



***Executive Committee Meeting
AGENDA***

***January 27, 2020
11:30 A.M. – 1:00 P.M.***

***Riverside America's Job Center of California
1325 Spruce Street, Conference Room 4A
Riverside, CA 92507***

***The next Executive Committee meeting will be held
February 26, 2020 from 10:30am-11:30am
at the March Field Air Museum.***

Jamil Dada
WDB Chairperson
Carrie Harmon
WDB Executive Director



Patrick Ellis
WDB Vice Chairperson
Leslie Trainor
WDB Deputy Director

**Executive Committee
Special Meeting
AGENDA**

Monday, January 27, 2020
11:30 A.M. – 1:00 P.M.

**Riverside AJCC
1325 Spruce Street- Conference Room 4A
Riverside, CA 92507**

Call to Order and Self Introductions

Jamil Dada

ADMINISTRATIVE

1.1 Approve the June 19, 2019 Minutes

All

PRESENTATION

2.1 Youth Program Evaluation Report ~ HARC, Inc.

Chris Morin/Jenna LeComte-Hinely

DISCUSSION ITEMS

3.1 Member Initiatives

All

PUBLIC COMMENT

Conflict of Interest Advisement

WDB members please be advised: If an Agenda item relates to the provision of services by you, your immediate family, the entity you represent, or any person who has made \$250.00 in campaign contributions to you during the last twelve months, or if approval or disapproval of an Agenda item would have a foreseeable material effect on an economic interest of you, your immediate family, or the entity you represent, then **please follow these procedures:** *“When the Agenda item is first introduced, please immediately announce that you are recusing yourself from participating in the agenda item and then refrain from discussing, voting on, or otherwise influencing the Board’s consideration of the Agenda item.”*

The WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Please call 951.955.3100, 951.955.3744 TTY, CA Relay 711, or ADACoordinator@rivcoeda.org 5 to 7 days in advance.

PUBLIC NOTICE

While the WDB Meetings are open to the public, time constraints limit the WDB's ability to permit open discussions with members of the audience. Persons requesting to address the WDB on matters not on the agenda but are within the jurisdiction of the WDB should do so under the agenda item Public Comments. Persons requesting to address the WDB on an agenda item should register with staff prior to the meeting. The Chair will impose a 3-minute time limit on all speakers addressing the WDB.

NON-EXEMPT MATERIALS

Non-exempt materials related to an item on this agenda submitted to the Workforce Development Board after distribution of the agenda packet are available for public inspection on the Riverside County Economic Development Agency Workforce Division's website at www.rivcoeda.com.

POSTED MATERIALS

Such documents are also available on the Riverside County Economic Development Agency Board Division's website at www.rivcoeda.com subject to staff's ability to post the documents before the meeting.

Jamil Dada
WDB Chairperson

Carrie Harmon
WDB Executive Director



Patrick Ellis
WDB Vice Chairperson

Leslie Trainor
WDB Deputy Director

Infinite Opportunity, Lasting Prosperity

Executive Committee: Minutes June 19, 2019

WDB Chair Jamil Dada called the meeting to order at 11:47 a.m.

Members in Attendance

| | | | |
|--------------|---------------|-----------------|-------------|
| Jamil Dada | Patrick Ellis | Mary Jo Ramirez | Sonia Nuñez |
| Layne Arthur | | | |

Members Absent

| | | | |
|------------------|---------------|--------------|-------------------|
| Ricardo Cisneros | Rosibel Ochoa | Morris Myers | Francis Hernandez |
|------------------|---------------|--------------|-------------------|

Guests

| | | | |
|-----------------|--|--|--|
| Christine Nieto | | | |
|-----------------|--|--|--|

Staff

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|-----------------|-----------------|------------|--------------|
| Leslie Trainor | Carolina Garcia | Loren Sims | Rilla Jacobs |
| Stephanie Adams | | | |

Administrative Item: 1.1 Approve the May 28, 2019, Executive Committee Minutes

Motion: That the WDB Executive Committee approve the May 28, 2019, Executive Committee minutes

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|-----------------|--------------|------------------|---------------|----------------|-----------------|---|
| Moved by | Layne Arthur | Second by | Patrick Ellis | Abstain | Mary Jo Ramirez | |
| Vote | Aye | 4 | No | 0 | Abstain | 1 |
| Status | Approved | | | | | |

Administrative Item: 1.2 Approve the Demand Industries and Occupations for Riverside County

Motion: That the WDB Executive Committee approve the recommended Demand Industries and Occupations for Riverside County

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|-----------------|---------------|------------------|-------------|----------------|---------|---|
| Moved by | Patrick Ellis | Second by | Sonya Nuñez | Abstain | None | |
| Vote | Aye | 5 | No | 0 | Abstain | 0 |
| Status | Approved | | | | | |

Discussion
Each WDB Regional Committee was presented with regional occupation data for their area and held an in-depth conversation on the information. They provided staff with their input, recommendations, and approval of the occupations specific to their region. This new approach, to identify countywide and regional occupations throughout Riverside County, is an effort to create a formula that will identify and determine what industries are strongest as the economy changes. After the industries and occupations are approved, they will be re-visited annually to determine if adjustments are needed.

Administrative Item: 1.3 Approve the Program Year (PY) 2019/2020 Workforce Innovation and Opportunity Act (WIOA) Partner Memorandum of Understanding (MOU) Update

Motion: That the WDB Executive Committee ratify and approve the attached updated WIOA Partner MOU under the Workforce Innovation and Opportunity Act for Program Years 2019/2022

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|-----------------|--------------|------------------|---------------|----------------|-----------------|---|
| Moved by | Layne Arthur | Second by | Patrick Ellis | Abstain | Mary Jo Ramirez | |
| Vote | Aye | 4 | No | 0 | Abstain | 1 |
| Status | Approved | | | | | |

Discussion
Staff presented the updated Memorandum of Understanding (MOU) to the Executive Committee. Staff gave a brief overview of the process from the beginning of Phase One to the addition of Phase Two. The current MOU is to comply with statewide requirements and acquire updated signatures. Members asked if signatures were being checked. Staff responded validation of the signatures is being requested for each. A member asked why the

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| | Perris and Temecula School Districts were not included in the MOU. Staff responded they were not WIOA Title II schools, but the area is still represented. Members requested that portions of the attachments be presented at the next full board meeting in August. |
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| Discussion Item: 2.1 Member Initiatives |
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| Discussion | |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Layne Arthur | Layne is working with a group who provides pre-apprenticeship carpenters training through Mt. San Jacinto College. Twenty-five individuals graduated from the first session. Along with receiving certificates, sixteen of the trainees were hired. A discussion was held on the possibility of providing on-the-job-training funds to businesses who hire these trainees. There was a discussion on the effect the low unemployment rate is having on business and their ability to hire quality employees. They are looking more at hiring students from high school, and modifying some of their more stringent hiring requirements. More federal funds are being geared towards apprenticeship training and Riverside and San Bernardino County, partners are able to apply. |
| Jamil Dada | Jamil reminded everyone the Youth Character Excellence Award event is set for June 28, 2019. We are expecting Senator Roth, Assemblyman Jose Medina, Supervisor Hewitt, and Congressman Takano to attend. |

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| Reports : |
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| Federal and State Report | |
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| Jamil Dada | Nothing new to report from the State. Governor Newsom is making some changes to his economic development department. Congress has created an omnibus of bills to put forth as a continuing resolution. |

| Regional Committee Reports | |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| West | No Report |
| East | Layne Arthur– at our last meeting Kay Hazen from CalCIMA was our guest speaker. Her company is developing training to meet the hiring needs of employers who need material handlers and procurement agents in the road and highway field. Layne attended the Southwest Committee’s Workforce Summit and was especially impressed with trifold brochure of information staff created for the event. Layne also attended the Inland Empire Regional Planning Unit Steering Committee meeting. He heard from the manufacturing and healthcare groups and what they are accomplishing for their industries. Construction is struggling to gain popularity with workers. |
| Southwest | Patrick Ellis – The Southwest Business Summit was held and the informational brochure staff developed was well received. The Summit created a great dialogue among the attendees, which was the intended goal of the event. Going forward Patrick wants to create a working group from these individuals, the cities, other economic entities, and education representatives. His goal is to keep the conversation going and grow a web of resources. He is having his first meeting with this group on June 20, 2019. |

| Executive Director’s Report | |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leslie Trainor | <p>Assembly Bill (AB) 1111’s funding will be available soon. AB 1111 is designed to assist individuals with particular set(s) of barriers enter into the workforce development system. There are ten to twelve categories identified in the bill. Individuals falling in any of these categories have higher barriers for entering the workforce than a typical worker. The intent of the funding is not to supplant any programs already in place, but to augment them or create new pathways to join the workforce. The funding will flow from state Workforce Development Boards (WDB) to approved Community Based Organizations (CBO) in their regions. Currently the California Workforce Development Board is requiring all WDBs to sign-off or approve the CBOs’ applications. All CBOs’ letters of intent are due by June 24, 2019. Guidelines have not been established at this time. While in Sacramento earlier this month, Carrie and Leslie asked for guidance from the CWDB.</p> <p>There is a re-organization happening to EDD on the state level. Leslie Trainor explained the changes the state is proposing to the committee.</p> |

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| Public Comments |
| NONE |

Adjourned: 1:00 p.m.

Riverside County Youth Opportunity Centers Evaluation

Youth Outcomes of the
Workforce Innovation
and Opportunity Act



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Executive Summary

Introduction

The Riverside County Workforce Development Board (WDB) is a major source for developing a skilled labor force, which is done through strategic partnerships in private-sector businesses, local government, community-based organizations, institutions of higher education, and K-12 education. Additionally, the WDB oversees all WIOA (Workforce Innovation and Opportunity Act) programs in Riverside County. Under WIOA, the WDB provides various workforce programs all throughout the County including the support of job training, placement, and business services. These services are delivered through the Workforce Development Centers (WDCs).

The youth program of WIOA is designed for youths ages 14 to 24 who are facing barriers to education, training, and employment. Riverside County WDCs provide youth programs through YOCs (Youth Opportunity Centers). Services provided at these YOCs are meant to help youths attain educational accomplishments and/or prepare for the workforce. There are six YOCs spread throughout Riverside County, and half are operated by California Family Life Center (CFLC) while ResCare operates the remaining half.

In January 2019, Riverside County issued a Request for Proposals (RFP) for evaluation of these YOCs. HARC, Inc. (Health Assessment and Research for Communities) responded with a proposal to provide said services and was notified of the award in June 2019.

Method

Riverside County WDB was interested in the previous three years of activity in evaluating strengths and weaknesses of the current Riverside County approach. The years of interest include PYs (program years) of 16-17, 17-18, and 18-19, up to the fourth quarter. For purposes of brevity, PY 18-19, up to the fourth quarter is simply referred to as PY 18-19. Thus, the evaluation study included a variety of approaches, as outlined below.

Demographic Metrics

The Management Information System (MIS) was utilized to pull YOC demographics. These were compared to that of Riverside County population data to attain a snapshot of which demographics the YOCs are serving most/least. Demographics of surrounding local areas (San Bernardino Workforce Development Department, San Diego Workforce Partnership, Orange County Community Investment Division) and the demographics they serve were also compared to Riverside County.

Performance Metrics

MIS was again utilized to pull performance data from County as a whole, from each of the YOCs, and by program year (PY). Performance metrics included placement in employment or education (second/fourth quarter after exit), median earnings (second quarter after exit), credential attainment, and measurable skills gain. These metrics are delineated by Riverside County as a whole, and then by specific YOC. Finally, these metrics are pulled via a DOL (Department of Labor) indicator and a contract indicator.

The DOL represents a different timeline, and thus, typically has fewer numbers to report. Additionally, the goals that are listed are different according to the type of report (DOL vs. contract) pulled. That is, the DOL goals are typically lower than the goals of the contract measure. For these above reasons, both the contract and DOL measures are analyzed and reported.

Financial Metrics

Riverside County made their fiscal year (FY) budgets (2016-2017, 2017-2018, and 2018-2019) for each YOC available to HARC. The expenditures were analyzed to include the total funds expended, purpose of the funds, indirect costs, and funds per participant. The leveraged resources, or in-kind expenses, are also presented. Where available, the financials of surrounding local areas are also provided.

Qualitative Data

The evaluation study had a qualitative component which involved interviews and focus groups with subject matter experts that operate and supervise programs at the YOCs, leadership working with youths outside of the YOCs, youths participating in youth programs, and youths that are eligible but not participating. The content of these interviews and focus groups were collaboratively designed between HARC and Riverside County WDC and were generally concerned with highlighting the work being done by the YOCs while also searching for methods of improvement. The specific types of questions asked during the interviews and focus groups, however, were further designed by HARC.

Results

Profile I: Demographics of YOCs

From PY 16-17 (starting July 1st, 2016) to PY 18-19 (ending June 30th, 2019), a total of 2,027 youths were served across the six YOCs in Riverside County. Male (52.0%) and female (48.0%) proportions were approximately similar. The most common age groups were 14 to 18 (46.9%), followed by 19 to 21 (39.2%).

Out of the 2,027 youths that were enrolled, a total of 1,380 exited programs they were participating in (68.1% exit rate). Overall, the number of youths entering the program each year exceeds the number exiting by each YOC, indicating an overall growth of the program in number of youths served.

During PY 17-18, about 196 youths are served for every 100,000 youths aged 16 to 24 in Riverside County. For San Bernardino County, about 382 youths are served for every 100,000 youths 16 to 24 in San Bernardino County. In San Diego County, about 148 youths are served for every 100,000, a rate slightly lower than that of Riverside County.

Looking at gender during PY 17-18, a total of 337 male youths and 331 female youths were served across the six Riverside County YOCs. This is a very even split—almost exactly 50/50. In contrast, youths across the entire county are more likely to be female. Overall, it appears the Riverside County YOCs are adequately serving both genders. San Diego County youths are predominately female (59.0%), whereas the proportion of female youths served through their WIOA Youth programs are about 47.4%. In contrast, San Bernardino youths are less likely to be female (40.6%), and the proportion of female

youths served in San Bernardino's WIOA Youth programs is 62.2%. Overall, Riverside County YOCs seem to best reflect the gender division of the county more than the neighboring counties.

During PY 17-18, Riverside County YOCs served 408 youths that are Hispanic or Latino (this is 61.1% of all youths served). Additionally, approximately 58.8% of youths in Riverside County are Hispanic/Latino. Thus, it appears that Riverside County YOC Hispanic/Latino proportions match that of Riverside County youths as a whole. The proportion of Latino/Hispanic youths in San Bernardino County is about 60.4% while their youth programs are about 54.0%. Looking at San Diego County, about a third (33.2%) of the County's youths are Hispanic/Latino. Conversely, more than half (50.2%) of the youths they serve are Hispanic/Latino.

During PY 17-18, Riverside County YOCs served 165 youths that are African American (this is 24.7% of all youths served). Approximately 8.0% of youths in Riverside County are African American. In contrast, about 24.7% of youths in the Riverside County YOCs are African American, indicating that they are well-served. About 9.8% of San Bernardino County youths are African American and 16.3% of their WIOA Youth are African American. When looking at San Diego County, about 5.0% of youth are African American, while about 12.8% of WIOA youths are African American.

When examining other areas of interest to the WDC, such as justice involved youths, unemployed youths, and foster care, the YOCs appear to be serving these demographics well. For example, during PY 18-19, the six YOCs served a total of 686 youths. Of these youths, 37 were listed as offenders upon entry. Thus, about 5.4% of youths being served across the YOCs were offenders, slightly more than the estimated rate of 3.8% for Riverside County overall. In regard to unemployment, during PY 17-18, the six YOCs served a total of 668 youths. Of these youths, 615 were unemployed upon enrollment, resulting in a 92.0% unemployment rate among youths being served at the YOCs. Clearly the YOCs are focused on unemployed youth, and so they are over-represented in the YOCs when compared to the overall youth population, ages 16 to 24 rate of 18.0%. Finally, when examining youths in or aged out of foster care, during PY 18-19, the six YOCs served a total of 686 youths, and of these, 53 were in or aged out of foster care. In other words, about 7.7% of the YOCs demographics are foster care youths (in or aged out), far above Riverside County's approximate percentage of youth in or aged out of foster care 0.5%.

Profile II: DOL Performance Metrics of Riverside County

During PY 18-19, 68.2% of Riverside County youths were placed in employment, education, or training after the 2nd quarter post-exit. The DOL Riverside County performance goal for this indicator was 59.0%, and thus, Riverside County is clearly exceeding expected performance levels. Overall, with the exception of Orange County, Riverside County's performance on this indicator is slightly lower than surrounding local areas of San Bernardino County, San Diego County, Anaheim City, and Santa Ana City.

Riverside County's performance on placement after the 4th quarter was 66.1% for PY 18-19 per the DOL indicators. The DOL performance goal for Riverside County was 59.0%,

and thus, Riverside County is exceeding DOL performance expectations on this metric. It appears, that with the exception of Orange County, surrounding local areas have noticeably higher rates compared to Riverside County of performance on placement after 4th quarter.

There is no DOL goal for Riverside County on median wages in second quarter. Instead, it is meant to serve as a baseline, and will be used as an assessment in determining future goals. However, the median wages in second quarter for Riverside County are \$2,969 for PY 18-19. This is somewhat lower than that of surrounding local areas.

Approximately 62.9% of participants in the most recent PY (18-19) attained a recognized postsecondary credential or secondary school diploma while in the program or shortly thereafter. Riverside County's rate is a bit lower than San Bernardino County and Santa Ana City, but exceed the rate of San Diego County, Orange County, and Anaheim. Further, the DOL performance goal for this metric was 58.0%, and thus, Riverside County is clearly exceeding expectations.

Riverside County's measurable skills gain rate was 79.7% for PY 18-19. This rate is substantially higher than that of surrounding local areas such as San Bernardino County, San Diego County, Orange County, and Anaheim. Santa Ana's rate is approximately similar to Riverside County's rate. Measurable skills gain has no DOL goal set for Riverside County, however, Riverside County appears to be exceeding the performance levels of neighboring local areas.

Profile III: Contract Performance Metrics of Riverside County

During Riverside County's most recent PY (18-19, up to the fourth quarter), 63.7% of youths were employed or enrolled in education or training activities by the second quarter after exit. The contract goal set for this timeframe was 65.0%. Riverside County is fairly close to acquiring their PY 18-19 placement after 2nd quarter contract goal. Comparatively, San Diego County, City of Anaheim, and City of Santa Ana, have substantially higher performance levels on the placement after 2nd quarter metric.

Riverside County's most recent performance (PY 18-19, up to the fourth quarter) in placement after the 4th quarter was 58.7%. The contract goal was 65.0%, and thus, the County is a bit below their contract goal. On a positive note, Riverside County is exceeding the placement rates of San Bernardino County and Orange County. San Diego County, Santa Ana, and Anaheim, however, have substantially higher placement rates.

Riverside County's most recent performance (PY 18-19, up to the fourth quarter) in median wages in second quarter was \$2,939. The contract goal for this metric is \$3,575, and so Riverside County is somewhat behind on this metric. Riverside County seems to have lower median wages in the second quarter, compared to the surrounding local areas, with the exception of Santa Ana.

Riverside County's most recent performance (PY 18-19, up to the fourth quarter) in credential rate was 67.1%. The contract goal for PY 18-19 was 65.0% and thus, Riverside County is exceeding performance rates on credential attainment. Furthermore, the credential attainment rate of Riverside County is similar to San Bernardino County, San

Diego County, and Anaheim. In contrast, Orange County has a much lower credential attainment rate, while Santa Ana has a much higher rate.

Riverside County's most recent performance (PY 18-19, up to the fourth quarter) in measurable skills gain was 80.9%. The contract goal for this metric was 85.0%, and thus, Riverside County is a bit below their desired level. Riverside County is substantially exceeding the measurable skills gain of all surrounding local areas such as San Bernardino County, San Diego County, Orange County, and to a lesser extent, Anaheim, and Santa Ana.

Profile IV: Contract Performance Metrics of Individual YOCs

The contract goal is 65.0% for placement in employment, education, or training after the second quarter. YOCs including Hemet, Indio, and Lake Elsinore met this 65.0% contract goal during both PY 17-18 and PY 18-19. The Rubidoux YOC met this goal during PY 17-18. When combining the overall performance on placement after the second quarter, none of the YOCs met the 65.0% contract goal. The aggregated performance may not be reaching the performance goal because of the relatively low performance seen during PY 16-17.

Only the Indio YOC met the median wages performance goal (\$3,575) in PY 18-19, while Perris was just a few dollars short of the contract goal.

The contract goal for placement in employment, education, or training after the fourth quarter is 65.0%. Only Indio met the PY 18-19 contract goal. Hemet is a few percentage points short of the contract goal. When combining overall performance on placement after the fourth quarter, none of the YOCs were able to meet the 65.0% performance goal.

The credential attainment rate contract goal was 65%. The Indio and Moreno Valley YOCs met this goal in PY 18-19. The Hemet, Indio, and Moreno Valley YOCs met the 65% performance goal when combining performance levels from PY 17-18 to PY 18-19.

The Hemet, Indio, and Perris YOCs met the 85.0% measurable skills gain goal in PY 18-19. When combining performance from PY 17-18 to PY 18-19, the Indio YOC met the performance goal of 85.0%.

Profile V: Contract Performance Metrics of Each Provider

Like with the above section, this profile uses the same five contract metrics. However, this profile compares Riverside County's two providers, CFLC and ResCare, to each other.

The contract goal is 65.0% for placement in employment, education, or training after the second quarter. CFLC met the contract goal for both PY 17-18 and 18-19 and appears to be performing slightly better than ResCare. When combining the overall performance on placement after the second quarter, neither CFLC (60.4%) nor ResCare (55.4%) met the contract goal.

The performance goal changed from PY 16-17 and 17-18 (\$3,249) to PY 18-19 (\$3,575). Neither CFLC nor ResCare met the contract goal for PY 18-19, although ResCare was

very close. Additionally, it appears that ResCare is performing slightly better than CFLC on this metric.

The contract goal for placement in employment, education, or training after the fourth quarter is 65.0%. Neither CFLC nor ResCare met the contract goal for any of the PYs. With the exception of PY 17-18, CFLC and ResCare's performance seems to be approximately similar to each other on this metric.

The credential attainment rate contract goal was 65.0%. ResCare met this performance goal in PY 17-18, PY 18-19, and overall. CFLC only met this performance goal in PY 17-18. With the exception of PY 17-18, ResCare appears to be performing better than CFLC on this metric.

Measurable skills gain rate is quite high for both service providers. Additionally, ResCare met the PY 18-19 goal. Overall, ResCare is performing better than CFLC on measurable skills gain.

Profile V: Financial Review

A total of \$13,875,957 has been spent across the six YOCs from FY 16-17 to FY 18-19. The majority of these funds (\$12,478,853) were allocated to out-of-school youth, as is expected. From FY 16-17 to FY 18-19, the total indirect costs across all YOCs is \$9,336,970. When looking at the YOCs operated by different entities, CFLC has spent a total of \$7,271,110 while ResCare has spent a total of \$6,604,84.

The number of youths served per YOC is available, and thus, the expenditures per youth participant can be determined. The lowest expenditure per youth was at the Perris YOC (\$6,491), while the highest was the Indio YOC (\$7,430). When looking at the aggregate of all fiscal years, the expenditure per youth is \$6,846. When comparing the two service providers, CFLC had an expenditure of \$6,860 per youth while ResCare had an expenditure per youth of \$6,830.

Bivariate correlation analyses were conducted between placement after second and fourth quarter, and total expenditures per youth from PY 16-17 to PY 18-19. This analysis helps to reveal statistically significant relationships, should any exist. There appears to be a relationship between expenditures per youth and placement on second quarter and fourth quarter. The relationship between placement after fourth quarter and expenditures per youth is statistically significant. In other words, as expenditures per youth increases, so does placement in employment, education, or training after the fourth quarter. While there is a slight relationship between placement after second quarter and expenditures per youth, it is not enough to be considered statistically significant. Credential rate, measurable skills gain, and median wages in the second quarter were unrelated to expenditures per youth.

The financial data of the local area Orange County was provided to HARC. Orange county has three service providers (City of La Habra, KRA Corporation, and Orange County Asian and Pacific Islander Community Alliance, Inc. (OCAPICA)) covering their region. Orange County's total budget (\$8,033,672) is significantly less than that of Riverside County (\$13,875,957). Orange County has served a total of 1,123 youths over the last three fiscal years with 300 during 16-17, 383 during 17-18, and 440 during 18-

19. When comparing the number of youths served against budget, Orange County spends about \$7,154 per youth, a few hundred more dollars than Riverside County (\$6,846).

Profile VI: Interviews and Focus Groups

Both of the Riverside County service providers (CFLC and ResCare) were interviewed. Leadership were asked a series of questions pertaining to successful aspects of the YOCs, possible areas for improvement, particular youth demographics who are succeeding or having trouble, and which types of youths do not come into the YOCs. Quite a few themes emerged from each group, however, only the highlights are noted here.

Having multiple partnerships in the community was emphasized as critical in reaching at-risk youths. For example, having partnerships with Probation Departments, Department of Public Social Services, and homelessness organizations were specifically mentioned as ways to better reach youth and provide them services. Having these partnerships allows the YOCs to intervene with youths when they are in difficult situations such as being incarcerated, homeless, or when going through the foster system. Successful aspects of the YOCs included a few areas such as on-the-job training along with receiving feedback. Additional areas included, again, having multiple partnerships, along with the YOCs having a one-stop-center system.

Potential areas for improvement were also identified. The first theme was that rising wages means less experience for youth. The concept here was that YOCs will cover costs for the youths to gain employment experience, but due to rising wage costs, they can't keep them employed for a long enough period of time to gain meaningful experience. Another issue included the limited certifications available to youths. The number of certifications that youths can choose from are limited and sometimes become outdated rendering them as something that can't even be used. Finally, one more area included accessing youths' transcripts. While it was mentioned that having partnerships helps (and there are partnerships with education institutions), being able to access youths' education records faster, similarly, to accessing their employment records, would help to improve the speed of serving these youths.

Youths who are/or have been participating at the YOCs were also interviewed in group settings. One group consisted of higher performing youths while the other group consisted of lower performing youths. Youths also alluded to several themes of what made them want to go to the YOCs. Firstly, youths explained that everyone is welcoming at the YOCs. In addition to the welcoming aspect, youths pointed out that staff are motivating at the YOCs. Specifically, the staff are optimistic, help youths to be comfortable, and help the youths to build skills. Youths also explained that the employment preparation aspect appealed to them, in addition to the employment opportunities.

Under the category of what was helpful to the youths, they identified areas of employment preparation such as job training classes and interview coaching. Youths also found that learning work ethics was useful. Specifically, they learned certain behaviors and expected appearances to have when working.

While the youths explained that nothing was not useful at the YOCs, they did identify a few things that could be added. For example, one stated that there are computers available, but not enough computers that actually work. Something else that youths felt should be added to the YOCs included having more social activities.

Another common theme here included having more program options, as some felt that they don't have much to choose from. Another area identified by youths included telling youths when they'll enter follow-up. Some explained that they didn't know what the follow-up stage was and felt they should have been better educated on the process, rather than being, as they felt, closed off. On a related note, some youths felt shut out of the program. That is, they entered a "follow-up" stage in which they were no longer checked on. However, it should be noted that even in this "follow-up" stage, youths can still access the YOC resources.

Surrounding local areas were also interviewed. Results highlighted several themes pertaining to successful program areas. One of these included having multiple partnerships. Specifically, a successful youth program has partnerships that will help both the ISY and the OSY. That is, there should be partnerships with educational institutions, and organizations such as probations, social services, and homelessness, serving at-risk youths. Additionally, it was also mentioned that having a diverse range in providers is beneficial. For example, having a number of different providers means the youth program can provide a range of services that youths need.

Having a strong provider that can provide service in any region of the county was an area emphasized in addition to having a provider with strong connections. Specifically, when providers have strong connections in the community, they are better able to reach at-risk youths and provide them services.

On a related note, when targeting at-risk youths, one theme included staying well-known in the community. Being a recognized organization and having community members know what you do helps to better reach at-risk youths. Once again, being well-known, in addition to having partnerships and collaboration seems to be key in reaching, as well as serving youths.

Organizations serving youths were able to provide quite a few suggestions on how to help youths succeed. For starters, having pro-social activities was mentioned in that it helps youths reduce idle time, minimize negative peer association, and having extra-curriculars provides a reason to stay engaged. Leadership also pointed out the importance of addressing behavioral health concerns. Providing youths with mental health counseling and substance use help is important for youths to succeed.

Another area identified as being instrumental in helping youths includes having peers or mentors. In fact, having peers was explained as an ideal resource in that having youth peers who have gone through similar experiences or through the youth program can be beneficial to youths going through these programs.

Under the category of how to better reach at-risk youths, the most prevalent theme was to build trust with the youths. When youths trust entities that approach them or have

heard of them through other resources in the community, they are more likely to stay engaged.

Another approach in reaching at-risk youths includes serving more foster youths. In other words, foster youths are a high-need, difficult-to-serve population, and may not be served enough. Customizing services to better meet their needs was expressed and providing services to the foster youth population via collaborations was echoed by the surrounding local areas as well.

Organizations serving youths alluded to types of youths that need more help. One of these areas included youths living in certain geographies. For example, specific locations were mentioned by several organizations as needing more help. These included, Desert Hot Springs, Moreno Valley, and Hemet/San Jacinto. The remoteness and crime level of Desert Hot Springs and Hemet/San Jacinto were pointed out, while Moreno Valley was identified as being a high need area for foster youths. On that note, foster youths were again identified as a population needing more help, which could be due to the geography of the Perris YOC. Foster youths living in the Perris or Moreno Valley area would have to seek services in other locations, rather than the Moreno Valley or Perris YOCs. Specifically, some of the results of the key informant interviews indicated that the Perris and Moreno Valley YOCs were not open to working with foster youth, as it is a particularly challenging population. This means that foster youth in those areas would need to access services at a different YOC, creating a transportation problem.

One recommendation includes stabilizing values across the centers. For example, it was pointed out that one of the strengths of Riverside County's approach to WIOA Youth programs is that there are only two service providers. A local area also pointed out that having a strong provider present in all regions is advantageous. However, having a shared value system across these providers would also be important in maximizing services for youths.

Additional recommendations included to continue treating programs as classes so that students are incentivized in receiving credits towards graduation. Increase mental health support as it seems to be needed for youths to excel in these youth programs (again noted by surrounding local areas). Continue developing job training skills so that youths are prepared for the workforce and have job opportunities available to them. Finally, there should be more efforts to serve foster youths as they are a high need, at-risk population.

Conclusion

As it stands, Riverside County's YOCs are an invaluable resource to youths attempting to improve their educational and employment situation. Overall, the YOCs adequately serve male and female youths, Hispanic/Latino youths, and African/American youths. In regard to performance on the most recent PY, under DOL indicators, Riverside County exceeds DOL performance goals on all metrics. The motivating and welcoming staff, in addition to the opportunity to build skills, earn education credits, gain employment preparation, and seek employment opportunities was praised by youth participants. Additional strong features of the YOCs included having multiple partnerships with organizations that serve at-risk youths.

Riverside County WDC desired to know the weaknesses and possible areas for improvement. Regarding performance on the most recent PY, under contract measure indicators, Riverside County does not meet any of the contract performance goals set by WDC with the exception of credential attainment.

A few areas to consider, as identified in the qualitative portion of this study include the issue of rising wages, and not being able to offer youths longer periods of work experience. It also seems that there are a limited number of certifications that can be offered to the youths.

Organizations serving youths pointed to the importance of social activities in terms of keeping youths engaged. Certainly, many of the participating youths also mentioned this as being useful to them. That said, something to consider is providing youths with peers or mentors. Having peers was explained as an ideal resource in that it provides youths with someone who has lived experience, someone who is relatable, and possibly, someone to look up to. These organizations also pointed out the types of youths that may need more help. Specifically, youths living in certain geographies that are more remote and hit by crime need a little more help. Some specific mentions include Desert Hot Springs, Moreno Valley, Hemet/San Jacinto. In fact, Moreno Valley was identified as being a high need area for foster youths.

Further strong features and possible areas for improvement, in addition to high-level recommendations, are included in the conclusion of this report. Based on the entirety of the data, it is HARC's conclusion that the Riverside County model is sufficient for meeting the needs of the youth, and only minor adaptations are recommended. However, should WDB disagree and wish to implement major change, HARC recommends going in the direction of adding additional providers, based on the practices employed by other successful local areas. Limitations of the current study that merit consideration are also provided in the conclusion.

Full Report

RIVERSIDE COUNTY YOUTH OPPORTUNITY CENTERS EVALUATION

YOUTH OUTCOMES OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Acknowledgements

HARC would like to thank the entities who shared their experiences and provided their perspectives and feedback on many of the topics included in this report.

Firstly, HARC would like to thank the Riverside County Workforce Development Center for their collaboration in identifying key stakeholders in the community. Additionally, HARC would like to thank leadership operating the Youth Opportunity Centers for dedicating their time to data collection efforts as well as to the coordination of youth focus groups. Entities including San Bernardino County Workforce Development Department, Orange County Community Investment Division, San Diego Workforce Partnership, Riverside County Probation – Juvenile Services, Riverside County Office of Education – Alternative Education, Riverside University Health System – Behavioral Health, Riverside County Department of Public Social Services, OneFuture Coachella Valley, Operation SafeHouse of the Desert, and youths who participated in WIOA youth programs are also thanked for contributing their time to the information in this report.

Introduction

Riverside County Workforce Development Board (WDB)

The Riverside County Workforce Development Board (WDB) is a major source for developing a skilled labor force, which is done through strategic partnerships in private-sector businesses, local government, community-based organizations, institutions of higher education, and K-12 education.¹

Additionally, the WDB oversees all WIOA (Workforce Innovation and Opportunity Act) programs in Riverside County.² Under WIOA, the WDB provides various workforce programs all throughout the County including the support of job training, placement, and business services. These services are delivered through the Workforce Development Centers (WDCs), located in Blythe, Indio, Hemet, Moreno Valley, and Riverside, as well as Youth Opportunity Centers (YOCs), located in Indio, Hemet, Lake Elsinore, Moreno Valley, Perris, and Rubidoux.

About WIOA

WIOA is legislation designed to improve access to educational and training opportunities, ultimately leading to greater access to the workforce.³ Additionally, WIOA strives to succeed in ensuring that prospective workers are skilled and can match the job requirements of surrounding employers.⁴

The WIOA has a range of highlights⁵ including:

- Accountability and transparency with evidence-based and data-driven procedures
- Fostering regional collaboration to meet employer needs
- Improved access to American Job Center System
- Improved services to employers and promotion of work-based training
- Access to high-quality training
- Enhanced workforce services for unemployed and other jobseekers
- Improved services to individuals with disabilities
- Serves disconnected youths and other vulnerable populations
- Enhances job corps program
- Streamlines and strengthens strategic roles of Workforce Development Boards

Core programs of the WIOA include the adults, dislocated workers, and youth and Wagner-Peyser employment services.⁶ Wagner-Peyser employment services include a “one-stop delivery system” in which workers, job seekers, and businesses can find services they need in one location.⁷

¹ Workforce Development Board. Riverside County Workforce Development Center.

