

BEST PRACTICES
in IMPLEMENTING

Successful Summer Jobs Programs



THE UNITED STATES CONFERENCE OF MAYORS



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CONFERENCE OF MAYORS**

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June 9, 2010

Dear Mayor:

As President of The United States Conference of Mayors, I am pleased to provide you with the latest volume in our Best Practices series - ***Best Practices in Implementing Successful Summer Jobs Programs***.

The American Recovery and Reinvestment Act (ARRA) provided a significant investment in the nation's youth with \$1.2 billion in funding for cities to develop and expand local Summer Jobs programs, resulting in almost 314,000 jobs created during the summer of 2009. This Best Practices publication examines those programs that have been successfully implemented by mayors, workforce development professionals and human services officials to proactively provide youth with Summer Jobs and prepare them for the world of work. In addition, this publication discusses the relationship of Summer Jobs programs with the local school system, the high school dropout crisis, and youth violence.

On behalf of The United States Conference of Mayors I would like express my gratitude to the U.S. Department of Labor for making possible the compilation and dissemination of this valuable resource, as well as all mayors and workforce professionals who contributed to the contents within. This publication is a valuable addition to our organization's well-established efforts to assist mayors on issues that directly affect their cities.

Your contributions to our Best Practices Center and its publications are crucial in order to gather up-to-date community information that is vital to the sharing of exemplary programs you have developed to improve the quality of life across urban America. We thank you for your continued support of this important work.

Sincerely,

A handwritten signature in cursive script, reading "Elizabeth Kautz".

Elizabeth Kautz
Mayor of Burnsville
President
The United States Conference of Mayors

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YouthWorks Summer Jobs

The Mayor's Office of Employment Development (MOED) administers the annual YouthWorks Summer Jobs Program for Baltimore City. The program is open to youth and young adult residents between the ages of 14-21, with a special emphasis on targeting young people who are economically disadvantaged, those aging out of foster care and out-of-school youth. Each year, a citywide campaign is launched to reach out to all segments of the community, including state and local government, business, philanthropy, faith-based and non-profit, to generate resources to fund participant wages and to identify meaningful work experiences in both the public and private sectors. Each summer between 5,000-7,000 young people participate in this six week program that provides many opportunities for youth to acquire familiarity with the world of work and to build important workplace skills.

A hallmark of the YouthWorks program is its focus on promoting positive relationships between youth and the adults they interact with. To ensure both employers and youth workers benefit from the program, site supervisors and private sector employers attend a comprehensive training session that incorporates a mentoring component. YouthWorks exposes youngsters to a broad range of occupations and participants are placed in jobs that best match their age, interests and skill sets. The young teens (14 and 15) often gain their first work experience while they lend a hand at many of the city's community-based organizations, summer camps, libraries, senior centers, parks and recreations bureaus. Older youth participate in a structured work readiness seminar that prepares them to succeed in various worksites in the private sector, including hospitals, hotels, restaurants, law firms, banks and bio-tech parks.

Each year, the Mayor of Baltimore makes a clarion call with the support of a mayoral appointed "leadership team," saying, "In Baltimore, *Summer Jobs Are Everyone's Business*." For nearly 30 years, putting our teens to work has been a priority in every administration and engaging the key stakeholders throughout the city in this important program has been an essential component of its success.

Effectiveness

The "YouthWorks Operation" is highly structured and is designed with deliberate time frames and stages of implementation. A primary goal is to offer a job to every young person who registers on time for the program. To help make that work, registration begins in January and ends in March, providing the city leaders and program coordinators with the total number of youth in the queue and adequate time to raise sufficient resources and lock in worksite locations.

The ARRA funds in 2009 provided the critical financing to meet this goal, allowing us to offer over 7,000 teens a Summer Job last year. Even in these difficult economic times, we expect to place at least 90% of all registered youth in YouthWorks 2010. Other important planned outcomes for the program include: positive youth participation and completion (85-90% achieved each year); effective payroll procedures (at least 95% of all youth get paid on time); youth acquire workplace readiness via a Skills for Success measuring tool (90% demonstrate work readiness by the end of the summer); employer satisfaction (98% of YouthWorks employers state they are pleased with their youth workers and are willing to participate in the following year's program). Another indicator of success is that many youth are offered the opportunity to continue to work on a part-time basis during the school year after the program ends!

Funding

As stated above, Baltimore City has continued to operate a Summer Youth Employment Program for three decades despite the loss of federal funds for standalone Summer Jobs programs. The annual YouthWorks campaign garners funds from many businesses, local and national foundations and individual donors. In addition, city general funds, state grants and TANF dollars help fund the program. Overall, the program raises between \$5million and \$7 million each year. A "rebirth" of the federally funded summer program would significantly expand the number of young people who could and should participate in and benefit from the important YouthWorks experience.

Other Involvement

MOED oversees the city's public workforce system, is the city's One Stop Career Center operator and provides direct administrative support to the Baltimore Workforce Investment Board. MOED leverages the resources, human capital and expertise of all of these entities in administering the YouthWorks program. This year, the theme for the YouthWorks 2010 program is ***Summer Jobs Launch Careers***, and our Workforce Investment Board (WIB) membership will be actively involved in the program and will provide a number of services, such as recruiting career speakers, hosting job shadowing days and providing career mentoring to program participants. Additionally, with the encouragement of the mayor, all city agencies will once again participate in the program by serving as host worksites and contributing on-site supervision and/or hiring youth and paying their wages. Our larger agencies (transportation, public works, recreation and parks, and health) can accommodate between 20-200 participants each year. In addition, over 400 community-based organizations, state agencies and private businesses partner with MOED to provide exciting work-based learning sites for program participants.

Jobs and Career Pathways

A new feature was added to the YouthWorks program in 2009—the Green Youth Corp Project. In partnership with the city's Department of Recreation and Parks, 350 youth were engaged in learning about conservation and restoration. They received hands-on experiences and educational programming that introduced them to environmental issues and careers. Youth learned about horticulture, wildlife management and urban forestry. They cleaned streams, built deer fences, improved ball parks and landscaped parks. The program curriculum covered topics such as: What is Your Carbon Footprint?; Green Buildings: What Happens to Garbage; Basic Botany; What is a Green Job?; and Good Bugs, Bad Bugs and Bees.

Lessons Learned and Advice for Mayors

Mayoral leadership works! Is it not only helpful, but essential to have the chief local elected official make summer employment a priority and use his/her platform to rally the entire city around this important effort. When youth work, everyone wins. Our young people are productively engaged and less likely to be victims or perpetrators of crimes, businesses appreciate the opportunity to help develop their future workforce, and community parks, gardens and common areas get beautified and stay clean. Arguably one of the most important benefits is the economy profits as youth use their hard-earned wages to purchase back-to-school books, clothes and other items.

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Classroom at the Workplace

Boston's 2009 Summer Jobs campaign served nearly 10,000 youth, in a broad range of employment experiences, utilizing a variety of funding sources. Private sector employers, organized by the Boston Private Industry Council, paid for nearly 3,000 jobs in hospitals, financial institutions, colleges, etc. City funds were used to employ more than 3,500 youth; state funding accounted for 1,685, and, thanks to ARRA (the first federal funding for summer jobs in ten years), an additional 880 youth received Summer Jobs. One particular component of Boston's Summer Jobs Campaign, called **"Classroom at the Workplace"**, is deserving of special mention as a "Best Practice" for other cities to consider.

Critics of Summer Jobs often paint the program as consisting of make-work clean-up crews which don't enrich the lives of the participants. In Boston, we have worked very hard for many years to provide a wide range of Summer Jobs, and incorporate learning into every Summer Job experience. (A small number of youth in Boston did in fact work on outdoor landscaping projects, but even those projects were designed to ensure that each participant came away with employable skills and a knowledge of the environmental issues involved in the field). The program integrated intensive education services into the Summer Job experience of 154 participants through the *"Classroom at the Workplace: MCAS Prep"* program, specifically designed to meet the needs of youth who had previously failed the Massachusetts high school exam (Massachusetts Comprehensive Assessment system, or MCAS) and were thus in danger of not graduating. Another 67 students participated in *"Classroom at the Workplace: SAT Prep,"* in anticipation of taking the SAT exam and beginning the college application process.

Established

Classroom at the Workplace was created in 1999 for the specific purpose of helping young people most at risk of dropping out of high school due to MCAS failure. These students are typically exiting 11th and 12th graders who have unsuccessfully attempted the Math, English/Language Arts, or both MCAS tests anywhere from three to six times. The advent of high-stakes testing, and the risk of a resulting increase in the drop-out rate, led the mayor and the Workforce Investment Board (WIB) – the Boston Private Industry Council (PIC) – to develop a joint strategy to address the problem and help struggling students to graduate. *Classroom at the Workplace: MCAS Prep* provides selected Summer Jobs participants with 90 minutes of math or English/language arts instruction each day at their jobs site, taught by state-certified teachers from urban high schools, many with additional special education, language and literacy certifications. The classroom hours are considered part of the Summer Job, and as such, students earn wages for their time in class, while teachers and subject coaches work to contextualize the curriculum and make it relevant to the workplace. The result is a program that makes explicit the implicit connections between academic and career success. The mayor uses his leverage with employers to encourage them to participate by giving Summer Job opportunities to these struggling students.

Effectiveness

"Classroom at the Workplace: MCAS Prep" boasts a 90% attendance rate and an 85% retention rate – remarkable numbers given the target population. The November 2009 MCAS retest results show 58% of English/Language Arts (ELA) students in the program passed the retest and increased their MCAS score an average of 5 points from pre- to post-program MCAS. Program math students passed at a rate of nearly 40% and increased their MCAS score better than 4 points on average from pre- to post-program MCAS. We expect an additional 20% to 30% of program students to pass the March 2010 MCAS retest to meet our average yearly passing rate of 70% (a strong passing rate for students who have failed this test between 3 and 6+ times upon program participation and may have very low scores). Participants in the SAT Prep program had a 96% attendance rate and increased their SAT scores by 143 to 146 points. A total of 221 youth participated in the two programs. A number of the employers provided On-the-Job training by integrating work responsibilities into classroom content.

