

NEW SKILLS AT WORK

JPMORGAN CHASE & CO.

BUILDING SKILLS THROUGH SUMMER JOBS

Lessons from the Field



EXECUTIVE SUMMARY

YOUTH EMPLOYMENT CRISIS

3.4 million¹

JOBS DEFICIT

Employment opportunities during the summer months -
a time when most youth acquire their first job - have
vanished in many communities



nearly 40%

decline in summer youth employment
over the past 12 years²



only 26%

of teenagers held any paid
jobs in 2011³

YOUNG PEOPLE FROM A LOW-INCOME FAMILY HAVE BEEN HIT THE HARDEST BY THIS CRISIS



In 2013, white male teens in
a high-income family were

five times

more likely to be employed
than their black male peers living
in a low-income family⁴



Teens from a family that earned
less than \$20,000 were nearly

**20 percentage
points**

less likely to be employed than
teens with a family income of
\$60,000 or more⁵

EXECUTIVE SUMMARY

Recognizing the importance of tackling the youth employment crisis and the value of early work experiences, in 2014 JPMorgan Chase & Co. furthered its commitment to workforce readiness by investing \$5 million over two years in summer youth employment initiatives in 14 U.S. cities. This commitment builds on JPMorgan Chase's *New Skills at Work*, a five-year, \$250 million global workforce readiness initiative, and is a continuation of philanthropic investments the firm has made over the past several years to create work placement programs, mentorships and skills development opportunities for low-income youth across global markets.

EARLY WORK CONTRIBUTES TO LONG-TERM SUCCESS

JPMorgan Chase believes that helping people gain the skills needed to compete in the workforce is one of the most powerful tools for expanding opportunity – and summer jobs are a critical entry point on the continuum to long-term job success. The importance of early work experience extends well beyond the three months of employment during the summer – these experiences are directly linked to positive short- and long-term outcomes for teens such as higher graduation rates⁶, better future employment prospects and increased earnings later in life.⁷

CURRENT CITY PRIORITIES

Despite severe cuts in state and federal financial support, many cities continue to prioritize summer youth employment initiatives, leveraging the historic experience and expertise of government entities, nonprofit organizations and private sector employers.

Across the country, there are many approaches to summer youth employment, tailored to each city's unique needs, priorities and resources. Despite these differences, program leaders interviewed for this report emphasized the need for making significant investments in funding and resources for summer youth

employment; forming partnerships with the private sector; developing systems that streamline operations; expanding skills-based, career-specific and year-round opportunities for youth; and increasing job opportunities for special populations.

REDESIGNING SUMMER YOUTH EMPLOYMENT

At the same time that young people are facing diminished opportunities to gain work experience, they are confronting a labor market that is increasingly demanding a more skilled workforce. By 2025, 65% of jobs in the United States will require some postsecondary education, training or credential – up from 28% of jobs in the 1970s.⁸ These heightened expectations mean that it's more essential than ever for young people to gain work experience and develop skills today to enable them to compete in the global workforce in the future.

As cities creatively weave together resources to address the broader youth employment crisis, there is an opportunity to reinvent summer youth employment – to design a skills-based program, focus on career pathways and integrate them into plans for local workforce systems. Developing a national framework that includes investments in research, resources and a playbook for cities that lays out best practices would advance efforts to build and sustain this work.

U.S. cities that received our support for summer youth employment programs include:

Chicago	Miami
Dallas	Milwaukee
Detroit	New York City
Jacksonville	Oakland
Jersey City	San Francisco
Los Angeles	St. Louis
Louisville	Seattle

Using all sources of funding, these programs created jobs for **almost 50,000** teens and learning opportunities for more than **54,000** young people

This report is intended to contribute to efforts under way in cities across the country to create summer youth employment programs that prepare youth for their future by focusing on skills development, career pathways, and long-term educational and employment success.

SUMMER YOUTH EMPLOYMENT PROGRAM OVERVIEW

In 2014, JPMorgan Chase announced a commitment of \$5 million over two years to help underserved youth across the United States obtain the skills necessary to build lasting careers.

Almost
50,000
youth hired

through the 16 summer youth employment programs supported, in part, by JPMorgan Chase in 2014

54,000
youth benefited

from learning opportunities that enriched their summer experience

SNAPSHOT OF PROGRAM PARTICIPANTS

THE YOUTH WHO PARTICIPATED WERE:



