

A Job and a Chance

*An Assessment of the L.A. Area Chamber of Commerce's 2011
Summer Youth Employment Program*

PREPARED FOR:

The Los Angeles Area Chamber of Commerce

PREPARED BY:

Jay Sherwin
Ria Sengupta Bhatt

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Preface

ABOUT BTW *informing change*

At BTW we are driven by our purpose of informing change in the nonprofit and philanthropic sectors. We partner with our clients to improve their effectiveness and build a culture of learning and continuous improvement. We produce high-quality, easy-to-understand products that present useful information designed to be readily applied to practice. Our information-based services include:

- Evaluation;
- Organizational Effectiveness;
- Applied Research; and
- Integrated Learning

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Introduction

Founded in 1888, the Los Angeles Area Chamber of Commerce (the L.A. Chamber) is one of the nation's oldest and most prominent regional business advocacy organizations, representing more than 1,600 small-, medium- and large-sized companies throughout Los Angeles County. Education and workforce development are among the L.A. Chamber's key policy priorities, including K–12 education, college access and youth employment.

Currently 1 in 5 Los Angeles youth ages 16–24 are not employed or attending school. In addition, many in-school youth are unsupervised during the summer months, often resulting in risky and/or unproductive behaviors. To alleviate this problem, the L.A. Chamber partnered with the L.A. Mayor's office, the City of Los Angeles and the California Workforce Investment Board to develop and implement *HIRE L.A.'s Youth*, a campaign focused on connecting low-income youth to summer employment opportunities in the City of Los Angeles.

The Walmart Foundation's Summer Youth Employment Program (SYEP) was designed to prepare vulnerable youth to be productive workers in the labor force through subsidized employment and job readiness training. In June 2011, the L.A. Chamber received a grant from the Walmart Foundation to provide summer employment opportunities for underserved 16- to 21-year olds in Los Angeles, supplementing the existing funding for *HIRE L.A.'s Youth*. Through this grant, the L.A. Chamber partnered with other L.A.-area civic and nonprofit organizations to offer summer work opportunities for a total of 489 youth in 2011. In addition to providing financial support for the youth participants, the program offered training to enhance their overall personal and professional development, including job search training, financial literacy education, life skills, and college and career exploration.

The L.A. Chamber worked with five contracting agencies involved in *HIRE L.A.'s Youth* (Chicana Service Action Center, Goodwill Industries of Southern California, Los Angeles Community College District, Los Angeles Conservation Corps and Managed Career Solutions, Inc.) to manage youth recruitment, placement, supervision and support services under the terms of the grant. Each of these contracting agencies then worked with one or more public agencies or nonprofit organizations (the "worksites") to place the youth participants. Exhibit 1 on the next page shows the number of participants employed through each contracting agency and the age range and gender of the participants.

Exhibit 1
SYEP Program Characteristics¹

Contracting Agency	Number of Participants	% Male	% Female	% Aged 16–17	% Aged 18–19	% Aged 20+
Chicana Service Action Center	62	31%	69%	53%	27%	19%
Goodwill Industries of Southern California	61	51%	49%	21%	46%	33%
Los Angeles Community College District	35	46%	54%	51%	14%	34%
Los Angeles Conservation Corps	261	54%	46%	21%	61%	18%
Managed Career Solutions, Inc.	60	50%	50%	63%	32%	5%
All Agencies²	479	50%	50%	33%	48%	20%

Approximately 60% of the youth participants were in school, while 40% were not. Almost 70% of participants were Latino/Hispanic, and another 22% were African American/Black. About 40% of participants’ families had annual incomes below \$12,000, while another 36% had family incomes between \$12,000 and \$24,000.

WHAT DID EACH AGENCY’S PROGRAM LOOK LIKE?

Chicana Service Action Center (CSAC) worked exclusively with out-of-school youth who were recruited through local government offices and churches. CSAC placed youth at 12 worksites in the health and environmental sectors, where they filled customer service and sales positions. SYEP participants were expected to work about 180 hours total.

Goodwill Industries of Southern California (Goodwill) placed its participants in-house at the Goodwill central office or local store locations. They were also expected to work 180 hours.

The L.A. Community College District (LACCD) implemented its program through two local colleges, L.A. Trade Tech College and L.A. City College. All participants were recruited through local high schools and were placed into six-week administrative positions at the L.A. County Metropolitan Transportation Authority (L.A. Metro).

