



# Information Item

**Date: February 7, 2008**

To: Mayor and City Council

From: Barbara Stinchfield, Director, Community and Cultural Services

Subject: Response to City Council Request to Explore Additional Employment Opportunities for Santa Monica Youth

## **Introduction**

During budget hearings in June 2007, Council asked staff to return at a later date to provide information on available employment services for Santa Monica youth and options for expanding these services, if appropriate. The attached report provides an overview of key findings and presents options for increasing youth employment opportunities. Options range from no- to low-cost strategies to coordinate existing services to the expansion of programs that would require budget enhancements. This information will supplement the staff reports transmitted as part of the City's Mid-Year Budget Review and FY 2008-09 Budget Priority Public Hearing scheduled for February 12, 2008.

## **Background**

The attached report, which represents a multi-departmental staff effort, includes an inventory of available youth employment services and programs; summarizes models and best practices for service delivery and outreach; reviews local demographic data about youth who are employed; summarizes feedback received by Santa Monica youth about their job preferences and work experiences; synthesizes data from City departments and representatives of youth employment programs about challenges and opportunities; and presents a range of possible options for enhancing youth employment opportunities.

## Report Summary

There are two populations of youth that typically benefit from employment services: 1) youth who need basic job readiness training, such as assistance completing a job application and preparing for their first interview; and, 2) higher-risk youth, who experience more significant educational, legal, and psychosocial barriers to getting a job. These youth tend to be older (18-24) and often experience learning disabilities, mental health issues, substance abuse, and criminal records that make it difficult to qualify for many jobs. In looking specifically at Santa Monica youth, the report indicates that:

- There are approximately 7,500 14-24 year olds in Santa Monica.
- Conservative estimates indicate that approximately 400 Santa Monica youth participate in 26 employment programs, 16 of which are located in the City of Santa Monica.
- The City of Santa Monica employs approximately 225 youth as Lifeguards, Library Pages, Recreation Workers, Office Assistants, Operations Attendants, and Police Cadets.
- Through the Community Development Program, the City provides funding to Jewish Vocational Services to provide employment services and paid internships to 40 youth, ages 14-24. In addition, the City provides funding to Santa Monica College's Pico Partnership on the Move Program, which uses Federal work study and City funds to offer employment stipends.
- When asked about what kinds of jobs they want, Santa Monica youth surveyed for this study responded that they want jobs that pay well, are easy, fun and interesting, and have flexible schedules.
- When asked about what kinds of jobs they would *not* want, youth indicated that they are not interested in jobs in the fast-food or janitorial industries.
- 57% of youth surveyed indicated they would not work for minimum wage (\$8.00 per hour).
- Youth identify their lack of experience, commitment to school, lack of transportation, child care issues, and criminal records as barriers to getting a job.

- According to local service providers, the most successful youth employment programs targeting at-risk youth employ a case management approach to address multiple needs over a sustained period of time.

The report includes career planning and employment assistance programs that are available to Santa Monica youth. Because discussions in the community about youth employment have typically related to concerns about youth who are low-income, at-risk for gang involvement, or have left school with limited employment skills, the options presented in this report primarily focus on employment services for “at-risk” youth. Considering the available data and qualitative input collected from City staff, local programs, and youth, a list of four general approaches to increase youth employment opportunities for high risk youth are outlined in the attached report. These include:

- Improve coordination and communication (no new funding).
- Expand Trades Intern Program – add three interns (\$\$) or add nine interns (\$\$\$).
- Create Office Aid Intern Program (\$\$).
- Increase Community Development Program Grant (\$).

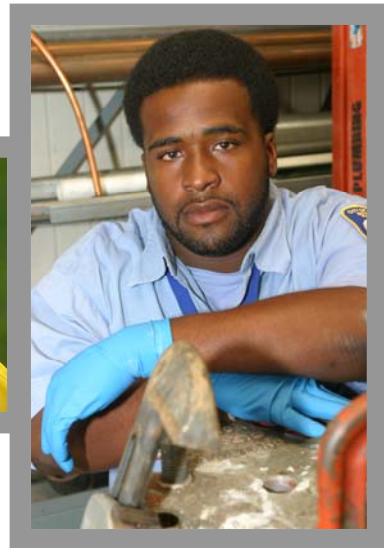
City staff is looking into the availability of federal Workforce Investment Act (WIA) funds and/or partnering with the Work Source at Marina del Rey to provide additional job training for youth. The City, through a recent succession planning initiative, is also evaluating expanding internship opportunities for college students. If Council directs staff to pursue any of the options for expanding youth employment services, the fiscal impact will need to be considered as the City’s FY 2008-09 budget priorities are considered and in the context of the City’s overall budget development process.