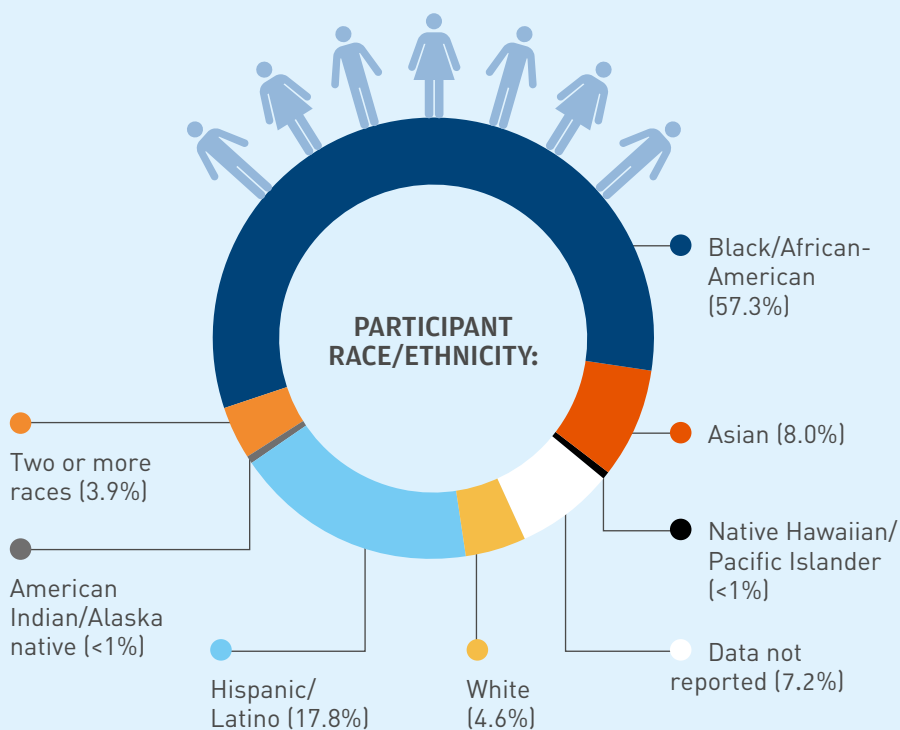
Low income, with an annual family income from \$24,000 to \$44,000 (for a family of four)



Ages 13-24 years, with 54% ages 16-18 years



75% Hispanic/Latino or black/African-American



Note: not all Los Angeles data is included here

This commitment builds on, and is in addition to, *New Skills at Work*, our five-year, \$250 million global workforce readiness initiative designed to address the skills gap that exists across many industries, where not enough workers have access to training for the technical skills needed to fill available jobs.

It also is a continuation – and expansion – of contributions we have made over the past several years to help create work placement programs, mentorships and skills development opportunities for low-income youth across the global markets we serve.

As part of our investment in youth employment, we are working with mayors, nonprofit organizations and other private sector employers to engage young people, particularly those at risk and disadvantaged during the summer, and provide them with skills-based training that will help build a strong foundation for their future career.



IN 2014, WE SUPPORTED THE FOLLOWING SUMMER YOUTH EMPLOYMENT PROGRAMS:

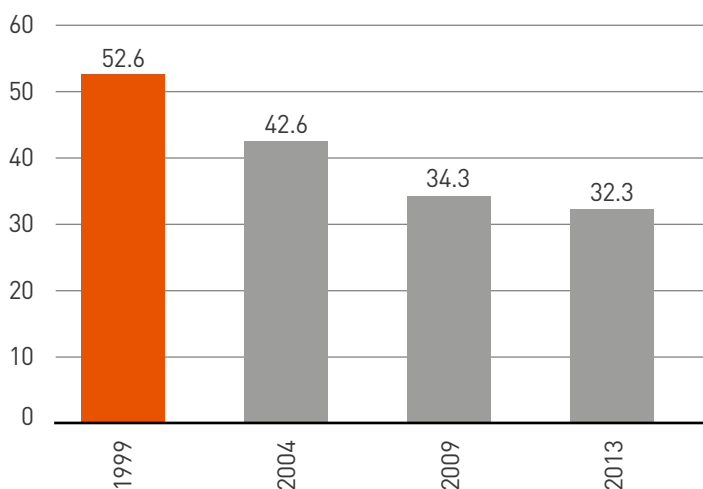
CITY	PROGRAM FUNDED	COORDINATING ORGANIZATION
1 CHICAGO	One Summer Chicago	City of Chicago Department of Family & Support Services
2 DALLAS	Mayor's Intern Fellows Program	Education is Freedom
3 DETROIT	Grow Detroit's Young Talent	City Connect Detroit
4 JACKSONVILLE	Summer Youth Employment Program	United Way of Northeast Florida
5 JERSEY CITY	Jersey City Summer Internship Program – City of Jersey City	Jersey City Economic Development Corporation
6 LOS ANGELES	Summer of Learning	City of Los Angeles
7 LOUISVILLE	Mayor's SummerWorks Program	KentuckianaWorks Foundation
8 MIAMI	Summer Youth Internship Program	Miami-Dade Public Schools
9 MILWAUKEE	Mayor's Earn and Learn Program	Greater Milwaukee Foundation
10 NEW YORK CITY	Futures and Options PENCIL Virtual Enterprises International	N/A
11 OAKLAND	Oakland Mayor's Summer Jobs Program	East Bay Community Foundation
12 SAN FRANCISCO	SF Summer Jobs+	United Way of the Bay Area – Matchbridge
13 ST. LOUIS	Stl Youth Jobs	Greater St. Louis Community Foundation
14 SEATTLE	Youth at Work	Workforce Development Council of Seattle King County

THE YOUTH EMPLOYMENT CRISIS

Around the world, youth unemployment rates are at or near historic highs – with a slow predicted recovery – including in the United States, where young people are experiencing Depression-era levels of employment. While the economic recession over the last decade left many groups facing declining employment rates, teenagers and young adults have experienced the steepest drop of any age group.⁹

Both the year-round and summer employment rates of teenagers in the United States have declined significantly. For young people in school, those summer months are the peak employment time and a critical window for earning income and gaining experience. Yet the summer employment rate for teens fell from 52.5% in the summer of 2000 to 30.7% in 2011. It ticked up slightly to 32.3% in 2012 and 2013 but still is more than 20 percentage points lower than it was in 2000.¹⁰

YOUTH EMPLOYMENT TREND OF 16- TO 19-YEAR-OLDS, U.S., JUNE-JULY AVERAGES, 1999-2013 (in %, not seasonally adjusted)¹³



