District of Columbia Summer Youth Employment Program

2012 Report Card

Introduction

Though the Summer Youth Employment Program (SYEP) has existed in many forms since 1979, there exists a lack of public information about the program's performance. This has been a consistent cause for concern among advocates. To help combat this lack of information, in 2010 the DC Alliance of Youth Advocates (DCAYA) created a quality indictor rubric that assesses seven areas of SYEP that the DCAYA membership felt were key to the program's success. The seven areas are:

- Strategic Planning and Goals
- Online Registration Process
- Programming
- Communication
- Financial Systems
- Assessment
- Fiscal Responsibility

Within each of these areas, this Report Card assigns a grade (A-F), presents detailed findings to justify the grade, and outlines recommendations for improvement. Some of the quality indicators have been amended to reflect relevant program changes since 2010. Grading is measured as follows:

Letter Grade	Description
A	Program area demonstrates clear and consistent adherence to established quality indicators, reflects best practice, lessons learned from previous years and includes institutional benchmarks to ensure future compliance and continuous improvement.
B	Program area demonstrates adherence to established quality indicators at a satisfactory level and includes some institutional benchmarks to ensure ongoing compliance. The program area does reflect the inclusion of best practices and lessons learned from prior years of programming.
C	Program area only minimally demonstrates adherence to established quality indicators and includes some institutional benchmarks but does not build on best practices or lessons learned from prior years of programming.
D	Program area demonstrates sporadic adherence to established quality indicators and institutional benchmarks but does not include institutional benchmarks or lessons learned from prior years of programming.
F	No adherence to quality indicators, institutional benchmarking or best practices.

Data Collection Methods and Limitations

Data for the report card was gathered through the DCAYA Youth Workforce Development Committee and supplemental interviews with SYEP host site supervisors or coordinators. Supplemental information was collected through analysis of SYEP 2012 documents and public testimony presented before the Council of the District of Columbia's Committee on Housing and Workforce Development and Committee on Workforce and Community Affairs and meetings of the DC Alliance of Youth Advocates Youth Workforce Development Committee.[i] DOES did not partner with DCAYA to execute focus groups with host sites and youth following the 2012 program and as such there were severe limitations the data collection process for the 2012 program as compared to 2011.

STRATEGIC PLANNING & GOALS: C

Program area only minimally demonstrates adherence to established quality indicators and includes some institutional benchmarks but does not build on best practices or lessons learned from prior years of programming.

Quality Indicator #1:

Presence of a clearly articulated vision that outlines the future direction of the program

A clear vision for SYEP is an essential part of program planning. This is especially true for SYEP to maintain quality from year to year and more so if it is ever to exist as part of a larger system of workforce development in the District. Both the 2010 and the 2011 SYEP Report Cards noted that the program lacked a clearly outlined vision for the future direction of the program.[iii] While it should be noted that DOES maintained the size of SYEP for 2011 and 2012, this program size is not institutionalized and is highly subject to political forces. Because of this reality, the lack of public documentation outlining the vision for SYEP remains troubling.

Quality Indicator #2:

Presence of a clearly articulated mission statement that describes SYEP's fundamental purpose and the population it means to serve

DOES defined the SYEP mission for the 2012 program as:

A locally funded initiative that provides District youth ages 14-21 with enriching and constructive summer work experiences through subsidized placements in the private and government sectors. Through the SYEP, we strive to provide eligible youth with the opportunity to:

- *Earn money and gain meaningful work experience;*
- *Learn and develop the skills, attitudes, and commitment necessary to succeed in today's world of work;*
- *Gain exposure to various career industries; and,*
- *Interact with dynamic working professionals in a positive work environment.*

Though the SYEP is a short-term employment and training program, our goal is to positively impact youth in a way that will last for their entire lifetime.[v]

This mission statement is different than the 2011 program mission mainly in that it is inclusive of descriptors of quality programming. This change is certainly a step in the right direction, however SYEP program materials still do not identify a target population outside of youth ages 14-21 and the articulated mission is not tied to any sort of logic model or theory of change that explains how SYEP achieves this mission.

