper care.
- **General community support** tasks such as conducting presentations to community members (on topics such as finance) and food pantry related tasks, such as preparing and handing out food and clothes.

Corps members found their work duties to be meaningful either because they aligned with their interests, or they enjoyed the opportunity to give back to and support their community. Corps members were often placed at worksites that aligned with their career interests. For instance, one Corps member stated that "[The work experience] is very meaningful, I always wanted to work in healthcare, and I have worked in service before, so it felt very valuable." Corps members also said that they enjoyed the opportunity to have a positive impact on their community through educating community members, supporting local business, and through their interactions with community members during their work shifts. One participant, who worked in maintenance and cleaning the local streets, shared that they liked that they were given the opportunity to tidy up around buildings and "give back to their community."

Training

Although most projects reported that they provide training to Corps members before they are placed at their worksite, most Corps members who we interviewed stated that they did not receive this type of training. The discrepancy between the Corps member interviews and implementation data may be due to lack of a common understanding of what constitutes training (see the implementation chapter for more information about the types of training provided to Corps members). **Those that reported that they were trained prior to beginning at their worksite said that they received six hours to a week of training on facets of their jobs such as safety or core work tasks.** For example, one Corps member who worked in a hospital received training about hospital codes and safety.

Most Corps members reported that they received training at their worksites, which included watching videos, hands-on demonstrations of tasks, and shadowing senior staff. For example, one Corps member shared that they shadowed senior employees to learn how to do tasks. Another Corps member watched online trainings on the science of composting. The Corps member at the pet grooming worksite shared that the whole internship counted as training, and that they were learning while on the job.

Support at Worksite

Most Corps members met with their supervisor frequently, in settings that ranged from informal check-ins to scheduled meetings. Some participants shared that they saw and interacted with their supervisor every day in-person. For example, one Corps member who worked in an office setting shared that their supervisor would check-in with them daily to inquire about how they felt about their work and answer their questions. Another Corps member said that their supervisor met with them daily to assign tasks.

More formal interactions with supervisors included scheduled group sessions to discuss what activities were upcoming, weekly check-ins, and meetings with executive supervisors who Corps members did not work with from day to day. One participant who did not have frequent interactions with their supervisor, expressed that they would have liked more interaction and that it was also harder to complete tasks without regular guidance and supervision.

Corps members said they received regular informal feedback from their supervisors, which included praise and encouragement. Corps members reported that their supervisors provided them with feedback to help them do work tasks safely and efficiently. For example, one Corps member, whose tasks were physical, shared that their supervisor would frequently show them proper form to ensure their safety. Similarly, one Corps member who was placed in an internship that required coding said that their supervisor took the time to show them how code in their department. Many Corps members also shared that they were provided with positive feedback on their work tasks. For example, one Corps member said that their supervisor said, “you are doing a good job” and that they found this type of feedback encouraging. Similarly, another Corps member stated that their supervisor told them that they are a good worker and have a good work ethic.

Generally, Corps members viewed guidance from their supervisor positively, stating that the support was helpful. Some Corps members emphasized that they would not have been able to do their job if it were not for their supervisor, and others shared that their supervisor was good-natured which made their work more enjoyable. For example, one Corps member still draws on their supervisor for guidance and support even after the conclusion of the internship.

Worksite Challenges

Some Corps members reported challenges with their work placement or training, which included confusion about their job duties and inadequate resourcing at work sites. Some cited a misalignment of training that they received prior to their placement at a worksite to tasks they were asked to perform at the worksite, or poor communication about the nature of work tasks. For example, one participatory evaluation youth was trained to tag clothes, but then was assigned different tasks when they were at the worksite. However, they noted still feeling supported during their work experience. Another participant felt “blindsided” by the demands of their job because they didn’t know what to expect; this participant also noted that her worksite mistakenly thought that interns were briefed about the job by their project. To address this challenge, these Corps members said that there should be improved communication between the project and worksite staff. Other Corps members said that their work sites were understaffed, with one placed at a site that was in the process of closure. These environments lacked the structure needed to sufficiently support Corps members.

Program Quality and Outcomes for Participants

Our engagement with Corps members, encompassing both interviews and participatory evaluation, delved into how their respective projects shaped their career aspirations and preparedness. We explored the potential impact of these experiences on their

inclination towards pursuing public service careers, as well as any resulting effects on their future goals and skill development.

Career Exploration

Corps members described that through their work placements they became aware of a range of different types of jobs and came to a greater understanding of what they do and do not want in a career. For example, one Corps member said that the professionals that they interacted with at their worksite were open to talking to them and explaining their job, which provided them with insight into what type of career they want to pursue. Another Corps member, who was placed as a teacher's assistant in a kindergarten class, realized through this experience that their true passion was not for teaching but for making an impact on her community as a cosmetologist or through other volunteering opportunities. They expressed that this journey with L.A. Youth Jobs Corps enabled her to “discover that regardless of the profession we have, we can always offer our help to the community since there are so many ways to do it." Similarly, a Corps member who was exposed to work supporting refugees said that it was eye-opening for them, and that, as a result they are looking into a future doing humanitarian work.

Career Preparation

Participants advanced their career readiness through cultivating hard and soft skills. Skills included communication, teamwork, leadership, administrative skills, becoming detail-oriented, and experience working in an office space, as well as specific skills related to the field they were engaging in, such as childcare. For example, one Corps member shared that their workplace provided many affiliated trainings for them to pursue, some of which provide certification. Similarly, a Corps member noted that they learned office related tasks, including how to use Office programs (e.g. Excel and Word) and write emails, which has better prepared them for future employment. Another Corps member who is working in a childcare setting indicated that “just getting more experience with kids has really helped a lot” in preparing them for their career in the field. A Corps member in the participatory evaluation shared that they were able to secure a position by leveraging the connections they had developed in L.A. Youth Jobs Corps.

A couple of Corps members said that the experience has made them more confident in their ability to find employment in the future. For example, one Corps member noted that after the leadership skills they developed in their role, they felt they could work in a management or supervisory role. Another shared that they believe that their internship with the City was a large reason they were hired for a position at the City’s Department of Building and Safety.

“I was scared before of trying to ask questions. I am surrounded by intimidating people because they are so further advanced in their careers… This job has given me confidence to ask questions and learn more from them.”

Interest in Public Service

Some Corps members indicated that they are interested in a career with the City or in public service. One Corps member said that they are interested in a career

opportunity in government because of their experience with Angeleno Corps. Another Corps member stated that they were initially interested in their project because it was highlighted as an entryway into a career with the City, stating that “It’s the golden ticket, because once you are in the City you can move to different departments.” Likewise, another Corps member was drawn to participate in their project based on the information provided that the opportunity could potentially lead to securing a City worker position within the sanitation or street services departments.

City jobs were promoted to some Corps members during their time at their project. For example, one Corps member noted that they did not know about City jobs before participating in their project, but that the project has encouraged them to apply for permanent employment with the City. Another Corps member shared that they were encouraged to apply for the Recreation Coordinator position at the Department of Recreation and Parks and were educated on various careers with the Department.

A few Corps members did not hear about jobs with the City or in public service at their project. In these cases, job opportunities were highlighted but not necessarily with an emphasis on public service. For example, one Corps member noted that project staff would talk to them about job opportunities but not necessarily at the City or in government. A couple of Corps members shared that they were not told about these opportunities but that that they are interested.

Supporting Corps Members in Other Ways

Multiple Corps members emphasized the significance of their wages for their work experience, expressing gratitude for the financial support provided. Additionally, Angeleno Corps participants who received extensions and scholarships to continue their work expressed appreciation for the continuous opportunities afforded to them.

Future Goal Setting

Projects helped many Corps members gain clarity about their career goals. For some Corps members it solidified their interest in a field they were already pursuing. For instance, one Corps member in the Early Childhood Education Program shared that the project made her love child development more and led to her current job as a Substitute Teaching Assistant. Another Corps member stated that “It [the program] aligns with my goals. I was already on this path and continuing it.” In other cases, it clarified their path by exposing them to jobs they do not want to pursue. For instance, one Corps member said that their program solidified their interest in becoming a financial advisor or stockbroker, stating that “this internship allowed me to get a better sense of what I wanted to do and get a taste of areas where I didn’t feel like it aligned.”

Skills and Personal Development

The youth participatory evaluation delved deep into the skills and personal development of Corps members in the participatory evaluation. Below we share examples of how Corps members grew due to their participation in L.A. Youth Job Corps.

- One Corps member highlighted the complex challenges of immigration and workforce integration, sharing their experience of relocating to the United States at the age of 18. Arriving in a new country presented daunting challenges,

including starting anew, mastering a new language, and having to reconstruct her life from the ground up. The L.A. Youth Job Corps initiative afforded them the chance to forge connections and gain real-world work experience.