<http://www.rivcoworkforce.com/WDB/WorkforceDevelopmentBoard.aspx>

² About Us. Riverside County Workforce Development Center. <http://rivcoworkforce.com/AboutUs.aspx>

³ WIOA Overview. U.S. Department of Labor. <https://www.doleta.gov/wioa/about/overview/>

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Wagner-Peyser/Labor Exchange. United States Department of Labor. Employment and Training Administration. https://www.doleta.gov/programs/wagner_peyser.cfm

Youth Program of WIOA

The youth program of WIOA is designed for youths ages 14 to 24 who are facing barriers to education, training, and employment.⁸ Section 129(c)(2) of WIOA outlines 14 program service elements that must be available to each youth⁹. These elements include tutoring, study skills training, instruction, and dropout prevention, alternative secondary school services, paid and unpaid work experience, occupational skills training, education offered concurrently with workforce preparation, leadership development opportunities, supportive services, adult mentoring, follow-up services, guidance and counseling, financial literacy education, entrepreneurial skills training, labor market and employment information, and postsecondary preparation and transition activities.¹⁰

Youths are eligible to participate in WIOA youth programs if:

- They are a citizen or non-citizen authorized to work in the US;
- They meet Selective Service registration requirements (relevant only to males who are 18 or older);
- They meet In-School Youth (ISY) or Out-of-School Youth (OSY) criteria.¹¹

ISY criteria include individuals aged 16 through 21, attending secondary or postsecondary school, are low income, and meet at least one type of barrier (e.g., basic skills deficient, English language learner, an offender, homeless, runaway, in foster care or aged out of foster care, pregnant or parenting, has a disability, or requires additional assistance to enter or complete an educational program or to secure or hold employment).¹²

OSY criteria include individuals aged 16 through 24, not attending secondary or postsecondary school, and are within at least one or more of the following categories (e.g., school dropout, aged 6-18 and has not attended school for at least the most recent complete school year's calendar quarter, recipient of a secondary school diploma or its recognized equivalent who is a low income individual and is either basic skills deficient or an English language learner, subject to juvenile or adult justice system, homeless, runaway, in foster care or aged out of foster care, pregnant or parenting, has a disability, or a low-income individual who requires additional assistance to enter or complete an educational program or to obtain or retain employment.)¹³

Riverside County WDCs provide youth programs through YOCs (Youth Opportunity Centers).

⁸ WIOA Youth Program. United States Department of Labor.

https://www.doleta.gov/youth_services/wioaformula.cfm

⁹ Workforce Innovation and Opportunity Act (2014). S. 129(c)(2). <https://www.congress.gov/113/bills/hr803/BILLS-113hr803enr.pdf>

¹⁰ Ibid,

¹¹ WIOA Youth Program Policies and Procedures Manual. (2017). Riverside County Workforce Development Board.

¹² Ibid.

¹³ Ibid.

About Youth Opportunity Centers

In Riverside County, youth services being funded by the WIOA are provided through YOCs. There are six YOCs in Riverside County: Hemet YOC, Indio YOC, Lake Elsinore YOC, Moreno Valley YOC, Perris YOC, and Rubidoux YOC. While the WDC oversees services provided in Riverside County under WIOA funding, the actual YOC services at the six sites are provided by two health and human services agencies.

Three YOCs (Indio, Moreno Valley, and Perris) are operated by ResCare. As the ResCare website states, they are the “largest private provider of services to people with disabilities, the largest privately-owned home care company, the largest provider of specialized high-acuity neuro-rehab in community settings, and the largest career center workforce contractor in the U.S.”¹⁴

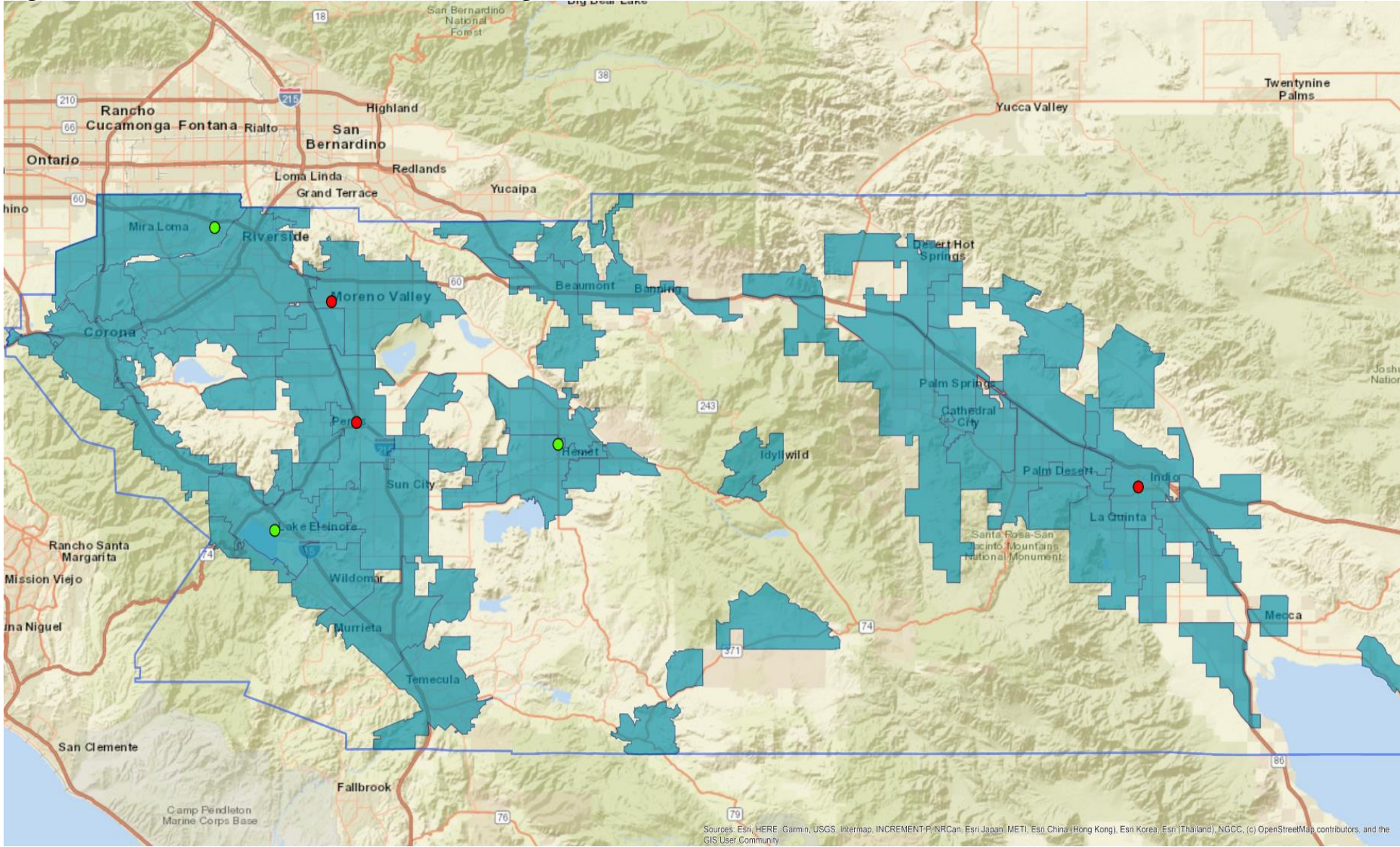
The remaining three YOCs (Hemet, Lake Elsinore, and Rubidoux) are operated by CFLC, the California Family Life Center. CFLC was a single practitioner family counseling service but, “has expanded to provide Foster Families, Youth Homes, Job Education Centers, Kinship Support, and a Chaplaincy for these children and youth” and has also achieved the highest level of accreditation by CARF for Foster Family and Kinship Care, Group Home Care, and Support and Facilitation programs.¹⁵

The location for each of these YOCs can be seen on the next page in Figure 1. Each green dot represents a YOC that is operated by CFLC while each red dot represents a YOC that is operated by ResCare. The blue polygons represent cities and/or Census designated places within Riverside County, the blue border.

¹⁴ About ResCare. ResCare. <https://www.rescare.com/about/>

¹⁵ About. California Family Life Center. <https://www.cflckids.org/>

Figure 1. YOC Locations in Riverside County



Note: Basemap from Esri, HERE, Garmin, USGA, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community. Boundary from U.S. Census Bureau, 2018.

Evaluation of the Youth Opportunity Centers

In January 2019, Riverside County issued a Request for Proposals (RFP) for evaluation of the Youth Services Program. Through this RFP, the County of Riverside Economic Development Agency and the WDB sought an interested and qualified consultant with programmatic and fiscal expertise to assist the WDB in Youth Program Evaluation Services by analyzing and conducting a thorough review and assessment of the County of Riverside's existing youth program structure. The goal of this evaluation was to identify the strengths and weaknesses in the Riverside County model, while also comparing youth program performances to surrounding local groups.

HARC, Inc. (Health Assessment and Research for Communities) responded with a proposal to provide said services and was notified of the award in June 2019.

About HARC

HARC, Inc. is a 501(c)(3) nonprofit organization that specializes in research and evaluation services. Located in the Coachella Valley region of Riverside County, HARC is one of only a handful of evaluators in based in the Inland Empire.

HARC's expertise lies in the social determinants of health; that is, the idea that where you live, work, learn, and play has a strong impact on your well-being and quality of life. The social determinants of health encompass things like economic security, education, safety, community cohesion, neighborhoods and the built environment, and of course, healthcare.

HARC provides a wide variety of research and evaluation services, including program evaluation, community needs assessments, survey design and development, qualitative and quantitative data collection, and advanced analyses. HARC's clients are primarily health and human services agencies in Riverside County. HARC has been providing research and evaluation services to Riverside County clients for over a decade.

Method

Riverside County WDB was interested in evaluating the strengths and weaknesses of the current WIOA model, and in exploring what changes might allow them to better serve at-risk youths. Per the RFP, this evaluation must include the following components:

- **Demographic Metrics:** Who is currently served at the YOCs? How does this compare to the County demographics as a whole (i.e., who is not being served)?
- **Performance Metrics:** Are the YOCs reaching expected performance goals? Are there areas in which they are excelling? Or areas where they struggle to meet benchmarks?
- **Financial Metrics:** Are the YOCs cost effective? Are they successful at leveraging other funds to promote youth success?
- **Qualitative Data:** Beyond the numbers, what are the highlights of the YOCs? What could be improved? What are some best practices implemented by other models that could or should be replicated in Riverside County?

The specific methods used for each of these areas are described next.

In order to comprehensively evaluate the work being done the six YOCs, Riverside County WDC was interested in the previous three years of activity. The years of interest include PYs (program years) of 16-17, 17-18, and 18-19, up to the fourth quarter. For purposes of brevity, PY 18-19, up to the fourth quarter is simply referred to as PY 18-19.

Demographic Metrics Methods

Youth program demographics are monitored and stored in a Management Information System (MIS). Essentially, this database produces summaries of statistics pertaining to the demographics of each YOC as well as the County. YOC demographics are compared to that of Riverside County to attain a snapshot of which demographics the YOCs are serving most/least. Additionally, the demographics of surrounding local areas (San Bernardino Workforce Development Department, San Diego Workforce Partnership, Orange County Community Investment Division) and the demographics they serve are compared to Riverside County.

Performance Metrics Methods

Like with the demographics above, the performance of YOCs and the County as a whole are monitored and stored in a Management Information System (MIS). These performance metrics are determined by the United States Department of Labor¹⁶ and include the following:

- **Placement in employment or education – Second/Fourth quarter after exit**
 - This metric is a percentage of youth who are in education or training activities, or in unsubsidized employment, during the second/fourth quarter after exit from the program.
- **Median earning – Second quarter after exit**
 - This metric is the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.
- **Credential attainment**
 - This metric is the percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program.
- **Measurable skills gain**
 - This metric is the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

These metrics are presented in an aggregated format, to show overall performance, as well as a PY format, to show annual performance. Additionally, the metrics are also shown by Riverside County as a whole, and then by specific YOC.

While there are five measures of interest, they can be pulled in two different methods. Firstly, they can be represented by a DOL (Department of Labor) indicator and a contract indicator. The DOL represents a different timeline, and thus, typically has fewer numbers to report. Additionally, the goals that are listed are different according to the type of report (DOL vs. contract) pulled. That is, the DOL goals are typically lower than the goals of the contract measure.

For these above reasons, both the contract and DOL measures are analyzed and reported. However, emphasis is placed on the contract measures because these measures include a greater number of youths. Thus, they are a better indicator of the work being done by the YOCs over the previous three years. Contract measures of surrounding local areas were also pulled to enable a valid comparison.

¹⁶ WIOA Primary Indicators of Performance. United States Department of Labor.
https://www.doleta.gov/performance/guidance/tools_commonmeasures.cfm

Financial Metrics Methods

For the financial metrics portion, Riverside County made their fiscal year (FY) budgets (2016-2017, 2017-2018, and 2018-2019) for each YOC available to HARC. Note that fiscal year (FY) and program year (PY) are the same. The expenditures were analyzed to include the total funds expended, purpose of the funds, indirect costs, and funds per participant.

Total funds and funds spent per youth participant are presented by FY, aggregate of previous three FYs, by YOC and by Riverside County as a whole. Additionally, the leveraged resources, or in-kind expenses, are also presented. Where available, the financials of surrounding local areas are also provided.

Qualitative Data Methods

The evaluation study had a qualitative component which involved interviews and focus groups with subject matter experts that operate and supervise programs at the YOCs, leadership working with youths outside of the YOCs, youths participating in youth programs, and youths that are eligible but not participating. The content of these interviews and focus groups were collaboratively designed between HARC and Riverside County WDC and were generally concerned with highlighting the work being done by the YOCs while also searching for methods of improvement.

The specific types of questions asked during the interviews and focus groups were designed by HARC. See Appendix B for a list of the questions used. Specifically, interviews were conducted with one staff member from each of the following: CFLC, ResCare, San Bernardino County Workforce Development Department, Orange County Community Investment Division, and San Diego Workforce Partnership. Interviews were also conducted with leadership outside of the YOCs and included Riverside County Probation – Juvenile Services, Riverside County Office of Education – Alternative Education, Riverside University Health System – Behavioral Health, Riverside County Department of Public Social Services, and OneFuture Coachella Valley.

Four focus groups were held. One focus group consisted of youths that were doing well at the YOCs while another focus group consisted of youths not doing very well at the YOCs. The purpose of having one high performing group and one low performing group was to better understand what is successful and what can be improved for youths. Each of the six YOCs was represented by at least one youth in both the high performing and the low performing group. Additional focus groups consisted of youths that are eligible to receive services by the YOCs, but are not, while another group consisted of youths from the San Bernardino County local area WIOA youth programs.

Results

The results of this evaluation study are presented through six profiles. A description of each is provided below.

- **Profile I: Demographics of YOCs**
 - This profile includes the demographics and various youths' characteristics across all six Riverside County YOCs, from PY 16-17 to PY 18-19. There is also a comparison of Riverside County YOC participants' demographics to Riverside County demographics. Additionally, Riverside County YOC demographics and exit information are compared to surrounding local area demographics and exit information.
- **Profile II: DOL Performance Metrics of Riverside County**
 - This profile includes aggregated performance metrics across all Riverside County YOCs from PY 17-18 to PY 18-19, up to the fourth quarter, based on DOL measures. This profile also compares the latest PY to the California's expected performance goals, when available, as well as the surrounding local areas.
- **Profile III: Contract Performance Metrics of Riverside County**
 - This profile includes aggregated performance metrics across all Riverside County YOCs from PY 16-17 to PY 18-19, up to the fourth quarter, based on contract measures. Comparisons are also made to surrounding local areas.
- **Profile IV: Performance Metrics of Individual YOCs**
 - This profile includes the performance metrics of each Riverside County YOC, from PY 16-17 to PY 18-19, up to the fourth quarter.
- **Profile V: Contract Performance Metrics of Each Provider**
 - This profile includes the performance metrics of the two Riverside County service providers (CFLC and ResCare) from PY 16-17 to PY 18-19, up to the fourth quarter.
- **Profile VI: Financial Review**
 - This profile contains an analysis of direct and indirect costs of WIOA funding, leveraged resources and a comparison to surrounding local area financials, when available.
- **Profile VII: Interviews and Focus Groups**
 - This profile contains a thematic analysis of the responses provided during interviews and focus groups from leadership operating in and outside of Riverside County, as well participating youths.

Profile I: Demographics of YOCs

Riverside County YOC Demographics

From PY 16-17 (starting July 1st, 2016) to PY 18-19 (ending June 30th, 2019), a total of 2,027 youths were served across the six YOCs in Riverside County. Male (52.0%) and female (48.0%) proportions were approximately even. The most common age groups were 14 to 18 (46.9%), followed by 19 to 21 (39.2%). Only one participant was reported as having an age of 25 to 34 and this youth participated at the Moreno Valley YOC in PY 18-19.

It is worth noting here that the youth program under WIOA is designed for ages 14 to 24¹⁷, however under the Riverside County Workforce Development Board, the youth program is for ages 16 to 24¹⁸. Thus, while the Table below indicates “14 to 18” (as that is how data is extracted from MIS), there are actually no 14 or 15-year-old youths.

Note that race exceeds the total number of youths (2,027) and this is due to the fact that individuals can belong to more than one race. The most common races served include Hispanic/Latino (61.9%), followed by White (50.2%), as illustrated in Table 1.

Table 1. Demographics of Riverside County YOCs Past 3 Years

| Characteristic | Frequency | Percentage |
|------------------------------------------|--------------|---------------|
| Gender | | |
| Female | 973 | 48.0% |
| Male | 1,054 | 52.0% |
| Total | 2,027 | 100.0% |
| Age Groups | | |
| 14 to 18 | 950 | 46.9% |
| 19 to 21 | 795 | 39.2% |
| 22 to 24 | 281 | 13.9% |
| 25 to 34 | 1 | 0.1% |
| Total | 2,027 | 100.0% |
| Race/Ethnicity | | |
| Hispanic/Latino | 587 | 61.9% |
| American Indian/Alaskan Native | 23 | 2.1% |
| Asian | 28 | 2.0% |
| African American/Black | 234 | 22.7% |
| Hawaiian Native/Another Pacific Islander | 6 | 0.8% |
| White | 428 | 50.2% |

¹⁷ WIOA Youth Program. United States Department of Labor.

https://www.doleta.gov/youth_services/wioaformula.cfm

¹⁸ WIOA youth Program Policies and Procedures Manual. (2017). Riverside County Workforce Development Board.

Nearly all youths enrolling in the YOCs are unemployed (92.5%), and the majority are out-of-school youth (89.8%). This finding is to be expected as the WIOA Youth Program primarily focuses on out-of-school youth¹⁹. When looking at school status at participation, many are either out-of-school high school graduates (45.8%) or are out-of-school high school dropouts (33.7%). The majority of youth are low income (84.5%) and many are living in high-poverty areas (43.7%). Note that income/public assistance does not have a total as more than one category can apply to youth. See Table 2 for further information.

Table 2. Labor, School, Income Characteristics

| Characteristic | Frequency | Percentage |
|--------------------------------------------------------------------|--------------|---------------|
| Labor Force | | |
| Employed | 152 | 7.5% |
| Employed, but received notice of layoff/termination | 1 | 0.1% |
| Unemployed | 1,874 | 92.5% |
| Total | 2,027 | 100.0% |
| School Status at Participation | | |
| In school, high school or less | 142 | 7.0% |
| In school, alternative school | 34 | 1.7% |
| In school, attending post high school | 34 | 1.7% |
| Out-of-school, high school dropout | 683 | 33.7% |
| Out-of-school, high school grad | 929 | 45.8% |
| Not attending school, within age of compulsory school attendance | 205 | 10.1% |
| Total | 2,027 | 100.0% |
| In-School/ Out-of-School (Funding Definition) | | |
| In-school | 207 | 10.2% |
| Out-of-school | 1,820 | 89.8% |
| Total | 2,027 | 100.0% |
| Income/Public Assistance | | |
| Low income | 1,712 | 84.5% |
| Youth living in the high-poverty area | 886 | 43.7% |
| Supplemental Nutrition Assistance Program (SNAP) | 553 | 27.3% |
| Foster child (state or local payments are made) | 128 | 6.3% |
| Temporary Assistance for Needy Families (TANF) | 118 | 5.8% |
| Supplemental Security Income (SSI) | 84 | 4.1% |
| Receiving Social Security Disability Insurance Income (SSDI) | 29 | 1.4% |
| Receives or is eligible to receive free or reduced lunch | 17 | 0.8% |
| State or local income-based public assistance (general assistance) | 7 | 0.3% |

¹⁹ WIOA Youth Program. United States Department of Labor. https://www.doleta.gov/youth_services/wioaformula.cfm

Enrolled youths are tracked on the type of barriers they are facing. The most common barrier, by far, includes basic literacy skills deficient (92.7%). This category essentially represents youths who have English reading, writing, or computing skills at or below an 8th grade level. See Table 3 for a complete list of barriers.

Table 3. Barriers Faced by Youths at Enrollment

| Type of Barrier | Frequency | Percentage |
|-------------------------------------------------------|-----------|------------|
| Basic literacy skills deficient | 1,880 | 92.7% |
| Youth requires additional assistance | 386 | 19.0% |
| Disabled | 273 | 13.5% |
| Homeless | 213 | 10.5% |
| Pregnant/parenting youth | 210 | 10.4% |
| Youth in, or aged out of, foster care | 165 | 8.1% |
| Offenders | 129 | 6.4% |
| Out of home placement | 68 | 3.4% |
| English language learner | 43 | 2.1% |
| American Indian/Alaskan native | 39 | 1.9% |
| Single Parent (including single pregnant women) | 27 | 1.3% |
| Hawaiian native | 9 | 0.4% |
| Runaway youth | 2 | 0.1% |
| Eligible under Section 477 of the Social Security Act | 1 | 0.0% |
| Facing substantial cultural barriers | 1 | 0.0% |

Out of the 2,027 youths that were enrolled, a total of 1,380 exited programs they were participating in (68.1% exit rate).

Among the 1,380 that exited, all but five were classified as “other” (99.6%). The “other” exits are referred to as “soft exits” and this is when participant exceeds 90 days of not having services from the YOC. After a “soft exit” has been recorded, the participant’s progress will continue to be tracked for WIOA performance metrics.

As illustrated in Table 4, 42.0% of those who exited attained a recognized certificate, diploma, or degree.

Table 4. Exit Characteristics

| Exit Information | Frequency | Percentage |
|------------------------------------------------|-----------|------------|
| Attained recognized certificate/diploma/degree | 579 | 42.0% |
| Attained high school diploma/GED | 64 | 4.6% |
| Returned to secondary school | 49 | 3.6% |
| Entered unsubsidized employment | 42 | 3.0% |
| Entered post-secondary education | 29 | 2.1% |
| Training related employment | 16 | 1.2% |
| Entered military service | 5 | 0.4% |
| Exits excluded from performance | 3 | 0.2% |
| Entered advanced training | 1 | 0.1% |

The number of youths enrolling and exiting for each YOC by PY 16-17, 17-18, and 18-19 is provided in Figure 2. Overall, the number of youths entering the program each year exceeds the number exiting, indicating an overall growth of the program in number of youths served. For the most recent year (PY 18-19), each of the YOCs enrolled between 111 and 128 youths.

Figure 2. Enrolled and Exited by Each YOC

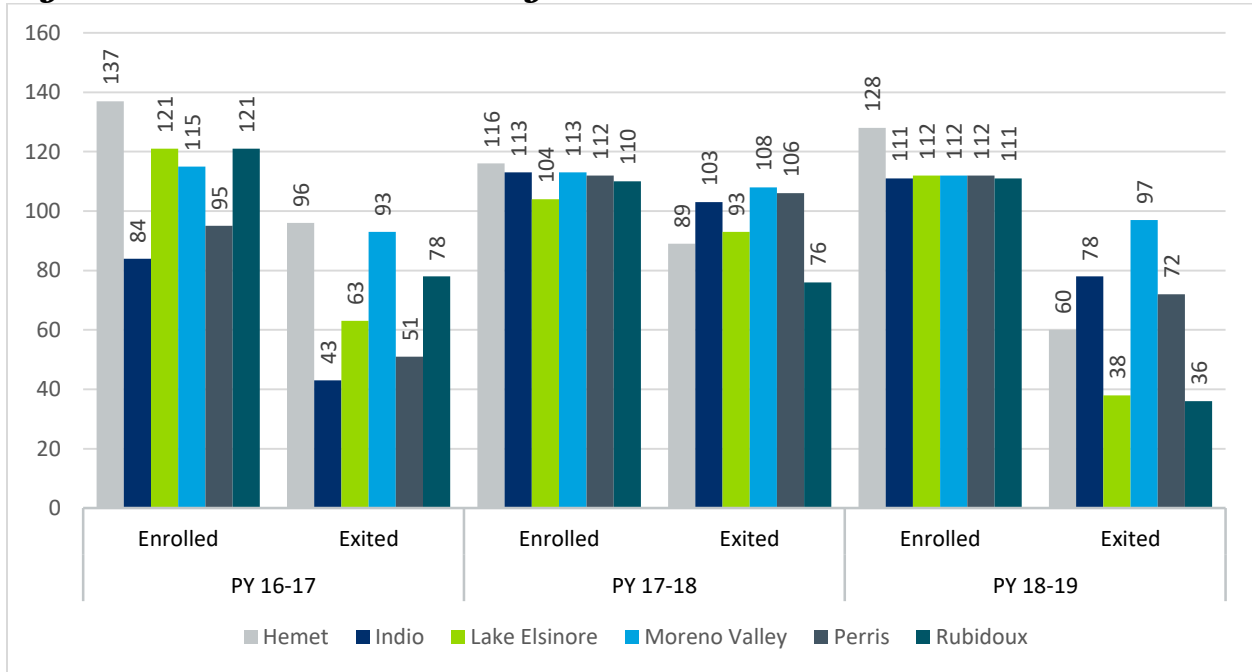


Table 5 includes the total of the previous three PYs by each YOC. It appears that the three YOCs operated by ResCare (Indio, Moreno Valley, and Perris) have a higher exit rate than the three operated by CFLC (Hemet, Lake Elsinore, and Rubidoux).

Table 5. Total Enrolled and Exited by YOC – Past 3 Years

| YOC | Enrolled | Exited | Exit Rate |
|---------------|--------------|--------------|--------------|
| Hemet | 381 | 245 | 64.3% |
| Indio | 308 | 224 | 72.7% |
| Lake Elsinore | 337 | 194 | 57.6% |
| Moreno Valley | 340 | 298 | 87.6% |
| Perris | 319 | 229 | 71.8% |
| Rubidoux | 342 | 190 | 55.6% |
| Total | 2,027 | 1,380 | 68.1% |

YOC Demographics Compared to Surrounding Local Areas

Surrounding local area data was extracted from MIS. The previous three years of local area enrolled and exiting frequencies (PY 16-17, starting July 1st, 2016, to PY 18-19, ending June 30th, 2019) is provided in Table 6 for five local areas. This provides context for Riverside County’s YOC when compared to others in Southern California.

As illustrated in Table 6, Riverside County has the highest exit percentage among surrounding local area counties. While San Bernardino County has a substantially higher number of youths who are enrolled, this higher frequency is likely due to their youth program approach of contracting through multiple service providers²⁰ rather than having Riverside County’s “one-stop, brick-and-mortar” approach.

Also, note that Anaheim City and Santa Ana City have far fewer numbers enrolling and exiting as these local areas are cities rather than counties.

Table 6. Total Served and Exited from PY 16-17 to PY 18-19 by Local Area

| Local Area | Number Enrolled | Number Exiting | Exit Percentage |
|-----------------------|-----------------|----------------|-----------------|
| Riverside County | 2,027 | 1,380 | 68.1% |
| San Bernardino County | 2,605 | 1,529 | 58.7% |
| San Diego County | 2,173 | 549 | 25.3% |
| Orange County | 1,123 | 326 | 29.0% |
| Anaheim City | 184 | 69 | 37.5% |
| Santa Ana City | 193 | 140 | 72.5% |

The next few comparisons focus on just the three counties of Riverside, San Bernardino, and San Diego. The local areas belonging to the cities of Santa Ana and Anaheim and Orange County are not included in this section, because their demographic information cannot be parsed out in California Health Interview Survey (CHIS). Thus, this limits the comparable data that is available.

Next, to determine how many youths are being served by each of the three counties, the number of youths served per 100,000 is calculated to allow for comparisons from county to county. This provides a snapshot of the current “market penetration” rate, using the PY 17-18 YOC outputs and the population sizes from CHIS (2017).

During PY 17-18, a total of 668 youths were served across the six Riverside County YOCs. There are approximately 340,000 youths aged 16 to 24 living in Riverside County.²¹ This means that about 196 youths are served for every 100,000 youths ages 16 to 24 in Riverside County, as illustrated in Figure 3.

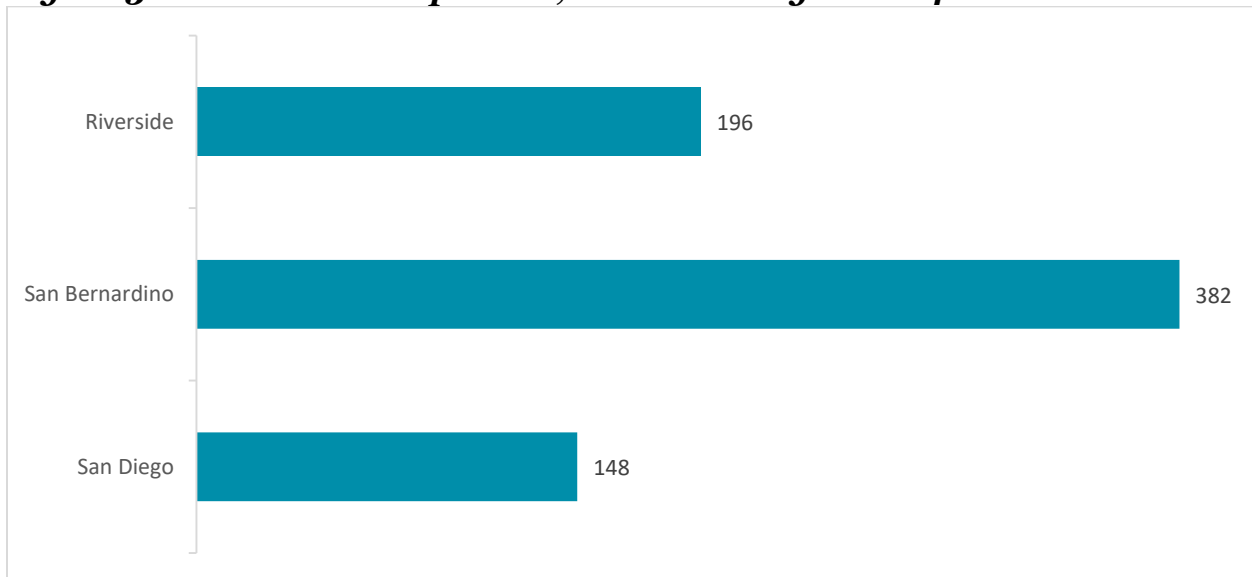
²⁰ GenerationGo! Workforce Development Board. <http://wp.sbcounty.gov/workforce/youth/>

²¹ California Health Interview Survey (2017).

For San Bernardino County, a total of 920 youths were served in PY 17-18. There are approximately 241,000 youths aged 16 to 24 living in San Bernardino County.²² This equates to 382 youths are served for every 100,000 youths 16 to 24 in San Bernardino County. This is substantially higher number than Riverside County's rate, as illustrated in Figure 3.

Lastly, in San Diego County, a total of 623 youths were served in PY 17-18, while there are approximately 420,000 youths aged 16 to 24 living in San Diego County.²³ Thus, about 148 youths are served for every 100,000 in San Diego County, a rate slightly lower than that of Riverside County.

Figure 3. Number Served per 100,000 Youths aged 16-24



Note: Calculations are derived from local area PY 17-18 data population estimates from California Health Interview Survey, 2017 for youth ages 16 to 24.

²² California Health Interview Survey (2017).

²³ Ibid.

YOC Demographics Compared to General Population

This section compares YOC demographics from the most recent PY (17-18) to the most recent data from CHIS for youths 16 to 24 living in Riverside County (2017), unless otherwise noted. This is designed to determine which demographics are being served and which may be underserved when compared to the general population of youths. Note that these are approximations as the timelines do not fit perfectly with each demographic of interest.

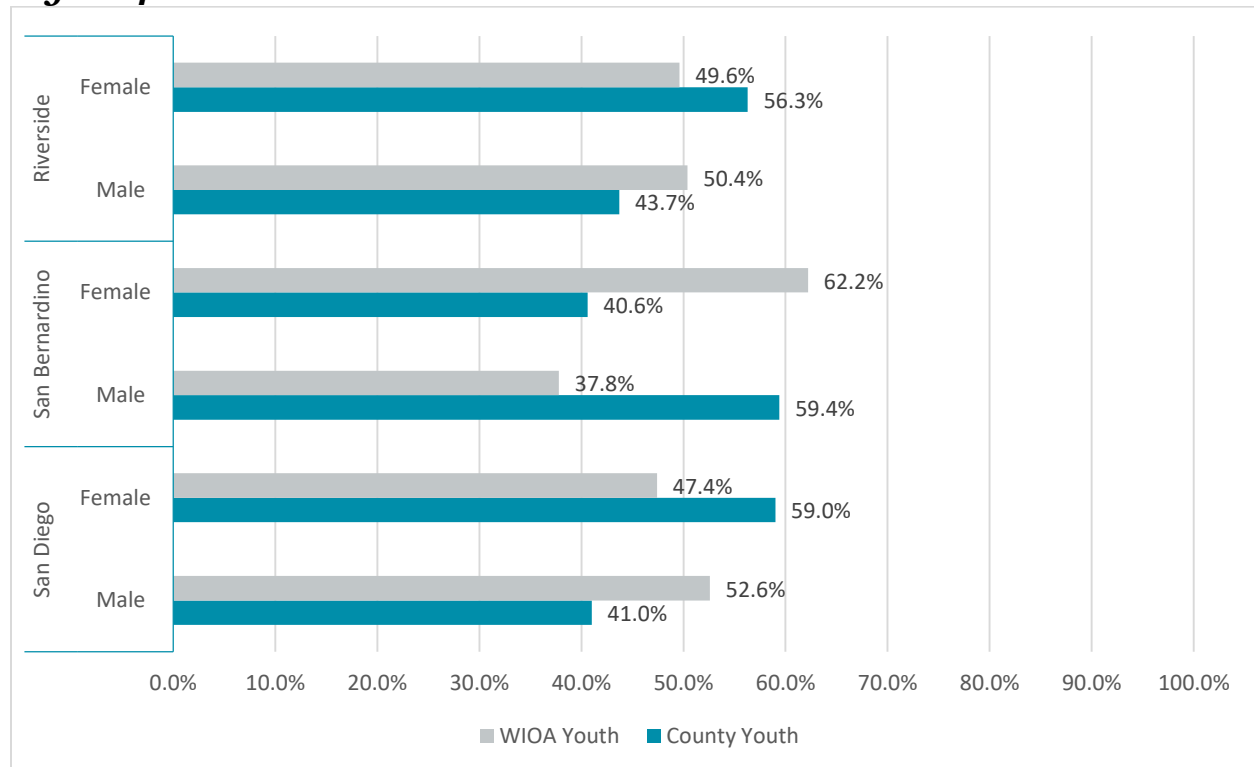
Gender

Looking at gender during PY 17-18, a total of 337 male youths and 331 female youths were served across the six Riverside County YOCs. This is a very even split—almost exactly 50/50. In contrast, youths across the entire county are more likely to be female, as illustrated in Figure 4.²⁴ Overall, it appears the Riverside County YOCs are adequately serving both genders.

San Diego County youths are predominately female (59.0%), whereas the proportion of female youths served through their WIOA Youth programs are about 47.4%. In contrast, San Bernardino youths are less likely to be female (40.6%), and the proportion of female youths served in San Bernardino’s WIOA Youth programs is 62.2%.

Overall, Riverside County YOCs seem to best reflect the gender division of the county more than the neighboring counties, as illustrated in Figure 4.

Figure 4. Gender in YOCs vs. Counties



Note: Calculations are derived from local area PY 17-18 data and population estimates from California Health Interview Survey, 2017 for youths ages 16 to 24.

