

Partnerships

**FOR SUMMER YOUTH
EMPLOYMENT**



Mayors for
Financial Literacy



THE UNITED STATES CONFERENCE OF MAYORS
COUNCIL ON METRO ECONOMIES AND THE NEW AMERICAN CITY

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About The United States Conference of Mayors

The U.S. Conference of Mayors is the official nonpartisan organization of cities with populations of 30,000 or more. There are 1,295 such cities in the country today, and each city is represented in the Conference by its chief elected official, the mayor. Like us on Facebook at facebook.com/usmayors, or follow us on Twitter at twitter.com/usmayors.

About The DollarWise Campaign

The DollarWise Campaign is the official financial literacy and education outreach effort of The United States Conference of Mayors and its Council on Metro Economies and the New American City. Since 2004, hundreds of cities have participated in the DollarWise Campaign. DollarWise encourages mayors and city staff to address the growing need for financial literacy in our nation's cities. To assist cities in their efforts, the Mayors' National DollarWise Campaign works to build partnerships with national organizations, including federal agencies, nonprofit groups, and corporations that offer technical support, curricula, and financial support. While DollarWise is an ongoing, year-round effort, events such as DollarWise Month help communities and the media focus their attention on financial literacy. The Campaign also sponsors the DollarWise Innovation Grants Program and the Summer Youth Campaign Program, which offers cities the opportunity to win funding to enhance and expand creative and innovative financial literacy efforts.

The founding sponsor of the DollarWise Campaign is the Bank of America Foundation. For more information on the DollarWise Campaign, please contact James Kirby at 202.861.6759 or jkirby@usmayors.org, or visit www.bedollarwise.org.



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Gaining skills that can last a lifetime

Through YouthWorks, Baltimore's young people are able to gain skills that can last a lifetime, and many will identify the career they choose to pursue as they continue their education and work experience.

MAYOR STEPHANIE RAWLINGS-BLAKE

In 2012 Baltimore City added a new focus to its long-standing YouthWorks Summer Jobs Program. Mayor Stephanie Rawlings-Blake launched her Hire One Youth initiative to encourage greater involvement from the city's business community in the creation of valuable private sector summer employment opportunities for Baltimore's older YouthWorks participants. The Mayor challenged Baltimore employers to hire – and pay the wages of – at least one youth for the summer. And she made it clear that this was not to be viewed as a charitable effort, but rather as a way for businesses to shape their future workforce and add valuable employees to their summer staffs.

The Mayor asked Donald C. Fry, president and CEO of the Greater Baltimore Committee, to co-lead her campaign. Mr. Fry assembled a leadership team of Industry Ambassadors, comprised of local businessmen and women. The team reached out to their business networks using an “employer-to-employer” approach. Several team members hosted industry-specific job fairs, bringing their colleagues in banking, construction and hospitality together to meet, interview and select youth for summer positions. Program staff selected youth to be in the Hire One Youth candidate pool from YouthWorks registrants who were at least 16 years old,

had participated in a job readiness workshop and indicated a career choice. Youth were matched to employers reflecting their career interests.

In 2013, the campaign's second year, this effort resulted in a total of 518 YouthWorks participants being directly hired by 117 employers. Particularly noteworthy is that 45 youth were retained beyond their summer jobs by their employers for permanent employment and continue to work today.

Program resiliency

While the Hire One Youth component of Baltimore's YouthWorks summer jobs program is new, the City has been investing in its future workforce for more than 30 years by matching city residents age 14-21 to six-week work experiences each summer. Operated by the Mayor's Office of Employment Development (MOED), Baltimore City did not retreat when stand-alone federal funding for summer jobs ceased to exist in 2000. With valuable assistance from local government, employers, workforce partners, and multiple financial contributors, YouthWorks continues to provide approximately 5,000 minimum wage summer jobs each year, resulting in one of the strongest summer youth employment programs in the nation.



Mayor Stephanie Rawlings-Blake

Key 2013 statistics

- 4,767 youth were placed in Baltimore YouthWorks total, with 518 in the Hire One Youth Program;
- 117 employers hired youth for the summer, 110 of them private companies;
- 506 youth were hired into private companies, 1,957 into nonprofits, and 2,305 into government agencies;
- 45 youth were retained beyond their summer jobs by their employers for permanent employment and continue to work today;
- 80% or more of the programs youth were low-moderate income;
- 90% of participating youth received financial literacy training with 1,743 reporting that they had actually opened a bank account at the end of the summer.

In 2013, the campaign's second year, this effort resulted in a total of 518 YouthWorks participants being directly hired by 117 employers. Particularly noteworthy is that 45 youth were retained beyond their summer jobs by their employers for permanent employment and continue to work today.

A unique model

Baltimore City's YouthWorks program has garnered the support and engagement of every business sector in the city. More than 500 community-based, faith-based, private, nonprofit, and government organizations served as worksites during the summer of 2013, contributing their supervision, curricula, program enhancements, and mentoring to approximately 5,000 young people. The YouthWorks theme, "Summer Jobs Launch Careers" is an essential driver of the program, and each year private sector businesses open their doors to provide older youth with "real world" work experience and exposure to multiple careers in hotels and hospitals, law firms, architectural/construction companies and more. Younger teens often have their very first work experience in one of Baltimore's community or city supported projects in camps, recreational centers, libraries and parks.

The belief in the value of the YouthWorks program is demonstrated not only by the hard work of the employers and site supervisors, but also by the generous donations made to support youth wages by philanthropic organizations, government agencies, businesses, payroll deduction commitments of city employees, and individual citizens.

Financial literacy

In addition to providing youth with work experiences in multiple industries, YouthWorks infuses a comprehensive financial education component throughout the summer program. In 2013, thanks to a \$15,000 grant from the U. S. Conference of Mayors' DollarWise Campaign, and partnerships with Bank of America Operation Hope/ Banking on Our Future, and Wells Fargo, Baltimore provided financial education sessions and special financial literacy contests for YouthWorks participants. The dual goals of the "DollarWise Baltimore" project were to promote youths' money management knowledge, and encourage them to open bank accounts to save some of their summer earnings. Through this partnership the City was able to deliver a proven, effective program to all of its YouthWorks participants at no cost – an example of the kind of teamwork, collaboration, and innovative public-private partnership that Mayor Stephanie Rawlings-Blake has made a benchmark of her administration.

Partnering with the community

2013 marked the 26th year of the Mayor's Youth Employment Program (MYEP).

To participate in the Mayor's program, all participating youth must complete 3 days of Career Readiness Certification, which is the core of the City's process for providing the Charlotte business community with a job ready youth.

Trainers provide youth with 3 hours of job readiness, 3 hours of customer service and 3 hours of financial literacy education for 800 youth. The business community has come to depend on this type of career preparedness when considering youth for positions during the summer and beyond.

This summer, Charlotte received a total of 448 applicants. 454 were placed in internships with 84 employers in both the city and county. While participating in the program, youth were guaranteed a minimum of 20 hours per week at \$8 an hour, totaling \$1,280 for each youth. The program itself lasted for 8 weeks.

Partnering with Public High Schools

Charlotte's MYEP provided financial literacy workshops to 60 students at each of the 14 partner high schools. In addition, Bank of America conducted workshops with parents and youth to assist them in gaining a better understanding of budgeting, saving, and general financial structure. Students and their families were also educated on financial principals during a Saturday workshop, drawing over 400 parents.

Funding

The MYEP is primarily funded through the City of Charlotte's general fund. The program has received numerous in-kind donations that have helped to expand its reach. For example, in 2013, Bank of America and Microsoft both contributed sizeable grants to support the program and provide internships in nonprofit organizations.

