

City of Minneapolis



Summer Jobs Program 2011 Final Report



achievempls



Preparing Today's Youth for Tomorrow's Workforce

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Executive Summary

In 2011, STEP-UP trained and placed 1,980 youth into paid summer internships at 211 businesses.

The City of Minneapolis STEP-UP program put 1,980 youth to work in our community in 2011. 86% of the youth were people of color, 46% lived in North Minneapolis, 14% had a disability, 9% were English Language Learners (ELL), 5% had been involved with the juvenile justice system, 3% were teen parents, and nearly all came from low-income families. **100% learned the value of a job.**

STEP-UP interns are 14-21 years old and live in Minneapolis. Each STEP-UP intern was matched with an experience that exposed them to career options and prepared them for their future. Some interns experienced their first job, and some honed their skills and explored a career pathway in more depth. Others participated in school-based work experiences that helped them improve basic language skills or prepared them to become the first person in their family to attend college.

211 businesses participated in STEP-UP 2011 (participating employers are listed in the appendix of this report). The engagement of the business community is critical to the success of the program. The number of employers and the variety of real, valuable work experiences make STEP-UP a sought after experience – with as many as 4,000 applications each year.

STEP-UP interns earned an estimated 2.9 million dollars in wages in 2011. On average, each youth earned approximately \$1,500. Of the 1,980 youth working with STEP-UP, 531 were matched with employer-paid internships and 1,449 youth were matched with jobs in the non-profit or public sector. STEP-UP effectively leverages state and federal funds to provide wage subsidies for interns placed at non-profit businesses.

This report is organized to present information on the 2011 STEP-UP Program in its entirety and then presents each of the STEP-UP training components individually, providing additional information and outcomes. The three training components within STEP-UP* are STEP-UP Achieve, STEP-UP City, and STEP-UP Special Projects.

**Beginning in 2012 the 3 STEP-UP components will be known as STEP-UP Achieve, Discover, and Explore.*

The mission of STEP-UP is to train and prepare Minneapolis youth for success by offering quality work and training experiences in partnership with an active and engaged business community.

Leadership



R.T. Rybak, Mayor of Minneapolis

STEP-UP is a key component of the Minneapolis Promise to youth. As such, Mayor Rybak leads the effort to inform businesses of the value of hiring motivated, diverse, and talented STEP-UP interns. Mayor Rybak's leadership and support has made it possible to employ over 14,000 Minneapolis youth in STEP-UP since 2004.



Richard Davis, Chairman, President and CEO of U.S. Bancorp

Mr. Davis co-chair's STEP-UP with the Mayor. He has been involved in the program since it's inception in 2004, providing guidance and support for the program in addition to hiring as many as 30 interns each summer.



Dr. Robert Jones, Senior Vice President for System Academic Administration at the University of Minnesota

Dr. Jones has been engaged as a co-chair and Gold Star Partner for STEP-UP. The University of Minnesota not only partners to hire interns, but also offers specialized training in entrepreneurship and hosts Golden Gopher Day, an event to expose STEP-UP interns to the opportunities available at the University of Minnesota.

History

STEP-UP began in 2004, placing 200 youth in internships with 50 Minneapolis employers. Originally designed to serve youth ages 16-21 and place them in unsubsidized jobs at Minneapolis businesses, STEP-UP later merged with the City's existing Summer Youth Employment and Training Program, expanding to serve youth ages 14-21 and place youth in both employer-paid and subsidized internships.



STEP-UP Interns Kou Yang and Travis Robinson working with the City of Minneapolis Public Works Division

Key Partners

Several partners contribute to the success of STEP-UP. Using a community based model of service, the City of Minneapolis Employment and Training Program (METP) contracted with the following organizations to operate parts of STEP-UP in 2011.

AchieveMpls was responsible for youth recruitment in the schools, work readiness training for approximately 2,100 youth, recruitment of the primarily employer-paid internships, and matching and supporting the youth in STEP-UP Achieve.

Minneapolis Park and Recreation Board operated the classroom training for interns that participated in the STEP-UP City component. Each youth participated in class for 3 hours each week and had the opportunity to earn high school credit. Interns took courses in math, English, STEM and life skills that enhanced their summer work experience and helped them make the connection between what they learned in the classroom and the work they performed on the job.

Minnesota Workforce Centers (part of the Minnesota Department of Employment and Economic Development) interviewed and matched STEP-UP City youth with internships at participating non-profit business. The Workforce Center team assisted the interns, most new to the workforce, in managing issues related to a first work experience. The non-profit employers were also monitored and supported by the Workforce Center team.

Project for Pride in Living (PPL) operated work readiness training for 500 STEP-UP City interns, providing 14 hours of classroom training to prepare the interns for their work experience. PPL also offered a specialized healthcare training for 107 STEP-UP Achieve interns that were matched with positions in the healthcare field.



