

WELCOME

James Butler: Hello, everyone, and welcome to our Webinar on *“Leveraging Private/Public Partnerships and Funding to Improve Summer Youth Employment Opportunities.”* For those of you who joined us a few months ago, this is the second of our two-part series of Webinars on Summer Youth Employment. We are hoping that today’s Webinar will provide TANF programs, Workforce Programs, Youth Serving Programs and other stakeholders with some ideas and information on some peer-based strategies for developing strategic partnerships in identifying possible funding streams for Summer Youth Employment Programs. We have put together today for you a group of presenters from various locations that have implemented Summer Youth Employment Programs that have been funded by a variety of public and private funding streams. To support you and your potential partners in the thinking process about how to start or maintain Summer Youth Programs, we have gathered a host of important resources related to creating and sustaining Summer Youth Employment Programs. These resources have been gathered from our partners in the Office of Planning, Research and Evaluation and from the Welfare Peer TA Network. As already mentioned, at the end of today’s presentations, you will have an opportunity to ask questions through the WebEx system. You can submit questions to be answered following the last presentation or throughout the Webinar using the Q&A panel on your WebEx screen. We invite you to submit questions for our speakers through the WebEx technology. If your question is for a specific speaker or program, please indicate that from your question. At the end of the Webinar, you will also be asked to respond to a short evaluation that will automatically come up for you. Your feedback is important and it helps us shape our delivery of technical assistance. All of today’s materials will be posted on the Welfare Peer TA Network website and will be sent directly to you within a few weeks.

INTRODUCTIONS

James Butler: Our speakers for today will include Bruce Saito, who is the Executive Director for LA Conservation Corps in Los Angeles, California; Alan Cheng, the Assistant Commissioner for Youth Workforce Development for the New York City Department of Youth and Community Development in New York, New York; Julia Breitman, who is the Director of Operations for New York City’s Ladders for Leaders program with the New York City Department of Youth and Community Development in New York; Amy O’Halloran, who is the Director of Youth Services for ABCD Incorporated, located in Boston, Massachusetts; and last but not least will be Susan Lowry, who is the Vice President of Development for the Philadelphia Youth Network in Philadelphia, Pennsylvania. Their full biographies will be available in the presentation materials that will be sent to you following today’s Webinar.

James Butler: Facilitating today’s discussion, we will have Christina Techico, who is a Senior Manager with ICF International. Christina?

CONTEXT AND OVERVIEW

Christina Techico: Thank you, James. I will just take a few minutes to give folks a context and overview, and then we will have the speakers talk as they have a lot of information and resources for you. As James mentioned, we will come back and a question and answer session afterwards. Since the 1930s, there has been considerable investment, both in the public and private sector, around Summer Youth Employment activities with a goal to improve employment outcomes and connect vulnerable youth to work and skill building. Critical to that, of course, is identifying funding to invest in activities; it is always a matter of locating the right mixture of partners from both the public and private sectors. And especially during this period of tight fiscal realities, it is critical for stakeholders to think broadly and strategically about how to fund Summer Youth Initiatives. Innovation is key when thinking about what partnerships to develop, what resources are available and how they can best be used to support initiatives that are effective and sustainable. In today’s Webinar, we have really assembled, as James mentioned, a mix of speakers that, in their programs, bring a blend of funding, different funding sources, including the Workforce Investment Act through the Department of Labor, and the Community Services Block Grants and Community Development Block Grants as well. You will be hearing shortly from Bruce, who will talk about innovative public and private

partnerships between the Departments of Agriculture, the Bureau of Land Management looking more at how youth are employed in positions in national forests, national parks, wildlife refuge and other public lands, and also looking at funding from a private funding side, including foundations such as Walmart Foundation, John D. and Catherine T. MacArthur Foundation, the Michael and Susan Dell Foundation, as well as the Open Society Foundation. We recognize that keys to success include building strong local coalitions and partnerships, leveraging public and private funding streams, tapping the existing but underutilized funding streams, and looking beyond the public sphere for opportunities. So with that, I would like to turn it over to our distinguished speakers to talk about their partnerships and funding mechanisms. First, I would like to welcome Bruce, who is the Executive Director for the LA Conservation Corps located in Los Angeles. Bruce?

Bruce Saito: Thank you. It is a pleasure to be part of this discussion.

LA CONSERVATION CORPS HISTORY AND SUMMARY

Bruce Saito: So the first slide just gives you a little bit of the history of the LA Conservation Corps. We were founded in 1986. We are private, non-profit and still focusing on - but primarily back in 1986, our mission and still is, is to provide job training, work experience, educational opportunities for young adults and school-age youth as they, in turn, provide environmental and community services. For us, mostly in the Los Angeles area, but that is a big, big area, a county of over ten million people, and the City of Los Angeles of over four million people, so you have got lots of folks to work with and a big area to serve. Again, when we originally started in 1986, my background had been in the California Conservation Corps so it was not new to me, this notion of service, and particularly around and in the environment. But in this case, in 1986, particular focus or emphasis in the huge urban area of the City of Los Angeles. So we originally started with that focus of 18 to 23 year-olds doing mostly outdoor environmental conservation work, but quickly figured out there was as great a need in not only Summer Youth Employment, but younger school-aged youth, particularly like in that Summer Youth Employment range, 13 or 14 years old through high school, 17 to 18 years old. And one of the compelling reasons for a Summer Youth Employment, or as we now call it, a Clean and Green Program, was because in Los Angeles in the 1980s we had year-round schools. And so at that time, around 1986, 1988, after the Corps had already kind of started up as a young adult Conservation Corps model, there was an obvious need to provide opportunities for younger youth, not just during the summer, but year-round because of the year-round schools in Los Angeles. So in about 1988, then Mayor Tom Bradley said we always do Summer Youth Employment Programs and they are very good and they are effective but the young folks - we are year-round and so that young person that traditionally or historically that would get the services of Summer Youth in July and August, they are going to school in July and August because they are at year-round schools. At that time, the LA Unified School District population had shrunk a little bit but it was still up around 800,000 total students, not just 14 to 17-year-olds, but total students in a very large school district. So there were a lot of kids out and off during their typical or traditional summer months in September and October and January and February, so we created Clean and Green. Using the City of Los Angeles' general fund dollars. Back in the 1980s, things were a little bit better.