Key: \$ = less than \$100,000  
 \$\$ = \$100,001 - \$250,000  
 \$\$\$ = over \$250,000

**Prepared By:** Carla Fantozzi, Community Services Program Supervisor

Attachment: Increasing Youth Employment Opportunities in Santa Monica

# Increasing Youth Employment Opportunities in Santa Monica



City of Santa Monica  
Community and Cultural Services Department  
Human Services Division

January 2008

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# Increasing Youth Employment Opportunities in Santa Monica

## Introduction

During budget hearings in June 2007, Council asked staff to return at a later date to provide information on available youth employment services and a proposal for expanding these opportunities, if appropriate. Pursuant to Council's request, City staff assessed past and current practices used to employ youth, ages 14-24, and investigated opportunities for increasing youth employment in Santa Monica. This report provides an overview of activities conducted by staff, summarizes key findings, and presents options for increasing youth employment opportunities.

## Planning Activities

In consultation with City staff, consultant Tracy Scruggs prepared an inventory of available youth employment services and programs; researched models and best practices for service delivery and outreach; reviewed available demographic data about youth who are currently employed; obtained qualitative input from youth about jobs they want and their work experiences; obtained qualitative input from local employment and training programs, including Santa Monica-Malibu Unified School District and Santa Monica College, about their experiences working with youth; and reviewed lessons learned from the City's experiences with nonprofit partnerships, employing youth on capital projects, and the City's direct employment of youth employment opportunities. The qualitative input from city representatives, local service providers, and youth was collected through written questionnaires and focus groups. A summary of the youth input is presented in Attachment I.

## Key Findings

### Target Population

Using projections from the 2000 Census, there are an estimated 7,500 14-24 year olds in Santa Monica. Staff's research indicates that there are two populations of youth that benefit from employment services: 1) youth who need basic job readiness training, such as assistance completing a job application, initiating a job search, and preparing for their first interview; and, 2) higher-risk youth, who experience more significant educational, legal, and psychosocial barriers to getting a job. These youth tend to be older (18-24) and often experience learning disabilities, mental health issues, substance abuse, and criminal records that make it difficult to qualify for many jobs. In many cases,

they lack the motivation, confidence and problem solving skills to overcome multiple barriers to get a job and remain employed.

Youth who are more responsive to basic job readiness services tend to be more motivated and are able to secure and retain employment more quickly. Oftentimes, they secure entry level jobs, increase their skills through experience, and obtain more meaningful employment on their own.

In contrast, older, higher-risk youth often require intensive case management services. These youth have more steps to achieve before securing employment, such as getting a driver's license; expunging a criminal record; addressing substance abuse and housing needs; receiving psychological services; improving basic literacy and numeracy skills; and earning a high school diploma or GED.

Because discussions in the community about youth employment have typically related to concerns about youth who are low-income, gang-involved, or have left school with limited employment skills, the options presented in this report primarily focus on employment services for "at-risk" youth.

### **Inventory of Existing Programs**

An estimated 400 youth in Santa Monica participate in approximately 26 employment programs administered by the City, Santa Monica-Malibu Unified School District (SMMUSD), Santa Monica College (SMC), California State Employment Development Department (EDD), and Jewish Vocational Services (JVS), and other nonprofit organizations (See Attachment II).<sup>1</sup> Sixteen of these training and/or employment programs are located in Santa Monica. Santa Monica residents are also eligible for participation in regional, federally-funded employment and training programs, including the Los Angeles Job Corps, Youth Build at Venice Community Housing Corporation, and a number of other nonprofit programs, such as the Hollywood Cinema Production Resources and Streetlights Production Assistant Program. Approximately 225 youth work for the City of Santa Monica as Lifeguards, Library Pages, Recreation Workers, Office Assistants, Operations Attendants, and Police Cadets. With limited resources, conducting an inventory of local jobs that are available for youth was not possible. Similarly, data is not available about jobs held specifically by young people, ages 14-24.<sup>2</sup>

Without exception, local service providers indicated they have the capacity to serve additional youth with existing resources. This suggests that for youth who are motivated and may already have the confidence and skills to access training or find a job; there are ample resources available within the City and local programs. Alternatively, it

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<sup>1</sup> This number may contain duplication, as data is collected by individual programs and participants may enroll in more than one program.

