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August 22, 2019

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COUNTYWIDE YOUTH BRIDGES PROGRAM – FIRST ANNUAL REPORT

The Department of Human Resources (DHR), in collaboration with Workforce Development, Aging and Community Services (WDACS), has prepared the attached document to provide your Board with an annual report on the Countywide Youth Bridges Program (Youth Bridges).

On June 13, 2017, your Board adopted a motion introduced by Supervisors Hilda L. Solis and Janice Hahn directing the Director of Personnel, in collaboration with the Chief Executive Office (CEO) and WDACS, to establish Youth Bridges.

On September 27, 2017, the Youth Bridges implementation plan was submitted to your Board for approval. In response to this plan, your Board directed all departments to participate in the Youth@Work program to provide youth with an opportunity to participate in meaningful work experience and to meet the collective goal of 963 youth placed by the end of Fiscal Year (FY) 2018/19, equal to 10% of private sector placements and increasing that percentage to 25% by end of FY 2020/21.

Additionally, on December 19, 2017, your Board approved the implementation of the proposed three-step career pathway model for Youth Bridges, as described below.

In Step 1 of the Youth Bridges program, WDACS serves as the pipeline for working with the American Job Centers of California (AJCCs) to outreach to at-risk youth and assist them in applying for the Youth@Work Internship. The AJCCs provide youth with 20 hours of paid Personal Enrichment Training (PET) where youth learn about goal setting, financial literacy, life skills, work ethics and career exploration. Upon completion of the PET, youth begin the 100 hour Youth@Work Internship.



In Step 2, DHR established the 12 month Youth Worker Training Program, which provides youth with additional training and work experience to be successful in the workplace and to prepare them for permanent employment opportunities within the County or private sector.

From the program's inception through the end of FY 2018/19 we placed 1,171 youth in County Departments; 585 (50%) have successfully completed Step 1 of the Youth@Work 120 hour internship; and 586 (50%) are actively participating in Step 1. Thus far, 110 (19% of youth who successfully completed Step 1) youth have taken the Youth Worker exam (Step 2), 72 youth have passed the Youth Worker exam, and 10 youth have been successfully hired as Youth Workers.

A thorough description of all program accomplishments and milestones can be found in the attached report. The report also outlines lessons learned through this first year of programming, as well as, next steps to strengthen and enhance the program for both our youth workers and participating departments.

We look forward to working with your Board and other County departments to further strengthen Youth Bridges. We will provide the next annual report at the end of FY 2019/20. Should you have any questions, please contact Lisa M. Garrett, Director of Personnel, at (213) 974-2406, or Otto Solorzano, Acting Director of WDACS, at (213) 738-2617.

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Attachment



Countywide
Youth Bridges
Program



PROGRESS REPORT
FISCAL YEAR 2018-2019
August 22, 2019

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Background

On June 13, 2017, your Board adopted a motion introduced by Supervisors Hilda L. Solis and Janice Hahn directing the Director of Personnel, in collaboration with the Chief Executive Office (CEO) and Workforce Development, Aging and Community Services (WDACS), to establish the Countywide Youth Bridges Program (Youth Bridges). In that motion, DHR was directed to serve as the County's central resource across all County Departments for achieving Countywide goals in facilitating talent acquisition and on-boarding, and pairing work experience and personal enrichment training for at-risk youth with a more comprehensive and strategic set of career path opportunities geared toward employment, training, and supportive services.

On September 27, 2017, the Youth Bridges implementation plan was submitted to your Board for approval. As a result of this recommended plan, your Board approved the implementation of a three-step career pathway model of Youth Bridges on December 19, 2017. The three steps include: Youth@Work Internship, Youth Worker Training Program, and permanent employment, as outlined below.

The Step 1, Youth@Work Internship, is designed to provide youth with career exploration through various opportunities within the County; Step 2, Youth Worker, is designed to enhance the experience for youth interested in public sector careers. Youth Workers are full-time, temporary County employees that work for a 12 month period of time and receive valuable on the job work experience in a County department that will help to prepare them for future permanent employment within the County or the private sector.