LA CONSERVATION CORPS SOURCES OF SUMMER FUNDING

Bruce Saito: So I listed the kind of programs that we have evolved into, our sources of funding or just some of the sources of funding that we have used since that period back in the late 1980s. And so, just to give you some idea of scope and size, Clean and Green serves and works with out of school and in school middle school and high school students, 13 or 14 years old to 17 years old, it is funded now by Community Development Block Grant dollars, CDBG dollars, and up until this year, with that same general fund dollars, at a tune of about a total of three million dollars. Again, lots of kids, lots of Summer Youth Employment Programs. This year, the year-round schools have stopped because we have built up the infrastructure and the schools are not quite as crowded, plus there are less students enrolled in the LA Unified School District, so we are the traditional - the students are off in July and August typically and they are in school September through May or June. Some of the funding is still coming from Community Development Block Grant dollars, not as much of City of Los Angeles general fund dollars, Workforce Investment Board, and traditional Summer Youth employment dollars. The last few years, because of the reduction of Block Grant dollars and funding in general and probably, not probably, but the Chamber of Commerce has always played a significant role in the funding of Summer Youth Employment Programs, but in particular, much more in the last few years because of those kinds of cutbacks across the board and nationally, as well as State and locally. So our Chamber of Commerce responded to the call, the Conference of Mayors and the Secretary of Labor, and leveraged those resources, in this case, mostly private. So this last summer, the Chamber of Commerce was the facilitator of I think over a million dollars, a lot of that coming from Walmart and then some of it from a couple of local banks.

Bruce Saito: This is the last year, but we have a five-year funding cycle of U.S. Forest Service funds that allowed us to develop or create, and implement what we call a Stewardship Academy. So young, inner-city folks (you can see the picture below—they are actually hiking) but we actually took young, inner-city folks, leveraged some of our Block Grant dollars and Summer Youth Employment dollars with funding from the United States Forest Service for about 20 young folks to work in the Angeles National Forest, working on environment and stewardship programs over the summer, usually in July and August. Then in the last two years we also launched and implemented a program with the City of Los Angeles Board of Public Works, where the actual – since the engineering firms are an important and integral part of Board of Public Works in the City of Los Angeles’ funding and providing services for a variety of projects, the Board of Public Works goes through those large and small engineering firms and asks for support of interns. So the last couple of years, we have been able to hire and place about 50 interns that work during the summer. They are funded by those engineering firms and then they are placed as interns with those engineering firms over the summer. Mostly high school juniors and seniors and some students just starting college, but to give those young folks an experience and an introduction into the world of engineering.

Bruce Saito: Then what we have always been good at is our Future Service Projects so where we can, we leverage some of those projects, some of those Block Grant funded or general funded projects with Fee for Service projects, where the Forest Service or the National Park Service or other departments or bureaus within the City of Los Angeles can actually pay for those services. A good case in point here is that this last year, as we lost some of our general fund dollars, we looked to the Board of Public Works and the Bureau of Sanitation. So those young folks that were doing the tree planting projects that could relate to storm water enhancements, storm water runoff enhancements or bulky item pickup or some of the more – I would call them more traditional urban city Summer Youth Employment type projects that we continue to do, but we continue to also look outside the City of Los Angeles because we are so rich I think in resources, like the Angeles Forest is at our doorstep, a huge National Park Service area, the Santa Monica National Recreation Area, a 15-mile mountain range where the young city folks can get out and do great things in the park, with the park service.

Bruce Saito: Bureau of Land Management (BLM) is a little greater stretch but we have done – our Young Adult Corps has worked for a long time with the Bureau of Land Management, not so much with Bureau of Water Reclamation, but some of those other Department of Interior and USDA partnerships where even young folks working through Summer Youth Employment Programs can access or work with those kinds of great projects.

Bruce Saito: Also add that I did not list it here, but kind of a not so great funding source that we had after the 1992 civil unrest and riots, there were emergency or FEMA dollars available for displaced workers that I suspect maybe some of the East Coast might have access to this summer, even for Summer Youth Employment Programs. Then recently, not this year but in the previous couple of years, we did access ARRA, American Resource Recovery dollars to fund some of these environmental programs also using Summer Youth Employment or youth that were working just for the summer on some of those public lands projects. That I think pretty much concludes – yes, that is me.

Christina Techico: Thank you, Bruce. Next, I would like to welcome Alan Cheng, who is the Assistant Commissioner for Youth Workforce Development for New York City's Department of Youth and Community Development, as well as Julia Breitman, who is the Director of Operations for New York City's Ladders for Leaders for the New York City Department of Youth and Community Development. Alan and Julia?

NYC DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Alan Cheng: Sure, thanks. Good afternoon, everybody, and we send greetings from New York City where we survived the hurricane and we are okay. We just want to talk about our Summer Youth Employment Program and we can move to the next slide here.

SUMMER YOUTH EMPLOYMENT PROGRAM – ABOUT SYEP

Alan Cheng: Just quickly, the goals of the program – so the goals are pretty basic, I think they are probably shared in common with a lot of other folks, but we are trying to introduce young people to work, we are trying to help them with career exploration, and develop good workplace skills. And also a big part of this, especially in the last few years during the recession, is to really provide supplemental income to a lot of families who may have one or both parents who are not working. Our program structure is seven weeks of paid work and education experience and we pay the minimum wage which is currently \$7.25 an hour. Our program is pretty open in terms of eligibility. The only two major requirements are that they have to be permanent New York City residents and they have to be between the ages of 14 and 24. This past year, our program dates were July 5 through August 18.

