

RIGHT TRACK SAINT PAUL

PROPOSAL SUMMARY

This proposal builds upon the Right Track initiative's tremendous first year success by expanding the number of employer-paid professional internships for youth to 150, launching a Right Track website that supports efficient and user-friendly engagement for youth and employers, and developing marketing materials that make the business case for youth employment as an essential workforce development and diversification strategy.

ORGANIZATION INFORMATION

Saint Paul Parks and Recreation

In 1887, Park legislation approved an act to provide for the creation and organization of a Board of Park Commissioners for the City of Saint Paul. In 1906, Scheffer Recreation Center opened as the first recreation center in Saint Paul. In 2012, Saint Paul Parks and Recreation attracted nearly 25,000 participants for 3,885 activities. Over 2,500 youth participated in a total of 255 camps offered during the summer and 972 youth participated in Rec Check, a free afterschool program for youth in grades K-6.

The mission of Saint Paul Parks and Recreation (SPPR) is to help make Saint Paul the most livable city in America by facilitating the creation of active lifestyles, vibrant places and a vital environment. The vision is to do this by responding creatively to change, innovating with every decision, and connecting the entire city.

Because the City of Saint Paul operates under a variation of the strong mayor-council system of government, SPPR is overseen by the Mayor and City Council. Members of City Council are elected from seven geographic wards, which have approximately equal populations. Saint Paul also has a Parks Commission, the purpose of which is to advise City officials on matters of city-wide and long-range importance to the parks and recreation system. The Parks Commission consists of nine at-large Saint Paul residents appointed by the Mayor and approved by the City Council.

For 2014, SPPR is budgeted to employ 577.7 FTEs. The actual number of employees varies depending upon season. In 2013, Saint Paul Parks and Recreation engaged over 9,000 volunteers across Como Campus, operations and recreation services.

Right Track Initiative

From 2004 – 2012, the City has employed 3,022 youth (unduplicated) who worked 728,579 total hours through its Youth Job Corps program. Youth Job Corps used State and Federal funds to subsidize wages for youth to work in parks, libraries, and nonprofits.

In 2013, the City piloted the Right Track program, which engaged 14 employers in providing professional internships for 21 youth. All of the participants were from low-income families and all were youth of color. The program was a success: 95 percent of youth completed their internships; they worked over

5,000 hours and earned nearly \$50,000 that went directly back to some of Saint Paul's most economically in-need families. The average intern earned double what he or she would have working for in the City's subsidized program.

Parks and Recreation staff convened an employer action team consisting of representatives from the Mayor's Office, City Council, Saint Paul Port Authority, Saint Paul Area Chamber of Commerce, US Bank, Ecolab, Allegra Printing, Genesys Works, and the City's Department of Planning and Economic Development in fall 2013 to seek guidance on moving forward. Based on the group's recommendation that youth employment opportunities be presented as a pipeline or continuum, the City re-branded all of its youth employment efforts as the Right Track Initiative. Right Track was publicly launched by Mayor Coleman, Superintendent Silva, and Matt Kramer, President of the Saint Paul Area Chamber of Commerce, at a press conference on February 5, 2014.

Right Track is Saint Paul's pipeline for youth career development and building a diverse future workforce. The initiative has six goals:

- 1) Provide work experience for Saint Paul youth who are economically disadvantaged or at-risk, ages 14 through 21
- 2) Promote mastery of work-readiness competencies and 21st century skills as demonstrated through workplace portfolios and other assessments
- 3) Promote skill acquisition (academic and work readiness) through project-based instruction
- 4) Increase exposure to in-demand jobs important to regional economies
- 5) Provide high-quality work sites and overall participant and employer satisfaction
- 6) Connect to and strengthen other key educational and workforce development initiatives and systems in Saint Paul

The Right Track pipeline includes three levels of opportunities:



Youth Jobs 01 (YJ01), formerly known as Youth Job Corps, offers youth based work experience in parks, libraries, construction, childcare, video production, gardening, and more.



Youth Jobs 02 (YJ02) features professional internships for youth going into 11th or 12th grade who have past work or leadership experience and are ready for a new challenge.



Youth Jobs Pro (YJPro) is a collection of partner-run programs offering advanced opportunities in specific sectors that often lead to academic credit or an industry-recognized credential. Examples include Genesys Works and the City of Saint Paul EMS Academy.

The vision of Right Track is to help young people and employers understand how a first job at a park or a library could lead to a summer with an employer like Ecolab or the State of Minnesota, which could lead to an advanced opportunity such as Genesys Works. Right Track offers a way to articulate the connections between these seemingly disparate experiences and to inspire youth to continue reaching for the next level of challenge and opportunity.