*The North Workforce Center STEP-UP Team of Staff and Interns
Left to right: Jan Thurn, Warren Brewer, Kong Xiong, Alexas Frison-Leibel, and Leona Martin*

STEP-UP PROGRAM DESCRIPTION

STEP-UP is the City of Minneapolis summer jobs program for youth ages 14-21. STEP-UP recruits, trains and places mostly low-income youth with diverse skills and interests in jobs that will help them learn, grow, and prepare for their future. Whether it is a first job experience or a more skilled position, a STEP-UP internship helps young people explore careers and climb the ladder of professional development, ultimately resulting in a young person prepared to succeed in the workforce.

STEP-UP is a continuum. Youth with little work experience may begin with a supported training experience in STEP-UP City or Special Projects. As youth develop new skills and career goals, they may progress into a more skilled internship in STEP-UP Achieve. The STEP-UP Program includes:

STEP-UP Special Projects

- Youth ages 14-21.
- Targeted youth populations including recent immigrants, youth with special needs, or youth participating in specialized school programs.
- Length of the work experience varies according to available funding
- Special Projects are generally available in spring and are announced on the METP website.

STEP-UP City

- Youth ages 14-21 with minimal work experience and a desire to learn and develop new skills.
- Matched with wage-subsidized positions at non-profit organizations.
- Youth are prepared for work with 7-14 hours of classroom training, dependant on their level of work readiness.
- Most internships are 20-30 hours per week for 9 weeks and include a weekly basic skills class.

STEP-UP Achieve

- Youth ages 16-21, that are the most work-ready and seeking a professional experience to help them reach their goals.
- Matched with employer-paid positions with private sector businesses.
- Each youth completes 6 hours of classroom training and a mock interview with a business professional.
- Most internships are 6-10 weeks long and 20-40 hours per week during the summer.

Key Elements

Youth Recruitment

Each component of STEP-UP operates somewhat differently to serve the needs of the youth and the employer partners, but many parts of the program are similar. Each component has a recruitment and application process – STEP-UP Achieve and STEP-UP City share the same recruitment process, application form, and application timeline. STEP-UP Special Projects has a more flexible application timeline and process, allowing the City to use funds that may become available on short notice and also to serve special populations within Minneapolis.

Work Readiness

Youth were prepared for their internships through work readiness training. STEP-UP applicants were evaluated as to their work readiness level and matched with the training option that best met their needs. The length, amount, and the provider of the training varied by component. The most work ready youth spent 7 hours in training, while youth just entering the workforce spent up to 14 hours in the classroom. The 676 youth participating in the STEP-UP Special Projects component received their work readiness training as part of their on-the-job work experience.

A total of 2,600 youth were invited to STEP-UP classroom work readiness training. AchieveMpls provided work readiness training for approximately 2,100 STEP-UP youth in 2011, and Project for Pride in Living (PPL) provided training for 500 youth. Nearly 1,650 youth successfully completed all required training and advanced to the pool of applicants ready for placement into internships.

Education and Specialized Trainings

STEP-UP interns had a variety of training opportunities to help them develop their academic, professional, and life skills. Each component of STEP-UP offered different training enhancements, but all focused on training experience that could help each youth reach their goals. Some trainings focused on college preparation, finance, or entrepreneurship, while others taught basic academics, STEM curriculum, or health and nutrition. A full description of the types of training will be detailed in the component descriptions.

Supportive Services

The cost of getting to work and training can often be a barrier for youth in low-income families. STEP-UP helped support interns by offering transportation assistance in the form of bus tokens for work readiness training, and for transportation to and from their job until the youth received their first paycheck. Part of the training process included thinking about and planning for the cost associated with travel to work.



Matthew Vue, STEP-UP intern at Cargill, presenting at the 2011 STEP-UP Celebration

Recognition

A celebration to recognize the accomplishments of the STEP-UP interns as well as the contributions of STEP-UP employers is held each summer. The 2011 STEP-UP Celebration was held at the University of Minnesota. Hundreds of interns and supervisors attended. Current and former interns presented their STEP-UP experiences alongside Mayor Rybak and STEP-UP leaders Richard Davis and Dr. Robert Jones. Interns and artists from the Lundstrum Center provided musical entertainment.

Program Evaluation

STEP-UP relies on youth and supervisor feedback to monitor the success of the program and to make enhancements that improve quality and service. Below are some of the highlights of the 2011 youth and supervisor surveys.

Supervisor Feedback

STEP-UP supervisors that completed the survey report:

- 88% of the interns placed at their business met or exceeded expectations.
- 94% responded that the work their intern did made a valuable contribution to their workplace.
- 92% indicated that STEP-UP was a success at their business
- 87% said they would like to participate in STEP-UP again.

One area in which supervisor's indicated some room for improvement was their intern's professional communication skills, with 60% responding that their interns could have been better prepared in that area. The 2012 work readiness training will be evaluated and adjusted to address this need.