Quality Indicator #3:

Presence of clearly articulated goals and outcomes that are directly tied to the SYEP mission and that are measurable

In 2011, we recommended that DOES more fully adopt the federal Department of Labor's "Work Readiness Skills Goal" or a comparable framework[vi] This did not occur in 2012, however DOES did take part in the One City Summer Initiative (OCSI) spearheaded by the Deputy Mayor for Health and Human Services. Through this initiative, DOES subscribed to the city's larger "workforce development outcomes" for youth which included the knowledge and ability to: make suggestions appropriately, be responsible, work well with others, manage time and, set goals.[vii] The goals are measurable via the survey instrument used by the Children and Youth Investment Trust Corporation (CYITC), but because 2012 was the first year of the initiative performance benchmarks were not set.

These goals are a great start for SYEP, however, it is important to recognize that these goals were applied to all agencies that offered workforce development programming under the OCSI umbrella. They are not specific to SYEP and are not directly tied to SYEP's articulated mission. Further, SYEP stakeholders had little to no awareness of these goals at the individual host site level and thus did not intentionally include young people's attainment of them in their planning. Furthermore, the citywide "workforce development outcomes" are reported out on via a report by CYITC and are not presented to the DC City Council committee with oversight of SYEP. At present the only performance outcome DOES reports publically is the number of youth referred to SYEP jobs.

ONLINE REGISTRATION PROCESS: B+

Program area demonstrates adherence to established quality indicators at a satisfactory level and includes some institutional benchmarks to ensure ongoing compliance. The program area does reflect the inclusion of best practices and lessons learned from prior years of programming.

Quality Indicator #1:

Youth and Host Sites were able to easily navigate the online registration system

The SYEP application is accessible exclusively via DOES' online registration system (also called the "Youth Portal'). Applications to the program were processed on a first-come, first-served basis. The online registration/SYEP application went live on January 27th of 2012. 20,671 youth applied for the program and 14,352 were eventually fully certified as eligible to participate. While we have no data of what young people thought about the 2012 registration system, anecdotally CBO host sites did highlight that in many cases they designate an entire day to assisting young people in getting through the registration process which raises some questions about ease of use. Our small sample of host site coordinators was able to navigate the process without issue.

Quality Indicator #2:

Designated computer access centers for youth without home/school computer access existed and their existence was widely and effectively communicated

DOES published a list of locations across the city that offered free internet access as well as the times of operation for individual sites well in advance of the start of SYEP registration. Youth were encouraged to "use the computers at your school, your local recreation center or your local library" and DOES staff held a special SYEP Kick-Off Event at the DOES Headquarters to "make sure everyone had a fair opportunity to apply."[viii] It's worth noting that the SYEP Kick-off event is an extremely popular option for young people and was well attended in 2012 due to DOES efforts to publicize the event which is at least some evidence that DOES did communicate options for young people without easy access to the internet widely and effectively.

Quality Indicator #3:

Youth were able to select relevant and varied areas of interest as well as indicate preferred host sites for their employment experience

In 2012, DOES sought to improve the ability of both youth and employers to pick their SYEP placements. DOES implemented an online system linked to the SYEP Youth Portal that allowed youth to view and apply for jobs that they were interested in based on various career categories, career descriptions, and geographic location. The profiles and resumes developed by youth participants were entered into an online database that was made available to employers so they could screen applicants. Youth who were not selected by specific employers were matched to job sites based on:

- Recommendations from parents, school officials, and mentors;
- Youth Responses to questions about "Career Interests"; and
- Information obtained from resumes/self-profiles including age and level of work experience.

Because the matching system is designed to give both youth and host sites with the ability to pick their placements, it is likely that not all young people were placed at their top choice. However, given the implementation of this system for all SYEP participants we find that youth were able to select relevant and varied areas of interest and had the ability to indicate their preferred host site and did have a degree of control of where they were placed.

Quality Indicator#4:

Ample supports were available to assist youth and host sites with any difficulties in using the online registration system

Given the challenges the District of Columbia experiences with regard to both low literacy levels and concerns about computer literacy and internet access, DOES staff must ensure there are support mechanisms in place for youth who have issues when trying to complete the online application. Although youth who went to DOES' Kick-off event and youth who applied at community based organizations likely got the support they needed to complete the first step of the process, youth

who went to libraries, recreation centers or other sites may not have received the assistance they needed to even complete step one of the SYEP application process. Of our small sample of host site supervisors/coordinators only a few reported needing to contact DOES staff with an issue and they were all able to correct any issue by getting in touch with their designated "Program Liaison" (see figure I)

PROGRAMMING: B

Program area demonstrates adherence to established quality indicators at a satisfactory level and includes some institutional benchmarks to ensure ongoing compliance. The program area does reflect the inclusion of best practices and lessons learned from prior years of programming.