On June 19, 2018, DHR and WDACS provided a progress report that described the milestones achieved since the December 27, 2017 implementation plan was developed. This report serves to provide your Board with further information on the program's accomplishments and proposed enhancements to the Youth Bridges Program.

Since the inception of the program, we have placed 1,171 youth at County Departments; 585 (50%) have successfully completed Step 1 of the Youth@Work 120 hour internship; and 586 (50%) are actively participating in Step 1. Thus far, 110 (19% of youth who successfully completed Step 1) youth have taken Youth Worker exam, 72 youth have passed the exam, and 10 youth have been successfully hired as Youth Workers. The progressive nature of this program design allows for the preparation of our future talent over time. In the first year approximately 10% of qualified Step 1 youth applicants have moved on to Step 2.

We are pleased to provide with you with an update on the impact this program has had on this at-risk population to date.

Objective

The County of Los Angeles is the largest employer in Southern California. However, many of our youth are either unfamiliar with or lack access to County jobs. The Youth Bridges, in part, serves as an equitable connector for vulnerable and marginalized populations and thus, supports the County’s public sector strategy to identify the next generation County workers. The Youth@ Work program is operated by WDACS and is implemented through the public workforce system comprised of the County’s America Job Centers of California (AJCCs). Youth@Work partners with a variety of additional workforce services including: Local Workforce Development Areas, Department of Children and Family Services, State of California Employment Development Department, Probation Department, Department of Public Social Services, Department of Rehabilitation, the community college system, adult education, and other key organizations. Through Youth@Work, WDACS serves as the regional coordinator for the public workforce system to outreach to at-risk youth and assist them in applying for Youth Bridges.

This program further provides the County with a continuum to strategically connect youth to the High Road Training Partnership by utilizing Youth Bridges as a feeder pool into that greater systematic approach. Collectively, this strategy will increase access to youth employment by furthering best practices, promoting inter-departmental collaboration, establishing integrated workforce programs, and sustaining coordinated information-sharing to set ambitious, yet achievable goals. More importantly, Youth Bridges will ultimately introduce youth to multiple career pathways within the public sector and help prepare them for future success.

Youth Bridges Step 1 was designed to meet the Board’s objectives of achieving placement rates beginning with 10% of the private sector placements noted in Fiscal Year 2017/18 and increasing to 25% of the private sector placements in the first and third year of the program respectively. Below are the proposed placement goals prepared and submitted to your Board on December 17, 2017.

Department Size	FY 2018/19	FY 2019/20	FY 2020/21
Small	20	40	60
Medium	40	80	120
Large	75-95	150-190	225-285
Total proposed placement goals for all County departments by end of fiscal years:	963	1,705	2,400

Small Department = <1,000 employees
 Medium Departments = 1,000 to 9,000 employees
 Large Departments = >9,000 employees

Subsequently, beginning December 19, 2017, through January 7, 2018, DHR developed and formalized work plan samples to assist departments in the implementation of Youth Bridges (See Attachment I).

Beginning on January 8, 2018, DHR commenced one-on-one meetings with the Departmental Human Resource Managers (DHRMs) of each department to facilitate the development of work plans and the overall implementation of Youth Bridges within their respective departments. The departmental work plans are essential to the success of Youth Bridges, as they guide youth toward the basic knowledge, skills and abilities that are necessary to be successful within the County workplace.

Step 1 Placements

In this inaugural year, significant efforts have been made to establish strategic partnerships with key organizations that have access to targeted youth populations in order to formalize a consistent pipeline of referrals in the years to come. Vital external partners include: TransCanWork, the Los Angeles LGBT Center, the Opportunity Youth Collaborative, iFoster, K-12, and numerous adult schools and community colleges. Additionally, WDACS in conjunction with the AJCCs recruit youth from various entities such as schools, community based organizations and other youth pipelines.

Strategic partnerships with the aforementioned organizations provide youth referrals to the County for departmental placements. Youth receive 20 hours of Personal Enrichment Training by the AJCCs which include topics such as: work ethics, goal setting, career exploration, financial literacy, and life skills. In addition, they receive career exposure and valuable experience of up to 120 hours in County departments. Youth graduate after completing 120 hours and are eligible for Step 2.