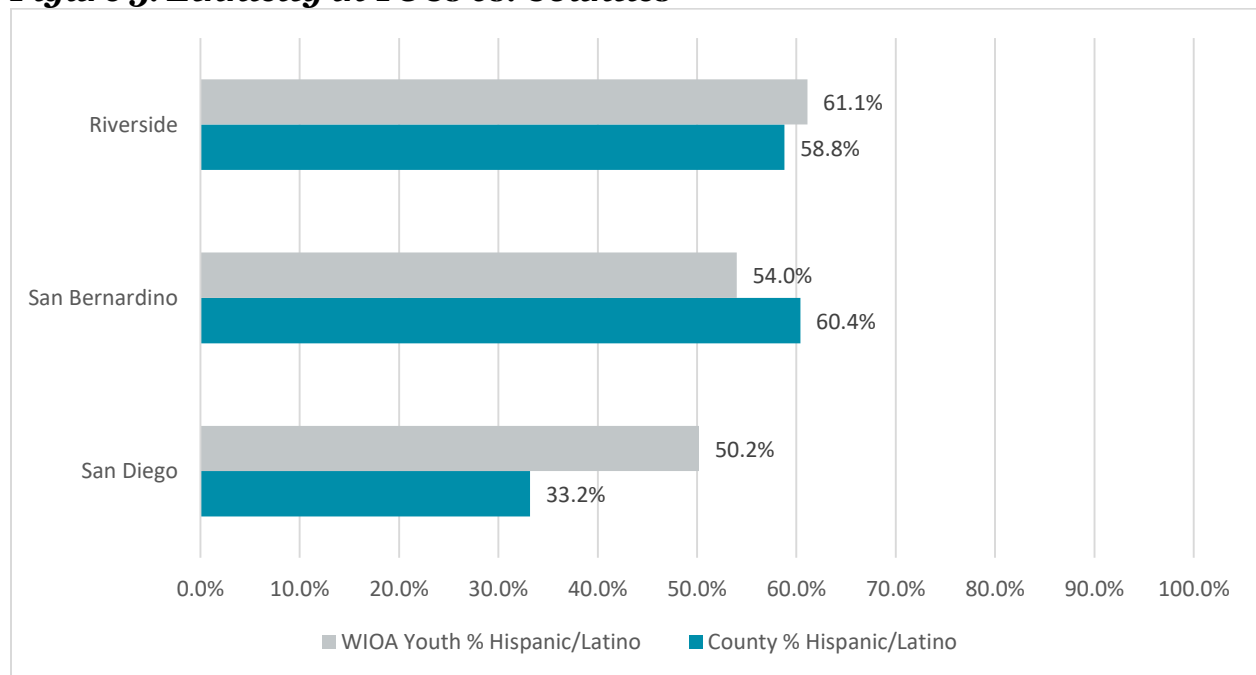
²⁴ Ibid.

Ethnicity – Hispanic/Latino

During PY 17-18, Riverside County YOCs served 408 youths that are Hispanic or Latino (this is 61.1% of all youths served). Additionally, approximately 58.8% of youths in Riverside County are Hispanic/Latino. Thus, it appears that Riverside County YOC Hispanic/Latino proportions match that of Riverside County youths as a whole, as illustrated in Figure 5.

The proportion of Latino/Hispanic youths in San Bernardino County is about 60.4% while their youth programs are about 54.0%. In San Diego County, about a third (33.2%) of the County’s youth are Hispanic/Latino, while more than half (50.2%) of the youths they serve are Hispanic/Latino.

Figure 5. Ethnicity in YOCs vs. Counties



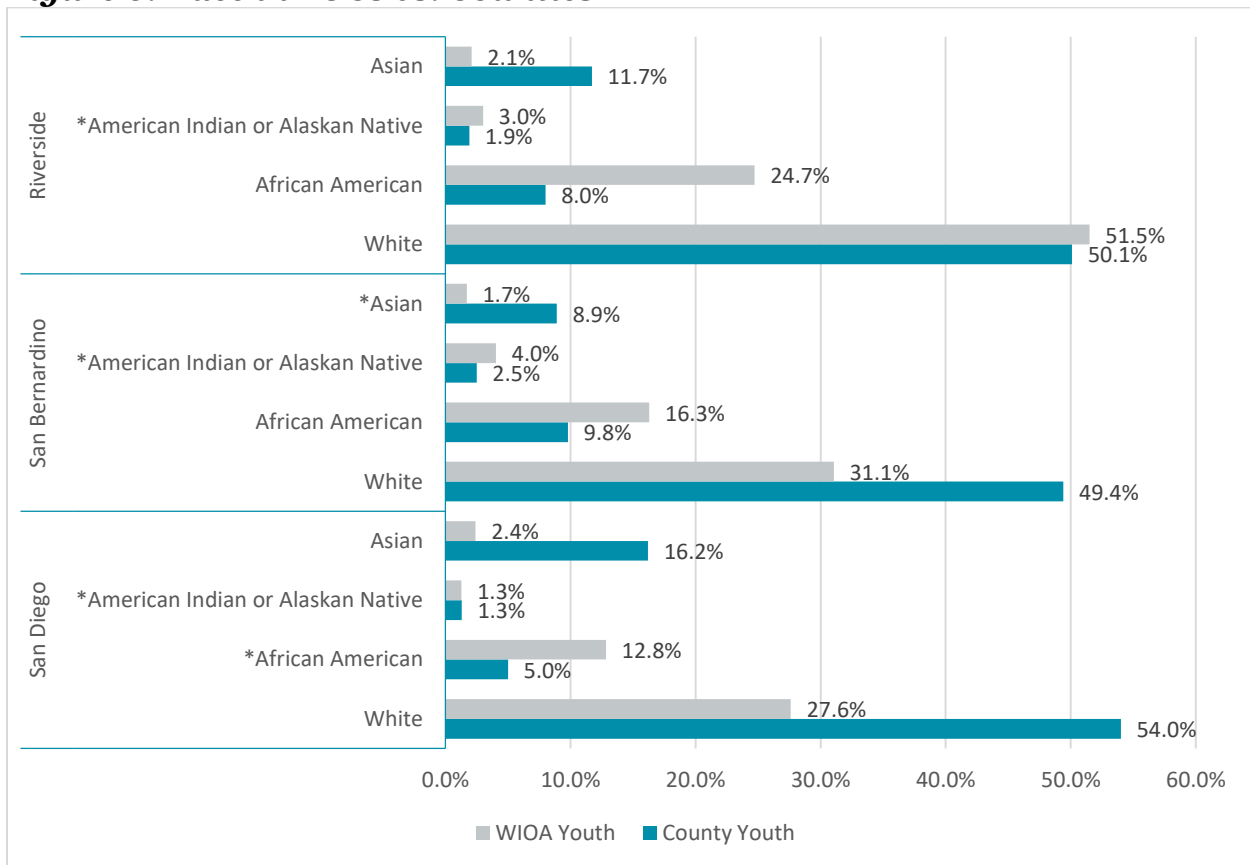
Note: Calculations are derived from local area PY 17-18 data and population estimates from California Health Interview Survey, 2017 for youths ages 16 to 24.

Race

For race comparisons, Hawaiian Native/Other Pacific Islander and other were not comparable to CHIS. Thus, Asian, American Indian or Alaskan Native, African American, and White are included in the analysis.

During PY 17-18, Riverside County YOCs served 165 youths that are African American (this is 24.7% of all youths served). Approximately 8.0% of youths in Riverside County are African American, indicating that they are well-served. In contrast, the Riverside County YOCs are not serving Asian youth in proportion to the population; Asians make up 11.7% of the youth population in the County, but only 2.1% of the youth at the YOCs. Both San Bernardino and San Diego WIOA programs appear to also underserve Asian youth in comparison to youth demographics as a whole, as illustrated in Figure 6.

Figure 6. Race in YOCs vs. Counties



Note: Calculations are derived from local area PY 17-18 data and population estimates from California Health Interview Survey, 2017, 2016, 2015, 2014, 2013, 2012, 2011 (pooled) for youths ages 16 to 24. Categories with a “*” are statistically unstable or may not be dependable proportions as the sample size for the CHIS was inadequate.

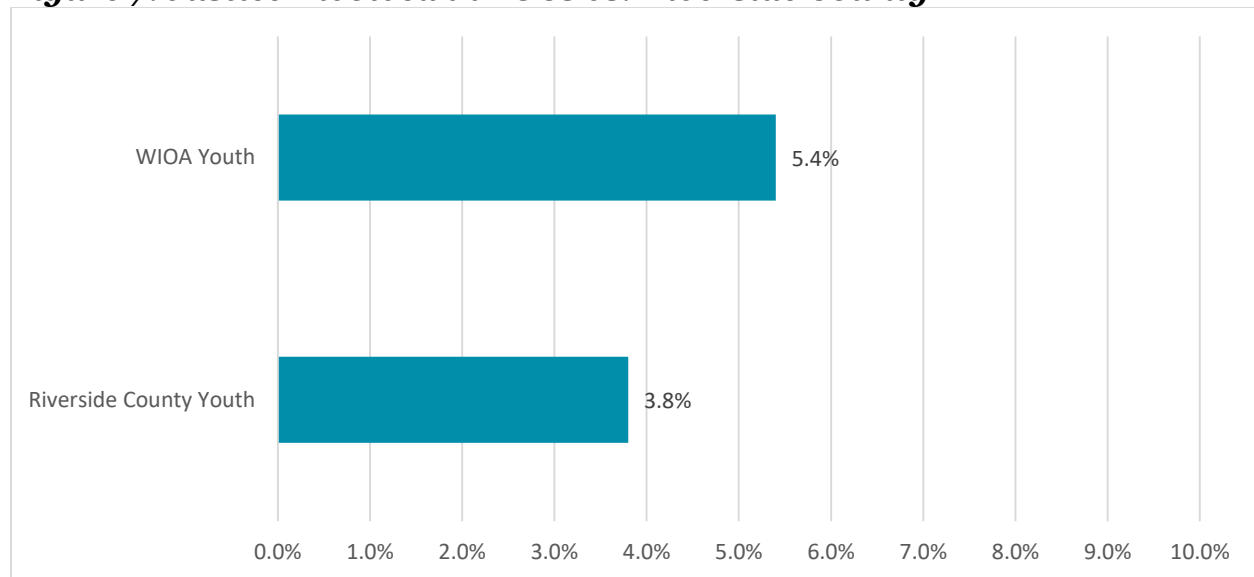
Justice Involved (Offenders)

The WDC was interested in understanding the rate of youth offenders across Riverside County as a whole compared to the number of offenders being served at the YOCs. HARC utilized the Federal Bureau of Investigation’s (FBI) Crime Data Explorer.²⁵ This online search engine allows users to view and download crime data down to the agency level and across various demographics. There are 35 agencies in Riverside County. HARC downloaded male and female arrests by age group for each of these agencies, and aggregated all arrests counts for males and females ages 16 to 24. However, Mt. San Jacinto College was the only agency HARC was unable to download, as the agency’s page was unloadable. It should be noted here that the dataset includes the number of arrests, and so it is possible the datapoints include duplicates (e.g., arrested at multiple points in the year). Thus, the following analysis is an approximation rather than a certain count of the number of youths arrested.

Using the dataset, there were 9,704 arrests in Riverside County, during 2018, for the age group 16 to 24. According to CHIS, during 2018, there were 257,000 youths aged 16 to 24 living in Riverside County.²⁶ Thus, as a rough approximation, about 3.8% of the youth population (ages 16 to 24) may have been arrested in Riverside County in 2018.

During PY 18-19, the six YOCs served a total of 686 youths. Of these youths, 37 were listed as offenders upon entry. Thus, about 5.4% of youths being served across the YOCs were offenders, slightly more than the rate of Riverside County overall.

Figure 7. Justice Involved in YOCs vs. Riverside County



Note: Calculations are derived from YOC’s PY 18-19 data and arrest counts from Federal Bureau of Investigation, Crime Data Explorer.

²⁵ Federal Bureau of Investigation. Crime Data Explorer. <https://crime-data-explorer.fr.cloud.gov/>

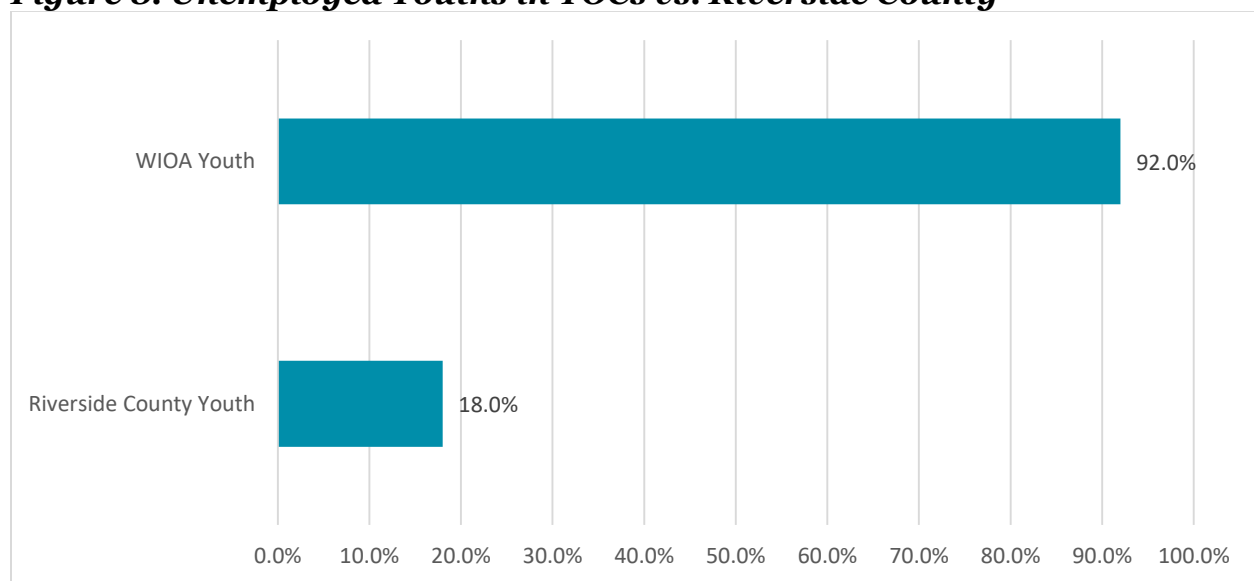
²⁶ 2018 California Health Interview Survey. <http://healthpolicy.ucla.edu/Pages/AskCHIS.aspx>

Unemployed Youths

Under the Riverside County Workforce Development Board, the youth program is specified for ages 16 to 24²⁷, and employment data is available in the American Community Survey (ACS) for the 16 years and older population. According to the ACS²⁸, in 2017, there were 313,810 people aged 16 to 24 in Riverside County. In this age group, there were 56,474 people unemployed, resulting in an 18.0% unemployment rate.

During PY 17-18, the six YOCs served a total of 668 youths. Of these youths, 615 were unemployed upon enrollment, resulting in a 92.0% unemployment rate among youths being served at the YOCs. Clearly the YOCs are focused on unemployed youth, and so they are over-represented in the YOCs when compared to the overall youth population, ages 16 to 24.

Figure 8. Unemployed Youths in YOCs vs. Riverside County



Note: Calculations are derived from YOC's PY 17-18 data, and the U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates.

²⁷ WIOA youth Program Policies and Procedures Manual. (2017). Riverside County Workforce Development Board.

²⁸ U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates. Employment Status.

Youth in or Aged out of Foster Care

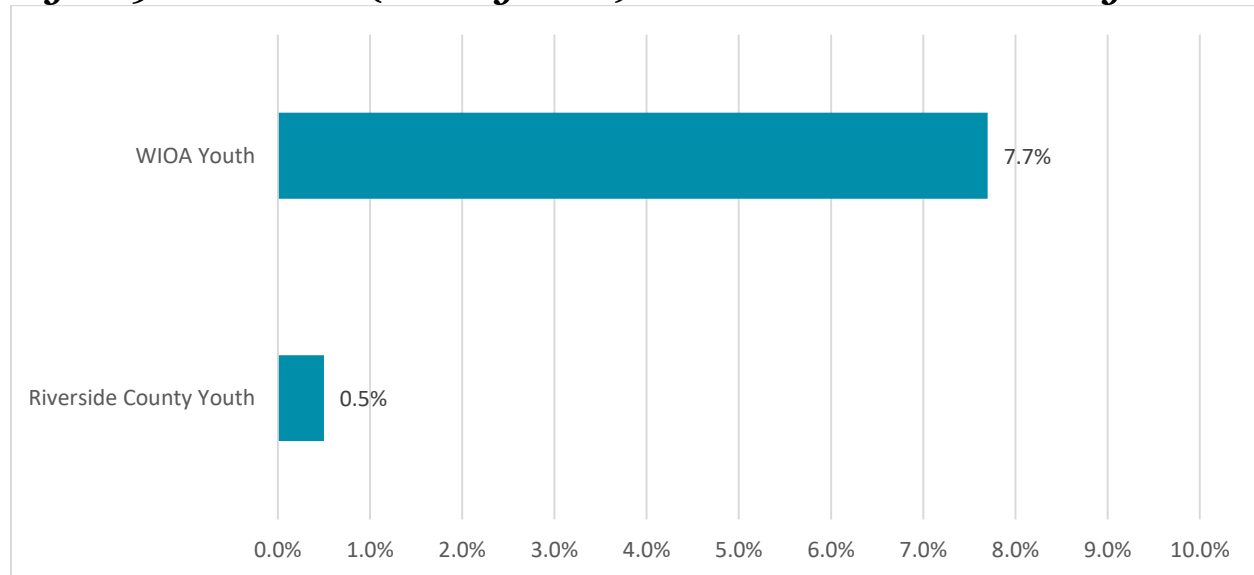
Each YOC collects data on the barrier, “Youth in, or aged out of, Foster Care”. Thus, to get an approximation of the number of youths who would match this barrier in Riverside County, HARC pulled the estimated counts of youth who aged out and are in foster care in Riverside County from the California Child Welfare Indicators Project, which provides data using the Child Welfare Services/Case Management System. Data can be found at the footnote.²⁹

From July 2018 to June 2019, 278 youths (ages 18 to 21) aged out/emancipated out of foster care. Additionally, of those aged 16 to 21, at July 1st of 2019, point-in-time count revealed there were 825 children in foster care. Thus, it can be estimated that there were 1,103 youths who fit the Riverside County WDC’s barrier definition, during these timeframes.

According to the CHIS, in 2018, there were approximately 188,000 youths aged 16 to 21 in Riverside County.³⁰ Thus, as a rough approximation, about 0.5% of Riverside County’s 16 to 21 population includes foster youth (in and aged out).

During PY 18-19, the six YOCs served a total of 686 youths, and of these, 53 were in or aged out of foster care. In other words, about 7.7% of the YOCs demographics are foster care youths (in or aged out), far above Riverside County’s approximate percentage of youth in or aged out of foster care.

Figure 9. Foster Care (in or aged out) in YOCs vs. Riverside County



Note: Calculations are derived from YOC’s PY 18-19 data, University of California at Berkeley California Child Welfare Indicators Project, and the 2018 California Health Interview Survey.

²⁹ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/4/2019, from University of California at Berkeley California Child Welfare Indicators Project website. http://cssr.berkeley.edu/ucb_childwelfare

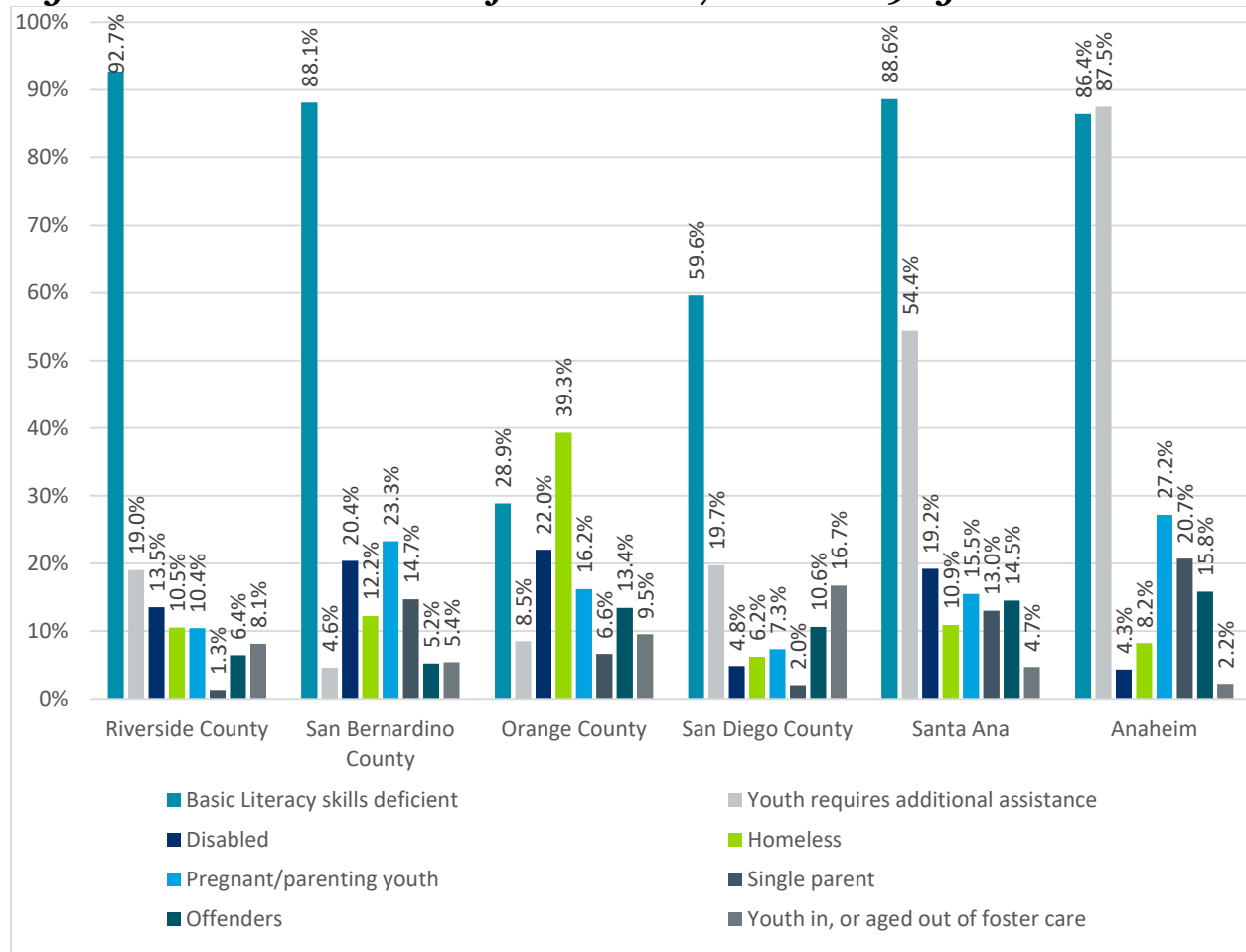
³⁰ 2018 California Health Interview Survey. <http://healthpolicy.ucla.edu/Pages/AskCHIS.aspx>

Barriers Faced by YOC Youths

The previous three years of common barriers among youths by local area (PY 16-17 (starting July 1st, 2016) to PY 18-19 (ending June 30th, 2019)) is provided in Figure 10. Note that these are not all of the barriers experienced by youths, but rather they are the more commonly experienced barriers.

With the exception of Orange County, basic literacy/skills deficient is the most commonly experienced barrier among all local areas. See Figure 10 for details on barriers experienced by youths in surrounding local areas.

Figure 10. Common Barriers from PY 16-17 to PY 18-19 by Local Area



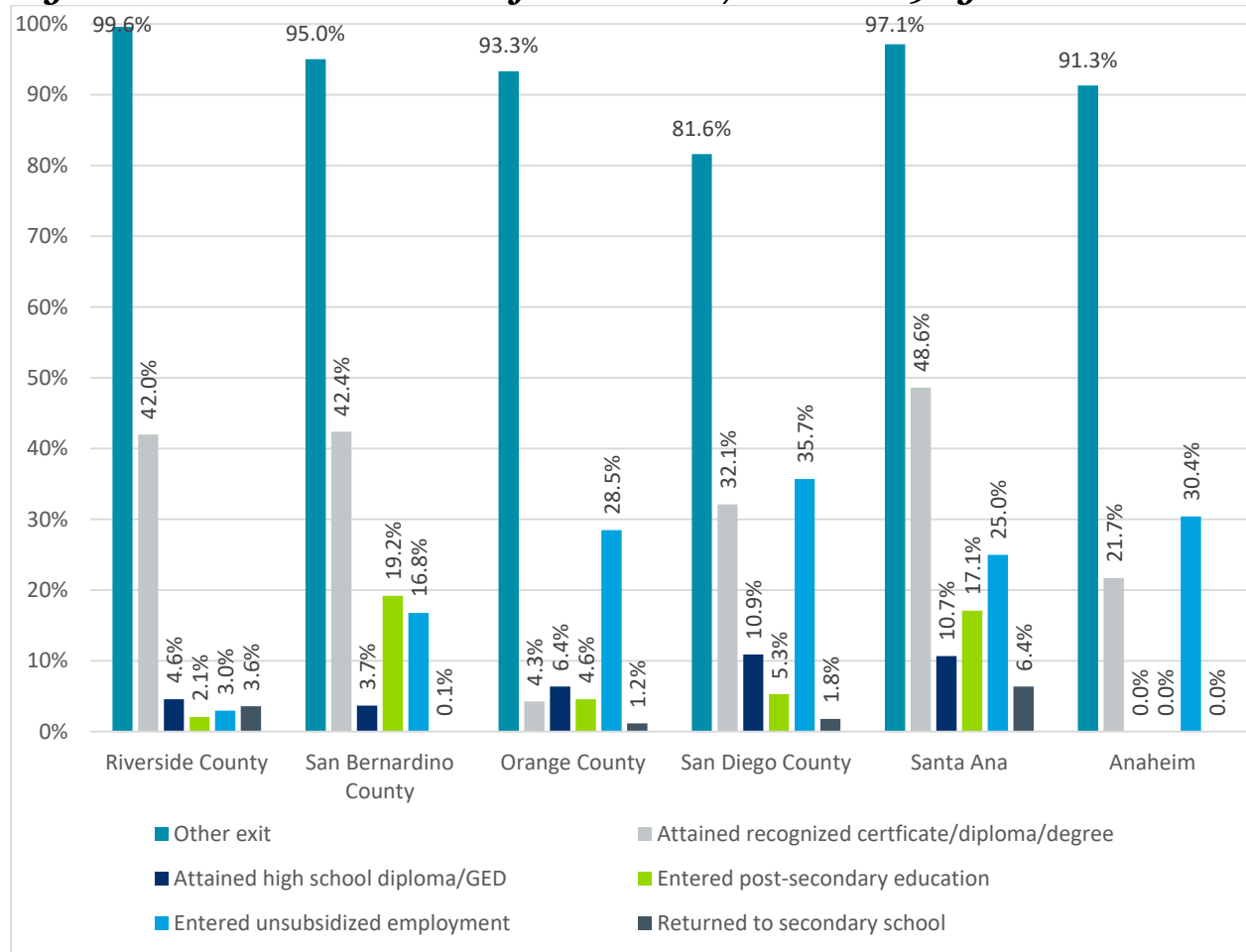
YOC Exits

The previous three years of local area exit characteristics (PY 16-17 (starting July 1st, 2016) to PY 18-19 (ending June 30th, 2019)) is provided in Figure 11.

Across all local areas, “other exits” are the most common type of exit. As mentioned previously, the “other” exits are referred to as “soft exits” and this is when participant exceeds 90 days of not having services from the YOC. After a “soft exit” has been recorded, the participant’s progress will continue to be tracked for WIOA performance metrics. Attained recognized certificate/diploma/degree also seems to be a common exit characteristic among the local areas.

Surrounding local areas, however, do seem to have noticeably higher rates of youths entering unsubsidized employment, compared to Riverside County.

Figure 11. Exit Characteristics from PY 16-17 to PY 18-19 by Local Area



Profile II: DOL Performance Metrics of Riverside County

This profile examines performance metrics established by the DOL for WIOA programs. Performance metrics are shown by the most recently available PYs (17-18 and 18-19). Performance metrics from PY 16-17 are not shown, as several were not measured that early on in the program (PY 16-17 was Riverside County's first year of WIOA programs).

For reference, each visual includes a comparison of Riverside County DOL metrics to the surrounding local areas of San Bernardino County, San Diego County, Orange County, City of Anaheim, and City of Santa Ana.

The metrics based on DOL goals have different timeframes, and thus, different numbers of youths to report. Additionally, the goals that are listed are different according to the type of report (DOL vs. contract) pulled. That is, the DOL goals are typically lower than the goals of the contract measure. The DOL goal is the performance goal set by the state, and refers to the performance goal of Riverside County, not to be confused with the performance goal of the entire state of California.

In this profile, performance metrics are first visualized by PY and then by overall performance (aggregation of 17-18 and 18-19).

Riverside County YOCs track five primary indicators of performance, as defined by section 116(b)(2)(A) of WIOA:

1. Employment Rate – 2nd Quarter After Exit
2. Employment Rate – 4th Quarter After Exit
3. Median Earnings – 2nd Quarter After Exit
4. Credential Attainment
5. Measurable Skill Gains

Placement in Employment, Education, or Training after Second Quarter

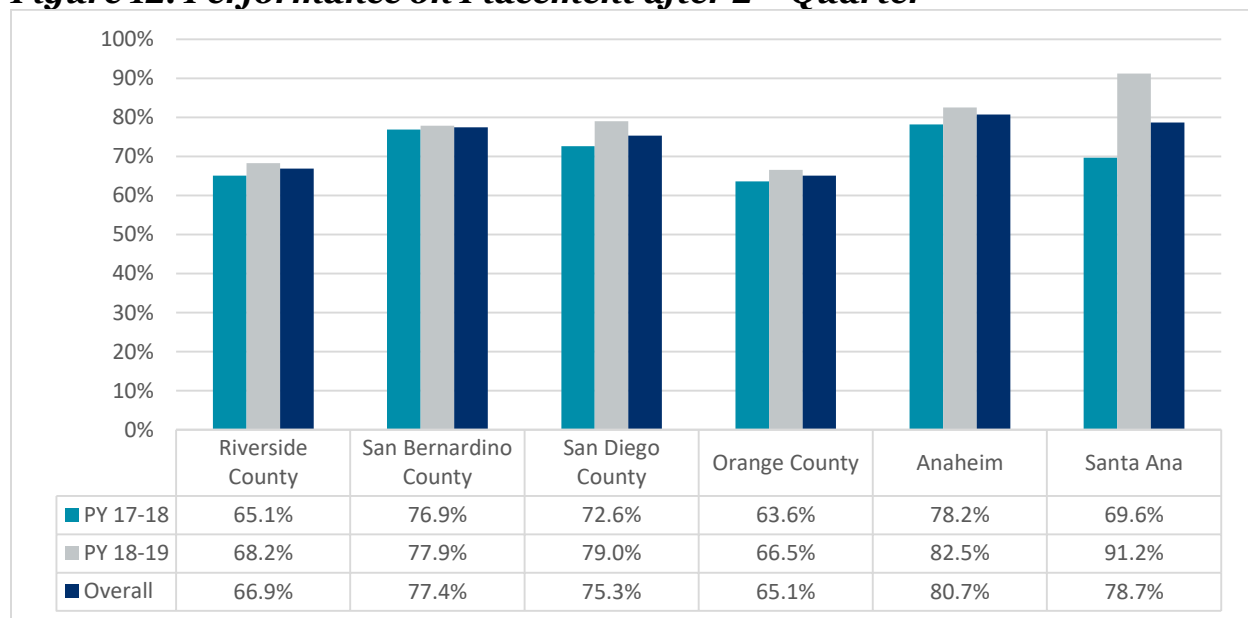
The first performance metric identified by DOL is the percentage of participants who are in unsubsidized employment (or, for Title I youth, in education or training activities) during the second quarter after exit from the program.

As illustrated in Figure 12, 68.2% of Riverside County youths were placed in employment, education, or training after the 2nd quarter post-exit. The DOL Riverside County performance goal for this indicator was 59.0%, and thus, Riverside County is clearly exceeding expected performance levels for the DOL.

Overall, with the exception of Orange County, Riverside County’s performance on this indicator is slightly lower than surrounding local areas, as illustrated in Figure 12.

While the DOL Riverside County performance goal for this indicator is 59.0%, California has slightly higher performance goals on this indicator. California’s performance goal is for PY 2018 is 65.4% and for PY 2019 is 66.9%³¹. Overall, it appears Riverside County’s performance is close to California’s performance goal.

Figure 12. Performance on Placement after 2nd Quarter



³¹ Performance Goals. United States Department of Labor Employment and Training Administration. https://www.doleta.gov/performance/goals/st_neg_perf_level.cfm

Placement in Employment, Education, or Training after Fourth Quarter

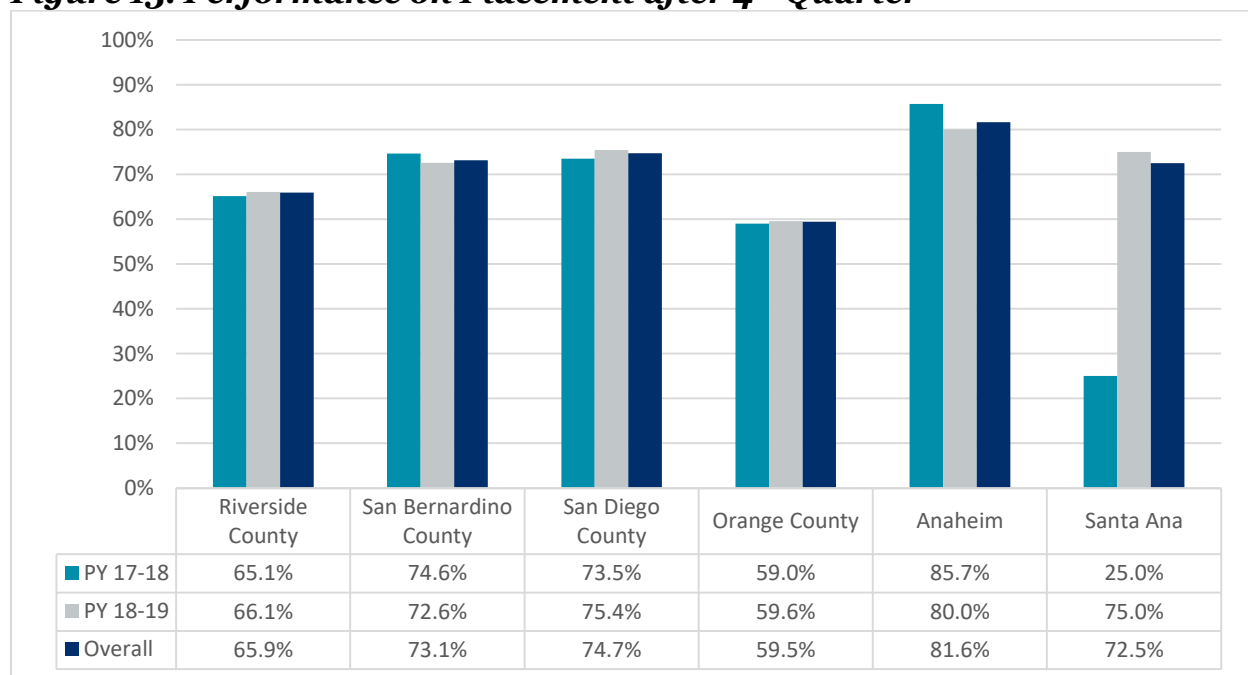
This metric assesses the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit).

Riverside County’s performance on placement after the 4th quarter was 66.1% for PY 18-19 per the DOL indicators, as illustrated in Figure 13. The DOL performance goal for Riverside County was 59.0%, and thus, Riverside County is exceeding DOL performance expectations on this metric.

It appears, that with the exception of Orange County, surrounding local areas have noticeably higher rates compared to Riverside County of performance on placement after 4th quarter.

Once again, the California goal for this metric is higher than the Riverside County DOL performance goal. Specifically, California’s performance goal for PY 18 was 62.0% while PY 19 was 64.0%³². Overall, Riverside County has exceeded California’s performance goals with placement after 4th quarter continually being higher than 65.0%.

