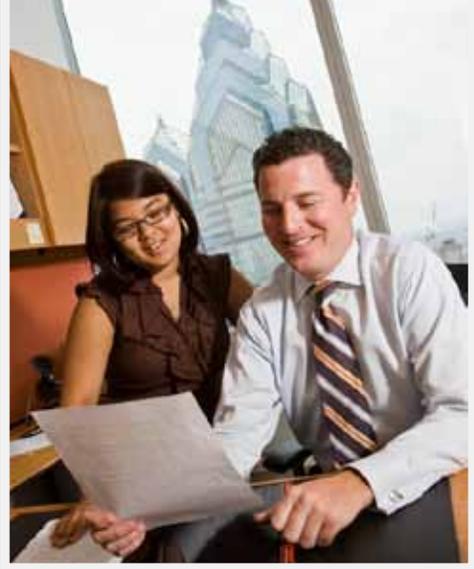




Partnerships

**FOR SUMMER YOUTH
EMPLOYMENT**





The United States Conference of Mayors

Michael A. Nutter
Mayor of Philadelphia
President

Scott Smith
Mayor of Mesa
Vice President

Kevin Johnson
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Second Vice President

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Mayor of Columbus, Ohio
Chair, Council on Metro Economies
and the New American City

Tom Cochran
CEO and Executive Director

Partnerships

**FOR SUMMER YOUTH
EMPLOYMENT**

WorkReady Philadelphia is an excellent example of how members of the private, public, and nonprofit sectors can collaborate to provide employment for youth during the summer months. Having real world work experience is essential to youth as they begin to develop their future careers. With support from our partners in the business and nonprofit communities, we can continue this great initiative.

MICHAEL NUTTER
MAYOR OF PHILADELPHIA
PRESIDENT, THE UNITED STATES
CONFERENCE OF MAYORS

See Philadelphia, p. 35

Introduction

Dear Mayors,

Nothing is more important for our youth than having a job during the summer months. We remember our own first job and how it placed us on a productive path, teaching us responsibility, and giving us our first paycheck. It is essential that we provide the same opportunity to today's youth. As mayors, it is one of the most constructive things we can do.

Unfortunately, we cannot rely solely on the federal government to provide sufficient levels of funding to meet the incredible need for summer jobs. This means we must create innovative partnerships with our local business and nonprofit communities to ensure that our youth have a meaningful summer job experience.

The United States Conference of Mayors, working through the DollarWise Summer Youth Campaign, has partnered with the Bank of America Charitable Foundation to create this best practices publication to highlight how cities have created these innovative and successful partnerships. In summer 2012, Bank of America supported funding for over 800 teen jobs in 20 cities. We encourage other mayors to use the enclosed examples to shape and expand their own partnerships to increase the availability of summer youth job opportunities.

According to a recent U.S. Conference of Mayors survey, conducted by Zogby Analytics, only 30% of American businesses hired youth under the age of 23 during 2012. We owe it to our youth to build on this foundation and increase participation in 2013.

Congratulations to all the mayors and organizations that participated in this project, including Bank of America, and a special thanks to all of those who remain passionate about the future success of our youth.

Sincerely,



Michael Nutter
Mayor of Philadelphia

President
The United States Conference of Mayors

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Building the workforce through summer youth employment

In partnership with the Atlanta Workforce Development Agency (AWDA), the Mayor's Youth Program focuses on developing summer employment opportunities for youth throughout Atlanta. The program provides services to eligible youth ages 14 to 21 whose goals are to complete high school, go to college, or attain a GED and gain valuable work experience. During summer 2012, the AWDA placed 581 youth in summer jobs in the private, public, and nonprofit sectors.

The AWDA provides summer employment to youth through its partnership with departments in city government and members of the private and nonprofit sectors that can provide work experience, mentoring, and leadership development. Youth are recruited from local high schools, secondary education programs, foster homes, the Atlanta Job Corps, and the Public Housing Authority. Youth from the most underserved communities in Atlanta are targeted for participation in the program. To participate, youth register online and complete a brief application form, providing personal information such as their age, grade level, grade point average, household income, skills, and interests. Those who are accepted into the program are then matched with local businesses, community organizations, or city departments. They are paid \$8 an hour for an 8-week period and are generally assigned occupation-

al-specific work titles, including clerical aide, maintenance helper, camp counselor, artist, community service specialist, and childcare worker.

Employer organizations

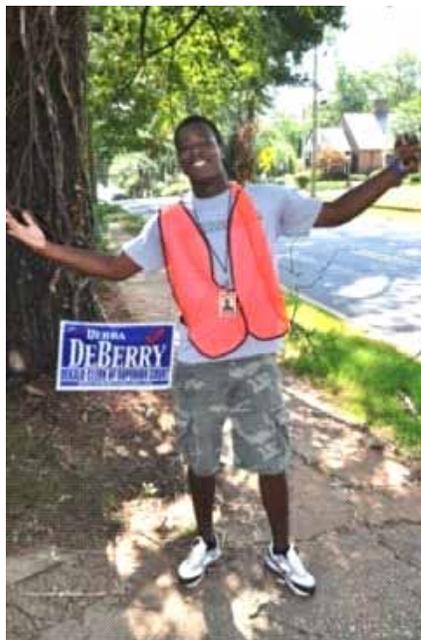
The mayor's office and all other city offices contribute to the youth program by offering adult mentoring and work experiences. The Parks and Recreation Department offers summer employment opportunities through the community service-learning program, which provides leadership development and work experience in an engaging environment. The city's police and fire departments provide occupational skills training through their youth academy and help participants find and follow careers of interest. Services

provided to youth through city departments include job readiness training, academic enrichment, guidance, and mentoring. During summer 2012, 176 youth were placed in private companies and local businesses, 104 in community organizations, and 301 in city departments.

Over 95% of AWDA work-sites have participated in the summer youth program for more than 25 years. Participation in the mayor's program is competitive, and potential employer organizations from the private



Mayor Kasim Reed



and nonprofit sectors are eager to host youth. An AWDA employee conducts mandatory monitoring for all new applicants to determine a site's ability to provide meaningful and safe work experience activities for youth employees.

Orientation

The AWDA conducts a mandatory 4- to 5-hour orientation for youth prior to placement at their worksite. The orientation covers topics that include integrity and personal character, work ethic, attendance, time management, handling workplace issues, protocol for grievance procedures, overall appropriate behaviors, appropriate dress, and resume building. The AWDA also includes continuous education workshops, which help youth with work readiness training, financial education, and social media tutorials.

Funding

The average cost per participant in Mayor Reed's Youth Program is \$3,400. This includes payroll, worker's compensation, and all other miscellaneous expenses. Funding for the program primarily is provided by the AWDA through the Workforce Investment Act. However, private funding also plays a major role in supporting the program, with many companies pay youth wages directly. Other companies, such as Bank of America, provide grants to the AWDA to place youth in local community organizations. Additionally, Mayor Reed and the AWDA collaborate to raise funds from the local private sector and encourage companies to host youth for the summer.

Student Educational Enrichment Program

In addition, the Student Educational Enrichment Program (SEEP) is Mayor Reed's joint effort between the AWDA, Atlanta Public Schools, and Atlanta Technical College (ATC) to offer career-focused summer programs that help Atlanta youth enter the workforce qualified and prepared. Under SEEP, juniors and seniors from the Atlanta Public School System can earn college credits in high-demand careers during the summer break. Eligible students take courses at ATC to prepare for job opportunities such as patient care assistant, shampoo technician, and small business marketing manager, to name a few. Classes are taught by an ATC instructor at the ATC campus. All participating students receive a letter grade from the college for their participation.



Year-round effort, summertime success



**Mayor
Thomas M. Menino**

Partnerships: Many moving parts, one well-oiled machine

Boston Mayor Thomas Menino's Summer Youth Employment Program employed 10,000 teens and young adults during summer 2012. The 7- to 8-week long program supported with \$4.3 million in funding from the city government as well as state and philanthropic monies, plus a solid hiring commitment from private industry, is a part of a robust year-round initiative that serves as an important part of the city's overall youth development effort. The program

involves crucial partnerships calibrated to maximize the options for a wide range of youth at different stages of development.

Boston's Summer Youth Employment Program works with youth in a number of capacities. In summer 2012 there were 2,800 private-sector job placements for Boston teens from public schools and 7,200 placements throughout the city's nonprofit sector. This young workforce makes a significant quality-of-life contribution for many other Bostonians every year: these teen workers enable daycares and camps to expand their



As an academic medical institute, Dana-Farber understands and takes an active role in teaching and preparing individuals to be successful practitioners. This philosophy is no different when it comes to the young people in our community. We have participated in the Mayor's Summer Jobs for Youth campaign for over 10 years. This collaboration is yet another way we are able to take an active role in preparing our future workforce.

CANDACE BURNS JOHNSON
DIRECTOR OF WORKFORCE DEVELOPMENT
DANA-FARBER CANCER INSTITUTE

capacity; they help staff museums, senior centers, zoos and other attractions; and they assist in the upkeep of parks, beaches, and other recreational facilities.

To put 10,000 young people to work takes a lot of adults working together with the same goal and idea that meaningful employment can make a big difference in the life of young people, especially those who have few or no connections to the world of work. With Mayor Menino at the helm, three sectors play a large role: government at the local and state levels, philanthropy, and private business.

City and state investment

In February every year, the City of Boston opens its Hope Line where youth from 15 to 18 years old can call or go online to register for a summer job—it's now part of the fabric of Boston. The largest youth employment program, called the Boston Youth Fund, is operated by the City and places over 3,000 youth in hundreds of local nonprofit organizations. Agencies apply in the winter to host these young workers and must provide detailed job descriptions, appropriate supervision, and utilize the Massachusetts Work-Based Learning Plan (<http://www.skillslibrary.com/wbl.htm>), as a tool to ensure the summer experience connects youth to educational goals.

In recent years, the Massachusetts state government has been an instrumental partner in supporting summer and year-round work experiences with over \$2 million each year in funding to Boston. These funds blend in with the City's investment and support thousands of youth workers who help the nonprofit sector grow to meet seasonal demands on their programs.

For teens and young adults involved in the courts and gangs, Boston's Youth Options Unlimited (YOU) program ran a special intensive 7-week program for 147 youth ages 14 to 24 who worked in teams on a variety of community service projects including staffing an organic farm, landscaping, building, and park maintenance. Several other community providers who work with high-risk youth also were provided funding to develop special work projects employing another 150 to 200 youth.

Boston Private Industry Council: Connecting youth to the private sector

The Boston Private Industry Council (PIC), which is also Boston's Workforce Investment Board, works with local companies to identify summer job openings throughout



I am proud of Boston's summer jobs program, and believe no other city has a business community like ours when it comes to putting young people to work. We have kids working in labs, data centers of banks, in law firms, with architects, learning the ropes at insurance companies, assisting hospital staffs, and more—all making real contributors in the workplace.

THOMAS M. MENINO
MAYOR OF BOSTON

Boston. Working with the mayor's office, the PIC encourages companies to participate. It sends out approximately 2,500 letters, along with a page of frequently-asked questions, requesting that businesses open their doors to summer youth employees. Businesses interested in participating contact the PIC; the PIC then begins the process of matching youth to available jobs. The two primary industries involved in the 2012 program were financial services and healthcare, providing over 1,000 jobs. The top four private employers of 2012 were State Street, Partners Healthcare, Bank of America, and Aramark.

The Boston PIC Summer Youth Employment Program is part of a larger year-round employment initiative in which staff work with students in public high schools to prepare them for a job in the private sector. Kick off to the summer effort begins on Groundhog Day (February 2), which is job shadow day in Boston. Hundreds of students spend a day following surgeons, bankers, construction workers, restaurateurs, public safety workers, and many more.