Right Track proves that a small amount of grant funds targeted well can support immense growth. With \$63,000 in combined support from the Saint Paul Foundation and F.R. Bigelow Foundation, here are a few of the milestones we have been able to accomplish since September 2013:

- More than four-fold expansion in the number of YJ02 jobs, from 21 in 2013 to approximately 90 in 2014
- Record high number of youth applicants to Saint Paul summer jobs (1,675)
- Record high number of youth attending our summer jobs expo (721)
- Over 150 youth interviewed for YJ02 internships.
- Development of the Right Track brand and logo that has quickly become familiar across the metro area
- Social media strategy that has led to nearly 200 Twitter followers in just three months
- Adoption by the Saint Paul Area Chamber of Commerce Foundation as a strategic giving partner for 2014. The SPACC Foundation is underwriting 12 YJ02 internships with small businesses and nonprofits as well as sponsoring our end-of-summer celebration
- Partnership with four foundations (including the Saint Paul and F.R. Bigelow Foundations) to provide a wage reimbursement incentive to small businesses and nonprofits that hire YJ02 interns
- Featured in the Mayor's State of the City address as a priority initiative
- Presenting Right Track as part of a National League of Cities webinar on how cities can engage small businesses
- Hosting Labor Secretary Anthony Perez for a meeting to present Right Track and Saint Paul's partnership-based career development pipeline

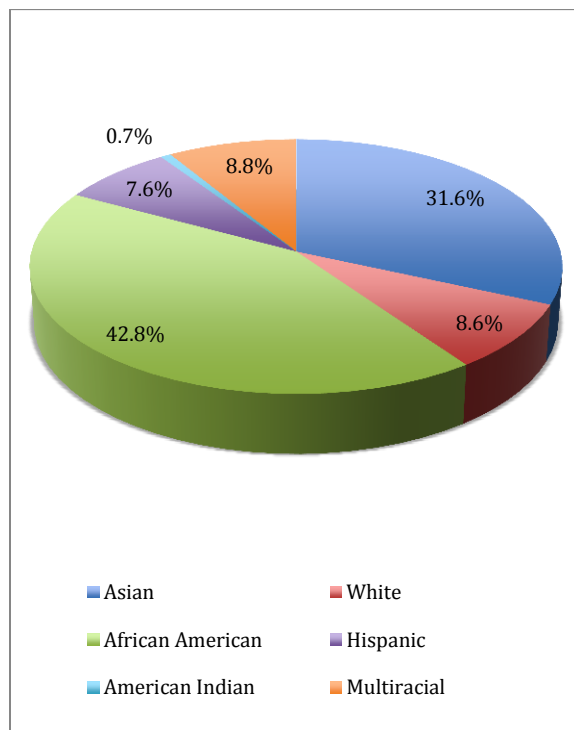


Mayor Coleman and Superintendent Silva with Harding HS junior and Right Track intern DeShaun Baker

Right Track serves Saint Paul youth who are from low-income families or have a barrier to employment. Barriers to employment include:

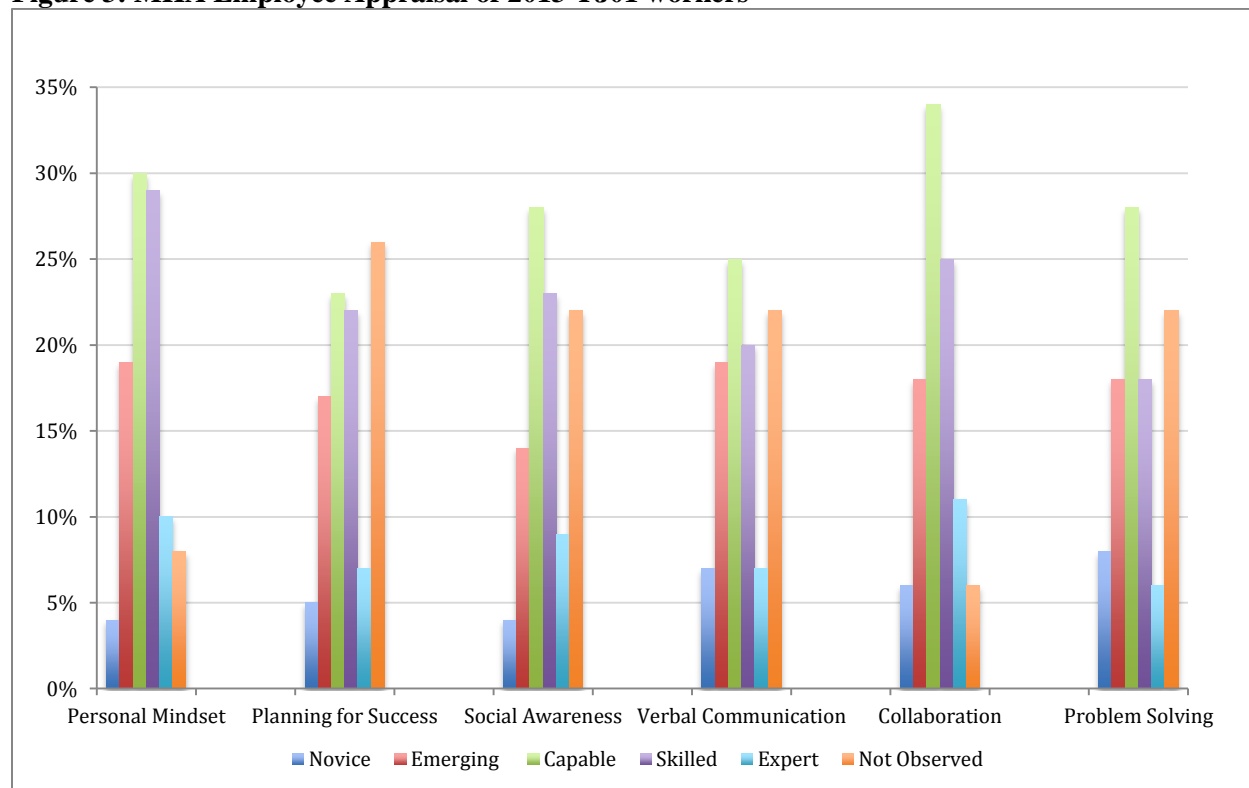
See below for a snapshot of our 2013 participant demographics.