Figure 13. Performance on Placement after 4th Quarter



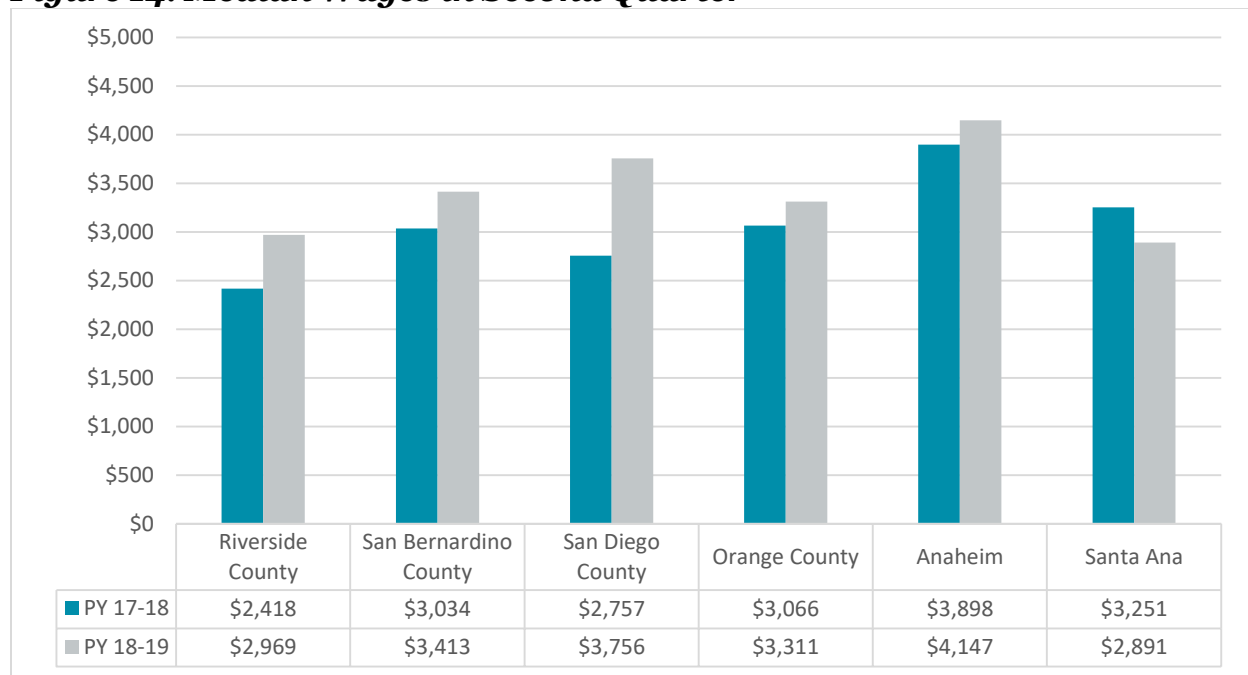
³² Performance Goals. United States Department of Labor Employment and Training Administration. https://www.doleta.gov/performance/goals/st_neg_perf_level.cfm

Median Wages in Second Quarter

This metric is the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program. There is no DOL goal for Riverside County on this metric. Instead, it is meant to serve as a baseline, and will be used as an assessment in determining future goals. However, as illustrated below, the median wages in second quarter for Riverside County are \$2,969 for PY 18-19.

Median wages in second quarter improved from PY 17-18 to PY 18-19 for Riverside and for all other areas, with the exception of Santa Ana.

Figure 14. Median Wages in Second Quarter



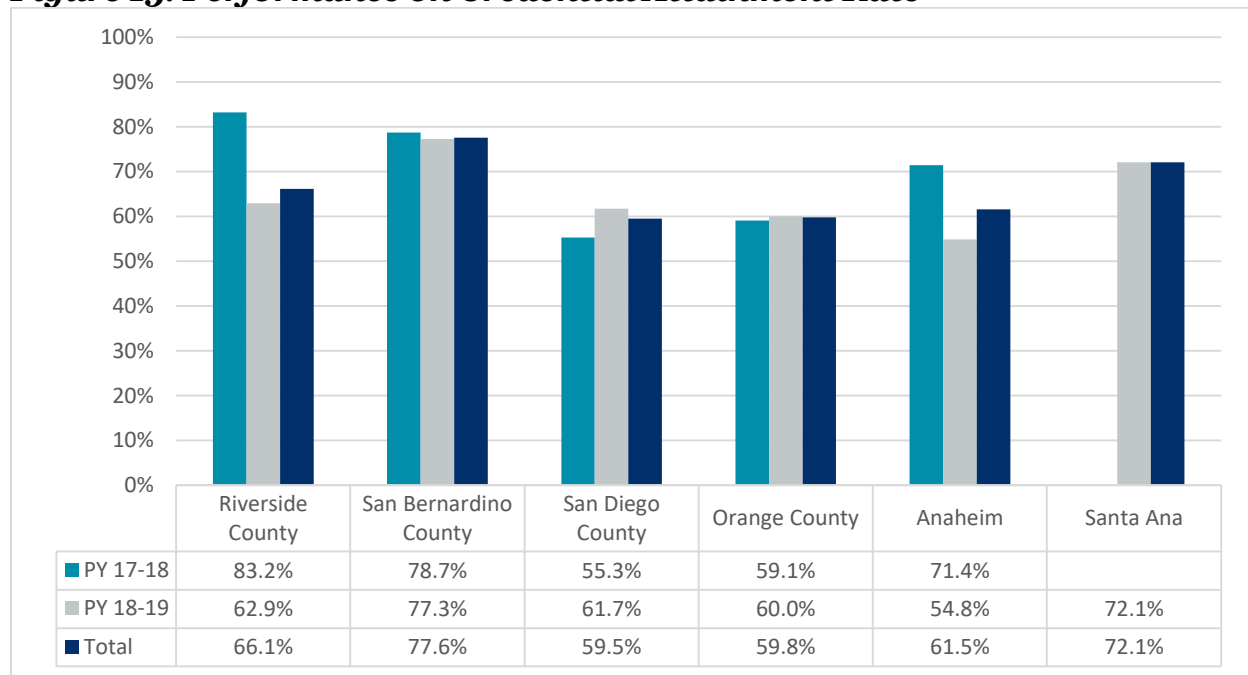
Credential Attainment

This metric measures the percentage of those participants enrolled in an education or training program (not including those in on-the-job training and customized training) who attain a recognized postsecondary credential or a secondary school diploma (or its recognized equivalent) during participation or within one year after exit from the program.

As illustrated in Figure 15, approximately 62.9% of participants in the most recent PY attained a recognized postsecondary credential or secondary school diploma while in the program or shortly thereafter. The DOL performance goal for this metric was 58.0%, and thus, Riverside County is clearly exceeding expectations.

This also exceeds California’s performance goals for recent years (53.0% in PY 18 and 54.0% in PY 19).³³

Figure 15. Performance on Credential Attainment Rate



Note: PY 17-18 on credential attainment rate for Santa Ana was non-applicable.

³³ Performance Goals. United States Department of Labor Employment and Training Administration. https://www.doleta.gov/performance/goals/st_neg_perf_level.cfm

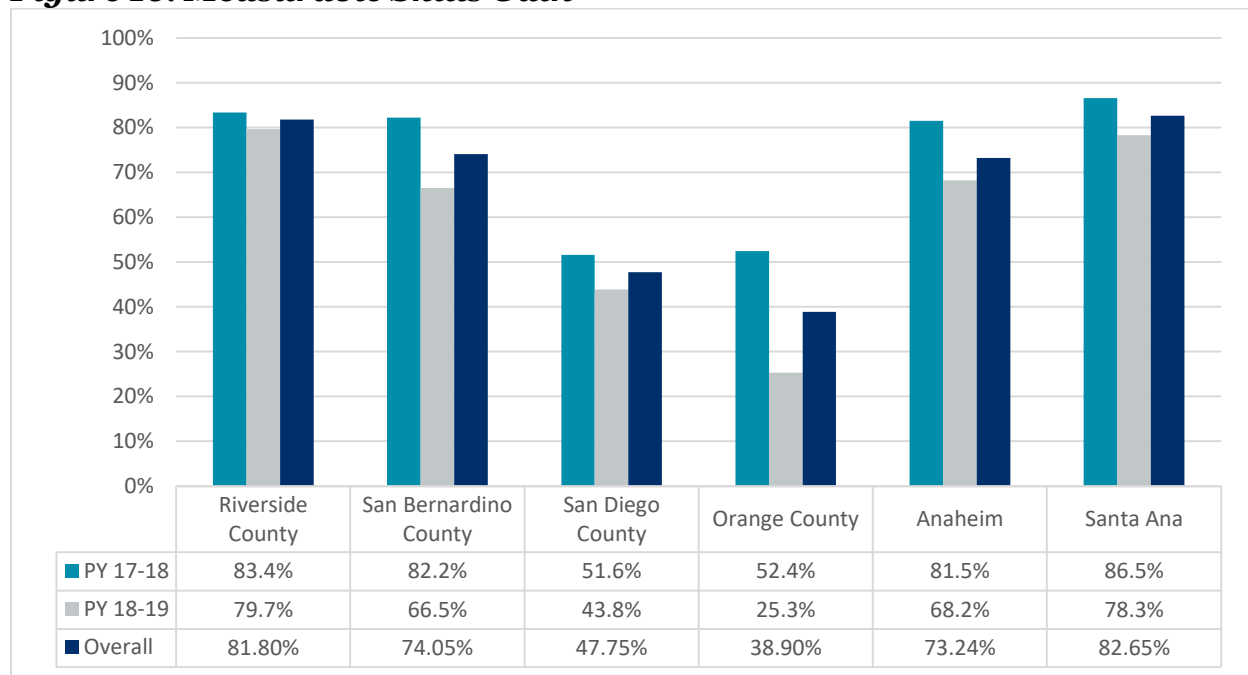
Measurable Skills Gain

This metric assesses the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress towards such a credential or employment. “Documented progress” may include attaining a secondary school diploma, a transcript or report card documenting a sufficient number of credit hours that shows a participating is meeting the State unit’s academic standards, satisfactory or better progress report towards established milestones such as completion of an apprenticeship, etc.

As illustrated in Figure 16, Riverside County’s measurable skills gain rate was 79.7% for PY 18-19. This rate is substantially higher than that of surrounding local areas such as San Bernardino County (66.5%), San Diego County (43.8%), Orange County (25.3%), and Anaheim (68.2%). Santa Ana’s rate (78.3%) is approximately similar to Riverside County’s rate.

Measurable skills gain has no DOL goal set for Riverside County, however, Riverside County appears to be exceeding the performance levels of neighboring local areas.

Figure 16. Measurable Skills Gain



Profile III: Contract Performance Metrics of Riverside County

This profile examines the same five performance metrics as the previous profile, that is:

1. Employment Rate – 2nd Quarter After Exit
2. Employment Rate – 4th Quarter After Exit
3. Median Earnings – 2nd Quarter After Exit
4. Credential Attainment
5. Measurable Skill Gains

The difference between Profile II and Profile III is that Profile II includes DOL metrics which represent a different timeline, have fewer numbers to report, and typically have lower performance goals. Profile III, on the other hand, has higher performance goals set. The contract goal is the performance goal set by the Workforce Development Center (WDC). As mentioned in the methods, the contract measures include a different timeline from the DOL measures, but the contract measures are a better indicator of the work being done by Riverside County, as there are more youths accounted for.

In this profile, performance metrics are first visualized by PY and then by overall performance (aggregation of PY 16-17, 17-18, and 18-19).

For context, each visual includes a comparison of Riverside County metrics to the surrounding local areas of San Bernardino County, San Diego County, Orange County, City of Anaheim, and City of Santa Ana.

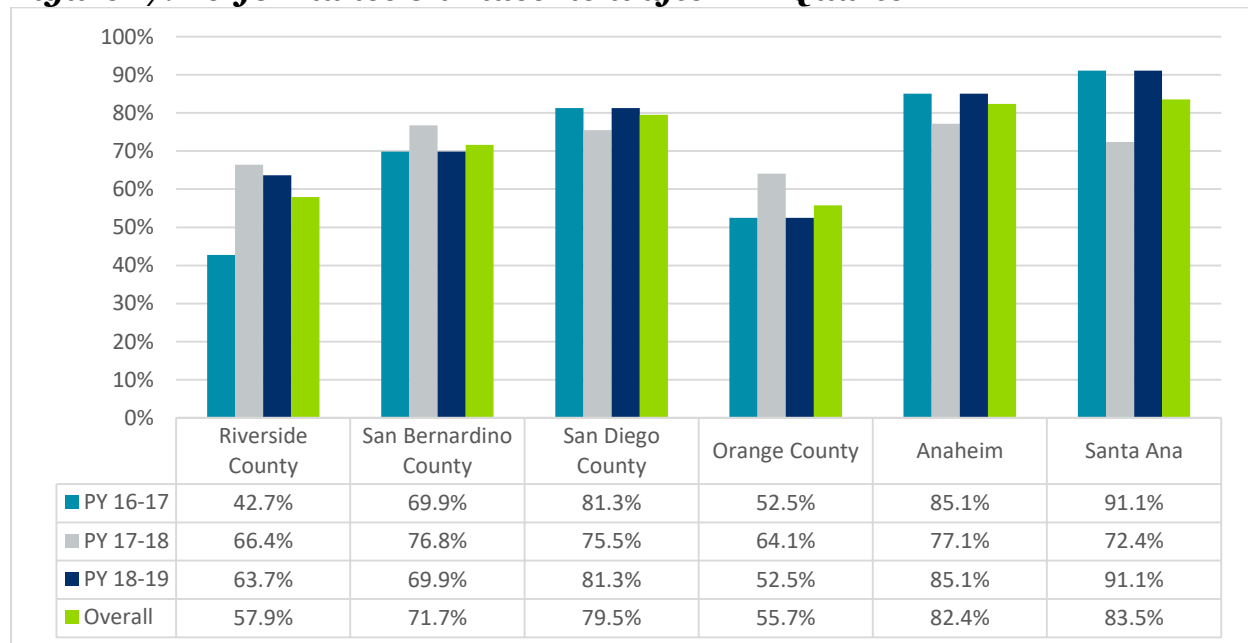
Placement in Employment, Education, or Training after Second Quarter

This metric measures the percentage of participants who are in unsubsidized employment (or, for Title I youth, in education or training activities) during the second quarter after exit from the program.

As illustrated in Figure 17, during Riverside County’s most recent PY (18-19, up to the fourth quarter), 63.7% of youths were employed or enrolled in education or training activities by the second quarter after exit. The contract goal set by WDC for this timeframe was 65.0%. Riverside County is fairly close to acquiring their PY 18-19 placement after 2nd quarter contract goal.

Comparatively, San Diego County, City of Anaheim, and City of Santa Ana, have substantially higher performance levels on the placement after 2nd quarter metric.

Figure 17. Performance on Placement after 2nd Quarter



Placement in Employment, Education, or Training after Fourth Quarter

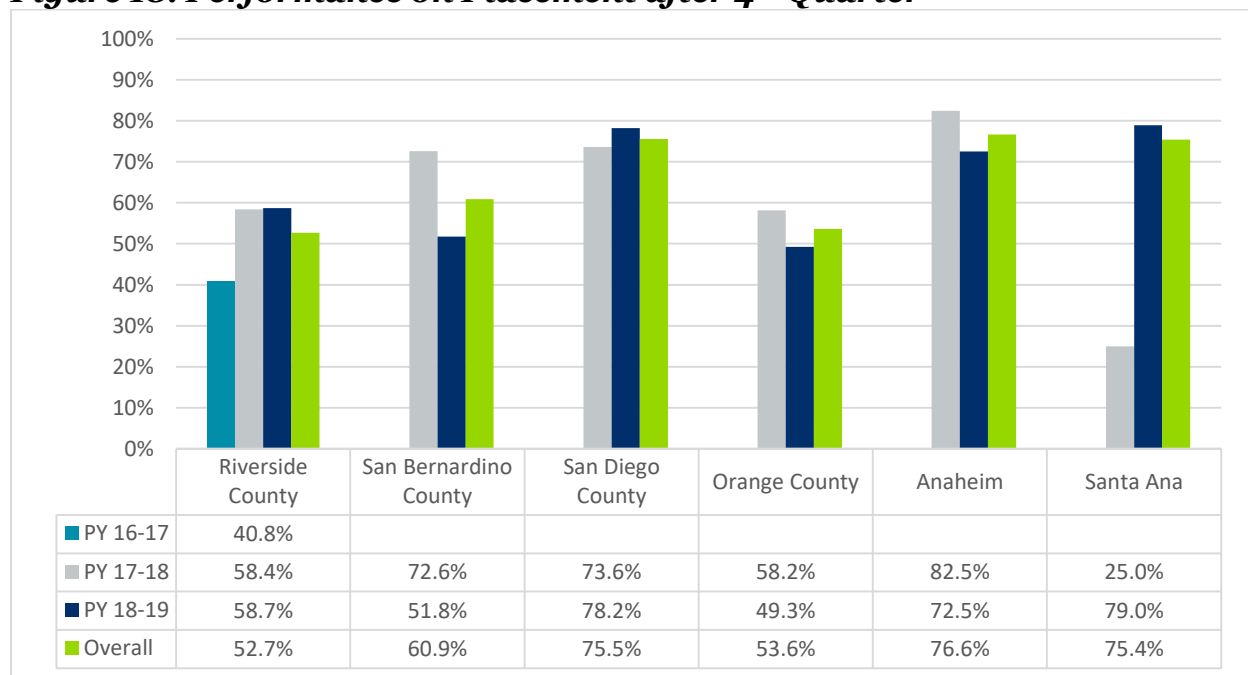
This metric assesses the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit).

Note below that for PY 16-17, surrounding local areas did not collect data for the placement in employment, education, or training after 4th quarter metric.

Riverside County’s most recent performance (PY 18-19, up to the fourth quarter) in placement after the 4th quarter was 58.7%. The contract goal set by WDC was 65.0%, and thus, the County is a bit below their contract goal, as illustrated in Figure 18.

On a positive note, Riverside County is exceeding the placement rates of San Bernardino County (51.8%) and Orange County (49.3%). San Diego County, Santa Ana, and Anaheim, however, have substantially higher placement rates.

Figure 18. Performance on Placement after 4th Quarter

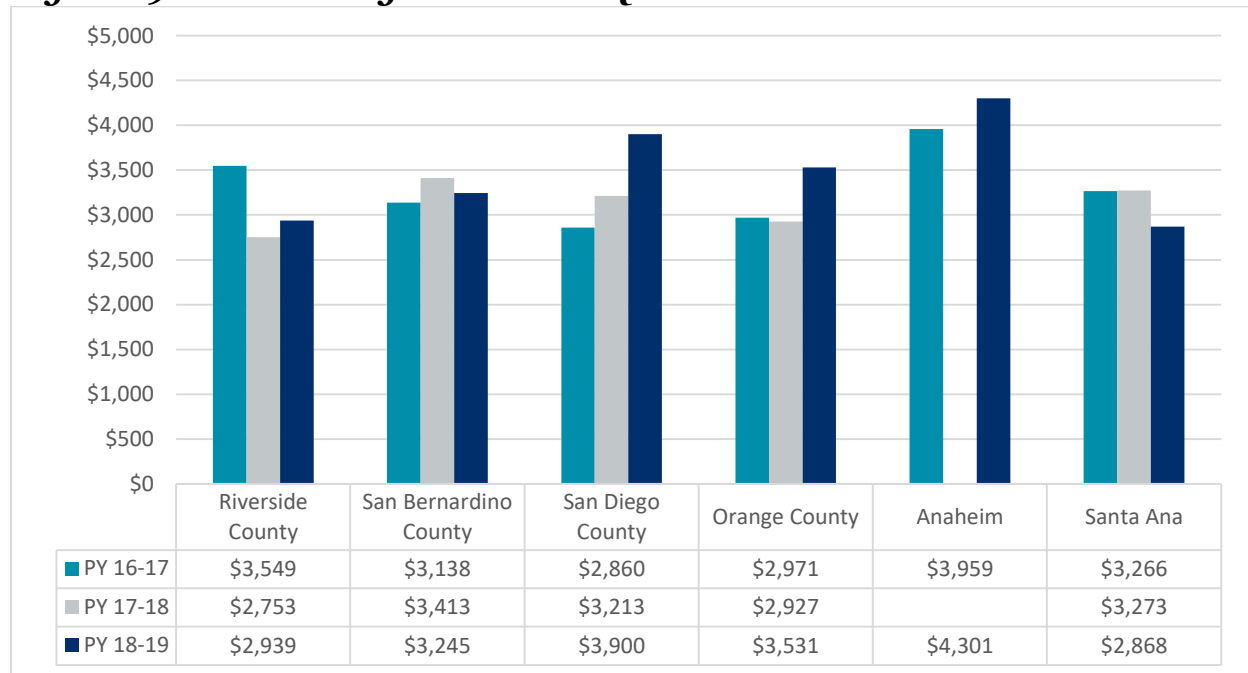


Median Wages in Second Quarter

This metric is the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

Riverside County's most recent performance (PY 18-19, up to the fourth quarter) in median wages in second quarter was \$2,939. The contract goal set by WDC for this metric is \$3,575, and so Riverside County is somewhat behind on this metric. As illustrated in Figure 19, Riverside County seems to have lower median wages in the second quarter compared to the surrounding local areas, with the exception of Santa Ana.

Figure 19. Median Wages in Second Quarter



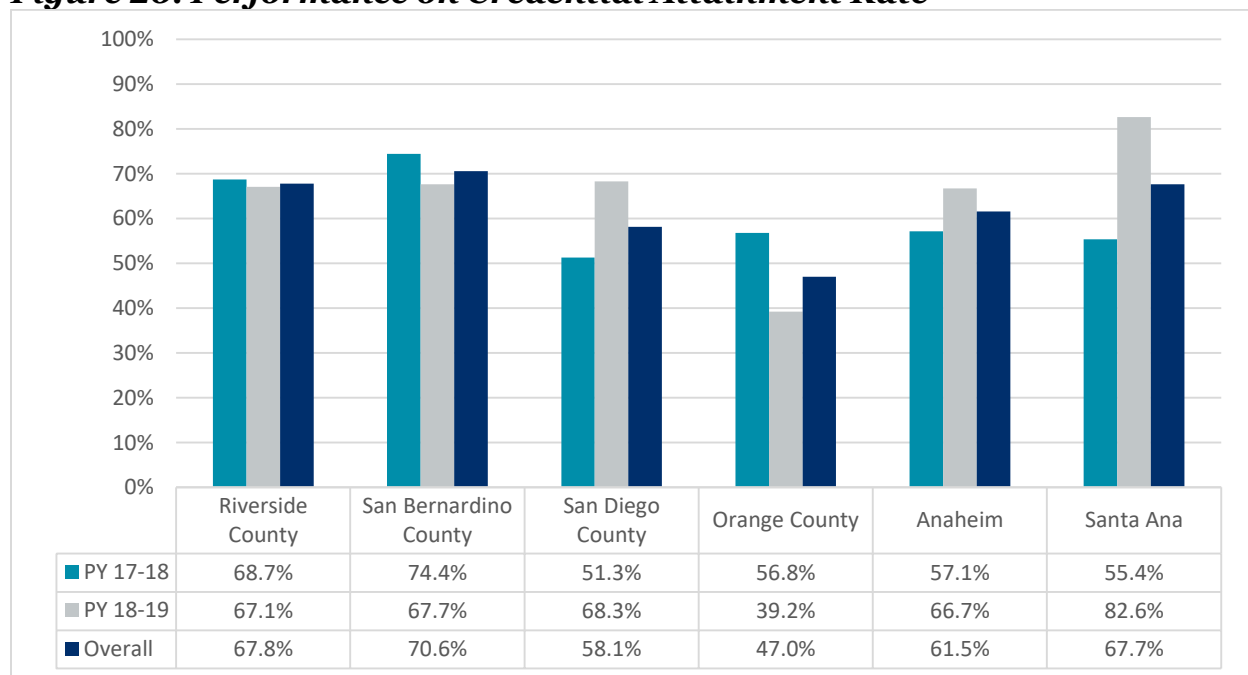
Credential Attainment

This metric measures the percentage of those participants enrolled in an education or training program (not including those in on-the-job training and customized training) who attain a recognized postsecondary credential or a secondary school diploma (or its recognized equivalent) during participation or within one year after exit from the program.

Note that Riverside County’s PY 16-17 performance on credential attainment was not collected. Riverside County’s most recent performance (PY 18-19, up to the fourth quarter) in credential rate was 67.1%. The contract goal set by WDC for PY 18-19 was 65.0% and thus, Riverside County is exceeding performance rates on credential attainment.

Furthermore, the credential attainment rate of Riverside County (67.1%) is similar to San Bernardino County (67.7%), San Diego County (68.3%), and Anaheim (66.7%). In contrast, Orange County (39.2%) has a much lower credential attainment rate, while Santa Ana (82.6%) has a much higher rate, as illustrated in Figure 20.

Figure 20. Performance on Credential Attainment Rate



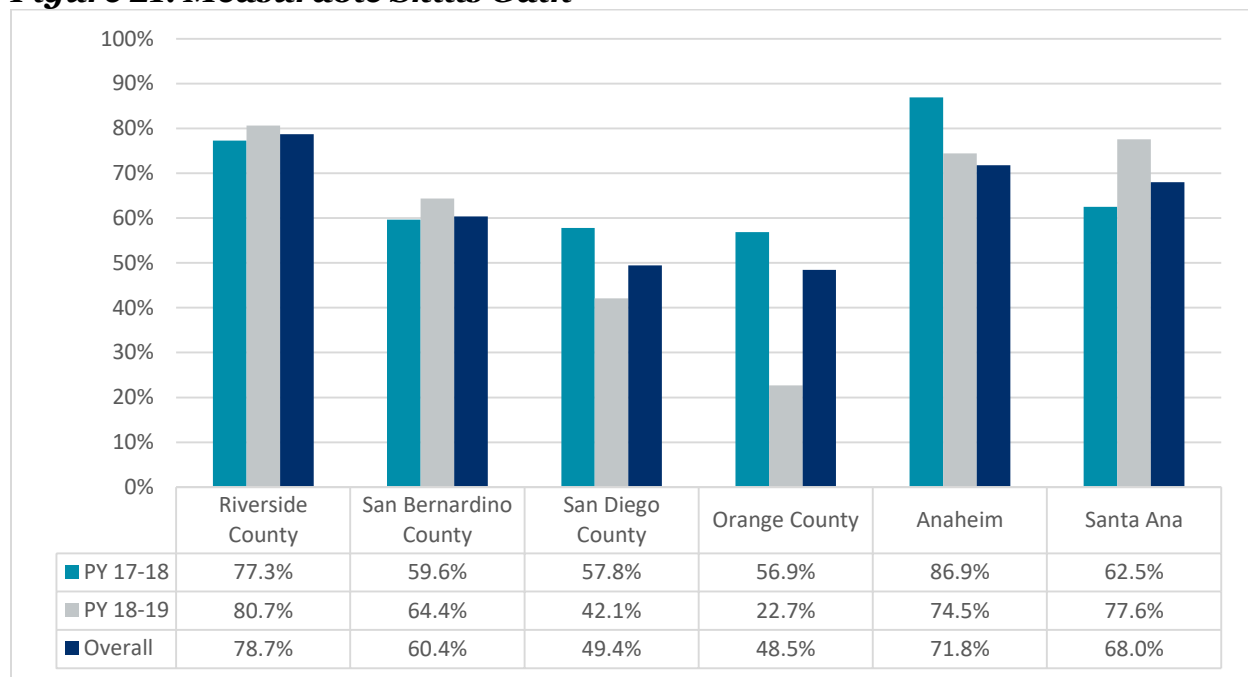
Measurable Skills Gain

This metric assesses the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress towards such a credential or employment.

Note that Riverside County’s PY 16-17 performance on credential attainment was not collected. Riverside County’s most recent performance (PY 18-19, up to the fourth quarter) in measurable skills gain was 80.9%. The contract goal set by WDC for this metric was 85.0%, and thus, Riverside County is a bit below their desired level.

Riverside County is substantially exceeding the measurable skills gain of all surrounding local areas such as San Bernardino County (64.4%), San Diego County (42.1%), Orange County (22.7%), and to a lesser extent, Anaheim (74.5%), and Santa Ana (77.6%), as illustrated in Figure 21.

Figure 21. Measurable Skills Gain



Profile IV: Contract Performance Metrics of Individual YOCs

This profile uses the same five metrics, but this time, compares each of the six YOCs to one another (rather than comparing Riverside County as a whole to other neighboring groups).

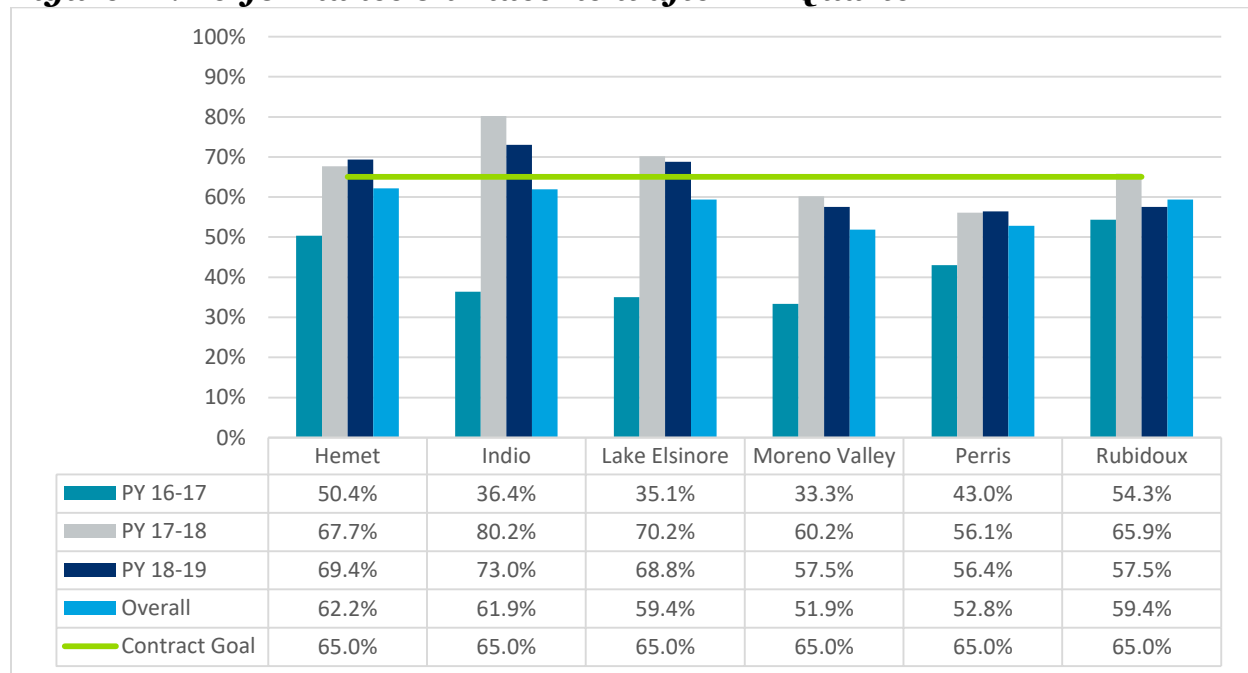
Performance metrics are first presented by PY and then by overall performance. As mentioned before, the contract measures are better indicators of work being done. Furthermore, as seen in Profile II, Riverside County has been meeting their DOL goals. Thus, only the contract measures are provided for individual YOCs.

Placement in Employment, Education, or Training after Second Quarter

The contract goal is 65.0% for placement in employment, education, or training after the second quarter. As illustrated in Figure 22, the Hemet, Indio, and Lake Elsinore YOCs met this 65.0% contract goal during both PY 17-18 and PY 18-19. The Rubidoux YOC met this goal during PY 17-18.

When combining the overall performance on placement after the second quarter, none of the YOCs met the 65.0% contract goal, as illustrated in Figure 22. The aggregated performance may not be reaching the performance goal because of the relatively low performance seen during PY 16-17. The two YOCs with the highest overall performance on this goal were Hemet and Indio.

Figure 22. Performance on Placement after 2nd Quarter



Note: Hemet overall sample size = 399; Indio overall sample size = 344; Lake Elsinore overall sample size = 330; Moreno Valley overall sample size = 368; Perris overall sample size = 354; Rubidoux overall sample size = 352.

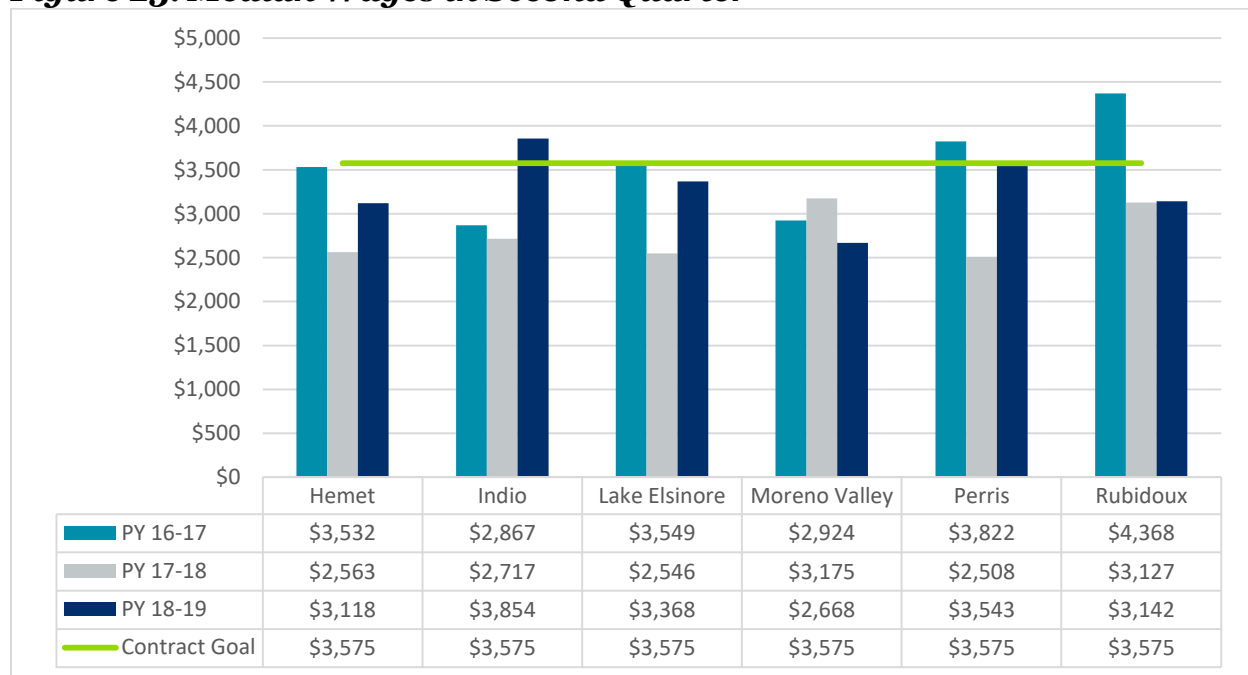
Median Wages in Second Quarter

Median wages are presented only by PY and cannot be presented in an aggregated format. The median wages cannot be presented in an aggregated format because a median is calculated for each PY and thus, an overall median cannot be determined.

The performance goal changed from PY 16-17 and 17-18 (\$3,249) to PY 18-19 (\$3,575). For the sake of simplicity, only the performance goal for PY 18-19 is visualized in Figure 23.

As illustrated in Figure 23, only the Indio YOC met the median wages performance goal in PY 18-19, while Perris was just a few dollars short of the contract goal.

Figure 23. Median Wages in Second Quarter



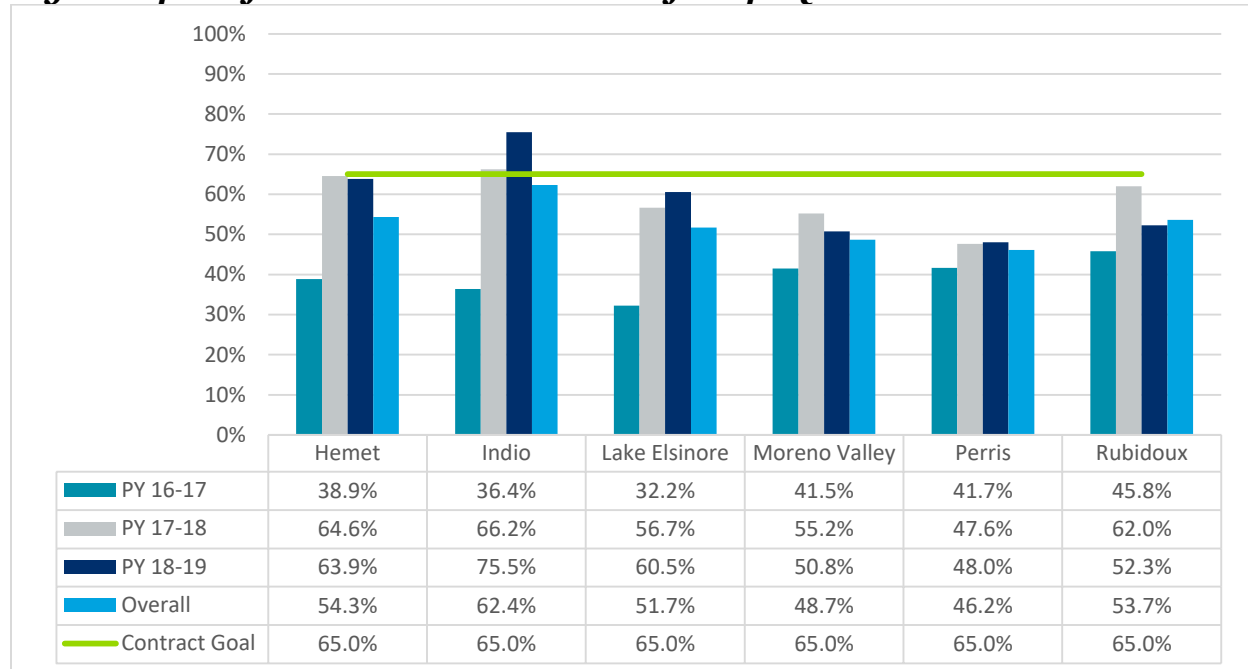
Note: Sample sizes are not included for median wages as they are not provided in the reports pulled from MIS.

