

2015 Youth Advancement report/2016 Application and Org. Profile

Organization:	Right Track Saint Paul
1. Amount Requested:	\$35,000.00
2. Current Total Organizational Budget:	\$58,062,764.00
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City:	St. Paul
Zip Code:	55102

APPLICATION

3. Total 2015 Pohlad Family Foundation grant amount: \$35,000.00

4. What is the start date and projected end date for your 2015 Pohlad grant?

Start date: 2016-06-01

End date: 2016-08-26

5. Please provide a brief overview of how your 2015 Pohlad Youth Advancement Grant has been used. What were the original goals/objectives of this grant? Which goals/objectives have been achieved, what is still in process, and what has changed?

The City of Saint Paul's Youth Advancement grant was used to provide subsidized employment for disconnected Saint Paul youth in 2015. We worked with the Community Ambassadors initiative to identify and employ 30 disconnected youth through Right Track in 2015. Youth worked in a variety of locations including City of Saint Paul Recreation Centers, libraries, Boys & Girls Clubs, YMCA's, TJ Maxx and a coffee shop.

Our goal was to provide subsidized employment for 20 disconnected youth. We surpassed our goal by providing 30 disconnected youth with summer employment.

We had originally hoped that after providing employment for the disconnected youth we could funnel some of the young people into the City of Saint Paul's EMS Academy program. The City's EMS Academy is a partnership between the Saint Paul Fire Department, Inver Hills Community College and Right Track which provides the 240 hours of EMT coursework required to take the State test for EMT certification. After passing the exam, youth are able to get an entry level position on an ambulance.

Unfortunately, we were unable to get any of the 30 disconnected youth to apply to the EMS Academy in 2015. We found that youth really liked the jobs that they were in and wanted to continue working at them. Of the 30 youth that were employed through the Pohlad grant in 2015; 3 of them were able to continue working for their employer.

In our 2016 grant request, we will again encourage youth to apply to the City of Saint Paul's EMS Academy. However our focus will be on those youth served by the Pohlad grant securing permanent employment after the summer has concluded.

6. Has the target population for your Youth Advancement Grant changed since your application? If so, please describe this change (who is being served, why the change, what you're learning).

If awarded the Youth Advancement Grant we would target "disconnected youth" who live in Saint Paul and provide them with employment through Right Track.

In 2016, we will be partnering with the Mayor's Community Ambassadors initiative to recruit disconnected youth and young adults who are at risk of dropping out or have already dropped out. Youth will be placed in summer employment with a variety of Saint Paul employers including Recreation Centers, Boys & Girls Clubs, YMCA's, coffee shops and more. The Community Ambassadors initiative is a partnership between the Mayor's Office, Saint Paul Police Department, the YWCA of Saint Paul and Saint Paul Parks & Recreation.

All disconnected youth will be required to meet Right Track eligibility requirements. To be eligible for Right Track, participants must meet the following criteria: Saint Paul resident, ages 14 to 21, from a low-income family or have a barrier to employment. The definition of low-income is either receiving free-or-reduced-price lunch or meeting guidelines set by the Federal Community Development Block Grant program. Barriers to employment include: youth with disabilities, youth receiving public assistance and/or group home services, youth who are

pregnant or parenting, youth with limited English proficiency, youth who have dropped out of high school or who have a high potential of dropping out, youth who are juvenile offenders or in a diversion program, youth who are currently homeless or runaway, youth who are chemically dependent or are children of drug or alcohol abusers/dependents, youth who have basic skills deficiency, educational attainment one or more levels below grade level appropriate to age, or in foster care.

7. Please provide information on year to date program performance according to your organization's calendar. Provide information on the full program (not just the impact of the Pohlad Youth Advancement grant). At a minimum, please include: the number of youth you served; the number/percent who advanced in education or training; the number/percentage of youth who've secured employment.

--Number of youth you served: 2,500

--Number/percentage who advanced in education or training: 91.5% successfully completed their job or internship

--Number/percentage of youth who've secured employment: 805 through Right Track

In 2015, Right Track provided 805 low-income Saint Paul youth with jobs and internships. Youth worked almost 125,000 hours and grossed over \$1,000,000 dollars in wages.

Of the youth who worked jobs and internships through Right Track; 90% were youth of color. 53% were female and 47% were male.