Through a series of in-school and afterschool sessions, youth have the opportunity to work on their own career skills while seeking opportunities for employment. These workshops are hugely successful in preparing youth for their work experience. In order to help youth find summer jobs, career specialists set up shop in nearly every Boston public high school to provide youth with work readiness workshops and match youth with employers. This approach offers PIC career specialists to have the opportunity to work with youth directly and better understand specific abilities of the youth in their program, which in turn allows them to make the most successful job matches.

Youth are treated as employees of the organization that hired them. They are expected to abide by the rules of the company and are also paid directly by that company. Youth work an average of 30 hours a week in their jobs and cost an average of \$2,000 each to employ over the course of the program. Career specialists will frequently visit youth on the job site to monitor their progress.

As one of his top priorities, Mayor Menino consistently encourages private companies and community organizations to provide employment to youth. Beginning with his address to over 1,000 key business leaders at the Greater Boston Chamber he makes clear that hiring Boston's youth is a top priority for the City. He takes every opportunity when addressing a business audience to remind businesses to participate and thank them for their efforts. In January, Mayor Menino held a thank you event for all of the participating companies from summer 2011 and urged them to ask other colleagues to participate in 2012.



Foundations: Focusing on the future

In recent years Boston's philanthropic community has come to play a large role in summer and year round youth employment activities. Its efforts accounted for close to 3,000 youth jobs in 2012. State Street and John Hancock are the two leading corporate foundations that have worked with the City of Boston to support hiring youth at community organizations. Hancock's MLK Scholars program, a \$1 million investment, includes educational seminars every Friday for all youth supported through this program and, like professional development in the adult world, youth are paid to attend.

For three years running, the Youth Violence Prevention (YVP) funders collaborative has organized a major investment in youth employment from over a dozen private foundations. This effort is led by State Street Foundation. The YVP effort raises funds which cover wages for a high-quality summer employment program targeting youth who live in neighborhoods with the highest incidence of street violence. This has enabled 300 to 500 additional youth to be hired in these underserved areas.

As Mayor of Charlotte, I'm committed to ensuring our City's youth are prepared to enter the workforce and able to pursue their ambitions. That's why I've worked to expand the Mayor's Youth Employment Program from 45 internships the year before I took office, to more than 3200 career experiences for our young people this past summer. The program is not only an investment in the future success of our youth, it's an investment in the future success of Charlotte as well.

ANTHONY FOXX
MAYOR OF CHARLOTTE

A community-wide effort that produces real results



Mayor Anthony Foxx

Charlotte's Mayor's Youth Employment Program (MYEP) was created to provide youth with meaningful job opportunities that allow them to gain an understanding of the skill sets and qualifications necessary to succeed in future employment. Mayor Anthony Foxx operates the program with support from the local public, private, and nonprofit sectors. City departments host interns in a variety of career opportunities including engineering, communications, revenue and finance, code enforcement, and transportation. The mayor's office also networks with various private-sector businesses and nonprofit organizations throughout Charlotte that opt to serve as host employers and provide youth with paid summer internship opportunities.

The Mayor's Summer Program

During the summer of 2012, the MYEP placed 3,200 students in paid internships throughout various departments within the City of Charlotte as well as at local businesses and nonprofits. While participating in the program, youth were guaranteed a minimum of 20 hours per week at \$8 per hour, totaling \$1,280 for an eight-week program. However, some employers also chose to provide full-time, 40-hour-per-week internships to youth.

The MYEP accepts referrals from partnering community and in-school organizations, most of which are national in scope with local affiliations. These organizations include Goodwill Industries of the Southern Piedmont, Communities in Schools (CIS), Right Moves For Youth (RMFY), over 100 Mayor's Mentoring Alliance (MMA) agencies, Ace Mentor

program, ROTC, and Charlotte-Mecklenburg Schools (CMS). These referral partners collaborate to recruit students ages 16 to 18. To participate, students must complete a two-page application and a 500-word essay, as well as provide a professional resume and two letters of recommendation from a teacher or community member. Students must be interviewed by MYEP staff and are ranked in five categories, including introduction, appearance, voice, poise, and preparation.

Students are also required to attend a two-hour career readiness workshop called Career Discovery, which is offered through a partnership between the MYEP and local industry leaders. Career Discovery offers students a more in-depth look at careers in growth industries such as healthcare, energy, and motorsports and provides networking opportunities with professionals in those fields. In partnership with Goodwill Industries of the Southern Piedmont, MYEP applicants are also required to attend six hours of career preparation training, including job readiness and customer service skills. Eligible students must also pass a background check and drug screening prior to placement.

MYEP staff and volunteers are recruited from various organizations and agencies in Charlotte and Mecklenburg County. MYEP has one full-time manager, one full-time job developer and program assistant, and seven professional and college-level volunteers who assist in delivering services to the youth and to the community.

These interns have been offered a wonderful summer experience in which to thrive and grow. Each intern has worked on specific projects that are fine-tuned to their interests. The interns are very dependable, haven't had any problems, and are always right on time.

MARY BURES,

WHO SUPERVISED INTERNS JAYLON ALEXANDER, DIEM-TIEN LE, AND BRANDON MORK

STEM Program

During summer 2012, Discovery Place, Charlotte's preeminent science education center, partnered with the MYEP to engage over 500 youth in its STEM program. The MYEP partnered with four middle schools to connect young people to careers and entrepreneurial opportunities. Each career experience offered hands-on opportunities for youth to gain a greater understanding of STEM and other industries, and demonstrated the ability of MYEP to engage with community partners.

Orientation and work readiness

Goodwill provides job readiness and customer service skills training workshops that help youth learn the importance of professional attire, tone of voice, resume writing, and conflict resolution. During summer 2012, MYEP also partnered with the Charlotte DIVA's, as well as Sonya Barnes, of Harris & Barnes Image Consulting, to work with youth to develop their professional skills. Through this partnership, the interns learned business fundamentals needed to excel in the work world, including appropriate business attire, the perfect handshake, communication skills, networking skills, and dining etiquette.

During summer of 2013, the MYEP and CMS will collaborate to present introductions to the MYEP at 15 area high schools to share the benefits, expectations, and requirements for participation in the program.

Monitoring youth

Each intern placed in a summer job is monitored at least one time over the duration of the eight-week internship. MYEP staff and community partners meet with each intern and supervisor to ensure that the host employer is satisfied with the performance of the intern and that the intern is performing up to expectations. This allows the host employer to provide necessary feedback to the student and permits the intern to remedy any causes for concern in a timely manner. It also allows MYEP staff a chance to visit the location of the internship, learn more about the business, and see the intern in action. Online surveys for both host employers and interns have also

been created. Links to these online surveys are provided to everyone and allow MYEP to receive feedback and suggestions for areas of improvement.

Financial education

Goodwill's professional training includes a financial literacy component that helps youth learn the importance of saving for their future, as well as how to manage a checking and savings account. In the past, youth have also benefited from a strong partnership with the national Financial Planning Association (FPA), which provided workshops for all program youth in 2009–2010. Moving forward, MYEP expects to continue engaging youth in financial preparedness with the help of the FPA, Junior Achievement, and LDL Financial Services. The MYEP is looking to all of its financial literacy partners to give students a real-life understanding of money management and the decisions that should be made with each paycheck.

With assistance from its partners, the MYEP hopes to develop financial literacy sessions delivered twice a year for all MYEP participants and parents. The three 4-hour sessions will include concepts relating to entrepreneurship, financial literacy, work readiness, and the fundamentals of banking. The MYEP hopes that this activity will promote active learning for both parents and students. The program is collaborating with CMS to offer a curriculum credit for math to all students whose parents join them for this activity. Many youth in the program seek employment to be able to assist their families with bills or lessen the financial burdens inside the home, which is why the MYEP feels it is most important to include both youth and parents in the learning experience.

Forging local partnerships

The nonprofit and private-sector host employers adhere to MYEP policies and procedures for hosting youth. They must provide a copy of their 501(c)3 documentation, complete a partnership application, provide a complete job description for the internship, identify a specific location for where youth will be placed, and also complete a background check for all intern direct reports.

Partners & host employers

Arts & Science Council
 Bank of America
 Belk
 Carolinas Aviation Museum
 Carolinas HealthCare System
 Carowinds
 The Cornwell Center
 Charlotte Nature Museum
 Charlotte Regional Partnership
 Charlotte Regional Visitors Authority
 Charlotte Works
 Crisis Assistance Ministry
 Chris Canty Foundation
 CW Williams
 Compass Group, North America
 Crossroads Corporation
 Design Line
 Discovery Place
 DNC Host Committee
 Dress for Success
 Duke Energy
 Electrolux
 Foundation for the Carolinas
 Freedom School Partners
 Gaffney Health Services
 GameTruck Charlotte
 Goodwill

City of Charlotte

Aviation
 Charlotte Area Transit System
 Department of Transportation
 Fire Department
 Charlotte-Mecklenburg Police Department
 Community Relations
 CharMeck311

Mecklenburg County

Department of Social Services
 Domestic Violence Services
 Finance
 Information Technology
 Library

Greater Faith Temple
 Harris Teeter
 Housing Thru Connections
 Husqvarna
 The Junior League
 Kidz Place
 Kings Kitchen
 Knox — Attorney at Law
 McCrorey YMCA
 Michael Scott Mater Foundation
 Microsoft
 Mint Museum
 Office of the Governor
 Pamela Hunter — Attorney at Law
 Presbyterian Healthcare
 Providence Property Management
 The Q Foundation
 Stratford YMCA
 Turner Construction
 TWORK
 UNC Research Institute
 Webber Dentistry
 Wilson Air Center
 WTVI

Engineering
 NB&S
 Northwest, Northeast, and Southwest Service Areas
 Planning
 Revenue/Finance
 Solid Waste
 Utilities

NOVA
 Parks and Recreation
 Shelter Plus
 Solid Waste Management
 Taxation

Funding

The MYEP is funded primarily through the City of Charlotte’s general fund. While the MYEP does not directly engage in fund-raising activities, the program has been the recipient of grants from Bank of America and numerous in-kind donations that help expand the reach and impact of the program. In summer 2012, the Bank of America Charitable Foundation provided \$100,000 to support 67 internships at 23 nonprofit organizations and two support staff for the MYEP. Bank of America also hosted and supported 12 additional positions in Bank of America banking centers throughout the city.

Real results

Summer 2012 saw significant growth in the number of both interns and employers providing career opportunities for the MYEP. Partnerships with new businesses were formed and old relationships were strengthened. Electrolux, Showmars, Bank of America, Mecklenburg County, and TWORK Technology are some of many partnering companies that went beyond the summer program and offered permanent positions to MYEP interns. At the conclusion of 2012 summer program, MYEP compared graduation rate data of students involved in the MYEP as high school seniors from 2011–2012 to those who were not. The data showed that MYEP participants graduated at a rate of 97.9%. This number was higher than the overall graduation rate of each school in the Charlotte area. In response to a survey issued to host employers at the end of the summer program, 92 to 96% of employers rated each intern’s performance as “acceptable” or better in terms of work habits, communication skills, adaptability, flexibility, innovation, initiative, analytical skills, and judgment.

One summer, 17,000 opportunities

In May 2011 the City of Chicago announced the One Summer Chicago program to be implemented over the summer of that year. The program, run through the mayor's office, allows youth to apply online for over 17,000 job and internship openings in the Chicago business and nonprofit communities. In order to participate, youth can go to the One Summer Chicago website and fill out an application form. Youth must provide their name, age, education level, work experience level, and social security information. They can then apply to jobs posted on the website by local businesses and community organizations. These employer organizations pay and manage youth directly.