The youth employment rate in the U.S. was

26%

in 2011 – the lowest annual average employment rate for youth in the post-World War II era¹¹

In the summer of 2013, teens with a family income of less than \$20,000 were nearly

20 percentage points

less likely to be employed than teens with a family income of \$60,000 or more¹²

This chart illustrates a nearly

40%

decline in the youth summer employment rate over the past 12 years – a startling figure, with far-reaching consequences not only for a generation of young people who are missing out on valuable early work experiences, but also for their communities and the broader economy

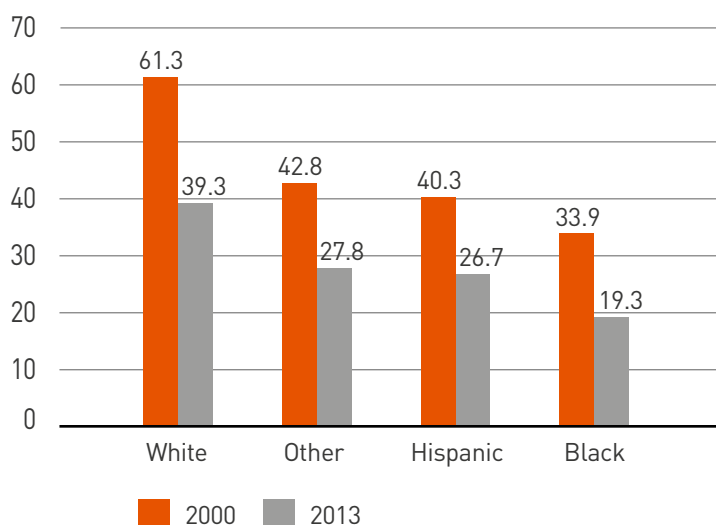
DISPARITIES ACROSS RACE AND INCOME

While unemployment is a challenge facing all young people across the United States, and indeed around the world, employment data reveal that low-income youth and young people of color have disproportionately borne the effects. Relative to their peers from higher income communities, young people in economically distressed communities have fewer opportunities to be exposed to careers, build work experience, and establish a network of employers who can vouch for one's skills and employability. And the lack of opportunity is reflected in data that show that low-income youth, across all major race-ethnic groups and by gender, are the least likely to secure any type of employment.

The data also reveal disparities by race, with white, non-Hispanic teens more likely to be employed than teens in any other race-ethnic group. In the summer of 2013, the employment rate among white teens was 39%, nearly 27% among Hispanics and 19% among black teens.¹⁴

When income and race-ethnic data are combined, the disparities become even more pronounced. In the summer of 2013, for example, white male teens in a high-income family were five times more likely to be employed than their black male peers living in a family with an income under \$20,000.¹⁵

EMPLOYMENT-POPULATION RATIOS OF 16- TO 19-YEAR-OLDS BY MAJOR RACE-ETHNIC GROUP, U.S., 2000 AND 2013 (June-July averages, in %)¹⁶



FEWER OPPORTUNITIES, INCREASED EXPECTATIONS

As today's teenagers seek to navigate the transition into young adulthood and into the labor market, they are facing fewer opportunities. The impacts of the economic recession – which left many employers reluctant to hire and, when they did, able to fill positions that historically had been filled by teenagers or young adults with more experienced or highly qualified applicants – continue to be felt. At the same time, dedicated federal funding for summer jobs programs that target economically disadvantaged youth has been eliminated.¹⁷

As a result, although the employment rate for teens has improved slightly as the economy continues to recover, across the United States the number of young people seeking summer jobs still far exceeds the number of available positions, especially for low-income youth in urban areas.

By one estimate, young people are facing a jobs deficit of more than 3.4 million jobs.¹⁸ In the 14 major U.S. cities surveyed by JPMorgan Chase, summer youth employment programs were only able to provide opportunities for 46% of applicants in 2014 and local officials project that tens of thousands of economically disadvantaged youth looking for jobs will not be able to find them during the upcoming summer months. In focus groups conducted by JPMorgan Chase in selected cities, every youth indicated that he or she would not be employed without support from local summer youth employment projects.

At the same time that young people are facing diminished opportunities to gain work experience, they are confronting a labor market that is increasingly demanding a more skilled workforce. By 2025, 65% of jobs in the United States will require some postsecondary education, training or credential – though not necessarily a four-year degree – up from 28% of jobs in the 1970s.¹⁹ These heightened expectations mean that it's more essential than ever for young people to gain work experience and develop skills today to enable them to compete in the global workforce in the future.



WHY SUMMER JOBS MATTER

Employment is an important part of youth development and the successful progression into young adulthood – and summer, when school is out of session, is the primary time for young people to get work experience. But the positive impacts of summer jobs extend far beyond those few months – and far beyond the individual young people who hold them.

Youth benefit by acquiring important work-readiness skills and early job experiences that are linked to future employment prospects and increased earnings both short term and later in life.²⁰

For example, summer jobs help teens develop the basic building blocks they need in order to get their next job and launch their career: job experience, skills development, opportunities to discover interests and talents, exposure to professional culture and references. Studies show that a key predictor of consistent employment in adulthood is early exposure to the world of work through summer – as well as year round – employment, internships and service opportunities in the teen years.