RECENT PROGRAM HISTORY

Alan Cheng: Summer Youth Employment Program has actually a much longer history than what we have here on this slide. My department, the Department of Youth and Community Development, which oversees thousands of contracts with community-based organizations and we fund a lot of programs from after school to community centers to workforce development programs, we took over this program in 2003, but Summer Youth Employment Program has been a tradition in the city since the 1960s. It has pretty much run mostly the same way in terms of the types of work experiences that young people have been getting, the length of the program and everything, and probably the only thing that has really changed over the years, as you will see from some slides later on, is the numbers of young people that are being served. Just a couple of highlights here with our program history, since it came to my department, the Department of Youth, also known as DYCD, we have implemented several changes to enhance the program experience for young people, as well as to maximize on efficiencies, basically reducing a lot of paperwork, a lot of manpower that used to be done when things were done the old-fashioned way via paper and pen. So some of the key things were introducing an online enrollment and timekeeping system using debit cards to pay young people beginning in 2004, developing special programs for youth who are considered vulnerable, and these include those who are involved in the foster care system and involved in the criminal justice system or are runaway and homeless, and also we have also introduced a system whereby job sites can apply online to host young people during the summer.

FACTS AND FIGURES

Alan Cheng: I will just highlight – we are big on numbers here. We are, obviously, the financial capital of the country so we love numbers. These are some numbers from this past summer. We had a total of \$43 million committed to the program. As you can see, we have a huge demand for this program. We had over 132,000 applications submitted for the program, of which roughly I think 85 percent to 90 percent of them were done online. Unfortunately, we were able to only provide work for 29,400 young people and they worked at over 5,600 work sites throughout the city and, in some cases, in upstate New York. The total payroll, this is the total amount of money that went out to the young people directly, was roughly \$28.7 million.

FUNDING AND ENROLLMENT

Alan Cheng: This is the historical look, going back a few years to where we were with the program. I know there are a lot of numbers there, but there is the total amount of funding, the total number of kids that were enrolled, and as you will see summarized in the chart on the bottom and then we also break down within the graph itself where that money came from, so you will see that our primary sources of funding for this program are city dollars, which is in the orange, followed by State dollars in the green, and then federal dollars, and I know it is hard to tell there but it should be red. And then we have, in the last three summers, developed an amount of private dollars to this program. I think there might be another slide before – we might have skipped a slide. I do not know if we have that there, if we can go back two slides.

Alan Cheng: That is okay. So I can tell you this past summer we had, to break down our funding even further, we had in the federal pot of money, Community Services Block Grant money and Workforce Investment Act money. Typically, the city funds a huge portion of it usually, at least half, and it was not always the case. It only became that way beginning in 2002, when the Workforce Investment Act (WIA) kicked in. Those of you who have been around probably know that prior to WIA, there was standalone – there was funding for standalone summer jobs from the federal level. And the city, like a lot of other municipalities throughout the country, primarily relied on that pot of money to fund a lot of summer jobs, and in New York City, we funded as many as over 100,000 jobs using that federal money. But in 2002 and 2003, when WIA took effect, the WIA dollars were devoted more to year-round programs, so the funding for the summer jobs, at least from the federal level, diminished until 2009, and our chart is fiscal year 2010, you see there is a lot more federal dollars there and that was because of stimulus through ARRA where we were able to enroll a 10-year high of 52,000 plus young people.

Alan Cheng: I just want to talk briefly about the State. So the State also comes in with money. Traditionally, it has been TANF dollars that have been allocated through New York State, also by the federal government, but obviously there are a lot of uses for TANF dollars, and in the State the primary use is obviously for a lot of public assistance programs and unemployment, but there has always been an allocation of money to Summer Youth Employment Programs. And this only changed in the last two years where the State dollars are no longer TANF, at least here in New York City, for the Summer Jobs Program, it is coming from other sources. I do not know what they are, but it is the Governor's Discretionary Funding to fund summer jobs.

Alan Cheng: Then finally, the other piece that I want to talk briefly about is the private funding. So since summer of 2010, we have had a small but growing commitment in private donations. We work closely with the Mayor's office, it has a non-profit fundraising arm called the Mayor's Fund to Advance the City and they do a lot of the fundraising for us. In 2010, we received a couple of large donations specifically for the Summer Jobs Program amounting to \$2 million. We were able to grow that the following year, 2011, to \$6.1 million. Then this past year, due to a lot of other circumstances, the private funding came in at \$2.8 million. With that, I am going to hand it off to Julia to talk more about our partnership with the private sector.

NEW YORK CITY LADDERS FOR LEADERS – PROGRAM GOALS AND STRUCTURE

Julia Breitman: Hi, good afternoon. We can move on to the next slide. Thank you so much. I am going to talk about the NYC Ladders for Leaders Program, which is a small private sector initiative, a public/private initiative that is a part of the Summer Youth Employment Program. Thank you. This is a fairly young initiative. It was started in 2006 and we looked at the Summer Youth Employment Program and the absolutely phenomenal work that that program was doing and the experience it was providing to New York City's young people, and looked around and thought about what was missing. And what was missing was the connection between our city's young people and the business community. Essentially, this is New York City. We have probably every company, every prominent business has a headquarters here, and yet their interns, their workers, their young workers were coming in from all over the country, if not all over the world, but very often not from their own backyard. And so we wanted to establish a connection, a pipeline if you will, between the New York City business community and our young people. We also wanted to provide the next step experience to successful young people in New York City who just did not have the means to gain entrance to these organizations on their own. And so we had a series of roundtable discussions with the business community and came up with a model for what has now been known for the past seven years as the NYC Ladders for Leaders Program. This has been a professional internship program for high school and college students. It was opened to anybody from ages 16 to 21, who are permanent residents of New York City and currently in school. It was a competitive application process, young people applied, were screened, were recommended by either their schools, community-based organizations they had been working with, prior employers. For most of them, their first job experience was the Summer Youth Employment Program and their second job experience was with the Ladders for Leaders Program. They went through a six-month employment program that trained them to be competitive in the workforce, everything from interviewing skills to workplace attire to financial literacy, how to handle themselves in an office, in a corporate office. The structure of the internships was largely determined by the companies hiring the young people. This program was entirely funded by the private sector and so the employers made the choices of who they hired and the salaries and the hours that they worked, but it was a minimum of 25 hours per week for at least seven weeks.