8. Are you on track to meet your original projected impact on youth served, trained and employed? Please describe any changes in projected impact on disconnected youth.

In 2015, we had hoped that some of the disconnected youth that we served through the Youth Advancement Grant would apply to the City of Saint Paul's EMS Academy and become EMT's. What we found though is that the youth were more interested in continuing the summer jobs that they were working in rather than switching jobs and starting something new. Because of this we were unable to funnel any of the disconnected youth into positions with the EMS Academy.

In 2016, our focus is on disconnected youth completing their summer work experience and getting hired permanently by their employer. Our goal is for 80% of young people to complete their job this summer and for 20% of young people to get hired permanently by their employer.

9. Have you had any significant changes in your expected program budget? If so – please describe.

There will be one significant change to our youth advancement grant budget in 2016.

In 2015, our youth advancement grant was submitted in partnership with the City of Saint Paul's EMS Academy program and dollars were used to support the EMS Academy.

In 2016, 100% of the funds from the Youth Advancement grant will be used to subsidize the wages of young people working in summer jobs through the Community Ambassadors program and to provide support staff to work with them.

10. What did you learn in 2015 that will inform your work in 2016? What challenges/opportunities/experiences will inform changes in 2016? What opportunities have you identified for continuous improvement?

In 2015, our goal was to employ disconnected Saint Paul youth with different recreation centers, libraries, YMCA's, etc. and work with them to apply to the City of Saint Paul's EMS Academy. There were barriers to getting youth enrolled in the EMS Academy. The EMS Academy requires young adults to have a high school diploma, pass a criminal background check and be able to read at a 9th grade level (at a minimum).

Youth also were more interested in continuing working with their current employer rather than switching to something entirely different. In 2016, our focus will be on disconnected youth successfully completing their summer job and being retained by their employer beyond the summer.

The Community Ambassadors will continue to do street level outreach to young people and identify disconnected youth who are interested in employment and recruit them for Right Track jobs during the summer.

Recruitment will be focus on areas where there is a higher level of youth crime including the East Side and downtown.

RENEWING Y.A. GRANT FOR 2016?

11. Please provide an overview of how your 2016 Pohlad Youth Advancement grant would be used. Would the primary goals/objectives of the grant change in any way? What would support in 2016 allow you to do that you otherwise wouldn't be able to accomplish?

A Pohlad youth advancement grant would be used to provide summer employment for disconnected Saint Paul youth.

If awarded a Pohlad youth advancement grant, we would work with the Community Ambassadors initiative to recruit 25 disconnected Saint Paul youth and place them in Right Track summer jobs. The Community Ambassadors was launched by the Mayor's Office and Saint Paul Police Department in 2013 in response to spikes in youth crime rates and concerns over large groups of youth gathering to hang out. In June of 2013, the Community Ambassadors (i.e. youth workers with Saint Paul Parks & Recreation and the YWCA hired specifically to provide street outreach services) were placed in targeted downtown St. Paul locations evenings and on weekends to engage and connect with the youth. In just three months, the Ambassadors connected and interacted with 236 young people—working to build relationships with the youth, collecting demographic information; learning about the barriers that could lead them to problem behaviors. Hiring experienced, culturally-specific outreach workers—many of whom were from the community and known by the youth—enabled the Ambassadors to successfully verbally de-escalate situations that might otherwise have spiraled into violence. Youth arrests in the targeted areas dropped an average of 40%

These impressive results led to the creation of the St. Paul Youth Intervention Initiative (SPYII) in June 2014 which was recently renamed to its original Community Ambassadors title. A year-round, city-wide model, SPYII blended street outreach and engagement services with skill- building programming and services (e.g., employment, life skills, education support, tattoo removal and more) delivered by partnering community organizations. Service impact is measured via data related to juvenile arrests and incidents of youth-led violence provided by the SPPD and information provided by community representatives (e.g., civic leaders, faith community, business).

A grant from the Pohlad Family Foundation is important to carrying out this work. Right Track provided over 800 Saint Paul youth with jobs and internships in 2015. While all youth are from low-income families or have barriers to employment; Right Track does not have the staffing capacity to provide the support and case management services that is often required to employ disconnected youth. A grant from the Pohlad Family Foundation would allow Right Track to subsidize the wages of the young people and would allow the Community Ambassadors initiative to provide wrap around services and support to the young people.