Bank of America

In 2013 Charlotte received funding from Bank of America to provide additional resources for 67 internships at 23 nonprofit organizations; they also provided MYEP with two (2) support staff and 12 student intern positions in various Bank of America bank-



**Mayor
Patrick Cannon**





ing centers throughout the city. The funding went to the following non-profits: Arts & Science Council, Harvey B. Gantt Center, Charlotte Nature Museum, Charlotte Works, Med Assist, Crisis Assistance Ministry, Crossroads Corporation, CW Williams, Discovery Place, Dress for Success, Foundation for the Carolinas, Freedom School Partners, Housing Thru Connections, Junior League, Kings Kitchen, McCrorey YMCA, Michael Scott Mater Foundation, Mint Museum, Office of the Governor, Stratford YMCA, The Cornwell Center, UNCC Research Institute, and WTVI.

Community partnerships

1 | Career Discovery Days

Commencing in the summer of 2013, The Mayor's Youth Employment Program partnered with businesses and community leaders to launch Discovery Days, which provided career experiences to 3,200 Charlotte Mecklenburg students. The MYEP Parent Orientation drew over 400 participants for this first event. Staff provided 2 workshops on internship preparedness for parents and future MYEP participants.

2 | "Business of Basketball"

On June 14, 2013, MYEP joined the Charlotte Bobcats for a Career Exploration Day entitled "The MYEP Business of Basketball" at Time Warner Cable Arena. 280 participants from MYEP joined the Bobcats organization for a behind the scenes view of basketball franchise ownership. The Career Exploration Day included a tour of the arena and 8 exhibits including Concessions, Marketing, Media, Communications, CATS Care, Merchandise, Human Resources, Fitness/Health & Nutrition.

Junior Achievement also created a two-week curriculum for the participants to complete with their educators prior to the event to better prepare them for the Career Exploration Day.

3 | Carowinds

MYEP partnered with Carowinds, a local amusement park, to engage 2,997 youth through in-school experiences at Charlotte's 14 partner high schools; providing employment to 561 students. Carowinds sent out 2-3 representatives to present Job Fairs, Orientations, and pre-employment screenings, which began in January and concluded in June.

In addition to assisting students with completing their online applications, MYEP and Carowinds staff gave full career overviews to students, some of whom were hired at the February 18th Job Fair. Carowinds also provided a paid Certification Training for Life Guards (a \$50 value.)

In addition, through the duration of the summer, The Mayor's Employment Program partnered with Mecklenburg County, Charlotte Mecklenburg Schools, Carolina Panthers, Carolina's Health Care, the NASCAR Hall of Fame, and Microsoft.

A summer of learning

The City of Chicago is committed to continuing children's education year-round to challenge them when school is out of session and help them build the skills necessary to compete in a 21st century economy. Under Mayor Emanuel's leadership, Chicago's strategy to invest in summer employment and learning opportunities for youth is helping to build the city's next generation of leaders and keep children safe and active during the summer months.

One Summer Chicago

A major component of the City's youth investment strategy is the One Summer Chicago program, which connects thousands of Chicago youth to valuable summer activities, including jobs, internships, and training programs in local businesses and nonprofits. Thanks to Mayor Emanuel and Cook County Board President Toni Preckwinkle's commitment to meaningful and safe summer activities, Chicago celebrated the program's successful second year in which nearly 20,000 youth were placed at 1,800 worksites. 260 of these worksites were with private companies.

Many of One Summer Chicago's summer opportunities turn into ongoing employment. In 2013 more than 280 youth received offers at the end of the summer. As rated by employers, more than half of the youth outperformed other employees in comparable positions.

City of Learning & Chicago Summer of Learning

Mayor Rahm Emanuel also spearheaded Chicago's City of Learning, which aims to increase educational, interactive opportunities to youth employees and young people across the city year-round. The program was first launched as the Summer of Learning, which served 210,000 young people. These opportunities were provided by 100 organizations citywide including youth-service organizations, colleges and universities, museums and cultural institutions, as well as city agencies. In collaboration with the Mozilla Foundation and the MacArthur Foundation, Chicago was the first city to pilot a citywide digital badge system to visually represent students' achievements. These badges provided a means of recognizing the youth's newly acquired 21st century skills such as leadership, problem solving, verbal communication, and collaboration. Badges painted a more granular and meaningful picture of what students actually learned while participating in the program. This summer, nearly 100,000 badges were earned by this summer's participants in on-site activities.

The success and appetite for the program inspired the city to expand the program into the year-round City of Learning to continue to provide students a platform for learning outside of the classroom that will connect to their education at school.



**Mayor
Rahm Emanuel**

Through One Summer Chicago and Summer of Learning, Chicago is ensuring that our children have educational opportunities and are challenged and engaged year-round, helping them build the skills necessary to compete in a 21st century economy. Our strategy to invest in summer employment and learning opportunities for our young people will help build the next generation of leaders and keep our City competitive in the global marketplace for generations to come.

MAYOR RAHM EMANUEL



Finding collaborative solutions for Detroit's youth



Mayor Mike Duggan

Collaborative solutions

Facing a rate of youth unemployment more than twice the national average, community leaders in Detroit organized to promote youth employment beginning in 2008. Through the Detroit Youth Employment Consortium (DYEC), a team of more than 30 public, private, and nonprofit stakeholders has been working hard to expand employment exposure among Detroit youth for the past six years.

In 2013, the DYEC's Grow Detroit's Young Talent (GDYT) campaign and program raised \$2.7 million in private funding support to coordinate subsidized employment placements for 1,900 Detroit youth between the

ages of 14 and 24 years of age. More than 70 community-based organizations and 20 employer partners combined to provide program participants with a minimum of 120 hours of paid summer employment and at a starting wage of \$7.50 per hour.

This year's program (2013) has been the most successful to date, surpassing 2012 in fundraising by 29 percent and youth placements by 46 percent. All told, since the program's launch in 2009, more than \$5 million has been raised from private grant makers and donors to support summer youth employment opportunities for 5,000 participants in the GDYT program.



I spent a lot of time working in the kitchen and office, as well as with children. It made me think seriously about careers in childcare and the culinary arts. It helped me decide what I want to do in life.

JOY BRAGGS

Age 22

The solid backbone

City Connect Detroit is the nonprofit intermediary and backbone organization at the heart of the GDYT campaign and program. Launched in 2001 by local foundations, the organization convenes and facilitates cross-sector community collaborative projects like the DYEC, always with an eye on mobilizing funding support. Since 2009, City Connect Detroit has been a linchpin in the system of supports and opportunities for young job seekers in Detroit; the organization co-chairs the DYEC with The Skillman Foundation, and it implements and manages the GDYT campaign and program on behalf of DYEC partners.

Innovating for change

The Detroit model is innovative due to its large base of private funding support and its dedicated backbone support organization. For each of the past five years, a host of private foundations and corporate citizens have stepped up in a big way to expand employment opportunities for youth through support of the GDYT campaign and program. Funders like the Bank of America Foundation, DTE Energy Foundation, The Skillman Foundation, Marjorie S. Fisher, JP Morgan Chase Foundation, Fifth Third, Compuware Corporation, the Walmart Foundation, and Quicken Loans have underwritten the success of this initiative.

Coordinating their support and generating more from other individuals, corporations, and foundations is City Connect Detroit, which provides capacity so DYEC partners can focus primarily on their day-to-day operations. City Connect Detroit manages all fundraising and program implementation, and the agency serves as payroll provider to nearly 1,000 of the 1,900 youth participants.

Integrating financial literacy

Each of the 70 community-based partners involved with the GDYT program commit to provide youth participants with a host of services, including financial literacy supports. Many of the partners utilize the Bank of America financial literacy curriculum, known as Ultimate Money Skills, while others leverage additional financial literacy programs. As a result, program participants exit the program with work experience and the benefit of wrap around support, including a better understanding of how to save and manage their money.