- Another participant in the participatory evaluation expressed their desire to enhance their skillset after being incarcerated. They described feeling despondent due to unemployment and a sense of isolation from society, stating that they "felt distance from the world and people." However, they were pleasantly surprised by and grateful for the extensive support and guidance provided through her L.A. Youth Job Corps project. They reported that their confidence increased, they were proud of the ways that they had contributed to their community, and had built skills that they would carry into the future.
- Another youth shared how their time at her worksite significantly contributed to their personal and professional growth, highlighting the value of workshops focused on improving communication and networking skills, which played a crucial role in refining their abilities.

General Successes or Success Story

- One participatory evaluation participant shared how her journey at Human-IT through Angeleno Corps had been transformative, shaping both her professional trajectory and personal growth. She noted finding fulfillment in "bridging the digital divide", and despite initial apprehensions about "entering adulthood" exacerbated by heightened social anxiety because of the COVID-19 pandemic, she quickly discovered the value of seeking support from mentors and advocating for herself. Overcoming challenges of self-doubt, she immersed herself in learning alongside experienced team members, gained proficiency in IT, and improved her communication skills. The participant reported that this experience strengthened her confidence, leading to official employment at the worksite and recognition as "Employee of the Quarter."

"This journey has shaped my hopes and aspirations. I found purpose in serving others through technology and learned the power of collaboration, mentorship, and strong communication."

- Another Corps member, from the Early Childhood Education project, shared that her work experience made her love child development more and led to her current position as a Substitute Teaching Assistant at her internship site. This participant, who is majoring in child development, wanted more experience in her field and therefore applied to the Early Childhood Education project when she saw the opportunity highlighted in a social media post. Her time at her worksite was successful. While in the beginning, she was very shy, she shared that the communication and feedback from other teachers was helpful. She would meet regularly with her supervisor, who would check-in with her and clarify her tasks for the day. During her work experience, she received training while on the job, where she was shown how to clean supplies, how to supervise the children, and how to set up activities for the children. She enjoyed the work because her worksite supervisor treated her as though she was a real Teacher's Assistant and provided her with positive feedback, such as that she was doing good work

and is a fast learner. Overall, the experience helped prepare her for a career in child development by giving her a better sense for how to work with children and providing opportunities for her to take the initiative. She said that “in the beginning I was shy, but as I went on, I learned how to become a leader. As time passed, I became more confident.” She applied to become a Substitute Teaching Assistant at her internship site, with the encouragement of her supervisor and other Teachers at the site and was soon hired as a part-time worker.

VIII. Conclusion

The report has presented key insights derived from site visits to 12 projects, individual interviews with 14 Corps members, the perspectives shared by six Corps members who participated in the youth participatory evaluation, surveys of over 1,500 youth, and surveys of program partners. The analysis focused on the implementation of the projects supported by #CaliforniansForAll and Corps member experiences, specifically touching upon their perceptions of the outreach and application process, worksite placements, project quality, and outcomes. By engaging with Corps members and project staff, the findings offer valuable perspectives on the strengths and areas for improvement within the initiative, emphasizing the importance of youth voices in shaping future program development and implementation. Below we present a summary of findings and recommendations, separated out by the three distinct components of the evaluation, including the site visits and interviews, the youth participatory research, and the survey findings.

Summary of Findings from the Site Visits and Interviews

Outreach and Recruitment

- Corps members reported joining the program for various reasons, with a notable motivation being the potential opportunity to secure employment with the City or advance their careers in public service. This sentiment directly corresponds with the City's objectives to foster and expand career pathways, highlighting the initiative's potential to attract participants who share these goals.
- To enhance outreach and recruitment efforts, initiative leadership may want to consider how projects can provide applicants with a clear understanding of the nature of the opportunity, including the overall time commitment involved. The initiative could also address attrition that may occur while youth are waiting for the next cohort to start or during the paperwork processing stage. For instance, the program may wish to offer meet-and-greets with staff or current Corps members, or regular updates on the status of their application, or an online mechanism by which applicants can monitor the status of their applications in real time.
- While Corps members reported that the application process was straightforward and quick to complete, there is potential to work on simplifying eligibility requirements or making them more transparent to ensure a smoother application process and increase the likelihood of successful Corps member matches. In some cases, program staff needed to assist applicants in completing the application; programs may wish to plan for this in the future by ensuring there is assistance available for those who need it.

Work Experience

- Corps members reported finding their work experiences meaningful when they were able to pursue their interests or contribute positively to their community. The initiative should continue prioritizing work opportunities that align with the unique interests, strengths, and passions of Corps members. As described in our implementation study, offering work placements that cater to individual

preferences can enhance youth engagement and investment in their roles. Additionally, placements that enabled Corps members to understand the broader impact of their work on the community were highly appreciated. Findings from site visits emphasize the importance of educating Corps members about their work's value within the community and its relevance to potential careers. Finally, some sites noted a desire for a dedicated job developer to work on identifying and recruiting work sites that consistently meet these criteria.

- The geographical alignment of placements could be improved. Most projects reported encountering a mismatch between the locations of job opportunities and the residences of applicants. Considering past experiences and application data, projects that are structured to consider this in their models should analyze where applicants reside and focus their worksite placement recruitment efforts in those areas to better serve potential participants and minimize transportation barriers.
- Training experiences varied among Corps members. While most projects stated that they provided pre-placement training, in interviews, many Corps members reported not receiving such training. However, the majority of Corps members interviewed said they received training at their worksites. The program should consider establishing a clear, standardized definition of training and communicate it to both project staff and Corps members to ensure a common understanding. This should include various forms of training, such as job-specific skills, safety, and core work tasks, as well as the different modes of delivery, such as in-person training, online videos, or on-the-job learning. By clarifying expectations around training, projects can help Corps members understand how they are being prepared for placements and ensure that Corps members receive the necessary preparation before and during their worksite placements.
- Several programs have effectively established connections to City employment, and the initiative could leverage these examples to enhance and strengthen pathways to full-time employment. In interviews and in the youth participatory evaluation, Corps members reported developing an interest in pursuing careers in public service or with the City government due to their positive experiences in their respective local projects. Corps members saw the potential for long-term career opportunities and job mobility within City departments, demonstrating the initiative’s influence in shaping the career aspirations of Corps members.

Case Management, Mentoring, Supportive Services

- Corps members shared that they had frequent interactions with their supervisors, ranging from informal daily check-ins to scheduled meetings. These encounters provided opportunities for supervisors to assign tasks, answer questions, and offer guidance. Corps members appreciated the regular feedback, which included encouragement, safety tips, and efficiency recommendations. Supervisors also provided positive feedback on work tasks, which Corps members found motivating. Overall, Corps members viewed supervisor guidance positively, stating that it was helpful and made their work more enjoyable. However, a few Corps members mentioned a desire for more interaction and guidance when interactions were less frequent.

- To build positive relationships between Corps members, program staff, and work supervisors, the program should encourage regular check-ins and relationship building. This could include a combination of informal check-ins, scheduled meetings, and group sessions to create multiple avenues for discussion and feedback. For projects catering to high-need populations, staff should consider providing guidance and support to worksite supervisors on adopting a patient and supportive approach when working with high-need youth, or require training on trauma-informed care or youth mental health trainings.
- Some projects had a high percentage of participants drop out or fail to complete their work placement hours and these rates seemed to be higher for programs serving a younger pool of participants. To remedy this, programs can develop strategies to assist Corps members, particularly those who are younger and balancing school responsibilities and developing time management skills, in successfully completing their work experiences. This may include offering flexible scheduling, aligning their work experience with school breaks, providing academic support, or implementing staff check-ins to help them effectively navigate the demands of both their education and work placements.

Program Quality and Outcomes

- Corps members reported gaining valuable insights into various career paths through their work placements, which allowed them to understand different job types and identify their own career preferences. By interacting with professionals and engaging in hands-on work experiences, Corps members described being able to make informed decisions about their future career goals. Some Corps members discovered new passions or interests that they might not have considered before, leading to a greater sense of purpose and direction.
- Corps members reported developing both hard and soft skills during their work placements, enhancing their overall career readiness. These skills included communication, teamwork, leadership, administrative tasks, attention to detail, and industry-specific knowledge. Access to affiliated training programs and certifications further supported their professional growth. Through practical experience in various work environments, Corps members shared gaining confidence in their abilities and felt better prepared for future employment. Additionally, the connections made during their placements helped some participants secure job opportunities.
- Project staff highlighted the importance of celebrating interns through ceremonies or in group meetings, and the importance of offering team building and enrichment opportunities to build engagement and connection. This highlights the importance of hosting events that recognize and build connections between Corps members.