<sup>2</sup> Last year, 429 youth (ages 14-17) obtained work permits in Santa Monica. Because older youth discussed in this report (ages 18-24) do not need work permits, it is not possible to determine the number of youth in the targeted age range who actually work.

suggests that for highly at-risk youth who lack the motivation, confidence, or skills required, available programs may not provide the more comprehensive and intensive services needed to prepare them to find and retain employment.

### **Characteristics of Successful Youth Employment Programs**

In an effort to identify characteristics of successful youth employment programs, City staff distributed questionnaires and conducted a focus group with local service providers.<sup>3</sup> In addition, staff reviewed literature on youth employment from youth development organizations, public policy groups, and several cities and counties.

Large cities reviewed, such as Los Angeles, Baltimore, Philadelphia, Phoenix, and Oakland, typically operate federally and/or state-funded employment and workforce development programs, provide support to local community organizations, and directly provide youth employment opportunities through Summer Job Programs. Several medium and small-sized cities, including Cambridge, Berkeley, Seattle, Sunnyvale, Palo Alto, and Mountainview, operate a range of youth employment activities, including work readiness services, summer programs and internships, either directly or in County collaborations.

A significant focus identified in the literature involved high school-based programs or collaboratives targeting high school drop outs. Many model programs included redesigning or transforming high schools to place more emphasis on the skills and preparation of the workforce, including alternative and charter schools specializing in service learning and hands-on vocational training. Consistent with the literature and common practices throughout many jurisdictions, local service providers argued that programs targeting at-risk youth are most effective when designed to address multiple needs over a sustained period of time. Ideally, services should include:

- Job counseling;
- Job readiness training, such as resume writing, assistance completing applications, interviewing, dressing for work, work place protocols, and customer service;
- Job search assistance;
- Job placement;
- Internships (including paid internships and on-the-job training);
- Individual case management;
- Skills assessment;
- Job coaching;
- Mentoring;
- Transportation assistance, such as bus passes;

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<sup>3</sup> Local providers represented included SMMUSD's Regional Occupational (ROP) and WorkAbility Programs; SMC Career Services Center and Pico Partnership on the Move Program; Venice Youth Build; Santa Monica Chamber of Commerce; Pico Youth and Family Center; SMC /FAME WorkForce and Business Incubator; JVS WorkSource; and Chrysalis.

- Contact with parents or guardians;
- Peer support groups;
- Educational support;
- Counseling;
- Program incentives, such as clothing vouchers and scholarships;
- Programs that link youth to jobs with certifications or careers;
- Linkages to legal services, health services, and affordable housing.

Recognizing the comprehensive needs and strategies to assist at-risk youth, effective programs must collaborate with various organizations and institutions serving youth. Literature on the subject describes the need for “cross-system initiatives” or “cross-system collaboration” that brings together workforce, education, criminal justice systems, and social services.

### **Barriers to Youth Employment and Challenges Faced by Local Providers**

Local service providers noted that employers are usually unable to provide the level of support needed to employ and retain at-risk youth, and often do not have the capacity to work in partnership with employment and training programs to do so. They identified the greatest barriers to youths’ successful employment as:

- Unrealistic expectations regarding their compensation and employer accommodations (flexible schedules, drug testing);
- Dissatisfaction with minimum wage employment;
- Lack of general job readiness, including literacy, communication, computer, social and vocational skills;
- Lack of any work experience;
- Immaturity, impatience, and lack of self esteem;
- Conflicts with school and extracurricular activities ;
- Criminal records, tattoos, and gang affiliation;
- Retention; and
- No access to transportation.

Interestingly, providers discussed the dilemma presented to them between encouraging youth to work and encouraging them to finish high school. Many providers have helped a young person prepare for and secure employment, only to witness him drop out of school. In addition, funding for programs is often linked to program outcomes, resulting in “creaming,” or the practice of enrolling young people who have stronger skills and are most likely to succeed. It is likely that many of these youth would successfully find and retain jobs without support services. Providers also noted the difficulties they have in collecting and reporting data about youth placed in jobs, given their own limited staff capacity and the mobility of youth.