One Summer PLUS Program

In addition to One Summer Chicago, the mayor's office also implemented the One Summer PLUS program (OSP), an initiative dedicated to creating summer employment for youth living in areas with the highest risk of exposure to street violence. With support from the Walmart Foundation, along with \$265,000 in additional funding from Cook County, OSP created summer employment opportunities for 700 youth from Morgan Park, Julian, Hyde Park, Simeon, Dunbar, Robeson, Gage Park, Orr, Kenwood, Harlan, Farragut, Fenger, and Marshall high schools during summer of 2012. Youth participating in the One Summer PLUS Program worked 25 hours each week in a variety of positions, including community outreach workers, special events promotion assistants, camp counselors, administrative workers, and junior program coordinators for a nonprofit that provides food to young children.

The grant from the Walmart Foundation funded youth wages for 550 of the 700 jobs.

Funding from Cook County helped to fund the majority of the remaining wages. This allowed the City to redirect the freed up funds to the broader One Summer Chicago initiative where it created more than 300 new positions and activities.

The One Summer PLUS program is part of a larger initiative to research and prevent crime among young adults. In addition to providing summer opportunities, the city will share the information and data collected from the program this summer with the University of Chicago Crime Lab. The university will conduct rigorous evaluations of the effects of the program on participants' involvement in violence as well as their school outcomes.

The City of Chicago is one of the primary partners of After School Matters (ASM). In 2012, the City provided ASM with \$2 million, allocated through the city's collection of overdue fines and bills. This enabled ASM to expand the number of summer program opportunities provided to Chicago youth. Included in the additional summer program slots were more than 70 summer internship opportunities. These slots were made available through a new and innovative partnership with the Industrial Council of Nearwest Chicago, the nation's largest small business incubator. Through these internships, ASM youth were introduced to a variety of entrepreneurial work opportunities, which helped them apply critical career readiness skills.



**Mayor
Rahm Emanuel**

Summer programs provide incredible services to our children. They open their eyes to new worlds and they are safe havens from violence in the street. We need to build innovative solutions for our neighborhoods and our kids. And we need to start now.

RAHM EMANUEL
MAYOR OF CHICAGO



With strong support of our business community and nonprofit organizations, many high schools students have been able to see firsthand the strong linkage between educational achievement and career success. Exposure to a professional work environment allows our student interns to gain a better understanding of the importance of maintaining good grades and attendance, getting into college and obtaining a degree.

MIKE RAWLINGS
MAYOR OF DALLAS



A private-sector commitment to opportunities for youth



**Mayor
Mike Rawlings**

Mayor Rawlings's Intern Fellows program (MIFP) offers rising high school juniors and seniors meaningful paid summer employment experiences in companies, universities, and nonprofit organizations in Dallas. As interns, students learn job-related skills and useful information about organizations and companies. They also shadow experienced employees and interact with company executives. During summer 2012, MIFP placed 173 jobs in the Dallas community, up from 59 jobs in 2011. Over its five-year history, the program has placed 513 jobs in total.

Mayor Rawlings's support and promotion of MIFP through letters, phone calls, speaking events, and media appearances have greatly helped to expand and develop the initiative. He has played a critical recruiting and fundraising role, helping the program to reach out to the business community and identifying both hosts and sponsors. The mayor also directly employs youth in his own office.

Dallas Commit!

In collaboration with Education is Freedom, Dallas Commit! assists in implementing Mayor Rawlings's Intern Fellows program. Both organizations work with local high schools to identify rising juniors and seniors to participate in the program. Youth are identified to participate by school-based counselors and college access providers. Interested students attend information sessions at their local campus, complete an online application form and attend at least one full-day training session.

All youth placed in the program must be at

least 16 years old, have at least a 2.5 GPA, and maintain a strong attendance record. Youth who are accepted into the program are selected for employment directly by host employer organizations. Host organizations select students based on their experience, skills and interests. Students are listed on a secure, online profile that each student creates when entering the program. Youth are paid directly by their employers a minimum of \$9 an hour to participate in a wide range of job opportunities. The number of hours worked by each youth varies by employer from 20 to 40 a week.

Orientation

In collaboration with Education is Freedom and its corporate and nonprofit partners, Dallas Commit! structures a rigorous student training orientation to prepare students for their summer job experience. The orientation for the program lasts four full workdays (36 hours). It includes workshops in eight key areas: interviewing, financial literacy, personal finance, resume building, proper dress, career choices, leadership development, and personality assessment. The orientation is administered by Education is Freedom and their private and nonprofit partners. These partners include Bank of America, HKS Architects, Children's Medical Center, Alon USA, Oncor, Citi, Essilor, Alliance Data, Boston Consulting Group, JPMorgan Chase, Wells Fargo, Brinker, Junior League of Dallas, PricewaterhouseCoopers, Deloitte, the University of Texas at Austin, the University of North Texas, Southern Methodist University, Texas A&M University—Commerce, and ABT.



Hiring organizations

Hiring organizations are primarily identified based on their willingness to participate and their track record of providing structured student internship opportunities in previous years. MIFP plans to further the selection process and have organizations respond to a request for a financial proposal (RFP). This would help employers to develop more robust job descriptions and management solutions. Current partnering private sector employers include:

- | | | |
|--------------------------------|-----------------------------------|-------------------------------------|
| Alon USA | Essilor | Schmidt & Stacy Consulting |
| Andrews Kurth LLP | Exigo | Engineers Inc. |
| Balfour Beauty Construction | First Southwest | SCM Real Estate |
| Baylor Healthcare System | Frontera | Southcross Energy |
| Brinker International | Gardere Wynne Sewell LLP | Target Regional Office |
| Children's Medical Center | Gold Medal Recyclers | Texas Health Partners |
| Clay Stapp & Company | Gruber Hurst Johansen Hail | The Boston Consulting Group |
| Comerica | Shank LLP | The Sheraton Hotel Dallas |
| Corinth Properties | Highland Capital Management | TravisWolff |
| Cornerstone Healthcare Group | Hillwood | Trinity Industries Inc. |
| Dal Tile | HKS Architects | United Surgical Partners |
| Dallas Convention and Visitors | Hunt Consolidated | International Inc. |
| Bureau | Inspire | University of North Texas at Dallas |
| Dallas Convention Center | Jones Day | University of North Texas System |
| Dallas Mavericks | JPMorgan Chase | Uplift Education |
| Dave and Busters Headquarters | Kimberly Clark Corporation | UT Southwestern Medical Center |
| Dean Foods | Oil and Gas Business Solutions | Utility Concierge |
| Deloitte | Omni Hotels & Resorts | Weber Shandwick |
| Eastfield College | Oncor | Williams Foundation and Xerox |
| Energy Future Holdings | Parkland Health & Hospital System | Business Services. |
| Ernst & Young | PricewaterhouseCoopers | |

Current partnering employers from the nonprofit sector include:

- | | | |
|------------------------|-------------------------------|----------------------------------|
| Builders of Hope | Junior Achievement of Dallas | Salvation Army |
| Circle of Support | Mayors' Back to School Fair | SouthFair Community Development |
| CitySquare | North Texas Housing Coalition | Corporation |
| Communities Foundation | Orix Foundation | TeCo Theatrical Productions Inc. |
| Dallas ISD | Promising Youth Alliance | University Crossroads |

Funding

It costs between \$2,000 and \$3,700 to place and employ each youth for the summer. The range is dependent upon the number of hours each student works. MIFP is primarily funded by the private sector. Employers and sponsors from the private and nonprofit sectors cover the majority of both wages and administrative costs of the program. The vast majority of employers directly pay the wages of the students that they employ. In some instances, as is the case with Bank of America, sponsor companies cover the wages of those employed at local nonprofit agencies. There is also direct financial investment from the City of Dallas, which committed \$25,000 to the program in 2012.

Evaluation

The Mayor's Intern Fellows program takes several steps to evaluate the summer experience for both its youth participants and its employers. Intern coordinators conduct and document weekly check-ins with both the youth participants and employers. Youth perform written self-evaluations of workplace competencies before and after the program. Additionally, satisfaction surveys are conducted with both the summer youth and the employers.

Bank of America Charitable Foundation

With a grant from the Bank of America Charitable Foundation, the Mayor's Intern Fellows program was able to make 40 job placements in 32 local nonprofit organizations for the summer of 2012. These organizations included:

Aberg Center for Literacy	Dallas Theater Center
AIDS Services of Dallas	Dayspring Family Church
American Foundation for the Blind	Education is Freedom
American Red Cross-Dallas Area Chapter	Educational First Steps
AT&T Performing Arts Center	Friends of Wednesday's Child
AZAR Foundation	Girls Incorporated of Metropolitan Dallas
Big Thought	Greater Dallas Hispanic Chamber
Boys and Girls Club of Greater Dallas	Jubilee Park & Community Center
Center for Brain Health at the University of Texas at Dallas	KIPP Dallas-Fort Worth Inc.
Circle of Support	Literacy Instruction for Texas
City of Dallas Mayor & City Council Office	New Beginning Center
Dallas Challenge Incorporated	North Dallas Shared Ministries
Dallas LIFE	Project Still I Rise
	Promise House Inc.
	Shakespeare Dallas
	The Dallas Youth Council Inc.
	Volunteer Center of North Texas
	YMCA

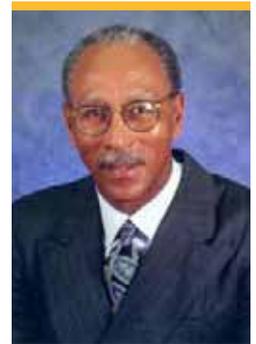


Working together to develop young talent

Detroit Mayor David Bing's Summer Youth Employment Program operates through the Detroit Employment Solutions Corporation, an organization commissioned by the City of Detroit to run its youth employment and training program. Over a six-week period, youth ages 14 to 21 are placed in summer jobs with local businesses, city departments, and community organizations, including the police and fire departments, retailers, museums, public schools, hospitals, law offices, and the court system. Youth are paid \$7.50 an hour for 20 to 30 hours a week of work. During summer 2012 the program served more than 1,800 youth.



To encourage young people to participate in the program, the Detroit Employment Solutions Corporation carries out a year-round recruitment process. Interested youth undergo an application process where they provide information on previous work history, educational attainment, and specific skills. They are interviewed to determine their abilities and career interests. This approach helps administrators of the program make the best possible match between youth and the organizations where youth are placed. Businesses and community organizations must also apply to participate in the program and complete a structured application process to participate as a worksite.



Mayor Dave Bing

Work readiness

Before beginning their summer jobs, program participants must complete a comprehensive program orientation and engage in a full day of work-readiness workshops. During these sessions, youth gain valuable information and skills that help them excel during their summer job experience. This training helps youth understand professional etiquette and prepares them to be successful in the workplace.

Funding

The program's primary source of funding comes from monies made available by the Workforce Investment Act (WIA) allocated to Detroit from the State of Michigan Workforce Development Agency. Additional funds for summer programming come from the Wayne County Department of Human



Fundraising partnerships

It costs City Connect Detroit \$1,500 per year to place each youth in a summer job. This includes the cost of providing wages to youth as well as the cost of placing and managing youth in the program. In order to seek funding, Grow Detroit's Young Talent undergoes a year-round drive to secure private and philanthropic support for youth employment. Lead by Detroit Mayor Dave Bing, Skillman Foundation CEO Carol Goss, Compuware Corporation CEO Peter Karamanos Jr., the campaign has raised more than \$1 million a year, since 2010, to provide work experiences to youth.