Funding

Funding for Classroom at the Workplace comes from private sector employers (wages and SAT Prep programmatic support) and the State Department of Elementary and Secondary Education's Work and Learning grants (MCAS Prep teacher salaries, recruitment, class materials). ARRA funds were not used for this program; however, the availability of ARRA funds freed up other funding which we were able to use for Classroom at the Workplace. Classroom at the Workplace is an ongoing program with eleven years of experience. While federal funds are not used by the program at present, a federal investment in programming like this would be most welcome.

Other Involvement

The primary city agencies involved in Classroom at the Workplace are the Mayor's Office of Jobs and Community Services and the Boston Public Schools Department. The local Workforce Investment Board – the Boston PIC – coordinates the program. The Office of Jobs and Community Services, as WIA administrator, and the PIC, with its oversight of the WIA system, provide a connection to the One-Stop Career Center system and the full range of WIA-funded services.

Jobs and Career Pathways

A spectrum of job descriptions across Boston's industry sectors is available to Classroom at the Workplace participants. Students are placed in clerical support, customer service, accounting, research and other office-related positions, as well as patient support and transportation, food service, childcare and summer camps, and community organizing within the financial services, healthcare, state government and non-profit sectors. Some of the most active program employers are State Street Bank, Massachusetts General Hospital, Brigham & Women's Hospital, Bank of America, the Commonwealth of Massachusetts and local YMCAs. The PIC works with Boston public high schools to pair companies and organizations with schools featuring related career pathways. Employers support these schools through job shadow experiences, career interest panels, career speakers and mock interview opportunities year-round in addition to providing Summer Jobs through Classroom at the Workplace. Through their program experience, students learn company and organizational operations, workplace norms and expectations, and are exposed to potential careers in the field. To the extent that most employers are implementing greener ways to do business, some youth were involved in tasks and functions related to energy efficiency and environmental awareness.

Lessons Learned

Contrary to popular belief, private sector employers are often willing to employ, mentor and invest in young people, even those without high academic achievement, but you have to ask. Having a mayor lead and then partner with the local business community is the key to developing a comprehensive private sector employment program such as this. In fact, employers who have supported the Classroom in the Workplace program avidly follow the success of their former summer employees as they retake the test, graduate and make future career plans. Enlisting employers in a campaign to support and encourage these struggling students is challenging – until they begin to understand the educational barriers of urban students, see the results, and find these young people are in fact excellent employees ready to learn and experience their industry.

Advice for Mayors

Close coordination between the various parties – the mayor's office, WIB, school districts and employers – is critical to the success of this program. This planning and coordination work takes place year-round, not just during the summer. Planning for the next year's program must begin as soon as this summer ends.

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Earn and Learn

The YouthWorks – 2010 Earn and Learn Summer Youth Employment Program was designed to provide “Career Exploration” to at-risk youth ages 16-24. Through five targeted approaches, youth were provided with work experience opportunities, educational advancement services, college preparation and competitive employment. During the eight week time period from July 6 through August 28, The WorkPlace, Inc (Southwestern Connecticut’s Regional Workforce Board), in partnership with several mayors and municipalities, conducted a summer Earn and Learn program for its twenty town service delivery region.

In line with the American Recovery and Reinvestment Act (ARRA), more than 700 youth were determined *Workforce Investment Act* (WIA) eligible and assigned to one of the following tracks:

- I. Out-of-School, Non-College Bound
- II. Out-of-School, College Bound
- III. In-School, Grades 9-11
- IV. In-School, Grade 12, College Bound
- V. In-School, Grade 12, Non-College bound

All youth were assessed and provided with 15 hours of work readiness skills followed by up to six weeks of actual work at employer sites. Depending upon the track, youth were offered additional work readiness skills, PSAT preparation, and workforce training with work readiness programs such as STRIVE and KeyTrain. (See attached program design)

The opportunities provided to both youth and employers by the program created a significant impact on workforce development in the region. For youth, many of whom have never been employed, this opportunity is beyond measure. For employers, the program presents the opportunity to engage the future workforce and assess current skills while providing new skills needed for future work opportunities.

Established

The YouthWorks – Earn and Learn Summer Youth Employment Program was created in 2009 to combat the growing concern of how at-risk youth spend their time and the unsettling results of what happens when these youth are not given appropriate and constructive options. Some of the region’s drop-out rates were on the rise, and there was a need for a program designed to give youth incentives and rewards, and instill in them the knowledge, awareness, work ethics and skills to put them on the road to becoming gainfully employed.

This program not only brings awareness to both youth and the business community, but ties them together as employers become mentors to the future generation of workers. This is what made the involvement of Bridgeport Mayor Bill Finch so vital. Not only was the mayor integral in the program’s ability to gain support from the business community, he was also critical in aligning the city’s “B Green 2020” initiative with the Summer Youth Employment Program. B Green 2020 is an initiative to make the City of Bridgeport compliant with the nation’s standards of conserving energy and Summer Youth provided early community awareness of the initiative through its canvassing program.

Effectiveness

ARRA funding had a clear objective to attach youth to work readiness skills. 91% of our youth attained that goal. Additional measures included;

- Placement into summer employer site/On-the-Job training – 711 youth or 100%
- Number of employer sites: 175
 - 86 for-profit employers
 - 79 non-profit employers
 - 10 municipalities
- 170 or 24% of the population were youth with documented disabilities

As of 12/31/2009, 62 youth have been placed in permanent full-time employment as a result of the 2009 Summer Earn & Learn Program.

Funding

The YouthWorks – 2009 Earn and Learn Summer Youth Employment Program was fully funded by the American Recovery and Reinvestment Act. However, we have used our summer program to spark the ongoing initiative around youth development throughout the twenty-one town region. We have continued services through state youth funding on a limited scale.

Other Involvement

As the Workforce Investment Board for the southwestern region of Connecticut, it is vital to engage city, state and regional agencies in the YouthWorks – 2009 Earn and Learn Summer Youth Employment Program. Other agencies involved included: CTWorks One-Stop Career Center, local boards of education, State Department of Children and Families, State Department of Social Services, State Bureau of Rehabilitative Services, local housing authorities, local conservation programs, municipalities and a host of community service agencies.

Each agency not only provided access to eligible participants for the program, but served as worksites for youth, helping to provide valuable work experience opportunities. The local school systems and the One-Stop Centers served as work readiness training sites, where youth received one week of soft-skill development prior to beginning at the actual job sites.

Jobs and Career Pathways

The types of jobs made available to youth include: retail, customer service, landscaping, human services, human relations, file clerks, receptionists, residential renovators, camp counselors and canvassers.

The canvassing, customer service/retail, and human services opportunities are all possible career pathways as they are directly related to our year-round job training program which, upon completion, provides participants with a state/nationally recognized license or credential.

Lessons Learned

A quality program requires dedicated staff to effectively manage the program

- Both youth and employers must be assessed to best match.
- Employers need to be trained in the program process.
- Inclusion of all youth creates additional learning opportunities for all.
- Create distinct tracks based on populations to be served.

Advice for Mayors

- The speed of the program requires a watchful eye.
- WIA eligibility and assessments can be cumbersome.
- It is necessary to get information out to both youth and employers quickly and efficiently.
- The inclusion of a diverse population will enrich the experience for everyone involved.

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Summer Youth Program

The Municipality of Cayey, located in Puerto Rico's central area, is part of *Alianza Municipal de Servicios Integrados* (AMSI). The city developed a local Summer Jobs program geared to impact 828 youth participants through American Recovery and Reinvestment Act (ARRA) funds in coordination with AMSI's Workforce Investment Board.

As part of the main program, the 828 participants had the opportunity to develop labor skills related to green jobs and to encourage the communities to maintain a clean and green city. Also, many participants worked with the city's recycling program throughout Cayey, in key areas including community gardens, parks and other green areas. The involvement of these young citizens in the diverse recycling and conservation efforts had a great impact on the city, as they spread a green message to thousands of citizens in a couple of weeks.

Established

One of Cayey's most significant and aggressive municipal efforts is to continue as one of the cleanest cities in Puerto Rico and to grow citizens' empathy towards the environment and green awareness. During the months of June and July, 2009, the 828 participants had the opportunity to experience and develop skills in diverse occupations in the labor field as part of the city's conservation and awareness campaign.

This initiative was planned and guided by the mayor of Cayey, Rolando Ortiz-Velazquez, who made this program possible by coordinating every phase of the project with AMSI's Executive Director, Joaquín Santiago-Santos, and Cayey's Retailers Association. Mayor Ortiz-Velazquez and AMSI were able to teach the importance of reducing practices with negative impacts on the environment for present and future generations. Youth were assigned to the city's recycling and conservation campaign called "Cayey Limpio".

Effectiveness

The participants were scheduled to work as follows: 558 young people, ages 16-17, worked in June 2009, and 118 youth, ages 19-24, participated in the Summer Jobs Program in July. These young workers had the opportunity to experience and develop skills in diverse occupations in the labor field.

An important part of the program was the selection of 25 youth, ages 19-24, who also participated in leadership development opportunities and in alternative secondary school classes, resulting in the development of diverse leadership skills by the designated participants. At the end of the summer, the 25 participants graduated from their alternative secondary school program after acquiring employment experience and integral leadership and community skills.

Funding

AMSI's Summer Jobs Program was fully funded by American Recovery and Reinvestment Act (ARRA) funds in coordination with AMSI's Workforce Investment Board.

Other Involvement

The implementation of this program required the involvement of many of the city's agencies and AMSI's Workforce Investment Board and One-Stop Career Center in Cayey. Although different agencies were engaged in this effort, it was the mayor's office and AMSI's One-Stop Career Center, which coordinated this experience for youth. The city's Public Works and Recycling agencies also played a significant role during the program.