8 career competencies + A regional effort = Youth prepared for the future

This is one of our most important initiatives. Helping our young people get jobs during the summer gives them a chance to learn important skills, earn money and develop work experiences that will help them in the future.

MAYOR PEDRO SEGARRA

Hartford's summer youth employment program is a collaborative between Capital Workforce Partners, Hartford Mayor Pedro Segarra's Office, as well as partners from the private and nonprofit sector. The program is regional and extends into the Cities of East Hartford, Bristol, New Britain, and Manchester.

Capital Workforce Partners facilitates the program, which operates for 5 weeks and is sponsored by Bank of America. Youth 14 -19 years old are paid minimum wage, and are placed in summer jobs in private companies and nonprofit organizations throughout the Hartford area. In 2013, Capital Workforce Partners placed 2,291 youth in summer jobs. 95% of these youth were low-to moderate income youth.

A two-tiered system

The program is based on a two-tiered system in which younger teens in the first tier are placed in jobs subsidized by Capital Workforce Partners. Younger teens must complete career competency training, which is designed to prepare them for the second tier, in which employers hire youth directly. Youth in the second tier must be either juniors or seniors in high school, and must have completed career competency training.

Eight primary competencies

Throughout the program, eight career competencies are emphasized: Customer Service, Computer Literacy, Basic Skills, Job Seeking Skills, Interpersonal Communications, Financial Literacy, Problem Solving and Personal Qualities. Personal Qualities includes proper dress, timeliness, etc. Facilitated training is available on the Capital Workforce at careercompetencies.org and is funded by the Bank of America Charitable Foundation and the Hartford Foundation for Public Giving.



Mayor Pedro Segarra

Key 2013 statistics

- 2,263 youth were placed in jobs for the summer in and around the Hartford area.
- 250 employers hired youth for the summer - 60% of them private companies.
- 95% of participating youth were from low-moderate income families.
- When asked if they would participate in the program in 2014, 96.8% of youth said that they would.
- When asked if they planned to hire youth again in 2014, 93% of employers said that they planned to do so.



The workplace

While participating in the program, youth have the opportunity to work in areas ranging from healthcare, to retail, to law. Youth are generally placed according to their interests as well as by availability of jobs. In 2013 youth worked at establishments including the Hartford Hospital, Marshalls, ShopRite, Burlington Coat Factory, as well as various law offices. Youth also worked in manufacturing plants throughout the area.

The employer investment

One of the primary goals of the program is to get employers excited about hiring youth by encouraging them to participate in the initial subsidized program. Often, employers are impressed with the performances of the younger teens, and then decide to hire them directly. Through this process, youth have the opportunity to mature, and excel in core competencies for the workplace.

Youth and employer evaluation

Participating youth and employers are evaluated at the end of the program and have the opportunity to rate their experiences. Historically, both groups have responded positively.

In 2013 96.8% of participating youth said that they

would join the program again and over 93% of participating employers said that they were likely to hire youth in 2014.

Mayoral engagement

By engaging the region's mayors and encouraging them to ask businesses in their municipalities to hire youth, Hartford's summer youth employment program has continued to drastically expand.

Hartford Mayor Pedro Segarra, both subsidizes a significant portion of younger teens in the program (14-15 year olds) and also leads a significant effort to find jobs for youth involved in the program. He asks businesses to hire youth for the summer. As a result, in 2013, Mayor Segarra was able to help 134 Hartford teens find jobs.

In January and February of 2013, mayors from surrounding towns and cities across North Central Connecticut asked businesses to hire qualified youth and to pay their wages to reduce the number of applicants who are turned away from subsidized job opportunities. The message:

"Please support Summer Youth Employment. If we fail to provide opportunities for the future workforce today, not only will the futures of these youth come into question, so will ours."

Getting youth ready for work

These youth were able to see the power of work and experience the benefits of earning a paycheck. Houston's young adults are our future, and having a robust summer youth jobs program only helps their professional and personal development.

MAYOR ANNISE PARKER



Mayor Annise Parker

With unemployment rates among 16-24 year olds in Houston hovering near 18%, Bank of America chose to respond by partnering with SER-Jobs for Progress of the Texas Gulf Coast, a local non-profit that provides employment and training opportunities to Houston citizens. In 2013 Bank of America worked with SER-Jobs to provide 50 youth, ages 16-21, the opportunity to gain real-world work experience through paid summer internships.

In 2013, 26 interns worked as pool gate attendants at City of Houston Parks and Recreation Department pools, allowing 26,000 more Harris County residents to access aquatic facilities. SER placed 14 interns at local nonprofit organizations, which were chosen by Bank of America. In addition, as part of a national pilot project, Bank of America provided the opportunity for 10 youth to intern at consumer banking locations helping customers with mobile banking and other basic services.

Recruitment

For interns in 2013, SER chose to implement a more extensive recruitment, application, screening, and placement process. Interested

youth had to return applications, which included a short essay with references, to demonstrate their commitment and desire to participate in the internship program.

After screening 394 initial applications, 90 youth were called in for interviews with SER staff, Bank of America volunteers, and representatives from local arts organizations. Among those interviewed, 50 were selected for internships.

Work Readiness

Once youth were accepted into the program, they began a week-long Job Readiness course, where they learned skills critical to attaining, and succeeding in a summer job. Youth also gained financial literacy skills by participating in presentations conducted by Bank of America volunteers.

I'm really thankful because I will be able to buy my own school supplies and uniforms without stressing my parents out about money this year.

ERIC ANAYA, 16

2013 Bank of America Summer Youth Jobs for Youth intern



Key 2013 statistics

Orientation

Upon completion of Job Readiness, interns then went through orientation with their host sites, and in mid-June, began their internships. For 7 weeks, youth interned for 20 hours per week earning \$10 per hour. The experience gained made a lasting impact on all 50 youth who otherwise would have likely been unemployed during the summer.

Host agencies

- Alley Theatre
- City of Houston: Parks & Recreation Dept.
- East End Chamber of Commerce
- Houston Ballet
- Houston Grand Opera
- Houston Symphony
- San Jose Clinic

- 394 applications were received & reviewed to fill 50 positions
- 24 volunteers interviewed 90 applicants
- 26 interns worked at City of Houston pools
- 14 interns worked at nonprofit organizations
- 10 interns worked at Bank of America banking locations
- 65% of interns had no prior work experience
- 100% of interns are continuing their education (high school or college)
- 50 interns—some of whom gained full-time employment as a result of working in the program—worked 7,000 hours total

Youth employment programs: Helping to shape Jacksonville's future

Helping young people is an investment in our community's future, by empowering our youth and offering opportunity to succeed. We have worked hard to expand the Mayor's Summer Jobs program with independent agencies in our city and the private sector, to give students more opportunities to learn about job skills and personal finance and to make connections that will propel them to success.

MAYOR ALVIN BROWN



Mayor Alvin Brown

Mayor Brown's Summer Jobs Program is a comprehensive program that provides Jacksonville's youth with real work experience – to acquire increased understanding and knowledge of the work environment, employer expectations and responsibility. The 2013 summer jobs program operated from June 17 to August 9.

Goals

The goals of the Summer Jobs Program for Jacksonville's youth are to:

- Create a positive work experience.
- Provide exposure to potential career fields.
- Teach business etiquette, conflict resolution, job search and interview techniques, and money management skills.
- Increase financial resources.
- Acquire understanding and knowledge of a work environment.
- Understand employer expectations and the responsibility of reporting to a job every day.