Summary of Findings from the Participatory Evaluation

L.A. Youth Jobs Corps members involved in the participatory evaluation offered several recommendations to enhance the program's effectiveness and Corps members' overall experience:

- Clarifying Job Roles and Training Alignment: Corps members suggested that program administrators work closely with worksites to clearly define job roles before placements begin. Two of the six youths involved in the participatory evaluation had to adapt to tasks that differed from their initial training and encountered situations where their worksite assumed they had already been briefed by the program on their job duties. They noted that providing thorough explanations of job expectations during training will avoid situations where participants are discouraged from continuing the program due to lack of understanding or engagement.
- Aligning Worksites with Participant Interests and Needs: Youth recommended that programs match participants with worksites that align with their interests and strengths. Vetting worksites for staffing and resources was noted to be crucial to providing a positive work experience. A couple youths reported being assigned to roles or tasks that didn't match their skills, prompting them to advocate for a more suitable position that aligned with their abilities. Given that the application does not require a resume, this may best be accomplished through a brief survey or an initial conversation with youth about their capabilities and skills.
- Implementing Feedback Loops: Corps members proposed integrating a system for participants to evaluate worksites throughout the program, allowing for continuous improvement. A youth suggested implementing a performance evaluation process involving both her Angeleno Corps mentor and her worksite supervisor to better streamline feedback regarding the worksite.
- Developing Defined Career Pathways: Clear pathways into City employment or alternative career options should be established, supporting Corps members' career exploration and development. One Corps member was proud of how much she learned about technology, and this passion ultimately led her to securing a full-time role with her worksite.
- Fostering Soft Skills and Emotional Wellbeing: Training and support should be more consistently provided to enhance Corps members' soft skills and address emotional challenges in the workplace. Participants described how emotionally charged situations, such as client phone calls, can be distressing without proper preparation and support. Given this, it may be useful to consider providing access to mental health and/or self-care routines that help Corps members address these challenges.
- Enhancing Mentorship and Networking Opportunities: Corps members expressed a desire for more meaningful connections with mentors and community leaders, highlighting the importance of facilitating and strengthening these relationships through resources and opportunities for networking. One Corps member recounted attending an event where she had the opportunity to engage and build connections with City staff members. This experience heightened her sense of inclusion and self-esteem, particularly considering that her worksite activities were conducted remotely. The chance for in-person interaction provided her with a more meaningful engagement with her community.

Summary of Findings from Surveys

Work Outcomes

- Corps members reported statistically significantly lower levels of unemployment, and higher levels of job quality three months after program completion compared to a comparison group of similar youth who had not participated in the program.
- The L.A. Youth Job Corps provides work experience, connects youth to employment opportunities, and increases interest in public service. Program participants generally were interested in public service work. Corps members' interest in working for the City or County of L.A. significantly increased from the beginning to the end of their participation in the program. The Exit survey shows that about a third of program participants had jobs lined up upon completion, with around half of them working in the public sector and learning about their jobs through the Corps program. Of those without a job, 61% planned on working within the next two months.

Personal and Career Attitudes

- Participating in L.A. Youth Job Corps improves Corps members' attitudes about their careers and themselves. Corps members had statistically significantly higher self-efficacy, sense of career readiness, and sense of preparedness for future jobs compared to those in the comparison group. Corps members also demonstrated statistically significant *improvements* in self-efficacy and career readiness between when they enrolled in the program and when they completed it. This convergence of effects across research designs (between-groups differences and within-person change) provides strong evidence of the robustness of these findings. Moreover, they point to potential reasons why Corps members report higher levels of employment and job quality—they have developed psychological qualities that make them more desirable in the marketplace and better able to secure high quality work. Results of regression analyses point to increased feelings of being prepared for future jobs as one key driver of positive employment outcomes.
- These findings suggest that the program is effective in improving the employment outcomes of participating youth. However, they are based on self-reported rather than "hard" employment data, and consequently may be subject to response biases that may distort the observed results. We recommend that in any future evaluation, more reliable and diverse indicators of economic impact should be incorporated into the evaluation design.

Program Work Experiences and Career Interests

- The program may have led to improved work outcomes via other intermediary effects and achieved other key program goals, such as creating meaningful work experiences and expanding career pathways. Corps members generally reported that the program had a positive impact on their motivation to get more education and expanded their understanding of career pathways. Corps members reported that their work experience in the program increased the following skills: how to communicate with others, the importance of being responsible, how to be a

better leader, how to adapt their behavior to different settings, how to be better prepared to apply for a job, and that it's okay to ask for help.

- Exit survey findings also showed that the program places Corps members in jobs that they enjoy and gives them a sense of purpose, and in positive work environments where they feel supported, develop new skills, and are exposed to new opportunities. These findings are directly aligned with the core goals of the program.
- Providers also perceive that the program has been successful in meeting its objectives and goals in terms of providing Corp members a meaningful experience, personal development, financial resources, awareness of career paths, and interest in public service.
- However, we found little evidence that the program positively impacted educational outcomes or boosted Corps members' knowledge about potential careers and how to find them. Many respondents indicated in open-ended responses that they wished they had more career guidance and resources during and also *after* their participation in the program.
- Many Corps members may benefit from more resources that focus on helping them match interests and abilities to careers and learn more about education programs and opportunities.

Community Impact

- Youth who participated in the program felt more connected to their community than non-participating youth, and Corp members felt significantly more connected at the end of the program compared to the beginning. That within-person and between-groups comparisons produced the same insight again suggests that this effect on community connection is particularly robust. The qualitative analysis of open-ended Exit survey data provides further support.
- Only about half of participants indicated that they joined the program to contribute to one of the key areas: food insecurity, climate change, COVID 19, and education. Providers also reported that the program was only moderately successful in addressing these three areas.
- A greater commitment to achieving these outcomes would likely require increased investment to develop program elements that more directly target these outcomes. However, given the evidence that the program is effective in producing positive impacts on employment-related outcomes, care must be taken that any refocusing of efforts does not come at the cost of reducing the benefits to employment that the program is already known to have, and which may have downstream beneficial effects on these other outcomes. We recommend continuing to evaluate the program's effects.

Program Implementation

- Overall, Corps members were highly satisfied with their experience in the program, including both the work experience and support received from the program. They had meaningful jobs where they felt they belonged. Some

described the experience as “life changing.” However, satisfaction with some of the pre-program components (e.g., application materials, information received after getting accepted) was lower, though still generally positive.

- Although professional development and mentorship are two benefits, the majority of Corp members list the work experience as being most beneficial component.
- The program can be strengthened by reducing the length of time between application and acceptance to the program. Improvements can be made to the training offered, information provided, and the application materials to streamline the process of getting Corps members placed in worksites. A more hands-on, guided approach would benefit applicants who are coming into the program as first-time employees by introducing them to the workforce, expectations, and some common pre-work activities.

Participation in Evaluation

- Although participation in the evaluation was lower than ideal, the survey response rates were within typical levels for a large program evaluation, especially given the context and constraints involved. Although lower response rates can undermine validity, the broad representation of Corps members that participated in the surveys strengthens our findings. Nonetheless, the complexity of this program, which consisted of 12 different projects and was well underway at the start of the evaluation, as well as challenges to effective communication between evaluators and service providers, contributed to the lower response rates than expected.
- Future evaluations should endeavor to implement surveys at the beginning of each project, embedded in onboarding activities as a required aspect of program participation. Additionally, future evaluations would benefit from more direct communication between evaluators and service providers to ensure higher response rates in all aspects of the evaluation. Greater incentives for participation in evaluation activities may also increase participation.

Appendix A: Survey Methodology

As part of the overall evaluation, we implement a “pre-test – post-test” survey design, which includes accessing Corps members at three time points and allows us to gain insight into how their attitudes, employment, and other outcomes changed over time. It is important to note that given that the L.A. Youth Jobs Corps initiative was first implemented in 2022, prior to the start of the evaluation, and will continue to serve participants after the evaluation cutoff date, we are unable to collect surveys from participants who started or completed their program before May 31, 2023 or those who will start or finish after April 30, 2024.

This report focuses on findings from the Pre-program, Exit, and Follow-up surveys collected between May 31, 2023 and April 30, 2024, as well as the comparison group survey (collected November 7, 2023 through April 30, 2024) and provider survey (collected March 22, 2024 through April 22, 2024).

Pre-program and Exit Surveys

Pre-program and Exit surveys assessed Corps members’ attitudes and outcomes, characteristics, and experiences in L.A. Youth Jobs Corps. Partnering with Mayor’s Office and YDD, we determined that the best approach to collecting Corps member data from all projects was to embed the Pre-program and Exit surveys in onboarding and exit processes, respectively, at each site. We created a survey protocol document (see Appendix B: Survey Information and Guidelines), which includes talking points, guidelines, email templates, and flyers. These documents were disseminated to all active projects. We also delivered a Survey Information Training for program staff and presented survey administration information at two, monthly Program Directors Meetings. It is important to note that not all projects were able to embed the surveys, as onboarding and exiting processes varied. For example, only a few projects had exit paperwork consisting of end-of-project requirements for youth. Projects that were unable to embed the surveys as part of onboarding or exit processes reached out to participants via email.