Young people who have been employed are more likely to stay in school and graduate from high school²¹ – and tend to have higher earnings in young adulthood. Work experience in high school adds to increased annual earnings through age 26, especially for those who do not attend a four-year college.²²

Summer and year-round employment programs also are critical for the estimated 6.7 million young people ages 16 to 24 who are unattached to school or work – about half of whom are from a low-income family or community²³ – and are seeking a way to get reconnected.

For every year young people work, income during their 20s rises

14%-16%²⁴

THE RIPPLE EFFECT

One study found that the taxpayer and social burden of a disconnected 16-year-old is

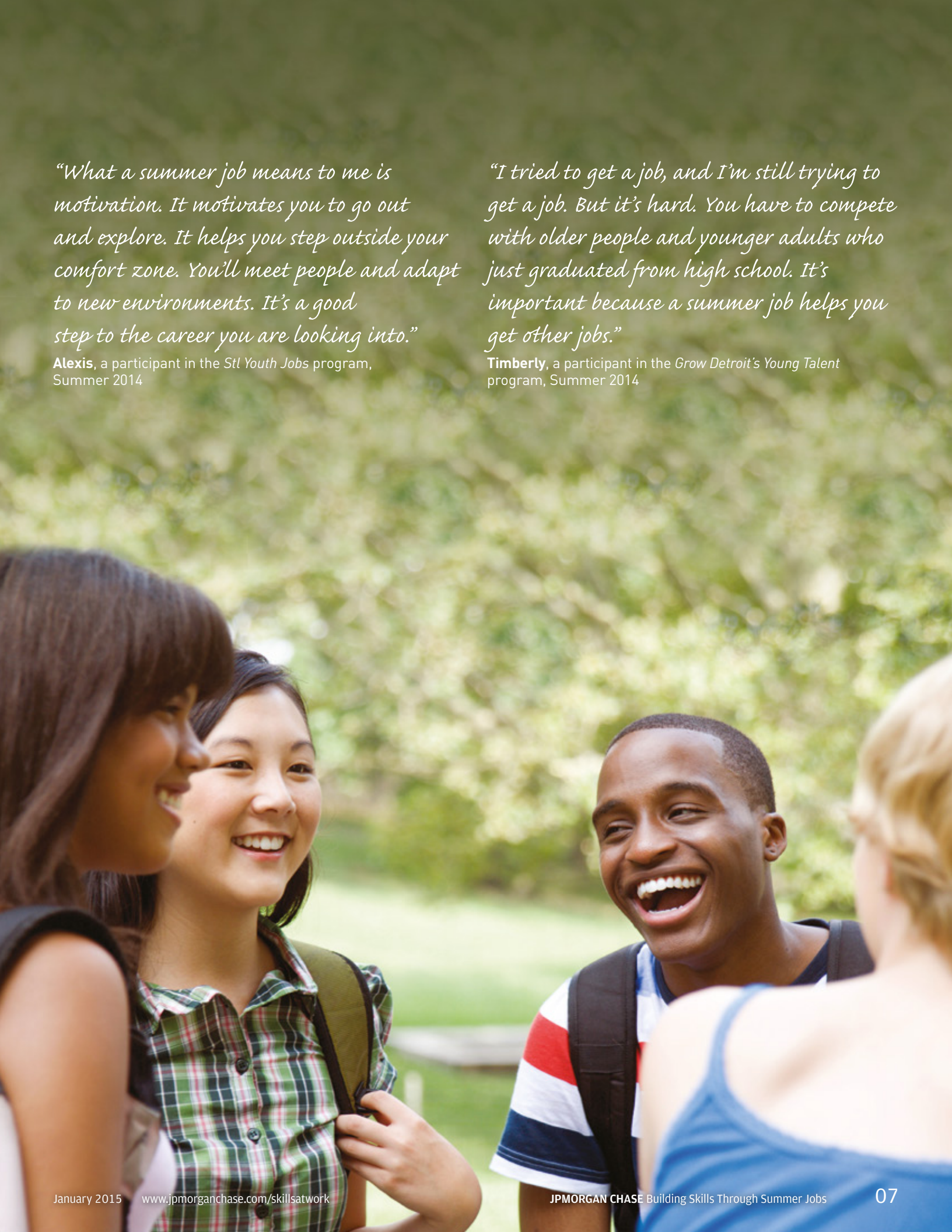
\$1 million
during his or her lifetime²⁵

Clearly, summer jobs matter to young people – but jobs also matter to communities, local economies and society broadly. Particularly in economically

distressed communities, youth employment programs play a critical role in creating subsidized jobs that would not exist otherwise. One study found that the taxpayer and social burden of a disconnected 16-year-old is \$1 million during his or her lifetime, and that each year American businesses and individuals are missing out on billions of dollars in the form of lost revenue, earnings and increased spending on social services as young people transition into adulthood and become further disconnected from the workforce.²⁶

Even without the evidence of long-term cost savings, the benefit to communities from having young people who are engaged in productive work or service – rather than being disengaged or disaffected – is self-evident. Local economies benefit from having young people with greater purchasing power – and the skills and experience to compete in the workforce. In addition, for many low-income families, summer jobs provide a critical financial boost. And employers can benefit from the creation of a better-trained, more experienced and diverse workforce pipeline, especially for high-demand business sectors. These benefits are amplified when summer jobs programs are connected to more comprehensive and year-round education, training and skill-building options.

A summer job may seem like a small thing – the impacts are anything but.



"What a summer job means to me is motivation. It motivates you to go out and explore. It helps you step outside your comfort zone. You'll meet people and adapt to new environments. It's a good step to the career you are looking into."