Recruitment, placement, and employment

Students are recruited using various social media tools, as well as through local schools, community groups and faith-based organizations. Participants are assigned to various city agencies, the Jacksonville Transportation Authority (JTA) and the city's water and sewer utility, JEA. Program participants work for six to eight weeks. Each participant is assigned to a Job Coach, who serves as a liaison between them, the Program Office, and the Site Supervisor. Part-time (20-25 hours per week) students are employed with starting pay of \$7.79 per hour.

Job coaches

Job Coaches (JCs) are responsible for monitoring program participants at work sites, as well as the facilitation of Student Development courses. During these periodic job site visits, JCs engage not only the youth, but the youth's supervisor as well – in order to adequately address any and all barriers that would preclude a participant from being a top notch employee.

United Way of Northeast Florida Youth Employment Program

Since 2012, 184 Jacksonville youth have been matched with internships as a part of the Youth Employment Program. The goals of the program are to place 90-100 youth per year in meaningful internships, align internships with Jacksonville's target growth industries, and to focus on critical skills necessary for twenty-first century jobs. The Youth Employment Program connects low-income youth between the ages of 16 and 19 with job readiness skills training, financial literacy, individual coaching, and exposure to career paths matching their talents and interests.

Program description

Students are placed in paid, six-week, part-time and full-time internships throughout the city. Interns are supervised and mentored by an on-site employment coach, who also assigns them a capstone project for completion. The program concludes with a celebratory reception and program, where interns and employers are recognized for their accomplishments. Students display their capstone projects, network with fellow interns and employers and introduce their families to their employment coaches.

Participant criteria

Students interested in taking part in the program must:

- Be between the ages of 16-19;
- Qualify for free or reduced-price lunch, or have a family income not exceeding 185% of the poverty level;
- Have a 2.0 grade point average or higher; and
- Attend mandatory job readiness conference and financial literacy program.

Results

The 2013 Youth Employment Program was a banner year, with 104 students completing the program, six participating youth-serving organizations, 50 host internship sites, 80 employment coaches and the addition of a new funder. Bank of America awarded United Way a grant that

allowed the program to accommodate additional youth to intern with local nonprofits. Youth-serving organizations such as Baptist Health – Tipping the Scale, Big Brothers Big Sisters of Northeast Florida, Boys & Girls Club of Northeast Florida, The Bridge of Northeast Florida, Florida State College at Jacksonville – Pre-College Programs, and Fresh Ministries recruited students from their programs for participation as well as provided case management services to interns. The City of Jacksonville through the Mayor's Office played an instrumental role in the program by recruiting additional youths along with internship site placements.

Funding

The program is funded primarily by the Jessie Ball duPont Fund. The grant covers youth-serving agency fees for the youth development specialists, administrative duties such as intern payroll, interns and employment coach training, Jacksonville Transportation Authority Star Cards (transit passes) for interns needing transportation, program evaluation, a youth employment manager and intern stipends. Full-time interns (30 hours per week) earned a total stipend of \$1,305.00 and part-time (15 hours per week), \$652.00 for the six weeks. The Bank of America grant was dedicated to stipends for interns matched with nonprofit internship sites including faith-based organizations.

Youth-serving organization roles-youth recruitment, case management and payroll

Youth-serving organizations, selected via an RFP process, are responsible for youth recruitment, case management and stipend payment for youth. Each organization designates an individual to serve as youth development specialist who works directly with the youth. They also attend the job readiness conferences and the end of program celebration. Case management is a proactive measure to address any employment coach/supervisor and intern concerns such as job performance. Youth development specialists make weekly visits and phone calls to internship sites to ensure quality of internship and address any concerns.

Job/internship readiness

In preparation for the internships, students participate in Youth on the M.O.V.E. (Motivated to Obtain Valuable Employment), an interactive job readiness conference conducted by The Ringer Center of Excellence, Inc. Three conferences were held in 2013, covering topics such as how to complete a job application, effective resume writing, interviewing techniques, mock interviews, social media, dress for success (a fashion show), and employer expectations. Students spent time in computer labs developing or updating their resumes. Two speakers spoke on finding your passion and the value of internships.

Financial literacy

In addition to attending a job readiness conference, participants were exposed to financial literacy through participation in “On My Own” Reality Fair by VyStar Credit Union and the University of Florida IFAS Extension Office. The reality fair is a hands-on, real-life simulation that gives young people the opportunity to experience their futures in a fun and exciting way. Discussion topics included having a plan for your money, budgeting basics and the importance of having good credit. Students were also afforded the opportunity to open a savings account, so that they could deposit their funds into an account.

2013 host internship sites

Employers from nonprofit, corporate, private, government, education, health and faith-based organizations enthusiastically hosted interns. Program staff proactively recruited employers by researching targeted companies to review their philanthropic initiatives that connect with youth employment or workforce development, personal network and employer recruitment flyer distributed via email and by company visits. Jacksonville’s chapter of the Society of Human Resources Management promoted the program among its membership and helped recruit volunteers to lead mock interview. JAXUSA Partnership, a private, nonprofit division of JAXChamber, also supported the program in its employer recruitment efforts and guidance.

Financial education

Summer youth program participants receive financial literacy education during pre-employment training sessions. Efforts focus on helping youth understand how to effectively manage and budget their money. For many participants, this program provides their first experience in the job market and helps them to use the money in their first paycheck responsibly. In 2012, The City of Jacksonville received a \$4,000 DollarWise Summer Youth Campaign grant to expand the financial education component of Jacksonville’s program.

Professional development

Pre-employment training. Administered by city employees as well as community and business volunteers, participants receive comprehensive training to prepare them for their summer employment. For many youth, this program provides their first experience in the job market. The eight-hour training session covers topics such as customer service, Business 101, professional image, ethics, diversity, and financial education.

Student development classes. These classes provide the educational foundation for youth in the program. Classes are two-hour sessions designed with practical hands-on tools, role-playing scenarios and other proven techniques to aid in participant understanding and application. Courses include – Money Management, Conflict Resolution, Resume Development, Business Etiquette, and Job Search/Interviewing Skills.



Continued engagement seminars. Program participants are invited to attend quarterly seminars throughout the school year. These seminars are presented by local companies and agencies to share in-depth information with participants about how to leverage their job experience into future opportunities. Partners also share information about career development and understanding business culture. Participants attending three of the four seminars are given priority for re-hire the next summer.

Celebration of success

At the conclusion of the 2013 summer program, youth were invited to the “Celebration of Success” closing ceremony. Representatives from businesses and agencies where participants worked during the summer joined the celebration to congratulate youth on a job well done. The Jacksonville Jaguars cheerleaders, known as the “Roar”, also performed for the students. Each student received a certificate and took a picture with Mayor Alvin Brown.

Evaluation

The Youth Employment program measures the success of the program through a formal program evaluation as well as online bi-weekly evaluations for interns and employers to complete. They gave feedback on their experience, areas for improvement, accomplishments and comments.


In 2013, evaluations were shared with youth development specialists so that issues listed in the evaluations could be addressed. Preliminary results show that interns gained personal confidence, communication skills, and a basic understanding of business or nonprofit operations. They also realized their longer-term career goals. Employment coaches made a positive impact on their interns. Employers gained personal satisfaction in mentoring interns. Despite the challenge of recruiting more corporate employers to host interns under the age of 18, the program has been successful in meeting its outcomes. Employers and interns were satisfied with the overall experience, expressing a desire to participate again in 2014.

For 2014, the initiative will form an advisory council comprised of corporate and nonprofit employers, program alumni, and community partners to support employer recruitment. It will also provide insight on youth training to further enhance the Youth Employment Program.