Table1: Demographic characteristics of Right Track YJ01 participants (2013)				
Participants		Neighborhood (Based on zip code)		Percent
Total number	421	East Side		42.5
		North End/Frogtown/Summit University		23.8
Sex	Percent	Hamline Midway/Union Park		15.9
Female	50.1	West Side/West 7 th /Downtown		16.2
Male	49.9	Mac Groveland/Highland		1.7
Household Income	Percent	Other characteristics		Percent
30% below median	64.6	Participants who reported disability		3.6
50% below median	22.5	Participants involved in foster care or juvenile justice system		11.2
80% below median	12.6			



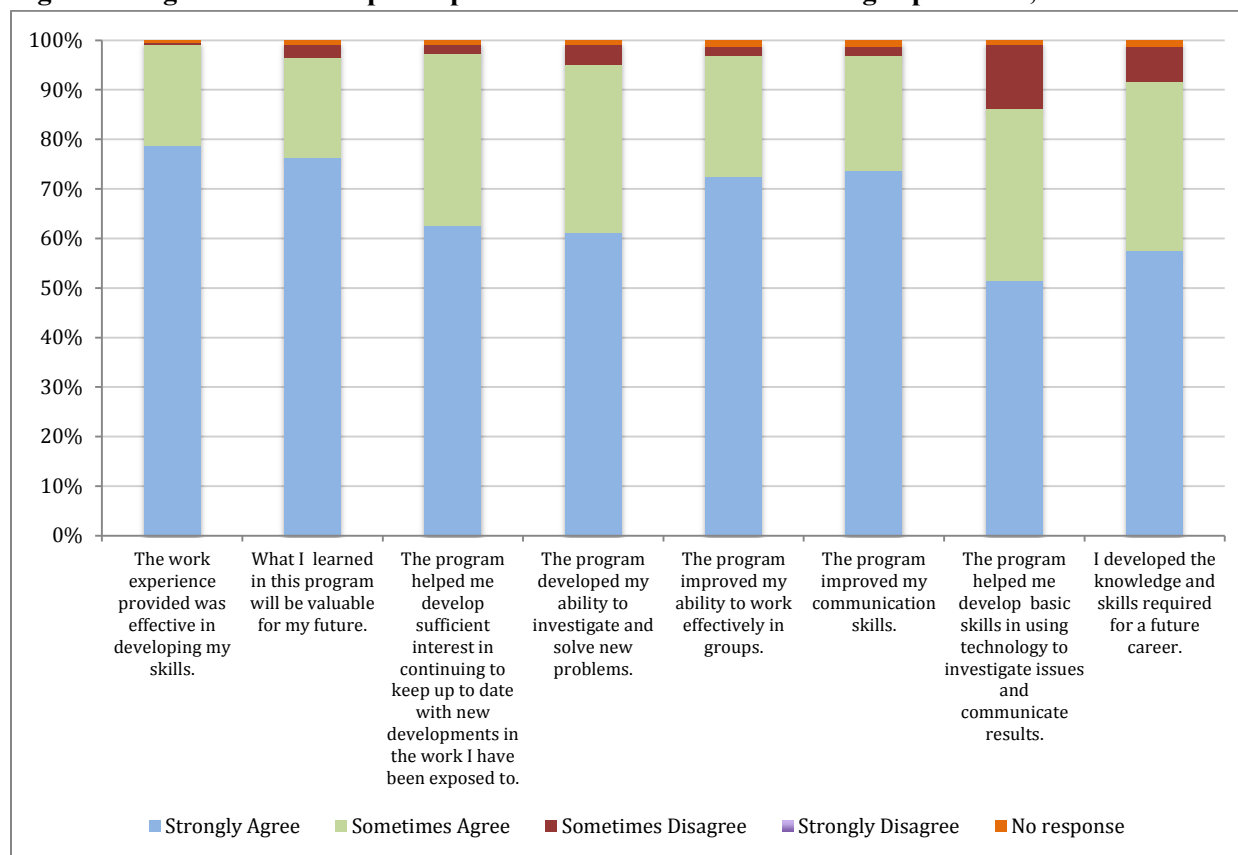
At the end of the summer program, 2013 YJ01 participants' work skills were assessed using the MHA Employee Appraisal (MEA). Worksite supervisors rated 296 YJC participants on a five-point scale – novice, emerging, capable, skilled, and expert. Findings show that in each of the six MHA building blocks, a majority of the YJ01 participants were at capable and skilled levels.