L.A. Conservation Corps applied its funding to its existing Summer Night Lights (SNL) program, which keeps parks in high-crime neighborhoods open on summer nights with activities and meals for youth. SYEP participants served as “youth squad” members at 32 SNL sites, helping to implement the program every evening. Participants were recruited through the L.A. Department of Recreation and Parks, L.A. Police Department, local schools and local community-based organizations.

Managed Career Solutions, Inc. (MCS) placed high school students, many of whom are disabled, in work positions across eight worksites. Positions ranged from full-time summer day camp employees to part-time customer service positions in local hospitals.

¹ Some percentages do not add up to 100% due to rounding.

² Of the 489 participants, ten worked directly with the L.A. Chamber. The experiences of those ten participants are not reflected in this report.

SCOPE OF THIS EVALUATION

In March 2012, the L.A. Chamber engaged BTW *informing change* (BTW) to evaluate its implementation of the 2011 Summer Youth Employment Program. Specifically, BTW pursued the following areas of inquiry:

- What key strengths, challenges and opportunities for improvement emerged from each contracting agency's implementation of the L.A. Chamber's Summer Youth Employment Program? What best practices can be identified from each agency's implementation?
- To what extent did each of the contracting agencies provide additional supports (e.g., orientation, workshops, mentoring) to create a more comprehensive youth development program that added value to the subsidized employment funded by the grant?
- How and to what extent did the contracting and worksite agencies benefit from participation in the Summer Youth Employment Program? How did the program support and reinforce the agencies' efforts to help vulnerable youth become productive participants in the labor force?

BTW used several data collection methods to investigate these questions. BTW conducted interviews with 16 key informants, including staff from all of the contracting agencies and a sample of worksite supervisors selected in partnership with L.A. Chamber staff. (See Appendix B for a full list of informants.) BTW supplemented the interviews with a review of relevant materials, including Walmart Foundation SYEP grant information and training materials for youth participants. In addition, BTW created and administered a short survey for youth participants to assess satisfaction with the program and capture employment outcomes. (Survey data are presented in Appendix A.)

This evaluation report presents findings from several different perspectives. First, it assesses the impact of the L.A. Chamber's Summer Youth Employment Program on the youth themselves, highlighting key successes and challenges in serving those youth. Second, it assesses the value of the program for the contracting agencies, worksites and the L.A. Chamber itself, highlighting several "best practices" that seemed to increase the program's value. Finally, the report concludes with a set of recommendations to the L.A. Chamber and its partners for future program improvements.

Impact on Youth

KEY SUCCESSES

The program succeeded in its core goal of providing low-income youth with work experience and exposure to a professional work environment.

For most of its youth participants, SYEP offered their first paying job. The program helped the youth develop skills and experience to put them on the track to becoming productive participants in the workforce. The program also

“The work experience component is by far the [greatest success]—paid work experience and the ability to learn and feel good about the work you do.”

—Representative of a Contracting Agency

helped the youth learn about workplace responsibility and accountability. Through subsidized employment, participants earned income while learning both technical skills and soft skills, such as punctuality and working with adults in a professional setting. The program also exposed the youth to people, organizations and ideas outside of their immediate communities.

Interviews with key program providers suggest that the work experience built participants’ self-confidence and sense of self-worth. According to one worksite supervisor, “I think that it’s a great thing to be able to give our young people a job where they are learning to make decisions about their life...When you always get turned down from jobs, you lose confidence, and you might do other things to make money that aren’t helpful and positive. Just that thing, providing [legitimate] employment, is big.”

Results from the SYEP participant survey indicate that the youth were very satisfied with the program. Close to three-fourths of survey respondents rated their experiences as a 5 on a scale of 5. More than 90% of respondents reported gaining both skills and self-confidence through participation in the program. Furthermore, more than 80% of the survey respondents engaged in productive activities after completing the program, including enrolling in school, participating in the workforce or joining the military.³

³ For detailed findings from the SYEP youth participant survey, see Appendix A.

In addition to providing subsidized job opportunities, the program also exposed many youth participants to college and college campuses.

Several contracting agencies (MCS, L.A. Conservation Corps, LACCD) provided orientation and job skills training to participants through local community colleges or universities. As one contracting agency representative stated, “The plus of our program is that it exposed them to community college *and* the world of work. So now they also have experience with [the college].” While many of the youth live within close distance to colleges and universities, informants noted that most of them had never set foot on a college campus. Informants expressed satisfaction with the fact that the program offered both work experience and college-based training, noting that this exposure may lead to other work and educational experiences.