Each year since 2010, both the amount of funds raised and the number of youth employed have increased. In 2010, CCD and its work with the consortium placed 600 youth in summer jobs. In 2011, this number increased to 1,100 youth served, and then 1,300 in 2012. Major funders for the program include Bank of America, the DTE Foundation, the Marjorie S. Fisher Foundation, The Walmart Foundation, and MGM Grand Casino. Other partners include the Detroit Workforce Development Department, the Junior Police Cadet Program, and several nonprofit community based organizations.

Services and the City of Detroit Planning and Development Department. The program is also supported by private funding and donations made by members of the local business community, including the Ford Motor Company Fund.

Detroit Youth Employment Consortium

Detroit Employment Solutions Corporation is a member of the Detroit Youth Employment Consortium (DYEC), a group of public, nonprofit, and private stakeholders focused on expanding employment experiences for Detroit's youth. This collaborative consists of more than 30 partners from private industry, faith- and community-based organizations, the City of Detroit, and the State of Michigan. The City of Detroit works with the DYEC to address critical youth issues including employment, afterschool programs, high-school dropout rates, and urban health.

City Connect Detroit

City Connect Detroit (CCD) is a nonprofit organization that works with the City of Detroit and the DYEC to help public and private entities promote youth employment. When the city received an \$11 million federal stimulus grant in 2009, it selected CCD to help coordinate its Detroit Summer Youth Employment Program (DYSEP). Through public and private sector partnerships, City Connect Detroit generated jobs and learning experiences for more than 7,000 14- to 24-year-old youth. A 2009 University of Michigan study revealed that 98% of DSYEP employers would participate in the program again, and one in four offered their summer employees a permanent job. When the federal stimulus funding ended, the City of Detroit partnered with CCD, through its Grow Detroit's Young Talent program, to build on this opportunity and continue the summer youth initiative.



The Detroit Employment Solutions Corporation's Summer Youth Employment Program provides meaningful work experience for our young people. Its success is crucial.

DAVE BING
MAYOR OF DETROIT

Grow Detroit's Young Talent Program

In 2010, CCD launched the Grow Detroit's Young Talent program, which focuses on providing youth with employment in community-based organizations during the summer. These organizations work with youth within their communities to provide quality employment and training experiences. By summer 2012, over 60 organizations were involved in the program.

City Connect Detroit provides the wages and other means of support for youth who are enrolled in the Youth Talent program, including transportation to and from their summer jobs, and an orientation where youth learn what to expect while working. CCD pays youth an hourly wage of \$7.50 to work in community-based organizations. While in the program, youth are provided shirts and ID badges, which allow them access to free public transportation in Detroit during the summer, through a special arrangement with the mayor's office and the Detroit Department of Transportation. At the end of the program, youth and agency partners complete evaluation surveys to help assess their experience for the summer. This year, Grow Detroit's Young Talent placed approximately 1,300 youth, ages 14 to 24, in community jobs. Five of these youth were placed directly in the CCD office.

Financial education

Through their partnership with Bank of America, community agencies are provided curriculum on financial literacy to give to youth working in their organizations. When beginning their summer jobs, youth have the opportunity to participate in orientations where they learn concepts of money management and how to establish a savings goal.



Higher achievement for youth, benefits for local economies



**Mayor
Antonio Villaraigosa**

In 2006 Mayor Antonio Villaraigosa created the HIRE LA's Youth program to invest in youth employment and bolster Los Angeles's workforce. HIRE LA's Youth facilitates summer and permanent job placements and year-round internships. Youth 16 to 21 years old are eligible to participate in the HIRE LA's Youth. Because of Mayor Villaraigosa's leadership, 66,448 youth have benefitted from participation in the HIRE LA's Youth program. This number includes summer job placements, year-round internships and permanent job placements. He expects that number to grow by an additional 5,000 youth, when this year's HIRE LA's Youth program concludes on June 30, 2013.

HIRE LA's Youth program is a boost to local economies, as well. According to Northeastern University's Center for Labor Market Studies, working teens tend to spend the money they earn in their communities. Northeastern University's research shows that every \$1 a teen earns has an accelerator effect of \$3 in the local economy.

Youth placement

HIRE LA's Youth program works with contractors, most of which are nonprofit entities, to develop summer job placement opportunities for youth. The contractors are selected through a competitive Request for Proposals procurement process. Program contractors serve as host worksites for youth. They also place youth at worksites with other nonprofit organizations, and private sector, and public-sector employers, including city departments.

Hire LA's Youth works with the city's Workforce Development System, as well as its

social services, probation, and foster-care systems, to identify youth to participate in the program. Low-income youth have priority for enrollment and participation. HIRE LA's Youth contractors select their own youth employees via an interview process. Once youth have been identified and placed, HIRE LA's Youth program contractors assign youth to worksites based on the youths' occupational interests and their skills.

Program contractors pay the youths' salaries. The cost per participant varies by funding source. For example, the cost is \$2,000 per participant financed under the City's General Fund. The cost is \$1,381 for each participant underwritten with County of Los Angeles General Funds. The cost is \$1,600 to fund a participant financed through Walmart Corporation's donation. The difference in funding has to do with the cost of funding each youth based primarily on where they live and are placed.

Orientation

The City conducts orientation sessions and trainings, and provides technical assistance to Hire LA's Youth program contractors to meet specific goals and expectations. Moreover, HIRE LA's Youth program contractors conduct orientations to ensure that youth are prepared for placement in summer jobs. The Los Angeles Area Chamber of Commerce has also developed a job-readiness curriculum to prepare youth for placement in summer jobs, year-round internships, and permanent jobs with local companies and businesses. Youth who successfully complete job-readiness sessions, conducted by volunteers trained by

Funding

Mayor Villaraigosa, the City of Los Angeles, the City Council, the City Workforce Investment Board (WIB), and the Los Angeles Area Chamber of Commerce collaborate in raising funds from financial institutions, businesses, foundations, and individuals for the HIRE LA's Youth program. In addition to raising funds from outside groups, the Mayor, the WIB, and the City Council have allocated public money from general funds, Housing and Community Development Block Grant funds, and office account funds in support of the program. Some city departments also place HIRE LA's Youth program participants in their budgeted seasonal positions.

Funding from the City's General Fund and the office budgets of various City Council members are made available to underwrite summer jobs for HIRE LA's Youth program participants. The County of Los Angeles also sets aside money from its General Fund to reimburse the City for HIRE LA's Youth program participants.

A large portion of the funds raised by the Los Angeles Area Chamber of Commerce are also distributed to the HIRE LA's Youth program contractors to develop summer job placement opportunities for youth. These funds are used by the Los Angeles Area Chamber of Commerce to offset its costs of developing summer jobs, year-round internships, and permanent job placements for youth with local businesses.

Mayor Villaraigosa also encourages local businesses, in lieu of a financial contribution to the HIRE LA's Youth program, to provide paid summer and permanent job opportunities and paid year-round internship opportunities to youth.



The HIRE LA's Youth program will ensure the brightest future possible for our city by preparing the next generation for the workforce. Nothing can beat the pride that a job instills in a young person. That first paycheck is an important milestone and rite of passage, and we must extend this opportunity to as many Angelenos as possible.

**ANTONIO
VILLARAIGOSA**
MAYOR OF LOS
ANGELES

The annual breakfast he sponsors with the Los Angeles Area Chamber of Commerce to kick off fundraising activities for the HIRE LA's Youth program helps Mayor Villaraigosa connect with the business community and move the HIRE LA's Youth program forward. The goal of this event is to obtain financial and job placement commitments from local organizations and businesses. Bank of America Foundation, Wells Fargo Bank, AT&T Foundation, JP Morgan Chase, Wal-Mart, Vons, United Parcel Service (UPS), Forever 21, Cedars Sinai Medical Center, Citibank, Ralphs, Kaiser Permanente, Glaser, Weil, Fink, Jacobs, Auchen & Shapiro LLP, Manpower, Insperity, Murchison & Cumming LLP, H&R Block, Level Naturals, and Children's Hospital are among the many companies that commit to hiring a specific number of HIRE LA's Youth program participants for permanent jobs.

The HIRE LA's Youth program is known to reap several benefits for youth, including academic gains, greater attachment to the labor market, higher earnings in early adulthood, and decreased involvement in violent or criminal activities.

ANTONIO VILLARAIGOSA
MAYOR OF LOS ANGELES

the Los Angeles Area Chamber of Commerce, receive a certificate that attests to their preparedness for work.

HIRE LA's Youth program contractors provide support and technical assistance to the host organizations and their staff who are assigned to supervise youth. HIRE LA's Youth program contractors also offer support and technical assistance to summer jobs worksite supervisors on the requirements for hosting youth in summer jobs. The Los Angeles Area Chamber of Commerce provides support and technical assistance to local companies and businesses in recruiting and hiring youth for summer jobs, year-round paid internships, and permanent jobs.

Monitoring youth

City personnel monitor and oversee all summer job activities for youth. The process includes visits to worksites as well as fiscal and payroll reviews. Their monitoring process includes interviews with both worksite supervisors and youth participants.

Financial education

In addition to providing HIRE LA's Youth program participants with valuable work experience and work exposure, youth also receive financial literacy training. The City's HIRE LA's Youth program provides financial education to its participants through a partnership with Operation HOPE. Volunteers are trained by Operation HOPE to coordinate with HIRE LA's Youth program contractors in delivering financial literacy instruction to youth. This includes such topics as banking basics, credit, and checking and savings accounts.

Education and summer youth employment, hand in hand

New York City's Summer Youth Experience Initiative provides young people with learning and employment opportunities during the summer months. Approximately 31,700 youth participate in the City's Summer Youth Employment Program, Summer Scholars Career and Technical Education Program (CTE), Ladders for Leaders, the Young Adult Internship Program, the Young Adult Literacy Program, the Young Men's Initiative Work Progress Program, and NYC Summer Quest. The Mayor's Fund to Advance New York City and the Fund for Public Schools launched a fundraising campaign in 2012 to offer expanded opportunities for youth. Over \$6 million from more than 80 donors was raised for these summer programs.

The City manages a number of summer employment programs for young New Yorkers. The largest of these programs is the Summer Youth Employment Program administered by Department of Youth and Community Development. The program provides residents between the ages of 14 to 24 with a seven-week work experience, life-skills training, and income, while offering qualified organizations with summer help. Participants are selected through a lottery system and placed by community organization partners at local non-profits and businesses.

Another program is Ladders for Leaders, created by the City's Commission on Women's Issues and Department of Youth and Community Development. It is a seven-week internship program that educates youth about the importance of obtaining a college degree as a fundamental step towards accomplishing their career goals. Approximately 250 stu-

dents participate through a rigorous selection process. During summer 2012, as part of an expansion of a seven-year partnership with the Ladders for Leaders program, Kaplan provided SAT college preparatory services for up to 1,000 summer jobs program participants.

Both public and private funding has been allocated for the Summer Youth Employment Program, including a \$20 million City commitment, \$13.5 million from New York State, and \$6.1 million from the federal government. In addition, lead supporters include the Walmart Foundation, the West Harlem Local Development Corporation, and Goldman Sachs. In recognition of its strong summer jobs model, New York City was selected as one of seven national Smart Summer programs as part of The Walmart 2012 Summer Youth Employment Initiative led by the Center for Youth and Communities at Brandeis University's Heller School. For the second consecutive year, the West Harlem Local Development Corporation supported Summer Youth Employment Program participants in West Harlem. Goldman Sachs has shown commitment to the program for the past three years; it also provides tours and employee workshops for participants.