12. Please describe the population who will benefit from your 2016 Pohlad Youth Advancement grant request. Do you anticipate any significant changes in who you will be serving in your program?

The Pohlad Family Foundation Youth Advancement grant will serve disconnected Saint Paul youth who are at-risk or dropping out of high school or have already dropped out of high school.

We will work with Mayor Coleman and the Saint Paul Police Department's Community Ambassadors initiative who have been very effective in working with and identifying disconnected youth.

We don't anticipate any changes in the population we will serve.

Of the 30 youth who were employed by our Youth advancement grant last year; 26 were Black/African American, 3 were Hispanic or Latino and 1 was white. 23 of the youth were male and 7 were female.

13. Please provide the projected impact of your 2016 Pohlad Youth Advancement request. At a minimum, please include: the number of youth served; the number/percentage of youth who advance in education/training; the number/percentage of youth who will obtain a credential; and the number/percentage of youth who secure employment.

--Number of youth served: 25 - 30

--Number/percentage of youth who advance in education/training: 80%

--Number/percentage of youth who will obtain a credential: NA

--Number/percentage of youth who secure employment: 20%

14. (Upload of 2016 Program budget with primary sources of funds)

15. Please briefly describe how you will evaluate your program's effectiveness in 2016. Please touch on the key performance indicators you collect, how you use data/information to improve over time, and what systems you have in place to ensure quality services are provided to participants.

The effectiveness of our grant will be measured using the following indicators.

Our goal is to partner with the Community Ambassadors initiative to identify, recruit and employ 25 disconnected Saint Paul youth. Of the 25 youth who are hired, 80% will successfully complete their summer job. Of those youth, 20% will be hired on permanently by their employer. Using the Pohlad Youth Advancement grant funds, we will move disconnected youth from subsidized to non-subsidized employment.

We will work with the Community Ambassadors initiative and City of Saint Paul's Department of Human Resources to analyze payroll data and interview Community Ambassadors supervisors and young people to ensure that our goals are met.

16. Please include any other information you believe would be helpful to reviewing your 2016 Pohlad Foundation Youth Advancement request. (Text and/or attachment)

Right Track continues to garner more attention and be recognized as a leader and an excellent public-private youth employment model for Saint Paul youth. In 2015, Right Track provided over 800 low-income Saint Paul youth with a job or internship and youth grossed over \$1,000,000 dollars collectively. This is a direct economic impact to our City and a significant amount of money for those families who are most in need. We know that early work experience is an indicator of future success and the Right Track career development pipeline gives youth and employers a clear vision of how early work experience can lead to more advanced internship opportunities.

The Community Ambassador's initiative provides a very unique way of connecting with disconnected youth to reduce street violence and get them interested in employment.

An investment from the Pohlad Foundation would enable us to carry forward the significant momentum we have built thus far and ensure Saint Paul continues to play a leadership role in expanding and advocating for opportunities that address the youth unemployment crisis threatening our city's future economic success.

16. Attachment (if provided).

OVERVIEW AND PROGRAM

1. Year founded: 1887

2. Provide your organization's mission:

The mission of Saint Paul Parks and Recreation 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.

Right Track is Saint Paul's pipeline for youth career development and building a diverse future workforce. Right Track brings together the City of Saint Paul, Saint Paul Public Schools, local businesses, and community-based organizations to provide employment opportunities and professional skills training for youth.

3. List your organization's programs and services, the percentage of your budget dedicated to each program or service, and the number of individuals served by each during the past 12 months:

Right Track is Saint Paul's pipeline for youth career development and building a diverse future workforce. Right Track has been in existence since 2004, though originally under the name Youth Job Corps. The program brings together the City of Saint Paul, Saint Paul Public Schools, local businesses, and community-based organizations to provide employment opportunities and professional skills training for youth. Right Track serves Saint Paul youth who are from low-income families or who have barriers to employment (i.e. disability, foster care, homeless, etc.).

The Right Track pipeline includes three levels of work experiences:

- Youth Jobs 01 (YJ01) provides City-subsidized basic work experience in parks, libraries and nonprofits organizations.
- Youth Jobs 02 (YJ02) features professional private and public sector internships for youth in 10th, 11th or 12th

grade who have past work or leadership experience and are ready for a new challenge.

- Youth Jobs Pro (YJPro) is a referral program for a collection of partners offering advanced opportunities in specific sectors that might lead to academic credit or an industry-recognized credential. Examples include the City of Saint Paul's EMS Academy, Genesys Works and the BrandLab.