KEY CHALLENGES

While training for youth was a key element of the program, worksite informants had varying opinions on the quality of training.

As noted above, a key component of SYEP is improving the overall development of participants, including job search training, financial literacy education, life skills, and college and career exploration. Because participants had limited previous exposure to work, contracting agencies agreed to provide training and preparation before the youth began their employment.

Each contracting agency fulfilled this responsibility, but with varying degrees of success. Interviews with worksite informants reveal that many were satisfied with the training provided by their partner contracting agencies. According to one informant, “I have worked with a lot of programs and I think the main difference [with SYEP] is that the kids were so well trained...and ready to go. They do not have performance problems, attitudes, or attendance issues. They outshine the other kids.” Several other worksite informants shared the sentiment that SYEP participants were generally motivated to participate and had fewer behavioral issues than other program participants.

“I always hear people saying, ‘We need jobs!’ but in our community, you don’t just give somebody a job. You need to consider they have never worked and need to prepare them. They don’t know they have to call somebody when they can’t come to work. As adults, we take this simple information for granted.”

—Representative of a Worksite

WHAT DID EACH AGENCY'S WORKFORCE TRAINING LOOK LIKE?

Chicana Service Action Center implemented the Twilight Academy, an optional 16-hour program for participants that included college application and homework assistance, peer-to-peer discussions and financial literacy training.

Goodwill required participants to attend an orientation that trained them on work readiness topics including completing timesheets, using transportation, dressing professionally and improving financial literacy.

As part of the Summer Night Lights program, the **L.A. Conservation Corps** organized a mandatory three-day university-based training that included resume development, customer service training, financial literacy training, college and career exploration, conflict mediation and more. This initial training was supplemented with ongoing workshops throughout the summer.

LACCD provided an optional on-campus job readiness training program on basic work etiquette, including dressing for work, notifying supervisors of absences and greeting customers. LACCD also provided college application assistance and advice on writing resumes and cover letters. The agency's worksite, L.A. Metro, also provided new employee orientation to participants, and participants were required to attend weekly trainings in public speaking and other relevant topics.

MCS provided mandatory training for participants through a local community college, which included job readiness training in topics such as financial literacy and building a resume. One of its worksite agencies, the **Boys & Girls Club of the South Bay**, also provided orientation about the organization's rules, expectations and protocols.

“The youth have to fill out a timesheet. [The contracting agency] may have thought they trained them. However, I tell the kids they have to keep time in 15 minute increments, and they have no idea [how to do that]. They don't know decimals, fractions, or what half an hour is.”

—Representative of a Worksite

However, feedback on training was not consistently positive across the program or even for each contracting agency. Many worksite informants believed that contracting agencies assumed that the participants had a higher level of basic work skills than they actually did. For example, some worksite supervisors found that participants did not know how to introduce themselves to others, sign their name or read an analog clock. Worksites did not have the opportunity to provide input on the trainings or to ensure that important basic topics were covered before the trainings progressed to the more advanced topics of financial literacy and resume writing.

It may be that opinions on quality of training ranged from excellent to poor because worksites had different standards and expectations, stemming from varied previous experiences with similar types of programs. It may also be that both the youth participants and trainers differed widely in their skills, even within a single contracting agency. However, it is clear that at least some of the worksite informants were dissatisfied with the training that was provided.

BEST PRACTICES

Interviews with informants from both contracting agencies and worksites reveal a number of programmatic “best practices” that were successfully implemented in the summer of 2011.

- L.A. Conservation Corps, Goodwill and MCS all made their trainings mandatory.
- LACCD and L.A. Metro supplemented the initial training with ongoing workshops throughout the program that were customized to the specific worksites and work positions.
- MCS, L.A. Conservations Corps and LACCD provided training at a local college or university.
- L.A. Conservation Corps and Chicana Service Action Center both hosted graduation events for their participants to strengthen the youth participant cohort.
- LACCD worked with only one worksite, and Goodwill hosted all their participants in-house, creating a stronger connection between the youth and their worksites and between youth working together.
- Goodwill created a summer newsletter including youth profiles written by the youth themselves, which helped to build a sense of camaraderie among participants.

Value to Participating Agencies

The L.A. Chamber selected the contracting agencies for this program based on existing relationships, experience with youth employment programs and alignment with organizational missions, and contracting agencies chose worksites on the same basis. While serving youth was the explicit goal of SYEP, the program also offered potential benefits to the partnering agencies. Findings from this evaluation suggest that the 2011 Summer Youth Employment Program benefited the organizational partners in a variety of ways, but still presented some challenges to them.