Mayor Bloomberg's Career and Technical Education Program

Under the administration of Mayor Michael Bloomberg, the New York City Department of Education (DOE) has expanded and modernized its portfolio of Career and Technical Education (CTE) programs to meet the diverse needs of New York City's 1.1 million



Mayor Michael Bloomberg

Host organizations

Host internship sites are critical to the success of the CTE Summer Scholars program. The DOE provides focused support to help plan intern projects as well as site visits and coaching for intern supervisors. Host sites during the pilot year included for-profit and nonprofit organizations and New York City government agencies, such as:

Allsector	New Settlement
BronxWorks	Apartment
Brooklyn District Attorney's Office	New York Council for the Humanities
CAMBA	NPOWER
Chinese American Planning Council	NYC DOE
Office of Councilwoman Darlene Mealy	Division of Talent Labor and Innovation
Cue Group	NYC Economic Development Corp
Deloitte	Partnerships for Parks
Department of Citywide Administrative Services	Catalyst program
Department of Information Technology & Telecommunications	Pet Palace
Department of Probation	Police Athletic League
Department of Records	SalemGlobal Internet
Ernst & Young	Website Marketing and Lead Generation
Goodwin Procter LLP	Shorefront YM-YWHA of Brighton and Manhattan Beach Inc.
Grady HS Mouse Squad	STV
Greenwich House-Center on the Square	Alcoholism Council for New York
Hartley House	The Collegebound Initiative
Lincoln Square Neighborhood House	UFT Print Shop
Mayor's Office MIS Team	Work-based Learning Resource Center
Metarhythm	Workforce Professionals Training Institute

Internship sites are expected to designate a supervisor or point of contact for interns; provide students with a meaningful work experience, including clearly defined projects and tasks that align to due dates and expected outcomes; ensure that students have an adequate place to work; log intern attendance and provide broad feedback on their performance; and also maintain communication with the Summer Scholars project management team.

students and their families. These programs are an important component of the City's school reforms and serve to strengthen Mayor Bloomberg's goal of making high school both more engaging and more relevant to students. The growing need in the U.S. labor market for advanced work skills and competencies has highlighted the vast potential of CTE schools and programs to support students' academic attainment and prepare them for high-demand jobs and careers.

CTE facilitates students' career exploration and accumulation of relevant work experience while helping them build core academic skills vital for postsecondary success in education and employment. In New York City, CTE programs are an option available to all students who wish to pursue a career-focused pathway to post-secondary learning and work. Approximately 140,000 students are enrolled in more than 400 CTE programs and in individual CTE elective courses. Thirty-nine designated CTE schools enroll approximately 27,000 of these students. The remaining students attend comprehensive programs at high schools around the city.

Youth summer learning loss

Many CTE high school students struggle to balance both their rigorous academic requirements and the high demands of the CTE program sequence. Even fewer students have the skills and personal networks that most often lead to summer employment. The summer is therefore seen as an opportunity to meet these challenges head-on and to reinforce academic skills and career readiness. Extensive research has documented "summer learning loss," especially among low-income youth. Students who are not engaged in learning opportunities during the summer see an erosion of their skills, putting them at a disadvantage when they return to school in the fall. Research also has found that a young person's likelihood of working declines in direct proportion to household income. Low-income youth who do not work at all during high school are more prone to dropping out of school and, as a result, are less likely to obtain a diploma or enter college.

CTE Summer Scholars

The New York City Department of Education has developed a new program, CTE Summer Scholars, to address the related challenges of summer learning loss and inequitable access to work opportunities. Sponsored in its pilot year by Bank of America, CTE Summer Scholars engages

I am excited to launch two new Department of Education initiatives, NYC Summer Quest and Career and Technical Education Summer Scholars, that are providing more opportunities for our students—putting them on a path to college and career readiness from elementary school through high school. The research is clear that summer learning loss disproportionately impacts our most vulnerable low-income students, which is why it is so important that we continue to support our city's summer jobs programs and pilot new initiatives such as the ones we are announcing today.

DENNIS WALCOTT
CHANCELLOR,
NEW YORK CITY
DEPARTMENT OF
EDUCATION



CTE high school students in rigorous and relevant classroom study and meaningful work activities within the industries they are pursuing. The goals of the program are to support students' academic attainment, help students acculturate to the work environment, and advance students' readiness for both educational and vocational postsecondary activities.

The program

In 2012, the first year of the program, CTE Summer Scholars partnered with five of New York City's strongest career and technical education programs in pre-engineering and information technology, such as City Polytechnic High School in Brooklyn. The program recruited rising juniors and seniors whose skills include rudimentary computer repair, networking, and design. They were matched with host organizations based on their skills and interests and the focus and needs of the host company. A total of 83 students completed the program,

which ran for six weeks in July and August.

The program day is divided between mornings in class, learning work readiness skills, career exploration and college preparation, followed by internship on site from 2:00 to 5:00pm. Students receive minimum wage for their internship hours, with all wages covered by the NYC Department of Education; there is no cost to host organizations.

CTE Summer Scholars participants receive 15 hours per week of paid employment in a high-quality internship; additional high school credits for completing the classroom component; intensive coaching to strengthen life and employment skills, such as resume writing, interviewing for a job, and business etiquette; work experience and skills that can be showcased on college applications and resumes; and the opportunity to begin building a professional network with colleagues and supervisors. Students who attend all classes, seminars and workshops also receive an additional \$500 stipend.

Summer Scholar Seminar Topics

1 Know Your Industry and How Summer Scholars Can Help: An Introduction

10:00am–12:00pm

Keynote speakers on topic in full cohort setting; Q&A

Seminar goals

- To familiarize you with information technology industries
- To identify and understand a range of career pathways
- To recognize suitable diversity opportunity programs available in corporate information technology industries

1:00–4:00pm

Cohort meetings in break out rooms

Cohort meeting goals

- To reflect on new industry information
- To begin mapping out personalized career pathways, including diversity program opportunities
- To determine your strengths and how they match what information technology businesses are looking for

3 Talk Yourself Up: Acing The Interview

10:00am–12:00pm

Keynote speakers on topic in full cohort setting; Q&A

Seminar goals

- To learn the difference between formal and informal communication
- To practice effective communication strategies for job interviews
- To develop a winning first impression

1:00–4:00pm

Cohort meetings in break out rooms

Cohort meeting goals

- To practice new communication strategies
- To improve skills through doing mock interviews

2 Market Your Accomplishments: Writing An Effective Resume

10:00am–12:00pm

Keynote speakers on topic in full cohort setting; Q&A

Seminar goals

- To hear stories of how professionals start out and advance in the information technology industry
- To name the skills and knowledge a professional has acquired over the course of their career.
- To list the critical skills employers look for in entry level candidates
- To begin writing an effective resume that tells your story and markets your accomplishments

1:00–4:00pm

Cohort meetings in break out rooms

Cohort meeting goals

- To review resume-writing skills and refine your resume
- To prepare to talk yourself up using your resume

4 Find the Job and Land It: Networking and Professional Communication

12:00pm–3:00pm

Cohort meetings in break out rooms

Cohort meeting goals

- Learn and practice presentation skills for networking events
- To develop a compelling elevator pitch
- To review and reflect on all skills developed during CTE Summer Scholars

3:00pm–5:00pm

Celebration dinner

Keynote speakers on topic in full cohort setting and recognition of completion ceremony

Preparing youth for a lifetime of success

Oakland Mayor Jean Quan's Summer Jobs Program (MSJP) is an initiative that provides summer job training and employment opportunities to youth ages 14 to 21 in Oakland. This program is a collaborative of the mayor's office, the Workforce Investment Board, various city departments including Oakland's Parks and Recreation, community-based organizations, and the business sector. The MSJP brings these community partners together to provide Oakland youth the opportunity to experience the work world, earn income, build employment skills, and receive on-the-job training that can help them become self-supporting adults.

The MSJP program is part of a year-round network of employment training, educational enhancement and violence prevention activities run by the city, nonprofit community organizations, and Alameda County Social Services. MSJP connects young people to an array of year-round services and support. This employment training and work experi-

ence provides youth with an opportunity to use their summer break productively while gaining valuable career and life skills to enhance their school performance and career opportunities.

The program

Enrollment for the MSJP is based on a first-come, first-served basis. This year, The Mayor's Summer Jobs Program provided 1,000 Oakland youth with summer employment with 2,372 interest forms submitted. Approximately 300 of these youth were placed within various city departments such as the Mayor and City Administrator's Office, police and fire departments, and recreation centers. The remaining youth were given positions in small businesses and community organizations. These partnering organizations and businesses included the Grand Lake Coffee House, the AIDS Project of the East Bay, the Boys and Girls Club, Give Something Back, Awaken Café, and Supporting Future Growth. Youth were given responsibilities within these organizations that included cashiering, neighborhood beautification, office administration, food service, retail, customer service, and office administration. Participants worked up to 120 hours over a six-week period at a wage of \$8 an hour. Youth involved in the MSJP were also provided with pre-employment workshops, workforce development training classes, and worksite visits.

The job placement process

Prior to placing a youth with an agency, each



Mayor Jean Quan





partnering organization must complete an employee request form. This form includes business information, job information, job title, specific tasks and responsibilities, required skills for the job, workdays, and work hours. All youth involved in the MSJP also complete an application form. They then attend an orientation workshop and are matched with employment opportunities based on their skill level, interest, and job availability.

Work readiness workshops

The Mayor's Summer Jobs Program begins with a series of classroom-based workshops, homework, and document collection and review. During these workshops, participating youth gather the required documents for employment, practice for interviews, and learn appropriate dress, attitude, and communication skills. In addition to these workshops, the MSJP provides required weekly workforce development classes, led by work experience counselors, over the duration of the program. Youth are paid a \$25 bonus wage to attend each of these classes. Counselors use real-life situations and experience from past summer programs to further student learning. Some of the weekly workshop topics include money management, communication, resume development, and career planning.

Case management

Each youth in the MSJP is matched with a work experience counselor who provides case management throughout the summer. Through weekly visits to job sites, case managers are able to gather timely feedback from youth

and their supervisors. Supervisors also complete worksite evaluations of the youth at the beginning and end of the program. Likewise, youth complete a worksite evaluation of their supervisors. In addition, the city requests that supervisors complete post-program evaluations of their own performances.

Mayoral fundraising

Since the beginning of the program, Mayor Quan's office has reached out to the private sector through extensive phone banking and personal communication. The private donations given to the program have primarily been raised through the mayor's office. This year, major corporate sponsors included Bank of America, Kaiser Permanente in the East Bay, Clorox, and Wells Fargo. A portion of the funds was allocated to program operations. The majority of the contributions were dedicated to the subsidized job wage pool, which pays for the wages of the youth in the program. In total, these wages amount to approximately \$1,500 per youth.

Future development

Oakland Mayor Jean Quan is eager to build upon the success of her 2012 summer jobs program in order to further expand its reach and impact. This year Mayor Quan will convene the MSJP's public and private partners earlier to plan for 2013 and to develop strategies that will expand the program over the next several years. The Mayor's Summer Jobs Program is committed to increasing the number of Oakland youth that the program serves.



We are very grateful to all the partners involved in the Refresh Orlando volunteer event and their generosity to the Parramore Kidz Zone. This event will help benefit the thousands of Orlando's most at-risk youths enrolled in the PKZ program as well as further beautify the Parramore neighborhood. Through partnerships like this one, our community continues to work together to make our city the best place anywhere to live, work and raise a family.