Comments from our supervisors indicated a high degree of satisfaction with STEP-UP. Some comments:

- *I love working with STEP-UP interns. The majority of our staff for Summer Camp have been previous STEP-UP interns. They come from such diverse backgrounds and areas of knowledge that it really helps bring a fresh new view to the workplace.*
- *(Our interns) were a real asset to our organization this summer.*
- *We were incredibly impressed with the quality of high school interns. None of our interns had work experience and did have much to learn, but they were excited for jobs, responsible and responsive to training. They brought great energy to our work.*
- *It's a great benefit to us to be able to employ young people and to have them part of creating summer programs.*
- *This is our 23rd year with the City Youth Employment Program. Our partnership has always been a successful one. Our relationship is something that we value.*

Youth Feedback

Youth were able to complete surveys about their STEP-UP experience either in hard copy or online. The results show that the interns made the most of their summer internship and valued the opportunity.

- 94% of youth said that STEP-UP had prepared them to become a valuable part of the future workforce.
- 97% said their summer job was a valuable learning experience.
- 70% said the experience helped them decide what they wanted to study in college.
- 86% said they improved their decision making skills.
- 92% said they improved their communication skills.

Below are a sampling of responses youth gave when asked to describe the most valuable aspect of STEP-UP:

- *The EXPERIENCE that I gained was incredible. It will be an important part of my resumé.*
- *Learning new skills and gaining professional experience.*
- *Getting to work with professionals.*
- *Making contact with several potential employers and displaying my good work ethic and quality of service.*
- *I had my own office, my own laptop, and was respected by other co-workers.*
- *Working with new people, working on the computer with new programs, and just having a job.*

2011 Initiatives

STEP-UP strives to find ways to improve service to our youth and partners, seeking innovations or program delivery options to support and enhance the youth and employer experience.

Alumni Survey

In 2011, STEP-UP collaborated with the Mayor's office to carry out a survey of the STEP-UP alumni. An alumni survey went out to 1,298 alumni through email. STEP-UP interns in Mayor Rybak's office called 900 STEP-UP alumni to reach those we couldn't reach through email. 259 alumni filled out the survey. The alumni were asked about their experience with the program, their current employment or education status, services they may be interested from STEP-UP as alumni, and invited to attend the 2011 Celebration.

Key Findings:

- 97% of STEP-UP Alumni cite learning new skills, gaining confidence or identifying skills and interests as the most beneficial aspects of STEP-UP to them in becoming a young professional.
- 95% of survey respondents said that STEP-UP Work Readiness Training has been helpful to them in their development as a young professional.
- 92% of respondents said that their STEP-UP experience had a positive influence on their career/educational path.
- 86% of respondents said that the STEP-UP Program gave them insight to their future.
- 83% of respondents said they would be interested in a STEP-UP Alumni Network.
- 61% of STEP-UP Alumni have stayed in touch with a supervisor or co-worker from their STEP-UP job.

Alumnus in Quotes:

“STEP-UP was the only influence I had at such a young age to see that I could do anything. I had thought about going into business, but being able to really be in the atmosphere showed me that it was the place for me. Participating in marketing campaigns showed me that I was interested in marketing and I have gone on to have two other internships in marketing areas. This was the turning point in my life. It showed me I wanted to go to a four-year college, graduate, and then enter the business world. This year is my final year of college and I plan on contacting U.S. Bank to see if there is a spot for me, because it is where I want to be, even after all these years.”

Social Media

STEP-UP continues to look at ways to engage youth through social media. The City of Minneapolis and AchieveMpls have facebook pages for youth to quickly access information and receive program updates immediately. A separate facebook page designed specifically for STEP-UP Alumni has also been launched and has a growing number of members.

2012 Recommendations

Strategies in progress to enhance STEP-UP in 2012 include:

An online application process that could offer a more convenient and flexible option for youth to apply to STEP-UP. Not only will this offer ease of access, it is in line with the way that most employers engage potential applicants. The online application process will also reduce paper waste as well as printing and data entry costs.

Automated notification and reminder calls are being considered as a relatively inexpensive way to make sure that our youth and families get up-to-date and accurate information as soon as it is available. Since many STEP-UP families are in transition, this option will help us to communicate information in a variety of ways.



STEP-UP interns preparing lunches at Masjid An-Nur

STEP-UP Quick Facts

Employment Data

Youth Employed: **1,980**
Subsidized jobs: 1,449
Unsubsidized jobs: 531

Total wages earned: **\$2,967,876***
Subsidized wages: \$1,800,000
Employer paid wages: \$1,167,876*

**approximate*

Number of Employers: **211**



STEP-UP Interns gaining exposure to careers in healthcare at Children's Dental Services

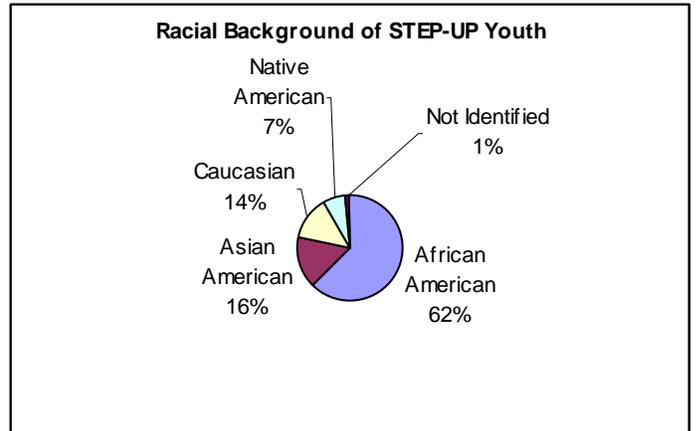
STEP-UP Youth Demographics

Gender: Male 45 %
Female 55%

Race:
African American 62%
Asian American 16%
Caucasian 14%
Native American 7%
Not identified 1%