NEW YORK CITY LADDERS FOR LEADERS – 2012 PROGRAM OVERVIEW

Julia Breitman: Since 2006, the program raised \$2.5 million and connected nearly 1,300 young people to professional internship opportunities. This year alone, we had 252 young people complete the program with 100 percent success, meaning that they all completed the program, graduated and completed all their hours. We had 93 private, public and non-profit organizations that hosted interns, and 28 percent of those participating were actually offered employment beyond the summer. As I mentioned before, this program is open to young people that are currently in school, so these would have been part-time positions. We also had some extra supplementary benefits such as through a partnership with the American Airlines, we awarded tickets to visit colleges of their choice and we had a scholarship fund and awarded 50 young people partial college scholarships. Next slide please.

NEW YORK CITY LADDERS FOR LEADERS – CORPORATE RELATIONS

Julia Breitman: We really pride ourselves with supporting our corporate partners. It is the reason they return year after year. If you look on the right-hand side, we have some statistics about our employer experience and essentially all of our employers were extremely satisfied with their interns pool, with their candidate pool, with their interns' performance, and are all ready to sign on to the program again. We have found that through the years, all of our employers have been returning. Even in some very difficult economic times that the city has faced and the country has faced, when regular employees were often laid off, they were still willing to participate in this program. While we are recognized that youth employment is extremely important to the future of our country, that message is often a little hard to pass on to the private sector. We found that with this program, it has really been our kind of foot in the door where with one intern truly proves to the employer that they are worth taking a chance on, and we found that this program has served as an introduction for other public/private partnerships. Some of the ways that we have engaged the private sector have been through cultivation events such as breakfast forums with the corporate community, recognition events after the program ends, we have been working with our Chambers of Commerce, with professional networking groups, within our own personal networks and

working with the Workforce Investment Board here and in New York City. We have also found that as our young people are graduating, completing the program and graduating school and starting their own careers, they have become ambassadors to the private sector, often bringing in their own firms now as partnering corporations.

NEW YORK CITY LADDERS FOR LEADERS – 2012 PARTICIPATING ORGANIZATIONS

Julia Breitman: On the next slide, you will see a list of the organizations that we have worked with this year and, as you will see, they really are a mix of large, multinational corporations to smaller businesses in New York City, and some not-for-profits as well as government organizations. Their needs are all different and we have found that really to keep the employers engaged and returning year after year, we really had to listen to them and hear what they needed from us, what they needed from their youth workers. I think with government, we often know what we want out of a program, out of a summer experience for our young people, but we have also learned that we have to listen to what our employers need and that has been really integral to our ability to continue these partnerships. Thank you.

Christina Techico: Thanks, Julia and Alan. Next, I would like to welcome Amy O'Halloran, who is the Director of Youth Services for ABCD in Boston. Amy?

SUMMERWORKS – THE MODEL

Amy O'Halloran: Hi. All right, so we are part of Action for Boston Community Development here in Boston, which is a community action program. We are one of a little over 1,000 community action programs in the nation. Our current model, and it has been this model for I think about 10 or 12 years, is a six-week Summer Youth Employment and Development Program for low income youth ages 14 to 21. Youth work for 20 hours a week at local non-profits and they earn \$8 an hour, which is the Boston minimum wage. Participants develop job readiness as well as other life skills, financial literacy, conflict resolution, access to higher education, workplace safety. Participants receive valuable mentorship and guidance from their Youth Service Specialists and Worksite Supervisors. So for every 30 youth, they have an assigned Service Specialist, or otherwise known as a YSS, who is charged with providing case management for the youth, connecting them with any additional resources, serving as the liaison between us and the worksite. We are in our 48th year and an estimated over 150,000 Boston residents credit SummerWorks with providing them with their first job opportunity. In the past, we have had longer programs, eight weeks, ten weeks, and also in the past, we have been able to employ youth for longer than 20 hours or provide more hours each week, but we have been limited by funding and that is why we are now only six weeks and 20 hours a week.

2012 AT A GLANCE

Amy O'Halloran: In 2012, the second year, similar to New York City, the second year that we implemented an online application, well over 6,000 youth applied. We were able to place youth at 175 worksites and had 808 participants, and that was a lottery process and that number was limited by funding. Seventy-three percent of the youth that we hired came from single parent household, 87 percent of those youth were in school, be it middle school, high school, alternative education or in college. About 20 percent of those were TAFDC recipients, Transitional Aid for Families with Dependent Children. Well over 20 percent of those we served were homeless, court involved or in foster care. And the money that these young people earned was critical to not just their own financial wellbeing, but their entire household's success. Youth took a little over \$600,000 and contributed that their households.

2012 PROGRAM FUNDING

Amy O'Halloran: Our funding in 2012 was just sort of divided up into three ways: proposals, corporate and individual donors, and State funding. The largest portion of proposal dollars came from the Anti-Violence Youth Prevention Fund, which is sort of distributed by the State Street Foundation. I am sure all of you have heard of State Street Bank. The only restriction to those dollars was that we served youth who came from specific census tract areas that have been plagued by

youth violence. So those dollars had to go only towards youth who came from those zip codes and census tracts. All of the State funding that we received is YouthWorks money. YouthWorks money is Massachusetts money that has been given to the City of Boston and then the city distributes it. Typically, the city distributes it to three Summer Youth Employment Programs and we are one of those three. The restriction with that funding is that youth must be at 200 percent of poverty or less, and we must reserve a minimum of 20 percent of those slots for youth to be homeless, court involved, or in foster care.

PREVIOUS FUNDERS

Amy O'Halloran: In the past, we have gotten stimulus dollars, we have been able to pay youth wages with Community Service Block Grants. We have our own internal fundraiser that has often yielded some great resources for us for the summer. We did not have that this year. And then just like everybody else, we also have had WIA dollars in the past.

HOW ARE FUNDING SOURCES OBTAINED?