Jobs and Career Pathways

As part of the main program, the 828 participants developed labor skills related to green jobs. Program youth learned strategies to encourage communities to maintain a clean and green city. Participants were placed in public and private sectors, worked as recreational and community leaders, held administrative and clerical duties and learned sales in retail and department stores. Also, many young people worked with the city's recycling program throughout Cayey, in communities' gardens, parks and other green areas.

Lessons Learned

The success of this program is due to the effective and strong alliance between the city, AMSI and our local Retailers Association. Though alliances and partnerships, city mayors can develop great initiatives by integrating public and private sectors willing to provide more than an employment experience for these young citizens. Together we can also provide strong leadership and educational skills for their development in life and their communities. In fact, AMSI developed similar programs in Puerto Rico which served the cities of Aguas Buenas, Aibonito, Arroyo, Caguas, Guayama, Gurabo and Trujillo Alto.

Advice for Mayors

The mayors' involvement in the development and implementation of every phase of this program was essential for its success. Having 828 young participants requires multifaceted planning and a detailed follow-up by the local One-Stop Career Center.

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Youth Ready Summer Jobs Program

The Department of Family and Support Services' (DFSS) Youth Ready Chicago (YRC) program connects Chicago's young people with employment opportunities in community- and faith-based organizations, large and small private sector businesses, non-profit organizations, cultural institutions, city departments, and sister agencies, among others. YRC is a partnership of leading youth serving agencies in Chicago including DFSS, Chicago Public Schools (CPS), Chicago Park District, After School Matters (ASM), Chicago Housing Authority (CHA) and City Colleges of Chicago (CCC). The goals of YRC are to: (1) provide youth ages 16-24 in every region of the city with career-oriented summer and year-round employment opportunities; (2) increase young people's employability and transferable skills through job readiness training; (3) provide professional training, mentoring, and other support services; and (4) leverage the city's corporate allies and delegate agency partners to create meaningful and quality youth employment experiences.

In 2009, YRC successfully implemented several new and innovative program components, expanded its network of partnerships, and offered over 20,000 youth Summer Job opportunities (8,100 ARRA-funded). A hub/spoke model was created, whereby DFSS contracted with 34 agencies across the city to supervise a cohort of the 880 total jobsites at which youth were employed. This model not only facilitated more effective program management for such a large scale effort, but also helped to forge new partnerships at the community level and expand the diversity of work experiences. YRC also implemented a unified, web based single-point-of-access application and data system to more effectively meet the needs and interests of young people and increase coordination among partners.

This program responds to a great unmet need in the community. It is estimated that over a quarter million 16-21 year-old Chicagoans are looking for work. Over 40,000 youth applications are typically submitted to YRC each summer and, in 2009, the program received a record of nearly 80,000 applications.

Established

Mayor Richard M. Daley has made youth employment a top priority since taking office in 1989. When federal funding for Summer Jobs was discontinued over 10 years ago, Mayor Daley directed all city and sister agencies serving youth to utilize a portion of their funds to create a citywide, comprehensive Summer Jobs program (formerly known as KidStart). As a member of the USCM leadership he has consistently worked to keep the reinstatement of federal support for youth Summer Jobs at the forefront.

Effectiveness

In 2009, YRC provided over 20,000 total Summer Job opportunities for young people in Chicago. Youth worked an average of 6.4 weeks, 23 hours per week, and earned an average of \$8.40 per hour. In total, youth earned \$10,000,000 throughout the summer (ARRA-funded). Over 300 youth participants secured permanent jobs following their participation in the summer program. Youth were required to participate in Illinois Worknet trainings and pre- and post-employment assessments, gauging their workplace readiness and skills.

YRC also administered youth and employer surveys to measure the program's overall effectiveness. (Please refer to www.cityofchicago.org/fss/policyadvocacy for more information.) Over 90% of youth respondents rated their experience in the program as good or excellent, and an equal percentage rated the supervision and guidance at their jobsites as good or excellent. Additionally, 94% felt the program helped prepare them for future jobs or careers, and 74% felt the program helped them academically. Youth also developed concrete professional skills including teamwork, workplace conduct, and public speaking skills. Employers repeatedly communicated their pleasure working with bright, supportive, young employees. Over 90% indicated that they would participate in the program again, 86% expressed satisfaction with the youth workers, and at least 85% rated the young people as average, good, or excellent in every skills area.

Funding

YRC utilizes federal, city and partner agency resources. The City of Chicago received \$17.3 million of stimulus funding under the American Recovery and Reinvestment Act (ARRA), the large majority of which was expended in 2009 at the direction of the U.S. Department of Labor. Despite the current lack of continued federal funding (as of April 2010), YRC will continue to offer a Summer Jobs program. City and other federal funds, including CSBG, CDBG, and the remaining Workforce Investment Act (WIA) ARRA dollars, will continue to support specific components of the YRC program. However, without the volume of ARRA funds that supported the 2009 program or other federal dollars dedicated to youth Summer Jobs, YRC is at risk of serving several thousand fewer young people in 2010.

Other Involvement

DFSS is the convening entity and administrative agent for YRC in a partnership with leading civic institutions, city departments, and sister agencies. A core component to the partnership's success is the Youth Employment Committee, which DFSS formed to provide overall coordination of youth employment efforts throughout the city. The goals of the committee include increasing the number of jobs for Chicago youth, helping Chicago employers and youth realize mutually constructive work experiences, and enhancing communication and data systems among the committee partners. The Youth Employment Committee partners include: DFSS; Chicago Workforce Investment Council (CWIC); CPS; ASM; Chicago Park District; CHA; CCC; and Civic Consulting Alliance.

DFSS works closely with CWIC and the Workforce Investment Board (WIB) and Youth Council to help align YRC with the city's overall workforce development strategy and advance the goal of a seamless workforce development pipeline for young people. The CWIC and WIB also serve as a liaison, connecting YRC to other important initiatives in the city and region. For example, The Workforce Boards of Metropolitan Chicago organized a conference in fall, 2009, for programs to share youth summer employment strategies.

YRC's 34 partners during the 2009 Summer Jobs program included city agencies, WIA agencies, museums, community development organizations, and community- and faith-based organizations (this includes all of the Youth Employment Committee members that provide youth programming). Known as hubs, these agencies were responsible for recruiting and enrolling eligible youth participants, matching them with work opportunities, facilitating work readiness training and support services, and identifying and overseeing jobsites. Partners also administer additional program components of YRC. For example, Chicago Housing Authority partners with DFSS to implement the CHA Earn and Learn Program, which provides CHA residents ages 13-15 with academic enrichment and career exploration activities for six weeks of the summer. CHA is also a partner in the Head Start Initiative that works with DFSS and After School Matters to give CHA resident teens meaningful and valued work experiences at Head Start agencies. YRC partners with the Mayor's Office for People with Disabilities YouthWorks program to provide young people with disabilities work experience and exposure to possible career choices. In addition, YRC refers and trains youth on behalf of a number of other city departments that independently offer summer internships.

Jobs and Career Pathways

Youth work at a variety of organizations including government agencies, Chicago's major museums and cultural institutions, non-profit organizations, private businesses, and faith-based organizations. Youth have opportunities to work in the fields of community development and social services, hospitality, retail, law, finance, healthcare, arts and media, food service and post-secondary education, among others.

Several organizations have implemented green job training opportunities. For example, youth at the Gary Comer Youth Center participate in all aspects of growing, packaging and selling produce from a rooftop garden, as well as leading events to provide produce, recipes, and cooking demonstrations to the community. The Science Institute of Columbia College Chicago provides opportunities to learn about science and green technology, including solar energy, engineering, physics, biology and nutrition. The Chicago High School for Agricultural Sciences provides training in environmental, agricultural, and entrepreneurial skills, from harvesting on a 39-acre farm to bringing produce to market at the school farm stand.

Lessons Learned and Advice for Mayors

Strong leadership among mayors and other chief local elected officials is essential for recognizing the irreplaceable value and return on investment, both today and in the long-run, in providing urban youth meaningful work experience for wages, conscientious supervision, and career exploration opportunities. They must continue to fight for permanent federal funding for these programs, both during the summer and year-round. Strong leadership is necessary for bringing together partners around a common vision and maintaining a commitment to quality and innovation throughout.

A citywide partnership, forged through the Youth Employment Committee and other collaborative bodies in Chicago, was a crucial component to the successes of the 2009 YRC program. This infrastructure facilitates more effective information sharing, goal setting and accountability for the system as a whole.

Program continuity is essential for long-term goal setting, stronger partnerships and continuous quality improvement. Local government, non-profit and business leadership must maximize resources to ensure that initiatives and partnerships continue to be implemented and develop, even in difficult economic times.

A clearly defined vision and program model allows partners to identify their roles within the youth employment system and create shared long-term goals.

Flexibility and dedication are key to the rapid and successful implementation of a Summer Jobs program. From procurement to program staff, each administrative component must engage in system-wide prioritization of the task at hand, open and regular communication, and continuous strategic planning.

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Summer Youth Employment Program

Since Mayor Frank G. Jackson's election to office in 2006, one of his primary focuses has been the need for youth in the City of Cleveland and Cuyahoga County to be engaged in summer employment activities. With his leadership and determination, collaborations between the City of Cleveland, the Cuyahoga County Board of Commissioners, Employment Connection, City of Cleveland Empowerment Zone and the Cleveland Foundation created a Summer Job program for youth in the City of Cleveland and Cuyahoga County. With these collaborations, in the summer of 2006, over 1,190 youth received summer employment and constructive work experience. Through the program, impoverished youth, ages 14 -18, performed work activities and earned minimum wage during the six week program, providing many positive outcomes. The participants gained valuable work experience, earned a paycheck and benefited the city, their community and their neighborhoods with assignments like the "playground" and "fire hydrant" projects.

The "playground project" consisted of youth demolishing existing unsafe and dilapidated playgrounds, and replacing them with state-of-the-art playgrounds for the community. The "fire hydrant project" consisted of youth beautifying and painting 8,800 fire hydrants throughout Cuyahoga County.