Youth Bridges Step 1 Placement Metrics

The chart below reflects placement of youth within County Departments.

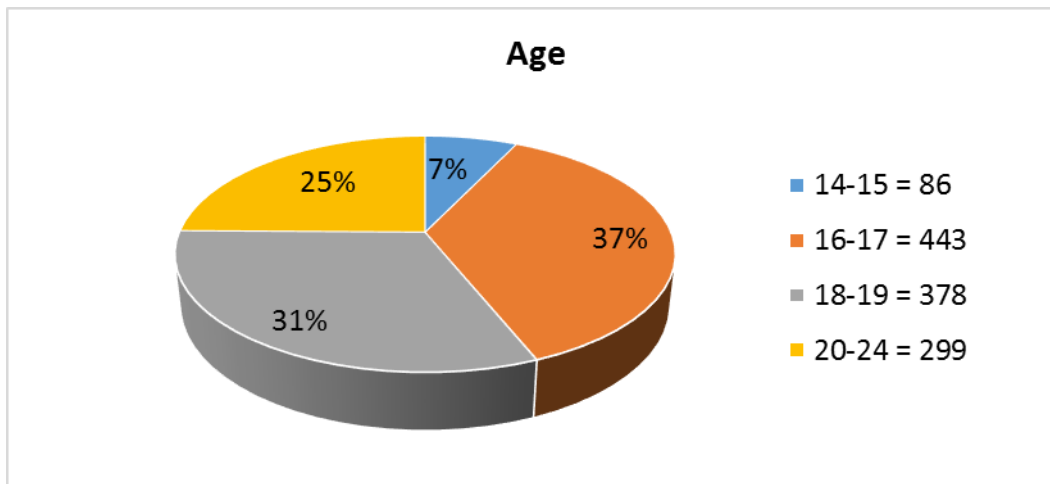
Departments	Number of Youth
Agricultural Commissioner/Weight & Measures	1
Animal Care & Control	13
Beach & Harbors	1
Board of Supervisors	6
Child Support Services	2
Children & Family Services	15
Community Development Commission/Housing Authority	4
Consumer & Business Affairs	9
District Attorney	10
Fire Department	55
Health Services	26
Internal Services	16

Mental Health	44
Parks & Recreation	454
Probation	291
Public Defender	1
Public Health	10
Public Library	35
Public Social Services	69
Public Works	7
Regional Planning	17
Sheriff	39
Treasurer & Tax Collector	6
Workforce Development, Aging & Community Services	45
Total	1,171*

*Count based on unduplicated participants through June 30, 2019

Below are breakdowns of youth participation in the program based on age, ethnicity, gender, and targeted populations.

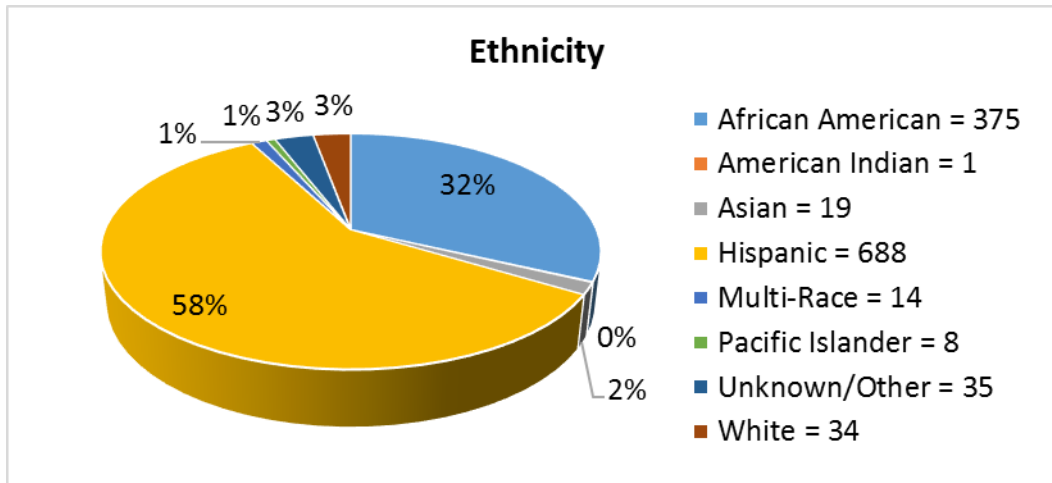
Youth ages 16 through 19 comprise 68% of the age composition of program participants.