Quality Indicator #1:

Youth and host site roles, expectations and responsibilities are clearly outlined and communicated in advance of SYEP start date

The SYEP "Youth Information Packet" and a "Host Site Information Packet" were the main source of information that provided program participants and host sites with information detailing SYEP's purpose, program dates and application information. The 2012 youth information packet described the expectations for youth participants with the same statement as 2011:

"SYEP is not a program where youth just "sign up" and get a check. Once you are certified as eligible to participate and receive your summer job assignment, you will be expected to attend your worksite daily and to follow all rules established by your employer. You are expected to be active, engaged, and to always put forth your best effort while on the job. If you are unable to maintain good standing with your employer, you will be subject to termination from the job and potentially can be excluded from SYEP in future years."

The "Host Site Information Packet" included a similar statement so that host sites were aware of the expectations conveyed to participants. The Host Site Information Packet also clearly conveyed expectations for host sites noting that DOES "expect(ed) employers to provide a safe, structured, and properly supervised worksite and to provide youth with appropriate tasks and duties to perform throughout the duration of the program."[ix]

DOES made these information packets publically available on its website one month in advance of program application deadlines. However, the extent to which youth and host sites utilize these documents outside of their introduction at the youth orientation session and host site supervisor orientation is unknown.

The 2012 SYEP Supervisor Orientation sessions also included instructions for supervisors on what to do with youth assigned to their site on the first day of programming and what could be expected at the end of the program. DOES clearly indicated that all worksites should provide young people a first day of work orientation that included explanations of the following:

- Youth required hours of work
- Regulations of the worksite as they apply to the youth worker
- Time and length of lunch breaks and addresses of Summer Meals sites near the job site
- A list of at least two emergency contacts to notify should the young person be late or absent
- Safety procedures
- Appropriate attire
- A clear explanation of duties and responsibilities

DOES also indicated that Supervisors would be asked to complete a performance evaluation for every youth that had been assigned to their job site in which youth would be evaluated based on:

- Preparation
- Presentation
- Communication
- Setting (Themselves) Apart

- Interviewing
- Goal Setting

This last piece around building an expectation that supervisors collect information about participants at their host sites is especially important given the long history of SYEP in the District. Whereas some host sites fully understand the need to collect data about participants or even collect information for another program funder or government agency, other host sites will likely see performance evaluation as just one more thing on a list of things to do. Providers responses about how they felt about the evaluation tool ranged drastically even within our small sample. Some providers said they weren't aware of the evaluation, others said they used it but did not find it useful and some liked the idea of having a set tool to use with young people to address performance. Unfortunately, despite DOES setting up the expectation that host sites would have to complete these evaluations for participants, very few host sites ever completed and turned in evaluations to DOES and resultantly the agency has very little data from this tool.

Quality Indicator #2:
Outlined youth and host site roles and responsibilities are directly connected to SYEP mission and articulated youth goals

Youth and host site roles as they are defined by the literature cited in programming quality indicator #1 are loosely tied to SYEP's mission. As noted in the "Strategic Plan" section of this report card, SYEP's mission statement changed slightly for the 2012 program year to include descriptors related to program quality. While this was an important step for SYEP, it remains important to recognize that there are still no publically articulated youth goals or defined outcomes for program participants that come directly from DOES. SYEP also lacks a well understood theory of change/logic model that clearly delineates the roles of different individuals and institutions in facilitating outcomes. Because these essential elements of programming are missing or underdeveloped on the front end, alignment with them in program implementation is near impossible.

Quality Indicator #3:
Youth are receiving developmentally appropriate workforce development programming

DOES maintained its bifurcated system in which younger youth with no work experience were assigned to "work-readiness" programs and older youth were assigned to "work experience" programs for 2012. "Work-readiness" job placements tended to be located with community based organizations and government agencies that had pre-existing relationships with youth and/or serve youth on a year round basis. Older and/or more experienced youth were expected to partake in "work experience" programs defined by DOES as programs "designed to provide youth with hands on experience."

Currently, there is no distinction in SYEP programming among 16-21 year olds. This is problematic not just because of the age range, but also because of the range of experiences young people experience during these years. Young people between 16 and 21 may still be in high school, may have dropped out, may have graduated and remain unable to find work or may be in college. As such they may be looking to explore specific careers that build on academic interests, may be trying out career paths or they might just be looking for a way to earn some money. They also need very different levels of support and encouragement from individuals at both DOES and at host sites.