In 2015, Right Track provided over 800 low-income Saint Paul youth with a job or internship. Collectively, youth grossed over \$1,000,000 in wages, a significant amount for those most in need and a direct economic impact to our city. 90% of Right Track workers were youth of color.

Right Track spends 70% of it's budget on youth wages and fringe, 19% on equipment, transportation, supplies, etc. and 11% on support staff.

4. Describe changes to your organization during the last 12 months. Examples: leadership transitions, changes of plus or minus 20% in revenue, geographic expansion or contraction, mergers:

Right Track went through some staffing changes in 2015. Catherine Penkert, former manager of the Right Track program, moved to a new position within the City of Saint Paul. Trenton Henspeter, former Right Track YJ01 coordinator, stepped into the manager role. In April, two new full-time staff will begin working with Right Track. Asha Shoffner will lead the Right Track YJ01 program and Katie Zumbé will support the growth of the YJ02 professional internship program. The Mayor added a full-time position to the City budget in 2015 to support the growth of the YJ02 professional internship program.

5. Describe any major changes to the organization being considered within the next 12 months (if any):

Our goal is to increase the number of YJ02 positions to 150 for summer 2016 and increase our marketing of YJPro programs to Saint Paul youth/young adults who come through the Right Track career development pipeline. We also intend to help facilitate the creation of additional YJPro program opportunities modeled after the EMS Academy's pipeline into EMT jobs within public and private sector. The City of Saint Paul's Public Works department plans to launch a Commercial Driver's License Academy in 2016, which will prepare young adults to drive vehicles and operate heavy equipment for city departments as well as private sector agencies. Long-term, the City sees the potential to develop other YJPro experiences that may help youth and young adults achieve credentials and experience the City of Saint Paul as an employer.

GOVERNANCE

6. How many board meetings are held each year?:

7. How many board members serve the organization?: Male: , Female:

8. In the last 12 months, how many board members have attended at least 75% of board meetings?:

9. What PERCENTAGE of board members made a financial contribution to the organization in the last 12 months?: 0%%

10. What was the average financial contribution of these board members?:

11. (UPLOAD of current board members)

MANAGEMENT

12. What are the three most significant issues/challenges facing your organization this fiscal year?:

1. Recruiting employers to provide YJ02 professional internships and increasing placements with larger private and public sector employers. While Right Track has been enthusiastically hailed by private and public sector employers, the reality is that it takes time to get employers to participate initially. Right Track's long-term, 10-year goal is to sustain 400 YJ02 positions annually. Other City departments are working on plans to create pathways and training into City positions that help it transition through the significant wave of retirements it faces and also help diversify its workforce.

2. Maintaining high quality work experiences with positive youth and employer satisfaction amidst staff transitions.

3. Working with DEED and the Legislature to increase funding for youth employment in Saint Paul and with other youth programs, across the state. It's clear that there is both high demand and very high need for Saint Paul's youth.

13. List the organizations that provide similar or complementary services within your service delivery area. How does your organization work with them and distinguish itself from them?:

Organizations similar to ours include: City of Minneapolis, AchieveMpls, Genesys Works, and the BrandLab.

Right Track stands out because:

1) Right Track offers a clear pipeline that makes it easy for youth and employers to understand the pathway from subsidized to unsubsidized employment.

2) Right Track uses events and technology to provide youth with the opportunity to meet employers in person and then apply to specific Right Track jobs via an online job bank.

3) Right Track provides a high level of training and support to youth and supervisors in the YJ02 professional internship program. YJ02 youth receive ongoing coaching from jobs coaches while working in small groups.

4) We use intentional marketing of partner-run YJPro opportunities to youth in Right Track YJ01 and YJ02 to expand awareness of job opportunities like the EMS Academy, giving youth a clear pipeline into city jobs with the fire department and local hospitals.