We designed the Pre-program and Exit surveys to each take 10-15 minutes to complete. Surveys were created and administered online utilizing Qualtrics, a well-established data collection platform. The median response times were 9 minutes and 31 seconds for the Pre-program survey, and 14 minutes and 38 seconds for the Exit survey. Some measures, including attitudes, career readiness, and education and employment status/intentions were included in both surveys to examine change from before to after program participation. Demographics were included only in the Pre-program survey since we do not expect those items to change, while items related to Corps members’ experiences in the program were included only in the Exit survey. Based on feedback from program providers, both surveys were translated into Spanish. At the start of the survey, Corps members were given the opportunity to choose whether to take the surveys in English or Spanish. No participant completed either survey in Spanish during the analysis window for this report. Corps members were eligible to complete the Pre-program Survey one week before to three weeks after their start date. They were eligible to complete the Exit survey three weeks before to one week after their end date.

Data collection for both the Pre-program and Exit surveys started on May 31, 2023 and ended April 30, 2024. Accounting for non-responders, our goal was to capture 70% of eligible participants for both the Pre-program and Exit survey. We did not hit this target. The Pre-program survey response rate was 61% and the Exit survey response rate was 28%.

Follow-up Survey

Though the Exit survey provided insight on youth when they exited the program, we wanted to assess Corps members three to four months after they exited. To accomplish this, we recruited all Corps members who had completed the post survey three months later to take the follow-up survey online. EWDD also recruited Corps members from their internal records. The survey asked youth about their employment and educational status and career and work attitudes. We recruited 790 Corps members, of which 178 completed the survey with usable data for a response rate of 22.5%. Data were collected between October 12, 2023 and April 30, 2024. The median response time was 7 minutes and 47 seconds.

Comparison Group Survey

Another important goal of our evaluation was to assess the impact of the L.A. Youth Job Corps initiative on tangible outcomes such as employment and education. The Follow-up survey evaluated these outcomes in Corps members. However, the results of the Follow-up survey by themselves are difficult to interpret without an appropriate comparison group. A comparison group of individuals who had NOT participated in the L.A. Youth Job Corps initiative, yet were otherwise similar to Corps members, would have allowed us to better evaluate the effects of the program on youth. To accomplish this goal, we recruited participants for the comparison survey, via e-mail, from a pool of 2,552 individuals who had applied and were eligible for L.A. Youth Job Corps but did not participate in the program. Given that both Corps members and this group of individuals were both drawn from the same population, and whether or not each individual was selected into the L.A. Youth Job Corps was haphazard (i.e., there are no known characteristics that influenced whether or not an individual was selected into the initiative), any differences between follow-up and comparison groups may be largely attributed to effects of the L.A. Youth Job Corps initiative. As with the follow-up survey, comparison group survey participants were compensated $10 for their participation. Data were collected from 329 individuals (response rate = 12.9%) between November 7, 2023 and April 30, 2024. The median response time for the comparison survey was 7 minutes and 18 seconds.

Provider Survey

Project administrators and providers play a critical role in program success. We wanted to know how satisfied they were with the program and what ideas they had for improving the program. In Spring 2024, we distributed a brief questionnaire via email to a distribution list provided by EWDD.

Exhibit A-1. Survey Measurement

Variable	Measurement	Pre-Program	Exit	Follow-up	Com-parison
Self-efficacy	Five items adapted from Chen et al.'s (2001) general self-efficacy scale	☑	☑	☑	☑
Career Readiness	Six items that assess individuals' career plans, needed experience and skills, and network developed by Claes and Ruiz-Quintanilla (1998) and used by Buunk, Perio, and Griffioen (2007)	☑	☑	☑	☑
Attitudes Towards Work and School	Two graphic slider items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN	☑	☑	☑	☑
Career Decidedness	Two items from the Career Decision Status Measure adapted from Jones (1989)	☑	☑	☑	☑
Career Self-Clarity	Three items adapted from Jones (1989)	☑	☑	☑	☑
Career Knowledge	Three items adapted from Jones (1989); each item analyzed separately	☑	☑	☑	☑
Connectedness	One item that asks how connected respondents feel to their communities	☑	☑	☑	☑
Food insecurity	Two items adapted from Blumberg, Bialostosky, Hamilton, and Briefel (1999)	☑	☑	☑	☑
Education status and plans	Four items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN	☑	☑	☑	☑
Reasons for joining the program	Three items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN	☑			

Demographics	Gender, ethnicity, etc.	☑		☑	☑
Work status and plans	Eight items	☑		☑	☑
Satisfaction with initial program experiences	Fourteen items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN		☑		
Work as meaning	Six items from Steger, Dik, & Duffy (2012)		☑		
Program experiences	Four items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN		☑		
Program hours completed and absences	Three items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN		☑		
Post-employment outcomes	Twelve items adapted from prior evaluations conducted by the Northridge Consulting Group of CSUN		☑		

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[1] Eleven of the 14 projects were active at the time of the focus groups. Three were still in the planning stages.
[2] Two of the 25 did not know which project they were enrolled with—project representation could have been larger than the eight noted in the “interest list” stage.
[3] One of the 25 people who completed the interest form had an email address that resulted in a “address not found” error message. So only 24 invitations were sent out.
[4] The projects represented were Angeleno Corps, River Rangers, Student to Student Success (YouthSource center staff)
4. LA:RISE - Youth Academy (same YouthSource center staff), City Pathways; Early Childhood and City Pathways

Appendix B: Summary of Survey Findings

Prior to conducting data analyses, the survey data were cleaned and evaluated for reliability. Participants who did not pay adequate attention, as indicated through attention check items and/or failure to respond to a large proportion of items, were excluded from the analyses. We also analyzed scale reliabilities for all multi-item measures, with reliability coefficient alphas reported below. Time-lagged effects were analyzed using paired-samples *t*-tests. Quasi-experimental differences were evaluated with independent samples *t*-tests.

Exhibit B-1. Summary of Key Measures for Pre-program and Exit surveys

	Pre-Program				Exit			
	N	**Alpha**	**M**	**SD**	**N**	**Alpha**	**M**	**SD**
The idea of working makes me feel:	913	N/A	4.33	0.68	457	N/A	4.31	0.79
The idea of going to school makes me feel:	850	N/A	4.14	0.83	412	N/A	3.96	0.92
I am interested in working for City of L.A. or the County of L.A..	961	N/A	4.04	0.98	490	N/A	4.20	0.93
I am interested in a career in public service.	960	N/A	3.82	1.02	490	N/A	4.01	0.96
Career Readiness	964	.74	4.31	0.56	491	0.80	4.45	0.55
Career Decidedness	963	.77	4.35	0.76	490	0.81	4.41	0.74
Career Self-Clarity	955	.79	4.39	0.62	490	0.86	4.46	0.63
Self-Efficacy	964	.85	4.53	0.51	491	0.90	4.57	0.56
Food Insecurity	944	.82	2.44	0.62	482	0.81	3.56	0.61
At this point in time, how connected do you feel to your community?	946	N/A	3.59	0.84	484	N/A	3.81	0.89
Pre-survey Program Satisfaction	942	.93	3.97	0.78				
Overall Satisfaction					491	0.90	4.76	0.43
Satisfaction with Work Experience					491	0.87	4.74	0.47
Satisfaction with Program Experience					491	0.74	4.79	0.44
Belongingness at Work					491	0.86	4.41	0.73
Meaningfulness					491	0.88	4.60	0.55

Exhibit B-2. Summary of Key Measures for Follow-up and Comparison Surveys

	Comparison Survey				Follow-up Survey			
Item/Scale	**N**	**Alpha**	**M**	**SD**	**N**	**Alpha**	**M**	**SD**
The idea of working makes me feel:	305	N/A	4.06	.88	172	N/A	4.17	0.87
The idea of going to school makes me feel:	289	N/A	3.79	1.11	154	N/A	3.83	0.98
Self-Efficacy	329	0.81	4.27	0.63	178	0.87	4.46	0.54
Career Readiness	329	0.69	3.93	0.71	178	0.72	4.23	0.59
Career Decidedness	329	0.74	4.13	0.92	178	0.71	4.16	0.86
Career Intent	329	0.70	3.96	0.96	178	0.69	3.91	0.89
Career Self-Clarity	329	0.77	4.16	0.76	178	0.79	4.18	0.69
Food insecurity	317	0.82	1.75	0.67	178	0.80	1.66	0.65
Job Quality	169	0.86	3.72	0.66	111	0.82	3.91	0.55

Exhibit B-3. Codes of Responses to Next Job and Long-term Career Job Items

Code	**"What job would you like to have next?"**		**"What job would you like to have as your long-term career?"**	
	N	**%**	**N**	**%**
Government/Non-Profit	78	17%	62	13%
Education	74	16%	37	8%
Healthcare	68	15%	117	25%
Other Specific Professions	53	12%	59	13%
Engineering/Technology	51	11%	65	14%
Uncertain	48	11%	29	6%
Business/Finance	43	10%	58	13%
Retail/Hospitality	36	8%	5	1%
Arts/Creative	20	4%	39	8%
Social Work	9	2%	18	4%
Total	**451**		**461**	

Exhibit B-4. Codes and Examples of Responses to Item: "Please briefly describe the impact (or lack thereof) that participating in [the project] has had on you."