Alexis, a participant in the Stl Youth Jobs program, Summer 2014

"I tried to get a job, and I'm still trying to get a job. But it's hard. You have to compete with older people and younger adults who just graduated from high school. It's important because a summer job helps you get other jobs."

Timberly, a participant in the Grow Detroit's Young Talent program, Summer 2014

YOUTH EMPLOYMENT POLICY – HOW WE GOT HERE

The precipitous decline in youth employment is a reflection of a range of economic, social and political forces over the past several decades. To understand how we got to today, it's useful to review how the youth workforce policy agenda in the United States has evolved.

1961-1962

Passage of the **Area Redevelopment Act** and the **Manpower Development and Training Act**, which focused primarily on adult training. National workforce programs also were essential components of the Johnson Administration's anti-poverty agenda, from which the Job Corps, Neighborhood Youth Corps and the Summer Youth Employment Program emerged.

1977

Passage of the **Youth Employment Demonstration Projects Act**, the first attempt at national comprehensive youth employment policy. Policymakers believed job creation was key and allocated \$6 billion in 1979. Programs also were guided by the view that there needed to be measurable results for long-term training outcomes.

1973

Passage of the **Comprehensive Employment and Training Act (CETA)**. Coordination and joint planning were key goals, and states were given primary control of activities. A jobs-first philosophy was employed, which resulted in fewer resources being devoted to education, training and supportive services.

SELECT PROVISIONS IN WIOA TITLE 1 – YOUTH WORKFORCE INVESTMENT ACTIVITIES²⁷

Requires that at least

75%

of available statewide funds and 75% of funds available to local areas be spent on workforce investment services for out-of-school youth.

Requires that at least

20%

of youth formula funds be spent on paid and unpaid work experiences that incorporate academic and occupational education.

Includes a priority for training programs that lead to postsecondary credentials and are aligned with in-demand industry sectors or occupations in a local area.

Encourages a career pathways approach that reorients existing state and local education and workforce services into a coordinated system focused on individuals' postsecondary and economic success.

Expands the required youth program elements to include services such as dropout recovery, financial literacy, entrepreneurial skills, postsecondary preparation, integrated occupational training and labor market information.



1998

Passage of the **Workforce Investment Act (WIA)**. Core changes were the creation of local workforce investment boards and the one-stop system, based on universal access to job training and placements. Another change was the establishment of Youth Opportunity Grants (YOG), which targeted high-poverty communities. While funding for YOG was short-lived, the program yielded significant positive outcomes.^{28 29}

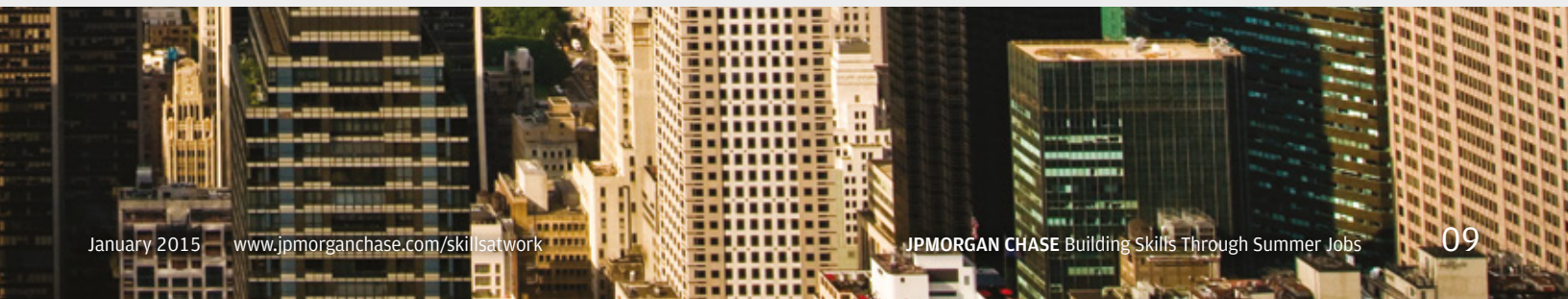
Information in this timeline is adapted from a paper by Alan Zuckerman of the National Youth Employment Coalition³⁰ and materials produced by the Center for Law and Social Policy.

1982

Passage of the **Job Training Partnership Act (JTPA)**, which followed the elimination of CETA. The passage of JTPA resulted in defunding for federal job training by an estimated 64%. The chief consequence was less involvement of community-based organizations and diminished service levels for hard-to-serve youth.

2014

Passage of the **Workforce Innovation and Opportunity Act (WIOA)**, which aims to improve connections to employment and training opportunities. It also increases the focus on serving the most vulnerable workers, expands education and training options, allows unemployed adults and youth to “earn while they learn,” aligns planning and accountability policies, and includes specific provisions related to youth (see above).



YOUTH EMPLOYMENT PROGRAMS TODAY

The driving force behind summer youth employment is at the local level. Despite severe cuts in state and federal financial support, many cities have continued to implement summer youth employment programs, leveraging the historic experience and expertise of government entities, nonprofit organizations and private sector employers. These programs - and the individuals who run and participate in them - represent a wealth of experience, insight and ideas about what works, what doesn't, and what has the potential to increase their impact and accelerate their progress.