Ethnicity: Hispanic 6%

Zip Code:
North 46%
South 46%
Southeast 2%
Northeast 6%



Risk Factors:
Disability 14%
English Language Learners 9%
Youth Offender 5%
Teen Parent 3%

Age:
14 13%
15 21%
16 20%
17 18%
18 15%
19 6%
20 5%
21 2%

STEP-UP ACHIEVE

Youth Employed:	705
Subsidized:	175
Unsubsidized:	531
Number of employers:	145
Subsidized:	51
Unsubsidized:	94
Wages earned:	\$1,342,876*
Subsidized:	\$ 176,000
Employer paid:	\$1,166,876*

**estimated*

A historical look at STEP-UP Achieve employment data can be found in Appendix C

Program Description

STEP-UP Achieve provided internship and training experiences for STEP-UP applicants, ages 16-21, evaluated through the application process as most prepared for a more challenging and independent work experience. AchieveMpls operated this component of STEP-UP, working with employers to identify and provide job opportunities at their businesses, matching the most qualified interns with those positions.

Over 1,400 STEP-UP applicants were selected for STEP-UP Achieve and invited to work readiness training. Of those, 912 youth successfully completed training and 705 youth were ultimately placed in paid internships.

Work Readiness Training

STEP-UP Achieve's 7-hour training program was customized with insight from local businesses and is certified by the Minneapolis Regional Chamber of Commerce. Students are taught the crucial skills of today's work-place, including: interviewing skills, workplace communication and etiquette, networking and résumé building. STEP-UP Achieve work readiness training culminates in 1-1 mock interviews for each intern and over 400 volunteer business professionals. Many interns comment that the mock interview is one of the most valuable elements of their training.

Enhancements

STEP-UP interns have the option of attending a variety of additional trainings to meet their educational and career goals. Below are some of the trainings that were offered to STEP-UP Achieve interns in 2011.

Golden Gopher Day, an event designed to introduce STEP-UP Achieve interns to the University of Minnesota and college options, took place in July. Nearly 80 interns attended the event which included a campus tour, financial aid information session, motivational speaker, breakout sessions on specific colleges at the University of Minnesota and performances by campus groups.

US Bank Financial Literacy Day offered 60 STEP-UP Achieve interns the opportunity to learn basic skills in managing their money. More than 20 US Bank staff led introductory sessions on banking, budgeting and credit.

Entrepreneurship Training was offered through the Junior Entrepreneurs of Minnesota (JEM) program in partnership with the University of Minnesota. Twenty (20) interns were provided with a 5 week, hands-on seminar on entrepreneurship led by professors from the Carlson School of Management. The training focused on business model development and culminated in student presentations of the businesses they created during the class. The youth interned on the University of Minnesota campus.

Employers

In 2011, AchieveMpls recruited 145 employers to hire STEP-UP Achieve interns. Participating businesses represented a mix of public, private, and non-profit businesses. STEP-UP Achieve focuses on recruiting meaningful and challenging employer-paid internships. Of the 705 STEP-UP Achieve interns in 2011, 531 were fully paid by the employer and 174 had their wages subsidized funds raised by AchieveMpls.



The Twin Cities business community is increasingly recognizing the value of hiring STEP-UP Achieve's young, diverse and motivated interns. In 2011, the top private sector employers included U.S. Bancorp with 24 interns, Wells Fargo with 17 interns and HealthPartners with 16 interns (see Table 1). While some larger businesses are able to hire several interns, smaller to medium size businesses that are able to hire one to 5 interns are also well-represented within STEP-UP Achieve.

Nakrumah Young and supervisor Rich Dujimovic at Boston Scientific

Internships in the private sector offer STEP-UP Achieve youth a unique chance to learn about corporate or small business culture, build connections to business professionals and explore career pathways in greater depth.

A full list of STEP-UP Achieve employers and the number of interns placed at each business is included in Appendix A.

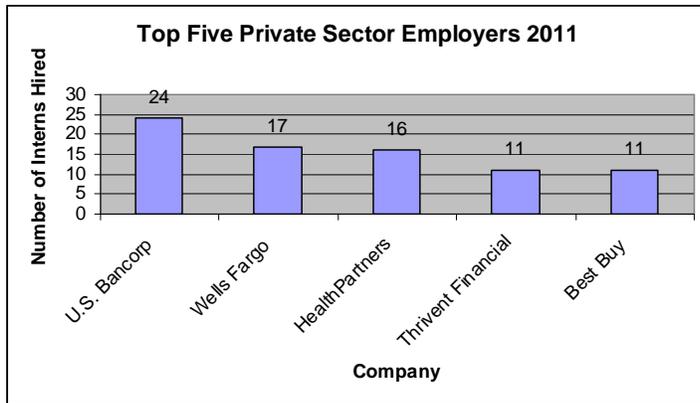


Table 1: Top Private Sector Employers
 U.S. Bancorp leads the private sector employers with 23 STEP-UP interns in 2010. Since 2004, U.S. Bancorp has employed 149 interns.