Code	N	%	Sample Quotes
Work experience	99	23%	"Participating in [the project] has significantly impacted my way of thinking. I've gained the experience of how it is to work in a professional setting. [the project] has also created an environment for me not only to grow as an individual but has made me reflect on myself as a person. They've helped me through work, self, and school."
Job opportunities, networking, community	89	21%	"It had a good impact I learned you can count on others to be there for you."
Career preparation, career development	84	20%	"Participating in [the project] has definitely had an impact on my personal development. Since becoming [a member of the project], I feel that I have not only grown a passion for giving back to my community, but developed a better sense of purpose as well. Being exposed to a career field out of my area of study has helped expand my horizons tremendously. So much that I confidently say I have experienced the most growth in this period of my life. Thank you [the project]!"
			"The [project] has allowed me to gain more skills while working with children like communication and mentoring. It also taught me how to apply to jobs. It gave me an opportunity that I wouldn't find anywhere else while I also had mentors to guide me through the whole process."
Personal development, support	65	15%	"I have been struggling to maintain working and also going to school. I was unhoused for a very long time while in school and the program afford a lot of relief as well as support for my mental health."
			"It had a great impact on my mental health when it came to sense of guidance. Also the wonder people I met, making new friends had helped me spiritually."
Communication skills	63	15%	"[The project] has had an impact on because of the support and development that's been provided to help develop my skills as a youth worker. I have better preparation for my public speaking skills and experience with collaborative work!"
Work skills, tools, knowledge	56	13%	"As a business major, I was very fortunate enough to have worked with software like Microsoft Teams and Salesforce, and CRM as I know they will easily transfer over to my career field."
			"I have gained more experience in the aspects of a real job, I have gained many skills that will help me in the future while assuring myself I am able to do it. The job I was put in was hard at the beginning but I did it, now I feel like I can do anything."

Responsibility	39	9%	“My [project] was my first paid job and I really enjoyed my experience. I felt it was a great transition as a teen from zero work experience to a job and I learned the value of working and the value of a dollar. I learned a lot about the dynamics of a workplace and I feel more prepared for my next job. [The project] helped me feel more independent and made me more responsible with my paycheck. I am very glad I participated.” “It’s really had an impact on me because it’s taught me how to be responsible and make me learn about the community around me.”
Patience, teamwork	27	6%	“I think the impact that [the project] had on me is that it taught me how to have patience and how to communicate better as well as having better time management”
Work, earn money	24	6%	“It changed my life now I am able to provide for my family.” “Kept me employed and off the streets.” “As I participated in the [project], I had experienced a lot of support from the beginning to now as I finished my hours. Not only did it help me gain experience in what I want to do in the future, this program was very flexible with me when it came to school and my job. Not only did this program help me with my flexibility, I was also able to make extra income to help with my bills such as rent and groceries. I am very fortunate and grateful for this wonderful opportunity.”
Time management	22	5%	“The program gave me an additional schedule to maintain, challenging me as I was responsible for attending individual/group meetings and completing my work site hours. It gave me a better idea of the “real-world” with the experience and also prepared me through the presentations given in group meetings.” “It has made me more responsible and better manage my time”
Confidence, leadership	21	5%	“[The project] has helped me become a better leader and a positive influence to my peers.” “It had given me a great opportunity to build a sense responsibility and leadership.”
Total	**422**		

Exhibit B-5. Codes and Examples of Responses to Item: "In what ways can [the project] be further improved?"

Code	N	%	Sample Quotes
No improvement, positive feedback	133	35%	"I honestly have no feedback to give when it comes to how the program can be further improved besides extending it. The 2023-2024 year is their final year and I believe this program is amazing and beneficial for the community and should be further extended/continued."
			"I would say's its already top tier."
			"just continue to welcome and make people feel like they have a future."
			"nothing it was perfect i had the best experience ever!!!"
Program structure and flexibility	37	10%	"The program can improve by checking on interns in the centers every once in a while. For example, visiting and asking them how they are doing, what they like, if they need anything etc."
			"More structure and flexibility. There are a lot of students who have other responsibilities to attend to. I think more workshops would be helpful, I liked the guest speakers and having the ability to network."
Communica-tion	35	9%	"Having more communication. Even now I am unsure of when the program is ending or what is going on with the program."
			"I think that better communication about the steps that students have to take will definitely help the students while they partake in the program."
Resources	32	8%	"Provide gas cards for people who have to commute to their work sites"
			"Provide tap card at the beginning of the program for those who take public transportation"
			"I would say to have a more better pay for those with experience as a earned raise for commitment"
More work hours	32	8%	"More hours to individuals who can afford to take time wise."
			"More flexible meetings and work hours."
			"would've like more hours but still thankful for the opportunity."
Work options, worksites	24	6%	"[The project] can be further improved by adding new and different locations for those in the program to join and explore."
			"Having more locations and worksites to choose from would be a good improvement. Also, being able to do more hours."
More or different opportunities	22	6%	"It could be further improved to provide a greater variety of worksites that we can work with during and after the program is over. Also, introducing us to different job opportunities and companies of our field of interest."

			“Maybe opening more IT positions there was only one which i was lucky enough to participate in. Just expanding the opportunities for diverse career paths.”
Program duration	20	5%	“Let us join for multiple years”
			“MORE HOURS. I WISH THE PROGRAM WAS LONGER”
			“I just wish the program lasted longer.”
Specific guidance or mentorship	20	5%	“More engagement and updates from program coordinators, clearer paths after the program is done, more supervision.”
			“I think it can be better improved if the mentors could be paired with the mentees while they are at their internship site so it is more beneficial to learn while in the midst of it all.”
			“I believe that paring a youth with a good mentor as well as a case manager goes a long way. Sometimes we just need that one person to talk to.”
Meetings	17	4%	“They should throw big in person meetings for everyone”
			“In person meetings with other students to interact with the other programs to see if something else interest us.”
			“Less group meetings for each month”
			“More meetings throughout the program.”
Workshops and networking	13	3%	“Giving students more of an opportunity to network with each other in person”
			“Probably more involvement in workshops in order to get to know other students who are also taking part of the internship”
Recruitment and outreach	10	3%	“Application process could be a bit smoother.”
			“Be more out their so like go out to like schools and I guess recruit kids for the jobs”
			“I feel like you guys can recruit more people by doing outreaching like in high schools and having those speeches on how this program can benefit teen moms & not only can they benefit from it but they can also experience a work environment that is more supportive in a way.”
Administrative Issues	10	3%	“At the beginning of the program I was told that we we're supposed to begin our internship on site by September, but we did not start until November. I think what I would change for the interns working at Los Angeles general hospital is that to get the background check as soon as possible to start working.”
			“I feel like you guys need a lot of paper works that some of them are not necessary”
Total	**379**		

Exhibit B-6. Codes and Examples of Responses to Item: "Is there anything else you would like to share about your experience in [the project]?"

Code	N	%	Sample Quotes
Positive Experience	108	45%	"It was a great experience to get started with working"
			"The stipend helped immensely"
			"My service lead has to be one of the most influencial and helpful people I have ever met. She made my time at [the project] more engaging and allowed me to feel like I have a place in the program. I always felt encouraged to continue to work hard and reach out to her whenever I needed support. She is always there for us and makes sure that everyone succeeds. Having a service lead like her made my experience better than expected."
			"It was the best first job I could ask for"
			"The program was really helpful and the people were very supportive."
			"Just an amazing group of people helping out the youth."
Nothing else to share	92	38%	"N/A"
Program Benefits	52	22%	"It was overall great and truly inspiring because I got to learn many different ways to teach and work with people and explore different areas of work and careers i can do."
			"The programs that are being offered are crucial for those that are facing hard times and not knowing how to start. This gives students a sense of direction of where they want to lead themselves in their studies or careers. The exposure is so important and i am very happy that [the project] has that open for students."
			"Through [the project] I was able to improve and add onto the skills I already have. I made connections with the staffs and became close with a few of the staffs. I only wish that instead of 1yr it could have been for 2yrs from the program. Joining [the project] is a wonderful experience."
			"The trainings were super helpful. It reminded me how important it is to handle tough situations, basic work etiquette, etc."
Appreciation	19	8%	"I just want to say how thankful I am for this experience. It was truly life changing."
			"I am very satisfied and appreciative of the experience, environment, and community I received from [the project] as well as my work site."