BUDDY DYER
MAYOR OF ORLANDO

Giving at-risk youth an advantage



Mayor Buddy Dyer

Under Mayor Buddy Dyer's leadership, the City of Orlando operates two unique summer youth employment programs aimed at providing individuals ages 14 to 24 enriching and constructive summer work experiences through placements in the government and nonprofit sectors. The initiative, operated via a partnership among the City of Orlando's Families, Parks and Recreation Department, Parramore Kidz Zone, and Orlando After-School All-Stars, employed more than 500 youth in numerous programs citywide during summer 2012. The Mayor's Summer Youth Initiative focuses on four main areas of youth development:

- Offering real-world earning opportunities and meaningful work experience.
- Providing interaction with dynamic professionals and positive role models from the community.
- Creating opportunities for career instruction, financial literacy training, academic improvement and social growth.
- Fostering the development of future civic and community leaders.

The City's Families, Parks and Recreation Department and the Orlando After-School All-Stars operate a traditional youth employment model to staff the various summer programs in the city's recreation centers and middle schools. Participants receive specialized training and serve as counselors, tutors, instructors, administrative assistants, and lifeguards for local public pools during the ten-week summer program. Depending upon the position and required qualifications, youth can earn between \$7.67 and \$10 an hour.

Parramore Kidz Zone

Parramore Kidz Zone (PKZ) is a program that brings together city government, private businesses, foundations, nonprofit community organizations, and neighborhood residents to invest in and operate evidence-based cradle-to-career programs in Parramore, Orlando's most disadvantaged neighborhood. Founded in 2006, PKZ facilitates the employment of approximately 65 youth each summer specifically in the Parramore community. The goal of the program is to "move the needle" on juvenile crime and academic performance among the 2,000 children who live there. As part of this effort, PKZ provides youth with summer and year-round employment at businesses and nonprofit sites throughout the Parramore community. This initiative is a prime example of the important role that city governments, businesses, and nonprofits can play in promoting and implementing summer youth jobs programs.

Serving disadvantaged youth

When Buddy Dyer became mayor in 2003, citywide data painted a bleak picture of the 1.4-square-mile neighborhood adjacent to downtown Orlando. In Parramore, 73% of children were in poverty and 47% of neighborhood adults had neither a high school diploma nor a GED. PKZ works with youth who reside in the Parramore neighborhood, one of the most underprivileged neighborhoods in Orlando.



A unique model

Parramore Kidz Zone is unique because it works with youth of all ages. The organization provides childcare to toddlers and preschoolers and continues working with youth until age 24. PKZ is keen on providing programs that make a difference in the development of youth, including early childhood education, afterschool programs, workshops that build family economic success, youth development programs for teenagers, and access to health-care and mentoring.

Real results

Since PKZ's launch in 2006, 3,074 children have been served through the program. In fiscal year 2010–11, 532 participated in PKZ afterschool tutoring programs, 194 in prekindergarten programs, 281 in health and fitness programs, and 246 in youth development programs. Parramore's elementary, middle, and high school students have seen improved Florida Comprehensive Assessment Test (FCAT) math and reading scores. Since 2006, Parramore has also seen an 82.3% decline in juvenile arrests.

Summer employment program

Sixty-five youth were employed during summer 2012 through PKZ's Youth Employment Program. Dubbed PKZ Workz, the program placed 35 of these youth at nonprofit and city sites located in Parramore. In this capacity, youth served as camp counselors, childcare workers, athletic coaching assistants, office clerks, and teaching assistants. The other 30 were employed at local businesses. Before they began their summer jobs, youth underwent an orientation workshop where they reviewed work expectations, readiness skills, method of payment, and workplace responsibilities.

The local businesses and organizations

During summer 2012, youth involved in PKZ working outside of PKZ Workz were involved in a wide range of job opportunities in a variety of organizations. Such opportunities included working as childcare employees at Orlando Day Nursery; summer camp counselors at New Image Youth Center, Harvest Baptist Church, and Bridge to Independence; teacher's aides alongside Orange County public school teachers who tutor children at the

John H. Jackson Community Center and Dr. J.B. Callahan Neighborhood Center; working as office workers at the Parramore Kidz Zone office; and also working as assistant coaches with PKZ's youth football program.

Making the partnerships

Parramore Kidz Zone focuses on bringing in a wide range of partners in order to effectively serve the youth in the neighborhood. PKZ's Youth Employment Program is primarily funded by grants from the City of Orlando, Bank of America Charitable Foundation, Heart of Florida United Way, and The Ounce of Prevention Fund of Florida. This funding allows PKZ to place youth in summer jobs with local businesses and nonprofit organizations. With the funds provided, PKZ is able to reimburse the local businesses and organizations for the salaries that they pay to youth during their summer employment experience. These partnerships are a prime example of how the mayor's office, nonprofit organizations, foundations, and local businesses can collaborate to promote summer jobs in the context of overall youth development.

Parramore Kidz Zone has provided me with the opportunity to pursue so many of my dreams, including being the first one in my family to attend college. PKZ's Summer Youth Employment Program continues to do even more for me, allowing me to work in a job where I can serve as a role model for other kids in the Parramore community, encouraging them to focus on education and reaching for their goals.

ROBERTSON BASSY
SOPHOMORE, MOREHOUSE COLLEGE

Ensuring youth never stop learning

Even before his election, then-mayoral candidate Michael A. Nutter pledged his support to expand the availability of summer jobs for young Philadelphians. Once in office, Mayor Nutter lived up to that commitment. During his tenure, the City of Philadelphia has provided more than \$3.5 million to WorkReady Philadelphia summer programming. The mayor has worked closely with the Greater Philadelphia Chamber of Commerce to increase the number of employer paid internships.

“In the 21st-century job marketplace, students are expected to have completed internships and to have a resume before they graduate,” says Mayor Nutter. “Learning doesn’t stop in June, and our young people need experience, focus and an opportunity to succeed. When young people are engaged in productive work or internship opportunities, it benefits the entire city.”

In 2011, when faced with the loss of Recovery Act support for summer jobs, Mayor Nutter helped to launch the Save Summer Jobs campaign, which over the last 15 months has helped to raise almost \$1.9 million in additional support for WorkReady summer and year-round experiences. Mayor Nutter also elevated the importance of youth employment and education reform in 2008 when he reorganized the Philadelphia Youth Council as the Philadelphia Council for College and Career Success and charged it with helping him to meet ambitious education goals: halve the dropout rate and double the baccalaureate attainment rate.

WorkReady Philadelphia

WorkReady Philadelphia summer programming takes place for six weeks in July and August. It is the summer component of the City of Philadelphia’s larger system, which provides year-round work-based experiences for thousands of 14- to 21-year-olds, offering career exposure and preparation opportunities designed to enhance participants’ understanding and mastery of skills needed to be successful in a 21st-century, global economy. Made possible by investments from employers, foundations and government, WorkReady has served as Philadelphia’s system for youth workforce preparation since 2003. It is overseen by the Philadelphia Council for College and Career Success and is managed on their behalf by Philadelphia Youth Network (PYN).

In summer 2012, over 6,800 young people held summer jobs through WorkReady Philadelphia summer programs at more than 1,000 workplaces throughout Greater Philadelphia. Since its inception, WorkReady has provided life-changing summer opportunities to more than 60,000 young Philadelphians.

How youth participate

To participate in WorkReady Philadelphia summer programs, all youth complete an online application. Youth are placed with employers that are willing to create workplace exposure experiences that are developmentally appropriate and offer youth the chance to practice and improve their knowledge of 21st century skills. Most worksites are managed by competitively procured community-based organizations that serve as program provid-



**Mayor
Michael A. Nutter**



ers, monitoring the well-being of young participants, and ensuring that the experience is beneficial to both the young person and to the employer.

Brianna Cunningham, 18, worked at Cancer Treatment Centers of America (CTCA) in 2010 and 2012. She rotated through various departments, including clinic, volunteer, administrative, x-ray, and surgery. “My WorkReady internship at CTCA allowed me to explore different careers in the healthcare industry. I’ve built relationships with the doctors, nurses, and other staff members, which I know will be valuable as I work toward my goal of becoming a pediatrician.” Brianna’s experience represents the high-quality workforce development that all youth receive while participating in WorkReady programs.

Program orientation

All youth in WorkReady summer programs participate in an orientation before the start of the program. The orientation process is designed to educate youth on workplace expectations and provide them with a better understanding of participation requirements, including program schedule, attendance and grievance policies, payroll procedures, and child labor regulations.

In the 21st century job marketplace, students are expected to have completed internships and to have a resume before they graduate. Learning doesn’t stop in June, and our young people need experience, focus and an opportunity to succeed. When young people are engaged in productive work or internship opportunities, it benefits the entire city.

MICHAEL A. NUTTER
MAYOR OF
PHILADELPHIA

Avenues of participation

During the summer, WorkReady Philadelphia offers three options for youth participation.

Service Learning programs are focused on young people with little or no work experience. Working in teams, participating youth engage in projects that address a community need.

Work Experience programs are offered to young people with limited work history and feature positions with more specific responsibilities, often with community organizations.

Internship programs are for youth who have significant work experience and have demonstrated the ability to function effectively in the workplace. Interns work primarily with private-sector employers, are often placed in positions with greater responsibility, and are encouraged to think about the kinds of education and skills they will need to achieve their career goals.

Employers

As public funds diminish, employers are ever more important partners in the WorkReady Philadelphia system. During summer 2012, 146 employers provided summer jobs for 1,104 youth, an investment of more than \$1.8 million. And since 2003, employers have supported nearly 8,000 youth internships, valued at more than \$12 million.

Employers can support internships in one of three ways. First, they can hire and pay young interns directly. Second, they can hire a young intern but contribute the cost of the internship to Philadelphia Youth Network, the managing partner for WorkReady, which will manage student payroll and serve as the employer of record. Or third, for those companies that do not have the capacity to host interns at their workplaces, employers may contribute the cost of the internship to PYN, which will place a young person with a different em-

Innovative strategies

Over its ten-year history, WorkReady Philadelphia has developed and implemented a number of innovative approaches to summer programming.

Leveraging and aligning resources

WorkReady is a coordinated system of programs supported through an array of investments from government, foundations, employers. Although WorkReady's investment portfolio is diversified, its program offerings are highly coordinated and made available to young people through a singular system that meets and builds on their needs and talents.

Academic credit for summer projects

A unique aspect of WorkReady Philadelphia is that all summer participants must complete either a project that directly relates to their summer job, or a personal portfolio that contains a collection of work samples, a personal statement, their resume, cover letter, and even letters of recommendation from their workplace. Both the project and portfolio allow youth to utilize the skills they acquired during their summer job and demonstrate their understanding and proficiency in those skills. If judged to be sufficiently rigorous by certified teachers, then these products are eligible to receive elective credit from the School District of Philadelphia. In the 2012 summer, 90% of youth eligible for academic credit received a passing grade.

Online enrollment

In previous years, young people and their families were required to present themselves physically at central enrollment locations to sign-up for WorkReady summer programming. In 2010, a web-based enrollment option was initiated, substantially easing the burden on young people. This online tool also helps to measure the demand for summer programming. For example, in the 2012 summer, close to 15,000 young people completed enrollment, but there were positions available for only about one in two.



21st-century skills assessments

All summer participants are also expected to master a set of 21st century skills – programs in summer 2012 focused on flexibility/adaptability, initiative/self-direction, productivity/accountability, and teamwork/collaboration. Pre- and post-tests are administered to gauge progress during the program. In the 2012 summer, more than 86% mastered at least one of the targeted 21st century skills.

Employer of record

As managing partner, the Philadelphia Youth Network serves as employer of record for program participants. This takes the financial and personnel burdens off of employers, and enables them to focus on making the summer experience as valuable as possible for all concerned.