Due to some of the improvements made in 2011 and 2012 to the job matching process, the power to pick a host site based on individual goals and interests somewhat mitigates concerns about placements being developmentally appropriate, however it is important to recognize that it is likely the young people who require the highest level of support who are falling through the cracks of this process and who will benefit the least from SYEP.

Quality Indicator #4:
SYEP Site Supervisors are providing meaningful and supportive environments which embrace the youth development background of SYEP

Previous studies of SYEP have recognized that SYEP program quality is closely tied to the quality of individual supervisors at host sites. SYEP has mandated that all host site supervisors attend an orientation prior to hosting students and DOES did provide an employer curriculum for 2012.[xi]The extent to which supervisors utilize the information they are presented with at the orientation is unknown however.

Additionally, SYEP continues to place high numbers of participants in schools and non-profits that serve young people year round. Many of these organizations operate under the District's youth intermediary the Children and Youth Investment Trust Corporation which offers positive youth development training to staff at these organizations. At this juncture however, it is impossible to determine if all site supervisors are equipped with the skills and resources to provide meaningful and supportive environments due to the lack of data collection and public data reporting by DOES.

Quality Indicator #5:
Ample staff are in place at host sites and the host agency (DOES) to properly and effectively manage SYEP for the full length of the program (see figure I)

The year round staff at DOES OYP ranges between 20-25 FTEs the vast majority of which have some oversight of SYEP functions. Additionally, DOES hires "Program Monitors"; temporary staff deployed to various host sites throughout the length of SYEP to ensure compliance with the "Host Agency Agreement" signed by DOES and host sites prior to the SYEP start date. Given the small sample of host sites we were able to contact, we were unable to discern the appropriateness of the Office of Youth Programs full time staff to participant ratios. It should be noted, however, that the host sites we did speak with gave very high marks to the Program Liaison team at DOES. More information specific to the "Program Monitor" positions at DOES is included in the "Assessment" section of this report card.

COMMUNICATION: B+
Program area demonstrates adherence to established quality indicators at a satisfactory level and includes some institutional benchmarks to ensure ongoing compliance. The program area does reflect the inclusion of best practices and lessons learned from prior years of programming.

Quality Indicator #1:
Information was communicated clearly and in a timely manner to host sites and to youth participants

To the best of our knowledge, DOES built off communication improvements made in the 2011 program and implemented further improvements drawn from provider and youth feedback from focus groups in 2011. Providers again benefitted from the "SYEP Call Center," access to DOES' Program Liaisons and more clearly articulated policies and accessible procedures manuals. Written materials were augmented by the in-person training sessions for providers that DOES executed. Some supervisors did cite confusion about emails sent to host site coordinators rather than site supervisors or emails that got sent to payroll coordinators instead of supervisors. This was likely only an issue at sites that served large numbers of youth as many smaller host sites have one staff member serving in all of these capacities.

Quality Indicator #2:
Methods of information dissemination the most effective for reaching host sites and youth

For 2012, DOES again utilized multiple methods (email, phone calls, letters and social media) to communicate information to host sites and youth. Host Site Coordinators, Host Site Supervisors and Program Liaisons primarily utilized telephone calls and emails, which providers reported was an adequate mode of communication in 2011. Summerjobs.dc.gov continued as the home page for SYEP information in 2012.

DOES also considerably stepped up its social media presence for the 2012 program and utilized twitter extensively for answering participant questions. Another strategy employed by DOES was to utilize young people to make videos for more engaging content for the Youth Orientation. Though we were unable to solicit youth feedback on this strategy, it appears that this method was well utilized and received by young people.[3]

---

[3] Twitter.com/dcsyep

Quality Indicator #3:
Protocol was established for troubleshooting if host sites and youth had questions and difficulties, and protocol was clearly communicated to all stakeholders

> The 2011 troubleshooting protocol for both host sites and youth was maintained for the 2012 program and based on at least the small sample of host sites interviewed, all were aware of the protocol, but did not have to utilize it during the program. The extent to which young people were aware of the protocol is unknown at this time.

FINANCIAL SYSTEMS: A

Program area demonstrates clear and consistent adherence to established quality indicators, reflects best practice, lessons learned from previous years and includes institutional benchmarks to ensure future compliance and continuous improvement.