14. Has your board in the past 12 months had any discussion related to merging or sharing services or "back office" support with another organization?: No

If yes, please elaborate:

BUSINESS PLANNING

15. Does your organization have a strategic or business plan?: No

(If yes, please UPLOAD)

If no, what guides your work?:

We have an annual work plan developed by the Right Track manager in partnership with staff and with advisement from City leaders. We convene an employer action team that meets quarterly to advise us in critical matters related to employer recruitment; this team includes representatives from the Saint Paul Area Chamber of Commerce, Midway Chamber of Commerce, Saint Paul Port Authority, Mayor Coleman's Office, Saint Paul City Council, and several business representatives. We also use feedback gathered through youth and employer surveys, focus groups, and site visits to inform decision-making and planning. Part of our plan is to reduce racial inequities in employment and education by creating a pipeline of opportunities that lead to full-time employment, including in the City's workforce.

16. Briefly describe the board of directors' role in developing the revenue and expense assumptions in the budgeting process:

The Right Track Manager reports to the Deputy Director of the Saint Paul Department of Parks and Recreation. Formal oversight of the budget falls under the department.

The Right Track Manager participates in the City's Education Leaders group, which includes three Mayor's Office staff (Education Policy Director, Education Associate, and VISTA Coordinator), the library director, the Sprockets director, and two parks and recreation staff (deputy director and recreation services manager). This group provides strategic input and connections to other city educational initiatives.

Right Track has convened an informal Employer Action Team. The group met twice in 2014 to advise Right Track staff on marketing and employer recruitment strategy. The group's membership includes:

- Andrea Esterly, U.S. Bank
- Chris Tolbert, Saint Paul City Council
- Jane Eastwood, Mayor's Office
- Jeff Tollefson, Genesys Works
- B. Kyle, Saint Paul Port Authority
- Kari Canfield, Midway Chamber of Commerce
- Elisa Rasmussen, Saint Paul Area Chamber of Commerce
- Tony Schwartz, Allegra Printing
- Jamice Obianyo, Ecolab
- Ellen Muller, City of Saint Paul Planning and Economic Development

17.-25. (MULTIPLE FINANCIAL/INSTITUTIONAL UPLOADS)

23. Explanation of how deficit--if expected--will be funded (blank if no deficit expected):

26. Do department heads and managers manage their own budgets?: Yes

If yes, please elaborate on the level of financial oversight they have.:

Department Directors have budgets approved by the City's Office of Financial Services and the Mayor. City Council then negotiates and ultimately approves the Mayor's budget proposal. The Right Track Program Manager manages the approved budget, which includes funding from foundations and corporations.

27. Describe the process and timeline for adjusting expenses when a change in annual revenue is forecasted:

Department Directors submit a proposed budget resolution to City Council for general operating funds in the summer with final approval in December for the following year. At any time that philanthropic funds are received

for a program, they are approved by the City Council quickly, with an accompanying resolution to approve the revised budget.

STAFFING

28. Briefly describe the strengths of executive leadership and other key staff:

Trenton Henspeter serves as the Right Track Manager. He has nearly 10 years of experience with Saint Paul Parks and Recreation, including four years as Coordinator of the Right Track YJ01 program (formerly Youth Job Corps). He holds a B.S. in Recreation, Parks, & Leisure Services from Minnesota State University - Mankato.

Asha Shoffner works as the YJ01 coordinator. Asha is a self proclaimed "Saint Paul Kid" and comes to Right Track from the Youth Intervention Services Department at the YMCA of the Greater Twin Cities where she worked with youth who are homeless or precariously housed. Asha has eight years of experience leading Diversity and Inclusion initiatives and is passionate about ensuring underserved communities have access to resources and leadership opportunities. Asha holds a Bachelor's Degree with an area of concentration in Education for Social Change and a Certificate of Equity and Diversity from the University of Minnesota.

Katie Jumbe works as the YJ02 coordinator. Katie comes to Right Track after working for the last couple of years at Genesys Works Twin Cities where she worked first as a Program Coordinator and most recently as their Development Director. Katie brings a wealth of experience in training youth to succeed in a professional work environment. Katie holds a Bachelor's Degree with a major in English and a minor in French from Carleton College and a Master's Degree with a teaching certification in English and French from the University of Michigan – Ann Arbor.

29. How many full time staff are currently employed?: 3 plus an Americorps VISTA

30. How many part time staff are currently employed? : 4 summer job coaches

31. How has the number of staff changed compared to last year?: Increased

32. How important are volunteers to your organization's mission and how are they engaged?:

Right Track engages volunteers to help interview youth for YJ02 professional internships. This year the City recruited volunteers from the City of Saint Paul, Hiway Federal Credit Union, Wells Fargo and Saint Paul Public Schools for YJ02 interviews.