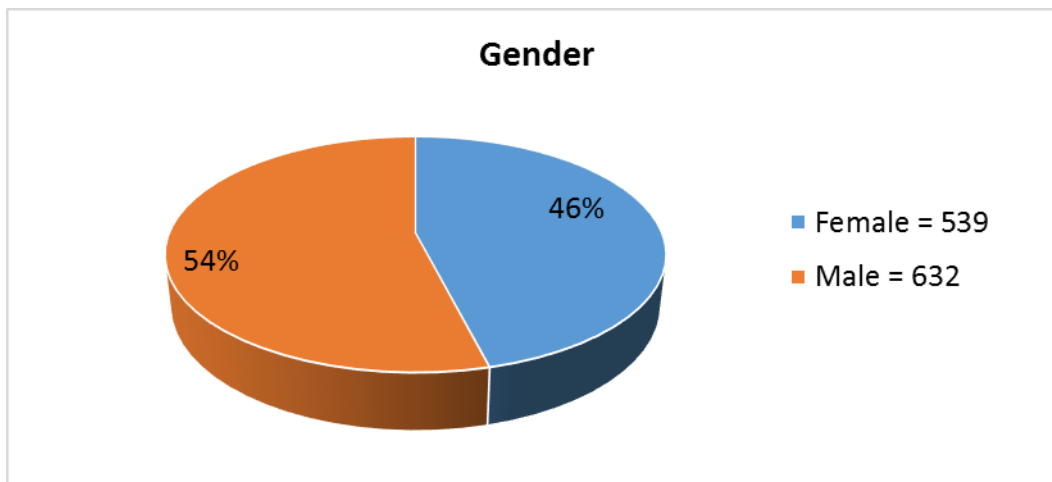
- Please note, youth age is disclosed upon participant placement. Youth who have been placed in multiple Departments and had a birthday during participation in the program will have reported more than one age.

The chart below reflects the ethnic composition of Youth Bridges' program participants.

Together, Hispanic and African American youth comprise 90% of the participants in the program.

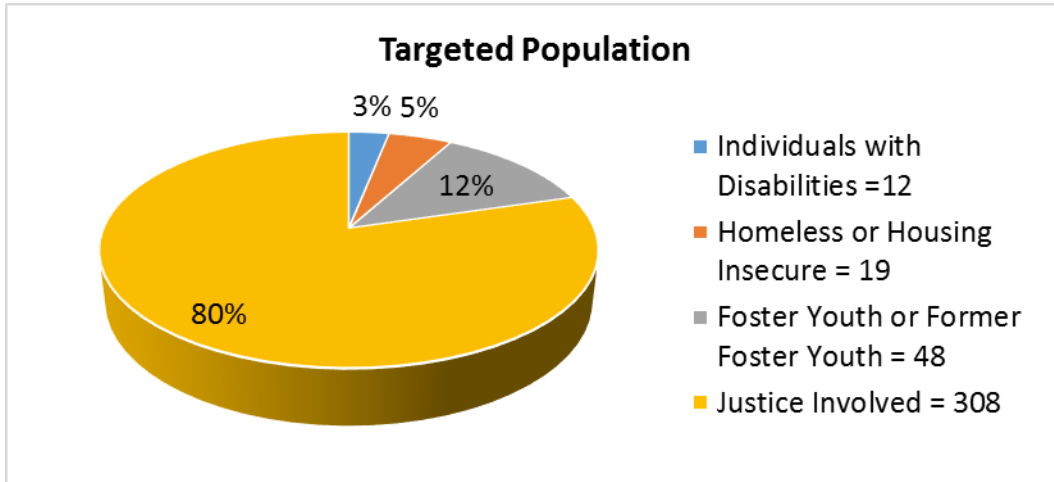


Below is a breakout of participants by gender. As shown, Male and Female participation is comparable.