Placement in Employment, Education, or Training after Fourth Quarter

The contract goal for placement in employment, education, or training after the fourth quarter is 65.0%. As illustrated in Figure 24, only the Indio YOC met the PY 18-19 contract goal. The Hemet YOC is a few percentage points short of the contract goal.

When combining overall performance on placement after the fourth quarter, none of the YOCs were able to meet the 65.0% performance goal. This is due in part to the lower rates in PY 16-17.

Figure 24. Performance on Placement after 4th Quarter

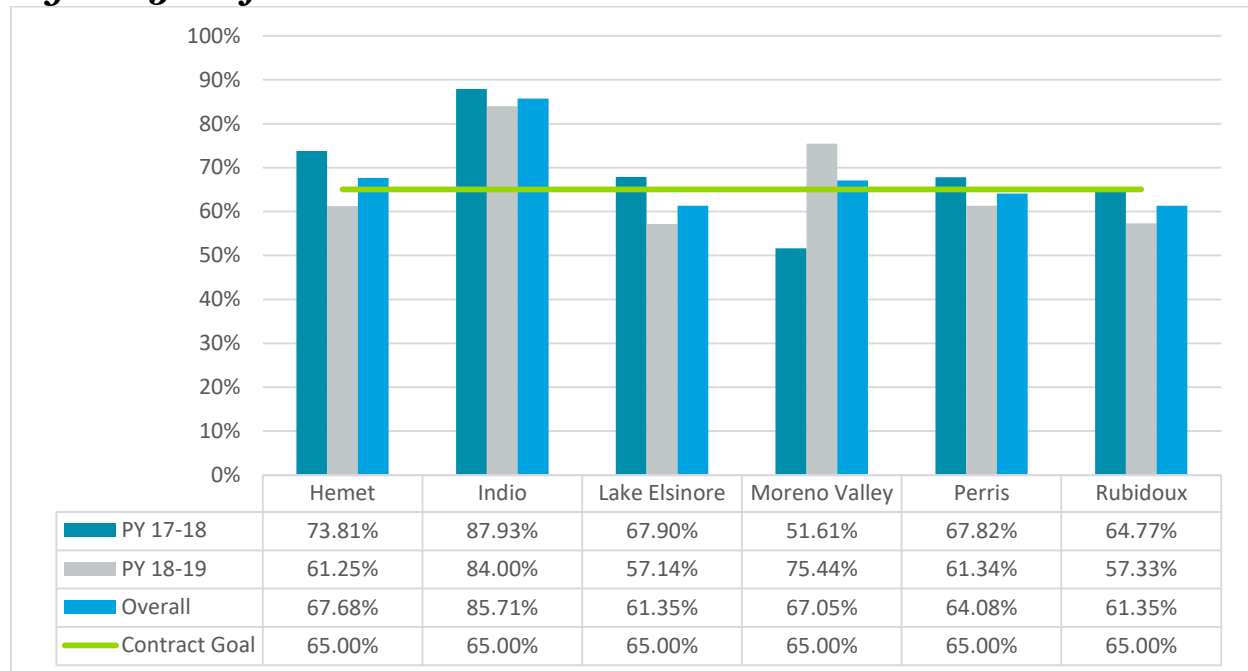


Note: Hemet overall sample size = 370; Indio overall sample size = 348; Lake Elsinore overall sample size = 327; Moreno Valley overall sample size = 349; Perris overall sample size = 351; Rubidoux overall sample size = 315.

Credential Attainment

The credential attainment rate contract goal was 65.0% and, as illustrated in Figure 25, Indio and Moreno Valley YOCs met this goal in PY 18-19. The Hemet, Indio, and Moreno Valley YOCs met the 65.0% performance goal when combining performance levels from PY 17-18 to PY 18-19.

Figure 25. Performance on Credential Attainment Rate

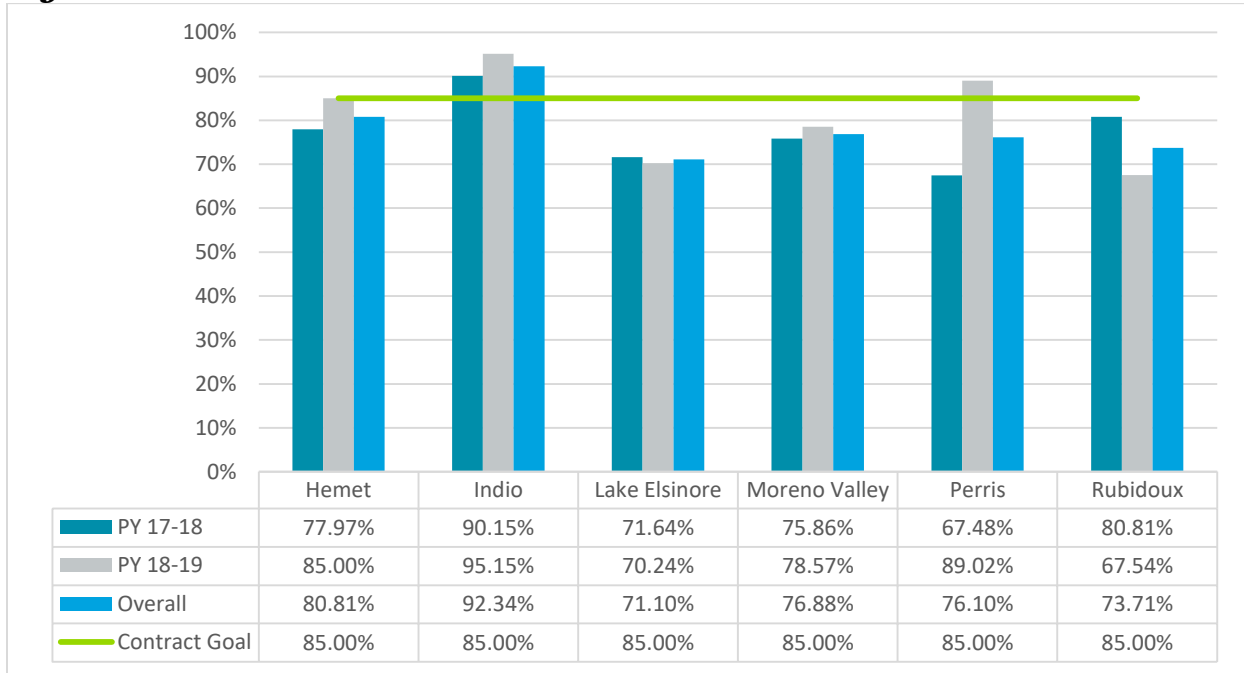


Note: Hemet overall sample size = 164; Indio overall sample size = 133; Lake Elsinore overall sample size = 207; Moreno Valley overall sample size = 176; Perris overall sample size = 206; Rubidoux overall sample size = 163.

Measurable Skills Gain

As illustrated in Figure 26, the Hemet, Indio, and Perris YOCs met the 85.0% measurable skills gain goal in PY 18-19. When combining performance from PY 17-18 to PY 18-19, the Indio YOC met the performance goal of 85.0%.

Figure 26. Measurable Skills Gain



Note: Hemet overall sample size = 198; Indio overall sample size = 235; Lake Elsinore overall sample size = 218; Moreno Valley overall sample size = 186; Perris overall sample size = 205; Rubidoux overall sample size = 213.

Profile V: Contract Performance Metrics of Each Provider

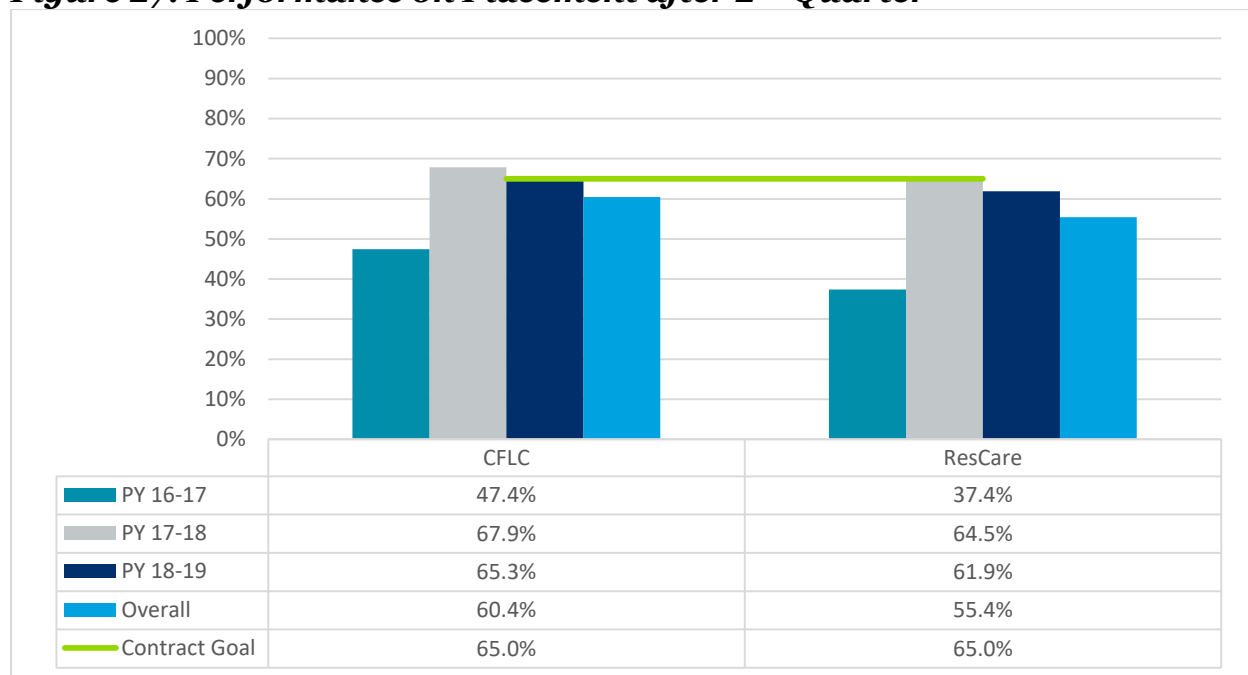
This profile uses the same five contract metrics, but this time, compares the two service providers (CFLC and ResCare). Performance metrics are first presented by PY and then by overall performance.

Placement in Employment, Education, or Training after Second Quarter

The contract goal is 65.0% for placement in employment, education, or training after the second quarter. As illustrated in Figure 27, CFLC met the contract goal for both PY 17-18 and 18-19 and appears to be performing slightly better than ResCare.

When combining the overall performance on placement after the second quarter, neither CFLC (60.4%) nor ResCare (55.4%) met the contract goal.

Figure 27. Performance on Placement after 2nd Quarter



Note: CFLC sample size = 1,081; ResCare sample size = 1,066.

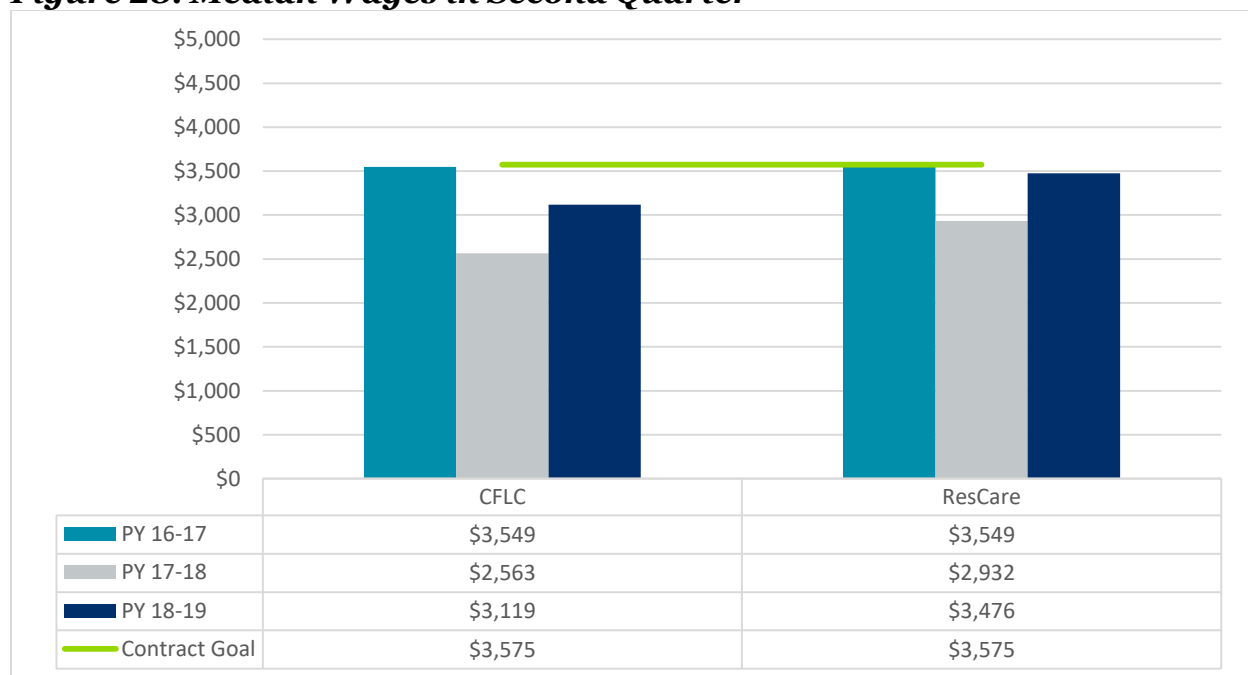
Median Wages in Second Quarter

Median wages are presented only by PY and cannot be presented in an aggregated format. The median wages cannot be presented in an aggregated format because a median is calculated for each PY and thus, an overall median cannot be determined.

The performance goal changed from PY 16-17 and 17-18 (\$3,249) to PY 18-19 (\$3,575). For the sake of simplicity, only the performance goal for PY 18-19 is visualized in Figure 28.

As illustrated in Figure 28, neither CFLC nor ResCare met the contract goal for PY 18-19, although ResCare was very close. Additionally, it appears that ResCare is performing slightly better than CFLC on this metric.

Figure 28. Median Wages in Second Quarter

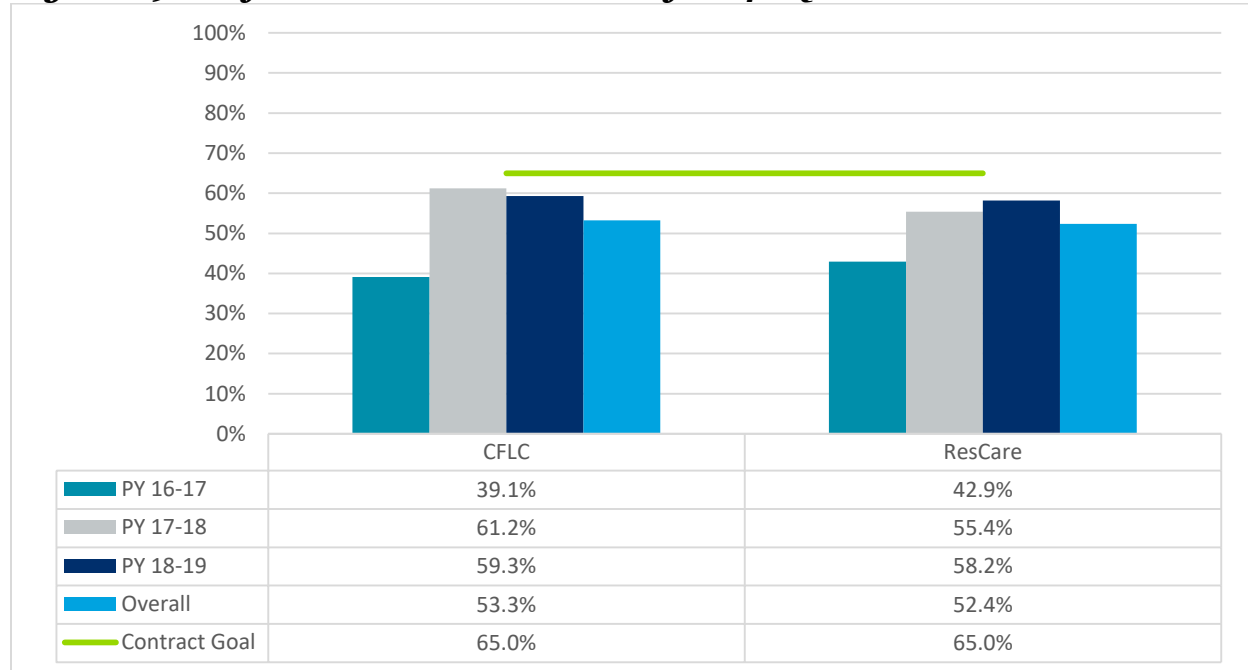


Note: Sample sizes are not included for median wages as they are not provided in the reports pulled from MIS.

Placement in Employment, Education, or Training after Fourth Quarter

The contract goal for placement in employment, education, or training after the fourth quarter is 65.0%. As illustrated in Figure 29, neither CFLC nor ResCare met the contract goal for any of the PYs. With the exception of PY 17-18, CFLC and ResCare’s performance seems to be approximately similar to each other on this metric.

Figure 29. Performance on Placement after 4th Quarter

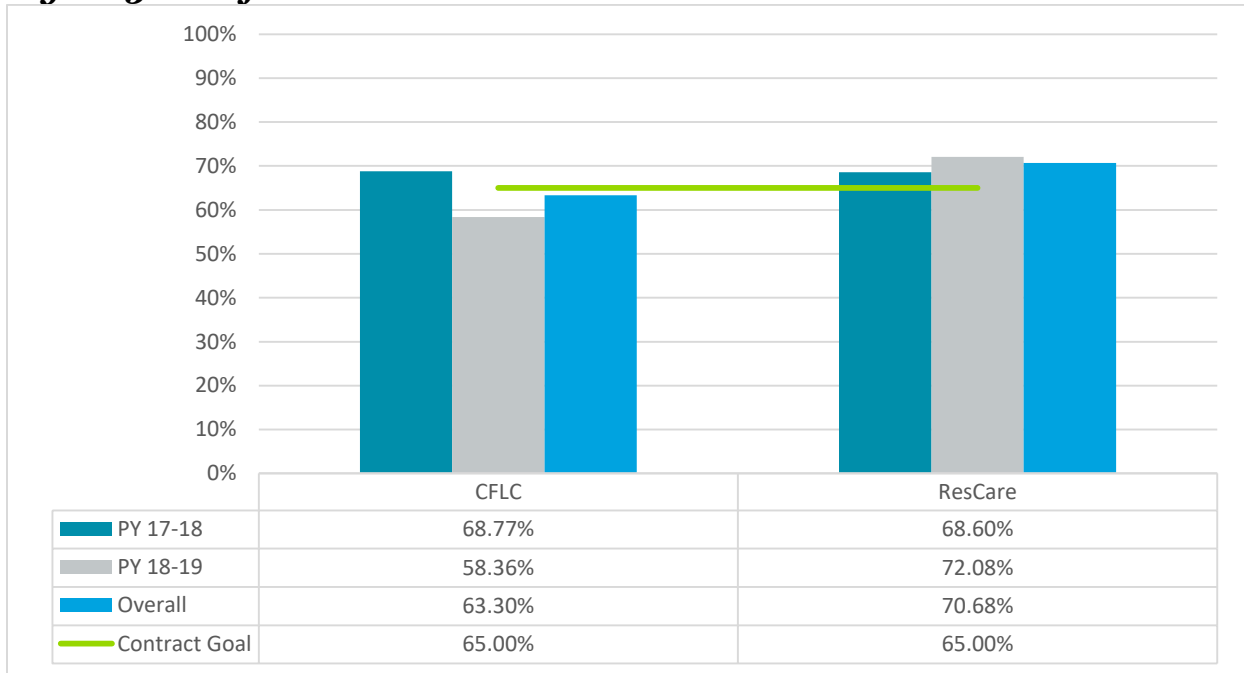


Note: CFLC sample size = 1,012; ResCare sample size = 1,048.

Credential Attainment

The credential attainment rate contract goal was 65.0% and, as illustrated in Figure 30, ResCare met this performance goal in PY 17-18, PY 18-19, and overall. CFLC only met this performance goal in PY 17-18. With the exception of PY 17-18 where the two providers had approximately equal performance rates, ResCare appears to be performing better than CFLC on this metric.

Figure 30. Performance on Credential Attainment Rate

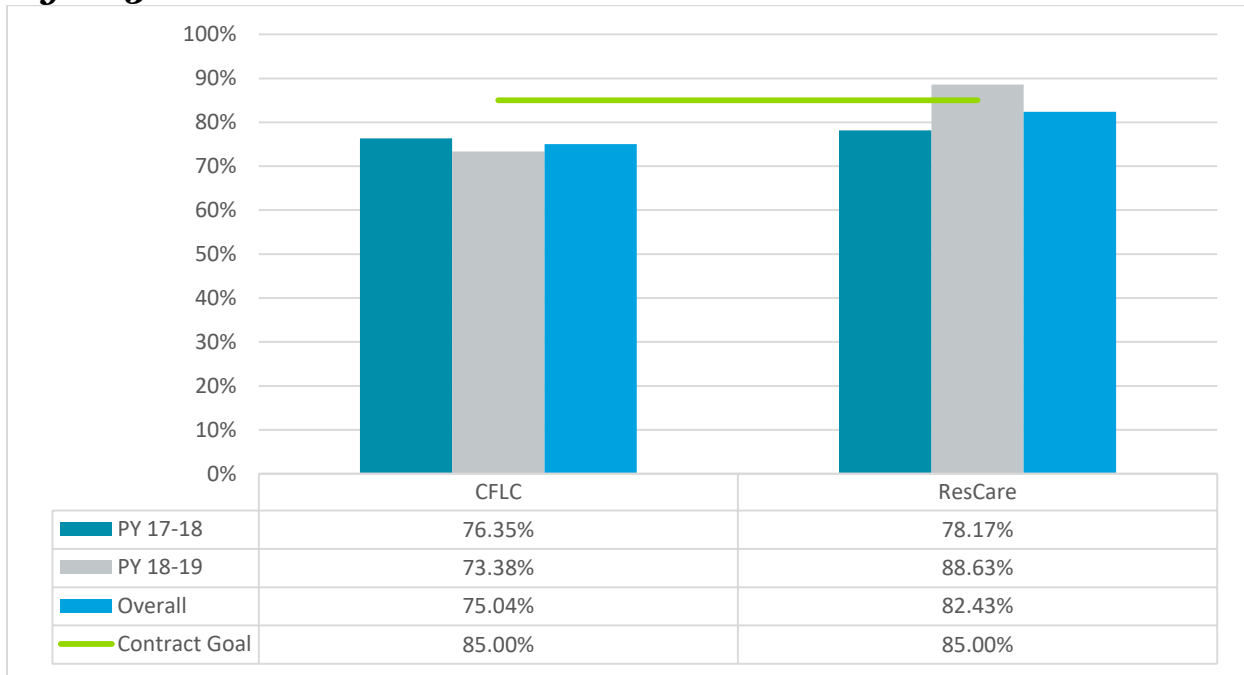


Note: CFLC sample size = 534; ResCare sample size = 515.

Measurable Skills Gain

As illustrated in Figure 31, measurable skills gain rate is quite high for both service providers. Additionally, ResCare met the PY 18-19 goal. Overall, ResCare is performing better than CFLC on measurable skills gain.

Figure 31. Measurable Skills Gain



Note: CFLC sample size = 629; ResCare sample size = 626.

Profile VI: Financial Review

Total Funds Expended

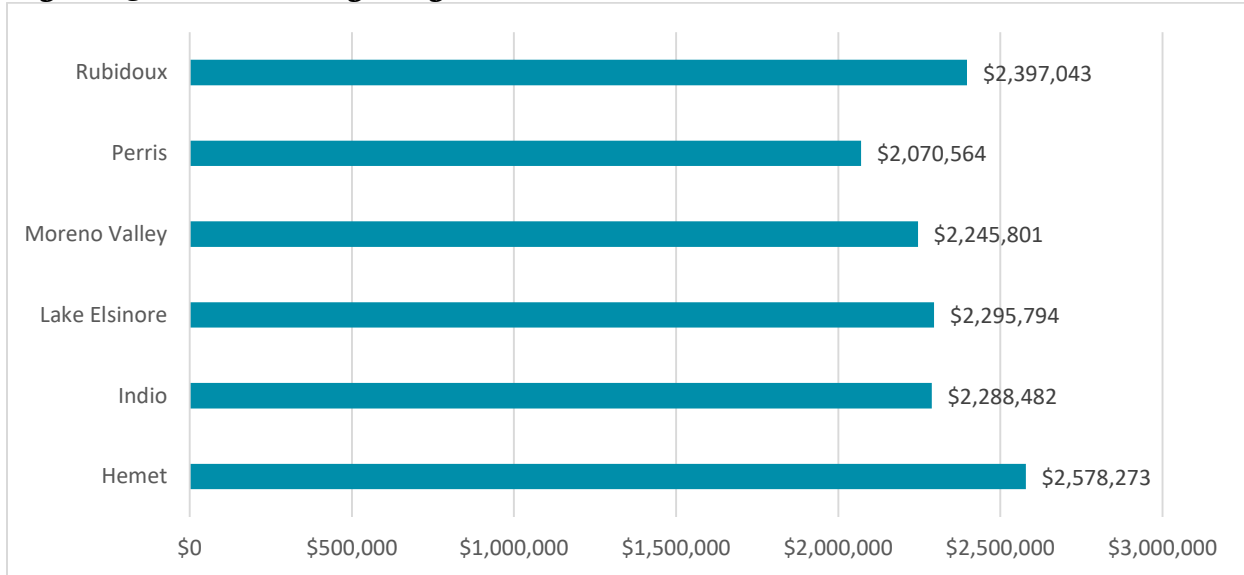
Fiscal year budgets (2016-2017, 2017-2018, 2018-19) were made available to HARC from the WDC's fiscal department. A description of major budget items is provided in Table 7, by fiscal year and total. As illustrated in Table 7, a total of \$13,875,957 has been spent across the six YOCs from FY 16-17 to FY 18-19. The majority of these funds (\$12,478,853) were allocated to out-of-school youth, as is expected. Note that the indirect cost rate below is a line item included on only ResCare's budgets and is not the ISY and OSY indirect costs.

Table 7. Budget Items by Fiscal Year and Total

| Description | FY 16-17 | FY 17-18 | FY 18-19 | Total |
|-------------------------------------|--------------------|--------------------|--------------------|---------------------|
| Direct Participant Wages & Benefits | \$560,199 | \$492,166 | \$457,306 | \$1,509,672 |
| Staff Salaries | \$2,250,001 | \$2,223,691 | \$2,092,438 | \$6,566,130 |
| Staff Benefits | \$498,163 | \$491,535 | \$468,937 | \$1,458,635 |
| Travel Expenses | \$78,507 | \$82,364 | \$66,791 | \$227,662 |
| Other Program Expenses | \$1,233,014 | \$1,271,778 | \$1,071,953 | \$3,576,745 |
| Indirect cost rate (ResCare only) | \$188,333 | \$187,145 | \$161,636 | \$537,113 |
| TOTAL | \$4,808,217 | \$4,748,679 | \$4,319,061 | \$13,875,957 |
| Total In-School Youth | \$373,695 | \$460,900 | \$570,283 | \$1,404,878 |
| Total Out-Of-School Youth | \$4,442,196 | \$4,287,779 | \$3,748,878 | \$12,478,853 |

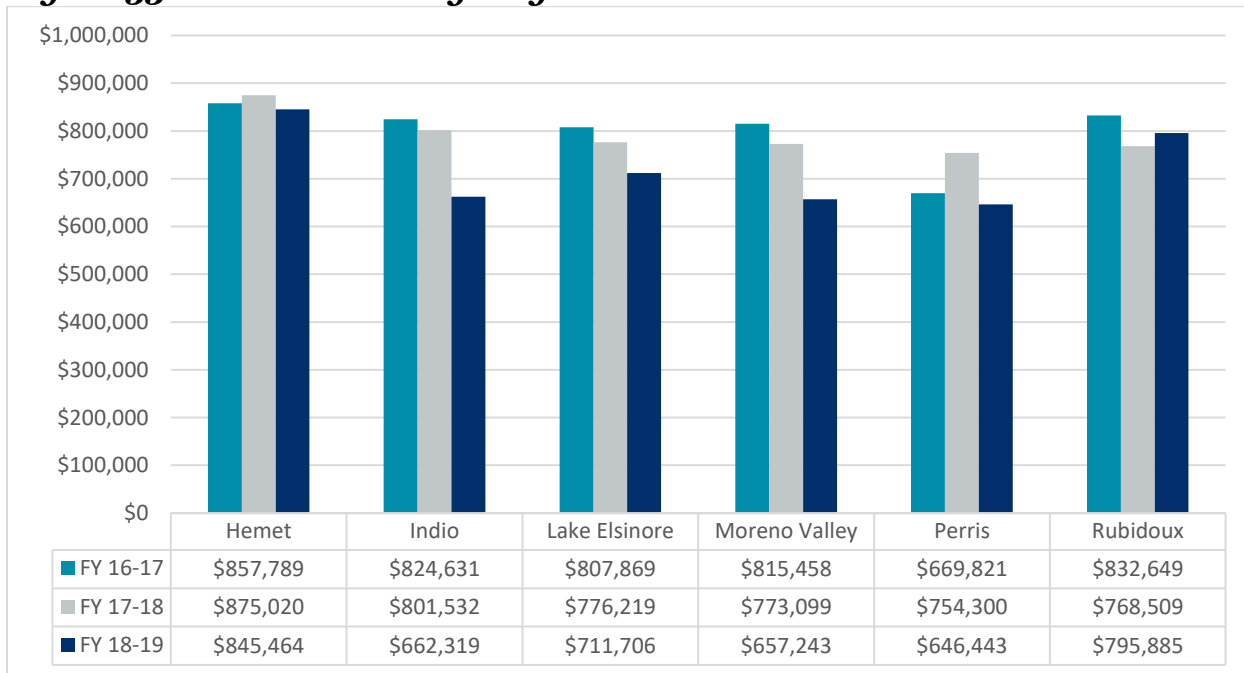
The total budget for each YOC from FY 16-17 to FY 18-19 was aggregated. Results are provided in Figure 32. When looking at the YOCs operated by different entities, CFLC has spent a total of \$7,271,110 while ResCare has spent a total of \$6,604,84.

Figure 32. Total Budget by YOC



The budget for each YOC, by fiscal year is listed in Figure 33. The Hemet YOC, operated by CFLC, continually has the highest budget. All YOCs budgets dropped from FY 17-18 to FY 18-19 with the exception of the Rubidoux YOC.

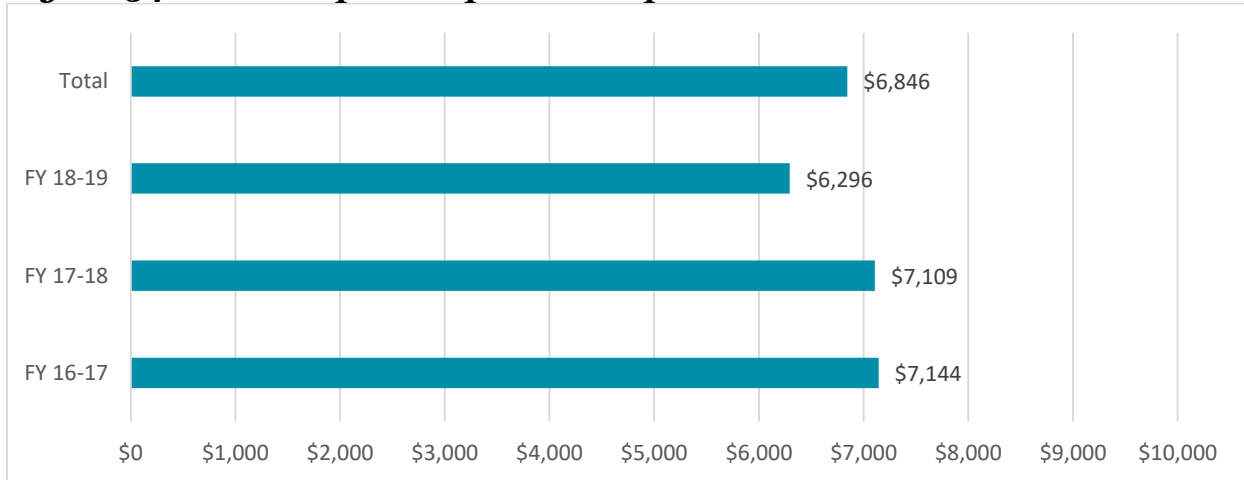
Figure 33. Fiscal Year Budget by YOC and FY



Funds Expended per Participant

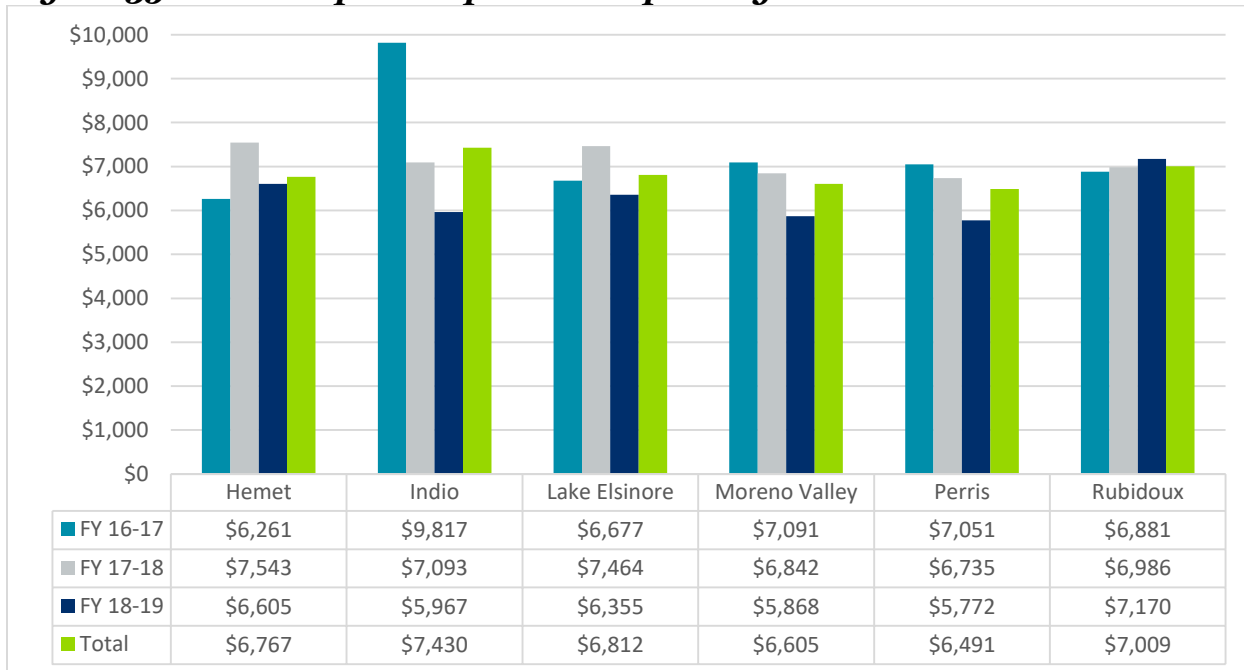
The number of youths served per YOC is available, and thus, the expenditures per youth participant can be determined. When looking at the aggregate of all fiscal years, the expenditure per youth is \$6,846, as illustrated in Figure 34. When comparing the two service providers, CFLC had an expenditure of \$6,860 per youth while ResCare had an expenditure of \$6,830 per youth. Thus, the two service providers spend nearly identical amounts per youth.