KEY SUCCESSES

The program supported and reinforced the missions of the contracting agencies.

Informants from contracting agencies noted that the program was valuable not only for the youth, but also for their organizations and community. Informants listed a variety of ways in which SYEP supported their mission and purpose. For example, SYEP allowed contracting and worksite agencies to:

- Provide work experience opportunities for low-income youth
- Help youth learn about careers that they may not otherwise be aware of
- Alleviate youth unemployment in the local community
- Broaden youth experiences beyond their immediate surroundings
- Reduce violence in communities and find productive ways for youth to spend their free time
- Motivate youth to continue their education

One informant stated that hosting the participants reinforced the agency's mission and served as a motivating factor for its employees. That informant stated, "In a large organization, it is easy for a frontline payroll clerk to operate every day in a silo. However, when that payroll clerk is told [he or she] will have two summer youth workers, [...they] remember our [organizational] mission."

"We need to show youth that there is a legitimate way to be productive in today's world, even with this economy."

—Representative of a Worksite

The program improved relationships between the partnering agencies.

“We can pursue new grants through this work. We will highlight these examples to do more work experience programs, especially with local youth.”

—Representative of a Contracting Agency

The program helped contracting agencies build relationships with their partner worksites and with other key community-based and local government organizations. The youth participants served as a unifying factor and helped the organizations work together to create positive work experiences. Some informants also mentioned building and strengthening partnerships with like-minded organizations as a mechanism to secure additional resources for the program.

The program helped the worksite agencies to expand and improve their programs, activities and services.

The additional personnel allowed worksites to increase their capacity without significantly increasing costs. Health care

worksite agencies particularly appreciated their participants’ language skills, as it allowed them to increase the number of staff who speak the same language as many of their patients. Furthermore, the program provided the opportunity for worksites to expose young people to jobs that need trained professionals to replace retiring ones. As one worksite informant stated, “We are grooming future employees.”

KEY CHALLENGES

Worksites struggled with inconsistencies in the timing and placement of participants.

The timing of the program was the challenge most commonly mentioned by informants from both contracting agencies and worksites. Because the funding was not secured until the early summer, agencies were not able to plan their programs or select their participants well in advance. As a result, some worksite informants were required to start different employees on different dates, which caused logistical problems with training, orientation and placement. In addition, worksites varied in the number of participants they received; one worksite only received a single participant and did not receive communication from the contracting agency as to why this was the case.

“The biggest challenge was that I only had two weeks to get the recruitment done and get the students prepared [for their work position].”

—Representative of a Contracting Agency

Contracting agencies did not provide training or other comprehensive support to the worksite agencies.

None of the worksite agencies remembered receiving any explicit training or guidelines from contracting agencies on hosting the youth participants, although most did not think any training was necessary as they had all previously worked directly with their contracting agency or implemented a similar type of program. Worksite informants generally felt that contracting agencies were accessible when a problem occurred with payroll or participant performance, but many wished that contracting agencies were more collaborative and involved in implementation. One worksite informant stated, “[The contracting agency] should send a representative to check what is going on. They would have probably noticed things that we could do to improve that we couldn’t see.” Other informants would have liked their contracting agency to consult with worksites about the topics that should be included in trainings.

The level of funding was not sufficient to fully implement the program.

Several informants stated that while they very much valued receiving any funding to implement the program, the amount they received did not allow for payment of a supervisor or incentives to retain participants or seek out permanent work positions for them. In addition, the funding did not cover payroll processing, including distributing paychecks or helping participants complete their employment paperwork. This process was especially time-consuming, given that this program was the first time most participants had completed a W-2 form and many could not seek help from their non-English-speaking parents. Several informants also stated that the funding they received did not allow them to hire as many youth as they wanted, although they recognize that there will always be more need than resources to meet the need.

THE L.A. CHAMBER'S ROLE AS A PARTNER

Contracting agencies were largely pleased with the L.A. Chamber's implementation of the program in 2011. Three particular attributes of the L.A. Chamber's work were most frequently mentioned: flexibility, accessibility and business sector involvement in community issues.

Informants appreciated SYEP's flexibility and the accessibility of L.A. Chamber staff.

“We were doing a similar program with the City at the same time, and the Chamber did everything more quickly than the City. We were very pleased.”