Success story

Seventeen-year-old Roderick Pearson, referred by Florida State College at Jacksonville’s Pre-College Programs, has an interest in Sociology. He interned with the Northeast Florida Center for Community Initiatives at the University of North Florida, where he gained experience working alongside a sociologist. With the center’s director, UNF sociology professor Jeffery Will, Pearson compiled a report assessing the state of East Jacksonville’s neighborhood. Will was so impressed with Roderick’s work that he submitted it to the Association for Applied and Clinical Sociology (AACS) for presentation. His paper was accepted and he presented at the conference in October. Roderick and his mom traveled to Portland, where he gave an exceptional presentation and networked among sociologists, doctors and graduate students. The Robert E. Lee High School junior plans to attend Florida State University and major in sociology.

A photograph of Mayor Eric Garcetti speaking at a podium. He is wearing a dark suit, a light pink shirt, and a dark tie. To his left stands another man in a dark suit and a yellow shirt. In the background, a group of young people are visible, some looking towards the camera and others looking towards the speaker. A green 'EXIT' sign is visible in the background above a doorway. The podium has a circular seal on the right side that reads 'CITY OF LOS ANGELES' and 'FOUNDER' around a central emblem.

Providing summer jobs for our young people is one of the best investments we can make. Summer jobs help at-risk youth stay on the right path. The lessons learned during a summer job prepare our youth for a lifetime in the workplace, and that makes L.A.'s workforce more attractive to companies.

MAYOR ERIC GARCETTI

Connecting Los Angeles youth with jobs—and opportunity



HIRE LA's Youth, a regional summer jobs youth campaign coordinated in partnership with the Mayor's Office, the City of Los Angeles, the Los Angeles Workforce Investment Board, and the Los Angeles Chamber of Commerce. The program operates under the premise that early exposure to labor market experiences will lead to increased educational and earnings attainment. This program supports youth employment by preparing applicants between the ages of 16–21 to earn and retain entry-level employment.

The campaign began in 2005 and focuses on leveraging public-private partnerships to support subsidized and unsubsidized youth employment opportunities in the L.A. region. This approach has resulted in a sizable network of summer youth employment opportunities through private sector industry, nonprofit/community groups and governmental programming. The HIRE LA's Youth campaign utilizes public and private sector investments to provide youth with a robust summer work experience.

In 2013 approximately 5,000 youth were placed in summer jobs. This was a 37% increase from 2012. 100% of these youth were low-moderate income. 610 employers hired youth; 15 of these were private companies. In total, 163 youth were placed in private companies, 2,613 were placed in nonprofit organizations, and 2,213 were placed in government agencies.

HIRE LA's Youth aims to identify and connect Los Angeles area youth with viable work opportunities in the region. In collaboration



Mayor Eric Garcetti



with government, business partners, educational institutions and civic organizations, the goal is to help set young adults on a path to a successful transition into the workforce, continuing education, and/or skills training. Ultimately, the program's objective is to provide participating youth with a career enlightening experience that prepares them for work and produces income for immediate personal needs, including their families. The goal is to help youth to develop a foundational career plan to:

- Realize the value of concurrent employment with ongoing educational attainment;
- Edify youth about the resources available to them, how to access such resources, and to use these resources to make informed career and educational decisions;
- Teach youth about simplicities of life and career survival skills at an early age to equip them with the knowledge, tools, experiences, and multicultural interactions that will influence their readiness and resolution to manage life and career challenges as they transition into adulthood and independence; and
- Develop leadership characteristics through awareness of the basic principles of social justice issues related to their Summer Youth Employment experience.

Employer recruitment

Employer recruitment is a key role in the success of HIRE LA's Youth. By incorporating Work Readiness Certification sessions and job skills workshops into the HIRE LA's Youth campaign, employers have greater confidence and understanding of the support services available when offering summer youth employment.

The Los Angeles Chamber of Commerce and community partners are currently working to develop employer commitments from private, nonprofit and public entities. Employer engagement is a critical aspect of the program. The HIRE LA's Youth campaign reaches out to previous and newly identified business partners to bring job opportunities to youth participants.

The business partners notify the program of openings for youth and HIRE LA's Youth has first rights of refusal. The ultimate goal is for HIRE LA's Youth to become the first stop in a business' search for entry-level new employees, as the program will have cultivated a pool of qualified candidates who meet or exceed expectations. This year, the program intends to diversify businesses participating in HIRE LA's Youth by reaching out to professional organizations that will help identify work opportunities, internships and job fairs.

Work readiness

Throughout the year, staff conducts Work Ready Now!, large scale youth employment work readiness certification and job skills events. At each event, SYEP youth have the opportunity to participate in mock interviews for employment opportunities. Employers are also on hand to participate as "mock interviewers" and preview possible employment candidates.

Funders

HIRE LA's Youth has benefited from the engagement of several corporate champions and sponsors. For example, in 2013 The Bank of America Foundation donated \$100,000 to support the program. JP Morgan Chase, Goldman Sachs, and Wells Fargo also contributed. The business community's involvement in HIRE LA's

Youth was extraordinary and helped to further fund and promote youth employment as well as encouraged other business entities to do the same.



Financial education

In addition to providing HIRE LA's Youth program participants with valuable work experience and work exposure, youth also receive financial literacy training. The City's HIRE LA's Youth program provides financial educa-

tion to its participants through a partnership with Operation Hope. Volunteers are trained by Operation Hope to coordinate with HIRE LA's Youth program contractors in delivering financial literacy instruction to youth. This includes such topics as banking basics, credit, and checking and savings accounts.

Investing in Oakland's youth

Oakland Mayor Jean Quan's Summer Jobs Program (MSJP) is an initiative that provides summer job training and employment opportunities to youth ages 14 to 21. This program is a citywide collaborative of the Mayor's Office, various City Departments, Oakland Workforce Investment Board (WIB), Port of Oakland, Oakland Unified School District, youth workforce development agencies, community-based organizations, and the business sector. The MSJP brings these community partners together to provide Oakland youth the opportunity to experience the work world, earn income, build employment skills, and receive on-the-job training that can help them become self-supporting adults.

The Mayor's Summer Jobs Program is part of a year-round network of employment, training, educational enhancement, and violence prevention activities run by the City, WIB, nonprofit community organizations, and Alameda County Social Services. MSJP connects young people to an array of year-round services and support. These meaningful job opportunities allow youth to gain an understanding of the skill sets and qualifications necessary to succeed in future employment.

Summer program

As a result of the various citywide community partnerships, during the summer of 2013, the Mayor's Summer Jobs Program placed 1531 youth in paid internships, which is 40 percent more than were placed in 2012. Additionally, because of this program, several youth participants were permanently hired.

Recruitment begins in April to coincide with

spring break from Oakland Unified School District, with applications and fliers released to schools and various youth agencies. Applications are processed on a first-come, first-served basis and according to program and funding eligibility requirements. Program staff matches youth positions based on their interests and aptitudes, as well as requirements of the sponsoring job site. Youth attend orientation sessions and job-readiness training workshops before entering their summer jobs.

Youth begin their internships during the first week of July and work up to 120 hours, over a six-week period, at a wage of \$10.00 an hour. During the program, youth receive ongoing training and support from their primary community-based youth service provider. Youth interns are placed within various city departments such as: the Mayor and City Administrator's Office, Parks & Recreation, Fire Department, Public Works Agency, Office of Information Technology, City Clerk Office, and Department of Human Services.

The remaining youth are placed in community organizations, private companies and local businesses. The partnering organizations and businesses include: the Port of Oakland, YEI Engineers, Inc., HFS Consultants, Boxer & Gerson, Attorneys at Law, Alta Bates Summit Medical Center, KPFA Radio, Girls, Inc., St. Vincent Day Home, Youth Radio, Chabot Space & Science Center, and the Native American Health Center. Within these organizations, youth serve as administrative assistants, caregivers, cashiers, and also performed such tasks as neighborhood beautification, food service, customer relations, and media arts.