TO LEARN MORE ABOUT LOCAL NEEDS AND PRIORITIES,
JPMORGAN CHASE CONDUCTED EXTENSIVE OUTREACH:

OUR PARTNERS:



16

summer youth
employment
programs



14

cities

that we funded in 2014



OUR NONPROFIT PARTNERS:

We asked the people involved with these programs, which represent a cross-section of models, to complete a detailed survey about their youth employment initiatives. We conducted interviews with each program director to explore skills-based learning and career-focused opportunities. Finally, we made a series of site visits to selected cities where we conducted focus groups with youth who had participated in summer employment programs and held interviews with employers, partner organizations and program staff.

OUR OBJECTIVE:

Our objective was to use this in-depth look at different local youth employment programs to help us better target our grantmaking and identify opportunities to support and expand promising skills-based and career-specific opportunities for youth. Our hope is that the findings from this research also will reveal new insight that could help inform future policy, planning and investment in youth employment programs by other funders, local leaders, policymakers and practitioners.

PROGRAM PRIORITIES

Despite the unique characteristics of each local summer youth employment program, important commonalities emerged across the programs JPMorgan Chase supports. According to survey responses, the primary challenge facing programs is decreased funding to enhance program models, serve more youth and develop new systems that will streamline operations. At the same time, the top priorities are to increase the total number of jobs for youth and to make their work experience more meaningful.

To get there, programs are focused on four key priorities:

PRIORITY 1: INCREASE PARTNERSHIPS WITH PRIVATE SECTOR EMPLOYERS

Public funding sources alone cannot meet the local demand for summer jobs. Partnerships with the private sector are needed to increase job opportunities and provide financial support for programs. Programs also recognize that the private sector offers unique opportunities for youth to learn about specific careers, develop technical skills and gain relevant work-related experience – though they also recognize the need to change the perception of some private sector employers who believe these youth from low-income communities many not have the employment skills required. One strategy being used is to reserve private sector employment opportunities for older youth who have developed job-ready skills after working in entry-level jobs sponsored by a youth employment program.

PRIORITY 2: DEVELOP SYSTEMS THAT STREAMLINE OPERATIONS AND SUPPORT PRIVATE SECTOR EMPLOYMENT PROGRAMS

Upgraded capacity and new internal systems will be required to develop successful, sustainable partnerships with the private sector and improve the quality of summer jobs programs. These upgrades include: year-round staff to manage partnerships, tools to make business participation easy and accessible (such as sample job descriptions and web-based training for supervisors), technology to match youth career interests to specific jobs, expanded curricula and skills-based training to prepare youth to meet the hiring requirements of private sector employers, and more job coaches who can mentor youth and help them navigate their jobs successfully. Programs also are seeking to use web-based platforms and other online resources to improve the program experience for youth by making information, resources and applications easier to access.

PRIORITY 3: EXPAND SKILLS-BASED, CAREER-SPECIFIC AND YEAR-ROUND OPPORTUNITIES FOR YOUTH

Many summer youth employment programs want to integrate additional skills-based and career-specific opportunities to make summer work experiences more meaningful and relevant to long-term employment success. Every step in the youth employment process could be an opportunity to do so, from the application process, to pre-job orientation, to ongoing training. These skills-based and career-specific elements are seen as an important way to make summer work experiences more meaningful and relevant to long-term employment success. Programs want to build on their current efforts and expand the number of youth served in these types of efforts.

Programs also recognize the benefit of year-round employment, but with limited resources, they opt to serve more youth through the shorter term summer months. However, programs are exploring resource-efficient options to extend the summer experience, such as offering periodic professional development training sessions during the school year, continuing the services of mentors and job coaches beyond the summer, and implementing service learning projects to provide youth with new experiences and community service.

PRIORITY 4: EXPAND JOB OPPORTUNITIES FOR SPECIAL YOUTH POPULATIONS

Some programs have identified special populations of youth that they will target for increased participation in summer employment programs. These populations have unique challenges and require extra support to create a successful job experience. Many cities are targeting disconnected or opportunity youth (who are out of school and out of work) for special attention, while other cities have identified youth involved in the foster care system, young men of color and undocumented youth, as well as 16- to 17-year-olds who face age barriers to private sector employment.

EFFECTIVE PROGRAM ELEMENTS AND PROMISING PRACTICES

Summer youth employment programs across the country use different models, tailored to their city's unique needs, that are contingent on local resources, leadership, partners, business support, culture and other priorities.

In many cities, for example, the Mayor's Office partners with the federally funded Workforce Development Board to coordinate youth employment programs citywide. However, in other cities, private nonprofit organizations serve in a coordinating role or operate their own independent summer jobs programs.

This diversity of models creates a wealth of opportunities for innovation, learning and information sharing. And, while there is no one-size-fits-all model, our analysis of the programs JPMorgan Chase is supporting, along with the research of organizations such as CLASP and MDRC, suggests that there are common program elements and approaches that are proving most effective in the field. Key elements include:

1: COACHING AND OTHER SUPPORTS

A critical feature of all strong youth programming is support from caring adult mentors who help coach youth to stay on track and reach their goals. Summer youth employment programming is no different. Most programs hire employment coaches or mentors during the summer period to provide a range of services aimed at improving the work experience for both youth and employers. Many programs are seeking to expand the service year round to provide valuable continuity for youth and extend the benefits of the summer employment experience.

Another key feature is making additional types of support services available to participants. Financial burdens, family responsibilities and personal crises can sidetrack youth from their educational and employment pathways. Support services accessible at the program site or through agreements with partners can provide critical support to help youth through these challenges. Many of the examples highlighted here offer a range of support services.