—Representative of a
Contracting Agency

SYEP allowed contracting agencies to design their programs to meet agency and youth participants' needs. Several contracting agency informants appreciated the flexibility that the L.A. Chamber offered, which allowed them to customize the program to address worksite needs, youth participant characteristics and other issues. Informants expressed appreciation that the program did not bog them down with requirements and protocol, as is often the case with government programs.

Informants also noted that L.A. Chamber staff members were always available to speak with contracting agency staff when needed. Contracting agency partners did not have to wade through bureaucracy if they had a question, and that accessibility made implementation of the program more efficient.

Agencies valued the positive image of business sector that the L.A. Chamber created through this program.

Several informants stated that the involvement of the Walmart Foundation and the L.A. Chamber increased the legitimacy of the program to employers and the community, more so than if only community-based organizations were involved. Contracting agency informants noted that the program offered a tangible example of how the business community can invest in local youth wellbeing.

“[SYEP should] put greater effort to find employers that can offer a job after the program is over...Like what about jobs at Walmart? They could hire them afterward.”

—Representative of a
Contracting Agency

Recommendations for the L.A. Chamber & Its Partners

On the whole, the L.A. Chamber's 2011 implementation of SYEP was successful, providing subsidized employment and workforce training for hundreds of L.A. youth. Participants, contracting agencies and worksites all benefited from taking part in the program. As the L.A. Chamber pursues additional grant support to implement a second year of this program, we present a few considerations for the Chamber and its contracting agency partners that could improve implementation and potential outcomes in the future.

RECOMMENDATIONS FOR THE L.A. CHAMBER

Establish clearer guidelines and expectations of contracting agencies.

While partner agencies appreciated the flexibility that the L.A. Chamber provided to them, the degree of flexibility resulted in varying levels of program quality and success. In the future, the L.A. Chamber should establish clear expectations about the relationships between the contracting agencies and worksites, including how they should work together to implement the program and what decisions should be made by each player. In this way, the L.A. Chamber can maintain its flexibility on worksite selection and youth participant characteristics while promoting program quality. In addition, the L.A. Chamber should clarify its expectations around the program's youth training and placement components, incorporating the best practices identified in this report, as appropriate. Several informants identified the late summer start time of the 2011 program as a major challenge. To the extent that the L.A. Chamber can provide these guidelines early on, the implementation of the program will improve.

Incorporate continuous learning into the program's implementation.

Adding a continuous learning component to this program would help to improve outcomes and identify additional opportunities for program development. For example, a survey of youth participants at the start and end of the program would provide a richer and more complete picture of the participants' opinions and experiences. Continuous learning would also identify midcourse corrections that could improve the program as it unfolds.

The L.A. Chamber should consider incorporating evaluation into the planning, implementation and outcome phases of the program. To support data collection and program evaluation, the L.A. Chamber should ask contracting agencies to complete a brief form that tracks the number of participants who completed the program and other relevant participant outcomes.

Informants suggested a number of other components that could improve the Summer Youth Employment Program in 2012 and beyond:

- Provide exit counseling for youth to help them find permanent employment or apply to college.
- Include corporate worksites if they are more likely to hire youth permanently after the program ends.
- Find ways to involve parents in the program.
- Provide administrative funding, including support for a youth supervisor and funding to offer meals for youth participants.
- Provide opportunities for contracting agencies to engage with each other and with worksites, promoting discussion about ways to improve implementation, develop new partners and find new funding sources.
- Develop strategies for attracting media attention, which could interest additional funders, create community support and recruit additional youth participants.

RECOMMENDATIONS FOR CONTRACTING AGENCIES

As the “Best Practices” section on page 7 illustrates, contracting agencies can make a significant difference in the value of the program by including or improving a set of key components. Our recommendations for contracting agencies include:

Implement a more intensive workforce preparation training program to complement the subsidized work.

It is important for the program providers to understand the very basic skills that youth need to develop before starting their work. Contracting agencies should implement a mandatory training component at the start of the program that covers essential basic skills as well as job-related skills. The training should include the following topics:

- General professional etiquette (e.g., dress, punctuality, demeanor)
- Technical skills (e.g., computer, timekeeping)
- Communications skills (e.g., talking to adults, public speaking, customer service)
- Job search skills (e.g., resume, cover letter, interviewing)
- Life skills (e.g., financial literacy, conflict mediation, CPR)
- College preparation (e.g., college exploration, college application help)

Ideally, training should be supplemented with ongoing workshops throughout the program that are customized to the specific worksites and work positions. In addition, providing training at a local college or university can enhance the program by exposing youth to both work and higher education.