In the summer of 2009, with substantial supplementary funding from the **American Recovery and Reinvestment Act (ARRA)**, an additional 4,800 youth, ages 14-24, in the community were provided with a Summer Job opportunity. In total, 6,300 youth were placed in a Summer Job. This figure represents 2% of the 318,000 ARRA Summer Jobs in the entire nation! This is five times the "fair share" one would expect a population of this size to produce. The number of youth employed and the percent that retained employment for the entire summer was exceptional, and prompted the Federal Department of Labor auditors to declare the City of Cleveland/Cuyahoga County Summer Youth Program, "the flagship of the State of Ohio".

Established

A Summer Youth Employment Program (SYEP) has always been of great need in Cleveland. Unemployment is high for many demographics, and is particularly high among young adults. In May 2009, the jobless rate for teenagers was 22.7 percent, more than double the national unemployment rate of 9.4 percent (U.S. Department of Labor 2009).

The mayor enlisted community partners to create job opportunities for youth and contributed nearly half a million dollars of general funds. Mayor Jackson and his staff identified neighborhoods and programs where at-risk youth could benefit from the program. Areas and targeted program participants included the Cleveland Metropolitan Housing Authority, the Mayor's Youth Advisory Committee, Operation Focus, City of Cleveland Diversion Program, Cleveland Metropolitan School District, City of Cleveland Parks & Recreation, the MyCom program and various programs aimed at diverting youth from gang-related activities by focusing on earning money and gaining work experience.

Effectiveness

The SYEP's effectiveness was measured by the number of youth placed in a job, and the improvement in participants' basic employment skills.

The retention rate, defined as the number of youths who maintained employment for the entire SYEP, has been over 90% for each year this program has operated. The number of youth who obtained a Summer Job in 2009 was over 6,300. This magnitude of jobs was enabled by multiple funding sources, from the city, county, federal Workforce Investment Act, private foundations, the private sector and ARRA funds. SYEP participants were paid an hourly wage of \$7.25 per hour, allowing youth to earn an average \$870 over the summer. In addition, over 30 participants were offered permanent unsubsidized employment at the end of the program.

Funding

This program is a joint initiative of the City of Cleveland/Cuyahoga County and the Workforce Investment Board, and is funded historically through the city and county local funds with supplemental jobs produced through the WIA year-round youth program. Over the past few summers private foundations contributed additional funds to the program. The public/private/foundation partners demonstrated a strong community effort that expanded the program and helped several hundred youth find Summer Jobs. The 2009 ARRA grant enabled a huge expansion of the program, which had a considerable economic impact on the city and county. We hope that more ARRA Summer Jobs program and Federal Temporary Assistance for Needy Families (TANF) funding will be secured for the upcoming 2010 Summer Jobs program to replicate the impact ARRA stimulus funds had in 2009.

The need for federal funding is critical since local governments cannot adequately support a Summer Jobs program without support. Teens and young adults have been severely impacted by the economic downturn. Young workers are bearing the brunt of the economy as older workers compete for the jobs that were once held by our youth. There were many incidences in the community when youth with ARRA funded Summer Jobs were the only members of their families bringing home a paycheck.

Other Involvement

The Summer Jobs program is facilitated by the City of Cleveland / Cuyahoga County Workforce Investment Board and City/County Workforce Development staff. The Workforce Investment Board (WIB) Youth Council, composed of representatives from various youth-serving entities, provides oversight and is coordinated by full-time staff at a One-Stop Career Center.

Over the past years, we have obtained support and cooperation from local employers, private, public, government and non-profit entities, representing a multitude of industry sectors and offering various worksites for youth. Last summer, 20 organizations participated through a competitive procurement process and eight organizations were awarded contracts to assist with job placements, job skills training, follow-up and data management.

Jobs and Career Pathways

The ARRA funds provided the opportunity to expand the program and broadened the prospects for career pathways through a variety of worksites within multiple industry sectors which included manufacturing, hospitals and health care, schools and recreational centers, local business and social services, non-profit, community-based and faith-based agencies. Work experience included administrative or clerical duties, janitorial or maintenance duties, day care assistance. Green jobs training and On-the-Job training were incorporated into the program. For example, participants refurbished 8 rain gardens, assembled 310 rain barrels, read and repaired 2,257 electric meters, and painted 5,678 curb addresses. The healthcare field provided the greatest opportunities for career pathways.

Lessons Learned

The major lesson learned is that young people want to work and, when given the chance, they prove to be highly effective in the workplace. The major challenge was that resources available are sorely insufficient to meet the ever-growing employment need of young workers. This became strikingly evident when over 11,000 youth applied within the first two weeks of summer for 6,000 positions. Resource development, job placement and funding are the greatest challenges, especially at a time when teen employment is at its lowest since World War II.

Advice for Mayors

- Start early. This includes planning the program and identifying resources in the community that can provide the needed financial support and/or work experience opportunities, including local foundations, corporations, private sponsors, schools and the business community. Do this several months before the project starts. Each subsequent year builds on these partnerships and collaborations.
- Make sure there are appropriate staff or volunteers who can assist in facilitating agreements among involved stakeholders (competitive bids, procurement and contractual agreements required by federal funds will add to the timeline).
- Increase the number of employers who can provide work sites, not only among the business community, but other agencies and organizations, thereby increasing the number of job opportunities for youth.

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Pre-Professional Occupations

The Pre-Professional Occupations (PPO) program is designed to serve as classroom training and work experience for youth ages 14-24 (14-21 for some programs). The PPO program is an entry level program that allows participants to utilize career exploration and job shadowing to focus on health careers, and provides five industry-recognized certifications, which will aid participants in gaining entry level employment within medical settings. The Health Medical Occupations Program (HMO) allows youth to gain up to 160 hours of work experience within a structured hospital setting. Both programs will help to fill the pipelines into health careers for long-term sustainability within the industry.

Established

This program was implemented in the spring/summer of 2009 utilizing funding from the Workforce Investment Act (WIA), American Recovery and Reinvestment Act (ARRA) and general funding streams. The partnerships created for this program covered government, education, health institutions, non-profit and community-based organizations within the City and County of Denver. This partnership brought all of the team players to the table to create synergy for opportunities within the health realm. The mayor is currently assisting in the development of the "Bridges to Work" public/private partnership which includes a health care industry roundtable in May, 2009.

Effectiveness

Ninety-seven percent of participants successfully completed all aspects of certification and training. Youth either entered educational options, or began pursuing careers within the health industry. Youth in the PPO program were paid a stipend of \$500 for successful completion. Youth enrolled in the HMO program received \$7.75/hour for the duration of the work experience. These participants received On-the-Job training (OJT) during their placement in non-clinical roles.

Funding

Funding for the initial round was provided by the American Recovery and Reinvestment Act (ARRA) and the Workforce Investment Act (WIA), in addition to other funding. We plan to continue this as an on-going program provided that funding is available. Currently, we are also attempting to access private funding for portions of the programs.

Other Involvement

The Denver Office of Economic Development – Youth Programs (One-Stop Career Center) created the Summer Jobs program and partnered with the Denver Housing Authority and Denver Public Schools – Career Education Center, in addition to other non-profit, education, health and community organizations. Several partnership members served as host sites for the program.

Jobs and Career Pathways

During the PPO and HMO programs, participants identify career pathways that they are interested in pursuing. The PPO program includes a Job Shadow and Experience portion, during which participants are exposed to both traditional and non-traditional health occupations. There may be opportunities to expand into green opportunities within the health industry; however those opportunities have not yet been available.

Lessons Learned

By creating strategic partnerships and leveraging resources, we were able to stretch federal dollars and other funding to allow more participants to enroll in the program. In addition, we designed a two-step program: the "first step" PPO program allowed individuals to select their areas of interest and become acquainted with key personnel within the medical centers, allowing them to transition more smoothly into the "second step" HMO program. This structure allowed us to ensure higher successful completion rates for the entire program.

Advice for Mayors

Creating strategic partnerships is crucial to succession planning within the health industry. We created a pilot program, which allowed us to work out any initial kinks and lessened their negative impacts on the program. The pilot design allowed the government, private and non-profit employer partners to be successful in the creation and implementation of a solid Summer Jobs program.

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Career Competency Learning

The Capital Workforce Partners (CWP) Youth Employment and Career Competency Learning Program provides a four-tiered, progressive approach to work-readiness skills for both in and out-of-school youth ages 14 to 19:

Tier I: Project-based learning and career exploration (ages 14-16).

Tier II: Simulated work environments and career exploration (ages 15-18).

Tier III: Enhanced employability skills training and employment (ages 16+).

Tier IV: *Career Connections Bridge Program* aimed at youth who have completed the above tiers or can demonstrate appropriate skills at this level (ages 17+).

All programs are designed to provide youth with the career competencies needed for future employment and/or college. The Summer Youth Employment Program (SYELP), an integral component of CWP's year-round youth programming, engages youth in meaningful experiences including career competency development, and career exploration and exposure that prepare them for the world of work. Through this summer program component, youth explore a variety of careers that relate to their personal interests and to the local labor market in order to gain a better understanding of the necessary skills and education levels needed to secure a position within their field of interest. The program served over 1,400 young people during the summer of 2006; 1,640 youth in the summer of 2007; nearly 2,000 in 2008; and 2006 youth in summer 2009 (1,650 in-school youth and 350 out-of-school youth). The projected number of in-school youths served for 2010 is 1991. All CWP's youth programs target low-income as defined through free or reduced lunch qualifications, disadvantaged and/or at-risk youth, ages 14-19, who lack opportunities for work experience and career exposure.