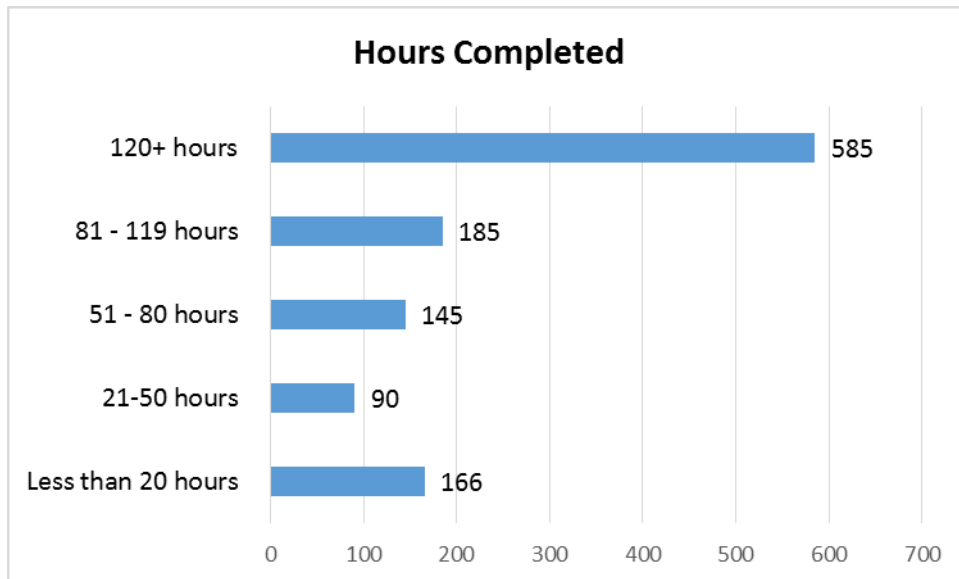
The illustration below is a representation of the targeted populations which the program serves; approximately 80% of program participants within the targeted population are

justice involved youth.



- Note: this chart reflects placement counts for select targeted populations.

Below is a breakdown of the hours completed by the 1,171 youth during the program.



Step 2 Placements

Youth Worker (12 month internship)

Under the program's current structure, in order for Youth Bridges youth to qualify for Youth Worker, they must first complete 120 hours of work experience, as set forth in Step 1.

The three (3) Youth Worker classifications available to youth in Step 2 are:

- Youth Worker, Clerical
- Youth Worker, General Labor
- Youth Worker, Facilities Support

To promote Step 2, DHR actively conducted site visits to various County locations hosting Step 1 youth to gather feedback, encourage applications for Step 2, educate youth on the County's application process, and provide programmatic updates. AJCCs have also been directed by WDACS to inform and encourage youth to apply for Step 2 of Youth Bridges.

"Like most youth, I was confused and unsure about my professional future after finishing school. I wanted to learn and to gain experience but wasn't really given the opportunity to. Entry level jobs were competitive to get into, especially if one wasn't sure of the specific profession one would like to be in. However, in applying to the Countywide Youth Bridges Program, I was brought into a professional setting where I was able to develop valuable skills and work on projects that effected the community. It encouraged me and expanded my perspective of the County. I saw how the County functions and was exposed me to many resources and opportunities. I would highly encourage youths to apply to this program to grow professionally and potentially gain long term employment options."

Judy - Youth Worker, DHS

Step 2 Placement Metrics

Youth Worker Applicant Status

Classifications	Number of Qualified Applicants	Eligible to Hire
Youth Worker	58	38
Youth Worker, Facilities Support	29	17
Youth Worker, General Labor	23	17
Total	110	72

Youth Worker Departmental Hires

Department	Number of Youth Workers Hired
Child Support Services	1
Health Services	1
Mental Health	4
Regional Planning	1
Treasurer and Tax Collector	1
Workforce, Development, Aging and Community Services	2
Total	10

As of June 30, 2019, 10 youth have been successfully hired and placed as Youth Workers in the County. DHR is working with the CEO to develop an entry level, Intermediate Clerk position, solely for Youth Workers.