Public sector employers also hire STEP-UP Achieve interns. In 2011, Minneapolis Public schools led the public sector group (see Table 2), hiring 110 interns to assist with summer education and programming needs. STEP-UP interns are particularly in demand because of their diversity, technical skills and ability to speak multiple languages.

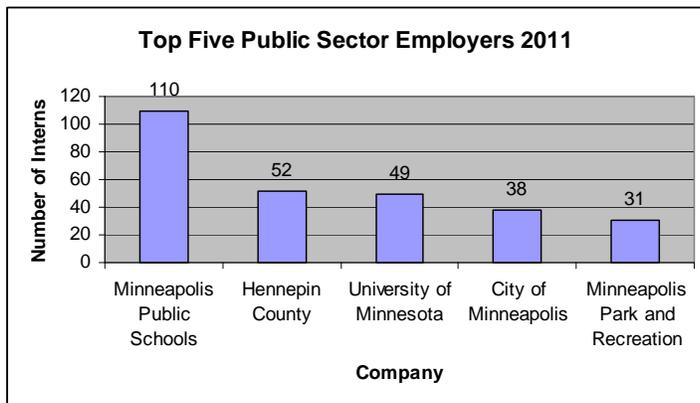


Table 2: Top Public Sector Employers
 Educational institutions, including Minneapolis Public Schools and the University of Minnesota, and government agencies alike employ STEP-UP interns to support their summer staffing needs.

Employer Recruitment

Employer recruitment begins in the fall of each year and continues through May. STEP-UP Achieve staff work with businesses to recruit quality employer-paid internships that can offer a motivated young person a meaningful and challenging work experience within a professional environment.

Employers are engaged and cultivated in multiple ways. Although meetings with individual companies and departments are fundamental to employer recruitment efforts, other forums allow STEP-UP Achieve to leverage high profile supporters and provide testimonials from experienced supervisors and interns. For example, in March 2011 prospective employers were invited to a recruitment event hosted by Thrivent Financial for Lutherans. The event featured speeches by Mayor Rybak, President of the Minneapolis Regional Chamber of Commerce Todd Klingel, STEP-UP Alumni and experienced STEP-UP intern supervisors. Each table was hosted by an alumni-supervisor pair who helped the prospective employers assess the potential benefits and structure for the program at their business.

Subsidized Employers

In 2011, \$176,000 in wage subsidies was used to place 175 interns at 51 nonprofit and public sector businesses. Positions receiving wage subsidies represented 25% of the total number of STEP-UP Achieve jobs. Funders contributing wage subsidies in 2011 included:

- Ameriprise Financial: \$9,000
- Area Health Education Center (AHEC): \$3,000
- Beverly Foundation: \$9,900
- Pohlad Family Foundation: \$112,000
- Thrivent Financial: \$42,000

A complete list of employers receiving wage subsidies is include in Appendix B.



Brandi Smith, interning at the YWCA as a childcare associate.

STEP-UP CITY

Youth Employed:	599
Number of employers:	66
Wages earned:	\$1,056,258
Wages per intern (avg.)	\$1,763
Hours worked	145,690
Hours per intern (avg.)	243

Program Description

The STEP-UP City training provided work experience for youth, ages 14-21, evaluated as moderately work-ready or new to the workforce. STEP-UP City evaluated, trained, and matched youth with internships in the non-profit sector that would allow youth to learn and practice basic employment skills and explore career interests in a supportive work environment.

1,200 STEP-UP applicants were invited to training for STEP-UP City in 2011. Of those, 736 youth successfully completed training and 599 youth were placed in paid internships.

Work Readiness Training

Youth selected for STEP-UP City were matched with a work readiness training that could best prepare them for their internship. Youth that were new to the workforce or were evaluated as having additional training needs were required to participate in 14 hours of classroom training provided by Project for Pride in Living (PPL). Of the 500 youth selected for PPL training, 240 youth successfully completed. Training for this group was enhanced by offering more hands-on, active learning opportunities and by offering a variety of speakers – including former STEP-UP interns that could provide insight for their upcoming summer job. PPL was selected as a training provider through competitive RFP process and this was PPL's first year of providing STEP-UP work readiness training.

AchieveMpls provided the work readiness training for youth that were deemed more work ready or had some type of previous work or volunteer experience. Similar to the training for the STEP-UP Achieve interns, the training was 6 hours long and culminated with a mock interview with a business professional. The curriculum was adjusted to meet the needs of youth with little work experience and focused more on basic skills. Over 700 youth were selected for this training and 496 successfully completed training.