Established

CWP has been providing a Summer Youth Employment Program since 1995 when the program was called Mayor Mike's "Working Wonders" program. Under the direction of former Mayor Mike Peters and the Workforce Investment Board, the program has evolved throughout the years. Beginning with the 2006/07 fiscal year, CWP's Future Workforce Services Division transitioned to a year-round approach to serving in-school youth. This approach evolved from research into Best Practices and lessons learned from the Hartford-based, five-year federal Youth Opportunity (YO! Hartford) Program and its successor, the Future Workforce Investment System. The City of Hartford, under the direction of Mayor Eddie Perez, continues to support the summer and year-round programs and directly funds a significant portion of the program activities (i.e., over \$1.1 million in the present year). CWP has been able to leverage the city's money into a greater investment resulting in a more robust program for the city's youth.

Effectiveness

Expected Outcomes:

- Youth will gain basic skills in reading and math.
- Youth will gain Career Competencies in appropriate Tier Level.
- Youth will acquire knowledge of career interests, of various careers and related educational pathways.
- Youth will acquire knowledge of personal development assets and how external and internal factors affect both learning and working.
- Youth will remain in school and progress into the next Tier level of programming.

Of those completing the program:

90% of youth create a portfolio that includes a completed:

- Harrington O'Shea Career Decision Making Tool
- Dream Resume
- Current resume
- Personal Development Profile
- Personal Learning and Career Plan
- Tier II Competency-Based Learning Plan that has been reviewed twice during the program (beginning and end)

In addition, **80%** of youth will gain Career Competencies in:

- Computer Literacy
- Problem Solving and Decision Making
- Interpersonal Communications
- Personal Qualities
- Job Seeking Skills
- Customer Service

In the 2009 summer program: 2,006 participants worked at 430 worksites with 210 private and public/non-profit sector employers. Of the 2,006 participants, 1,104 were funded with \$2,750,000 in American Recovery and Reinvestment Act (ARRA) funding.

Funding

CWP relies on many funding sources to support the SYELP including the State of Connecticut, the City of Hartford, various private sources, the federal Workforce Investment Act (WIA), Temporary Assistance to Needy Families (TANF) funds and generous ongoing support from the Hartford Foundation for Public Giving. The federal government has shown renewed interest in funding Summer Youth Employment in recent years. In summer 2009, CWP received \$2,750,000 in ARRA/WIA funding. We hope to continue the program annually but the lack of federal funding will prevent us from providing services at the current level, especially with the lasting impact of the deep recession on state and local budgets.

Other Involvement

Program partners include Hartford's Office of Youth Services, approximately 20 community-based agencies, the Hartford Public Schools and local businesses. A growing relationship with the Hartford Public Schools has focused greater attention on aligning Summer Youth Employment with the school system's high school career academies and their career clusters. Traditional support is also provided through community providers who offer a range of summer enrichment programming in the arts, culture, community services, summer camps, and college and business worksites. Our local CTWorks One-Stop Career Centers are a valuable resource for all summer and year-round youth participants.

Jobs and Career Pathways

CWP has identified advanced manufacturing, "green technology" and allied health as the three major growth sectors for our region. Sample youth worksites for summer 2009 include Acme-Monaco, Dattco, Inc., Immanuel House, Jo Cal Construction, St. Francis Hospital, SPX Precision Components, CT Department of Environmental Protection, American Red Cross, Hospital of Central CT, Smith Whiley & Company, Tomasso Group, Hartford Hospital, Walgreens, CVS Pharmacy, Parker Hannifin, UBS and Walnut Hill Care Center. In addition, students worked in the public sector on weatherization projects with the Metropolitan District Commission and in Connecticut State Parks with the Conservation Corps program.

Lessons Learned

The programs continue to garner positive publicity and support from the community, students, parents and teachers. Student interest in the program continues to grow and last summer we had to turn away 1,729 qualified youth due to a lack of funds. The 2009 ARRA/WIA eligibility requirements mandated excessive staff time and the dollars we spent hiring intake specialists could have provided more jobs for youth.

Advice for Mayors

In order for the program to succeed, a high level of private sector input is required to develop worksites. By making youth employment a city priority, youth violence has decreased, and students enhance their career competencies thus becoming more competitive employees to meet the demands of a global economy. Hartford's youth continue to benefit thank to employers, school personnel, board members and community-based providers all speaking the same language.

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Summer Jobs for Youth

In good or bad economic times, encouraging the work ethic in young people who need jobs is an act of both compassion and necessity. It is from that standpoint that the Gulf Coast Workforce Board took on the task of implementing a Summer Jobs initiative in 2009, as part of the federal economic stimulus package known as the American Recovery and Reinvestment Act of 2009 (ARRA). Texas received an \$82 million grant, \$14 million of which was channeled through the Gulf Coast Workforce Board to provide employment services to qualified 14 to 24 year-old low-income youth in the City of Houston and the 13-county Houston-Galveston Gulf Coast region that it serves.

The Gulf Coast Workforce Board has always helped youth find paid and unpaid part-time and full-time Summer Jobs. Since 1997, the board has incorporated its service for young people into its general service structure, focusing on year-round programs and out-of-school youth. The 2009 Recovery Act funding provided a special opportunity for the board to focus on a significant number of potentially at-risk youth in Houston (the 4th largest city in the nation), and in surrounding counties.

The program exposed young people to the world of work and familiarized them with a variety of occupations. It allowed them to understand the value of an education and staying in school. For the employers, it brought energy and curious minds to the workplace, and it provided a number of employers the opportunity to undertake and complete projects otherwise not possible due to lack of manpower and the funds to pay for it. In some instances, the experience resulted in youth being hired by their employer after the program was over.

Established

The Gulf Coast Workforce Board received funding for the 2009 Summer Jobs for Youth initiative less than a month before the program was to begin. It took a tremendous effort and teamwork to collaborate with 13 educational, business and community organizations to quickly secure over 400 employers and 600 worksites, recruit and qualify over 5,000 youth, and then match these youth to appropriate jobs. The City of Houston and the leadership of its mayor significantly contributed to the success of these efforts by opening up city offices as worksites and hiring approximately 1,000 of the summer youth. These worksites included its Departments of Parks and Recreation, Solid Waste, Office of Government Affairs and Policy Planning, the Houston Public Library system, the Municipal Courts, General Services, Administrative and Regulatory Affairs, and the Office of Personnel and Volunteer Initiatives.

The Gulf Coast Workforce Board has a long standing relationship with the City of Houston. Their ongoing partnership has evolved over the years through joint economic development and industry initiatives that address and impact the region's current and future labor market needs. The bond has solidified through joint disaster relief efforts, such as those during hurricanes Katrina, Rita and Ike. The mayor and office staff worked closely with the Gulf Coast Workforce Board and its Workforce Solutions system to coordinate disaster relief and employment services to those affected by these events.

It is anticipated that this partnership will remain strong, as the City of Houston and the Mayor's Office is already offering its offices as worksites to youth for the 2010 Summer Jobs program.

Effectiveness

The 2009 Summer Jobs program provided job opportunities to 5,410 low-income youth, who gained valuable work experience and received more than \$7,310.305 in youth wages. These wages were spent to help families in need, further education and stimulate the economy in the Gulf Coast region.

Those hired earned \$9.50 per hour, working an average of 30 to 35 hours per week over a seven-week stint. Many of the 600 worksites were in city and other government offices, which benefited from the labor, energy and enthusiasm or program participants. Of the 5,410 youth participating in 2009, 4,574 or 85% attained work readiness.

Part of the Summer Jobs program included workshops and seminars for approximately 2,000 of the younger participants. They learned about "Landing That First Job" -- how to write a resume, behave in an interview and complete applications. They also learned about payments to Social Security and tax withholdings from their paychecks.

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One of the private companies that participated in the 2009 program, Dow Chemical Company, hired 21 youth for the summer. As a result of this experience and the On-the-Job training, six are going on to college. One enrolled to become a process operator and now has a full-time operations job at Dow.

Funding

The 2009 Summer Jobs program was undertaken as a one-time funding opportunity. It was funded by Recovery Act and formula Workforce Investment Act Youth funds. The Workforce Board is offering summer jobs during 2010 with Recovery Act Temporary Assistance to Needy Families and Workforce Investment funds.

Other Involvement

The 2009 Summer Jobs program involved many municipal, county and state agencies that operate within the service region of the Gulf Coast Workforce Board and its Workforce Solutions One-Stop Career Center offices. The One-Stop offices qualified program applicants, and the board’s contractors managed the program throughout the region.

Government agencies and non-profit organizations served as work sites for the youth. In addition to the City of Houston, city sites included Alvin, Ames, Anahuac, Bay City, Baytown, Brazoria, Brookshire, Clute, Conroe, Dickinson, Freeport, Friendswood, Huntsville, Lake Jackson, Liberty, Missouri City, Oyster Creek, Palacios, Pasadena, Rosenberg, Surfside, Sweeny, Wallis, West University and Wharton. County work site participants included Austin, Brazoria, Fort Bend, Galveston, Harris, Liberty, Matagorda, Montgomery, Walker, Waller and Wharton. State agencies included the Texas Attorney General’s office, Texas Department of Assistive & Rehabilitative Services, Texas Department of Health & Human Services, Texas Department of Housing & Community Affairs, and the Texas Department of Family & Protective Services.

Gulf Coast Workforce Board members are appointed by the Mayor of Houston and other chief elected officials from the 13 counties that are served by this Board. The mayor also sits on the board of elected officials that provides oversight for the Gulf Coast Workforce Board.

Jobs and Career Pathways

The 2009 Summer Jobs program included a wide range of jobs. These included refurbishing computers and building websites, providing care for patients in hospitals, repairing trucks, assisting people in libraries and nursing homes, and creating business products in an entrepreneur project—skills that could lead to future careers. One group of young people helped clean an historic African American cemetery, and researched and prepared a paper to document the contributions of those buried there.

Many youth were placed in green jobs that included planting trees, improving biking and hiking trails, and removing debris that resulted from storm and drought damage. Some youth designed ways to “green” an office by reducing energy use and using less paper.

Lessons Learned

Lessons learned include applying early to secure funding, find appropriate worksites and qualify youth prior to the end of the school year, when the program begins. It is also paramount to prepare program managers to oversee the program, to ensure that youth are properly supervised and paid on time.