“I was a single parent, about to lose my apartment, had no diploma, and no income to sustain my children. Youth Bridges gave me an opportunity to meet my family needs and share my passion in helping and engaging others through the Community Child and Family Wellbeing Program.

Now I am working as Youth Worker at Roybal Family Health Center. I plan to keep on working for the Los Angeles County Department of Mental Health so I may be able to keep giving back to the community, and give hope to the youth that there are better opportunities.”

Elizabeth - Youth Worker, DMH

Barriers to Advancement

Historically, the Youth@Work program typically had youth complete an average of 120 hours during the program year. However, in this inaugural year of Youth Bridges, we discovered that completion of the entire 120 hour participation commitment was challenging for most youth. Additional identified challenges found that either affected or prevented youth from completing the entire 120 hour program were:

- **Conflicts between youth and departmental schedules:** Youth schedules, when school is in session, significantly limit their available work hours. Departments have become more flexible in this regard and WDACS and DHR have developed partnerships with agencies that have access to older youth with more flexible schedules. We also provide youth a full year to complete their work hours.
- **Location of work sites and transportation fees.** County facilities that charge parking fees are prohibitive for youth. Youth are placed near their homes whenever possible to minimize commuting challenges.
- **Live Scan process:** It should be noted that Live Scan results are provided by the Department of Justice. The turnaround time varies, with delays expected if there is a hit, resulting in youth becoming disinterested because the process is too lengthy.

Enhanced Program Design Recommendations

After the first year of this program, DHR and WDACS recommend the following modifications to the implementation plan which was proposed on September 27, 2018.

- **Expand Step 1 Internship participation.** The Youth@Work Internships (Step 1) provide meaningful career exposure and training opportunities, regardless of time spent in the program. Moving forward, DHR and WDACS will not focus on completion of 120 hours as the only indicator of Step 1 program success. By considering all gained work experience, the program will accurately represent the career development opportunities provided through any level of participation.

This adjustment will not change the program requirements, as completion of the 120 hours is still required for youth to apply for Step 2. However, youth who have not met the 120 hour requirement will be given the opportunity to complete the 120 hours within the next program year and qualify for Step 2 of the program.

- **Modify previously established metric goals for the program.** Increase youth placements by 10% for FY 2019/20 (i.e., by 117 placements, for a total of 1,288), and by an additional 20% for FY 2020/21 (i.e., by 257 placements, for a total of 1,545), supplanting the fixed numerical placement goals of 1,705 for FY 2019/20 and 2,400 youth placements by FY 2020/21. The recommended modification of previously established goals is a result of various factors including, but not limited to, the barriers indicated on page 9.
- **Expand Step 2 Internships to align with the High Road Training effort.** Include the following additional classifications for youth to apply: Fire Fighter Trainee (LA EMT), Community Health Worker, Public Works Laborer, Custodial, Grounds Maintenance and IT.
- **Waive parking fees.** For youth assigned to the Hall of Administration, waive parking fees, as the parking cost is prohibitive for youth.
- **Place youth on non-sensitive positions.** Encourage departments to place youth in non-sensitive positions thus eliminating the need for live scanning the youth, which will reduce the length of the onboarding process.

Conclusion

DHR and WDACS are pleased to be given the opportunity to update you on our progress. Overall, the Youth Bridges program has been well received by the youth and the participating departments. Although the program faced barriers, the objective of providing at-risk youth the opportunity to participate in meaningful work experience was accomplished. The progressiveness of the enhanced program design recommendations will allow for the development of our future talent over time.

We appreciate the opportunity to share the accomplishments thus far and look forward to providing future updates following the proposed enhancements recommendations to the program. We will report back in 12 months with our program progress.

Step 1

**COUNTYWIDE YOUTH BRIDGES PROGRAM
PRE INTERNSHIP WORK PLAN
10 WEEKS SCHEDULE**

Type of Assignments: _____
(Clerical, Facilities, General Labor, Program, IT etc.)