Enhancements

Classroom training designed to enhance the work experience was provided to 466 STEP-UP interns in 2011. Each intern attended class for 3 hours each week for 8 weeks. The 3 hour training sessions were divided into one hour segments of basic skills, STEM, and life skills. Instruction was provided by licensed teachers. Classroom ratios were no greater than 1:15. Instructors were

supported by educational assistants that also served as peer mentors. Classroom training was held at North High School and Washburn High School to allow easy access to youth from all parts of Minneapolis.

The combined classroom training and work experience allowed 160 interns to earn recovery credits through the Minneapolis Public schools and 341 youth to earn elective credits through Independent School District 916.

Youth Care/Camp Sunrise provided a combined camping and service opportunity for STEP-UP interns this summer. Fifty-seven (57) interns were able to spend a week at Camp Sunrise in Rush City, many experiencing camping for the first time. The camp experience included service projects such as cleaning-up the St. Croix River, maintaining trails at State Parks, and maintenance projects at camp.

Employers

In 2011, 66 non-profit employers provided internships for a total of 599 STEP-UP interns. Non-profit employers provided internships of 6-9 weeks for up to 27 hours per week. Interns were provided with supported, high-quality work experiences allowing them to learn more about the organizations active in their community. The STEP-UP experience gave interns the opportunity to learn and practice employment skills as well as explore career interests and network with community leaders. *A complete list of STEP-UP City Employers is located in Appendix C*

Employer Recruitment

Each fall, non-profits are contacted to solicit positions that would be a good match for STEP-UP interns. In 2011, over 400 employers were contacted and provided with information and instructions on how to participate as a STEP-UP City employer. This year, STEP-UP worked to simplify the process to become a STEP-UP City employer and adjusted the deadline from January to April to encourage more businesses to participate. As a result, 22 new employers participated in STEP-UP in 2011, offering 113 new internship opportunities.



STEP-UP interns working at the Latino Economic Development Center (LEDC), a new STEP-UP employer in 2011

STEP-UP Special Projects

Youth Employed:	676
Wages earned:	\$525,474
Wages per intern (avg.)	\$777
Hours worked	72,479
Hours per intern (avg.)	107

Program Description

Several distinct opportunities are provided through STEP-UP Special Projects. Each project provides either a specialized training experience or uses targeted funds to serve unique populations. STEP-UP Special Projects matched 676 youth with internships in 2011.

2011 Special Projects

The *Enclave Program* serves special populations of youth, ages 14-21. Special populations included recent immigrant population, students working to become the first in their family to enroll in college, youth in the juvenile justice system, and youth with special needs or disabilities. Fifteen (15) agencies* selected and trained 342 STEP-UP Special Projects interns this summer through the Enclave Program. Youth worked in a variety of jobs from arts and camp programming to clerical and support positions at local colleges.

HIRED and EAC worked with 53 STEP-UP Special Projects youth to provide them with short-term internships at local employers. The internships were designed to help the young people explore fields of interest and learn about career pathways through hands-on work experience.

The Minneapolis Park and Recreation Board Tornado Relief Effort provided jobs for 25 STEP-UP Special Projects interns. Funding became available to hire 25 youth after the devastating tornado that hit north Minneapolis on May 22, 2011. This program provided an opportunity for youth that lived in North Minneapolis to take an active role in helping to clean-up their community.

Federal *Workforce Investment Act (WIA)* funds made it possible to provide 192 youth with hands-on job training experiences. Interns worked in paid internships at private sector or non-profit employers and were provided with other supports to enhance their experience.

The *North 4* project provided 20 gang-involved youth with paid work experiences that included intensive classroom and work readiness training. The summer internship through STEP-UP Special Projects is one component of the larger project as many youth participate in the North 4 program for up to one year.

The *Teen Parent Project* targeted youth ages 14-21, with an open assistance case in Hennepin County. The program focused on youth from African American or Native American households that were enrolled in secondary school. Each youth was provided with an internship at a local employer designed to improve their job skills and enhance their employability. Eleven (11) teen parents were provided with jobs through this project.

*The employers participating in the Enclave portion are included under the STEP-UP City employer list in Appendix D.

STEP-UP Achieve Employers

Appendix A

Company Name	Interns in 2011
ABILITY Network	4
Adolfson & Peterson Construction	1
Advanced Web	1
Allianz Life Insurance Co. of North America	8
Allina Hospitals and Clinics	6
American Chemical, Inc.	1
American Family Insurance	1
Asian Media Access	6
Augsburg College	2
Augustana Care Corporation	3
Azul 7	1
Best Buy	11
Birchwood Care Home	2
BlueGreen Alliance	1
Boston Scientific	9
Briggs and Morgan, P.A.	1
Camp TEKO	3
Cargill	4
Catholic Eldercare	2
Children's Hospitals and Clinics	6
Chopper College	1
City of Minneapolis	34
COMPAS	1
Dunwoody College of Technology	3
East Side Food Co-op	1
Ebenezer	2
El-Amin's Fish House	4
Eloise Butler Wildflower Garden	2
EnergyScapes	1
Faegre & Benson LLP	1
Fairview Health Services	10
Fallon Worldwide	1
Fame	2
Foley & Mansfield	2
Gardening Matters	3
GE Fleet Services	3
Gephart Electric Company, Inc	1
Gillette Children's Specialty Healthcare	7
Girl Scouts of Minnesota & Wisconsin River Valleys	1
Goodwill Easter Seals	1