Maintain stronger communication throughout the implementation of the program.

Contracting agencies should actively maintain close contact with worksites throughout the summer, instead of just being available by telephone to manage difficult participants. For example, the L.A. Conservation Corps' Summer Night Lights sites appreciated that contracting agency staff visited sites regularly to see how the program was unfolding. Contracting agencies should also request worksite input on youth training content and provide feedback to worksites to improve program implementation.

Create a community of youth participants.

Youth participants will feel better supported and have a richer experience with SYEP if they are part of a cohort. To help build community, contracting agencies should establish the same start and end time for all youth participants and should host a graduation ceremony at the end of the program. Another way to build community and improve participant morale is to concentrate more participants in fewer worksites, rather than fewer participants in more worksites. At least one agency placed a single or a few participants at various worksites. This choice may reduce the sense of community for participants and produce variability in program quality and length.

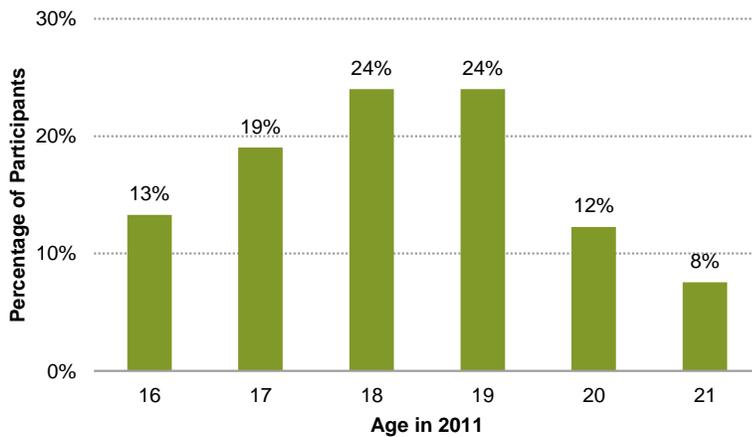
Finally, agencies should establish mechanisms to stay in contact with the youth and help them stay in contact with each other after the program has ended.

Los Angeles Area Chamber of Commerce 2011 SYEP Youth Participant Findings

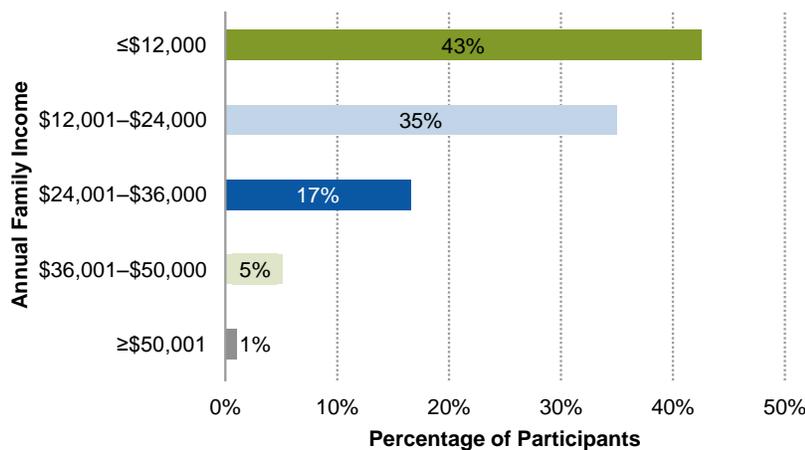
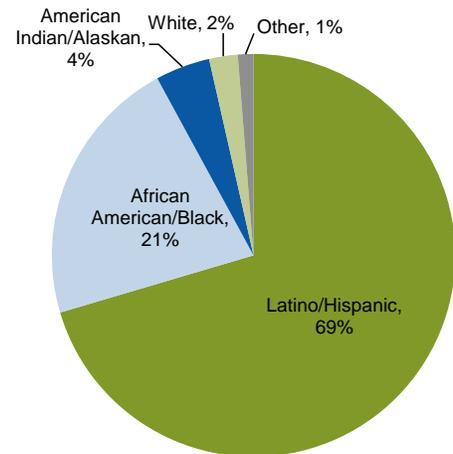
In June 2011, the L.A. Chamber received a grant from the Walmart Foundation to provide summer employment opportunities for underserved 16- to 21-year olds in Los Angeles. Through the Walmart Foundation's Summer Youth Employment Program (SYEP), the L.A. Chamber partnered with other L.A.-area civic and nonprofit organizations to offer summer work opportunities and professional development training to L.A. youth. This appendix describes the youth who participated in the L.A. Chamber's program in 2011 and also summarizes the results of an online survey of their experiences. Of the 489 participants, 163 (33%) completed the survey.