Department: _____

Work Site: _____

Preferred Day/s Youth to Report to Work Site: _____

Preferred Hours: _____

WEEK	DAY	TIME	ACTIVITY	HRS/WEEK
1 st Week	Day 1	3 hours	Introduction to DEPARTMENT Career Path, Q&A Feedback on interests. Tour department and workspace. Meet with supervisor. Welcome youth and introductions to colleagues. Discuss department policies. Review assignments. Explain specific responsibilities Discuss expectations. Job Specific Training.	10
	Day 2	3 hours		
	Day 3	4 hours		
2 nd Week	Day 1	4 hours	Receives on-the-job training, and under direct supervision participates in entry level work such as: Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Files and maintains paper or electronic records.	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	
3 rd Week	Day 1	4 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Enter and retrieves data in computer, organize records, and file documents.	
	Day 3	3 hours	Work Experience/Summarize Work's Activity	
4 th Week	Day 1	4 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Scans and uploads documents.	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	
5 th Week	Day 1	4 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Enter and retrieves data in computer, organize records, and file documents.	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	

**COUNTYWIDE YOUTH BRIDGES PROGRAM
PRE INTERNSHIP WORK PLAN
10 WEEKS SCHEDULE**

Type of Assignments: _____
(Clerical, Facilities, General Labor, Program, IT etc.)

Department: _____

Work Site: _____

Preferred Day/s Youth to Report to Work Site: _____

Preferred Hours: _____

WEEK	DAY	TIME	ACTIVITY	HRS/WEEK
6 th Week	Day 1	4 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Requests, receives and or issue office supplies	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	
7 th Week	Day 1	4 hours	Field Trips	10
	Day 2	3 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	
8 th Week	Day 1	4 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Opens, sorts, time stamps, and routes incoming mail.	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	
9 th Week	Day 1	4 hours	Types forms, labels, licenses, permits, receipts, certificates, and similar materials.	10
	Day 2	3 hours	Compares and proofreads various documents.	
	Day 3	3 hours	Work Experience/Summarize Week's Activity	
10 th Week	Day 1	4 hours	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs.	10
	Day 2	3 hours	Enter and retrieves data in computer, organize records, and file documents.	
	Day 3	3 hours	Graduation	

As illustrated in the sample work plan, youth are provided with meaningful tasks during Step 1 that will help them build essential work experience that will prepare them for their future careers.

Step 2

COUNTYWIDE YOUTH BRIDGES PROGRAM
 WORK PLAN
 YOUTH WORKER

Program Goal: Expose and prepare youth for career opportunities and assist them in gaining the skills and knowledge necessary to compete for entry level jobs in the field in which they have received training with the County of Los Angeles or employment with private sector, to enroll in college or vocational school, or enlist in the military.

Department Goal: Provide youth with meaningful work experience to prepare for entry level assignments with the County of Los Angeles or employment with private sector, to enroll in college or vocational school, or enlist in the military.

Youth Goal: Successful completion of Countywide Youth Bridges Program and grow into a future with the County of Los Angeles or private sector as employed, engaged, and contributing citizens or to enroll in college or vocational school, or enlist in the military.

ACTION	SPECIFIC ACTIONS	EXPECTED COMPETENCIES
Receives on-the-job training, and under direct supervision participates in entry level work in one of a variety of job assignments.	Responds to inquiries from the public or customers in person or by telephone about directions, instructions and programs, may refer them to other agencies for assistance. Files and maintains paper or electronic records. Enter and retrieves data in computer, organize records, and file documents. Scans and uploads documents.	Communication skills - Must be able to explain policies and procedures clearly to customers and the public. Organizational skills - Must be able to retrieve files and other important information quickly and efficiently. Interpersonal skills - Must understand and communicate information effectively in order to establish positive relationships. Integrity - Must be trusted to follow the applicable confidentiality and privacy rules governing the dissemination of information.

The Youth Worker Training Program work plan is designed to function as a road map outlining the job duties and developmental opportunities, as well as, emphasizing various long-term goals for the youth. The goal of this work plan is to mirror an actual County job, create structure, and prepare youth for overall permanent employment in Step 3 Youth Bridges.