Figure 3: MHA Employee Appraisal of 2013 YJ01 workers



YJ01 participants also completed surveys. A majority of the participants strongly agreed that their YJ01 experiences increased their work readiness and 21st Century skills. Approximately 79 percent of the survey participants “strongly agreed” that their work experience was effective in developing their skills and 74 percent “strongly agreed” that the program improved their communication skills. These findings were similar to summer 2012. Compared to 2012, there was an increase in the percentage of YJ01 participants who “strongly agreed” that the program increased their ability to work in groups (from 66 percent in 2012 to 72 percent in 2013). Only 51% of the participants “strongly agreed” that they developed basic skills in using technology. This was similar to summer 2012, which found that only 44 percent of the participants “strongly agreed” that they developed basic skills in using technology.

Figure 4: Right Track YJ01 participant's evaluation of their learning experiences, 2013



For 2014, we will begin using the Sprockets database to track demographics and participation in Right Track YJ01 and YJ02. This will enable stronger longitudinal data analysis as well as contribute our participant data to the broader dataset on out-of-school-time learning across Saint Paul. We are developing a data-sharing agreement with Genesys Works to enable tracking of “pipeline students” – those students who graduate from Right Track to Genesys Works – over time.

The City of Saint Paul has been a local leader in evaluation for the career and college readiness field. Our staff introduced the MHA Labs assessment tool to local career development partners. The tool is now used by Genesys Works, AchieveMpls, and the BrandLab.

The City of Saint Paul continues to work closely with other career development organizations and programs. We utilized our Year 1 grant to bring together supervisors from Right Track, Genesys Works, and AchieveMpls in a half-day design workshop to develop a tool that facilitates supervisors giving strong feedback to youth. The web-based app will be ready for use in summer 2014.

The partnership with Genesys Works deserves special mention because of our work to create an intentional pipeline from YJ02 to their internship program. One-third of 2013 Right Track participants were accepted into 2014 Genesys Works. Their organization sees partnering with Right Track as a way to strengthen and diversify their recruitment efforts. Right Track benefits by working with Genesys Works to develop training and coaching models that support youth to be successful in professional environments.

PROJECT DESCRIPTION

Situation

Right Track addresses changing labor force demographics and educational and employment disparities.

Slowing labor force growth means that we will have fewer workers to replace the retiring Baby Boomers, and thus the next generation of Minnesota's workers will need to be efficient and innovative to maintain our healthy economy. Changing racial demographics means that the next generation will also be more diverse Saint Paul is and will continue to be significantly more diverse than the region. That means any ongoing, race-based disparities will have a greater impact on our economy.

Seventy-five percent of Saint Paul Public Schools students are students of color, and 75 percent are eligible for free- or reduced-price lunch. Educational disparities by race and income present a significant risk to ensuring our residents are prepared to thrive in a knowledge-based economy.

Unfortunately Minnesota experiences some of the nation's worst disparities by race and income in educational and employment outcomes. Saint Paul has a particular problem with youth employment. In 2012, nearly one-third of Saint Paul youth ages 16-19 were unemployed. That's higher than the rate for Ramsey County (27 percent), Minneapolis (29 percent), and the state overall (21 percent).¹ This year, nearly 1,700 youth applied for 550 YJ01 and YJ02 positions. Saint Paul youth want to work. We need to find more jobs for them.

Right Track addresses the need to better educate and train diverse high school students for professional success, and to help employers recruit and mentor a younger generation of diverse talent to their career fields.

This proposal builds on the success of the Right Track initiative's first year by continuing to develop more and better work experiences that help youth bridge the gap from first job to in-depth internship before they graduate high school.

¹ Minnesota Department of Employment and Economic Development

Goals, Objectives, Activities

Our goal is to expand and strengthen the pipeline of work experiences for Saint Paul youth in order to develop the next generation of talented professionals and diversify the region's workforce.

We seek funding for three major objectives: expansion of summer internship opportunities, efficient and user-friendly engagement, and marketing and communications.

1. Expand the number of YJ02 internships to 150 in 2015 (increase from 90 in 2014)
2. Launch a single point-of-service Right Track website that creates a smooth, easy-to-engage experience for youth and employers.
3. Develop marketing materials that promote youth employment as an exciting talent-cultivation strategy for local businesses

1) Expand Summer Internship Program

The Right Track YJ02 program will expand to serve 150 youth in summer 2015. This will require us to secure 60 new internship commitments beyond what we have for 2014 pilot, a significant increase in opportunities for Saint Paul youth. Employers will pay youth wages. Youth will receive 12 hours of pre-internship training and two hours per week of paid training and development throughout the summer led by staff from Genesys Works and the City of Saint Paul. The City of Saint Paul will hire temporary staff to work as summer Job Coaches. The Right Track Initiative Director and a Genesys Works Program Coordinator will co-supervise the Job Coaches. Staff will be hired in spring to allow for joint planning and youth recruitment leading up to the summer program.