Mayor Jean Quan

Workshops

The Mayor's Summer Job Program begins with a series of classroom-based workshops, homework, and document collection and review. Participating youth develop a resume detailing their skills and experience (such as volunteerism or previous work). They also practice for interviews and learn appropriate dress and communication skills. In the subsequent workshop, youth complete a facilitated job placement process to select their summer jobs.

In addition to work experience, MSJP provides required weekly workforce development workshops. Job counselors at partner agencies lead weekly workshops. Counselors use real-life situations at the worksites over the summer to contextualize student learning. Participants earn bonuses for demonstrated knowledge during the workshops. Topics include: Understanding Your Paycheck, Professional Communication and Conflict Resolution, Resume Development, Career Exploration, and Leadership.

Case management

Throughout the summer, case managers facilitate introductory MSJP workshops, confirm eligibility for each program, and maintain contact with participants and employers. In order to monitor the work experience and to ensure quality control, case managers maintain regular contact with the youth, and complete site visits to worksites weekly. During worksite visits, they seek feedback from employers on the quality of work and work skills demonstrated by the intern, and share that feedback with the youth. Supervisors complete worksite evaluations of the youth at the beginning and end of the program. Likewise, youth complete a worksite evaluation of their supervisors.

Partnerships

The Mayor's Summer Jobs Program has many different funding sources and service providers. Funding partners

One of my top priorities is to help provide jobs for youth in order to give them work experience they need to achieve success in school and in their future careers, and to also give them a positive alternative to what they may otherwise encounter during the summer break.

MAYOR JEAN QUAN

include Oakland Unite, Oakland Fund for Children and Youth, Department of Public Works, Office of Parks and Recreation, Oakland Workforce Investment Board, Alameda County Social Services, Oakland Unified School District, Oakland Housing Authority, Port of Oakland, Oakland Private Industry Council, as well as private funding through businesses and foundations.

The private donations given to the program have been primarily raised through Mayor Quan's Office. This year, major corporate sponsors include Bank of America, Wells Fargo Bank, East Bay Community Foundation, Ramsell, The Clorox Company, Recology, and Kaiser Permanente. The majority of the contributions were dedicated to the subsidized job wage pool, which pays for the wages of the youth in the program.

This year, the City received a generous contribution from the Oakland Housing Authority (OHA) for the Mayor's Summer Jobs Program to provide employment opportunities to 300 youth, ages 16 to 21, living in public housing and Section 8 programs.

East Bay Community Foundation

East Bay Community Foundation was established in 1928. It is northern California's first-established community foundation. The Foundation serves donors and the communities of Alameda and Contra Costa counties and its 2.5 million residents. The East Bay Community Foundation is a leading resource for mobilizing financial resources and community leadership to transform the lives of people in the East Bay with pressing needs. They are focused on two primary issues: supporting young children to succeed from birth to the third grade, and enhancing economic opportunities for adults and families - particularly those with significant barriers to achieving employment and financial stability. In 2013 The Bank of America Foundation awarded a grant to the East Bay Community Foundation through its workforce development fund. The \$50,000 grant created 31 jobs for local teens, working with the City of Oakland, nonprofit organizations, and local Oakland businesses. The young people were paid between \$8-10 an hour working up to 120 hours over a six-week period.

Opening avenues of participation

WorkReady Philadelphia summer programming takes place for six weeks in July and August. It is the summer component to Philadelphia's larger system that provides thousands of youth annually, ages 14-21, with career exposure and preparation opportunities designed to enhance participants' understanding and mastery of skills needed to be successful in a 21st century economy. Made possible by investments from the public and private sectors, WorkReady has served as Philadelphia's system for youth workforce preparation since 2003.

Philadelphia's workforce development system is managed by Philadelphia Works, which was created in 2012 by the merger of the Philadelphia Workforce Development Corporation and the Philadelphia Workforce Investment Board. Youth-focused, workforce development and education initiatives fall under the purview of the Philadelphia Council for College and Career Success (the Council), a standing committee of the Philadelphia Works Board. The Council is organized into three subcommittees, including the WorkReady committee. Among other roles, the Council functions as the Workforce Investment Act-mandated youth council for the city and the coordinating body for the WorkReady campaign.

In summer 2013, over 7,600 young people held summer jobs through WorkReady Philadelphia summer programs at more than 1,000 workplaces throughout Greater Philadelphia. Since its inception, WorkReady has provided more than 82,000 life-changing summer opportunities to young Philadelphians.

Mayoral support

WorkReady has benefited from the support of several key stakeholders, including the City of Philadelphia, under the leadership of Mayor Michael A. Nutter. During his tenure, the City has worked closely with the Greater Philadelphia Chamber of Commerce, endorsing WorkReady as a vital component to the future economic success of the Philadelphia region and has been invaluable in advancing business sector engagement.

For summer 2013, Mayor Nutter challenged the City of Philadelphia to unite and create enhanced summer job opportunities for youth via the WorkReady umbrella. As a result of the efforts of the challenge, the summer system exceeded initial slot level predictions of approximately 4,800 opportunities to provide more than 7,600 youth work experiences.



**Mayor
Michael A. Nutter**





How youth participate

In order to participate in WorkReady Philadelphia summer programs, all youth complete an online application. Youth are placed at worksites that are willing to create workplace exposure experiences that are developmentally appropriate and offer youth the chance to practice and improve their knowledge of 21st century skills. Most worksites are managed by competitively procured community-based organizations that serve as program providers, monitoring the well-being of young participants, and ensuring that the experience is beneficial to both the young person and to the hosting worksite.

Program orientation

All youth in WorkReady summer programs participate in an orientation before the start of the program. The orientation process is designed to educate youth on workplace expectations and their rights as employees, as well as provide them with a better understanding of participation requirements, including program schedule, attendance, and payroll procedures.

Avenues of participation

During summer 2013, WorkReady Philadelphia offered three options for youth participation:

Service Learning programs organized young people into

teams that addressed complex, community problems in a holistic way, offering them the opportunity to simultaneously serve and learn.

Work Experience programs blended hands-on experience with work-readiness training in ways that expanded participants' knowledge of workplace competencies and careers while also underscoring the importance of academic achievement and its link to career advancement.

Internship programs offered employment and career-exposure opportunities for youth with prior work experience and a basic understanding of workplace competencies. Interns worked independently rather than in groups and participated in a series of professional development workshops that focused on career exploration and aptitude assessment as well as work-readiness.

Financial education

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

Our Administration knows that the future economic viability of our great city depends on having a skilled, educated and qualified workforce to fill available positions. WorkReady is a critical part of our strategy – it helps young people build their resumes, learn valuable skills, gain real-world work experience and teaches them the value of a dollar.

MAYOR MICHAEL NUTTER



Business sector engagement

During summer 2013, over 1,600 work experiences were created by the local Philadelphia business community, marking the highest level of support from this sector since WorkReady began in 2003. Since the initiative's inception, the business sector has supported over 9,000 youth work experiences, valued at more than \$15M.

The business sector can support WorkReady opportunities in the following ways:

- Provide work experiences for youth at their workplaces and contribute the cost of the internship to Philadelphia Youth Network (PYN), the managing partner for WorkReady, which manages student payroll and serves as the employer of record
- Sponsor opportunities for youth at another business or organization, typically in the nonprofit sector, if they do not have the capacity to host youth at their workplaces
- Have their existing youth-employment program recognized as a WorkReady Seal of Approval program

Providers

During summer 2013, over 50 organizations were contracted to serve as “providers” of WorkReady summer programs. Each provider, generally a local community-based organization, operates one or more of the three program models (Service Learning, Work Experience, and Internship) and ensures that youth have a quality summer experience. In order to participate, providers respond to a Request for Proposals (RFP) released by the Philadelphia Council for College and Career Success and Philadelphia Works.