Quality Indicator #1:
Presence of established process for recording time and handling payment errors

> SYEP built off the improved financial systems and processes established in 2011 in the 2012 programming year. The process established for recording time was once again communicated to all host sites and participants via the "Supervisor's Handbook" and the "Youth Handbook" and was gone over extensively during the Supervisor Orientation session.

> The chief difference between 2011 and 2012 in this area was the creation and implementation of a SYEP Time Management System (TMS) developed by the DOES Information Technology unit. This site allowed for integrated pay problem resolution within 48 hours of an error report. A guide for using the new system was available to Payroll Coordinators on summerjobs.dc.gov. Within our small sample of host sites, no one reported having to use the dispute resolution function and host sites seemed to understand how to use the site appropriately.

Quality Indicator #2:
Youth payments were accurate and issued within two weeks of the previous pay period

> Again all youth participants received Debit Cards as a means of payment. The debit card was mailed directly to youth Youth over the age of 18 had the option to use direct deposit into a pre-existing or newly created bank account, which was encouraged via a partnership with Bank On DC. Youth who opted to do the direct deposit option were sent debit cards in case of pay disputes.

> DOES did publish a list of pay dates for the 2012 program that, with the exception of the first 5 days of programming which formed the first pay period, was on two week schedule. Unfortunately, we currently lack information for the 2012 year about how many pay disputes existed or how many youth reported not getting paychecks on time.

ASSESSMENT: D

Program area demonstrates sporadic adherence to established quality indicators and institutional benchmarks but does not include institutional benchmarks or lessons learned from prior years of programming.

Quality Indicator #1:

Program Monitors evaluate sites on an established schedule and based on overall SYEP outcomes and individual site responsibilities (as laid out in the Host Agency Agreement)

The Host Agency Agreement between DOES and host sites was established to be an accountability tool for host sites to provide a work plan/program that was meaningful and engaging for SYEP participants. Per the Host Agency Agreement: "It is understood and agreed that the worksite will expose all SYEP participants to the job specifics expressed in the submitted proposal." Frequent site assessments by DOES monitors were employed as a secondary mechanism to ensure that host sites were implementing the work plan outlined in the Agreement. While DOES Program Monitors were deployed throughout the summer, the extent to which Program Monitors ensured that host sites were evaluated with the same level of rigor on the basis of respective program agreements is unclear.

There was also no publically available information the frequency with which Program Monitors visited sites, however the providers we interviewed all reported getting visited at least once during the summer.

Quality Indicator #2:

SYEP employs Program Monitors who are well-trained and qualified

The job description that DOES advertised to solicit applications for the Program Monitor position listed the following requirements for Program Monitors:

- Demonstrated experience working with young adults (ages 14-21)
- Successfully completed 2 years of a 4-year course of study leading to a B.A./B.S. or completion of an associate's degree at an   accredited college or university (official transcript required)
- Ability to pass a successful background and drug test prior to employment
- Working knowledge of the DC Metro Transit Area (metro, bus, walking)
- Flexible work hours (some evenings and weekends)
- Ability to learn quickly and work well under pressure

At this time, there is no publically available information detailing how DOES trains site monitors, however the requirements for the position, in theory, should ensure a certain level of quality. Further, host sites did not report issues with the professionalism or skills of the program monitors from 2012.

Quality Indicator #3:

DOES implements an individual "Performance Evaluation" for program participants

As aforementioned, DOES' Supervisor Orientation did indicate that Supervisors would be asked to complete an online performance evaluation for each youth assigned to a host site, however very few host sites completed the evaluation and turned it in to DOES staff. DOES has experimented with multiple iterations of a performance evaluation in years past, but as the performance evaluation is still not mandatory, host site supervisors can easily chose not to incorporate this element in their program. This reality leaves DOES with little data about what competencies youth have gained from participation, which host sites are doing the best job at instilling positive behaviors, knowledge and skills in young people and how SYEP is performing from year to year.

The lack of individual performance evaluation also limits young people's ability to understand how they performed on the job and what areas they need to work on to be successful in the unsubsidized labor market.

FISCAL RESPONSIBILITY: NOT GRADED

Quality Indicator #1:
A baseline budget was established in accordance with the amount of funds allocated by the City Council

The budget for the 2012 SYEP as approved by the DC City Council was $11.6 million dollars. DOES staff reported in May of 2012 that there was a $13.5 million dollar budget for the program with the addition of "internally repurposed funds".[xii] However, DOES also testified at its 2012 Performance Hearing that "the total cost of the 2012 SYEP was $11.5 million. This amount includes the cost of all youth wages, Memorandum of Understandings (MOUs), small grant awards, personnel, and all other program expenses."[xiii] This lack of continuity in financial reporting makes it difficult to determine the actual budget and whether or not it was in accordance with the original amount of funds allocated by the DC City Council.