In their own words, youth repeatedly expressed their appreciation for education, recognizing its importance in securing a job they enjoyed. They understood the need to stay in school and seek more education to gain and keep employment.

Some of the employers that responded to the board's survey on how the experience impacted them and the community reported such things as "the youth helped relieve the workload of our fulltime employees who enjoyed a helping hand." A waste disposal company's facility manager found the youth to be "invaluable assets," saving his department significant costs in much needed truck repairs.

The Harris County Parks Administrator, Precinct 4, stated, "We always appreciate additional help in the summer because of all the programs we have at that time of year. The program was a good use of tax dollars."

The president of the Houston Bar Association stated in the summer *Houston Lawyer Magazine*, "This program has allowed public offices to become involved for the first time. The involvement of institutions like the District Clerk's Office, the Harris County District Attorney's Office and the state and federal courts has provided an amazing opportunity for the students. My hope is that employers this summer will see how great the program is and will want to participate each year."

Advice for Mayors

The program is definitely replicable and possible with funding. The Gulf Coast Board produced an award-winning, special report to demonstrate the program's success and possibilities. It allows government officials and potential employers to use the board's program as a model and see how they can benefit from providing Summer Job opportunities to low-income youth. The report, along with a video, is available online at <http://www.wrksolutions.com/jobs/youth.html>.

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Summer Earn & Learn

Mayor Barrett and the Milwaukee Area Workforce Investment Board's (MAWIB) Summer Earn & Learn (E & L) program's mission is to assist youth from Milwaukee in making a successful transition from adolescence to productive adulthood by increasing work-readiness skills and providing work experience opportunities.

The MAWIB organization coordinates community work experience to place youth, ages 14 -21, into a seven week employment experience during the summer.

In 2009 MAWIB received more than 6,500 applications and placed over 2,300 youth between the ages of 14 and 24 into subsidized employment at more than 90 worksites. Wages for youth were between \$7.25 and \$7.75 per hour and youth programs had an average retention rate of 90%.

The MAWIB conducts Job Readiness Training (JRT) for youth participating in the E & L program. The training consists of skill development in resume writing, applications, interviewing and soft skills. After training completion, youth receive a Certificate of Completion.

The Summer E & L program is fulfilling an unmet need in the city of Milwaukee by increasing work readiness skills and providing work experience opportunities to youth that, without the program, would not have such opportunities. In this global economy we need a more skilled and productive workforce, and the E & L program is the first step in achieving this goal.

Established

The Summer E & L community work experience partnership began between the Mayor of the City of Milwaukee and the MAWIB in 2007. The program was created for the betterment of the greater Milwaukee area with a focus on preparing youth for the world of work. Through our continued efforts, we strive to develop and maintain a skilled and trained regional workforce that is ready to work.

Other Involvement

Mayor Tom Barrett made a long-term commitment to the betterment of the greater Milwaukee area through effective workforce-development programs, with a special focus on preparing youth for the world of work. His involvement and leadership in the Summer E & L program has proved to be instrumental in securing funding and support for preparing youth for the world of work.

The Milwaukee Area Workforce Investment Board (MAWIB) is a public/private partnership whose mission is to establish, maintain and coordinate a system that ensures quality workforce development services. The mayor's office and the MAWIB are collaborating to provide summer employment activities for young people residing in the greater Milwaukee area.

MAWIB worked with more than 90 worksites, which include area businesses, the mayor's office, and community and faith-based organizations in Milwaukee County. Agencies that are involved with the Summer E & L program serve as worksites where youth are placed to gain work experience. The organizations that participate in the program provide structured supervision and work-readiness skills to youth. The agencies also provide Earn & Learn youth with basic work readiness and at least three high growth/high demand skills sets that include, but are not limited to the following:

Basic skill sets:

- Communication skills
- Punctuality
- Job retentions skills
- Conflict resolution
- Interviewing skills
- Professional conduct
- Money management
- Good work habits

High Growth/High Demand skill sets:

- Equipment Maintenance
- Coordination
- Trouble Shooting
- Management
- Inventory management
- Customer service
- Basic computer skills
- Planning and organizations production
- Learning and implementing procedures
- Learning products and services
- Sales
- Safety
- Patient care
- Communications
- Time management
- Quality control

The MAWIB works closely with three comprehensive One-Stop Career Centers in the greater Milwaukee region, providing WIA youth and adult services depending on the participant need. Services could include core services which are available at the One-Stop Career Center. These services are accessible to job seekers by self-service or limited staff assistance. Intensive services are available if a job seeker does not find employment through core services. The MAWIB has a separate contract with the local One-Stops Career Centers to serve older youth, ages 18-21.

Effectiveness

Staff of the WIB monitor agencies that provide placements for youth. During this time there are student, staff and supervisor interviews using the Summer Youth Employment Program (SYEP) Monitoring Guide for Local Operations.

In 2009 MAWIB received more than 6,500 applications and placed over 2,300 youth between the ages of 14 and 24 into subsidized employment at more than 90 worksites. Wages for youth were between \$7.25 and \$7.75 per hour and youth programs had an average retention rate of 90%. In addition, the City of Milwaukee continued its internship program where 175 youth were placed in city departments.

Other opportunities include private sector employers. Thirty-eight employers pledged to hire youth and seven employers hired youth as part of a subsidy from the MAWIB.

Funding

Funding sources included the American Recovery and Reinvestment Act (ARRA) and Workforce Investment Act (WIA), in addition to one-time funding from Milwaukee Public Schools, Department of Workforce Development, Johnson Controls, The U.S. Conference of Mayors, the City of Milwaukee and other private donors.

We will continue the program, but we will be able to serve far fewer youth. We are planning to serve 800-1000 youth based on current funding commitments.

Jobs and Career Pathways

Youth are placed in a variety of jobs that could lead to possible career pathways. These positions include but are not limited to: clerical, data entry, maintenance, recreation and the green economy.

The MAWIB works with numerous agencies/programs that train youth for green jobs including Growing Power, Milwaukee Conservation Leadership Corp, UW-River Falls, Project Lead The Way, Milwaukee County Parks and the River Revitalization Foundation. These organizations offer youth the opportunity to learn about and perform green jobs.

Lessons Learned

The collaborative efforts of networks of partnerships including the mayor's office, Milwaukee Public Schools, the State of Wisconsin, community-based organizations and the public and private sectors are key to a successful program. Our well-planned and structured summer program helps to build confidence in funders for the program and strengthens our ability to pull others together within a limited time frame.

Advice for Mayors

Establish the administrative channels of communication with numerous organizations i.e. the mayor's office, Milwaukee Public Schools, the State of Wisconsin, community-based organizations and the public and private sectors.

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Summer Jobs Program

The primary goal of the New Orleans Summer Jobs Program is to give youth, ages 14 – 21, an opportunity to work who otherwise would not be able to secure employment on their own. Funding for the Summer Jobs program over the past five years has been two-fold: the program receives support from both the city's general budget and the Workforce Investment Act (WIA) to create summer employment opportunities for youth. The city's general funds (from the mayor's office) enhance the program by requiring fewer restrictions for participating youth than the Workforce Investment Act. During the summer of 2009, funding from the American Recovery and Reinvestment Act (ARRA) enabled the Summer Jobs program to further expand its participant requirements to include low-income youth, ages 14 – 24 and double participation from previous summers. Participating youth earned wages for five to eight weeks and received work readiness training to learn skills necessary to be successful in the workforce (i.e. punctuality, proper attire, task performance, etc.). The program has proved highly successful over the years, giving older participants the opportunity to secure permanent employment and younger participants the opportunity to acquire work readiness skills, earn money and stay occupied during summer months.

Established

The Summer Jobs program has been in existence since the days of the city's Private Industry Council; prior to the establishment of Workforce Investment Boards. The program is aimed at giving New Orleans' youth an opportunity to earn wages during summer months and prevent youth idleness. The mayor's office has encouraged businesses to serve as worksites for the Summer Jobs program and has contributed a million dollars annually to fund the initiative, giving approximately 1,000 youth the opportunity to gain employment (the city funds cover youth wages).

Effectiveness

The Summer Jobs program's effectiveness is measured by the number of:

- Youth who successfully complete the program = 94%
- Youth who secure permanent positions as a result of the Summer Jobs program = 10
- Youth applicants who are placed in a Summer Job = 74%

Funding

Funding for the Summer Jobs program is from various sources including the American Reinvestment and Recovery Act (ARRA), Workforce Investment Act (WIA) and the city's general funds (provided by the mayor's office). In addition, during the summer of 2010, funds from Community Development Block Grants (CDBG) were also allocated to support the Summer Jobs program. In the future, the Summer Jobs program will be able to operate without the American Reinvestment and Recovery Act (ARRA); however the number of youth who will have the opportunity to earn wages during summer months will be greatly reduced due to limited funds from the city's general funds.

Other Involvement

The mayor's office and the local One-Stop Career Center (JOB 1 Business and Career Solutions LWIA 12) have collaborated with local businesses/organizations (e.g. New Orleans Recreation Department, Housing Authority of New Orleans, City Hall, Criminal District Court, and local private businesses ranging from law firms to daycares), to secure hundreds of worksites for the Summer Jobs program, in addition to other work experience offered throughout the year. The vast number and variety of worksites made placement of over 1,000 summer youth participants possible.

As the primary operating agency of the Summer Jobs program, JOB 1 ensures that all youth attend a mandatory orientation, assigns youth to appropriate worksites, processes timesheets for payroll and delivers checks on payday. The staff of the Summer Jobs program addresses any conflicts that may arise on the job to ensure that the program operates smoothly without any mishaps.

Jobs and Career Pathways

Program participants are placed in a variety of jobs including clerical, maintenance, summer camp and retail positions. Some older participants are given the opportunity to be placed in positions that lead to career pathways. High school graduates, college students and/or graduates are placed at agencies, businesses or organizations that have created opportunities for permanent employment, provided that the individual meets their requirements.