Use of debit cards for payment

In 2008, the Philadelphia Youth Network instituted the use of debit cards for student payment, in lieu of paper checks. This change produced a number of efficiencies, and also helps to promote financial literacy for young participants.

ployer, typically in the nonprofit sector.

Anthony S. Bartolomeo, president and CEO of Pennoni Associates Inc., as well as the employer chair of the Philadelphia Council for College and Career Success, shares what he sees as WorkReady's value to both youth and the economic success of Philadelphia in the years to come: "These young people are our future. Providing them an opportunity to experience what our industry has to offer as a career could change the course of their lives. Exposing these students to the workplace and getting them interested in our profession helps us to create a pipeline of future talent in our industry."

Each fall, the Council for College and Career Success hosts the Breakfast of WorkReady Champions, which honors investors who contribute to the WorkReady system, including employers that have made outstanding contributions to the well-being of Philadelphia's young people. Mayor Nutter offers featured remarks, along with some of Philadelphia's most influential business leaders.

In addition to providing internships, Philadelphia employers also play critical leadership roles on the Council for College and Career Success and within Philadelphia Works, Inc., which functions as the area's the Workforce Investment Board.

Providers

In summer 2012, over 50 organizations were contracted to serve as "providers" of WorkReady summer programs. Each provider, generally a local community-based organization, operates one or more of the three program models (Service Learning, Work Experience, Internship) and ensures that youth have a quality summer experience. In order to participate, providers respond to a Request for Proposals (RFP) released by the Philadelphia Council for College and Career Success. A committee of reviewers evaluates the responses to the RFP and the Philadelphia Council for College Success makes recommendations to Philadelphia Works, Inc. for final approval.

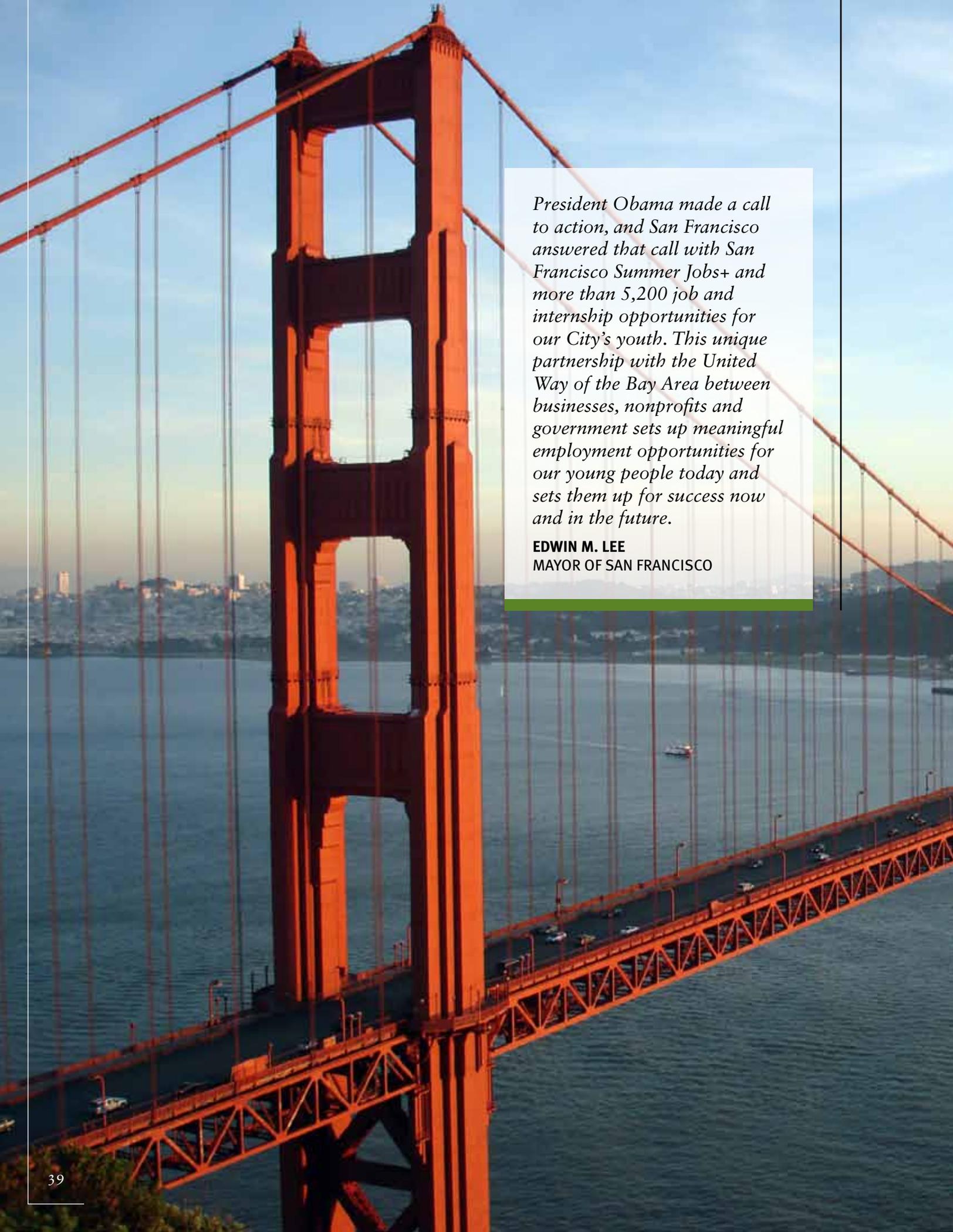
Financial education

Financial education takes place in various ways throughout WorkReady summer programming. Some programs incorporate it in the youth orientation, while others make it a part of weekly workshops. All of these efforts focus on making young people more financially literate in order to empower them to make informed short- and long-term financial decisions so that they are more likely to experience economic stability in the future.

These young people are our future. Providing them an opportunity to experience what our industry has to offer as a career could change the course of their lives. Exposing these students to the workplace and getting them interested in our profession helps us to create a pipeline of future talent in our industry.

ANTHONY S. BARTOLOMEO
PRESIDENT AND CEO
PENNONI
ASSOCIATES INC.





President Obama made a call to action, and San Francisco answered that call with San Francisco Summer Jobs+ and more than 5,200 job and internship opportunities for our City's youth. This unique partnership with the United Way of the Bay Area between businesses, nonprofits and government sets up meaningful employment opportunities for our young people today and sets them up for success now and in the future.

EDWIN M. LEE
MAYOR OF SAN FRANCISCO

Partnering to prepare youth for the future



Mayor Edwin M. Lee

San Francisco Mayor Ed Lee is the leader and visionary of the San Francisco Summer Jobs+ (SFSJ+) initiative. He was one of the first mayors to directly respond to President Obama's youth jobs challenge, pledging to create 5,000 job opportunities for our youth. During summer 2012, Mayor Lee directed his city departments to hire at least 2,500 youth, and challenged the corporate sector to match these hires. Actual hired numbers show 3,466 on the city side and 1,740 on the corporate side for a total of 5,206 jobs. Ninety-three companies responded to the mayor's challenge, most notably sf.citi, a new collaborative of tech-related companies in San Francisco that committed to taking on 100 interns among its member companies.

United Way of the Bay Area

The San Francisco Summer Jobs+ program worked primarily with underserved youth, ages 14 to 24, between May 1 and September 30. That same summer United Way of the Bay Area (UWBA) was asked by the City of San Francisco to manage the private-sector employment portion of the program, which placed 1,740 youth. Partners included the San Francisco Unified School District's (SFUSD) Career and Technical Education (CTE) program.

On April 12, 2012, the project was kicked off with the Mayor's Job Challenge in which Mayor Lee encouraged local businesses to make commitments to open employment to youth. Due to his efforts, over \$250,000 in funding for the program was raised, and nearly 800 summer jobs were pledged by the San Francisco business community. On May



Partnering companies

Partnering companies that hired youth as part of the SFSJ+ program included:

AvalonBay	Prologis
Bohan Company	PwC
BRE Properties	Salesforce
Cantrell, Harris & Associates	sf.citi
Decker Electric	Shorestein Realty
Eastdill Secured	Starboard TCN
Enterprise Rent-a-Car	Starbucks
Hearth Realty	TMG Partners
Hill & Co	UDR Inc.
Integra Realty	Uniqlo
Jamba Juice	UPS
Northern Trust	Webcor Builders
Pacific Union	Wells Fargo

12, youth were able to begin engaging in the program by creating profiles in the online system and attending workshops for interviewing, resume writing, and work readiness.

A greater initiative

United Way of the Bay Area (UWBA) has adopted a goal to cut poverty in half in San Francisco by 2020. This includes convening other non-profit organizations, government agencies, corporations, and volunteers towards action on shared metrics and outcomes. San Francisco Summer Jobs+ provides an opportunity to move towards realizing this goal and increasing the number of work-based learning experiences by connecting youth to employment and education.

Youth placement

Youth in SFSJ+ were placed into summer jobs through two primary means during the 2012 program. The majority of youth (3,466 of the 5,206) were placed into city-subsidized internships via city departments and nonprofit organizations throughout San Francisco. The remaining 1,740 youth were placed into private-sector jobs and internships, including several hundred through UWBA. Private companies involved in the Summer Jobs+ program through UWBA also had the option to pay for the placement of youth into other private-sector jobs rather than hiring directly.

UWBA, along with the Youth Employment Coalition, designed a work-readiness assessment tool kit, which asked youth to submit a resume and present work experience as well as work eligibility documentation. This allowed them to assess whether the youth were ready for employment. Once youth were accepted, they were matched with employment opportunities by the UWBA based on interest, skills, and experience. Once hired, youth involved in the SFSJ+ through the UWBA were paid \$10.24 per hour (minimum wage in San Francisco), either directly by the company that hired them or through an internship program. These companies also served as the employer of record.



Funding partnerships

San Francisco Summer Jobs+ is a public-private partnership funded primarily by the City of San Francisco with support from the private sector as well. Funding partners for the 2012 program included PG&E, Bank of America, Wells Fargo, AT+T, BRE Properties, Metlife Real Estate Investments, Sares Regis Group of Northern California and Sunset Development. In addition, youth placed in private-sector jobs through the UWBA such as at Starbucks and Jamba Juice had wages paid for directly by the private companies that hired them. Wages for youth placed in city departments were paid for by the City of San Francisco. In order to facilitate the management and placing of the youth, Mayor Lee's Department of Children, Youth, and Their Families (DCYF) funded UWBA's program to coordinate the private sector placements. UWBA staff worked closely with DCYF, San Francisco Unified School District, and staff from the Office of Economic and Workforce Development (OEWD) to

plan, implement, and manage the program throughout the summer. Overall, the cost to place and manage youth placed in jobs was approximately \$1,500. Youth placed into internships had a cost between \$2,000 and \$3,000 per youth including their wages, depending on the type of internship.

Financial literacy

The 2012 United Way of the Bay Area internship program included a workshop on financial literacy for the 84 interns they managed directly. Many of the other youth programs that were part of SFSJ+ provided similar workshops and financial literacy, which has been a key component of services to youth driven by the city and the programs that they are involved with.

I always had dreams, but before my internship, everyone said I wasn't going to go to college. At BRE Properties [a SFSJ+ employer], everyone pushed my dreams and goals. I am the first in my family to attend a four-year college, where I'm majoring in business. One day I will run a transitional home for foster youth to inspire them to pursue their goals and just go for it, like I am doing now.

**18-YEAR-OLD
SFSJ+ PARTICIPANT
CURRENTLY
ATTENDING CLARK
ATLANTA UNIVERSITY**

Engaging the community for the next generation of workers

Seattle Mayor Michael McGinn's Youth Employment Program (SYEP) is a year-round education and work-readiness initiative that serves low-income youth between the ages of 14 and 21 who are facing barriers to educational and employment success. The Seattle Human Services Department (HSD) has operated the city's youth employment program for more than 25 years.