Highlighting these challenges, program staff identified the need for increased and better-organized information about jobs and employment programs; funding for program staff necessary to provide comprehensive and ongoing support to youth; funding for

paid internships; vocational classes during evening hours; stronger linkages with SMMUSD's adult school; and employers' willingness to provide ongoing training and guidance for youth who require additional support. The group noted that the availability of employment services that provide basic training and assistance is not matched by job development services that seek to create new employment opportunities with employers.

### **Lessons Learned from the City's Experience**

The City's experience with youth employment has included supporting employment services through the Community Development (CD) Grants Program, the Trades Intern Training Program, hiring youth to work on capital improvement projects, and direct City hiring.

#### ***Youth Employment through the Community Development Grants Program***

The City's experience providing youth employment opportunities through the CD Grants Program has mixed results. From 1994-2003, the City provided substantial grant funding to the SMMUSD's Alliance Program located at Santa Monica High School, which offered counseling, crisis intervention, job preparation and support, employment stipends, and case management to at-risk students. During the final years of support, the Alliance Program struggled to engage students in employment services because many students were unwilling to work for the low wages paid through employment stipends, and City funds for employment stipends were consistently under-spent. As a result, in FY 2003-04, the City discontinued direct grant support to the Alliance Program.

Since FY 1996-97, the City has provided grant funds to the SMC's Pico Partnership/On the Move Program, which offers counseling, childcare assistance, employment services, and other supports to low-income students. For several years, this Program also failed to meet employment goals and expend employment stipends. Program managers state that many of the youth enrolled in the Pico Partnership/On the Move Program have criminal convictions that make it difficult to find jobs and that others are not satisfied with the low wages paid through employment stipends. Last year, the City reduced its grant support to SMC, and reallocated funding for youth employment to Jewish Vocational Services (JVS) in an effort to provide job readiness and placement services through an employment-specific program. It is still too early to assess the effectiveness of the City's support of JVS.

#### ***Trades Intern Training Program***

Currently serving nine at-risk youth, the City's Trades Intern Training Program is a two-year internship that provides hands-on experience in the City's Community Maintenance Department, individualized case management provided by Community and Cultural Services, Human Services Division staff at Virginia Avenue Park, links to comprehensive support services, and classroom instruction through the Los Angeles County Regional Occupational Program. Since 1999, 15 at-risk youth have successfully completed the program, and have secured permanent employment in the trades with the City, other municipalities, or the private sector. However, the high level of support

and supervision needed to help the youth succeed makes it difficult to provide the service to large numbers of youth.

### ***Capital Improvement and Private Development Projects***

In the last decade, the City provided youth with employment opportunities on capital improvement projects, including the Virginia Park Expansion, Airport Park and the Installation of Storm Water Runoff Pollution Control Devices project. Youth performed clerical work, laid turf, and helped install storm filtration drains. In these cases, youth employment was required by state and county funding sources. However, citing the complexity involved with hiring, training and supervising youth, the City ultimately contracted with Chrysalis, a City-funded, non-profit employment agency, to administer the youth employment portion of the projects. The City provided direct case management to participants and support to the contractors. Staff reported that since the youth employment requirements had not been incorporated in the original project bid-packages, a high level of support and commitment from the contractors contributed to the success of the young employees. This level of commitment from contractors is unusual and cannot be expected in all projects. The required negotiations with the contractors and Chrysalis, case management, and additional outreach resulted in unspecified cost increases to the City.

In discussions about private development projects, staff discussed the potential of using development agreements as tools for increasing youth employment opportunities. While it is possible that the City might negotiate a specific youth employment benefit in an appropriate project, there was consensus that it would not be feasible to create development agreements with any standardized provisions related to youth employment. The most significant obstacles cited to using such an agreement as a tool involve the problems of targeting Santa Monica youth specifically and the fact that unions have their own established apprentice programs for training and employing young people. Moreover, City staff involved in project management acknowledged the difficulty in monitoring and enforcing public benefit requirements, especially considering the over-arching development priorities of keeping projects on time and within budget.