			“Thank you so much for helping people in need of a job and youth/teenagers to get some money through work experience and networking. You all deserve heaven.”
Constructive Criticism	16	7%	“It should give the students a permanent job after their done with the program.” “Please add renewing hours for 18+ people because this is an incredible journey and it's something you can actually feel accomplished in”
Total	**240**		

Appendix C: Survey Administration Guide

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The Northridge Consulting Group of CSUN has been hired to conduct surveys as part of an external evaluation with SPR of the LA Youth Jobs Corps Program (LAYJC), which funds 14 projects around the City of LA.

A critical part of the evaluation is two surveys of participants' experience in the program, one at the beginning (Pre-Program Survey) and one at the end (Exit Survey). We need your help collecting this data.

Five talking points to share with participants:

1. The surveys give participants a chance for their **VOICE** to be heard. Participants can help to **improve the program** by sharing their successes, concerns, and suggestions.
2. It's important that they **TAKE THEIR TIME** to read and respond to each question.
3. **Encourage** participants to take the surveys. (For the data to be valid, participants cannot feel forced into taking the surveys—they must be willing to share their experiences).
4. All data go directly to CSUN and are **CONFIDENTIAL**. Participants' names and responses will not be shared with any program, project, or City staff.
5. Participants are entered into a quarterly **raffle** to win gift cards and other goodies from the LA YDD.

Suggested Protocol for Survey Administration

Pre-program Survey:

- Administer survey as part of the project on-boarding process.
- Give participants time to complete the surveys onsite with their other paperwork.
- Access the survey by scanning the QR code on the flyers (to complete on their phones) or by using the survey link (to complete on computers at project site).
- If they can't complete the surveys onsite, please send them links **1 week before** their start date. Send reminder emails on their start date and again 1 week after the start date (see email templates below).
- Survey window: Surveys to be completed 1 week before start date to 3 weeks after start date.
- Response time: 10-15 minutes.

Exit Survey:

- Administer survey as part of the project exit process.
- Give participants time to complete the surveys onsite.
- If they can't do it onsite, please send them links **3 weeks before** their end date. Send reminder emails 2 weeks AND 1 week before their end date (see email templates below).
- Survey window: 3 weeks before end date to 1 week after exit.
- ***NOTE***. If participants do NOT complete the required hours and end the program early, please have them complete the Exit Survey when they leave the program.
- Response time: 15-20 minutes.

Thank you for your help in making this evaluation a success! If you have any questions, please contact Cristina Rubino from California State University at Cristina.rubino@csun.edu.

Dr. Cristina Rubino
Dr. Loren Naidoo
California State University, Northridge

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Pre-Program and Exit Survey Email Templates

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PRE-PROGRAM SURVEY: INITIAL AND FOLLOW-UP RECRUITMENT EMAIL

Hello [First Name],

We would like to know a little more about you before you start the [NAME OF PROGRAM]. This survey is part of an overall evaluation of the program.

- It's your chance to have a voice!!
- Your responses will be used to improve the program.
- The survey will take about 15 minutes to complete.
- It's important to take your time responding.
- Your responses are confidential - they will go directly to CSUN. Your responses will NOT be shared with your case manager, supervisor, or any other program staff.
- Your participation is voluntary, and you can skip questions you don't want to answer.

As a thank you for helping with this important survey, you will have a **chance to win** one of several goodies, including gift cards, custom-made apparel, tote bags, and other program souvenirs.

Please click on the following link to begin the survey: http://tinyurl.com/CSUNPreProgramSurvey

Thank you for your help in making this evaluation a success! If you have any questions, please contact Cristina Rubino from California State University at Cristina.rubino@csun.edu.

Dr. Cristina Rubino
Dr. Loren Naidoo
California State University, Northridge

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PRE-PROGRAM SURVEY: THIRD/FINAL REMINDER EMAIL

Hello [First Name],

This is your **LAST OPPORTUNITY** to take part in the survey. This survey is part of an overall evaluation of the program.

- It's your chance to have a voice!!
- Your responses will be used to improve the program.
- The survey will take about 15 minutes to complete.
- It's important to take your time responding.
- Your responses are confidential - they will go directly to CSUN. Your responses will NOT be shared with your case manager, supervisor, or any other program staff.
- Your participation is voluntary, and you can skip questions you don't want to answer.

As a thank you for helping with this important survey, you will have a chance to receive one of several goodies, including gift cards, custom-made apparel, tote bags, and other program souvenirs.

Please click on the following link to begin the survey: http://tinyurl.com/CSUNPreProgramSurvey

Thank you for your help in making this evaluation a success! If you have any questions, please contact Cristina Rubino from California State University at Cristina.rubino@csun.edu.

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Pre-Program and Exit Survey Email Templates

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EXIT SURVEY: INITIAL AND FOLLOW-UP RECRUITMENT EMAIL

Hello [First Name],

Now that you have almost completed [NAME OF PROGRAM], we would like to hear about your experience. This EXIT survey is part of an overall evaluation of the program.

- It's your chance to have a voice!!
- Your responses will be used to improve the program.
- The survey will take about 20 minutes to complete.
- It's important to take your time responding.
- Your responses are confidential - they will go directly to CSUN. Your responses will NOT be shared with your case manager, supervisor, or any other program staff.
- Your participation is voluntary, and you can skip questions you don't want to answer.

As a thank you for helping with this important survey, you will have a chance to receive one of several goodies, including gift cards, custom-made apparel, tote bags, and other program souvenirs.

Please click on the following link to begin the survey: http://tinyurl.com/CSUNExitSurvey

Thank you for your help in making this evaluation a success! If you have any questions, please contact Cristina Rubino from California State University at Cristina.rubino@csun.edu.

Dr. Cristina Rubino
Dr. Loren Naidoo
California State University, Northridge

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EXIT SURVEY: THIRD/FINAL REMINDER EMAIL

Hello [First Name],

This is your LAST OPPORTUNITY to take part in the EXIT survey. This survey is part of an overall evaluation of the program.

- It's your chance to have a voice!!
- Your responses will be used to improve the program.
- The survey will take about 20 minutes to complete.
- It's important to take your time responding.
- Your responses are confidential - they will go directly to CSUN. Your responses will NOT be shared with your case manager, supervisor, or any other program staff.
- Your participation is voluntary, and you can skip questions you don't want to answer.

As a thank you for helping with this important survey, you will have a chance to receive one of several goodies, including gift cards, custom-made apparel, tote bags, and other program souvenirs.

Please click on the following link to begin the survey: http://tinyurl.com/CSUNExitSurvey

Thank you for your help in making this evaluation a success! If you have any questions, please contact Cristina Rubino from California State University at Cristina.rubino@csun.edu.

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Recruitment Links and Flyers

PRE-PROGRAM FLYER LINK: https://drive.google.com/file/d/1ZjQiYV3hYBmORxKL-fNRU5Xy3f0zcLz5/view?usp=sharing
PRE-PROGRAM SURVEY LINK: http://tinyurl.com/CSUNPreProgramSurvey



EXIT SURVEY FLYER LINK: https://drive.google.com/file/d/1tTCNpK4siUo2LXCom193WagmnmvQ09dG/view?usp=sharing
EXIT SURVEY LINK: http://tinyurl.com/CSUNExitSurvey



#CaliforniansForAll

Youth Jobs Corps

#CaliforniansForAll L.A. Youth Jobs Corps Final Report

MAY 2024

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Youth Jobs Corps

Agenda

Evaluation Background

Data and Methods

Findings

- Program Implementation and Outcomes
- Impact on Corps Members
- Perception of the Program by Corps Members and Program Partners

Conclusion

Evaluation Background

Program sought to achieve three primary goals aligned with the California Volunteer's #CaliforniansForAll:

1. Increase Youth employment
2. Develop Career Pathways
3. Strengthen city or community capacity to address key areas of food insecurity, climate, and COVID-19 recovery

The L.A. Youth Jobs Corps initiative operates as a collaborative effort between the Mayor's Office and various City departments.

- The initiative consists of four departments with experience facilitating programs for youth and young adults—EWDD, BPW, CIFD, HACLA, and RAP—and one administrative department, YDD
- Initially there were 14 local projects. Due to challenges, the final number of supported projects was 12.

The city funded an evaluation of the L.A. Youth Jobs Corps initiative to examine its implementation, identify best practices and lessons learned, and assess its impact on participants' attitudes and skills and their communities

- The City's Youth Development Department (YDD) oversees the evaluation component, which was awarded to Social Policy Research Associates (SPR), in partnership with the Northridge Consulting Group of California State University, Northridge (CSUN).