Grand Aspirations	5
Greater Twin Cities United Way	2
Guaranty Commercial Title, Inc	1
Hart Law Office, PLLC	1
HealthPartners	15
Hennepin County	51
Hennepin County Medical Center	10
Hines	1
Hollywood Studio of Dance	1
Hubbard Broadcasting	1
iDream.tv	1
Illusion Theater	1
International Union of Operating Engineers, Local #49	1
Junior League of Minneapolis	1
Juxtaposition Arts	18
KBEM-FM Jazz 88	4
Key Professional Media	1
KFAI, Fresh Air, Inc.	3
Kincaid's	1
KMOJ	1
Kraus-Anderson Construction Company	1
Kulture Klub	4
Legacy Management & Development Corporation	1
Legal Rights Center, Inc	1
Lurie Besikof Lapidus & Co.	3
M A Mortenson Company	5
MacPhail Center for Music	1
Marriott City Center - Minneapolis	4
McKinsey and Co., Inc.	1
Medtronic	1
Meet Minneapolis	1
Memorial Blood Centers	2
Metropolitan Council	6
Midtown Greenway Coalition	1
Migizi Communications	19
Minneapolis Beacons	2
Minneapolis Foundation	1
Minneapolis Institute of Arts	1
Minneapolis Park and Recreation Board	31
Minneapolis Public Schools	110
Minneapolis Regional Chamber of Commerce	1
Minneapolis Television Network	2

Minnesota Children's Museum	3
Minnesota Orchestral Association	1
Minnesota Timberwolves, Minnesota Lynx	1
Minnesota Twins Baseball Club	2
Minnetonka Moccasin	1
Multilingual Word	1
Neighborhood Health Source	1
Nemer Fieger	1
New Native Theatre	1
Nilan Johnson Lewis	1
NorthMarq	1
Northside Residents Redevelopment Council	4
Olu's Home, Inc.	1
Oppenheimer Wolff & Donnelly, LLP	1
Padilla Speer Beardsley Inc	1
Planned Parenthood	2
Printing Industry of Minnesota, Inc.	1
Redeemer Health and Rehab Center	3
Reflections, Inc	2
Robins, Kaplan, Miller & Ciresi, LLP	1
RSP Architects, Ltd.	1
Saint Mary's University- TC Campus	1
Saint Olaf Retirement Communities	2
Seward Co-op	1
Shega Foods	1
Southern Minnesota Regional Legal Services	1
Southside Community Health Services	1
St. Thomas University	1
Standard Heating and Air Conditioning	1
SteppingStone Theatre for Youth Development	1
Temple Israel Early Childhood Center	1
The Bakken Museum	2
The Loft Literary Center	1
The McKnight Foundation	1
Three Rivers Park District	2
Thrivent Financial for Lutherans	10
Tunheim Partners	1
Twin Cities Film Festival	1
Twin Cities Habitat for Humanity	1
Twin Cities Public Television	2
U.S. Bancorp	21
U.S. Congressman Keith Ellison	1

U.S. District Court	1
UCare	3
United Health Group	5
Universal Hospital Services	2
University of Minnesota	46
UPS	2
UrbanWorks Architecture	1
VA Medical Center	4
Walker Art Center	2
Walker Methodist Health Center	1
Wells Fargo	17
West Bank Business Association	1
West Broadway Business and Area Coalition	1
Wilderness Inquiry	2
William Mitchell College of Law	1
WomenVenture	1
Xcel Energy	6
YMCA (South Minneapolis)	1
Youth Coordinating Board	1
Youth Farm and Market Project	6
YWCA	3