The signature component that sets Right Track YJ02 apart from other city-run professional internship programs is the ongoing professional skills training we offer to our participants. We partner with Genesys Works to develop a curriculum that blends the best of their proven professional skills training material with the City's expertise on best practices for youth engagement and youth program quality. Interns participate in two-hour professional development sessions for the first six weeks of their internship. Employers pay for the time but the sessions are led by the Right Track Job Coaches. This model allows for a true youth development partnership between Right Track and employers; the supervisory burden is shared. Weekly in-person trainings with interns also provide Job Coaches with the opportunity to build supportive relationships with the interns. Problems are surfaced early and can thus be resolved quickly. We believe this model supports successful completion of summer internships and ensures that young people receive intentional training in professional skills development that will support their future success.

Due to this high-engagement model of youth development, expanding the number of interns requires us to expand the number of staff, which is why we are requesting funds to hire an additional Job Coach next summer.

2) Efficient and User-friendly Engagement through a New Website

Right Track aims to grow numbers of youth employed while maintaining an extremely lean and efficient staff model. To do this, we seek a one-time investment in the development of an engaging, user-friendly

website that offers end-to-end management of the youth and employer application and matching processes. The url would likely be www.RightTrackSaintPaul.org and we would consider the Sprockets (www.SprocketsSaintPaul.org) and Saint Paul Public Library (www.sppl.org) sites as models.

Currently, youth visit at least 3 different websites to make it through our application/matching process:

- Stpaul.gov/righttrack/youth – general information about the program
- Stpaul.gov/jobs – uses an external vendor (Neogov) to apply for jobs
- SprocketsSaintPaul.org/jobs – searchable YJ01 Job Bank that allows youth to research available positions and submit their top five choices

On the back end, we have a database created by someone in the City's Office of Technology and Communications to manage the hiring process. However it doesn't give us everything we need and so we also track a lot of information using spreadsheets.

Employer partners sign up by downloading fillable pdf forms and returning them via email. We then manually input all of that information into a messy, inefficient system of spreadsheets.

Our business needs include:

- Easy ability to update and manage our own website content – keep it dynamic, incorporate photos, possibly add a calendar and videos (the City's website is complicated on the back end and so only a few users are trained to update it which limits our ability to keep information relevant and dynamic)
- Public-facing forms for employers and youth to use in the sign-up/application process
- Back-end ability to better manage our information – which youth are assigned to which jobs, contact information for each position, etc

A new website would ensure an efficient staffing model by:

- Reducing staff hours spent answering calls and emails about the current complicated online application process
- Simplifying the process for employers to sign up
- Making the back-end matching process more efficient

While it is clear from our high application numbers that youth do figure out how to navigate our current online application, we regularly receive strong feedback that the system is not easy for adults, much less young people. For example, this year we had a school counselor say, "This is impossible for me to figure out. How do you expect students to do it?" and a prominent youth advocate urging a return to paper applications because it would be easier than figuring out our system. We do not wish to return to the days of paper. We wish to create a website that ensures the public's first impression of Right Track will exemplify our values: innovative, dynamic, forward-thinking, professional, and fun.

3) Marketing Materials

Year 1 of Saint Paul and F.R. Bigelow Foundation support proved that a small amount of marketing dollars well spent can significantly amplify an initiative's impact. We would like to continue building out the Right Track brand by working with Launch Lab Creative and Tony Nelson Photography to expand on the excellent work they have already done by creating the following products:

- Professional photographs of youth at YJ02 worksites
- Development of a graphic piece that articulates the full Right Track vision and pipeline
- Create additional case studies documenting the range of work experiences available through Right Track and articulating the business case for employers to partner by hiring youth
- Other communications products and branded materials as marketing strategy consultant sees fit

Other Activities

In addition to the activities mentioned here, Right Track will be working on several other innovative initiatives in 2014-2015, including the following:

- Expand YJPro opportunities – Right Track will be hiring an Americorps VISTA worker to research opportunities for creating advanced YJPro apprenticeships in the fields of construction, mechanics, and engineering. The City's EMS Academy would be considered as a model for these opportunities: partnering with other agencies to provide academic instruction, work experience, and support services for recent high school graduates so they can earn a certification or credential in their field of study.
- Mozilla Open Badges – the VISTA will also work in partnership with Saint Paul Public Library staff to pilot digital badges as a way of documenting and possibly credentialing learning that happens during out-of-school time, including in Right Track jobs.
- SPPS CareerConnect – Right Track is named as a partner in the CareerConnect grant recently awarded to Saint Paul Public Schools by the Federal Department of Labor. The grant will be used to develop career academies in finance and IT. Right Track will partner by providing summer internships for students in these fields.

Key Staff

The project activities will be primarily led by Catherine Penkert, Right Track Initiative Director, and Trenton Henspeter, Right Track Program Coordinator.