Data and Methods

The evaluation examines project processes, outcomes, and impacts utilizing four main components:

1. An implementation study, which includes site visits, staff and participant interviews, and participant focus groups;
2. A participatory evaluation with Corps members; and
3. Outcome, and
4. Impact analyses utilizing participant surveys collected at three time points, a program partner survey, and a comparison group survey.

In collaboration with the Mayor's Office and YDD, the evaluation team established four research questions.

1. To what extent did the program meet the proposed outcomes, goals, and intent of the Youth Jobs Corps grant?
2. To what extent did participation in the program impact Corps members and their communities, more broadly?
3. How are the 12 local projects being implemented overall, what components or characteristics of the implementation work well, and what are the existing barriers or ways they can be improved?
4. What are Corps members' and program partners' perceptions of the program?

Data and Methods

The evaluation employs a mixed-methods approach, collecting both qualitative and quantitative data.

- The **qualitative** components of the evaluation were designed to collect in-depth, nuanced, and personal data from Corps members and other constituents. They included:
    1. A document review and background research
    2. Focus groups and interviews with Corps members and Site visits to each of the 12 projects (between October 2023 and January 2024), and
    3. A participatory evaluation component that engaged 6 Corps members and program providers in the evaluation
- The **quantitative** components of the evaluation included surveys and administrative data:
    - Three time-lagged Corps member surveys to evaluate ***changes in attitudes and outcomes over time***. (Pre-program: N=964 respondents; Exit: N=492; Follow-up surveys: N=178)
    - A group of demographically similar, non-initiative youth served as a ***comparison group (***N=328)
    - A partner survey of project administrators and partner organization staff (N=13)

Findings

Project Implementation and Outcomes

Findings - Implementation of Local Projects

At the time of the visits, local projects were at different stages of program development and implementation, which influenced the type of data collected at each site. Local projects also vary in structure and complexity.

- Eligibility: applicants must be between the ages 16 and 30, an L.A. City resident, come from a low-income background, have the legal right to work, and have employment barriers
- Individual local projects tailored the eligibility requirements to fit their project design and the types of work opportunities that they provide (I.e., specific population, specific interest, and geographic dimension).

Recruiting applicants:

- Relied on partners (YouthSource Centers, community colleges, CBOs, city agencies, public housing (HACLA) sites), direct referral, flyers with QR codes, job and resource fairs, social media, and informational sessions. Word-of-mouth was described as the most effective strategy for recruiting applicants.
- Four projects use a pre-application Google form to gauge interest and eligibility.
- Many potential Corps members learn about projects through the HireLA platform (some projects shared that some applicants through HireLA are not eligible or are not a good fit (i.e., interests do not align).

Findings - Onboarding and Orientation

Once enrolled, Corps members go through an initial onboarding and orientation process, ranging from 20-40 hours.

- Training often includes a general orientation to work (workplace professionalism, time management, and communication norms).
- Five projects use the Transition-Age Youth World of Work (TAY WOW) curriculum as part of their orientation process. Other projects have developed their own curriculum or trainings that focus on the development of soft skills.
- Corps members receive additional orientation and training at their assigned worksites. The length varies considerably across sites due to variations in tasks, Corps member experience, and the engagement and approach of the work site supervisor and training provider.

- Over 300 worksites across the City (number varies considerably by project, ranging from two to over one hundred).
  - Corps members are frequently placed at CBOs, recreation centers, educational institutions, nonprofits, and City agencies. L.A. RISE - Youth Academy partners with private companies, such as retail stores (Walgreens, Kohls, GAP) and facilities maintenance companies.
  - When possible, projects aim to provide Corps members with choices in their worksite assignments.

Promising Practices

- Be clear and upfront about the time commitment required and the expectations of the work opportunity to ensure a strong match.
- Align work opportunities with Corps members interests, strengths and passions.
- Provide personalized “handholding” support to youth.
- Create and strengthen pathways to full time employment.
- Build a sense of belonging through team building and enrichment.
- Educate participants about the value of their work for their broader community.

Challenges

- More than half (7) of the projects reported that they faced challenges with recruitment.
- Eligibility requirements and restrictions were sometimes challenging.
- Some projects had a high percentage of participants drop out or fail to complete their work placement hours.
- Some projects experienced challenges with hiring and staff turnover.
- 9 of 12 programs experienced a geographic mismatch between where jobs were located and where applicants lived. .

Findings

Impact on Corps Members and Outcomes

Participant Perceptions of Program and Benefits

Exit survey participants:

- Were highly satisfied with their work and program experience
- Found the experience meaningful
- Would recommend the program to others
- Identified work experience (66%) as the most beneficial program component

- 157 (32%) have a job lined up after completion:
  - 84 (54%) learned about this job from the program
  - Most (57%) will be working at either a government, community based or non-profit organization

5-point Scale (1 = Strongly disagree to 5 = Strongly agree)	**Mean**
Overall Satisfaction	4.76
Satisfaction with Work Experience	4.74
Satisfaction with Program Experience	4.79
Belongingness at Work	4.41
Meaningfulness	4.60
How likely would you be to recommend the program?*	9.22

Exit Survey: Participants' Gains from the Program



Program Impact

- From the start to the end of the program, Corps Members:
  - Were more interested in working for the City of L.A.
  - Felt more connected to their communities
  - Felt more secure in their access to food
  - Felt happier about going to school
  - Felt more ready for a career

Change from Pre to Exit Survey

Items/Scales (5-point scale)	**Group**	**Mean**	**Mean Diff.**
I am interested in working for City of LA or the County of LA.	Pre-program	3.82	0.17*
	Exit	3.99	
I am interested in a career in public service.	Pre-program	3.71	0.11
	Exit	3.82	
At this point in time, how connected do you feel to your community?	Pre-program	3.49	0.37*
	Exit	3.85	
Food Insecurity	Pre-program	2.58	-0.07*
	Exit	2.52	
The idea of working makes me feel: (1 = not happy, 5 = very happy)	Pre-program	4.37	0.04
	Exit	4.41	
The idea of going to school makes me feel: (1 = not happy, 5 = very happy)	Pre-program	3.87	0.20*
	Exit	4.07	
Career Readiness	Pre-program	4.26	0.17*
	Exit	4.42	

Program Impact

- Compared to control, Corps Members:
  - Were less likely to be unemployed
  - Were less likely to be looking for a job
  - Reported having higher quality jobs

Corps Members (Follow-up Survey) vs. Non-Corps Members (Control Group)

Variable	Group	Mean	Mean Diff.
Unemployed (1 = yes, 0 = no)	Follow-up	0.35	-0.13*
	Comparison	0.48	
Looking for full time job?	Follow-up	0.71	0.08*
(1 = yes, 0 = no)	Comparison	0.79	
Job quality	Follow-up	3.91	0.19*
	Comparison	3.72	
Hourly pay rate (dollar amount)	Follow-up	$40.94	-$157.44
	Comparison	$198.38	
Monthly earnings (dollar amount)	Follow-up	$1,087.99	-$24.73
	Comparison	$1,112.72	

Program Impact

- Compared to control, corps members had higher:
  - Self-efficacy
  - Career readiness
  - Job preparedness
  - Connection to their community

Corps Members (Follow-up Survey) Versus Non-Corps Members Control (Comparison Survey)

Variable	Group	Mean	Mean Diff.
Self-efficacy	Follow-up	4.46	-0.18*
	Comparison	4.27	
Career readiness	Follow-up	4.23	0.30*
	Comparison	3.93	
Preparedness for a future job	Follow-up	4.52	0.98*
	Comparison	3.54	
Feelings about working	Follow-up	4.17	0.11
	Comparison	4.06	
Career decidedness	Follow-up	4.16	0.04
	Comparison	4.13	
Career intentions	Follow-up	3.91	-0.05
	Comparison	3.96	
Career self-clarity	Follow-up	4.18	0.01
	Comparison	4.16	
Community connection	Follow-up	3.48	0.21*
	Comparison	3.27	
Food insecurity (3-point response)	Follow-up	1.66	-0.09
	Comparison	1.75	

Findings

Perception of the Program by Corps Members and Program Partners

Worksite Experience

Worksite Duties

- Corps members reported a variety of different types of work tasks depending on their project and work placement; they found their work duties to be meaningful either because they aligned with their interest, or because they had the opportunity to give back to and support their community.

Training

- Although most projects reported providing training to Corps members before they are placed at their worksite, most Corps members interviewed stated that they did not receive this type of training. But they did receive training on site.

Support at Worksite

- Most Corps members met with their supervisor and received feedback from them frequently. They viewed this guidance positively, stating that the support was helpful.

Worksite Challenges

- Some Corps members reported challenges with their work placement or training, which included confusion about their job duties and inadequate resourcing at work sites.

Program Quality and Outcomes for Participants

Career Exploration

- Corps members described that through their work placements they became aware of a range of different types of jobs and came to a greater understanding of what they do and do not want in a career.