Quality Indicator #2:
SYEP stayed within the projected budget

As aforementioned it is difficult to determine if DOES did indeed stay within its projected budget for SYEP. DOES reported to the Council that it did stay within its approved budget which is entirely possible if DOES was able to realize costs savings in areas like administration, MOUs or if the attrition rate for program participants was such that DOES did not end up paying a significant number of wages or stipends. It should be noted however that DOES reported serving over 200 more youth in 2012 with over a million dollars less in funding than in 2011.

Program Year	Total SYEP Budget Reported to DC City Council	Total Number of Youth Assigned to Jobs	Cost Per Youth
2011	$12.8 million	14,128	$906.00
2012	$11.5 million	14,352	$801.28

Analysis:

There is no denying that youth unemployment is a serious issue here in the District. 17.7 % of 18-24 year olds and 48.2% of 16-19 year olds reported being unemployed in 2011.[xiv] On top of that, many youth have become discouraged from entering the labor force at all and are not reflected in these rates. This reality highlights an especially acute need for interventions/programming that can successfully provide the skills, attitudes and knowledge young people require to be successful in today's competitive labor market.

If an intervention is not providing these consistently for all participants across various years of programming , then we must either change the intervention or very strategically amend it. We note throughout the report card that there is reason to be optimistic about SYEP as a viable intervention, especially given the current dedication at the DOES Office of Youth Programs to continuously improving the program. However, that DOES continues to lack information on how well the program teaches and instills specific skills and behaviors in young people is a serious cause for concern. The following recommendations are a call to action for various groups of stakeholders that they can take to ensure SYEP is a meaningful and quality program.

Recommendations:

For Elected Officials: Expand SYEP Oversight to Include Measures of Program Wide Quality and the Achievement of Work Readiness Outcomes

In the short term, the Council could ask for data and information about:

- the number of youth that complete all six weeks of the program;
- the number and percentage of SYEP supervisors/coordinators that attended the mandatory orientation;
- the number and percentage of SYEP youth who complete the "Youth Performance Evaluation" with a supervisor or coordinator;
- the number and percentage of total SYEP youth that return from a previous year of programming;
- an age breakdown of all SYEP youth;
- a report on what other funds were utilized to operate SYEP including: internally repurposed funds from DOES, funds crosswalked from another agency, or outside donations used to expand or improve programming
- the number of youth DOES connects with another job training, academic or employment opportunity via enrollment in SYEP;
- the planned and actual release and notification dates for critical program information for both youth and host sites;[xv]
- and specifically what strategies or changes DOES is amending from year to year.

This information would prove invaluable in both public and Council oversight of the program. In the long term, oversight questions and requirements should extend to cover areas of strategic planning such as how DOES and other workforce development agencies plan to utilize SYEP as part of a larger workforce development system and how the strategies DOES specifically utilizes are contributing to improved outcomes.

For DOES: Engage in Strategic Program Planning That Utilizes Internal and External Stakeholders to Institutionalize Success

While the program goals listed in the SYEP Mission (see "Strategic Plan" section of report card) are good start, DOES has yet to fully articulate what their process is for ensuring these things happen for individual SYEP youth. Further, there is no system in place at present to ensure that these goals are achieved across programs which makes tracking program effectiveness year to year impossible. DOES needs to establish common definitions for terms like "meaningful work experience" , "skills, attitudes and commitment necessary to succeed in today's world of work" and "positive work environment". As standalone goals for SYEP this terminology makes sense, however when we drill down to the program level there is simply too much room for interpretation of these goals and more importantly there is no clear plan on how they are to be achieved

Strategic program planning by DOES and its various stakeholders (various staff from host sites, other workforce agencies such as the Workforce Investment Council, education agencies like DCPS and the charters, and other youth serving agencies like the Children and Youth Investment Trust Corporation) for SYEP could amend this issue and some of the other issues that flow from a lack of a solid programmatic foundation. The development and implementation of a logic model, theory of change, common definitions and the articulation of program strategies, stakeholder roles and performance targets by DOES would go a long way in improving the program. Intentionally involving both internal and external stakeholders in this work will foster buy in and ensure that changes made to the program are understood and implemented.