Catherine Penkert works with the City of Saint Paul's youth and education initiatives as the Right Track Initiative Director in Parks and Recreation. Before spending 100 percent of her time on Right Track she led creation of the citywide database for the Sprockets Out-of-School Time Network, coordinated the East Side Circulator, initiated use of the Youth Program Quality Assessment in Saint Paul recreation centers, supervised the Saint Paul Youth Commission facilitator. In nearly six years with the city, Penkert has raised over \$1 million for youth programs and has managed many complex public-nonprofit partnerships. She has 15 years of experience in youth development, 10 years of experience in program evaluation, and 6 years of experience in project management. Penkert serves on the Saint Paul Public Schools Community Education Advisory Board and the Ramsey County Workforce Investment Board's Youth

Council. She has masters degrees in public policy and social work from the University of Minnesota and graduated magna cum laude from the University of Notre Dame with a B.A. in psychology and sociology.

Trenton Henspeter, Right Track Coordinator, oversees day-to-day management of the Right Track YJ01 program. Henspeter's first job with the City was as a Youth Job Corps crew leader. In eight years with Saint Paul Parks and Recreation, he has worked at recreation centers, co-led the senior citizen recreation program, and is beginning his fourth year of coordinating youth employment. He holds a B.S. in Recreation, Parks, & Leisure Services from Minnesota State University - Mankato.

Other Partners

The City recently hired a new Chief Information Officer. Over the next few months we will work with him to determine which elements of the website project, if any, can be completed by City staff and which will be contracted out to an external vendor. We plan to use Electric Citizen, the vendor that designed and built the Sprockets website, so that we could easily migrate over the Youth Job Bank created for that site. We anticipate that the majority of the project, if not all of it, will be completed by the vendor rather than City IT staff.

Marketing and promotional work will be done with Launch Lab Creative and Tony Nelson Photography. Launch Lab was responsible for developing the Right Track brand and marketing strategy. Their Right Track work is featured on their website: <http://launchlabcreative.com/city-of-saint-paul-right-track/> Tony Nelson took the photographs of three Right Track interns that are featured in our case studies and informational sheets for youth and employers. Both Launch Lab and Tony have extensive experience in their fields, including contracts with Genesys Works.

Community Benefit, Success Criteria, and Long-term Funding

As a result of these activities, there will be more job opportunities for Saint Paul youth, more employers will feel passionate about hiring youth as a way to address disparities and cultivate talent, and organizations and institutions will demonstrate stronger working relationships and greater alignment in creating a pipeline that leads youth from ninth grade through postsecondary credential.

In the immediate term, 60 *new* jobs will be available for Saint Paul youth through Right Track YJ02. These jobs will provide a middle step between entry-level employment through Right Track YJ01 and the core Genesys Works program directed at high school seniors. Right Track provides a mechanism for Genesys Works to target younger students and prepare them to meet their core program requirements. It also provides an opportunity for those youth who are ready for a new challenge or environment after working with parks, libraries, and nonprofits through Right Track YJ01 to explore the professional world. Over the next three years, we will develop several clear career pathways in collaboration with Saint Paul Public Schools' career and technical education department and in alignment with their goals.

Another immediate outcome will be strengthened leadership from the Saint Paul business community in local youth employment efforts. Saint Paul's current youth jobs landscape has been largely driven by

nonprofit and public entities. This project will continue to engage private sector leaders, especially the Saint Paul Area Chamber of Commerce, in promoting youth employment as a valuable investment in our city's future economy and workforce.

In the long-term, this project addresses critical gaps in current workforce preparation efforts. With the retirement of the baby boomers, investing in preparation of the next generation of professionals to enter the workplace has never been more important. However, the skills gap is a well-documented phenomenon both nationally and in Minnesota. According to national surveys, two-thirds of employers cannot find qualified applicants for their open positions.² The skills deficiencies are greatest at the high school level, with 42.4 percent of employers reporting the overall preparation of high school graduates as deficient; 80.9 percent reporting deficiencies in written communications; 70.3 percent citing deficiencies in professionalism; and 69.6 percent reporting deficiencies in critical thinking.³ The Right Track program will ensure youth develop these skills through meaningful employment, training, and career exploration experiences in professional settings.

Youth will also experience personal benefits from Right Track. Research clearly shows that employment during the high school years leads to positive labor force outcomes later on. Employment during the high school years can generate a variety of favorable short-term and long-term positive impacts on future employability, wages, and earnings, and employed students working less than 20 hours per week often fare better academically than their non-employed peers on a variety of school performance measures, including dropout rates.⁴ Working during high school has a positive effect on outcomes such as labor force participation, employment status, and income, even a decade later⁵

Long Term Funding Strategies

Some of the activities funded by this grant include one-time investments, including the website development and marketing materials. We estimate the ongoing support costs of the website to be \$3,000 or less per year, which would be manageable within the budgets of our public grants.

Employers cover YJ02's biggest expense – youth wages – so ongoing funding needs will be for staffing, development of additional career pathways, and events. The city currently receives funding from the Minnesota Department of Employment and Economic Development for YJ01, and we will explore opportunities to increase our award from them to support our expanded youth employment efforts. We

² Manyika, James et al. (2011). *An Economy that Works: Job Creation and America's Future*. McKinsey Global Institute.