Career Preparation

- Participants advanced their career readiness through cultivating hard and soft skills.
- A couple of Corps members said that the experience has made them more confident in their ability to find employment in the future.

Interest in Public Service

- Some Corps members indicated that they are interested in a career with the City or in public service.
- City jobs were promoted to some Corps members during their time at their project.
- A few Corps members did not hear about jobs with the City or in public service at their project.

Program Quality and Outcomes for Participants

Supporting Corps Members in Other Ways

- Multiple Corps members emphasized the significance of their wages for their work experience, expressing gratitude for their financial support provided.

Future Goal Setting

- Projects helped many Corps members gain clarity about their career goals.

Skills and Personal Development

- The youth participatory evaluation delved deep into the skills and personal development of Corps members in the participatory evaluation.
    - E.g., One Corps member highlighted the complex challenges of immigration and workforce integration. The initiative afforded them the chance to forge connections and gain real-world work experience.

Conclusion

- Program implemented largely as intended. Providers felt it was successful in meeting goals, and participants were highly satisfied with their experience.
- Many participants indicated the program influenced their interest in public service or government careers, and further education, and their connection to their community.
- Participants reported higher self-efficacy, a sense of career readiness, and preparedness for future jobs compared to comparison group members, and demonstrated statistically significant *improvements* in self-efficacy and career readiness between when they enrolled in the program and when they completed it
- Participants also reported that they developed hard and soft skills. Further, Corps members were less likely to be unemployed, and had higher levels of job quality 3-months after program completion than those in the comparison group.

Recommendations

- Clearly define job roles before placements begin, improve the match between work sites and participants interests and strengths (as well as between proximity between work site and participants' residences), and create opportunities for youth to provide evaluations of their worksites to encourage continuous improvement.
- Increase focus on soft skills or dealing with emotional challenges at the worksite (i.e., mental health or self-care routines).
- Consider broader goals of program (food insecurity, climate change, COVID-19 recovery). Participants were less enthusiastic about these and providers felt the program was only modestly successful in addressing them. Reemphasize or deemphasize these going forward?
- Some projects had higher rates of dropouts, particularly those serving younger participants. Are there strategies for addressing this going forward?

Questions?

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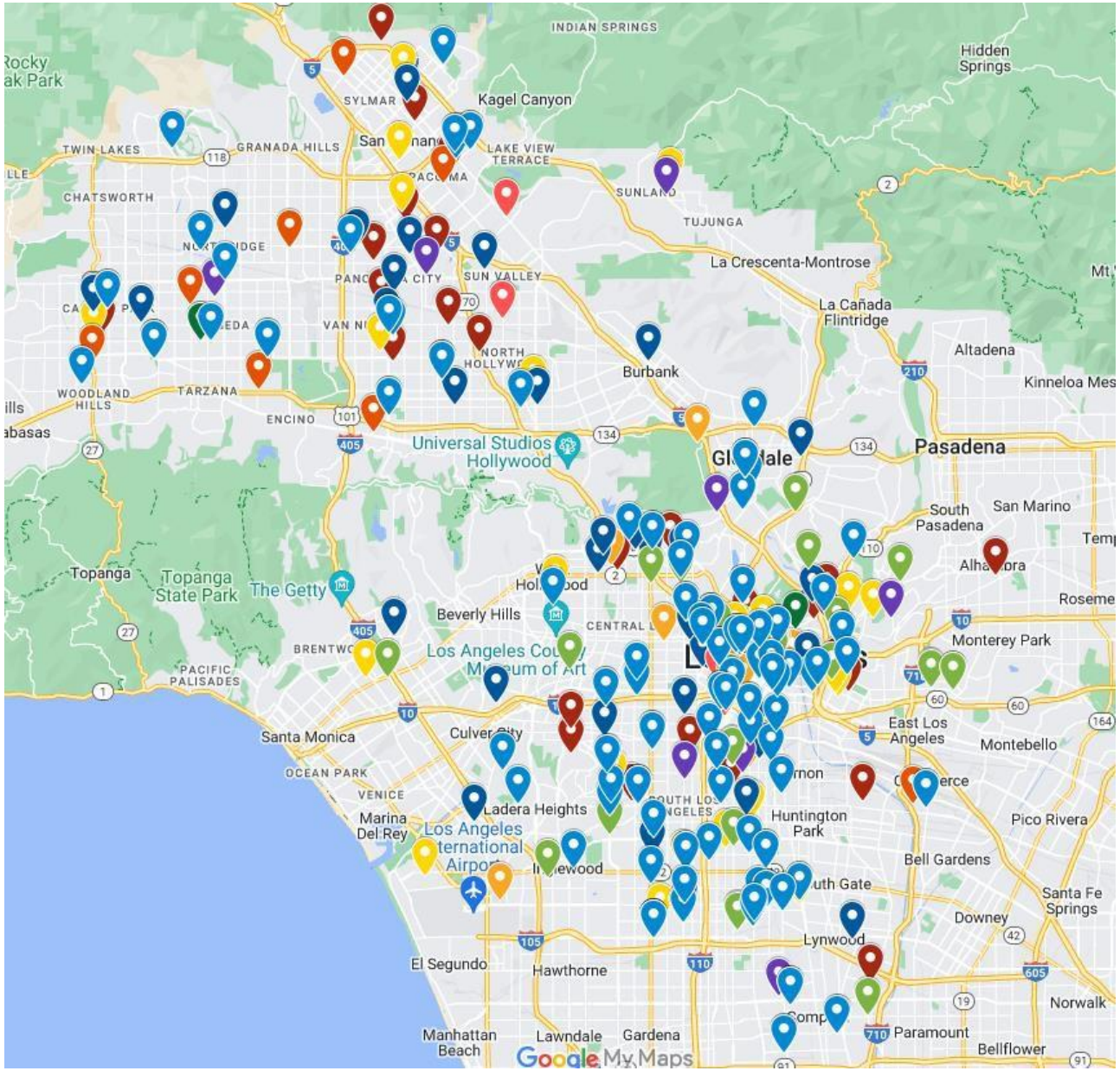
Additional Slides (if needed/as time allows)

Local Projects

Mayor's Office of Economic Opportunity (Mayor's Office)	Corps Member Enrollment Goal	Key Areas Addressed
1. Angeleno Corps	800	Food Security Career Pathways
2. Student to Student Success	800	COVID-19 Recovery
3a. L.A. City Pathways for Youth (Mayor's Office)*	200	Career Pathways
4. Early Childhood Education Student Advancement	150	Career Pathways
5. Youth & Community Harvest Internship	125	Food Security
EWDD		
6. L.A. RISE – Youth Academy	800	COVID-19 Recovery
BPW		
7. Clean L.A.	200	COVID-19 Recovery
8. L.A. River Rangers	127	Climate
9. L.A. Community Composting	12	Climate
RAP		
3b. L.A. City Pathways for Youth for Youth (RAP)*	200	Career Pathways
10. Summer Night Lights Expansion	317	Career Pathways
CIFD		
11. Teen Parent Prosper	40	COVID-19 Recovery
HACLA		
12. Digital Ambassador Internship	31	COVID-19 Recovery
Total	3,802	

*This project is jointly managed by the Mayor's Office and RAP with separate enrollment goals for each.

Location of Youth Job Corps Work Sites



Qualitative Analysis of Open-Ended Survey Questions

- Benefits:
  - The work experiences of many Corps Members resulted in them being interested in continuing to work in their positions.
  - The program aided Corps Members' personal growth, bolstered their professional development by providing important work experience, learning new skills, and understanding workplace dynamics, built connections with mentors and their communities, and impacted their career aspirations.
- Recommendations:
  - Most thought no improvements to the program were needed, and that the program should be expanded.
  - A few suggested greater flexibility and structure would improve the program.

Success Story

- One participant shared her journey at Human-IT through Angeleno Corps had been transformative, shaping both her professional trajectory and personal growth.
- She noted finding fulfillment in “bridging the digital divide”, and despite initial apprehensions about “entering adulthood” exacerbated by heightened social anxiety because of the COVID-19 pandemic.
- Overcoming self-doubt, she immersed herself in learning alongside experienced team members, gained proficiency in IT, and improved her communication skills.
- She gained official employment at a worksite and recognition as “Employee of the Quarter”.

“This journey has shaped my hopes and aspirations. I found purpose in serving others through technology and learned the power of collaboration, mentorship, and strong communication.”

6.

DATE: June 18, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Updates on Youth Development Department Activities/Initiatives**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

7.

DATE: June 18, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Discussion of Youth Initiatives for Potential Enactment by the Governor and California Legislature**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

8.

DATE: June 18, 2024

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Discussion of the Payment of Stipends to the Two Youth Members of the Workforce Development Board (WDB) Youth Council**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available