Amy O'Halloran: And how have we obtained these? Primarily through submitting proposals, identifying service gaps, providing additional opportunities for the underserved, sharing data, and then obviously, telling the story. We are the only Summer Youth Employment Program in Boston that serves youth who are 14, though certainly we get a large percentage of younger applicants that other agencies are not serving just yet. We are the only program in Boston that has such strict restrictions as it relates to income guidelines and residency.

WHO ARE SOME OF OUR STRATEGIC PARTNERS?

Amy O'Halloran: These are just a few of our strategic partners. The Boston Youth Service Network, who provide career exploration, the network of alternative educators, and career exploration providers. The City of Boston is, of course, a partner, as is the Commonwealth Corps and other community-based organizations. Of course, we have aligned ourselves with some elected officials. The Private Industry Council, I mentioned earlier that there are three primary Summer Youth Employment providers in the city and the Private Industry Council is also one of those three. They are one of us. They serve a slightly different population, so instead of sort of seeing them as an adversary, we find ourselves aligning with them to figure out how we can best meet both of our goals. State Street Foundation, as I mentioned earlier, and the Youth Violence Prevention Coalition, also very focused on how can meaningful employment curb incidence of youth violence. That is ABCD, that's SummerWorks.

Christina Techico: Thank you. Next, I would like to welcome Susan Lowry, who is the Vice President of Development for Philadelphia Youth Network, located in Philadelphia. Susan?

LEVERAGING PRIVATE/PUBLIC PARTNERSHIPS AND FUNDING TO IMPROVE SUMMER YOUTH EMPLOYMENT OPPORTUNITIES – THE PHILADELPHIA EXPERIENCE

Susan Lowry: Thank you. Glad to be able to join you all today. I want to first start out – do I have control over the slides?

Christina Techico: Yes, you do, Susan.

PHILADELPHIA YOUTH NETWORK: WHO WE ARE

Susan Lowry: Great, thank you. Thanks folks. I wanted to start out first with saying a little something about the Philadelphia Youth Network (PYN). We are a 13-year-old, non-profit, youth workforce-development intermediary that is dedicated to improving the educational and economic outcomes of Philadelphia's young people. Our work encompasses five functional areas. We leverage, coordinate, and manage public and private investments directed at youth education and workforce development in the Philadelphia region. We convene and lead cross-sector partnerships and initiatives that enhance

opportunities available to Philadelphia youth. We design, oversee, and replicate effective program models that prepare Philadelphia youth for higher education and the future workforce. We manage a service-delivery system that is created to ensure citywide coordination of youth career-connected educational services. And finally, we build the capacity of youth-serving providers.

PHILADELPHIA YOUTH NETWORK INITIATIVES

Susan Lowry: PYN currently manages two citywide initiatives under the auspices of Philadelphia Works, Incorporated, which functions as Philadelphia's local Workforce Investment Board, and the Mayor appointed Philadelphia Council for College and Career Success, which is a subcommittee of Philadelphia Works. Those two initiatives are Project U-Turn, campaign that is designed to draw attention to and address Philadelphia's dropout crisis, and WorkReady Philadelphia, which is a cross-sector partnership dedicated to attracting, aligning, and investing resources in youth workforce-development strategy. In addition, PYN provides support for a variety of initiatives focused on college access, attention, and success that is spearheaded by the Council and by the Mayor's Office of Education.

WORKREADY SUMMER

Susan Lowry: WorkReady Summer is one component of the larger WorkReady initiative, which, in and of itself, incorporates nine different program models. For the Summer Program, we think of it as a more than Summer Jobs Program because it certainly is focused on skill attainment as well as work experience. We have used three different program models for our Summer Employment Program, one that is service learning focused, one that is work experience which is somewhat for younger youth, and then we have internships. The programs are designed as six-week, 120-hour experiences for youth aged 14 through 21, especially focusing on low income youth. All of the models are designed to challenge youth to understand the correlations between such variables as work experience, skill attainment, and high school completion and how those variables impact the potential for college and career success. In all three program models, participants are required to complete a work-based project or portfolio which that, combined with sufficient attendance rate, offers a pathway for potential credit attainment within the School District of Philadelphia for their summer experience.

Susan Lowry: All three program models are united in their focus on the development of four sets of specific 21st Century skills that were identified by our local youth council as essential to preparing youth for post-secondary success in a knowledge-based and global economy. As you can see, they are flexibility and adaptability, self-direction and initiative, productivity and accountability, and teamwork and collaboration.

WORKREADY FUNDING 2003-2012

Susan Lowry: WorkReady has been in existence since 2003, and it was launched initially using purely federal dollars, Workforce Investment Act and TANF dollars. And as you can see from this slide, that remains the backbone of what we are able to offer system-wide for WorkReady. In 2004 to 2005, we were able to introduce two other fundings that continue to be useful for us. One is through major funding from a local foundation, the William Penn Foundation, and the other is through employer-paid internships and I will talk about that in a few minutes. We have actually had minimal State support through the course of time that we have been managing the WorkReady Program, although the city has begun to kick in some funds around 2008. You can see from this chart that there were spikes, 2009 into 2010 and 2011 into 2012, when we had, like others have said, access to American Recovery and Reinvestment Act dollars and also to TANF Emergency Contingency funds.

FUNDING WORKREADY SUMMER 2012

Susan Lowry: Switching gears and looking specifically at summer funding only, the picture is a little bit different. For summer 2012, we were successful leveraging about \$10 million in funding. That resulted in 5,618 youth opportunities and that is out of a total of about 8,500 opportunities through the course of the whole year. The funding is a combination,

again, of multiple investors across different sectors. But for the Summer Program, the relative percentage of the public dollars in terms of WIA and TANF is not as large as it is for the whole system. This is where we see a more significant investment on the part of other partners with foundations providing 24 percent of our revenue, the City of Philadelphia 16 percent, employer-paid internships at 15 percent, and the school district at 3 percent. And I will say that, historically, the school district has offered greater support than that, but right now the Philadelphia School District is really challenged and are not at the levels and particularly in terms of their budget and they do not have those resources available. One of the things that PYN does with this revenue is that we use a blended funding approach. I will say that we tend to direct most of the public dollars to our service learning and work experience models, with the private sector dollars supporting the internships.