Figure 34. Funds Expended per Participant Total



As illustrated in Figure 35, the lowest expenditure per youth was at the Perris YOC (\$6,491), while the highest was the Indio YOC (\$7,430), driven primarily by a very high cost per participant in FY 16-17.

Figure 35. Funds Expended per Participant by YOC



Relationship between Funds and Contract Performance

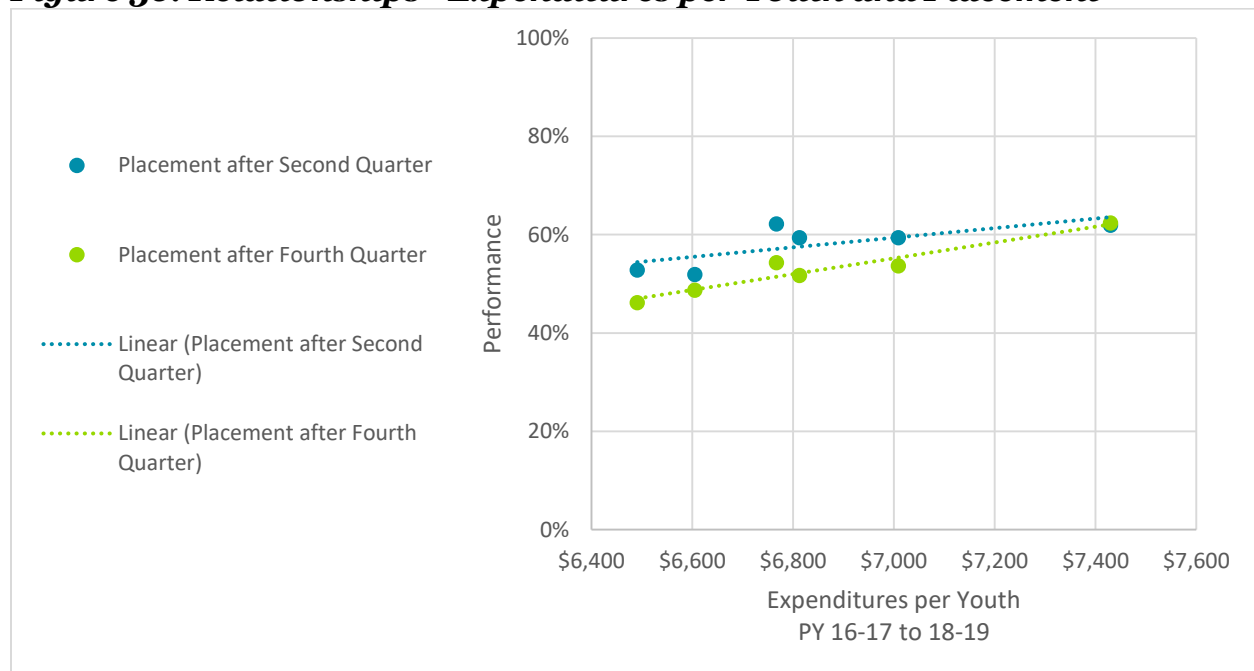
As was illustrated in Figures 34 and 35, expenditures per youth varies between the YOCs and within different FYs. That is, some YOCs have lower expenditures per youth, while others have higher expenditures per youth. However, the differences between high and low expenditures does not tell the whole story of YOC performances, and thus, this section focuses on the relationship between funds spent per youth and subsequent performance.

Bivariate correlation analyses were conducted between placement after second and fourth quarter, and total expenditures per youth from PY 16-17 to PY 18-19. This analysis helps to reveal statistically significant relationships, should any exist. As illustrated in Figure 36, there appears to be a relationship between expenditures per youth and placement on second quarter and fourth quarter.

The relationship between placement after fourth quarter and expenditures per youth is statistically significant. In other words, as expenditures per youth increases, so does placement in employment, education, or training after the fourth quarter. That is, the more that is spent per youth, the better their chances of being placed after fourth quarter.

While there is a slight relationship between placement after second quarter and expenditures per youth, it is not enough to be considered statistically significant.

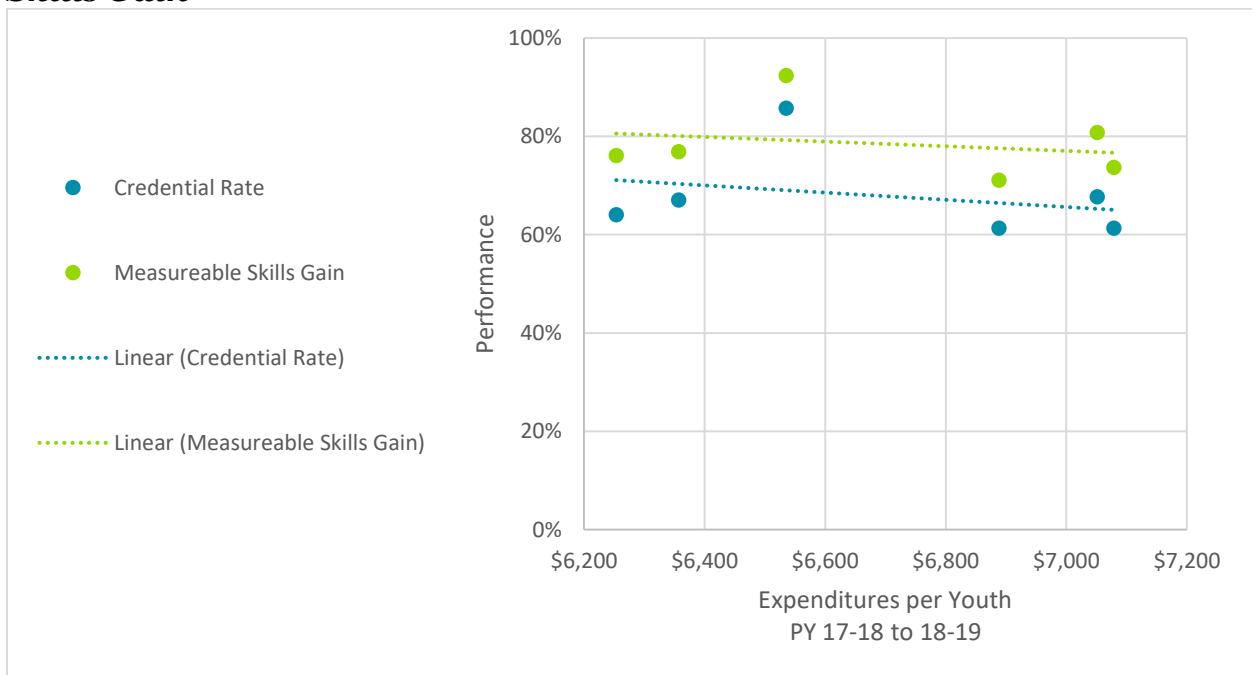
Figure 36. Relationships - Expenditures per Youth and Placement



Bivariate correlation analyses were also conducted between credential rate and measurable skills gain, and expenditures per youth from PY 17-18 to 18-19. Note that this portion does not include expenditures per youth from 16-17. That's because contract measure performance on credential rate and measurable skills gain was not measured for 16-17.

As illustrated in Figure 37, there is no relationship between expenditures per youth (from PY 17-18 to 18-19) and credential rate or measurable skills gain. It appears that spending more money on the youth does not equate to better chances of achieving credentials.

Figure 37. Relationships - Expenditures per Youth and Credential Rate and Skills Gain

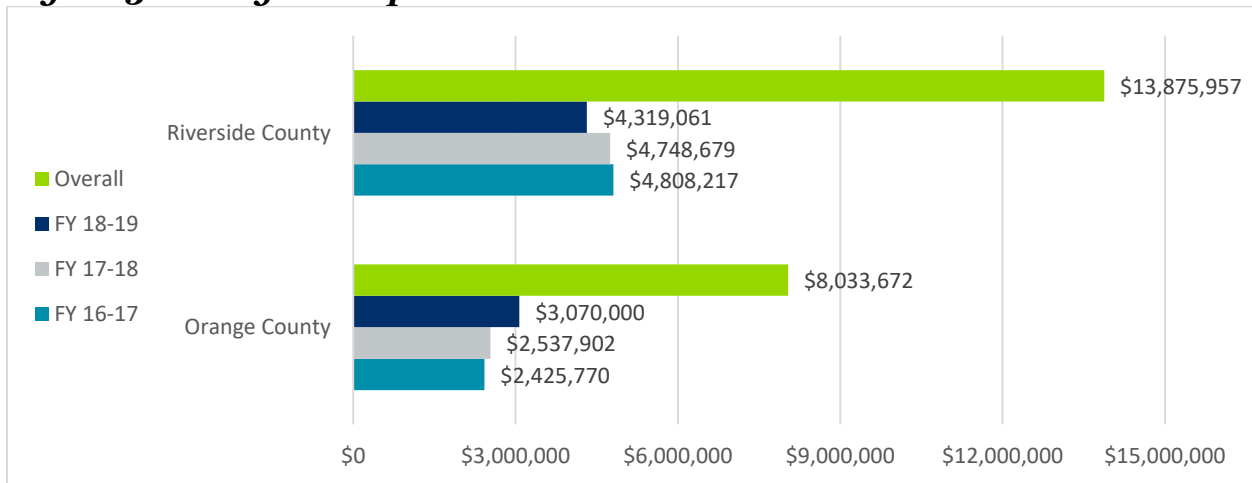


Funds Expended per Participant Comparison

The financial data of the local area Orange County was provided to HARC. Orange county has three service providers (City of La Habra, KRA Corporation, and Orange County Asian and Pacific Islander Community Alliance, Inc. (OCAPICA)) covering their region. No other local areas shared their financial data with HARC. This section provides the total budget for Orange County WIOA Youth Program activities as well as a comparison to funds expended per participant.

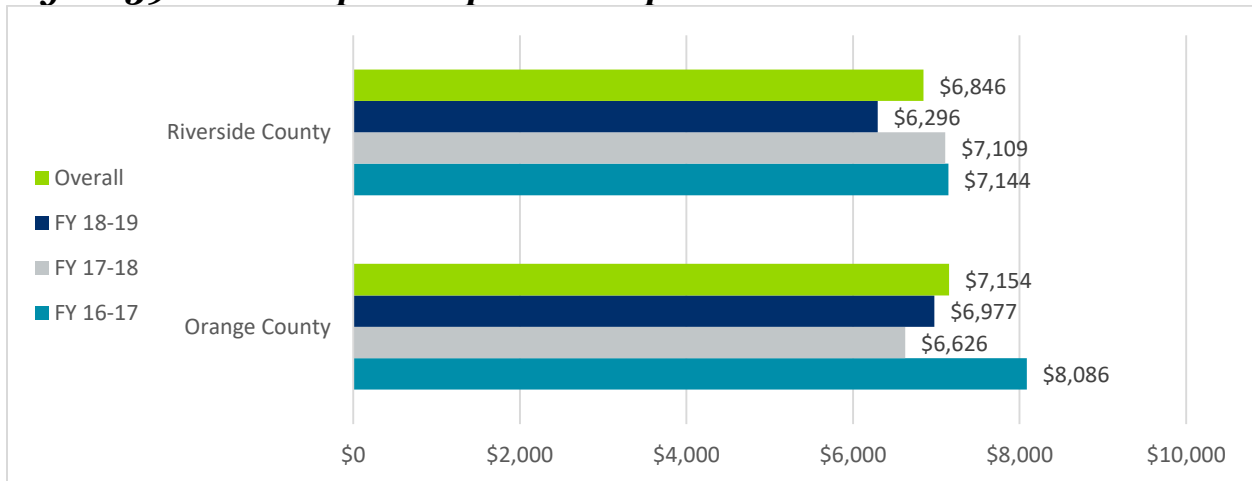
As illustrated in Figure 38, Orange County’s total budget (\$8,033,672) is significantly less than that of Riverside County (\$13,875,957).

Figure 38. Budget Comparisons



Orange County has served a total of 1,123 youth over the last three fiscal years with 300 during 16-17, 383 during 17-18, and 440 during 18-19. When comparing the number of youths served against budget, Orange County spends about \$7,154 per youth, which is a few hundred more dollars than Riverside County (\$6,846), as illustrated in Figure 39.

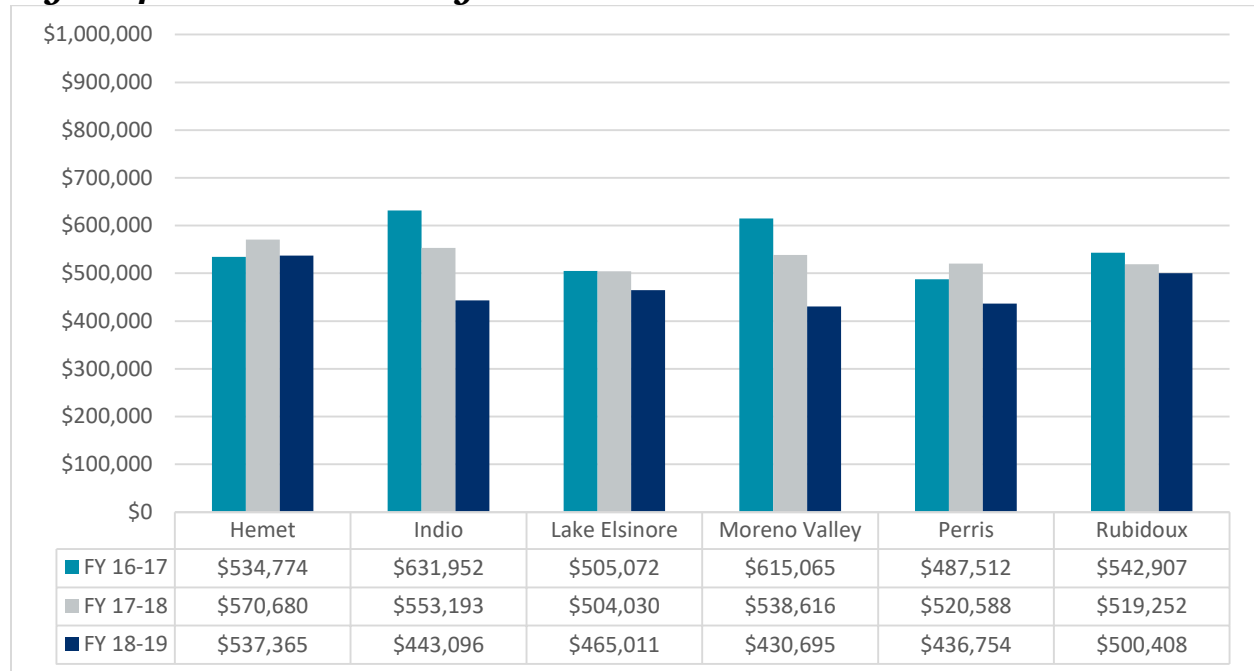
Figure 39. Funds Expended per Participant



Indirect Costs

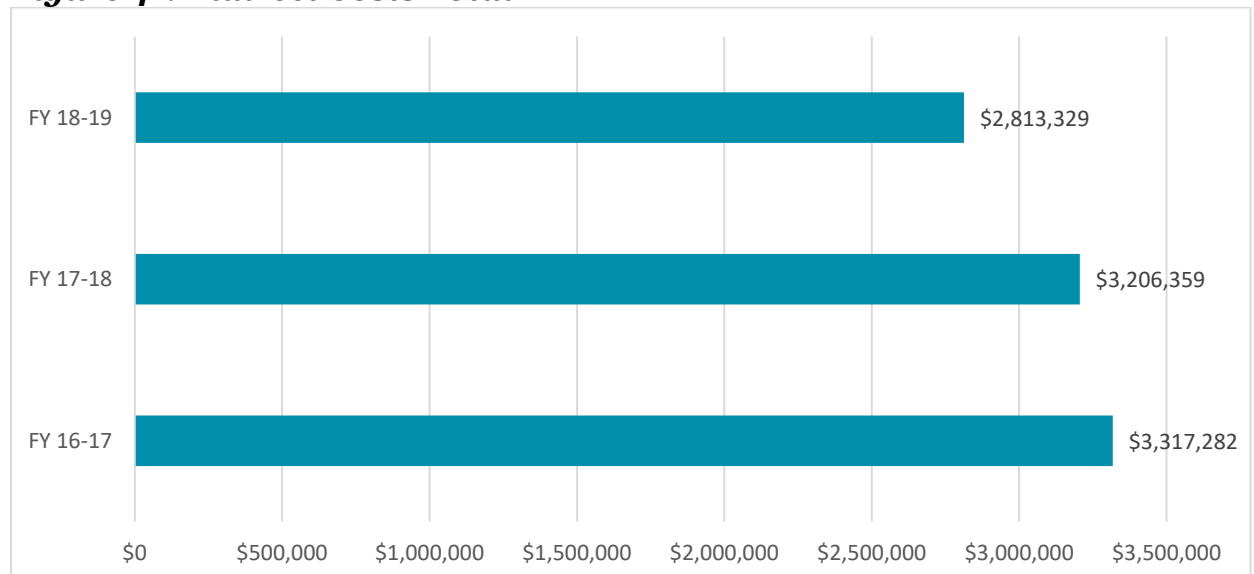
Indirect costs are included in the budget sheet made available to HARC via OSY costs and ISY indirect costs. Note that these are the indirect costs specified for OSY and ISY, and not the separate line item of indirect cost rate, which only ResCare includes in their budgets. Figure 40 includes these indirect costs by YOC. All YOCs fall within about \$100,000 range. The three YOCs with the highest indirect costs are operated by CFLC (Hemet, Rubidoux, and Lake Elsinore).

Figure 40. Indirect Costs by YOC



Indirect costs were also aggregated by fiscal year. These costs are provided in Figure 41. From FY 16-17 to FY 18-19, the total indirect costs across all YOCs is \$9,336,970.

Figure 41. Indirect Costs Total

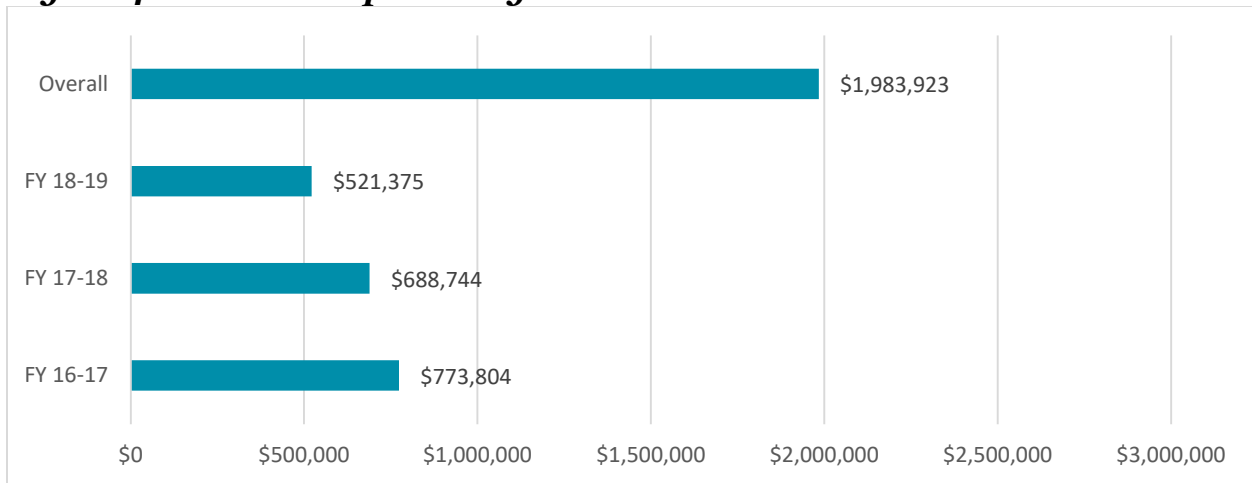


Leveraged Resources

It is important to note that for this section, leveraged resources, also known as in-kind expenses, are not pulled from the fiscal year budgets. Rather, the WDC sent HARC partnership funding allocation tables which summarize the amount of in-kind contributions each YOC acquired.

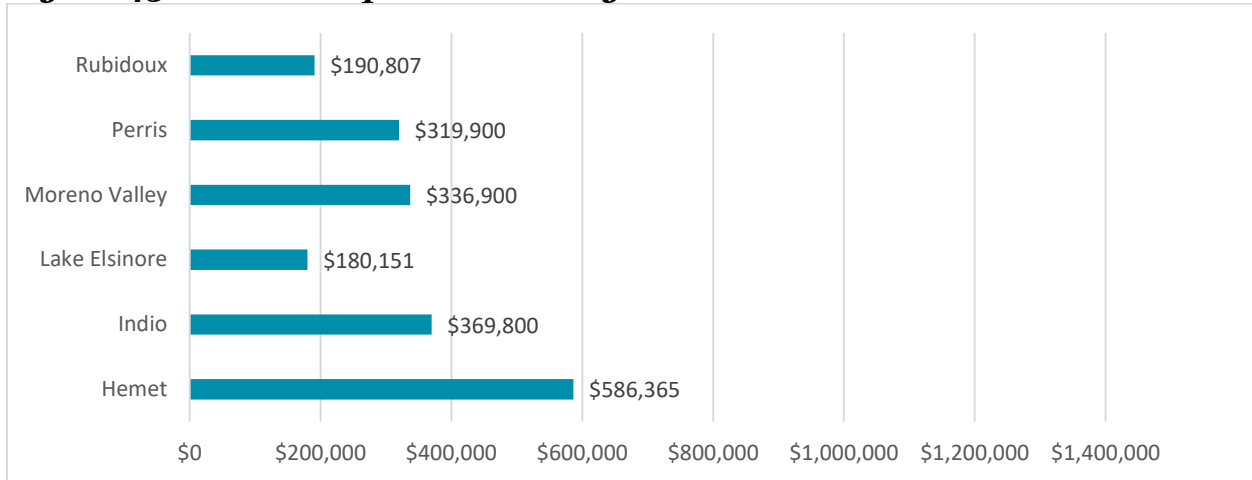
The results of these partnership funding allocation tables are summarized in the Figures that follow. As illustrated in Figure 42, \$1,983,923 in leveraged resources have been acquired over the three previous FYs.

Figure 42. In-Kind Expenses by FY



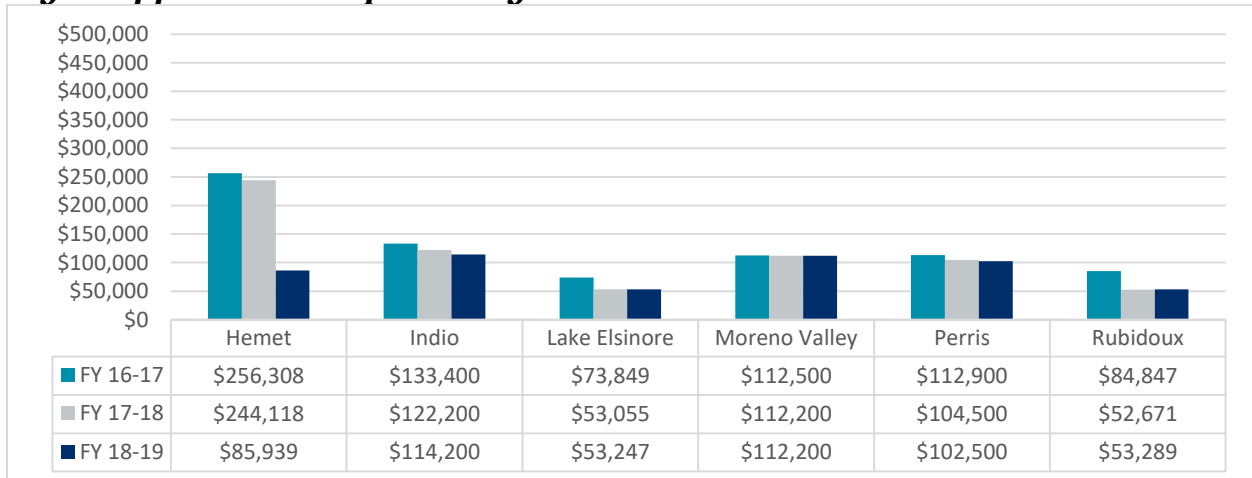
In-kind expenses are also parsed out by YOC and are provided in Figure 43. Note each YOC line is the total of all three FYs. The three YOCs with the largest amount of leveraged resources are all operated by ResCare (Perris, Moreno Valley, and, to a much smaller degree, Indio), which comes to a total of 1,026,000 while CFLC (Rubidoux, Lake Elsinore, Hemet) has a total of \$957,323 in leveraged resources.

Figure 43. In-Kind Expenses Total by YOC



Finally, the in-kind expenses for each YOC is parsed out by FY in Figure 44.

Figure 44. In-Kind Expenses by YOC and FY



Profile VII: Interviews and Focus Groups

This profile includes an analysis of the qualitative portion of the evaluation. Interviews and focus groups were conducted to further understand perceptions about the YOCs while also seeking best methods to reach youths, and to determine possible areas for improvement.

Riverside County Workforce Development Center and HARC created a list of general questions that should be asked of each contact. HARC expanded these questions to interview potential contacts. Interview and focus group contacts were identified by Riverside County Workforce Development Center. HARC sought out and coordinated interviews with the contacts.

Ten sources included interviews from the following: WIOA Youth Program leadership from Orange County, San Bernardino County, and San Diego County, CFLC in Riverside County, ResCare in Riverside County, Riverside County Office of Education Alternative Education, Riverside County Probation - Juvenile Services, Department of Public Social Services - Foster Youth Services, OneFuture Coachella Valley, and Riverside University Health System – Behavioral Health.

Four sources included focus groups from the following: Riverside County YOC high performing youths, Riverside County YOC low performing youths, San Bernardino County youths who completed youth programs, and Riverside County youths who are eligible for services but are not receiving them.

All interviews and focus groups were audio recorded, transcribed, and qualitatively analyzed to identify common/reoccurring themes in responses. When available, anonymous quotes of participants are provided to directly explain the theme that was identified in the participants' own words.

It is important to note here that the subsequent section pertains to qualitative data, which is fundamentally different from the preceding quantitative data sections. As opposed to quantitative data, qualitative data does not contain numerical properties. Thus, the findings of the interviews and focus groups are not visualized in the same way as quantitative data (e.g., proportions), but rather include figures that give a quick understanding of which “themes” were most/least prevalent among participants.

Riverside County

Leadership Perspectives

As mentioned previously, both of the contractors (CFLC and ResCare) providing services at the YOCs were interviewed. Leaders were asked a series of questions pertaining to successful aspects of the YOCs, possible areas for improvement, particular youth demographics who are succeeding or having trouble, and which types of youths do not come into the YOCs.

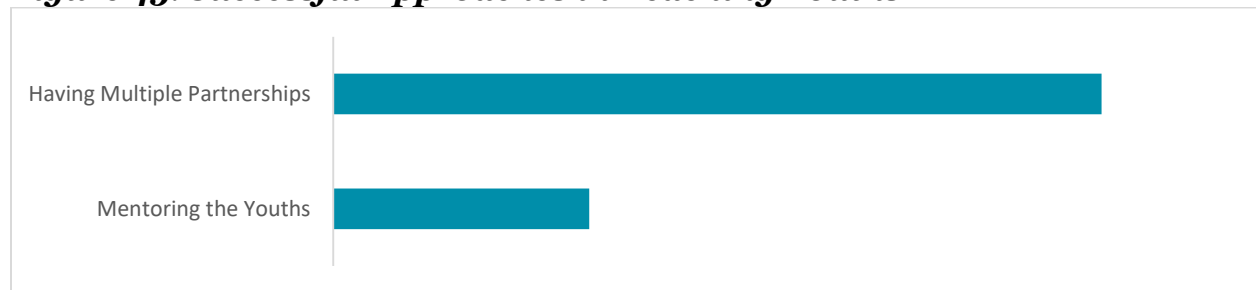
Three categories pertaining to the success of the YOCs were identified.

Successful Approaches in Reaching Youths

Under this category, **having multiple partnerships** in the community was emphasized. For example, having partnerships with Probation Departments, Department of Public Social Services, and homelessness organizations were specifically mentioned as ways to better reach youths and provide them services. Having these partnerships allows the YOCs to intervene with youths when they are in difficult situations such as being incarcerated, homeless, or when going through the foster system. For example, one leader explained, *“because we have a partnership with them, we’re able to go directly into juvenile hall and provide services for young people that are currently in juvenile hall and we’re able to be right behind the walls and again, provide that workforce development piece, pre-employment, get them ready”*.

Another area included **mentoring the youths**. That is, these at-risk youths don’t have guidance on gaining employment or education. Mentoring these youths provides them an opportunity to *“talk to our staff and learn how to separate work from home and be able to go to work and get through the day”*.

Figure 45. Successful Approaches in Reaching Youths

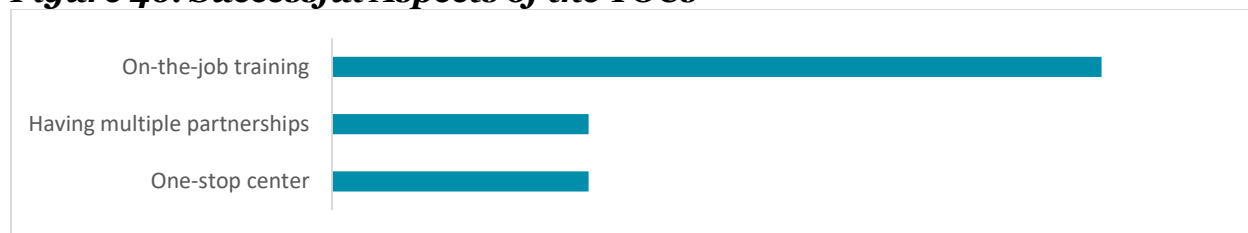


Successful Aspects of the YOCs

Successful aspects of the YOCs included a few areas. For example, **on-the-job training** along with receiving feedback. As one leader stated, *“The feedback and being able to go back and speak with their career coach and their worksite specialist really gives them the time to get feedback, adjust, and move forward which makes them maybe not as successful right away but in the long term, they come back and say, ‘Hey, I learned so much at that job, I was able to keep this one for a year now’.”*

Additional areas included, again, having **multiple partnerships**, along with the YOCs having a **one-stop-center system**. The one-stop-center approach was described as, *“One of the things is that even though the work in the community, you have the one stop center where young people can come in, they have computer lab, they have support for education, teachers on site, they have tutoring, they have a business lens on, there’s lots of activities for these young people to help engage them into the workforce and to also help them with their education and support them through that.”*

Figure 46. Successful Aspects of the YOCs

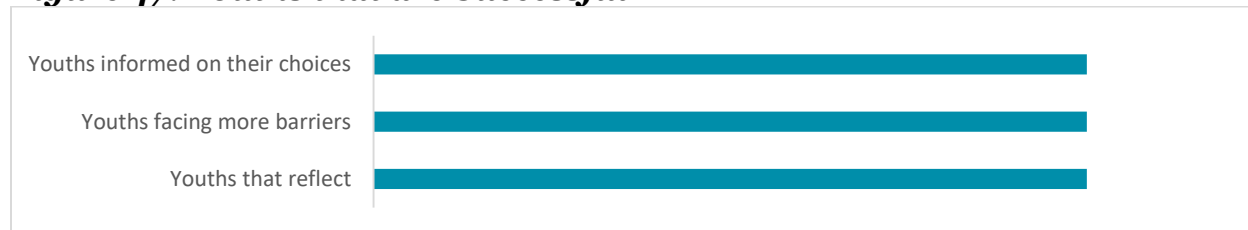


Youths that are Successful

The final category of youths that are successful included three areas. For example, **youths that reflect** was described as, *“We try to work with them from the beginning on that reflection of them, understanding themselves a little bit better and what might get in the way. What we see, is the young people that seem to be very motivated and really wanting to do some life changes and that it matters to them.”*

Youths facing more barriers was also identified. This was explained as youths which are facing a larger number of barriers can’t necessarily just give up, as they won’t have somewhere to live, whereas youths facing less barriers may still have the luxury to not work. The final area included **youths that are informed on their choices**. In other words, youths that are informed on what is realistic given their situation can typically have a better chance at succeeding.

Figure 47. Youths that are Successful



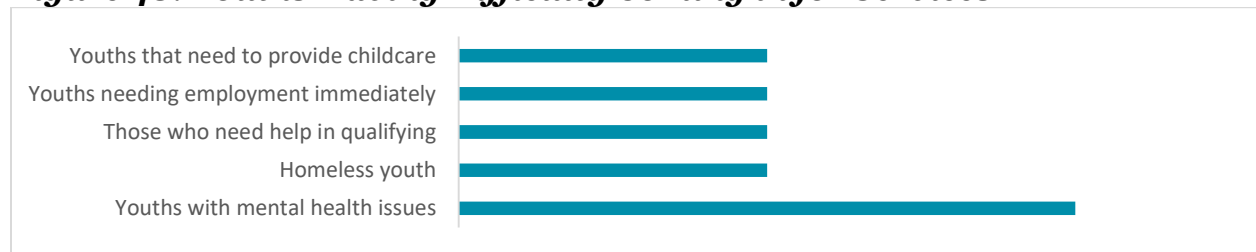
Three categories pertaining to difficulties and possible areas for improvement of the YOCs were also identified.

Youths Having Difficulty Coming in for Services

Under this category, one of these areas included **youths with mental health issues**. Stigma and the underlying issues surrounding youths’ mental health were mentioned as aspects which can prevent youths from coming in to the YOCs. For example, one leader explained, *“Sometimes, it’s the mental health issues that they’re facing, and they feel stigmatized in some ways. Not by these opportunity centers by no means, but just by everything that’s going on in their life and they keep getting left out.”*

Some youths that have difficulty coming into the YOCS included youths who **need help with qualifying for WIOA** such as obtaining right-to-work documentation, **youths needing employment immediately** and can’t wait for a program to provide them access to employment opportunities, **and youths that need to provide childcare** as they may not always be able to follow through the program. Youths who are **homeless** were also mentioned due to the commitment of programs at the YOCs and needing immediate employment.

Figure 48. Youths Having Difficulty Coming in for Services



Youths Having Difficulty Succeeding

Another category included youths having difficulty succeeding. One of these themes included youths with **non-supportive family members**. Specifically, it was mentioned that, *“With this generation of people from 16 to 24 that are coming in now, their biggest barrier is their family. Either they have family members enabling them, telling them that they don’t—they’re not helping them and they’re being counterproductive to what we’re trying to help them do. Then we have those family members that don’t want them to work because they want them to help take care of the household or the other younger brothers and sisters.”* Additional youths having trouble succeeding include youths **facing less barriers** in that they don’t have as strong of an obligation to go through the program, youths with **criminal records** because it prevents them from gaining employment, youths with **substance use** issues, and finally, youths who are **homeless**.

Figure 49. Youths Having Trouble Succeeding



Areas for Improvement

Potential areas for improvement were also identified. The first theme included **rising wages means less experience**. The concept here was that YOCs will cover costs for the youths to gain employment experience, but due to rising wage costs, they can't keep them employed for a long enough period of time to gain meaningful experience. For example, *“Minimum wage is going up higher and higher and so, the expectation of these dollars stretching has become more complicated, where before we were able to offer maybe 10 to 12 weeks of work experience, we've had to begin to shorten that period of time.”*

Another issue included the **limited certifications** available to youths. The number of certifications that youths can choose from are limited and sometimes become outdated, rendering them as something that can't even be used. Finally, one more area included **accessing youths' transcripts**. While it was mentioned that having partnerships helps (and there are partnerships with education institutions), being able to access youths' education records faster, similarly, to accessing their employment records, would help to improve the speed of serving these youths.