YOUTH PARTICIPANT CHARACTERISTICS¹

Two-thirds of the youth participants were between 17-19 years old. In addition, participants were evenly split between male and female.



Seven out of 10 participants were Latino/Hispanic, and 1 out of 5 was African American/Black.



More than three-fourths of participants had annual family incomes below \$24,000.

“Through this program I’ve learned to project my voice...I gained self confidence and learned new skills...It really helped me come out of my shell.”

—Youth Participant

¹ Findings on this page are from the L.A. Chamber's participant records. Findings on the following pages are from the online survey.

SYEP CONTRACTING AGENCIES



The L.A. Chamber worked with five contracting agencies to manage SYEP’s youth recruitment, placement, supervision and support services. Approximately half of the youth program participants were placed in L.A. Conservation Corps/Summer Night Lights positions, with the other half close to evenly split between Los Angeles Community College District, Goodwill Industries of Southern California, Managed Career Solutions Inc., and Chicana Service Action Center. The L.A. Chamber hosted a small group of participants as well. Survey responses generally reflect the share of participants associated with each contracting agency.

90% of survey respondents stated that they completed the full 180 hours of the program, and the same percentage said that the program provided them with advice and counseling on how to find a job in the future. Most participants who did not finish the program cited conflicts with school as the reason.

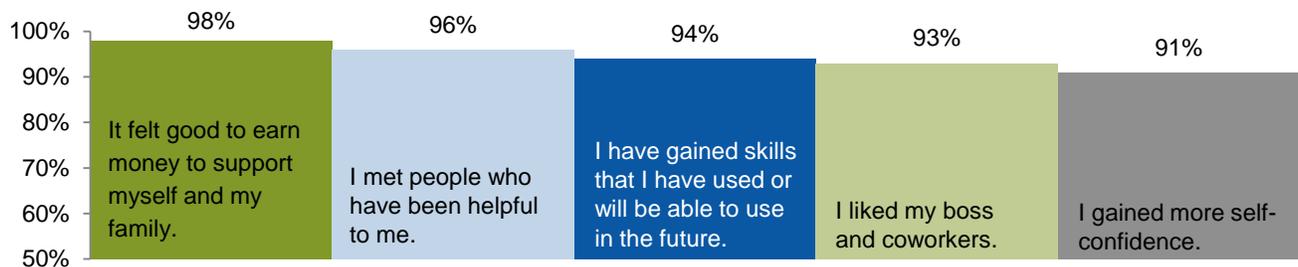
PARTICIPANT REFLECTIONS

The majority of survey respondents thought the program was a good use of their time and gave high ratings on their overall experience with SYEP. The average rating for each contracting agency was between a 4.6 and 4.8 on a scale of 5.