³ Consortium. (2006). Key Findings: Are they really ready to work? Employers' perspectives on the basic knowledge and applied skills of new entrants to the 21st century U.S. workforce (2006). Retrieved January 8, 2013 from The Partnership for 21st Century Skills website http://www.p21.org/storage/documents/key_findings_joint.pdf

⁴ Sum, A., Barnicle, T., Khawiwada, I., McLaughlin, J. & Palma, S. (2006). *Educational and labor market outcomes for the nation's teens and young adults since the publication of America's Choice: A critical assessment*. National Center on Education and the Economy.

⁵ Carr, R.V. & Wright, J.D. (1996). Effects of high school work experience a decade later: Evidence from the national longitudinal survey. *Sociology of Education*, 69(1): 66-81.

will also explore opportunities to increase City funding to support a sustainable infrastructure for this work.

We will also seek corporate sponsorship of events and materials when possible. US Bank will be sponsoring a financial literacy event this summer and because of their company's strong investment in the issue of youth employment we hope that that partnership will continue.

The Saint Paul Area Chamber of Commerce Foundation adopted Right Track as a strategic giving partner for 2014, and, pending a successful summer, we hope they will continue that interest. Their board sees Right Track as directly aligned to their focus on East Metro leadership development and would like to see YJ02 develop as a sort of "Junior Leadership Saint Paul" training program in which young talent can be identified and cultivated.

To support multi-year efforts that will develop career pathways connected to Saint Paul Public Schools, we have had preliminary conversations with the Phillips Family Foundation and the Bremer Foundation.

ALIGNMENT WITH GUIDELINES

Guideline One

The primary focus of this proposal is education and training, with a secondary impact on economic opportunity and security. One-hundred percent of youth participants will be from low-income households or have a barrier to employment. Using past years' data as a proxy, nearly 90 percent will be youth of color. These young people represent the groups most struggling in the Twin Cities racial employment gap. Right Track is designed to provide access to high quality education and support that will help youth develop the knowledge and skills necessary to achieve personal success in the 21st century workplace. Partnering with other well-respected nonprofits from the youth employment field and aligning with SPPS's education goals sets the stage for this work to build upon each other's existing strengths while allowing us to create new and better opportunities for young people.

While the primary purpose is educational, the project also increases economic opportunity for economically disadvantaged youth through job training focused on business careers and job creation. The average YJ01 participant earned \$1,250 last summer and the average YJ02 intern earned \$2,500. This money goes directly back to our community's families.

Guideline Two

This proposal builds the capacity of the City of Saint Paul to act as a leader in bringing together educators, employers, and community-based organizations to address educational and employment disparities by establishing a strong pipeline of career development opportunities for youth.

This project helps leverage additional resources for the community, including more jobs for youth and a compelling youth career pipeline that partner organizations such as the School District and Genesys Works can speak to when they are raising funds to expand their work.

Right Track advances proven approaches to addressing the issue by doing as many cities do and inviting the private sector to participate by hiring youth. However Right Track goes beyond that typical model to test new approaches through the ongoing coaching and training youth receive in YJ02 and through presenting the community with a vision of a clearly articulated public-private partnership pipeline that goes from publicly-subsidized first jobs to advanced opportunities in high-demand career pathways.

The Right Track model demonstrates many research-based best practices, including:

1. Programs branded where youth are human capital assets to businesses rather than at-risk youth in need of help
2. Strong relationships with employers with high quality business services
3. Structured job descriptions where everyone is clear on the role and expectations for performance
4. Weekly youth debriefs and training at the site of the organization
5. Real time management of on the job performance and responsive training to real time needs
6. Transparent and open dialogue about how youth are doing to address issues before they grow out of hand⁶

Finally, the project tests new approaches by working with MHA Labs, developing trainings to help employers effectively develop young interns and creating products that help young people understand 21st century skills in concrete, meaningful ways.

Guideline Three

This project seeks to eliminate racial and economic disparities in education and employment by recruiting low-income youth of color to a high quality education and training program that prepares them for college and career success. The project is directly related to the City of Saint Paul and Saint Paul Public Schools' racial equity work. Mayor Coleman made it clear to his department directors that Right Track is a crucial opportunity to connect with diverse young people and introduce them to City careers as a strategy to diversify the City's workforce so that it better reflects Saint Paul. Catherine Penkert has been involved with the lead group spearheading racial equity for the City and thus brings that framework to all elements of the Right Track initiative design, from youth recruitment strategies to supervisor and staff training.

The project engages the young people in developing and executing the program. During the re-branding process, it was a focus group of high school students who told us they liked the "Youth Jobs" part of the

⁶ McClanahan, W. S., Sipe, C. L., & Smith, T. J. (2004). *Enriching summer work: An evaluation of the Summer Career Exploration Program*. Philadelphia: Public/Private Ventures.
www.ppv.org/ppv/youth/youth_publications.asp?section_id=9

old "Youth Job Corps" name. They also told us they did not want gimmicky names for various levels of opportunities. Their feedback led to the ultra-simple YJ01/YJ02/YJPro naming convention.