For SYEP Host Sites (CBO's, Government Agencies, Federal Agencies, Private Sector Sites and Charter Schools): Make A Pledge to Improve Your Host Site and Share Best Practices with Colleagues at Other Host Sites

All sorts of entities with varying levels of experience hosting youth or providing workforce development programming sign up to become SYEP host sites, but that diversity does not have to be a detriment to SYEP or the youth who participate in the program. Numerous resources exist for individuals and organizations that want to help young people gain work readiness and work experience skills, those that want to gain youth development or other cultural competencies or those that want to connect their SYEP program to other year round opportunities like school or training. We have included a list of online and paper resources at the end of this brief for interested stakeholders. However, an incredible resource also exists in other SYEP stakeholders, for example, facilitating peer learning between various sites and supervisors is a promising strategy. The quality of host sites is inherently the driver of SYEP's success, it thus follows that asking host sites and their staff to take an inward look at how they can improve the quality of the experience provided to young people in the summer months is one of the first steps in creating a better SYEP.

Conclusion

Subsidized employment programs like SYEP are meant to fill the gap for workers who do not have the experience, skills or credentials to succeed in the unsubsidized labor market, but whose work prospects with suffer further without an intervention. Functionally, this means programs like these must be teaching the skills, knowledge and behaviors young people need to be successful in the labor market.

The high rate of individuals in the Washington, DC region with high levels of educational attainment creates an increasingly competitive jobs market that often cuts young people with limited work experience out of the picture. SYEP is meant to combat this occurrence, but for any program to meet a challenge of this magnitude there must be an institutional dedication to thoughtful and strategic planning and a firm commitment to ensuring measurable quality. There is no doubt that SYEP has undergone many improvements in recent years that young people in the District of Columbia have benefitted from, however the program's inability to prove system wide quality and consistently measure its own success remains a serious drawback.

SYEP Organizational Chart
Figure I

```
┌─────────────────────────────────────────────┐
│         Agency Administrator – DOES          │
│         Director: Lisa Maria Mallory         │
└─────────────────────────────────────────────┘
                      ↓
```

| DOES Office of Youth Programs (OYP)	OYP administers all of the youth employment functions for DOES including SYEP
Associate Director: Gerren Price	

Program Liasons serve as the main point of contact for host site coordinators/supervisors before, during and after SYEP. In recent program years there have been one or two OYP staff assigned to each area.
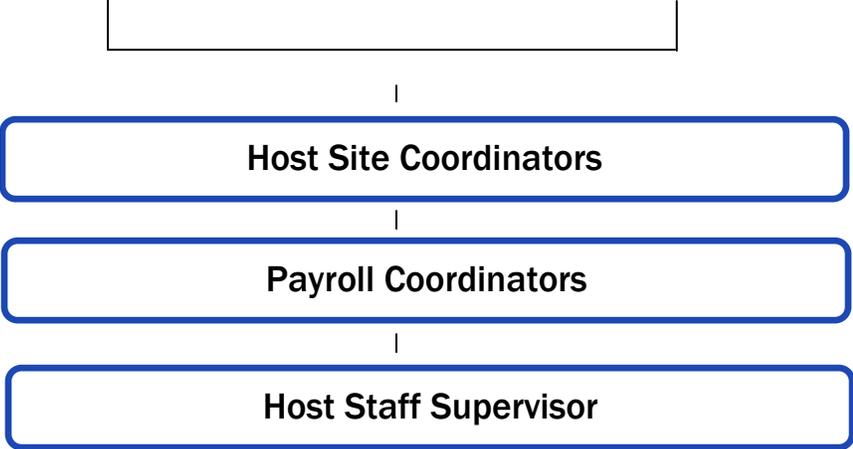
Program Liaisons
Full-Time Staff

Community Based Organizations

Schools

DC Government

Federal Government

Reports Back
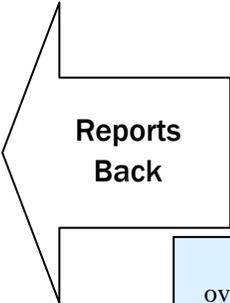
Program Monitors
Seasonal Staff

Program Monitors are deployed during SYEP to oversee host sites and ensure sites and supervisors are executing programming in accordance with the "Host Agency Agreement" signed before SYEP begins

```
┌─────────────────────────────────────────────┐
│            Host Site Coordinators            │
└─────────────────────────────────────────────┘
                      │
┌─────────────────────────────────────────────┐
│             Payroll Coordinators             │
└─────────────────────────────────────────────┘
                      │
┌─────────────────────────────────────────────┐
│             Host Staff Supervisor            │
└─────────────────────────────────────────────┘
```