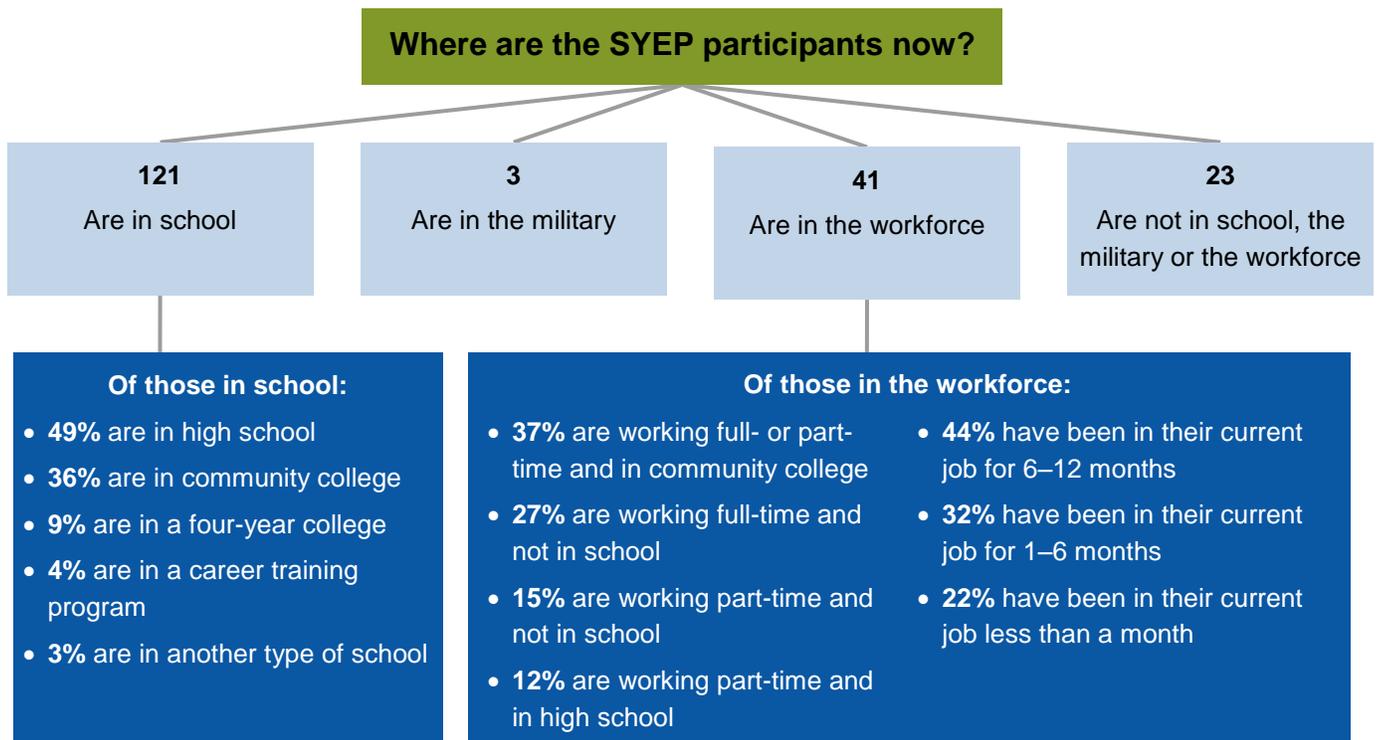


73% rated their experience as a 5
 21% rated their experience as a 4
 6% rated their experience as a 3

Respondents agreed or strongly agreed with the following statements about SYEP:

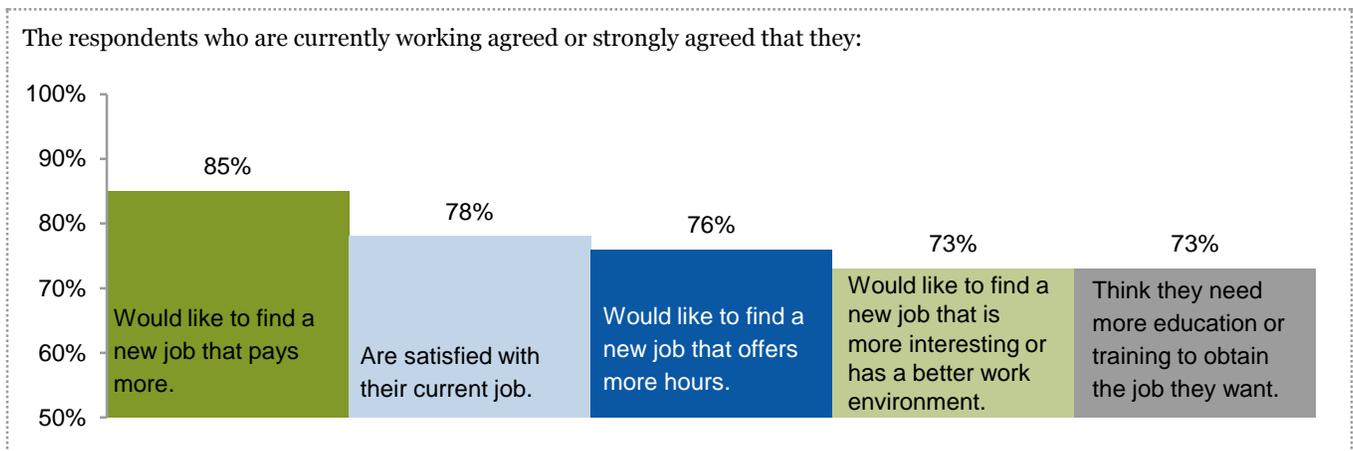


CURRENT EDUCATION & WORK STATUS



“I loved showing up to my job every day. The people I met and the duties I was given made me enjoy coming to work.”

—Youth Participant



“It was a life changing experience for me...and I like that [SYEP] gives teenagers the chance to finally get that experience of a real job.”

—Youth Participant



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