The program is funded through the City General Fund as well as federal Workforce Investment Act (WIA) funds from the Workforce Development Council of Seattle-King County. Seattle's HSD runs the Mayor's SYEP program and employment services for the Seattle Youth Violence Prevention Initiative, both during the school year and in the summer. This initiative is a part of a new focus on exposing youth to career paths in fields in high demand in the local community.

School-year services

During the school year, the City of Seattle focuses on academic support to assist youth in graduating from high school and their transition into postsecondary education and training programs. Youth are provided with tutoring, workshops, work training, field trips, post-secondary planning, and case management. The program serves approximately 200 youth in this capacity every year.

Summer program

During the summer, the program places youth in seven-week internships from June 25 to August 14, to provide opportunities to develop work-readiness skills. These skills

include showing up for work on time, proper hygiene, communication, resume building, and exposure to the work world. Youth are placed in internships in city departments and community organizations. These departments and organizations include the Seattle Human Services Department, the Department of Transportation, Seattle Parks and Recreation, The Boys and Girls Clubs, and the Seattle Children's Hospital. Site supervisors provide intensive coaching and guidance to ensure youth develop valuable skills and meet program expectations.

Youth work up to 24 hours per week and earn \$9.04/hour. During summer of 2012, the program served just over 300 youth. This included youth from the Seattle Youth Violence Prevention Initiative and the WIA. There were almost 200 different internship sites and 400 site supervisors throughout the city of Seattle supporting SYEP youth. These youth held employment positions as production assistants, library assistants, lab technician assistants, office assistants, park aides, and habitat restoration assistants.

Workforce Development Council of Seattle-King County

The Workforce Development Council of Seattle-King County (WDC) is a nonprofit organization that works with King County and the City of Seattle to support a strong economy through career training, grant opportunities, and workforce programs for local citizens. Established in 2000 by the King County Executive and the Mayor of Seattle, the WDC oversees a wide range of employment-related programs and initiatives, serving



Mayor Mike McGinn



thousands of Seattle and King County youth, adults, and businesses each year.

Encouraging youth leadership and career readiness is a central goal of the WDC. The Workforce Development Council youth programs serve young people across King County and Seattle with academic support, career exploration opportunities, and work experience to help them achieve in school and in the workplace. The WDC Youth Committee provides strategic direction for youth programs and provides a youth development system that educates youth and provides work readiness for the next generation of workers in Seattle-King County.

Summer Youth Internship Program

In 2011 and 2012, the WDC funded the City of Seattle in a successful effort to streamline and coordinate its youth internships. Strongly supported by Mayor Michael McGinn, the project resulted in new, uniform hiring standards and processes across all 17 city departments. It also fostered greater coordination with the Seattle Youth Employment Program and helped to create an additional 100 internships for WIA-eligible youth. The project focused on providing meaningful learning opportunities, particularly in business technology, engineering, public safety, buildings and maintenance, and energy. To participate in the internship program, youth went online and submitted a resume and completed a brief application. The provided





information was then posted on a database that hiring city departments could view. Youth were then called in for an interview. Participating youth were paid \$9.04/hour for their work.

Community engagement for youth employment

The Workforce Development Council of Seattle-King County has continually called attention to the issue of youth unemployment and has consistently encouraged local employers to hire young people through its ongoing Youth@Work initiative. In May 2012, Bank of America and Expeditors International joined the WDC in a call to action of their fellow employers to hire youth. Bank of America announced its \$50,000 donation to support 17 youth summer internships in local community organizations. This was the first time that the WDC was able to attain private-sector support for its Youth@Work program. WDC now has commitments from both Seattle Mayor Michael McGinn and King County Executive Dow Constantine to join them in a call to action in January to gain further private-sector support for summer 2013.

Map Your Career resources

The WDC's Map Your Career resource has proven extremely popular in the Seattle and King County communities, especially with local schools. Map Your Career includes a website, mapyourcareer.org, as well as a series of career maps that can be used individually. Recently updated in 2012, the series includes new maps in three industries—aerospace, fashion and apparel, and financial services—in addition to maritime, manufacturing, construction, life sciences, health care, IT, and interactive

media. Youth can use the information provided about these industries to gain valuable information on potential career paths. The WDC also provides reference maps and booklets to public school guidance counselors to help youth with their career choices.

Healthcare industry connections

The WDC's Health Careers for Youth project, which won the Governor's Best Practice Award in 2009, has been incorporated into the WDC's \$11 million, five-year Health Careers for All regional project funded by U.S. Health and Human Services. This highly successful model engages young people through college-level classwork to prepare them for future careers after high school. Since its inception, more than 100 youth have been served in King County through this program.

Schools to Careers Plus

During summer of 2012, the WDC launched a new effort to engage directly with local school districts to support STEM education and career connections. The WDC met with every superintendent of all 19 districts in King County to offer support, guidance, and resources for local STEM efforts. Meanwhile, WDC CEO Marlina Sessions was invited to the Clinton Global Initiative America meeting in Chicago and came away with a commitment to action that has since resulted in Schools to Careers Plus. This initiative is a county-wide investment of \$300,000 to connect junior-high and high-school students with various local industries through career-awareness curricula, and industry mentors.



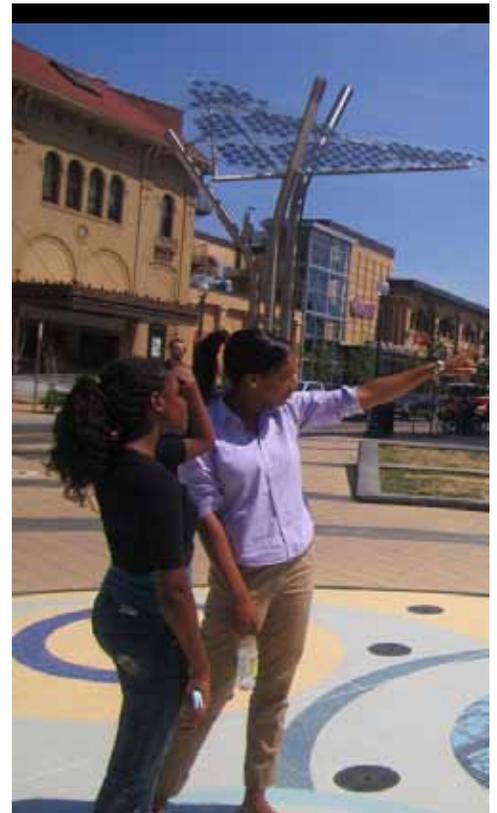
A united effort to provide meaningful experiences for youth



**Mayor
Vincent C. Gray**

Washington, D.C.'s Summer Youth Employment Program (SYEP) is a locally-funded initiative administered by the District of Columbia's Department of Employment Services (DOES). The program provides D.C. youth ages 14 to 21 with enriching and constructive summer work experiences through subsidized placements in the private, public, and nonprofit sectors. Through SYEP, DOES provides young people with the opportunity to earn money through a meaningful work experience and develop the skills necessary to succeed in today's work world. Youth also gain exposure to various career industries and interact with dynamic working professionals in a positive work environment. Employers in the D.C. metropolitan area make the program possible by volunteering to serve as host employers and providing structured job opportunities to youth during the summer.

In 2012, Mayor Gray's Summer Youth Employment Program ran for six weeks, from June 25 to August 3. All participants ages 16 to 21 are paid the federal minimum wage of \$7.25 an hour. Participants ages 14 to 15 are paid a stipend of \$5.25 an hour. All wages are fully paid by DOES. Host employers can compensate youth participants at a higher wage, and are welcome to contribute funds to meet their desired pay rate. Participants are only compensated for time worked up to the maximum number of hours permitted by the program. Youth ages 16 to 21 are permitted to work up to 25 hours per week and youth ages 14 to 15 are permitted to work up to 20 hours per week.





Host employers

Applications for local businesses to become host employers are reviewed on a rolling basis. Potential host employers must fill out an online application form to be eligible to provide employment to youth. In the application, businesses must specify where youth will work, define a specific job description, identify an on-site supervisor, and identify a payroll coordinator who will work with youth to submit their timesheets. Once an employer application is submitted, a DOES representative contacts the potential employer within 3 to 5 business days to schedule a date and time to visit the work-site. Once a site visit has been conducted, the organization will receive confirmation from DOES either accepting or denying the application. Accepted applicants are expected to provide assigned workers with an on-site orientation on their first day of work. Employers are provided a guide to assist in administering this orientation.

Participating youth

Mayor Gray's Summer Youth Employment Program is available to youth on a

first-come, first-served basis. To secure a space, youth must complete an application and provide DOES with documentation to prove that they are eligible to work. To maintain their place, youth are required to complete several important tasks prior to the start of the program. DOES works with applicants to ensure that they submit a resume or self-profile, participate in an in-person soft-skills training, and apply for specific job opportunities that interest them. Youth who do not complete the required steps by the posted deadlines can potentially forfeit their space.

Host employers have the ability to screen, interview, and select specific youth from an eligible applicant pool to find potential employees. Beginning each April, eligible applicants have access to an online database to view and apply for specific jobs that they are interested in. Employers are able to access a database that lists all eligible youth and shows all youth who have applied to their posted job positions. Employers are able to access their resumes or self-profiles, and their contact information so that they can conduct telephone interviews.

Each year DOES sponsors the SYEP Career Exploration Fair in April. This event is open to all eligible youth applicants and provides an opportunity for youth to meet employers and gain additional information about available summer job opportunities. Employers have the ability to interview candidates on the spot and select youth that they are interested in hiring. Employers that do not wish to screen or interview youth may request that DOES place youth on their behalf. Youth are placed based upon the criteria specified in employers' posted job descriptions.

The YMCA of Metropolitan Washington Summer Youth Jobs Program

During summer 2012, the YMCA of Metropolitan Washington's Summer Youth Employment Program partnered with DOES and the Bank of America Charitable Foun-



dition to provide summer employment and career readiness training to 50 youth. Youth were able to apply for positions with the YMCA through Mayor Gray's Summer Youth Employment Program. DOES paid for the youth's wages of \$7.25 an hour, while a substantial grant from Bank of America went toward financial literacy, career development training and experience, and wage bonuses for the youth. The YMCA managed the SYEP students, gave them hands-on work experience, encouraged and guided their career development, and created a mentorship program to further support their young employees.

To select youth for the program, the YMCA conducted panel interviews for 78 SYEP students, ages 16 and up. Youth were not required to have work experience but had to show the potential of being an effective leader and role model. They also had to be a solid fit for the YMCA's core values of caring, honesty, respect and responsibility. Youth who were selected for participation worked as camp counselors, advisors, staff assistants, and worked in day care centers at YMCA's in D.C., Maryland, and Virginia. Youth were paid stipends of \$7.25 an hour, in accordance

with the SYEP standard.

The YMCA of Metropolitan Washington worked with the District of Columbia Department of Employment Services to administer the SYEP program. All administrative and payroll responsibilities were handled by the District of Columbia. YMCA personnel worked onsite to provide the program implementation. Work hours of the program participants were submitted to the Department of Employment Services by YMCA staff.

Financial literacy

One of the goals of the program was to provide financial literacy to participating youth through two workshops offered during the six-week program period. Bank of America employees came to the YMCA in D.C. for each workshop to deliver information on basic money management and financial planning. Youth learned about checking and savings accounts as well as how to balance a personal budget. All 50 youth employees participated.



DOLLARWISE

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