FROM THE FIELD

Youth in Louisville who receive summer jobs through **KentuckianaWorks** are provided weekly job coaching. "Champion" employers assist by offering Work-Based Learning Plans that document youth work performance and offer suggestions for improvement. Champions also are encouraged to participate in Quality Supervision, in which youth are exposed to a wider range of experiences within an organization such as board meetings, job shadowing and mentorship to help young people develop additional short- and long-term career and education goals.

FROM THE FIELD

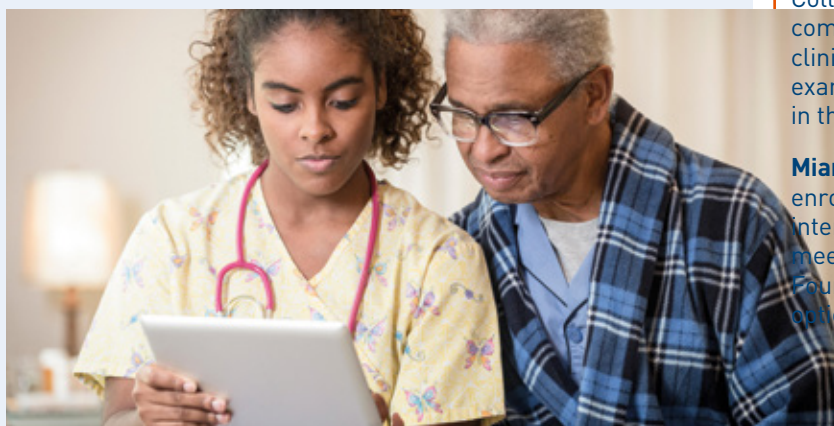
LEARNING FROM OVERSEAS

The U.K.-based **Social Mobility Foundation** places high-achieving students from a low-income background in a two-week residential work experience program at J.P. Morgan offices in London as part of the Aspiring Professionals Program. This experience is coupled with year-long mentoring from J.P. Morgan employees along with tailored university visits and skills workshops for the participants.



2: PATHWAY APPROACH TO CAREER DEVELOPMENT AND RICH WORK EXPERIENCES

Programs that offer multiple entry and exit points, or pathways, along a continuum are most useful in meeting the needs of low-income youth and maximizing the number who obtain education and training leading to decent-paying jobs matching their interests and aspirations. By providing a range of work experiences through the summer, programs also expose youth to a variety of work environments and career options, and foster the development of appropriate workplace skills. Increasingly, high-quality programs are providing work experiences along a path that enables young people to progress from the most sheltered experiences through unsubsidized private sector workplaces. Programs that integrate opportunities for youth to “earn and learn” – by embedding occupational and academic skill building into work experiences – are critical to helping youth move along that path.



FROM THE FIELD

The **Dallas Mayor's Intern Fellows Program** and the nonprofit organization **Education is Freedom** are developing a partnership with the University of Texas Southwestern Medical Center (UTSW) and Texas Woman's University (TWU) that would make summer high school interns who work at UTSW eligible for a scholarship to attend TWU's School of Nursing, as well as the opportunity to intern at UTSW during the summer while in college.

Through a partnership with the **City of Milwaukee Health Department, the Milwaukee Area Workforce Investment Board** and a local public high school, youth can enroll in a Certified Nurse Assistant (CNA) program where they receive educational programming for the CNA clinical and state exam through the Milwaukee Area Technical College. Student trainees gain work experience at area community health centers. Upon completion of their clinical experience, students are prepared to take the CNA examination and go on to begin the process of placement in their field of study with a private sector employer.

Miami-Dade County Public Schools connect students enrolled in high school career academies with summer internships. Students who complete the internships meet one eligibility requirement for a National Academy Foundation certification in their career area and have the option of receiving dual high school and college credit.

3: TRAINING AND ENRICHMENT OPPORTUNITIES

Many summer youth employment programs provide expanded learning opportunities for youth while they are employed, focusing on practical skills and useful information linked to their work experience and next steps for college and career. Some programs designate a few hours per week for extended professional development on topics such as job skills, career planning and development, lessons learned on the job or college preparation. In addition, most programs train youth in financial literacy so they learn basic information about banking, budgeting, investing and paying for college.

An emerging practice uses badges and internal credentialing as a way to provide an incentive for participants to continue on the pathway they have started. These badge or credential efforts also can break the many steps to career readiness and postsecondary preparation into attainable milestones. Finally, badges and credentials provide prospective employers with assurance that potential job applicants will have a standard level of training and skills development.

FROM THE FIELD

One Summer Chicago is in the early stages of developing a system of badges and credentialing that recognizes youth for performance, accomplishment and skills development on the job. For example, 15,400 youth earned a “Master” or “Skilled” digital badge for job performance based on workplace attendance – a critical career-readiness metric. In addition, over 14,000 youth participated in financial literacy training, with more than 3,500 earning a Chicago Financial Scholars Digital Badge.

Participants in the **Jersey City Summer Internship Program** attend weekly professional development sessions during their summer job experience where they receive training through a specialized curriculum developed in partnership with America Needs You, a nonprofit organization that advocates for economic mobility for first-generation college students. Local employers participate to provide career information, and 80% of participants stated that the enrichment curriculum enhanced their internship experience.

4: LEADERSHIP DEVELOPMENT AND CIVIC RESPONSIBILITY

Experiences that expose young people to new environments, engage them in civic projects, allow them to volunteer, and provide them with opportunities to lead and function as a team all contribute to the development of important skill sets. Additionally, youth who are given a chance to give back to their communities develop a strong sense of pride. Many programs have an explicit objective to provide summer job experiences that help youth mature into responsible adults who possess integrity, a strong work ethic, and a sense of personal, civic and family responsibility.