Imagining a brighter future for San Francisco's youth



Mayor Edwin M. Lee

In 2012, President Barack Obama issued a challenge to businesses, nonprofits, and government: work together to provide pathways to employment for low-income and disconnected youth. San Francisco, under the leadership of Mayor Lee, stepped up in response, pledging to connect 5,000 young people to summer jobs and internships. They surpassed that goal, serving 5,204 youth.

In 2013, Mayor Lee raised the bar with a goal of reaching 6,000 youth. San Francisco's community partners, public sector and corporate community stepped up to accept the challenge. Once again, they surpassed the goal, connecting 6,817 youth to work opportunities this summer.

Mayor Lee relied on the leadership and partnership of United Way of the Bay Area to secure private-sector partners like PG&E, Bank of America, JP Morgan Chase and others that have helped grow this initiative year after year. United Way also brought leading San Francisco youth organizations to the table who worked throughout the summer to prepare young people for available jobs and internships through resume writing, interview preparation and more, ensuring that employers were receiving well-prepared employees.

Part of a larger goal

United Way of the Bay Area has adopted a goal to cut poverty in half in the Bay Area by 2020 by focusing on jobs, education and basic needs. San Francisco Summer Jobs+ provides an opportunity to move towards realizing this goal and by connecting youth to both employment and further education.

Youth placement

The 6,817 youth in SF Summer Jobs+ were connected to summer jobs and internships in 2013 either through city-funded internships in city departments and nonprofits (4,611 youth) or through private-sector employers, facilitated by United Way of the Bay Area (2,206 youth).

77 percent of the youth placed in jobs and internships were between 14 and 18 years of age, 16 percent were between the ages of 19 and 21, and 7 percent were between the ages of 22 and 24 (demographics based on available data).

Community partnerships

Each of SF Summer Jobs+ 64 community partners was critical to the success of SF Summer Jobs+. In particular, six organizations took on a new role as 'Doorways,' including Young Community Developers, LYRIC, OMI/Excelsior Beacon Center, Community Youth Center, Success Center San Francisco and CHALK. Doorways served as an access point for youth and provided job-readiness assessments, job-readiness services, training and referrals to other organizations to prepare

I used to be frightened by the idea of interviews and that hindered my progress in finding a job. With the support and help of SF Summer Jobs+, I was able to work on my interview skills and my resume. This allowed me to find an incredible job that started as seasonal, but I'm still working here with an awesome team 6 months later.

SF SUMMER JOBS+ 2013 PARTICIPANT



Partnering companies

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

3rd Street Youth Center
and Clinic
Academy of Art
Academy of Sciences
AGI Capital
Airbnb
AMC Metreon 16
American Eagle
America's Cup
Anchor
Appallicious
Autodesk, Inc.
Bank of America
BART
Bayview LIVE
Bayview Opera House
Black & Veatch
Black Girls Code
BRE Properties, Inc.
CAC Properties
California Pacific Medical
Center
Cantrell, Harris &
Associates
Centerplate
Charles Schwab
Cloudera
Converse

Coro Center for Civic
Leadership
Cushman & Wakefield
DivcoWest
Enterprise Rent-A-Car
Ernst & Young LLP
Exploratorium
Exygy
FAZE Apparel
Fibrogen, Inc.
Franciscan Interiors
Ghirardelli
Golden Gate Restaurant
Association
Herth Realty
Hill & Co.
Home Depot
Hospital Council of San
Francisco
Hotel Council of San
Francisco
Hyatt Regency
Integra Realty
Jade Chocolate
Jamba Juice
Japanese Weekend
Jawbone
Juma Ventures

Kaiser Permanente
Lend Lease
Leukemia & Lymphoma
Society
Luminalt
LuvOutdoor
MsJones Design
Museum of the African
Diaspora
New ERA
NLC, Inc.
Nudge Technology
Ofina Jewelry
Old Navy
Pacific Union
PCC / Big Picture
Pet Camp
PG&E
Photo Voices
Poco Dolce
Prometheus Real Estate
Group
Public Library of Science
Puma
Reed Smith
Relevance
ROI DNA
Salesforce

San Francisco General
Hospital
San Francisco Zoological
Society
SF Made
sf.citi
SFO Forecast, Inc.
Shasta Crystals
Sincerely
SMP Machines
Square
Starboard TCN
Starbucks
StumbleUpon
The Bohan Company
The Melt
The Online 401k
Timbuk2
TMG Partners
Twilio
UCSF
Union Bank
Uniqlo
UPS
Webcor Builders
Wing Stop
Zynga

them for a job or internship. Collectively, these six organizations served nearly 500 youth throughout the summer.

Partners in funding

San Francisco Summer Jobs+ is a public/private partnership funded primarily by the City of San Francisco with support from the private sector as well. Funding partners for the 2013 program included Bank of America, PG&E, JP Morgan Chase, Lisa & Douglas Goldman Fund, Wells Fargo, Starbucks, BRE Properties, Sunset Development and Prologis. Youth placed in private-sector jobs through United Way such as at Starbucks and Ghirardelli had wages paid for directly by the private companies that hired them. Wages for youth placed in city departments were paid for by the City of San Francisco. Salaries for youth placed in non-profit organizations were subsidized by funding partners.

In order to facilitate the management and placing of the youth, Mayor Lee's Department of Children, Youth, and Their Families (DCYF) funded United Way of the Bay Area to coordinate the private sector placements. United Way staff worked closely with DCYF, San Francisco Unified School District, and staff from the Office of Economic and Workforce Development (OEWD) to plan, implement, and manage the program throughout the summer.

Going tech

For the first time this year, United Way of the Bay Area implemented an online portal for summer jobs and internships, streamlining the job submission process for employers and the search and application process for youth. The portal is currently being scaled to serve youth looking for employment year-round.

Financial literacy

Summer Jobs+ also maintains a robust financial education component. Young people are placed in professional internships in one of six "tracks": real estate, technology, law, finance, hospitality and nonprofits, spending 18 hours per week for 8 weeks at their host company, where they are exposed to various careers within their industry. In addition, they attend a two-hour weekly skill-building seminar, run by United Way, which offers job coaching and financial literacy education. Many of the other youth programs that are part of SFSJ+ provide similar workshops and financial literacy, which has been a key component of services to youth driven by the city and the programs that they are involved with.



As Mayor of San Francisco, my top priority is putting our residents back to work and creating jobs for people from every neighborhood. We're seeing results in our city, but I knew we could do better, especially when it comes to our young people. Fortunately in San Francisco, we have incredible partners like United Way of the Bay Area already at work on this issue. Many of us know firsthand that a quality work experience for a young person can be a bridge to a lifeline – lifting that young person up and setting him or her on the right path, lifting their families, and of course, making our City a better place. Through Summer Jobs+, we're doing just that.

MAYOR EDWIN M. LEE

Engaging the community for youth employment

Seattle's youth employment program is a year-round work readiness initiative that works with underserved youth in Seattle public schools. The program is open to students, age 15-17. The Seattle Human Services Department has operated the program for over 25 years. The program is funded through the city's general fund, as well as through the Seattle Workforce Development Council of Seattle King County.

School year programming

During the school year, the City of Seattle focuses on helping youth graduate from high school and transitioning them into post-secondary education. Youth are provided tutoring, workshops, work training, field trips, post secondary planning, and case management. The program serves approximately 200 youth in this capacity every year.