The project demonstrates meaningful collaborative across organizations and sectors. The City of Saint Paul, Saint Paul Public Schools, Saint Paul Area Chamber of Commerce, Genesys Works, and more are all excited about Right Track's growth and potential to be a sustainable program for years to come. Many of the Right Track's largest ongoing costs, including full-time staff and YJ01 youth wages, are covered by stable public funding sources. Foundation grants such as this one support start-up costs and innovation projects.

The project demonstrates a strong return on investment. Combined support of \$93,155 from Minnesota Philanthropy Partners (\$51,290 from F.R. Bigelow and \$41,865 from the Saint Paul Foundation) would leverage approximately \$375,000 in youth wages for YJ02 summer 2015 alone. The relationships and materials developed through this investment will drive similar returns for future summers, and hopefully the number of youth employed will continue to grow.

BUDGET NARRATIVE

The City of Saint Paul has submitted like proposals to the F.R. Bigelow Foundation and the Saint Paul Foundation for the Right Track project. The narrative below outlines the details of budget items that would be grant-funded, including details of how the items are proposed to be broken down by funder.

Right Track will hire four temporary Job Coaches to work with YJ02 interns during the summer. Coaches will receive 20 hours of paid training before summer and will work an average of 20 hours per week for 12 weeks. Coaches will be paid \$15/hour plus fringe. They will receive reimbursement for mileage and parking, estimated to be \$150 per coach for the summer.

Bigelow = \$16,848 Job Coach wages SPF = \$600 mileage costs

A total of \$50,000 has been allocated for website design and development. That estimate is based on a quote provided by Electric Citizen for what it would cost to build a site with the following functionality:

1. End-to-end job system (accept initial applications, job bank search, resume updates, bookmarking tools, etc.)
2. Support a variety of CSV imports and exports (import jobs, export applications, export job lists, etc.)
3. Messaging system to push new posts out to students/youth
4. Plus basic informational pages
5. A new, responsive and mobile-ready design for Right Track
6. Planning and discovery to define application
7. Project management
8. Training and Video tutorials

Total grant funds for website = \$50,000

Bigelow = \$25,000 SPF = \$25,000

Launch Lab Creative will provide approximately 70 hours of graphic design, brand execution, and marketing strategy services. Exact needs will be determined at the project start.

Bigelow = \$7,000

Tony Nelson Photography will take high quality images of youth at their worksites to be used on the website and in promotional materials.

SPF = \$1,050

Right Track will provide 31-day Metro Transit Go-To passes for YJ02 interns. Metro Transit offers a discount for Right Track, so the cost per pass will be \$35 * 150 YJ02 interns. After the first month, youth are earning wages and so expected to provide their own transportation.

SPF = \$5,250

Right Track staff will work with Launch Lab Creative to determine strategic marketing needs and develop materials accordingly. A \$5,000 printing budget will allow us to produce products such as media kits, case studies, logo stickers, banners, mini buttons, employer feedback kits, and so on.

SPF = \$5,000

Right Track provides 12 hours of unpaid orientation for YJ02 interns. Orientation will be held at Saint Paul College this summer and we anticipate the same or a similar location in 2015. Grant funds support space and food costs for two six-hour days.

SPF = \$3,000

To cover costs related to contract management, hiring temporary employees, and other administrative expenses, Saint Paul Parks and Recreation asks a 5% administrative fee.

Total grant funds for administration = \$4,407

Bigelow = \$2,442 SPF = \$1,965

TOTAL BIGELOW	\$51,290
TOTAL SAINT PAUL FOUNDATION	\$41,865
TOTAL GRANT SUPPORT	\$93,155

PROJECT FINANCIAL SUPPORT

Saint Paul Parks and Recreation and Genesys Works will provide in-kind staff time to Right Track. The city will dedicate two FTEs to the project, including recruitment of businesses and youth, managing consultant relationships, coordinating with the school district, supervising the YJ02 Job Coaches and youth training workshops, overseeing evaluation of the project, and representing Right Track in regional collaborative educational and workforce development efforts such as Generation Next. Genesys Works staff will participate in designing the employer trainings and co-supervising the summer Job Coaches.

Right Track will also hire an Americorps VISTA to work on our expansion efforts as part of the Saint Paul Mayor's Office VISTA program.

We have secured Minnesota Department of Employment and Economic Development Competitive Youth Workforce Grant Program funds through June 30, 2015. We have received DEED funds since 2004 and anticipate continuing to earn those funds in the future. These funds support youth wages for subsidized YJ01 positions in parks, libraries, and nonprofits.

The Saint Paul Children's Collaborative provided one-year funding for summer 2014 to support YJ01 placements. We will seek additional funding from them for summer 2014.

Employers pay YJ02 youth wages directly.

No additional grant funds have been sought at this time, but we have had preliminary conversations with the Bremer Foundation and Jay & Rose Phillips Family Foundation about future opportunities.

The total operating budget for Saint Paul Parks and Recreation in 2014 is \$34,637,684.

GOVERNING BOARD MEMBERS: SAINT PAUL CITY COUNCIL

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