Staff considered the use of local hiring preferences to increase employment opportunities for youth. While some municipalities have adopted ordinances which require city contractors for certain public works projects to make good faith efforts to hire local residents, staff did not find any that specified a hiring preference for youth. This is most likely because any age-specific criteria would not be legal. As such, local hiring preferences – which are sometimes referred to as First Source Programs – are not typically considered a viable option for increasing youth employment.

### ***Direct Hiring***

City staff describe mixed experiences with hiring youth directly. They report positive experiences with youth workers who are motivated and seeking to build their resumes, skills or access a career path. This often includes college students. Staff report that recruitment is most successful when departments conduct targeted recruitments directly (for example, Information Systems has recruited directly from specific college classes),

or when they collaborate with SAMOHI personnel to identify and refer appropriate students. In all cases, departments experience the greatest success when supervisors and co-workers share an interest in the young person's development and have the capacity to provide a supportive environment through ongoing mentoring, coaching, hand-holding, and personal support.

Conversely, staff cites challenges to increasing youth employment opportunities in various departments, including lack of motivation from the youth, workplace "illiteracy", and young people's unrealistic expectations. Staff discussed the need to improve recruitments and application processing times, and noted that recent changes in the as-needed hiring process have lengthened the selection and hiring process. Staff express consensus that the lengthy civil service hiring process is particularly discouraging to young people, who are not patient enough to complete the hiring process before accepting other jobs elsewhere. Staff in some divisions also report challenges providing adequate supervision by supervisors who already have extensive workloads and are unable to provide the level of supervision and support needed.

Staff acknowledged the importance of providing training to youth before they are employed, as well as throughout the duration of their employment. Consistent with results from a 2005 survey of City division managers, staff identified the following priority training needs:

- pre-employment skills;
- work ethics;
- time management;
- dressing for work;
- customer service;
- workplace communication; and
- general education about jobs and career paths within the city.

Toward this end, a focus group with personnel from various departments explored innovative training methods and noted the importance of using interactive technologies, such as Face Book or webinars, to reach the target population. Available resources that could support training needs of youth include Regional Occupation Program (ROP) classes at Santa Monica High School and workshops and videos offered by the State Employment Development Department. The City should continue exploring new training methods for youth employed by the City and for youth engaged in City-funded programs.

### **Santa Monica Chamber of Commerce Activities**

It is important to note that the Santa Monica Chamber of Commerce's recently announced a new partnership with the Santa Monica Parent Teachers Association and Santa Monica-Malibu Unified School District known as 100 Campaign. The proposed project will offer local students career education, training and experience through internship opportunities with local employers designed to give students the chance to

learn more about Santa Monica's top employment sectors, including the fields of health care, public and human services, environmental science, entertainment and tourism. The Chamber of Commerce has opted to target high achieving youth, not the at-risk population that is the focus of this report. The Chamber anticipates launching the project in spring 2008, and ultimately plans on providing 100 internship opportunities to juniors at Santa Monica High School.

The 100 Campaign is still in development and the Chamber of Commerce does not yet have a formal agreement with the school district and ROP, which would be responsible for training students. While nine businesses have signed up to participate, the program is not yet funded or staffed. Chamber of Commerce representatives are researching local sponsorship and grant opportunities. If funded, the Chamber anticipates hiring a part-time college-aged intern to support student interns and mentor businesses.

While a proposed partnership between the school district and the Chamber makes sense, this project does not appear to target or meet the needs of at-risk youth. Nonetheless, the City should engage in discussions with the SMMUSD and the Chamber to explore the possibility of collaborating on the 100 Campaign.

## **Key Options for Increasing Youth Employment**

Considering the available data and qualitative input collected from City staff, local programs, and youth, four general approaches to increase youth employment opportunities for high risk youth are presented below. To varying degrees, all four options incorporate characteristics of successful employment programs and address common barriers to young people's successful employment. A more comprehensive planning effort involving potential cross-system collaborators (i.e., SMMUSD, SMC, Los Angeles County Probation Department) would likely yield additional options, but is not feasible without a significant commitment of both time and financial resources.