Summer programming

During the summer, the program places youth in 7-week, paid internships to develop work readiness skills. The skills include: showing up for work on time, proper work attire, communication skills, resume building, and grants overall exposure to the work world. Internships take place in a range of sectors including health care, education, recreation, skilled trades, social services, and technology. Youth are provided with case management support and mentorship at their internships sites. Youth work up to 24 hours a week and earn \$9.04 an hour. During the summer of 2013, the program served 586 youth – a 37% increase from 2012. 167 employers hired

youth for the summer.

The Seattle Summer Internship Program helps to keep youth in school, improve their academic achievement, help them learn job skills, and reduce criminal activity and violence – especially for youth facing multiple barriers to success due to poverty. Seattle's services include case management, counseling, tutoring, opportunities for work experience, as well as leadership and social skills classes. Seattle's program supports homeless youth through a continuum of care designed to meet emergency needs while helping youth move into stable, permanent housing.

Internship sites

Internships are provided across a large number of city departments and agencies, as well as in community organizations. The City of Seattle, Human Services Department, as well as the Youth & Family Empowerment division provide youth with the skills, knowledge, and support that they need to lead healthy and productive lives.

Financial education

Working in partnership with local credit unions, financial education is provided to youth participants by hosting financial literacy workshops. In these workshops, a representative from a credit union provides youth with an introduction on how to open a bank account and manage credit. Participants practice budgeting and provide their personal information into an online tool called the Self-Sufficiency Calculator. They also complete a career assessment that shows how



Mayor Ed Murray



SYEP interns Thao Nguyen, left, and Wen-I Hsu prepare human tissue for testing of new treatments and procedures at the Seattle Science Foundation.

much they will need to earn to reach their savings goal.

Workforce Development Council of Seattle-King County

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

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

Community engagement for youth employment

The Workforce Development Council of Seattle-King County has continually called attention to the issue of youth unemployment and has consistently encouraged

local employers to hire young people through its ongoing Youth@Work initiative. In May 2013, Bank of America and Expeditors International joined the WDC in a call to action of their fellow employers to hire youth. Bank of America announced its \$50,000 donation to support 17 youth summer internships in local community organizations. WDC now has commitments from both the city, and King County Executive Dow Constantine to join them in a call to action in January to gain further private sector support for summer of 2014.

Map Your Career resources

The WDC's Map Your Career resource has proven extremely popular in the Seattle and King County communities, especially with local schools. Map Your Career includes a website, mapyourcareer.org, as well as a series of career maps that can be used individually. Recently updated in 2012, the series includes new maps in three industries: aerospace, fashion and apparel, and financial services in addition to maritime, manufacturing, construction, life sciences, health care, IT, and interactive media. Youth can use the information provided about these industries to gain valuable information on potential career paths. The WDC also provides reference maps and booklets to public school guidance counselors to help youth with their career choices.

Healthcare industry connections

The WDC's Health Careers for Youth project, which won the Governor's Best Practice Award in 2009, has been incorporated into the WDC's \$11 million, five-year Health Careers for All regional project funded by U.S. Health and Human Services. This highly successful model engages young people through college-level classwork to prepare them for future careers after high school. Since its inception, more than 150 youth have been served in King County through this program.

Schools to Careers Plus

During summer of 2013, the WDC continued its efforts to engage directly with local school districts to support STEM education and career connections. Called Schools to Careers Plus. This initiative is a countywide investment of nearly \$300,000 to connect junior-high and high-school students with various local industries through career-awareness curricula, and industry mentors.

Enriching and constructive summer work experiences

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

In 2013, Mayor Gray's Summer Youth Employment Program ran for six weeks, from July 1 to August 9. All participants ages 16 to 21 were paid the minimum of the federal minimum wage of \$7.25 an hour. Participants ages 14 to 15 were paid a stipend amount of \$5.25 an hour.

New for SYEP 2013

During the 2013 SYEP, the youth were introduced to 21st Century Workforce Development Skills, CPR and Emergency Response Training. Additionally, DOES partnered with the local schools in an effort to combat school truancy. Any youth who acquired excessive absences during the first and second quarters were required to dem-

onstrate improvement during the third and fourth quarters in order to secure their SYEP slots. Those who did not show improvement during these cycles were mandated to attend a Truancy Summit hosted by the Mayor and other city officials. The summit focused on the importance of school attendance and provided resources for youth with barriers.

Host employers

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

Participating youth

Mayor Gray's Summer Youth Employment Program is available to youth on a first-come, first-served basis. To secure a space, youth



**Mayor
Vincent C. Gray**



Through SYEP, our youth are able to learn and develop the skills they need to be successful in the workplace. I am challenging private and public-sector employers across the District to participate in the program by providing meaningful internships for young District residents.

MAYOR VINCENT C. GRAY



Bank on DC's Peer to Peer Training: Young Money Managers Take on Financial Literacy

During summer 2013, 15 young adults became the first Young Money Managers during their time at Bank on DC, a District of Columbia Summer Youth Employment Program host site. The students, ages 18 to 21, completed a three-week boot camp prior to beginning the SYEP program. The boot camp included leadership, media and knowledge development to teach basic money management to the District's other summer interns. The Young Money Manager-facilitated workshops at SYEP worksites were evaluated on the their presentations, the quality of their social media content and number of followers, service provided to the worksite, number of workshops taught, and student test scores. The Young Money Managers also had professional training on savings, investments and writing hosted by the D.C. Department of Insurance, Securities and Banking, home to the Bank on DC program.

Through the strong collaboration with DC's Department of Employment Services' Office of Youth Programs, Bank on DC was able to create the Young Money Manager team by specifically selecting from a pool of exceptional SYEP applicants. Additionally, DOES provided the opportunity for an increased pay rate based on the scope of work they completed throughout the summer and for their three-week boot camp prior to SYEP starting.

The Young Money Managers and other partners conducted more than 70 financial education workshops with 4,000 youths across the city. The group also promoted savings through an outreach and awareness campaign using social media including Instagram and Twitter. They taught their peers about money management and the importance of financial literacy while also exploring the banking industry as a potential career.

As a result of the success of the Young Money Managers program, D.C. Mayor Vincent C. Gray named Bank on DC the Summer Youth Employment Program "Best Host Site" for 2013. Bank on DC plans to continue and expand the program this summer.

Bank on DC appreciates the efforts of the DOES Office of Youth Programs who graciously lent their time and support in the launch of this first Youth Facilitator Pilot.



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

Host employers have the ability to screen, interview, and select specific youth from an eligible applicant pool to find potential employees. Beginning each April, eligible applicants have access to an online database to view and apply for specific jobs that they are interested in. Employers are able to access a database that lists all eligible youth and shows all youth who have applied to their posted job positions. Employers are able to access their resumes or self-profiles, and their contact information so that they can conduct telephone interviews. Each April DOES sponsors the SYEP Career Exploration Fair. This event is open to all eligible youth applicants and provides an opportunity for youth to meet employers and gain additional information about available summer job opportunities. Employers have the ability to interview candidates on the spot and select youth that they are interested in hiring. Employers that do not wish to screen or interview youth may request that DOES place youth on their behalf. Youth are placed based upon the criteria specified in employers' posted job descriptions.



Photos

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Our charitable giving is part of our broader Corporate Social Responsibility activities focused on improving the lives of the customers, clients, and communities we serve.

Our nation's unemployment rate, including the unprecedented high teen unemployment rate, and the skills mismatch for 21st century jobs continue to hinder economic progress. That's why we support workforce development and education through empowerment, education and employment opportunities.

We're focused on helping underserved young adults and adults succeed academically, develop and hone job skills, learn better money habits, and obtain and keep livable wage jobs. Through our funding, we connect individuals to the training and education they need in order to succeed. In 2013, we provided funding for almost 1,300 summer jobs for teens across the country. Learn more at www.bankofamerica.com/foundation.



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