Figure 50. Areas for Improvement



Youth Perspectives

Youths who are/or have been participating at the YOCs were also interviewed in group settings. One group consisted of higher performing youths while the other group consisted of lower performing youths. The purpose of having a high and low performing group was to gain a sense of the differences in usefulness for those who are likely to succeed in these programs and those who are likely to not finish up these programs. Each of the YOCs was represented by at least one youth in both the higher performing and low performing group.

Both groups were asked a series of questions pertaining to how they found out about the YOCs, which areas/services/activities were useful or not useful, what should be added, and advice they would give to incoming youths.

High Performing Youths

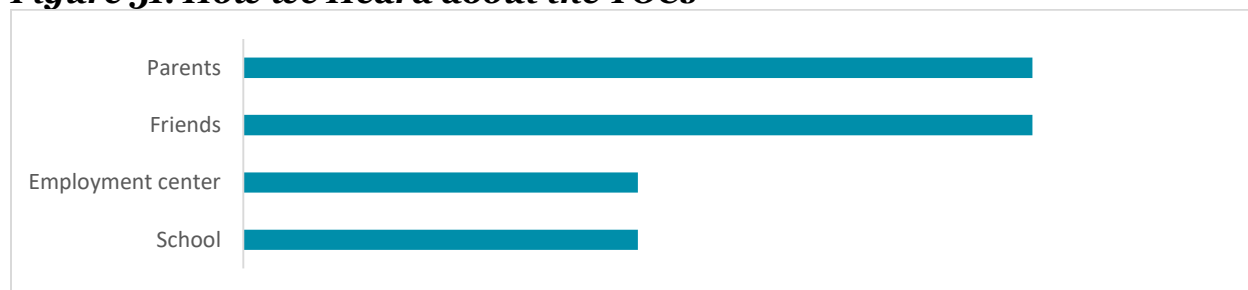
Hearing about the YOCs and the appeal of these programs is illustrated in the Figures below.

Hearing About the YOCs

When hearing about the YOCs, youth explained they learned about these programs through their **parents** and **friends**. A few explained that they needed employment, and their mothers provided them information about the YOCs. For example, one explanation stated, *“I have really bad social anxiety. Getting me a job was probably hard. I really needed experience and I went to Family Youth and they really helped me out. That’s kind of how I found it. My mom found it through a pamphlet, like a little brochure and recommended me.”*

A few others explained that their friends recommended the program. Other responses included attending an **employment center** and at their **school**.

Figure 51. How we Heard about the YOCs



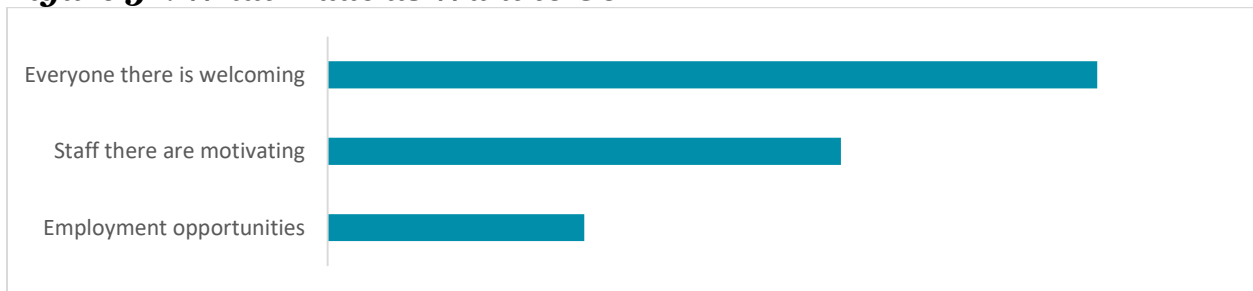
What Made Us Want to Go

Youths also alluded to several themes of what made them want to go to the YOCs. Firstly, youths explained that **everyone is welcoming** at the YOCs. For example, one youth stated, “...everybody there welcomed you. You walked in, nobody cared how you looked, nobody cared how you were dressed. It was all about, the next day was going to be okay. That’s what I like about it more, is that people—It was just smiles, everywhere. Even though if somebody had a bad day, we would all be there. Most people there are just positive and that’s what I like about it more.”

In addition to the welcoming aspect, youths pointed out that **staff are motivating** at the YOCs. Specifically, the staff are optimistic, help youths to be comfortable, and help the youths to build skills. For example, one youth stated, “They have a really positive outlook on everything, so it helps you look—helps you be more optimistic about things like, ‘Hey, how you doing? Do you want this, you want this?’, like a ‘You can do it’ kind of attitude. They make you feel like you can do it and they help you get what you need when you need it.”

A final area included the **employment opportunities** available at the YOCs. As one youth stated, “The jobs, actually because that was—I’m not saying that I’m lazy, but I never worked or anything and they helped me get a job at [organization] and also, not that I’m anti-social, but I do feel sometimes if somebody looks at me in a weird way, I feel like I’m being judged, but when I work at [organization] it’s a lot more better. It’s all these smiles at [organization] as well. You’re always welcomed and meeting new people every day; it’s also taught me about other people.”

Figure 52. What Made us Want to Go



Categories pertaining to what could be learned from these youths participating at the YOCs were also identified.

What Was Helpful to You

Under the category of what was helpful to you, youths identified areas of **employment preparation** such as job training classes and interview coaching. Youths also found that **learning work ethics** was useful. Specifically, they learned certain behaviors and expected appearances to have when working. One youth explained part of her training, *“They went through steps. We watched videos. It was about how you should be when you’re working. What type of person you should be when you’re working, and how it can help others. Being generous and having to listen carefully. It really helped me. I used those steps when I was at work and it actually helped me.”*

Earning education credits was also mentioned as being useful. For example, *“Recently I did a technician class and that technician class was for free, but it was also for college students, but it was—it was six weeks, no, six months, my bad, that I was attending that and I was getting credits from doing that stuff. It’s really helpful because I also do music. They do help, say if I learn something from music, they put it in there.”*

Getting to participate in **social events** was also something that the youths found useful. One youth stated, *“They have family nights at my center a lot. They’ll do family game night. There is a lot of stuff. It’s really cool and it helps people in the community, because especially on Christmas Day. The Christmas events and stuff. A lot of kids and a lot of parents are struggling to give their kids stuff and help get by. It’s wonderful that we can have programs and days where we can just take their mind off of that kind of stuff, you know?”*

Work experience was a useful aspect of the YOCs in that youths were able to gain new types of skills. For example, *“That was pretty cool for three months, I did computer work and I helped out a lot of stuff like that. That was pretty cool. It taught me how to organize and everything, and work with computers. Then it showed me the business side. It was pretty cool, that I got to start off with a job like that, because, that looks really good.”*

Figure 53. What was Helpful to You



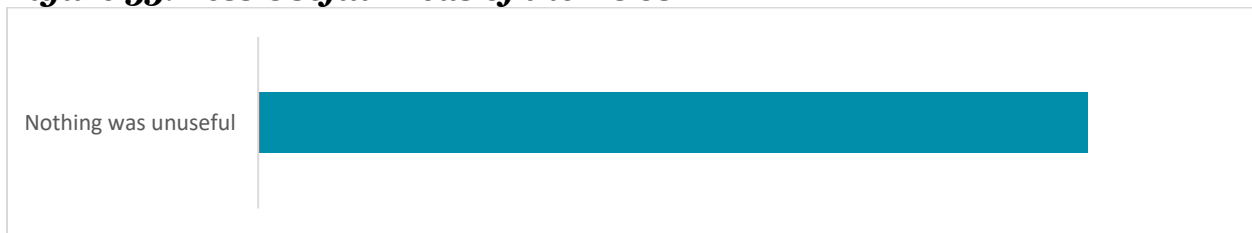
Things That Could be Added to the YOCs

While the youths explained that **nothing was not useful** at the YOCs, they did identify a few things that could be added. For example, one stated that, “*We have a lot of computers. We don’t have a lot of computers that work, so I would say get better computers that work.*” Something else that youths felt should be added to the YOCs included having **more social activities**. Youths explained that having more social activities would help as, “*...kids are always doing drugs, they’re always out partying and doing stuff because there’s nothing for them to do. So we should have like a center just for teens to go and chill, where they’re just watching Netflix, they have a TV room, where they have the game truck come, whatever. Just something to do maybe like even just once a month. Just do something for the teens, and the kids because there’s not much to do out here, there isn’t.*”

Figure 54. Things That Could be Added to the YOCs



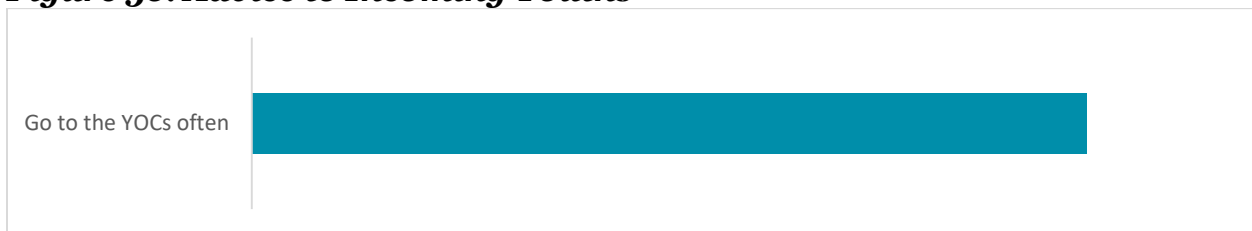
Figure 55. Less Useful Areas of the YOCs



Advice to Incoming Youths

As a final question in learning from youths, they were asked what advice they would give to incoming youths. All youths were in agreement to **go often** as the YOCs are an invaluable opportunity. One stated, “*Go as often as you can. No disrespect, but it’s just, why wouldn’t you want to go somewhere to help you? That doesn’t make sense to me.*”

Figure 56. Advice to Incoming Youths



Low Performing Youths

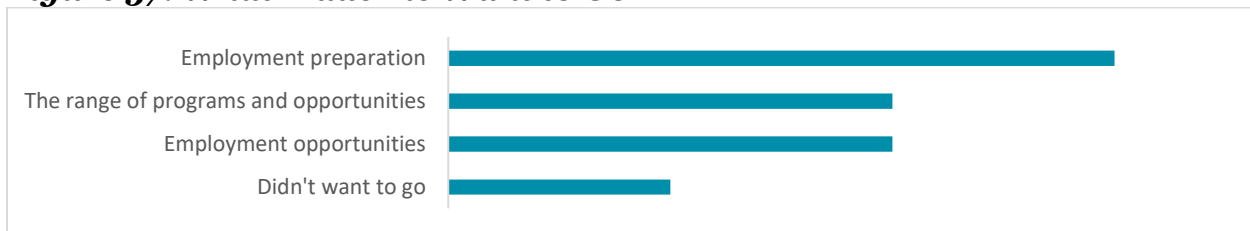
Another focus group was conducted but consisted of youths that were lower performing at their centers. These youths were asked the same questions as the high performing focus group.

What Made Me Want to Go

Under the category of what made youths want to go, youths most often explained that the **employment preparation** aspect appealed to them, in addition to the **employment opportunities**. Specifically, one youth explained, *“I think that a lot of people—young people don’t—are not really taught how to really prepare for a job or how to present themselves for a job. They would have help you depending on kind of person you are I guess or how prepared you are. They have lots of that, and they just assist you.”*

Another appealing aspect of the YOCs included **the range of programs and opportunities**. The YOCs will help youths in a variety of ways. For example, one youth stated, *“What made me feel like it was a good fit because they had so many programs, so many opportunities, get your high school diploma, then after you get your high school diploma and get a job, get your [fork lifter] license, get your food [handler card] which I got that. They help you on your resumé. They help you with a lot of resources, you’re looking for food or sheltering, clothing, they will help you provide that if you need help with your bills, they will help you with that, if you need help with your rent, they will help you with that.”* One youth stated not wanting to really seek services at the YOC but chose to stay there because she met a friend. This decision highlights the importance of the social dynamic at the YOCs in keeping youths at the centers. Additionally, the high performing group specifically mentioned that the social activities appealed to them, and that there should be more of these.

Figure 57. What Made me Want to Go



How We Heard about the YOCs

Youths typically heard about the YOCs from their **family** such as their mother, aunt, and brother. Other sources included **information cards** at a retail store, a **homelessness shelter**, and from their **social worker**.

Figure 58. How we Heard about the YOCs



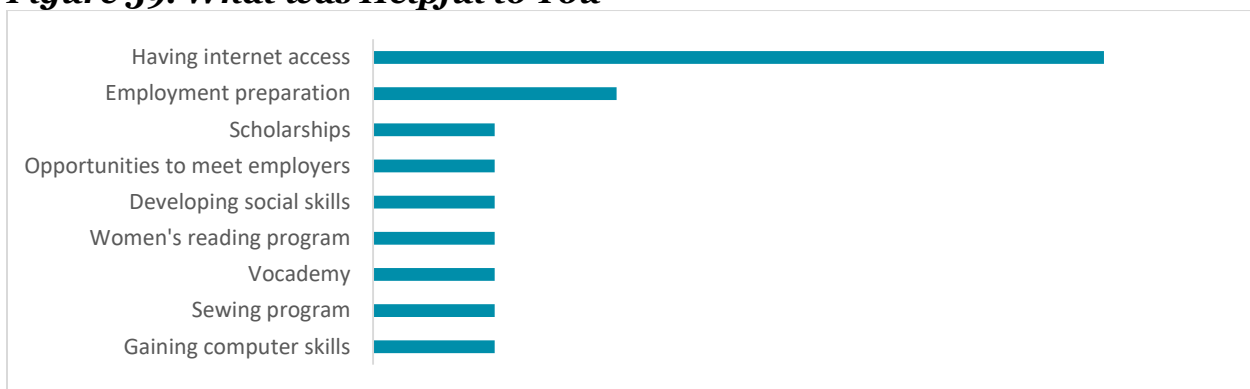
Categories pertaining to what could be learned from these youths participating at the YOCs were also identified.

What Was Helpful to You

What was helpful to youths most often included themes of **having internet access**. All youths were in agreement that having access to the internet and computers was useful to them. Another common theme included **employment preparation**. Youths mentioned that receiving help on setting up resumes and how to respond in an interview was helpful.

There were a few other areas that youths found useful including skill development, meeting employers, and various specific programs. See Figure 59 for details.

Figure 59. What was Helpful to You

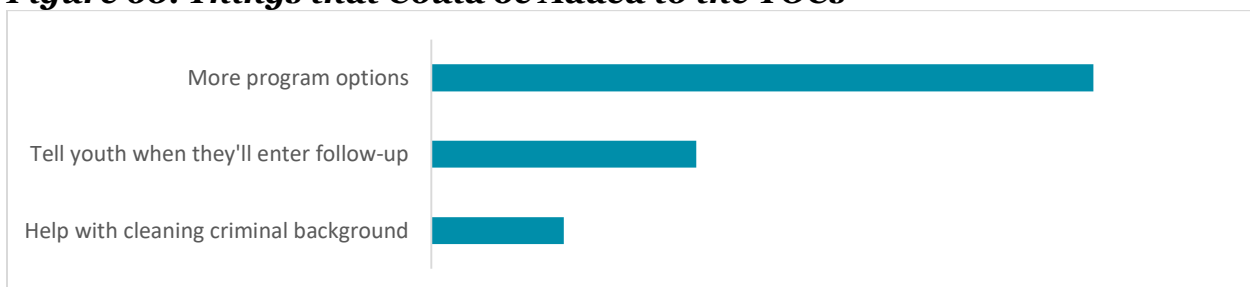


Things that Could be Added

Youths also identified a few things should be added to the YOCs. The most common theme here included having **more program options**. Youths explained that, *“Basically the program, like having an option. Like they said, they put you in a program and you just go to it.”* Youths further explained it would be helpful to have more types of classes to choose from that they can participate in. Some specifics included options such as budgeting, medical, music, and cooking classes.

Another area identified by youths included **tell youths when they’ll enter follow-up**. Some explained that they didn’t know what the follow-up stage was and felt they should have been better educated on the process, rather than being, as they felt, closed off.

Figure 60. Things that Could be Added to the YOCs

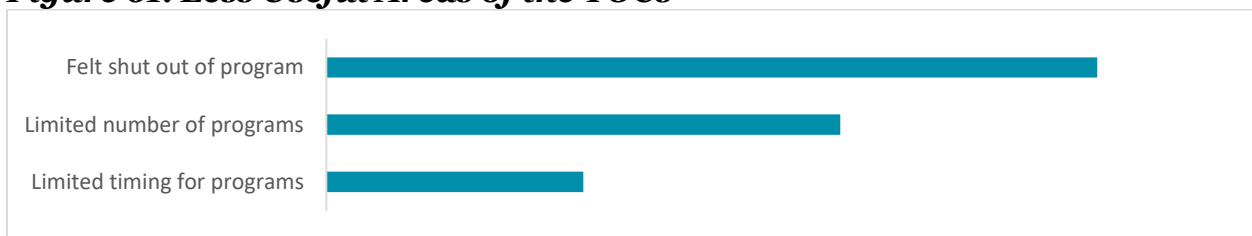


Less Useful Areas of the YOCs

On a related note, under the category of less useful areas of the YOCs a common theme was that some youths **felt shut out of the program**. That is, they entered a “follow-up” stage in which they were no longer checked on. One youth explained, *“I think what it is that they don’t take our current environment we’re in, but they will take that into consideration. For instance, like me, I was basically homeless at the mall at a time and it’s not like, I have plenty of time to be going to the youth center every single day in order to find a job. The thing is there is, for instance, they’re not going to give me what’s considered a full-on meal. I had to go on my own part and look for jobs and when I did get a job, I had to basically, I had to go to work. You know what I’m saying? Like, it’s not like the world’s not waiting for you.”* However, it should be noted that even in this “follow-up” stage, youths can still access the YOCs.

Another less useful area of the YOCs included the **limited number of programs** that youths can choose from. Youths explained that they would like more options that are not focused on specific careers and more programs that are useful.

Figure 61. Less Useful Areas of the YOCs

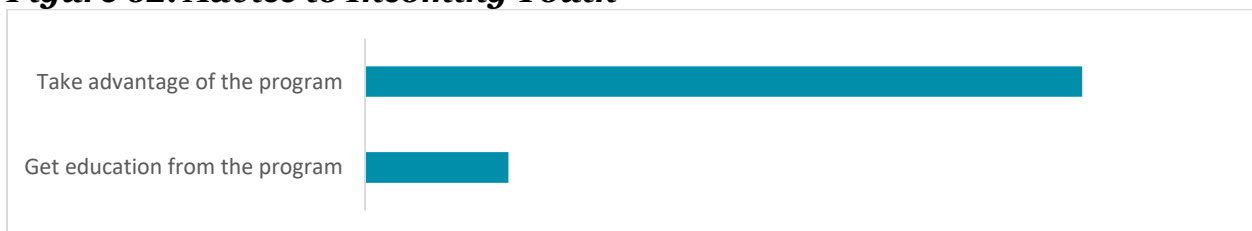


Advice to Incoming Youths

A final question given to this group was what advice they would give to incoming youths. The prevalent theme was to **take advantage of the program**. Youths explained to *“finish everything”, “take advantage”, and “Yes, don’t miss days if you know that you have limited time to finish things.”*

It’s important to note a few similarities between the high performing and low performing youths. Firstly, both groups seem to agree that going to the YOCs is beneficial and these centers offer opportunities for educational and professional development. A few differences between the two groups, however, includes that the higher performing youth found that, **nothing was not useful**, while the lower performing group **felt shut out of the program** and that there are a **limited number of programs**. It seems that the high performing youth were able to fully benefit from these programs, while the lower performing youth did not benefit as much.

Figure 62. Advice to Incoming Youth



Eligible Youths and Youths that Participated

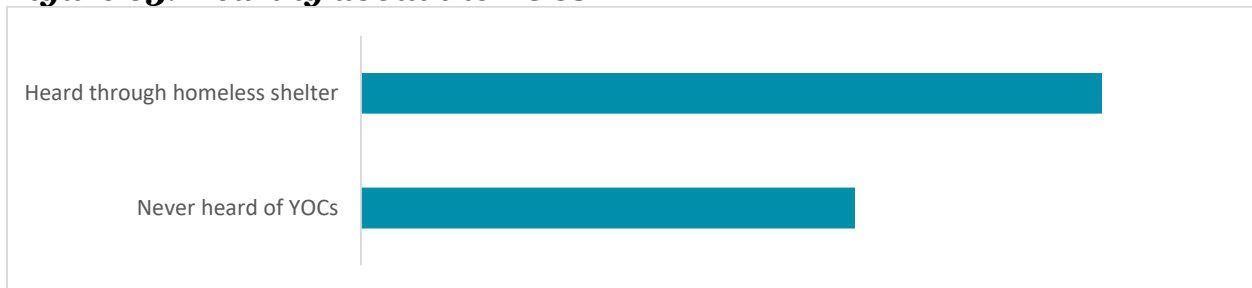
Youths who are eligible to participate at the YOCs were also recruited to assess their perspectives around these types of programs. Youths living in a transitional housing program at SafeHouse of the Desert in Thousand Palms were asked to participate in a focus group.

It should be noted here that eligible youths were recruited, however, at the time of the focus group, it was discovered that three of the participating youths were already familiar with YOC programs. In fact, two were currently participating, while one had participated at the Indio Win Center YOC. The remaining two youths had never heard of this type of program. HARC decided to continue the focus group as a mix of youths who have been to the program and youths who have never heard/participated in this type of program, although that was not the original intention.

Among the three youths that have participated, these youths learned about the programs being offered at YOCs through the homeless shelter they were staying at. Youths mentioned that their case manager helped them learn about the program and felt that the YOC provided them an opportunity to become employed and/or ready for employment, and to go through an internship. Additionally, one explained that the YOCs helped them improve in areas they originally didn't know they needed help.

Conversely, youths who have not attended a YOC were unaware that such a program exists and were unfamiliar with any other similar youth programs in the area. These youths believed that they have not heard about these resources because there must not be a lot of them available.

Figure 63. Hearing about the YOCs



Categories pertaining to what could be learned from these youths participating at the YOCs were also identified.

Areas that Don't Seem Useful

Youths who participated at a YOC commented on what was less appealing about these centers, while the youths who have not participated at a YOC provided commentary on the areas that do not seem as useful to them. For example, youths who have attended the YOC stated that the only available YOC is **very far away**. It was mentioned that in order to get to the nearest YOC, *“it takes two hours to take the bus there, yes, from there and back.”* After hearing about the distance of the nearest YOC, one youth that had not participated in this type of program stated it would help if there was more than one center. Note that it was mentioned there are multiple YOCs in Riverside County, but the one center being referenced was the YOC in the Coachella Valley. Another youth stated that despite the distance, *“I don't consider the distance as an obstacle to go. If you really want to, you'll be there. They're going and I admire that”*, and also felt that **nothing sounds not useful**.

Youths who have participated at a YOC felt that there is **not enough promotion** of the YOCs in the community. In other words, they felt that not enough people know about the YOCs and these centers could help a lot of youths. On a related note, youths were asked to specify what makes gaining employment difficult, and the issue of **transportation** was mentioned again. Specifically, getting to the YOC was mentioned as something challenging to youths. Another difficult area includes not having enough job experience, but it was noted that the YOCs help youths to get this experience.

Figure 64. Areas that Don't Seem Useful



Areas that Seem Useful

Youths who have not attended a YOC were able to listen to the other youths speak about their experiences in attending the YOC. After hearing their experiences, youths that haven't participated were able to explain what seems like useful areas of the YOCs. That is, youths who haven't participated at a YOC stated that **gaining employment**, **learning about educational options** available, **gaining experience** so they can apply for jobs, and **navigating resources** available to them all sound like potentially useful areas of the YOCs.

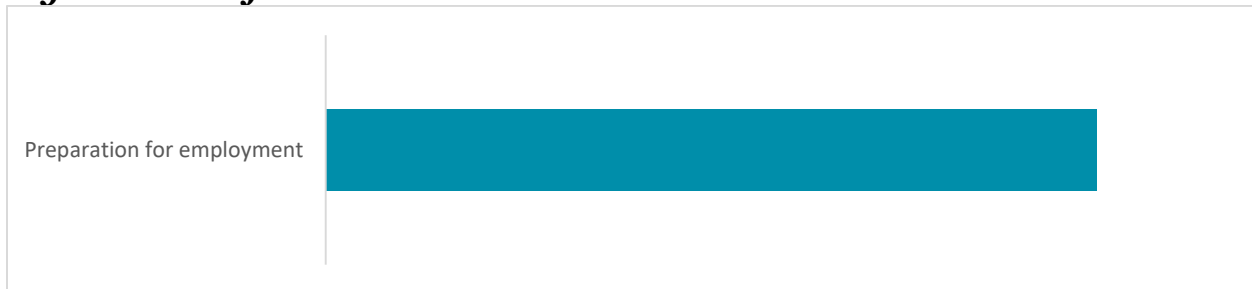
Figure 65. Areas that Seem Useful



Useful Areas to Youths who Attended

Under the category of useful areas to youths who attended, **preparation for employment** was emphasized. For example, one youth stated, *“Basically, the fact that they sit there and they really help you step by step. They sit there and take the time and ask you, what are you really actually interested in what can you actually see yourself doing. Not only that, but they test you on these things to learn your skills, what you dominate in doing, what you can really actually succeed in doing so that way you’re not focusing on the wrong thing.”* A few even mentioned that they were taught about sexual harassment in the workplace, and what behaviors are/could be perceived as offensive.

Figure 66. Useful Areas to Youths who Attended



Youths That are Succeeding

A final area touched on included youths that are succeeding in the youth programs. One of the categories of youth identified included **those who are most engaged**. As one provider stated, *“Now, it is a harder population [OSY] to work with, and that is a population that needs the income to come in pretty quick. They’re not going to sit and wait back. That’s why, I think, a provider is really successful if they keep them engaged. It could be through mentoring groups, it could be workshops, it could be through training programs, it could be through a job. Each one is so different, but that’s where I think we see the success there.”*

Another category of succeeding youths includes **older youths**. The reasoning here is that, *“They have experience of graduating from high school or obtaining that GED, and so at this point I just need your help with either transitioning to employment, or a credential or a post-secondary opportunity.”* In addition to the older youths, one provider stated recently consulting with their contractors on who is most successful, and it seems to be **English language learners** and **pregnant or parenting youths**.

Figure 68. Youths that are Succeeding



Successful Approaches in Reaching Youths

On the topic of successful approaches in reaching youths, a few areas were identified. Firstly, having a **provider with strong connections** was emphasized. Specifically, when providers have strong connections in the community, they are better able to reach at-risk youths and provide them services. Once again, having a **broad range in providers** was mentioned as a way to reach at-risk youths, as different types of providers can reach youths facing multiple types of barriers including, *“parenting, disabilities, mental and physical illness, incarceration or criminal records, homelessness, be a runaway, or an individual who is in foster care or has aged out of the foster care system.”*

Another successful approach included having more of an **individualized approach**. In other words, expressing care and support towards each youth and showing them that staff are interested in helping youths to reach their goal is important for youths’ success.

Figure 69. Successful Approaches in Reaching Youths

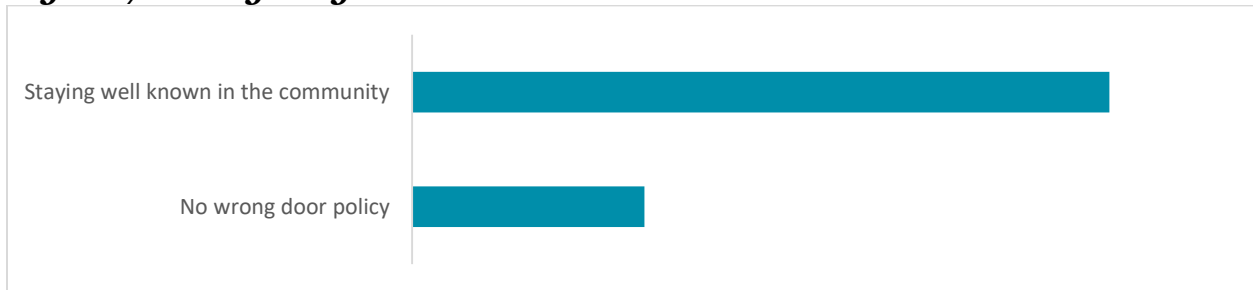


Surrounding local areas provided some details on targeting at-risk youths, identifying youths with difficulty succeeding, and how to improve.

Targeting At-Risk Youths

Under the category of targeting at-risk youths, one theme included **staying well-known in the community**. Being a recognized organization and having community members know what you do helps to better reach at-risk youths. As one stated, *“What we know is that the more people that understand what we do, the easier it is to communicate that message and maybe you’ve just heard about us, maybe, the first time around, they didn’t accept it. But you’ve heard about us multiple, different sources, and you’re more likely to say, ‘Well, let’s look at this community program.’”* Once again, being well-known, in addition to having partnerships and collaboration seems to be key in reaching, as well as serving youths.

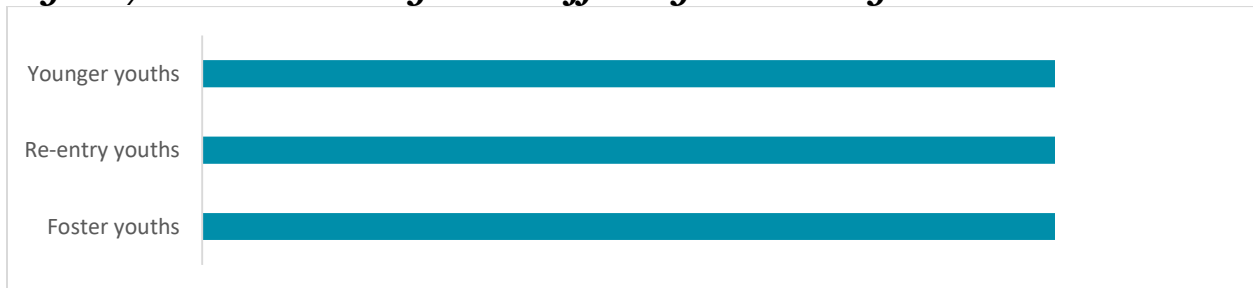
Figure 70. Targeting At-Risk Youth



Youth Having More Difficulty Succeeding

Providers identified the types of youths having more difficulty succeeding in their programs. One of these demographics included **younger youths**. This demographic was mentioned as having difficulty due to having barriers at home in addition to challenges with education and challenges in the community. These barriers facing youths, *“makes it a little harder for you to transition from being a teenager to an adult.”* **Re-entry** youths as well as **foster** youths were also identified as having more difficulty.

Figure 71. Youths Having more Difficulty Succeeding

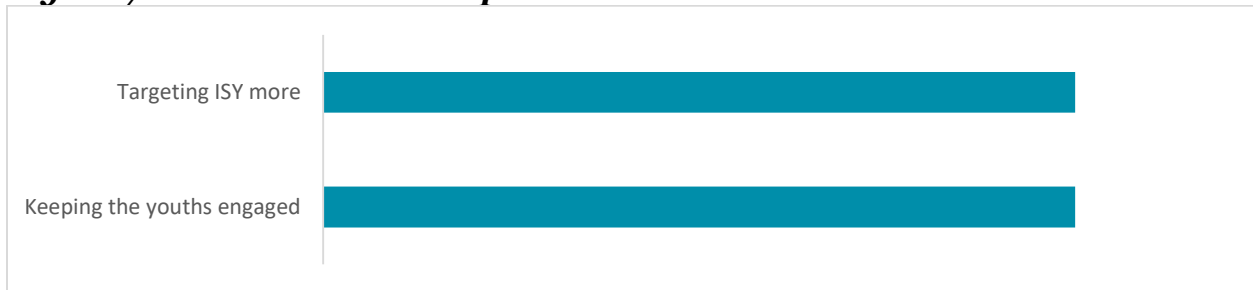


What Could be Improved

In terms of improvement, only two suggestions were provided. Note that these suggestions for improvement are relevant to the WIOA youth programs and community characteristics of the surrounding local areas, rather than Riverside County. One area included the need to **target ISY more**. In other words, much of the WIOA funds have shifted towards serving OSY. However, California has a no dropout policy until youths are aged 18. So, while these youths may still be in school, they are still not doing well and could benefit from receiving services from the youth program.

Another area to always consider includes **keeping the youths engaged**. At times, and as expected, youths may not be connecting with what the youth programs have to offer. Thus, finding ways to re-engage and keep the youths engaged is important to their success. As one provider stated, *“We really help them, but again, we contract with these providers they’re supposed to be experienced in that. Again, we support them if they just don’t have it. That’s how you make the decision. It’s not an easy decision in itself. It’s a long process, but again, if they’re not able to connect to the youth, to connect to the community, they’re not doing anyone any good.”*

Figure 72. What Could be Improved



Youth Participant Perspectives

San Bernardino youths who participated in a San Bernardino County WIOA-funded youth program were recruited for a focus group. Six youths were recruited, and three were able to participate. It should be noted here that San Bernardino has 14 service providers and thus, acquiring representation from each provider was not possible. Rather, youths who had participated and were most likely to participate and represent the youth program were recruited.

How We Heard about the Youth Programs

Youths typically cited educational settings as being the primary mode in which they heard about these youth programs. See Figure 73 for details.

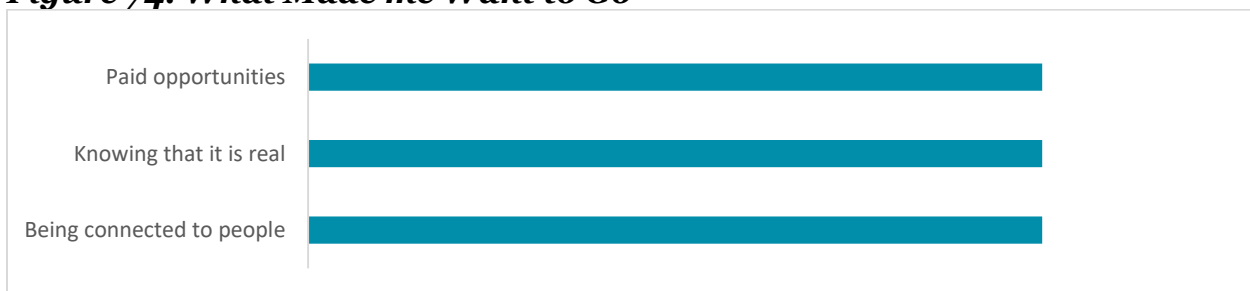
Figure 73. How we Heard about the Youth Programs



What Made Me Want to Go

Under the category of what made youths want to go, a common response included **knowing that it's real**. In other words, youths described the opportunity as, “*almost too good to be true*”, and once the program was confirmed to be something they can participate in, they were happy to join. Another area that was liked included **being connected to people**. Youths described forming connections with other youths and also getting to connect with the youth program staff. The **paid opportunities** were also cited as being something that made them want to participate in these youth programs.

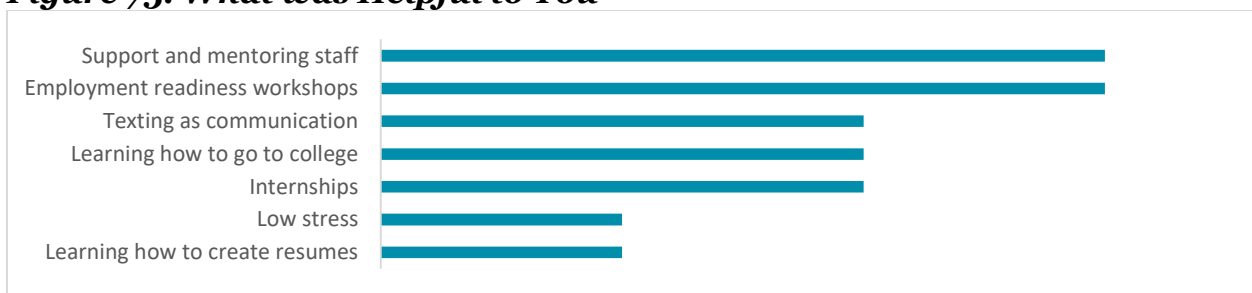
Figure 74. What Made me Want to Go



What Was Helpful to You

Under the category of what was helpful, youths frequently pointed out the **employment readiness workshops** and praised the **support and mentoring staff**. Workshops helped youths to gain employment-readiness skills, credentials for certain employment types, and specifically mentioned areas in customer service credentials. Additionally, having staff serve as a support network in addition to the following up and checking in on youths was helpful. **Learning how to go to college** was also cited. For example, one youth stated, *“When I was in it, my mentor, she helped me get into college. I didn’t know how to get into college. I didn’t know anything about financial aid or anything like the textbooks. It was more of they did help me gain more knowledge in college.”* Getting to have **internship** opportunities was also something that the youths mentioned as being helpful.