SUCCESSFUL STRATEGIES

Susan Lowry: In terms of what has led to our success, I just wanted to touch on a couple of things that we think has helped us to take this work to the level that we have been able to, and one is that we are not doing it in isolation. The fact that we are the organization that was designed by our local Workforce Board to manage the WIA and TANF dollars in terms of the youth portfolio has been huge for us. The fact that we also serve as staff to our local Youth Council, that means that the WorkReady Initiative, the year-round as well as the summer programs, fit within a common agenda that has been collectively developed by a number of different stakeholders across a number of different systems. Additionally, PYN works a little differently than some of you folks, the other folks that have presented, in that we are actually not providing the direct services. We are providing oversight for the system as a whole. The actual day-to-day programs are managed year-round by a set of about 62 different community-based youth serving organizations. PYN also provides value when we are talking about a sort of systems approach in that we have certain centralized systems for the Summer Program that include: we manage the enrollment, we manage all payroll and HR functions, and we also manage all data management for the system. PYN also functions as an intermediary which, to some extent, is helpful with the respect of being able to be a neutral convener and to be able to offer, because we were working in this kind of systematic way, to offer efficiencies and certain cost effectiveness in blending the dollars and having the coordinated systems.

Susan Lowry: In terms of partnerships, that has been also central to our success. We are fortunate enough to have a mayor here in Philadelphia who is committed to youth and to education. When he was inaugurated, two of his major goals for his administration had to do with adjusting the dropout rate and increasing the baccalaureate attainment rate. At a recent event in October here locally, he challenged the city to try to generate 10,000 youth opportunities for this coming summer. He also is very hands-on in the sense that he will actually call employers to help us with our employer engagement strategy. We also have a couple of other partners who work with us in that employer recruitment. We work with the Greater Philadelphia Chamber of Commerce, the Northeast Philadelphia Chamber of Commerce, an organization called Philadelphia Academies, and our local United Way. The William Penn Foundation, I mentioned earlier that they came in after the first year, they have continued to be a stalwart supporter. What has helped us is that they have been willing to invest not just in the dollars that support the individual youth slots, but offered to invest in the capacity of our organization in the system, both the infrastructure and capacity which has been just invaluable. With William Penn locally investing in us, they have provided leadership which has helped us to get other local funders to invest as well.

Susan Lowry: The other thing that has been helpful is, because the work, the summer system is branded under WorkReady, there is name recognition. We are ready to demonstrate that in terms of outcomes, we are able to demonstrate skill gains as well as we do a youth survey every year and through that survey we will be able to identify to what extent the young people's self-perceptions of themselves, the capacity to get work in the future, their ideas about their careers, how much of that has been changed as a result of being in the program. So those things have, in fact, led to funders coming to us to some extent. Obviously, it would be great if it happened more but we were fortunate enough to be invited by Walmart to apply for their Summer Youth Employment Initiative last year and were funded in that and able to have an additional \$500,000 locally for our efforts.

Susan Lowry: So the last thing that has proved to be really successful for us is what we refer to as EPI, and that is Employer Paid Internship model, which is not completely dissimilar from what we were hearing from one of the other presenters. We definitely looked at this as an opportunity to develop an additional funding stream. We think of it as a fee-for-service model. Employers pay for the young people to have these opportunities and they host them at their offices. What we provide for that payment is that, as I said before, we do the HR functions and the payroll. We also provide training for employers in terms of working with the young people, mentoring them, and we also assist in enrolling and placing the young people. We have been able to do this work in part because the organization is committed to having an entire unit at PYN that is focused specifically on employer engagement. Obviously, you were hearing before about the importance of meeting employer needs, so that is one of the things that this unit is interested in doing is engaging and understanding how employers' needs can be met at the same time as the youths'. We have found that we have been able to generate, on average, about \$1 million annually from this private sector support.

CHALLENGES AND CONSTRAINTS

Susan Lowry: Having had some success does not mean we do not have constraints like everybody else. One of them, you know, being an intermediary is an advantage in some respects, it is a disadvantage in others because there are funders who are not interested in providing funding to an organization that we grant. Some of the funders that we have tried to approach, because we have a high percentage of public funding, they are not interested in supporting us. Our summer program is not academically focused and we are finding that a lot of folks interested in supporting summer funding are interested in the more academically-based models. Even though we are able to demonstrate some solid results in terms of skill gain and youth self-perception, we do not have comparative or longitudinal data that says young people who have participated in this program fare better over the long haul, which we would love to be able to have. We also are challenged in that not all the funding sources that we have, even the ones I described for 2012, are necessarily available on a year-to-year basis so, to a certain extent, we are having to recreate, reinvent the wheel each year. We are also feeling challenged in that we also have an online application process. We had 14,000 applications that were completed, twice that number that were started and, as I said earlier, we were only able to serve around 5,600 to 5,800 young people.

PLANS FOR THE FUTURE

Susan Lowry: One of the strategies we are going to try to use moving forward is thinking in terms of having a three-year fund-development campaign to create 15,000 youth opportunities and that would be annually, that would include our school year programming as well as our summer program by 2015. So thank you.

WANT TO LEARN MORE ABOUT THIS TOPIC?

Christina Techico: Thank you, Susan. At this point, we are going to share some resources that we hope will be helpful to you, support you and your partners in the thinking process. We have gathered a host of important resources related to creating and sustaining Summer Youth Employment Programs. These resources have been gathered from our partners in the Office of Planning, Research and Evaluation at the U.S. Department of Health and Human Services as well as the Welfare Peer Technical Assistance Network. So these are some resources for you.

QUESTIONS?

Christina Techico: At this time, we are going to invite you to submit questions for our presenters through the WebEx system. Mary Beth, our WebEx Producer, will explain how to ask a question. If your question is for a specific speaker or program, please be sure to specify this in your question.