In 2009 the Summer Jobs program provided opportunities for participants to be placed in green jobs through a component of the program entitled "Work and Learn" – a combination of work experience and academic improvement activities.

Lessons Learned

- * Host town hall meetings prior to summer, to allow parents sufficient time to secure required documents and ask questions about the program.
- * Use an online application process with privacy protection.
- * Hold a mandatory orientation for worksite supervisors.
- * Begin advertising as early as January.

Advice for Mayors

- * Secure funding early in the year (during the budget review).
- * Plan your program early.
- * Obtain corporate sponsorships (as a public figure, reach out to agencies, organizations and businesses in order to match employers with youth participants and the number of youth employed).

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WorkReady Philadelphia

Enriched Summer Youth Employment Programs are an integral component of WorkReady Philadelphia, the city's comprehensive youth workforce preparation system, which offers high-quality work- and work-related experiences to thousands of low-income youth each year. In 2009, WorkReady programs provided academically enriched work and service experiences to more than 8,500 young people, including more than 2,600 supported through funding from the American Recovery and Reinvestment Act. WorkReady summer programs offer three strands:

- Work and Learning provides a mixture of academic skill building, college exposure, career exploration and work readiness training, targeting young people with little or no work experience.
- Internships focus on career exposure with employers in high-demand sectors and preparation for post-secondary education, and are designed for youth who have work experience and demonstrate mastery of 21st Century Skills.
- Service Learning involves youth in team-based projects that address a visible community need, and offer opportunities for reflection and celebration

WorkReady opportunities offer much more than a traditional Summer Job. Models are designed to promote mastery of both academic and workplace skills, and employers and youth-serving community organizations that manage WorkReady programs are trained in the fundamentals of youth development, the essentials of workplace safety, and other essential components of quality programming. Important elements of WorkReady summer programs include:

- All youth have workplace mentors.
- All youth participate in project-based instruction.
- All youth receive focused instruction in workplace and other 21st Century Skills.
- Approximately 600 youth who produce the highest-scoring projects will present their work at an end-of-summer celebration, held annually at the Pennsylvania Convention Center.

Established

WorkReady Philadelphia was launched in 2003 by Philadelphia's Workforce Investment Board Youth Council. In August 2007, five months before his inauguration as mayor, then Democratic Nominee Michael Nutter spoke to a thousand young people at the WorkReady concluding celebration and committed to continuing to expand summer and year-round job opportunities. Then, after his inauguration, Mayor Nutter worked hand-in-hand with private sector leaders to increase the number of employer-paid internships, and also requested first-ever general fund appropriations to support Summer Jobs in the amount of \$500,000, even as the great recession bore down on the city and its citizens. Today, the public-private partnership in support of WorkReady Philadelphia is stronger than ever, and promises to continue to deliver increasing numbers of high-quality summer experiences for Philadelphia youth.

Effectiveness

WorkReady Philadelphia Summer Youth Employment Programs are overwhelmingly focused on young people, ages 14-18, in high school or transitioning to postsecondary education and training. As a result, the primary outcomes sought for participants relate to academics and work readiness/21st Century Skills.

Academic skill development is promoted through project-based instruction, and through the development of a work-based learning project during the course of young peoples' six-week experience. Projects are prepared with support from and evaluation by a certified teacher, who can recommend that students receive school elective credit if the work is deemed sufficiently rigorous. Work readiness and 21st Century Skills are promoted through structured learning experiences, during which students learn the essentials of workplace success. Mastery of work readiness skills is assessed via pre- and post-tests designed to gauge student learning over the six-week summer experience. Customer satisfaction surveys are employed both for youth participants, and for employers who host interns. Results are compiled, become part of annual reporting on WorkReady programming, and are used to improve program design and delivery.

Funding

In 2009, WorkReady summer programs were supported through investments of approximately \$12M from government, the school district, foundations and employers.

- Despite severe fiscal challenges, the City of Philadelphia provided \$500,000 in general funds to support youth summer internships.
- Federal sources included:
 - Workforce Investment Act in-school youth funds;
 - Temporary Assistance to Needy Families funds, made available through the state Department of Public Welfare; and
 - In 2009, the youth employment components of the American Recovery and Reinvestment Act supported approximately 2,600 young people.

In all, these federal sources supported Summer Jobs for approximately 5,000 young people.

- Employer contributions supported more than 1,000 internships, with foundations supporting another 900.
- The School District of Philadelphia provided internships and academically enriched summer experiences to approximately 600 students.

WorkReady's long-standing summer programs are fully institutionalized, are supported by a variety of federal and non-federal funds and will continue in the future without additional federal funds. However, in the absence of new federal investments, in future years summer funding levels are likely to fall below 2009 levels, and thousands of eager and talented young people will be denied access to WorkReady's enriched summer programming due to lack of funds.

Other Involvement

In addition to strong leadership from the Mayor's Office of Education and the mayor himself, the Philadelphia Department of Parks and Recreation is a key partner in the city's Summer Jobs program. The Department of Parks and Recreation hosted more than 800 young people in a variety of positions, including supervisory roles in summer camps and programs for children and younger youth. In addition, for the first time, in 2010 the Department of Human Services will convert out-of-school-time programs – formerly focused solely on summer recreation and enrichment – to actual wage-bearing positions for participating youth.

Jobs and Career Pathways

The WorkReady Philadelphia 2009 summer program required program operators to develop career exposure opportunities for participating youth in several high-demand industry sectors identified by the Philadelphia Workforce Investment Board and Council for College and Career Success (the WIA Youth Council). Targeted sectors include:

- Computer and Data Services
- Health Services and Life Sciences
- Hospitality
- Education
- Financial Services
- Green Industries and Jobs

Youth were placed in a variety of high-quality workplaces and work-related activities. Examples include:

- College campuses, where youth worked as research assistants and learned to manage sophisticated technological hardware and software;
- Hospitals and health care facilities, where they learned skills through hands-on training that was equivalent to that received by medical and nursing students; and
- Green jobs, such as energy auditing, conservation, wetlands restoration, neighborhood gardening and sustainable agriculture techniques.

Lessons Learned

- The mayor's leadership is essential to success. Press conferences, special events, phone calls and letters that demonstrate the mayor's strong commitment can make a huge difference in the decisions of employers to offer summer opportunities for young people.
- Identify a cadre of leading employers and seek their support in building a campaign. Their influence with their colleagues is, arguably, the most effective way to expand employer-paid internships.
- To the extent possible, work with the school system to build academic support into your Summer Jobs program, including the use of project-based instruction and enrollment of youth attending summer school in part-time work experiences, targeting youth with disabilities.
- Target specific work readiness/21st Century Skills and build a curriculum that conveys those skills throughout the course of the summer work experience.
- Work with human services agencies and the County Assistance Office to prioritize services for youth in public care systems and teens in TANF households.
- Form or work with an existing intermediary organization to administer your Summer Jobs program, including issuing WIB/council-approved RFPs, convening scoring panels, negotiating contracts, overseeing program quality and evaluating successes.

Advice for Mayors

Consistent with lessons learned in the previous section:

- *Own the Summer Jobs campaign.* Use the bully pulpit to promote citywide, cross-sector involvement and participation.
- *Engage business organizations* - e.g. chambers and/or business roundtables, and *individual employer champions*, as key partners in the youth employment campaign.
- *Urge city agencies to bring interns into their offices* and recognize those that are exemplary in their work with young people.
- *Publicly celebrate successes* – through visible end-of-summer events for youth and employer-focused thank-you events, e.g. a breakfast event, press conference and/or thank-you ads/notices in local media.

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Youth@Work Summer Jobs Program

Mayor Mike McGinn

Youth@Work Summer Jobs Program

The Workforce Development Council of Seattle-King County partnered with the City of Seattle Youth Employment Program and King County, using Recovery Act funds to greatly expand Summer Jobs opportunities for Seattle young people. Through the Recovery Act, almost 1,000 young people countywide worked in meaningful jobs and learning projects over the summer. This effort involved 260 public, private and nonprofit employers who hosted paid jobs, as well as several innovative learning projects in the area of green jobs and the building trades.

Established

The WDC, the City of Seattle Youth Employment Program (SYEP) and the King County Work Training Program have been partners for many years in providing Workforce Investment Act services to young people who are at risk of dropping out of high school and those who are out of school. In 2009, both successfully competed for Recovery Act funds overseen by the WDC and became a key part of the WDC's county-wide Youth@Work Summer Jobs program.

In addition to the existing city budget for SYEP, the then-Mayor of Seattle, Greg Nickels, ensured that funds from the city's Youth Violence Prevention Initiative was added to the program to create additional Summer Jobs, work readiness and skill training specifically for court-involved and violence-affected youth. The mayor joined the WDC in a kickoff event for the summer program in June 2009.

The King County Executive also joined the WDC for an early-summer launch event featuring Senator Patty Murray (WA), which was crucial in leveraging county funds.

Effectiveness

Performance measures for the 2009 summer program were very simple. Only the rate of program completion and the number of work-readiness attainments were measured, resulting in at least 91% of participants attaining work-readiness. The program also had several additional positive outcomes: roughly 90 young people were placed in unsubsidized jobs as a result of the program, and many participants gained skills credentials, safety certifications, direct exposure and connections to trades or apprenticeships and post-secondary education, and a greater likelihood to return to school in the fall and continue through high-school graduation.

Funding

This program was almost entirely funded by \$2.8 million in Recovery Act funding. The city does provide ongoing support for the Seattle Youth Employment Program through its general fund, and Workforce Investment Act federal dollars will continue to fund a small number of summer work experiences, but the end of the Recovery Act means that far fewer youth will be served, especially in King County outside Seattle. The WDC and our partners are fundraising among local and state governments, philanthropic community and businesses to create a sustainable Summer Jobs program that will continue to grow regardless of federal investment.

Other Involvement

The Workforce Development Council (the local Workforce Investment Board) is the grant administrator for Recovery Act funds. We contracted the Recovery Act funds to our partner service providers led by the City of Seattle and King County.