STEP-UP Achieve Businesses Receiving Wage Subsidies

Company Name	Interns	Amount
Asian Media Access	6	\$6,000
Augustana Care Corporation	4	\$4,000
Birchwood Care Home	2	\$2,000
Catholic Eldercare	2	\$2,000
COMPAS	2	\$2,000
Ebenezer	3	\$3,000
El Amin's Fish House	4	\$4,000
Goodwill Easter Seals	1	\$1,125
Grand Aspirations	6	\$6,000
Greater Twin Cities United Way	2	\$2,000
Hart Law	1	\$1,000
Hennepin County	7	\$7,000
Hennepin County Medical Center	10	\$10,000
Hollywood Studio of Dance	1	\$1,000
i.Dream.TV	1	\$1,000
International Union of Operating Engineers, Local #49	1	\$1,000
Juxtaposition	20	\$20,000
KBEM-FM Jazz 88	4	\$4,000
KMOJ	1	\$1,000
Kulture Club	5	\$5,000
Legal Rights Center	1	\$1,000
MacPhail Center for Music	1	\$1,125
Midtown Greenway Coalition	1	\$1,000
Migizi Communications	19	\$19,000
Minneapolis Institute of Arts	1	\$1,125
Minneapolis Park and Recreation Board	20	\$20,000
Minneapolis Television Network	2	\$2,000
Minnesota Children's Museum	4	\$4,000
Neighborhood Health Source	1	\$1,000
New Native Theater	1	\$1,000
Northside Residents Redevelopment Council	4	\$4,000
Olu's Home	1	\$1,000
Planned Parenthood	2	\$2,000
Redeemer Health and Rehab	4	\$4,000
RSP Architects	1	\$1,000
Southern Minnesota Regional Legal Services	1	\$1,000
Southside Community Health Services	1	\$1,000
Stepping Stone Theatre for Youth Development	1	\$1,000
The Loft Literary Center	1	\$1,000
Twin Cities Film Festival	1	\$1,000
Twin Cities Habitat for Humanity	1	\$1,125
Twin Cities Public Television	2	\$2,000
US Congressman Keith Ellison	1	\$1,000
VA Medical Center	4	\$4,000
Walker Art Center	2	\$2,250
West Broadway Business and Area Coalition	1	\$1,000
Wilderness Inquiry	3	\$3,000
Youth Farm	6	\$6,000
YMCA (South Minneapolis)	1	\$1,000
YWCA	3	\$3,250
	175	\$176,000.00

STEP-UP Achieve Youth Placement and Earnings 2004- 2011**Placement Data**

	2011	2010	2009	2008*	2007	2006	2005	2004
Total Number of Jobs	705	642	656	588	632	514	309	202
Number of Employers	145	135	140	142	131	121	69	49
Job Subsidy Funds Raised	\$176,000	\$159,900	\$135,200	\$73,779	\$136,692	\$51,000	\$56,200	\$24,000
Number of Subsidized Jobs	175	157	133	68	87	38	27	13

Intern Earnings

	2011	2010	2009	2008	2007	2006	2005	2004
Hourly Wage (avg.)	\$8.45	\$8.15	\$8.36	\$8.34	\$8.34	\$8.35	\$7.64	\$7.40
Hours Worked per Week (avg.)	29.74	22.7	26	30	28	29.4	32	32
Number of Weeks Worked (avg.)	7.8	8.6	8	9	9	9.2	9.6	9
Total Earnings per Intern (avg.)	1,904	1600.29	\$1,739	\$2,252	\$2,095	\$2,266	\$2,382	\$2,271
Total Hours Worked (approx.)	156,317	125,274	136,448	152,000	156,655	116,000	91,000	53,050
Total Earnings (approx.)	\$1,342,876	\$1,020,983	\$1,140,705	\$1,200,000	\$1,302,952	\$973,000	\$698,000	\$420,000

Organization	Number of Interns 2011	Organization	Number of Interns 2011
AchieveMpls	1	Minneapolis League of Catholic Women	1
Agape Child Development & Oasis Crisis Center	7	Minneapolis Police Department - Juvenile Div.	19
Asian Media Access	46	Minneapolis Public Housing Authority	17
Big Brothers Big Sisters	2	Minneapolis Public Schools	13
Boys and Girls Clubs of the Twin Cities	18	Minneapolis Workforce Centers	7
CAPI	2	Minneapolis Park and Recreation Board – Teen Teamworks	196
Children's Dental Services	5	Minnesota Transitions Charter School	43
City of Lake Community Land Trust	1	Northside Child Development Center	7
COMPAS Artwork	2	Park Avenue Youth and Family Services	12
Cookie Cart	23	Patrick's Caberet	1
Crossroads New Life Church	8	Pillsbury United Communities	31
East African Women's Center	3	Plymouth Christian Youth Center	7
East Side Neighborhood Services	10	PRG, Inc.	1
Emerge Community Development	35	Project for Pride in Living	9
Freeport West	3	Redeemer Center for Life	6
Hennepin County Libraries	4	Restart Inc	2
High School for Recording Arts	9	Sabathani Community Center	11
High School Upward Bound	10	Seward Redesign, Inc.	1
Hmong American Mutual Assistance Association	20	Shiloh Temple	5
Intermedia Arts	6	Somali American Parent Association	19
Jabbok Family Services	1	St. Anne's Place	2
Kaleidoscope Place	11	Transition Plus	44
Kwanzaa Community Church	5	Tree Trust	47
Latino Economic Development Center	4	University of MN- Upward Bound	25
LCORPS	3	Upward Bound Vision Quest	20
Lifetrack Resources	1	Urban Arts Academy	8
Lundstrum Center for the Performing Arts	5	Urban Strategies, Inc - Heritage Park	4
Main Street Project	2	Vocational Outreach Services	12
Masjid An-Nur	3	YMCA - North Community	7
Mentoring Peace Through Art	6	Youth Farm and Market	19
Messiah Lutheran Church	6	YouthCARE-Camp Sunrise	44
MIGIZI Communications, Inc.	21	YWCA of Minneapolis	16
Minneapolis Community Education	4		

**bold denotes a new employer in 2011*