FROM THE FIELD

In partnership with local arts organizations, **City Connect Detroit** has developed internships in fine arts and performing arts designed to demonstrate to youth that their interests and aptitudes have community value. One project was the transformation of an empty lot in an inner-city neighborhood into an arts park, with sculptures created by youth interns.

Stl Youth Jobs sponsors different events that provide opportunities for youth to engage employers directly to demonstrate talents and skills in leadership positions. Events include a youth/employer summit where youth are active participants on the program; visits to job sites to engage donors; launch breakfasts and end-of-year events with employers, youth, families and community leaders in attendance.

FROM THE FIELD

The mayor and Cook County Board President in Chicago have joined forces to create **One Summer Chicago**. As part of the program, city and county public agency partners leverage their resources to provide the maximum number of high-quality work opportunities for youth. In addition, almost 90 nonprofit organizations are contracted to recruit employers and provide summer jobs, including for special youth populations that face additional employment challenges. Chicago is a leader in recruiting private sector financial investment.

5: A STRONG CONVENING ENTITY AND ADMINISTRATIVE AGENT

The complexity of youth education and employment challenges requires a comprehensive solution that involves collaboration by a range of stakeholders to work toward common goals. This type of community-wide coalition necessitates a convening agent to take a leadership role in bringing diverse stakeholders to the table and providing the administrative and operational support required to maintain the collaboration.



OPPORTUNITIES FOR THE NEXT GENERATION OF SUMMER JOBS PROGRAMS

JPMorgan Chase's in-depth look at the summer youth employment programs we are supporting – along with our engagement with local leaders and experts in the field – has revealed important insights that are helping us better target and leverage our investments. It also has highlighted what we see as key opportunities for advancing the summer youth employment agenda more broadly.

These opportunities are not entirely new or novel – in many ways, they align with and reinforce what local officials, program leaders and others also have identified. We know as well that, for many cities and programs, one of the key factors limiting their ability to expand and strengthen their programs is a lack of resources. However, we hope that by adding perspective – as a private sector employer working every day with local governments, nonprofits and business leaders around the world – JPMorgan Chase can make a contribution to advancing the agenda on this critical issue.

1: STRENGTHEN INFRASTRUCTURE AND CONNECTIONS AMONG PROGRAMS

It is clear there is a tremendous amount of innovation and experimentation across youth employment programs – and many exceptional programs exist. It also is clear that individual cities or programs cannot tackle the challenge of youth employment alone. Rather, the necessary infrastructure and mechanisms for collaboration and information sharing must be in place to expand and replicate the most effective approaches. To strengthen quality and sustainability, summer programs need to be more connected to plans for local workforce systems and economic development, especially as cities are mobilizing to meet the needs of opportunity youth.

The creation of this infrastructure and capacity could be advanced in a variety of ways: by convening national experts, local leaders and practitioners to develop a national “quality framework” for summer youth employment programs with standards of practice around issues such as pre-job training, skills development, program staff competencies and performance measurement, for example. Or accomplished by creating peer-learning networks, as well as developing and disseminating shared tools, “how to” manuals, best-practice guides, off-the-shelf badge or credentialing programs, or other resources that could be used and implemented by programs across the country. In addition, to increase the sustainability of summer youth employment programs, which face potential budget cuts every year, a national campaign to increase the public's awareness of the importance of youth employment would help to recruit new investors and champions.

2: DEEPEN PRIVATE SECTOR ENGAGEMENT

Nearly all programs and cities across the country have identified a desire to recruit more private sector employers to both hire more youth and provide funding to support programs. These are critical objectives, as public funding sources alone are not sufficient to meet the demand for summer jobs, while companies are uniquely able to provide valuable private sector work experience. However, simply increasing private sector funding and hiring – while clearly necessary – is not sufficient to create a fully effective, sustainable model for public-private partnership on youth employment.

Rather, it is essential for private sector employers to get more deeply engaged with their partners and local officials to support the creation of high-quality programs that are aligned with local workforce needs. For example, stakeholders share knowledge about job growth areas and information about skills needed, contribute to training programs, bring other employers on board and help recruit professional mentors. They also can help advocate for policies and incentives that support private sector involvement in youth employment.

3: BRING A SKILLS FOCUS TO SUMMER YOUTH EMPLOYMENT

Within the broader workforce development agenda, there has been a growing recognition of the need to develop policies and programs to address the skills gap – the mismatch between employer needs and the skills of current job seekers. There is an opportunity to better apply this same demand-driven logic to summer youth employment. Benefits of doing so include not only better arming young people to compete in the workforce but also the ability to tap into additional funding streams. While many programs already are combining federal and state youth employment funding streams, many groups can expand the available pool of resources by integrating skills-focused and demand-driven components into their programs. Through the recently reauthorized federal workforce law, states and local governments have an opportunity to implement some components of this approach.

However, many cities and programs face tradeoffs between investing in skills-based opportunities and using their resources to expand the number of summer jobs of *any* type. In the face of limited resources, it is essential to understand which skills-based approaches can be most efficiently designed and delivered, which ones are proving most effective in building the skills of the participants, and which models can be most easily scaled and replicated. A research agenda focused on identifying and disseminating best practices from innovative skills-based approaches could help advance understanding and adoption, as could pilot projects aimed at creating skills-based models for replication.



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