### **1. Improve Coordination and Communication**

#### **No new funding**

Proposed activities include developing and disseminating a brochure that identifies employment and training programs available to Santa Monica youth; launching a youth portal/website dedicated to employment and training resources; establishing and staffing a local Youth Employment Coordinating Committee engaging representatives from SMMUSD, SMC, and local employment and training programs; conducting quarterly Youth Employment Coordinating Committee Meetings to improve service coordination and assess current and changing needs.

## 2. Expand Trades Intern Program

### a) Add three interns

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Given this program's track record in serving at-risk youth and ultimately providing them with the skills and experience to pursue careers, the current program can add three interns without any budget increase for case management or recruitment efforts. In this scenario, Human Services Division staff could absorb the increased case management and Human Resources Department staff could absorb the increased activities related to the hiring process within current staffing and budget levels.

### b) Add nine interns

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The program could expand from nine to 18 interns. In this scenario, in addition to the increased costs for salaries and benefits, the Human Services Division and Human Resources Department would require staffing and budget increases to provide increased case management and processing services. Staff asserts that any program expansion should include paying interns the City's Living Wage rate in addition to City-paid benefits, which more adequately supports young adults transitioning to independence and helps them stay in the Santa Monica community.

## 3. Create Office Aid Intern Program

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Building on the success of the Trades Intern Program, the City could develop a parallel program for Office Assistants. Starting with six positions, the proposed program could target at-risk youth and would likely attract those youth not interested in working in the trades but who would otherwise benefit from the skills and career path offered in many City departments. This scenario would require staffing and budget increases for up to six new Office Aid Interns in placement departments, as well as funds for Human Services and Human Resources to support the additional costs of case management, hiring interns, and training supervisors.

## 4. Increase CD Program Grant

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The City currently provides \$50,000 annually to Jewish Vocational Services (JVS) for comprehensive job readiness and placement services for 40 youth. The City should evaluate the program at the end of FY 2007-08, and assess outcomes achieved and the program's capacity for expansion in FY 2008-09 and beyond. JVS anticipates that if awarded an additional \$50,000, they would hire another case manager and serve an additional 40 youth. An additional enhancement could be considered in FY 2009-10, contingent upon program performance.

Key: \$ = less than \$100,000  
\$\$ = \$100,001 - \$250,000  
\$\$\$ = over \$250,000

## **Conclusion**

Regardless of the options pursued, any program targeting at-risk youth, whether they are in school or not, must provide multiple supports to help them become successful adults. Perhaps most importantly, youth need the support of committed adults – at home, school, work, and in the larger community. The City already plays an important role in providing that community support – through its direct services, direct hiring, and partnerships. However, for the City to enhance its role and increase youth employment opportunities in a significant , additional resources must be committed.

Prepared by: Tracy Scruggs, Consultant

### Input from Youth

City staff distributed questionnaires and conducted focus groups with over 70 youth involved in services at the Virginia Avenue Park Teen Center, Library, Community Day School and Olympic High School, and Trades Intern Training Program. Of those surveyed,

- more than half (56%) have worked in the past;
- the majority (66%) do not currently work;
- the majority (57%) indicated they would not work for minimum wage (\$8.00 per hour);
- the vast majority (87%) indicated they want to work;
- over 90% reported that their parents would allow them to work;
- about half (48%) indicated their parents encourage them to work; and
- a minority (11%) indicated their parents discourage them from working so they can concentrate on school.

Working youth are mostly employed in retail, including grocery outlets, clothing stores, pet stores, movie theatres, pizza and coffee shops. Data from the 605 work permits issued in FY 2006-07 for Santa Monica youth under the age of 18 indicates that wages earned ranged from \$6.75/hour to \$17.00/hour, with most youth earning between \$8-\$10.00/hour.<sup>4</sup> More than half the youth who participated in the surveys and focus groups said they work, or want to work, because they need money. Some also indicated they want to learn new skills and become independent and more responsible. Pay, schedule, and job location were consistently cited as the most important factors related to jobs. Other important factors frequently cited included jobs that were enjoyable/fun, jobs with opportunities to learn new skills or build resumes, and benefits.

When asked about the types of jobs youth want, responses were generally broad, such as a high paying job, an easy job, a flexible job, and a fun/interesting job. This suggests that youth are open to a variety of job types and/or are likely not well educated about specific job types. When asked about what kinds of jobs they would *not* want, youth were more specific, consistently indicating they would not want fast-food jobs or cleaning/janitorial jobs. They also generally indicated they would not want “boring” or “hard” jobs.