Mary Beth: Ladies and gentlemen, you may ask a question by simply clicking in the Q&A panel on the bottom right of your screen, please type in your question, and then select submit. Please keep the send to default as all panelists. And Lynn, it looks like we have a few questions coming in.

Lynn: Christina is going to pose a few to our panelists.

Christina Techico: Okay. In the beginning of planning, what specific strategies did your program use to develop partnerships with other public agencies or private funders to fund Summer Youth Employment activities? Anyone? Any one of our speakers?

Susan Lowry: This is Susan from Philadelphia, I am happy to jump in. For us, it really was working through our local Youth Council. It is very hard to engage folks when you are not coming from a systemic perspective. It is at least harder we have found. So having our work fall under the Youth Council, be supported by the Youth Council has enabled us to reach a variety of sectors. So that has been one of the main things. Then the other is the employer recruitment strategy that we have used.

Christina Techico: Thanks Susan. Do any of the others want to add in? Amy, Alan, Julia or Bruce?

Bruce Saito: This is Bruce with the LA Conservation Corps. For us, it is an ongoing process where we are working with those public agencies throughout the year and we are continually trying to link or align the interest of our young folks, as well as the outcomes that we are trying to reach with those agencies. And is, quite frankly, as oftentimes has been mentioned, a funding issue. But that is where we can oftentimes help those agencies or those public agencies to be creative in their approach to this as well as sometimes, as was mentioned, also get the support of some of our electives or mayors to kind of help push or urge those partnerships.

Susan Lowry: This is Susan again from Philadelphia. I can also add that it has helped us to be able to frame our efforts around an imperative for the city in terms of our future workforce, in that if we identify the needs for the summer opportunities with a better prepared workforce for the future and are able to articulate what the positive impact for the city and other constituents in the city, that has been helpful as well.

Christina Techico: Okay, thanks, Susan and Bruce. Our next question – sorry, go ahead.

Julia Breitman: Sorry, this is Julia from New York City. You know, we are fortunate in that our elected officials and the State have always been incredibly supportive of the Summer Youth Employment Program but obviously fiscal realities do not allow us to fund the sheer number of young people that are looking to work every summer. Now we are a public agency and we have looked around, whether it is sort of private funding, and while we try to continue to lobby the federal government to try to get even more funding, as much funding as possible to have more opportunities for the young people that are in New York City, because you saw our numbers, we are at about 140,000 young people who apply for the Summer Youth Employment Program every summer, so the need is great.

Christina Techico: Okay, thank you. Our next question, the White House announced the JobsPlus Initiative in 2012, calling on private funders and employers and the business community to provide more summer youth opportunities. So if there is anyone who has had experience with that can discuss what you have done and some key insights and recommendations. Alan or...?

Susan Lowry: I will step in again. This is Susan from Philadelphia again. We were actually able to work with the White House. Because we already had an existing employer recruitment strategy, we were able to work with those who work with us to get them aligned and to essentially get them credit, so to speak, for the work they were doing as part of that larger initiative. We did not start something new and different. We integrated it with what we were already doing.

Christina Techico: Okay, how about others?

Bruce Saito: This is Bruce Saito. Again, as mentioned, a lot of us, that kind of initiative helped motivate some of the – many of the private sector like the Walmarts of the world to get on board. And then we have tried to link that kind of initiative to

some of the things that we were already doing or in our case, leverage what little we have left. The challenge is that it is about this time that we will start this kind of doomsday forecast and then the President or, like last year, our Secretary of Labor jumps in and says, "We need business to get active, we need business to help support these initiatives, we need business to find those internships or to leverage their dollars against some of the Summer Youth Employment dollars." And so that always works but it is kind of an up and down, valley and peak kind of process, but it absolutely works I think for at least the City of Los Angeles.

Julia Breitman: I have found that – this is Julia from New York City and I found that the structure of the jobs program that was proposed by the Feds did not work for most of the corporate employers that are supporting the Summer Youth Employment Program and Ladders for Leaders. For that short-term summer employment, it did not make sense for most of the corporate partners to engage.

Christina Techico: Okay, any other speakers like to chime in? If not, we will take the next queue of questions. The next one is: Are the youth involved in your programs WIA eligible and did they have to meet the WIA youth outcomes? How did you find them eligible, otherwise, if you are not working through WIA standards? Any speakers?

Bruce Saito: This is Bruce Saito again. For the most part, ours were all WIA eligible.

Christina Techico: Okay, Susan...?

Susan Lowry: This is Susan from Philadelphia. Most of our youth are a low income, particularly in terms of WIA's requirements. Those who are funded by WIA are actually connected to year-round programming and the summer is a component of that, which makes it easier for us to meet the measures. So we have to be very mindful about which dollars we are using to pay for which young people.

Christina Techico: Okay, how about Amy?

Amy O'Halloran: None of our – I should not say none. We assess eligibility independent of WIA. Just like some of the other programs, we do have youth who are funded via WIA during the school year but we assess eligibility using sort of a different model and an internal application management utility. So we are assessing eligibility based on low income status and residency but we are not necessarily using the WIA guidelines.

Christina Techico: Okay, and Alan and Julia?

Julia Breitman: In New York City, the two initiatives function side by side. We have a year-round program for WIA-eligible youth and there is a Summer Youth Employment component to that program. However, the large Summer Youth Employment Program that Alan had spoken about is open for everybody, all residents in New York City, regardless of their income. However, a large portion of those students are TANF-eligible as well as WIA-eligible.

Christina Techico: Thanks. Our next question is actually, Julia and Alan, while you have the floor, this is for you specifically. When the youths' wages were paid via debit cards, were all youth paid this way or just those 18 and over?

Julia Breitman: No, all youth were paid through debit cards. Youths 18 and over were also given the option to open up a bank account.

Susan Lowry: This is Susan. I will also jump in to say that all young people in our Summer Programs are paid through debit cards.

Christina Techico: Okay and Susan, while you have the floor, a question came in for you specifically. What types of training for employers does your organization provide?