Larger host sites utilize different individuals for each of these functions, however smaller host sites may have one person conducting all three of these functions

Acknowledgements

This report would not have been possible without the dedication of the DCAYA Youth Workforce Development Committee. Current members of the Committee who contributed to this report include:

Adam Angel, *Sasha Bruce YouthLed*
Barlow Flores, *Latin American Youth Center*
Cory Chimka, *DC Scores*
Grant Elliot, *Kid Power DC*
Jazmyn Singleton, *Urban Alliance*
Kim Gaines, *CentroNia*
Michael Leon, *Latin American Youth Center*
Nadia Moritz, *Young Women's Project*
Noel Tieszen, *Covenant House*
Scott Perry, *Edgewood Brookland Family Support Collaborative*
Wendy Ann Dixon-Dubois, *Urban Alliance*

For more information on the DCAYA Youth Workforce Development Committee please visit us online at dc-aya.org/policy-and-advocacy.

The 2012 SYEP Report Card was researched and written by DCAYA policy analyst Anne Abbott. The report's layout and report was executed by DCAYA communications associate Angela Massino.

Works Cited

[i] Public oversight of the Department of Employment Services has always been the responsibility of a DC Council committee; however the Chairmanship of the committee that had this oversight of DOES changed twice between 2012-2013.

[iii] The District's Workforce Investment Council does publish a State Workforce Plan that includes a vision and mission for the District's federally funded youth workforce programs, however SYEP is a locally funded program and is thus minimally included in this plan. http://does.dc.gov/sites/default/files/dc/sites/does/page_content/attachments/District%20of%20Columbia%20State%20Plan%20-%20Program%20Years%202012-2016.pdf

[v] Mayor Vincent C. Gray's 2012 One City Summer Youth Employment Program, DC Department of Employment Services, Presentation by Gerren Price February 2012. Slide 2 "SYEP Mission"

[vi] The full definition of a Work Readiness Skills Goal, as specified in TEGL No. 17-05, Attachment B Definition of Key Terms found at http://wdr.doleta.gov/directives/attach/TEGL17-05_AttachB.pdf

[vii] Children and Youth Investment Trust Corporation "The District of Columbia One City Summer Initiative: Findings for Summer 2012" http://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/2012OneCitySummerReport-FINAL111412.pdf

[viii] Department of Employment Services,SYEP 2012 "Youth and Parent Information" Packet, pg 2.

[ix] Department of Employment Services "2012 Host Site Supervisor Information Packet", pg.3.

[xi]

[xii] Gerren Price, May 2012 SYEP Presentation.

[xiii] Department of Employment Services, Agency Responses to Committee on Workforce and Community Affairs Performance Questions for Fiscal Year 2012, pg 88. http://www.dccouncil.us/files/user_uploads/budget_responses/DOES_Oversight_Responses.pdf

[xiv] Bureau of Labor Statistics, Current Population Survey.

[xv] This approach was utilized during the FY'13 budget planning and oversight process.

Work Readiness Resources/ Curriculum

National Youth Employment Coalition, Promising and Effective Practices Network (PEPNet)
http://nyec.org/page.cfm?pageID=123

Department of Labor, Employment and Training Administration, "Work Readiness Skills Goal" (TEGL No.17-05)
http://www.doleta.gov/performance/reporting/clarifications_tegl_2408.cfm

Massachusetts Work-Based Learning Plan
http://skillslibrary.com/wbl.htm

State of Illinois, Illinois Worknet
http://www.illinoisworknet.com/NR/rdonlyres/75F95699-8B26-420C-8D48-50F0B156510A/0/transitionfromSYEPtocasemgt.pdf

Philadelphia Youth Network
http://www.pyninc.org/worksitetoolkit/downloads/WorkReadinessPrePost.pdf

Youth Development Resources

Children and Youth Investment Trust Corporation, Center for Excellence in Youth Development
http://www.cyitc.org/training/CEYD.asp

Center for Youth Development and Policy Research: What is Youth Development?
http://cyd.aed.org/whatis.html

Resources for Businesses

Connecting Youth and Buisness: A Toolkit for Employers
http://www.opportunitynation.org/youthandbusiness