Most youth identified their age, lack of experience, and commitment to school as the biggest challenges they face in getting jobs. Other challenges identified by youth included transportation, finding a job, child care, and criminal records that make it difficult to complete the screening process.

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<sup>4</sup> A total of 605 work permits were issued in FY2006-07 to youth, ages 14-17. Of these, 429 are unduplicated. Youth ages 18 and older are not required to obtain work permits.

## Inventory of Youth Employment Programs

These career planning and employment assistance programs are available to Santa Monica youth and teach a variety of job readiness skills, including resume writing, interview techniques, workplace etiquette, and work ethic. Many programs also offer assistance with job searches, vocational assessments, and academic advancement counseling.

Agencies In Santa Monica	Program Name and Description
<b>Chrysalis</b>	<ul style="list-style-type: none"> <li> <b>Chrysalis Enterprises</b>            This program serves homeless and economically disadvantaged persons 18 years and older with access to job search resources, employment workshops, case management, and job placement services.         </li> </ul>
<b>City of Santa Monica</b>	<ul style="list-style-type: none"> <li> <b>Aquatics - Guard Start</b>            Community Aquatics offers this American Red Cross Program to youth ages 11-15 who have a desire to learn about the responsibilities and duties of a lifeguard. Students learn basic rescue skills, first aid, CPR and water safety. This program prepares youth to qualify for paid job opportunities with the City of Santa Monica as Junior Lifeguards.         </li> <li> <b>Rosie's Girls Summer Program</b>            During the summer, the City Yards staff teaches carpentry and welding to middle school girls, exposing them to non-traditional trades. The program encourages young women to develop leadership skills, participate in civic life and offers a pathway to meaningful employment. Past alumnae are hired back in student worker positions to assist in running the program.         </li> <li> <b>SMPD Explorer Program</b>            This program services youth ages 14-19 who are interested in a career in law enforcement. Participants complete 180 hours of instruction at the Los Angeles County Sheriff's Academy and must be enrolled in school.         </li> <li> <b>SMPD Cadets</b>            This is an as-needed job opportunity with the SMPD for youth ages 18-21. Participants must have a high school diploma or GED and be enrolled at an accredited college with major course work in Criminal Justice, Public Administration or related field.         </li> <li> <b>Trades Intern Program</b>            A 2-year limited term job opportunity with the Community Maintenance Department for Santa Monica residents or students between 18-29 years of age. This is a full-time paid job opportunity with the City where participants learn a skilled trade. The program targets "at-risk" youth and provides educational and case management support for the duration of the program.         </li> <li> <b>Virginia Avenue Park Employment Services</b>            Santa Monica youth ages 14-24 can receive assistance with completing job applications and resumes, job searches, and employment readiness skills. Assistance is provided by appointment. Virginia Avenue Park also collaborates with other agencies to host the Annual Youth Job Fair at Santa Monica High School and corresponding employment readiness workshops.         </li> </ul>
<b>Inner-City Filmmakers</b>	<ul style="list-style-type: none"> <li> <b>Training &amp; Jobs Program</b>            Free to those who qualify and are enrolled in college. This is an intensive broad-based professional filmmaking program that emphasizes business, communication and technical skills. The program works to place graduates in paid entry-level jobs with film studios and production companies.         </li> </ul>

- Jewish Vocational Services**

  - **WIA and Santa Monica Employment Program**  
 JVS operates out of Saint Anne Catholic Church and provides free employment services to youth, ages 14-24 that include job readiness workshops, interest and skills assessments and paid internships. JVS also collaborates with the Virginia Avenue Park Teen Center to run a job club and provide regular employment readiness workshops.
  
- Lantana Jobs Program**

  - **Lantana Construction Project**  
 Apprenticeship opportunities for Santa Monica residents age 18 and over interested in joining a union. Lantana offers full-time, temporary training positions on development projects where youth can learn various skills and trades.
  
- Pico Youth & Family Center**

  - **PYFC**  
 PYFC is a multi-cultural awareness and diversity program that targets at-risk Pico Neighborhood youth, ages 16-24. The PYFC partners with community agencies to provide basic employment services.
  