Seattle, WA

Jobs and Career Pathways

The City of Seattle brought several departments into the program as work sites for Summer Jobs, both for administrative/office work and work in the field. For example, Seattle Parks and Recreation provided 10 internships in the skilled trades (more details below) and in the Department of Transportation, youth explored transportation-related careers while learning to install bike racks, maintain sprinklers, take care of street trees and other jobs. Some participants received flagger certifications and assisted with traffic crews.

Community-based organizations, public housing authorities, community colleges, private non-profits and for-profit businesses were also heavily involved in the 2009 Summer Jobs program. Young people participated in projects or internships at 373 different worksites with 260 different employers representing a wide variety of government agencies, private companies and nonprofit organizations. Several group projects focused on specific sectors and career pathways:

Trades

In the trades-focused SoDo Inc. program, 90 out-of-school youth received pre-apprenticeship training at South Seattle Community College, earning workplace safety and skills certifications. Applied learning experiences included everything from climbing a utility pole to building a saw horse. Every student then participated in a paid internship with a private-sector employer. Several of these internships resulted in job offers. As mentioned above, the Seattle Parks Dept. also provided trades-focused internships. Youth were paired with carpenters, electricians, plumbers, painters and metal fabricators to gain hands-on experience learning to weld, repair small engines, build park benches, pour concrete in swimming pools and many other projects designed to introduce them to trades and apprenticeships.

Green Jobs

A significant partner was Environmental Outreach and Stewardship Alliance, a Seattle non-profit that provides green jobs and training, home energy audits, weatherization, habitat restoration and youth environmental education and training. EOS Alliance employed 20 youth in two major ways: 1) as home energy auditors helping to conduct block-by-block environmental assessments of private homes and offer possible green solutions related to energy and water use and efficiency; and 2) as habitat restoration workers in neighborhood greenbelts as part of the city's Green Seattle Partnership. Other Summer Jobs with a green component included salvaging building materials for resale (while learning to operate power tools and warehouse equipment) and recycling styrofoam.

Technology Skills

One partnership between the City of Seattle and Metrocenter YMCA allowed a diverse group of 20 youth to work as a team learning technology, digital media, communications, work-readiness skills and civic engagement. Participants designed and developed products for use in community education projects and for posting on the Puget SoundOff website (www.pugetsoundoff.org). In another project, youth combined new skills in computer design and animation software with public-health education to create their own public-health messages.

Lessons Learned

The value of partnerships with employers, non-profits, local government, colleges and schools cannot be overstated. Projects combining On-the-Job training with classroom training, and internships in real workplaces, were most effective in connecting young people to future training and education opportunities as well as to immediate employment opportunities. Projects that include work-based learning, high school or college credit and soft skills/work maturity skills are by far the most enticing and robust for real outcomes in a compressed summer environment.

Advice for Mayors

Securing resources is a key component of maintaining a sustained program, since resources will ultimately determine the size and scope of a project. Conversely, in order to secure resources, a wide range of partnerships is needed. The local Workforce Investment Board, if not already integral, should be a partner in any Summer Jobs effort. Private sector companies WILL invest, once the value is proven to their bottom line. Start asking them early and don't underestimate the value of private/public partnerships.

Additional Best Practices

Health Careers for Youth— This partnership of schools, community colleges and WIA youth partners creates employment and education pathways for low-income youth who might otherwise overlook promising careers in health care. While still in high school, youth complete prerequisites for college and earn their nursing assistant certifications, so that they graduate ready to pursue their choice of a wide array of health professions.

Court-Involved Youth—The WDC has two projects focused on court-involved, gang-involved and ex-offender youth. The first, the Minority Business Youth Alliance, is an award-winning partnership with King County Superior Court and the King County economic development branch that matches court-involved minority youth with minority business owners as mentors. The second, thanks to a youth offender grant from the Department of Labor, consists of three youth centers who work directly with the court system to provide case management, education support and work experience to court-involved, gang-involved and at-risk young people.

Map Your Career—The WDC developed career maps for five major industries, showing job titles, salaries, and career ladders/lattices. These are shared throughout our youth and adult systems and distributed to local school districts as a low-touch, high-impact way to reach youth with career information.

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Summer Youth Employment Program

The American Recovery and Reinvestment Act of 2009 (ARRA) funding allowed the Spokane Area Workforce Development Council (SAWDC) to offer a Summer Youth Employment Program for the first time in ten years. The SAWDC's summer program was operated by the Next Generation Zone, Spokane's only youth employment and education center. The Next Generation Zone is managed and staffed by a consortium of partners that includes representatives from non-profits, government and educational agencies.

In Spokane, the 2009 ARRA Summer Youth Employment Program (SYEP) served nearly 500 young people between the ages of 16 and 24. The unique employment program was the only one of its kind in the entire county. To help manage the numbers of youth applicants, SYEP program management determined that program outreach would be limited to the free press received from interested television and print media. Even without intensive marketing, the Next Generation Zone received applications from over 1,600 youth interested in participating in the summer employment program.

The program was at its maximum capacity of 500 almost immediately and all youth served were low-income and had barriers to employment, including high school dropouts, pregnant/parenting teens, and those with court involvement. Many of these young people came to the Next Generation Zone as a last resort. They had exhausted all other community resources and needed help finding a job or completing additional training. Almost all youth lacked the work experience demanded by employers in a very tight labor market.

One of many services provided was in response to the need of many participants for state identification or an opportunity to take drivers education. The Next Generation Zone assisted youth in either obtaining an ID card or taking a drivers education class.

Established

The Summer Youth Employment portion of the Next Generation Zone's program offerings was created in response to funding from the American Recovery and Reinvestment Act of 2009 and was designed to address the growing needs of youth including lack of work experience. The year-round program operates using a variety of funds including Workforce Investment Act, the *GoodGuides* mentoring program, and community college Adult Basic Education funding.

Mayor Mary Verner and the City of Spokane are involved in the summer youth program in several key ways. The Spokane Area Workforce Development Council operates within the city's administrative structure and linkages to various departments – Arts, Youth, Public Works, Economic Development and Parks & Recreation – serve to facilitate the creation of diverse work experience opportunities throughout the city. Additionally, Mayor Mary Verner is a resolute and passionate advocate for youth and understands the importance of youth obtaining skills training, as well as a paycheck, in these difficult economic times. She encouraged not only young adults to get involved in the program, but also businesses to become mentors and host worksites. To demonstrate the importance of being a host worksite, the mayor's office applied to train a young person participating in the SYEP program. The partnership with the city has been vital to the Summer Youth Employment Program's success.

Effectiveness

To be considered a successful completion in the summer program, participants had to complete both a six-hour work readiness training program as well as an internship that consisted of a minimum of 120 hours at the worksite. Of the 493 youth that enrolled in the program, 424 met both the work readiness and hours worked goals, resulting in an 85% positive completion rate. Of those, 54 participants transitioned directly into unsubsidized employment, with an average wage \$9.66 per hour. Another 21 participants transitioned into postsecondary education with the assistance of the Next Generation Zone and the Summer Youth Employment Program. Program graduates who did not enter postsecondary education or employment, planned to return to school or continue job searching. All participants left with skills that increased their employability. The ARRA funds granted to the Next Generation Zone quickly reached the hands of those in need while providing them with a résumé, interview skills, work readiness skill training, workplace safety training, and job skills training.

Funding

The Next Generation Zone's successful program was funded by the American Recovery and Reinvestment Act of 2009. While a small-scale program will be available to a limited number of youth in the future, this program cannot continue without additional federal funding.

Other Involvement

A number of the City of Spokane's departments are involved with the Summer Youth Employment project and are also actively engaged with the year-round Next Generation Zone WIA Youth program efforts. These city departments support the youth program through participation on boards and committees but also as host sites for youth interns. The Next Generation Zone is located within the comprehensive One-Stop Career Center and business outreach efforts were leveraged using One-Stop business services staff as well as targeted youth program staff to inform employers opportunities to participate in the Summer Youth program. The local network of partners, including community-based organizations, community colleges, school districts, juvenile justice, Youth Council and SAWDC private sector representatives also work to raise community awareness of youth programs and recruit youth and businesses to participate.

Jobs and Career Pathways

Career pathways are central to the design of youth employment programming in Spokane. We have developed placements in the following notable fields: pre-apprentice electrical and welding, nursing and pharmacy assistants, sustainable agriculture, retail, manufacturing and park ranger assistants. We specifically create positions for our participants in in-demand fields. Additionally, we continue to focus resources on green jobs training and were able to offer a variety of "green" internships through the ARRA summer youth program. Recently, an internship position was developed in partnership with Spokane Air Authority. A participant will be working alongside professional engineers to test the ambient air quality in Spokane County. We are also fostering a partnership with Wheelabrator, which operates the Waste to Energy Plant in Spokane.

Lessons Learned

Youth need to be ready to take classes, accept constructive coaching and be responsible. Sometimes youth express interest in the program because their family wants them to get a job or finish school. This can be a difficult situation because employment or education is not always what the young person wants and clear goals must be established which are aligned with their expectations.

We have also learned that setting a minimum hour requirement for the internship is not always helpful, but rather a mixture of positive experiences may be a better option for some participants. For example, some youth who were enrolled in school and an internship became overwhelmed. They were not able to complete their 120-hour work experience, but did complete school. There are many different ways to measure success, and it can't always be measured quantitatively.

Advice for Mayors

Networking and starting early are key to successful implementation. At times the work experience/internship did not work out as well as anticipated. If this occurred, staff made sure to visit the employer and assure them that we would work closely with them to find someone that might be a better fit. Things are going to go wrong so it is imperative that the program prepares the business for the reality of working with youth and the program responds accordingly to these bumps in the road. Program staff asked employers to direct or refer us to other business that could utilize our program in order to increase networking opportunities and continue to branch out and create more opportunities for youth. On many occasions we reached out to other programs like ours to seek advice and answer strategy questions. In summary, leveraging community resources in support of our area youth was essential for success.

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