Figure 75. What was Helpful to You

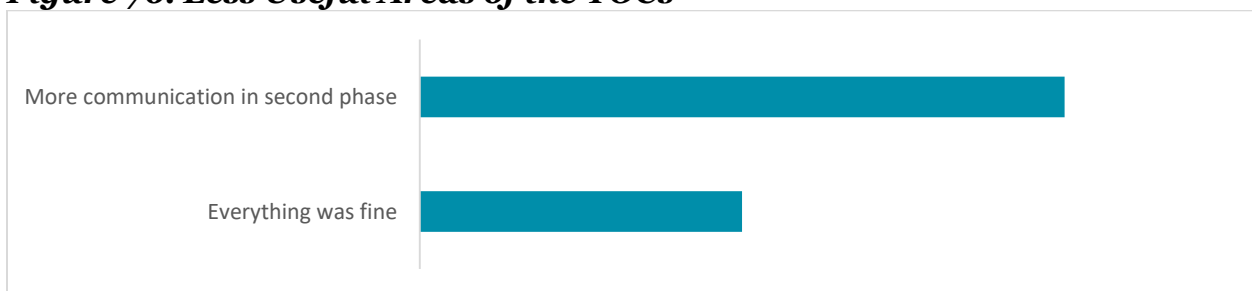


Less Useful Areas of the Program

On the topic of less useful areas of the program, youths explained that there should be **more communication in second phase**. For example, in this particular program, youths go through two phases in which the first phase involves vocational and internship explorations, while the second phase more so consists of follow-up from staff. Youths explained that during this phase, *“it pushes me away from the program”* and *“Okay well, you went to the program, and that was it.”* Youths stated that there should be better follow-up, reaching out, and trying to maintain a sense of community.

One youth did state that nothing was not useful in the program. Specifically, *“I can’t say that there was nothing that didn’t work for me because I felt like I had all the support that I needed and everything that they provided for me was really beneficial to myself.”*

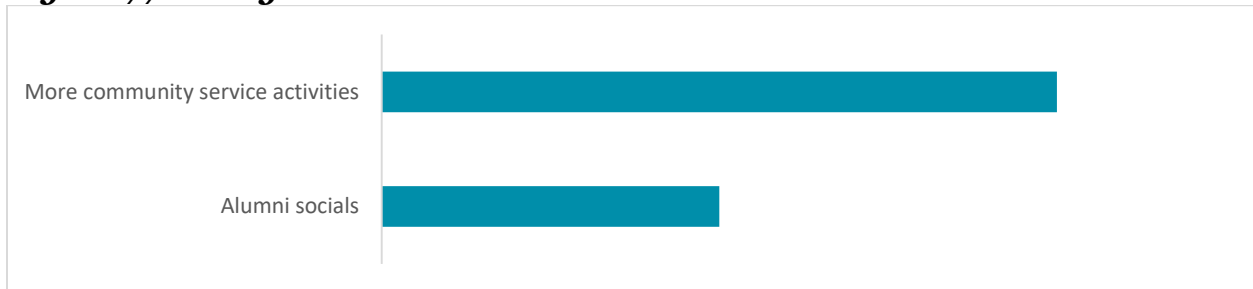
Figure 76. Less Useful Areas of the YOCs



Things That Could be Added

Youths were also asked about things that could be added to these youth programs. A program aspect that could be added included having more **community service activities**. Youths described that having outings, going out into the community, and having volunteer activities would be helpful. Specifically, *“Opportunities to go into the community and do more things, I feel like that would be something that could be incorporated being able to be involved in the community helping or doing community service or volunteer opportunities.”* The other program aspect that could be added included having **alumni socials**, or opportunities for youths of the program to reconnect with their cohorts.

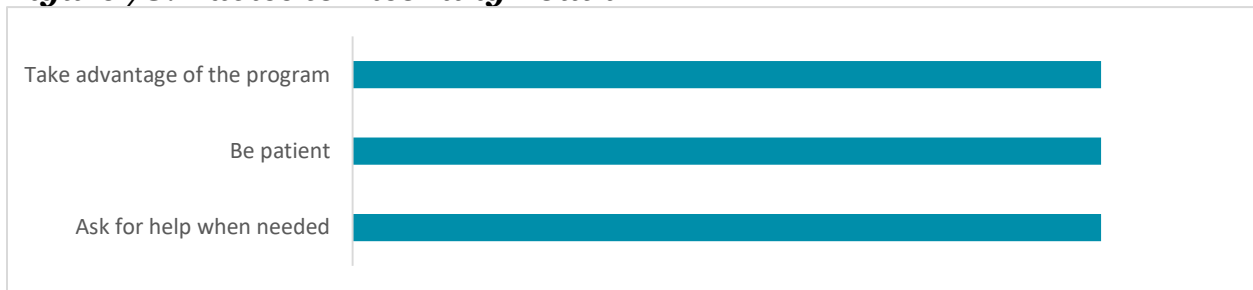
Figure 77. Things that Could be Added to the YOCs



Advice to Incoming Youths

As a final question, youths were asked what kind of advice they would give to incoming youths. All youths were in agreement that incoming youths should **take advantage of the program, don't be afraid to ask for help** when it's needed, and to **be patient** with the timing of the program.

Figure 78. Advice to Incoming Youth



Organizations Working with Youths

For this section, organizations such as Riverside County Office of Education Alternative Education, Riverside County Probation, Juvenile Services, Department of Public Social Services, Foster Youth Services, OneFuture Coachella Valley, and Riverside University Health System – Behavioral Health were interviewed. Some were asked questions that were more specific to their organization’s services (e.g., What are some intervention points to minimize youths entering corrections?) while others were asked questions more specific to youths in general (e.g., What are some of the best ways to connect to these youth?). However, all questions were analyzed to include commonalities in responses. Topics pertaining to helping youths succeed, better reaching at-risk youths, and identifying people that need more help are illustrated below.

How to Help Youths Succeed

Organizations serving youths were able to provide quite a few suggestions on how to help youths succeed. For starters, **having pro-social activities** was mentioned in that it helps youths reduce idle time, minimize negative peer association, and having extra-curriculars provides a reason to stay engaged. One leader stated, *“It’s the camaraderie of having the youth come together.”*

Leadership also pointed out the important of **addressing behavioral health concerns**. Essentially, *“Addressing behavioral health concerns is also important, as not addressing these issues means behaviors are unlikely to change.”* Providing youths with mental health counseling and substance use help is important for youths to succeed.

Another area identified as being instrumental in helping youths includes **having peers or mentors**. In fact, having peers was explained as an, *“ideal resource”* in that having youth peers who have gone through similar experiences or through the youth program can be beneficial to youths going through these programs. One leader stated that having peers has very much helped: *“We have them in all of our programs and they really add their lived experience to the treatment team. They help with a lot of engagement and coping skills and things like that.”*

Finding more ways to motivate youths was another theme that emerged, and surely, is something to always consider. One leader mentioned that having success board and framing the accomplishments of youths is a useful strategy. Social interactions are also important: *“Those kids, they need a little extra support and sometimes it’s literally the person at the front counter. Sometimes it’s the person that does the art class that’s also at the Youth Opportunity Center.”*

Figure 79. How to Help Youths Succeed



How to Better Reach At-Risk Youths

Under the category of how to better reach at-risk youths, the most prevalent theme was to **build trust with the youths**. When youths trust entities that approach them or have heard of them through other resources in the community, they are more likely to stay engaged. For example, one leader stated, *“We find that for many of our at-risk youth, there tends to be a trust issue at times. We find that it’s helpful when we have individuals in the community that they’ve built relationships with, that we can collaborate with to provide support services to the youth.”*

Another approach in reaching at-risk youths includes serving more **foster youths**. In other words, foster youths are a high-need, difficult-to-serve population, and may not be served enough. Customizing services to better meet their needs was expressed and providing services to the foster youth population via collaborations was echoed by the surrounding local areas as well.

Another important area included **working with families**: *“We find that it’s critical to ensure that families are part of the process or the discussions that we’re having with the youth.”* Again, this was noted by Riverside County leadership as an area that can prevent youths from doing well.

Figure 80. How to Better Reach At-Risk Youths



Youths That Need More Help

Organizations serving youths alluded to types of youths that need more help. One of these areas included youths living in **certain geographies**. For example, specific locations were mentioned by several organizations as needing more help. These included Desert Hot Springs, Moreno Valley, Hemet/San Jacinto. The remoteness and crime level of Desert Hot Springs and Hemet/San Jacinto were pointed out, while Moreno Valley was identified as being a high need area for foster youths.

On that note, **foster youths** were again identified as a population needing more help, which could be due to the geography of the Perris YOC. It was noted that foster youths living in the Perris or Moreno Valley area may have to seek services in other locations, rather than the Moreno Valley/Perris areas. Specifically, some of the results of the key informant interviews indicated that the Perris and Moreno Valley YOCs were not open to working with foster youth, as it is a particularly challenging population. This means that foster youth in those areas would need to access services at a different YOC, creating a transportation problem.

Males and **male youths of color** were also pointed out as youths needing more help. It was mentioned that many of them need guidance and/or role models, or someone to look up to. **Homeless youths** were also identified as a group being difficult to engage.

Figure 81. Youths that Need More Help



Conclusion

Summary

The present report reflects the findings of a program evaluation of the youth program under the WIOA within Riverside County. The youth program consists of six YOCs and provides services to youths to help them attain educational goals and prepare them for the workforce.

Strong Features

Riverside County WDC wanted to know the strengths of having a “one-stop center”, “brick-and-mortar” approach. As it stands, Riverside County’s YOCs are an invaluable resource to youths attempting to improve their educational and employment situation.

Overall, the YOCs serve about 196 youths for every 100,000 youths aged 16-24 in Riverside County. The YOCs adequately serve male and female youths, Hispanic/Latino youths, and African/American youths. Additionally, about 5.4% of youths at the YOCs were offenders which is slightly above Riverside County’s youth rate overall. In terms of unemployed youths, nearly all of the YOCs youths are unemployed upon entry, far above Riverside County’s youth unemployment rate. Finally, about 7.7% of the YOCs demographics are foster care youths (in or aged out), far above Riverside County’s approximate percentage of youth in or aged out of foster care. Overall, the YOCs appear to be competently serving these categories of at-risk youth when compared to the overall population.

In regard to performance on the most recent PY, under DOL indicators, Riverside County exceeds DOL performance goals on placement in employment, education or training after both the 2nd and 4th quarters as well as the credential attainment rate. While there is no DOL goal for measurable skills gain, Riverside County’s rate exceeds the of surrounding local areas. Under contract indicators, determined by the WDC, Riverside County exceeds the credential attainment rate goal.

The motivating and welcoming staff, in addition to the opportunity to build skills, earn education credits, gain employment preparation, and seek employment opportunities was praised by youth participants.

Additional strong features of the YOCs included having multiple partnerships with organizations that serve at-risk youths. Having these critical, and strong partnerships with organizations serving youths in trouble with corrections, youths that are homeless, foster youths, youths in secondary education, youths with behavioral health problems, enables the YOCs to better intervene and provide services to the most at-risk youths populations. In addition to having multiple partnerships, the one-stop-center approach seems to be beneficial as youths can receive an array of services all in one area.

Areas for Improvement

In addition to the strengths, Riverside County WDC desired to know the weaknesses and possible areas for improvement. Regarding performance on the most recent PY, Riverside County does not meet any of the contract performance goals set by WDC with the exception of credential attainment. While Riverside County has been able to meet DOL performance goals, contract performance seems to be substantially lower than the contract goals set by WDC.

A few areas to consider, as identified in the qualitative portion of this study include the issue of rising wages. Due to rising wages and lower levels of funding, YOCs cannot keep youths employed for long enough periods of time to gain meaningful experience. It also seems that there are a limited number of certifications that can be offered to the youths.

Organizations serving youths pointed to the importance of social activities in terms of keeping youths engaged. Certainly, many of the participating youths also mentioned this as being useful to them. That said, something to consider is providing youths with peers or mentors. Having peers was explained as an ideal resource in that it provides youths with someone who has lived experience, someone who is relatable, and possibly, someone to look up to.

These organizations also pointed out the types of youths that may need more help. Specifically, youths living in certain geographies that are more remote and hit by crime need a little more help. Some specific mentions include Desert Hot Springs, Moreno Valley, Hemet/San Jacinto. In fact, Moreno Valley was identified as being a high need area for foster youths.

On that note, foster youths were again identified as a population needing more help, which could be due to the geography of the Perris YOC. Specifically, foster youths living in the Perris or Moreno Valley area would have to seek services in other locations, rather than the Moreno Valley YOC. Specifically, some of the results of the key informant interviews indicated that the Perris and Moreno Valley YOCs were not open to working with foster youth, as it is a particularly challenging population. This means that foster youth in those areas would need to access services at a different YOC, creating a transportation problem. A recommendation here to alleviate that issue was to stabilize values across the YOCs. Considering there are two entities serving the entire county, which was noted as a strong feature of Riverside County, there should be a shared value system across these providers.

On a final note, when targeting at-risk youths, one theme included staying well-known in the community. Being a recognized organization and having community members know what you do helps to better reach at-risk youths. Once again, being well-known, in addition to having partnerships and collaboration seems to be key in reaching, as well as serving youths.

Overall Recommendations

It is HARC's conclusion that the current structure of Riverside County's youth program is adequately meeting the needs of the target population. That is, a systematic change in how the youth program is implemented across Riverside County is not needed.

The current set-up is reaching both genders appropriately and are adequately serving Hispanic/Latino youths and Black youths. Some qualitative responses indicate that the existing set-up is not adequately serving foster youths, and a few changes at the individual facility level may be needed (as noted in the preceding section, under areas for improvement). Under the current model, Riverside County is meeting or exceeding DOL performance metrics, indicating satisfactory performance. Qualitative data illustrated clear benefits to having a "brick-and-mortar" approach in meeting youths' needs. That is, the YOCs are capable of working towards educational and workforce goals, while also continuing/improving many of the successful aspects (e.g., pro-social activities, addressing behavioral health, having peers/mentors, etc.) of serving youth, as recommended by other organizations working with youth. It is HARC's opinion that major change to the current model is not necessary.

If WDB disagrees with HARC's conclusion, and desires to adapt the current model, then HARC recommends doing so by partnering with a few more service providers.

Looking at surrounding local groups, San Bernardino has 13 service providers, while San Diego has eight. However, a striking difference between these two counties is that San Diego maintains having at least one provider in all regions of the county. In other words, while there are many service providers across these counties, San Diego emphasized the benefit of having a consistent, dependable service provider in each region of the county.

Essentially, if a structural change is desired by WDB, then HARC recommends maintaining to have the same service providers in multiple regions of Riverside County. This would provide the benefit of having consistent providers who are dependable in multiple regions, in addition to the qualitative benefits of a "brick-and-mortar" approach. In addition to maintenance of existing facilities, HARC recommends contracting additional providers to potentially increase numbers served in a few more high-need areas (e.g., Desert Hot Springs, Moreno Valley, Hemet/San Jacinto).

However, note that contracting with multiple service providers will not necessarily mean there will be a jump in serving higher numbers of youth. As mentioned above, San Bernardino has 13 service providers, which may explain why they serve about 382 youths for every 100,000. However, San Diego's model also includes a higher number of service providers, as they have eight providers (four times that of Riverside County). However, their service rate for youth is lower than that of Riverside County (148 youths served for every 100,000, compared to Riverside County's rate of 196).

Essentially, having additional service providers does not guarantee an increase in numbers served, or an increase in youths' performance will occur. Further consultation with surrounding local groups would be needed to ensure a smooth transition, along with an additional study to identify challenges, best methods to take, and possible

service providers to partner with. HARC recommends that if WDB desires change, they should consult with their San Bernardino County counterparts, as San Bernardino has consistent high performance and a high service rate.

Limitations of the Study

It is important to note that the present evaluation study had a few limitations to consider. Firstly, the evaluation study had many separate data components. One area includes the financial data portion. Specifically, only the Orange County local group was compared to Riverside County and having comparisons to local groups San Bernardino and San Diego may have helped to further understand differences between the groups. Another area included qualitative, or open-ended data. While these data collection efforts are advantageous in understanding impact beyond the performance metrics, they do present generalizability concerns. In other words, the responses of six high performing and six low performing youths may not represent the perspectives of all of the youths in the county. Rather, it provides a snapshot of some feedback/suggestions/positive findings.

On the note of focus groups, there was a recruitment issue with eligible youths not receiving services in Riverside County. While this is a very difficult population to recruit, HARC was only able to acquire responses from a “mixed” focus group. That is, the eligible youths focus group consisted of youths that are aware/have participated at a YOC, while others in the focus group were unaware that such a program exists. Additionally, these youths were limited to a transitional housing population. The focus group may have yielded more insightful findings had it consisted of only eligible youths who haven’t participated at a YOC.

A final limitation on the focus groups includes the local area, San Bernardino youths focus group. The local area of San Bernardino County has 13 service providers. This is a significantly larger number of providers than any of the surrounding local areas. Thus, attaining accurate representation from each provider would not be possible with only one focus group. Rather, youths that were most likely to participate in a focus group were selected.

Appendix A: Acronym Guide

The following list includes acronyms which are used throughout the report.

- **CFLC:** California Family Life Center, a nonprofit organization that runs three of the six Riverside County Youth Opportunity Centers
- **CHIS:** California Health Interview Survey, a statewide population health survey conducted annually by UCLA
- **DOL:** Department of Labor
- **FY:** Fiscal year, in this case, from June to July
- **GED:** General Education Development test, also known as a high school-level equivalency certificate
- **HARC:** Health Assessment and Research for Communities, the nonprofit organization conducting the evaluation
- **ISY:** In-school youth. A definition provided by WIOA Youth Program Policies and Procedures Manual under Riverside County Workforce Development Board
- **MIS:** Management Information System is the database which performance metrics of WIOA activities are monitored, stored, and downloaded.
- **OJT:** On-the-job training
- **OSY:** Out-of-school youth. A definition provided by WIOA Youth Program Policies and Procedures Manual under Riverside County Workforce Development Board
- **PY:** Program year, in this case, from June to July
- **RFP:** Request for proposals
- **SNAP:** Supplemental Nutrition Assistance Program, a federal program also known in California as CalFresh, often called “food stamps”. SNAP is a federal program that provides nutrition benefits to low-income individuals and families that are used at stores to purchase food.
- **SSI:** Supplemental Security Income, a federal income supplement program designed to help aged, blind, and disabled people who have little to no income meet basic needs for food, clothing, and shelter.
- **SSDI:** Social Security Disability Insurance. This program pays benefits to disabled individuals and families who worked and paid social security taxes for a certain number of years.
- **TANF:** Temporary Assistance for Needy Families, a federal program also known in California as CalWORKS, often called “welfare”. The program is time limited and helps families with children when the parents cannot provide for the family’s basic needs.
- **WDB:** Workforce Development Board
- **WDC:** Workforce Development Center
- **WIOA:** Workforce Innovation and Opportunity Act
- **YOC:** Youth Opportunity Center

Appendix B: Qualitative Data Collection Guides

Riverside County YOC CFLC

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

As you know, Riverside County Workforce Development Center has six Youth Opportunity Centers. Each of these Centers provides educational and occupational services to youth to get them ready for the workforce.

1. Which aspects of the Riverside County approach do you see as most successful at the goal of getting youth ready for the workforce?
 - a. How would you say that this approach helps to reach the “at-risk” youth populations?
2. Which aspects of this approach could be improved?
 - a. How would you say that this approach could improve reaching the “at-risk” populations?
 - b. Riverside County’s Workforce Development Board’s Local Plan 2017-2020 had a few opportunities for improvement listed for the Youth system. Some of these included aligning job training and education, strengthening connection with colleges, and developing apprenticeship models with local agencies.
 - i. What is being done or could be done to tackle some of these suggestions?
3. Based on your experience, which groups of youth are really succeeding at the Youth Opportunity Centers?
 - a. For example, are there specific demographics that are doing better than others? Are in-school youth doing better than out-of-school youth?
 - b. What about youth facing different types of barriers?
4. Now what about the flip side? Which youth might be having more difficulty succeeding at the Youth Opportunity Centers?
 - a. Why do you think these youth in particular are having trouble succeeding?
 - i. What do you think would help these youth?
5. Are there youth that need the services you offer at the YOC, but just don’t come in? Who are these people, and what do you think prevents them from coming in? How could we serve them better?

Riverside County YOC ResCare

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

As you know, Riverside County Workforce Development Center has six Youth Opportunity Centers. Each of these Centers provides educational and occupational services to youth to get them ready for the workforce.

1. Which aspects of the Riverside County approach do you see as most successful at the goal of getting youth ready for the workforce?
 - a. How would you say that this approach helps to reach the “at-risk” youth populations?
2. Which aspects of this approach could be improved?
 - a. How would you say that this approach could improve reaching the “at-risk” populations?
 - b. Riverside County’s Workforce Development Board’s Local Plan 2017-2020 had a few opportunities for improvement listed for the Youth system. Some of these included aligning job training and education, strengthening connection with colleges, and developing apprenticeship models with local agencies.
 - i. What is being done or could be done to tackle some of these suggestions?
3. Based on your experience, which groups of youth are really succeeding at the Youth Opportunity Centers?
 - a. For example, are there specific demographics that are doing better than others? Are in-school youth doing better than out-of-school youth?
 - b. What about youth facing different types of barriers?
4. Now what about the flip side? Which youth might be having more difficulty succeeding at the Youth Opportunity Centers?
 - a. Why do you think these youth in particular are having trouble succeeding?
 - i. What do you think would help these youth?
6. Are there youth that need the services you offer at the YOC, but just don’t come in? Who are these people, and what do you think prevents them from coming in? How could we serve them better?

San Bernardino County Workforce Development Department

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

In a nutshell, San Bernardino County's Workforce Development Board provides WIOA Youth programs and services via service providers. There are 14 of them and include aspects such as school districts, healthcare training, job corps center, and mental health, to name a few.

1. Firstly, can you tell me about San Bernardino's County's Workforce Development Board's approach to WIOA Youth Programs?
 - a. My understanding is that WIOA Youth programs and services via service providers. There are 14 of them and include aspects such as school districts, healthcare training, job corps center, and mental health, to name a few.
2. What aspects of San Bernardino County's WIOA Youth services do you see as most successful?
 - a. How would you say that this approach helps to get at "at-risk" youth?
 - b. What are the benefits of contracting with service providers rather than a one-stop, brick and mortar style approach?
 - c. WIOA includes the word "innovative". Are there any aspects of San Bernardino's model that you think are particularly innovative? If so, did they work?
 - i. What are the drawbacks?
3. Which aspects of this approach could be improved?
 - a. How would you say that this approach could improve getting at "at-risk" youth?
4. Based on your experience, which groups of youth are really succeeding in the youth programs?
 - a. For example, are there specific demographics that are doing better than others? Are in-school youth doing better than out-of-school youth?
 - b. What about youth facing different types of barriers?
5. Now what about the flip side? Which youth might be having more difficulty succeeding in these programs?
 - a. Why do you think these youth in particular are having trouble succeeding?
 - i. What do you think would help these youth?
6. How does San Bernardino County's Youth program target at-risk youth?
 - a. What about disconnected youth? What strategies have been particularly good at helping those especially hard-to-reach kids?

Orange County Community Investment Division

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

1. Firstly, can you tell me about Orange County's Development Board's approach to WIOA Youth programs?
 - a. My understanding is that services are provided via the City of La Habra, Orange County Asian and Pacific Islander Community Alliance (OCAPICA), and KRA Corporation.
2. What aspects of Orange County's WIOA Youth programs do you see as most successful?
 - a. How would you say that this approach helps to get at "at-risk" youth?
3. Which aspects of this approach could be improved?
 - a. How would you say that this approach could improve getting at "at-risk" youth?
4. Based on your experience, which groups of youth are really succeeding in the youth programs?
 - a. For example, are there specific demographics that are doing better than others? Are in-school youth doing better than out-of-school youth?
 - b. What about youth facing different types of barriers?
5. Now what about the flip side? Which youth might be having more difficulty succeeding in these programs?
 - a. Why do you think these youth in particular are having trouble succeeding?
 - i. What do you think would help these youth?
6. How does Orange County's Youth program target at-risk youth?
 - a. What about disconnected youth? What strategies have been particularly good at helping those especially hard-to-reach kids?

San Diego County Workforce Partnership

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

1. Firstly, can you tell me about San Diego County's Workforce Partnership approach to WIOA Youth Programs?
 - a. My understanding is that they are provided through agencies such as Access, Inc., Second Chance, and Diego Valley Charter.
2. What aspects of San Diego County's WIOA Youth programs do you see as most successful?
 - a. How would you say that this approach helps to get at "at-risk" youth?
3. Which aspects of this approach could be improved?
 - a. How would you say that this approach could improve getting at "at-risk" youth?
4. Based on your experience, which groups of youth are really succeeding in the youth programs?
 - a. For example, are there specific demographics that are doing better than others? Are in-school youth doing better than out-of-school youth?
 - b. What about youth facing different types of barriers?
5. Now what about the flip side? Which youth might be having more difficulty succeeding in these programs?
 - a. Why do you think these youth in particular are having trouble succeeding?
 - i. What do you think would help these youth?
6. How does San Diego County's Youth program target at-risk youth?
 - a. What about disconnected youth? What strategies have been particularly good at helping those especially hard-to-reach kids?
 - b. The Second Chance program specifically targets youth that have been involved with the justice system. What have been the benefits of having a program specifically aimed at these youth?

Riverside County Probation – Juvenile Services

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). These programs are for youth facing barriers to education, training, and employment. So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

As you may already know, Riverside County Workforce Development Center has six Youth opportunity Centers. Each of these Centers provides educational and occupational services to youth to get them ready for the workforce. These youth that the Centers serve are at-risk, meaning they are out-of-school, out-of-work, low-income, foster youth, trouble with the justice system, etc. So many of the youth they serve might also be youth that you work with. Ideally, the work done by the YOC diverts kids who might otherwise enter the justice system by getting them college and career ready.

1. Firstly, can you give me a brief overview of what the probations/corrections system is like for youth in Riverside County?
2. Based on your experience, what do you think are some of the top problems that cause at-risk youth to be in the probations, corrections, or juvenile system?
 - a. What are some intervention points? That is, what are areas that service providers might be able to intervene to minimize youth entering corrections systems?
3. Are there certain groups of youth that need more help than others? (Certain geographic areas? Kids with unstable home lives? People of color? Boys?)
 - a. What can be done to better reach these youth and provide services to them?
4. When youth leave corrections, what do you think are the most important factors to ensuring they finish their high school degree and become gainfully employed or enrolled in higher education? In other words, what things predict which kids go out and get jobs/go to college?
 - a. Why do you think these areas are important?
5. What can programs, such as the youth opportunity centers we mentioned, better do to serve at-risk youth?
6. If you had an unlimited budget, what would you do to keep youth out of the juvenile justice system?

Riverside County Office of Education – Alternative Education

Intro for Interviewer:

As mentioned in our emails, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, this will be confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes. That said, is it okay if I record this conversation?

Questions:

1. Firstly, tell me a little bit about alternative education here in Riverside County, and what the goals are?
2. What are the age groups that alternative education works with?
3. Based on your experience, what leads youth to being in community school instead of traditional school environments?
4. Alternative education includes some of the most at-risk youth. Based on your experience, are there certain groups of youth that need more help than others?
 - a. Why do you think this is the case?
 - b. What can be done to better reach these youth and provide services to them?
5. How do you reach the most at-risk disconnected youth?
6. How do you keep them engaged with your programming?
7. What best practices would you recommend to others trying to provide services to this hard-to-reach group of youth?
8. What parts of Alternative Education would you say are most useful for youth to graduate?
 - a. Why do you think these parts are especially useful?
9. Which areas of Alternative Education are most important for youth's success in education and workforce readiness?
 - a. Why are these areas important?
10. What can programs, such as the youth opportunity centers, better do to serve youth at risk for entering the corrections system?
11. If you had an unlimited budget, what would you do to improve the alternative education programs?

Organizations That Work with Disenfranchised Youth

Riverside University Health System – Behavioral Health

OneFuture Coachella Valley

Department of Public Social Services

Intro for Interviewer:

We are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services under the WIOA (Workforce Innovation and Opportunity Act). These centers are designed for youth ages 14-24 who are facing barriers to education, training, and employment. If eligible, they will provide services to youth that are educational, and workforce related. Essentially, they are trying to get youth ready for the workforce. These youth that the Centers serve are at-risk, meaning they are out-of-school, out-of-work, low-income, foster youth, trouble with the justice system, etc.

So, we'd like to get input from experts like you who also work with youth. This way, we can gather best practices in serving young people.

As a reminder, the interview will be audio recorded, confidential, transcribed, and aggregated with other expert responses so we can analyze content for similar themes.

Questions:

1. Can you please state your name, your title, and your organization?
2. For the population of at-risk youth, ages 16-24 in Riverside County, how do you serve them? What are the services you provide them?
3. What are some of the best ways to connect to these youth?
 - a. In other words, some of them are disconnected from school, work, maybe even friends and family. What is the best way to reach them and provide services?
 - i. Why are these the best methods?
 - ii. What would you say can be done better?
 - b. What would you say doesn't work when trying to connect these youth?
 - c. Which groups of youth are still getting left behind? Or not being adequately targeted?
 - i. Are there specific demographics or certain barriers?
4. How do you keep these youth engaged? That is, once you've reached them once, how do you keep them connected to your programs and services so they can get the full benefit of what you have to offer?
5. What can programs, such as the youth opportunity centers we mentioned, better do to serve at-risk youth?

Riverside County Youth Who are High Performing

As you probably know, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services. We'd like to hear about your experiences in that program so that we know what's working and what could be improved.

As a reminder, this will be confidential, transcribed, and aggregated with other responses so we can analyze content for similar themes. That said, I'll start the recorder.

- *General prompts to use:*
 - *Can you say more about BLANK?*
 - *I'm hearing a lot of BLANK? What else is there to say around that topic?*
 - *You've mentioned X, Y, and Z. What else can you say about X? What about Y? What about Z?*
 - *Outside of BLANK, what else can you add to this topic?*

Questions:

1. Okay, can each of you please state your name, how long you've been participating in the Riverside County Youth programs, which Youth Opportunity Center you went to, and how long you were in the program.
2. How did you find out about the Youth Opportunity Center?
 - a. How did you end up there?
 - b. What made the Youth Opportunity Center seem like a good fit for what you needed and wanted at that time?
3. What parts of the Youth Opportunity Center and its programs do you find useful in achieving educational and workforce readiness goals?
 - a. Why are these areas useful for you?
4. What services or activities at the Youth Opportunity Center are most important to your success in becoming college or career ready? For example, this could be something specific in the Youth Build activities, or another activity?
 - a. Why are these areas important?
5. What services or activities are less useful in your efforts to achieve educational or workforce readiness goals?
 - a. Why are these areas not useful for you?
6. If you could add anything to the Youth Opportunity Centers, what would they be? It could be a new program, new equipment, more staff, whatever you think would help other youth like you the most.
7. If you had a friend that wanted to go to one of these centers, what advice would you give them?

Riverside County Youth Who Are Low Performing

As you probably know, we are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers, which provide youth programs and services. We'd like to hear about your experiences in the program so that we know what's working and what could be improved.

As a reminder, this will be confidential, transcribed, and aggregated with other responses so we can analyze content for similar themes. That said, I'll start the recorder.

- *General prompts to use:*
 - *Can you say more about BLANK?*
 - *I'm hearing a lot of BLANK? What else is there to say around that topic?*
 - *You've mentioned X, Y, and Z. What else can you say about X? What about Y? What about Z?*
 - *Outside of BLANK, what else can you add to this topic?*

Questions:

1. Okay, can each of you please state your name, how long you've been participating in the Riverside County Youth programs, which Youth Opportunity Center you went to, and how long you were in the program.
2. How did you find out about the Youth Opportunity Center?
 - a. How did you end up there?
 - b. What made the Youth Opportunity Center seem like a good fit for what you needed and wanted at that time?
3. What parts of the Youth Opportunity Center and its programs do you find useful in achieving educational and workforce readiness goals?
 - a. Why are these areas useful for you?
4. What services or activities at the Youth Opportunity Center are most important to your success in becoming college or career ready? For example, this could be something specific in the Youth Build activities, or another activity?
 - a. Why are these areas important?
5. What services or activities are less useful in your efforts to achieve educational or workforce readiness goals?
 - a. Why are these areas not useful for you?
6. If you could add anything to the Youth Opportunity Centers, what would they be? It could be a new program, new equipment, more staff, whatever you think would help other youth like you the most.
7. If you had a friend that wanted to go to one of these centers, what advice would you give them?

Eligible Riverside County Youth Who Are Not in a YOC Program

We are working with Riverside County Workforce Development Center to evaluate their Youth Opportunity Centers. These centers are designed for youth ages 14-24 who are facing barriers to education, training, and employment. These centers provide services that are educational, and workforce related. Essentially, they work to get youth ready for the workforce and/or educational pursuits. So, we're here today to learn about your opinion on this type of program.

There are six youth opportunity centers in Riverside County: Hemet, Lake Elsinore, Rubidoux, Indio, Moreno Valley, and Perris.

As a reminder, this will be confidential, transcribed, and aggregated with other responses so we can analyze content for similar themes. That said, I'll start the recorder.

- *General prompts to use:*
 - *Can you say more about BLANK?*
 - *I'm hearing a lot of BLANK? What else is there to say around that topic?*
 - *You've mentioned X, Y, and Z. What else can you say about X? What about Y? What about Z?*
 - *Outside of BLANK, what else can you add to this topic?*

Questions:

1. Okay, can each of you please state your name and age.
2. Did you know about these Youth Opportunity Centers before this focus group?
3. Do you know about other youth programs that help young people like you get education and into the workforce? For example, a mentoring program, or a job placement program, or an internship program.
 - a. *If no, move to next question.*
 - b. Yes? What have you heard about them?
 - i. Have you ever participated in these types of programs?
 1. What was your experience like?
 - ii. If no, is there a reason you haven't?
4. What sounds good about these types of programs?
 - a. In other words, what sounds like it would be helpful for you as you try to get employment or seek educational opportunities?
5. What parts sound less helpful?
 - a. What pieces of the program would you not want to do?
6. Is anyone here not working, but wishes they had a job?
 - a. If yes: What do you think makes it hard for you to get a job? What would make it easier for you to get a job?

San Bernardino County Youth Who Went Through a Youth Program Successfully

We are working with Riverside County Workforce Development Center to evaluate their Centers which provide youth programs and services. These are the same types of programs that you received in San Bernardino County. But in Riverside County, there is a different approach to how these programs are implemented.

So, we'd like to hear about your experiences in the San Bernardino County programs so that we know what's working and what could be improved.

As a reminder, this will be confidential, transcribed, and aggregated with other responses so we can analyze content for similar themes. That said, I'll start the recorder.

- *General prompts to use:*
 - *Can you say more about BLANK?*
 - *I'm hearing a lot of BLANK? What else is there to say around that topic?*
 - *You've mentioned X, Y, and Z. What else can you say about X? What about Y? What about Z?*
 - *Outside of BLANK, what else can you add to this topic?*

Questions:

1. Okay, can each of you please state your name, how long ago you participated in one of the Youth programs, which place you went to, and how long you were in the program.
2. How did you find out about the Youth programs?
 - a. How did you end up there?
 - b. What made the program seem like a good fit for what you needed and wanted at that time?
3. What parts of the program did you find useful in achieving educational and workforce readiness goals?
 - a. Why were these areas useful for you?
4. What services or activities were most important to your success in becoming college or career ready?
 - a. Why were these areas important?
5. What services or activities were less useful in your efforts to achieve educational or workforce readiness goals?
 - a. Why were these areas not useful for you?
6. If you could add anything to these programs, what would they be? It could be a new program, new equipment, more staff, whatever you think would help other youth like you the most.
7. If you had a friend that wanted to go to one of these places, what advice would you give them?