- Santa Monica College**

  - **Career Services Center**  
 The college operates a career center to provide career counseling and planning for SMC students. A resource library is available with listings for internships and job postings. The center holds an annual job fair for SMC students.
  - **FAME Workforce and Incubator Project**  
 The First AME Church and SMC collaborate to assist SMC students with skills training, job placement and educational advancement. Participants must be 18 or older, reside in Los Angeles County, and demonstrate financial need to participate in this program.
  - **Pico Partnership On the Move**  
 This program targets Pico Neighborhood youth and offers enrollment in SMC classes, academic and career counseling, subsidized childcare and links to financial aid. The program also offers paid employment opportunities using Federal work study and City funds that are provided for use as employment stipends.
  
- SMMUSD**

  - **Regional Occupational Program**  
 This fee-based program serves California residents, ages 16 and older and offers career guidance and technical training courses in several fields, including entertainment, vocational trades, and banking.
  - **Workability**  
 This is a free service to SMMUSD students ages 16-22 with special needs. Services include vocational assessments, counseling, and ongoing job placement and training.

Agencies Outside Santa Monica	Program Name and Description
<b>AmeriCorps</b>	<ul style="list-style-type: none"> <li> <b>AmeriCorps Service Programs (Vista and National Community Corps)</b>  AmeriCorps members provide service for State and National projects along with learning new skills and acquiring leadership qualities. Applicants must be at least 17 years of age. <b>Vista</b> seeks college graduates or 3 years of work experience. <b>National Community Corps</b> is for U.S. Citizens between the ages of 18-24. </li> </ul>
<b>Hollywood CPR</b>	<ul style="list-style-type: none"> <li> <b>Entertainment Artists, Technicians and Crafts Training Program</b>  Students age 18-25 can receive skills training for entry-level job opportunities in film and television. </li> </ul>
<b>Junior Achievement of Southern California, Inc.</b>	<ul style="list-style-type: none"> <li> <b>Job Shadow Program</b>  Junior Achievement offers a number of programs for school age youth and partners with educators and businesses to teach youth the tools for making informed intelligent decisions about their future. The Job Shadow Program is designed to give kids an opportunity to "shadow" an adult during their daily work activities. </li> </ul>
<b>Playa Vista Job Opportunities and Business Services</b>	<ul style="list-style-type: none"> <li> Positions for at-risk youth and adults are available in projects throughout Los Angeles County, including the Playa Vista development in West Los Angeles. Participants can receive educational and vocational testing; assistance with transportation, childcare and housing; rehabilitative support services, and financial aid to attend school. </li> </ul>
<b>Public Allies</b>	<ul style="list-style-type: none"> <li> <b>Ally Program</b>  This is a partnership with AmeriCorps where students ages 18-30 work with local nonprofit organizations and complete a leadership development program. Apprentices earn a monthly stipend, receive free child care and a post-service education award. </li> </ul>
<b>State Employment Development Department (EDD)</b>	<ul style="list-style-type: none"> <li> <b>Youth Employment Opportunity Program</b>  This is a free service to youth ages 15-24. The program assists youth in achieving educational and vocational goals through peer advising, resource referrals and job placement referrals. The program targets "at-risk" youth. </li> </ul>
<b>Streetlights</b>	<ul style="list-style-type: none"> <li> <b>Streetlights Production Assistant Program</b>  Interested candidates must be at least 20 years of age and possess a valid driver's license and have access to a vehicle. Trainees complete 150 hours of classroom instruction and 90 hours of paid, hands-on training. At the conclusion of the program, participants receive job placement assistance in the entertainment industry. </li> </ul>
<b>U.S. Department of Labor</b>	<ul style="list-style-type: none"> <li> <b>Los Angeles Job Corps</b>  Job Corps is a free service for youth 16-24 years of age that provides educational and vocational training. </li> </ul>
<b>Venice Community Housing Corporation</b>	<ul style="list-style-type: none"> <li> <b>Venice Youth Build</b>  Venice Youth Build offers job training, leadership development, educational assistance and transitional employment in the construction industry to at-risk youth residing in Los Angeles County, ages 18-24. </li> </ul>
<b>Work Source at Marina del Rey</b>	<ul style="list-style-type: none"> <li> <b>Career Planning Center</b>  The resource center offers a full array of support services for clients, including career counseling, job referrals, a resource library, vocational and career assessments, case management, and job placement services. </li> </ul>