Susan Lowry: It is really about how to work with young people because there is a supervisor on-site and each business that hosts a young person have many and then they may, you know, there could be a business that has one intern, there can be a business that has 50 to 100 interns. Each of those interns is connected with a supervisor and the training that we provide is for those supervisors, those on-site supervisors in terms of youth development issues and ways to work with these young people.

Christina Techico: Okay, thanks Susan. This is for all speakers. With respect to the high unemployment rate among youth, have any of your organizations been able to get long-term commitments from private stakeholders to reverse this trend?

Bruce Saito: Bruce Saito here. No, not on a consistent basis.

Christina Techico: Okay, anyone else?

Susan Lowry: This is Susan from Philadelphia. I already said that the William Penn Foundation has been a very long-term, since 2003 investor. But what I do also have to say is that their priorities are changing and they have got a new strategic plan and we do not know whether they will continue to fund at the same level. We do have a lot of employers, like New York was characterizing, that return in terms of our employer paid internship, but in terms of folks making large level commitments that are ongoing, no.

Christina Techico: Was it Amy or...? Okay, go ahead Amy.

Amy O'Halloran: Oh sorry. We have not been able to get a secure, long-term commitment either. I mean I think we – like all of us, we all have some places that we are pretty confident but it is still year-to-year, so no long-term commitment.

Julia Breitman: Yes, I can attest to that as well. This is Julia from New York. I think that is just the nature of private sector is that they are not in the business of making long-term commitments and, although we have partners that have been with us for nearly a decade, they have to evaluate their own needs, abilities, and what their corporate philanthropy departments are looking to focus on year-to-year.

Christina Techico: Okay, thank you. This is also for all speakers. What strategies do you use to connect your Youth Employment Programs to education?

Julia Breitman: I can begin to say that the way our program has been presented to young people has always been that this is a program to encourage you to stay in school, to continue your education. The reason that we picked the age group of high school junior, senior, college freshman and sophomore is because that is when the dropout happens. It is when they make a decision whether to take their SATs or not, whether to stay in college after the first year when they are just taking prerequisites and the loans are piling on or to drop out because they need to work. And so by showing them what is out there, what careers are possible and how those careers are possible only by continuing their education, this program, while essentially being a workforce development program, has always had continuing your education as its underlying goal. We also provide SAT preparation courses to our high school students, and the college scholarship, while small, is also something that is a great help to the college students.

Susan Lowry: In terms of Philadelphia, there are a couple of ways that we really try not to so much talk about it, and even though I have used the term in this presentation, it is a Summer Jobs Program, we really try to talk about it in terms of career connected education, because there is the project-based activity, the portfolio or the project that has to be completed as part of the experience, that is actually assessed by a certified teacher and is based on the grade on that project that, along with attendance rates, that a young person is eligible to receive credit through the School District of Philadelphia.

Christina Techico: Okay, thank you. Our next question is actually for you, Bruce. Can you provide any recommendations for reaching out to the Department of Interior, the Bureau of Land Management, and/or the White House Council on Environmental Quality in order to receive more information about the department's Summer Youth Employment opportunities?

Bruce Saito: Other than just speaking with the appropriate agency staff or bureau staff, I think it is, again, what I had mentioned earlier, that hopefully, in many cases or in most cases, the organization has that local relationship already developed. Then you can expound on that by, again, taking it to different regional as well as a Washington DC level, and I think also to stay close in touch with the American Great Outdoors Initiative and look at the Public Land Service Corps work that is being done by the Corps Network as well as other groups that are really honing in on the American Great Outdoors and the 21st Century Service and Conservation Corps. So I would look at those two initiatives or those initiatives as well as then try to – I think those will lead you to those appropriate folks, not to Secretary Salazar at Interior or Nancy Sutley at the White House or Administrator Jackson, but at some level there should be that connection.

Christina Techico: Okay, thank you, Bruce. Another question that we got is: We have heard that TANF, Community Services Block Grant and Community Development Block Grant funds have been augmented by private funding from employers and foundations. Are there other typically untapped funding streams that your programs access and that could be a useful resource for other communities? If so, how? Any speakers want to take that on first? Susan?

Susan Lowry: Can you repeat that question?

Christina Techico: Sure, it is kind of a mouthful. We have heard that TANF, Community Services Block Grant and Community Development Block Grant funds have been augmented by private funding from employers and foundations. Are there other typically untapped funding streams that your programs access and that could be a useful resource for other communities? If so, how?

Susan Lowry: Yes, I think the things that were listed in the question are the things that I and other people put out there in the slides are what we know. If there is untapped stuff, I would love to know about it.

Christina Techico: Any others want to chime in?

Julia Breitman: I would like to say that, in New York City; a lot of our funding comes from the city. It is all from tax levied dollars from New York City, and whether your localities have that type of funding available, I know our City Council as well as the State government have discretionary funds and every year we have to make the case to them about the importance of Summer Youth Employment, and they are generous enough to sometimes open up that funding to us. So I understand that it varies greatly from locality to locality.

Christina Techico: Okay, thank you. This is directed to Amy. Amy, you had mentioned the Anti-Violence Youth Prevention Fund through the State Street Bank Foundation. Do you know if this is specific to Boston or is it available to other regions?

Amy O'Halloran: I was trying to get a better answer for that and, to be honest, I do not know. I do know that everyone who is at the table that I am at is within Boston, but I am not sure if the Foundation has opened it up outside of Boston. I will keep looking and hopefully be able to provide a more definitive answer.

Christina Techico: Okay, thanks Amy. Another question we have is: Do you offer a job readiness plan for youth that wish to obtain employment, or those youth that may not be offered employment for the summer to prepare them for the workforce after high school? Alan or Julia?

Julia Breitman: We did not, unfortunately, offer young people anything by way of a training if they are not selected for the Summer Youth Employment Program, just because we do not have the capacity to do so. As you saw the numbers this year,

nearly 100,000 young people were not selected by the lottery to work. However, on our Website, when they complete the application, we do explain that it is a lottery system and a number of available jobs vary year by year and we do give them the resources that the State provides to online trainings as well as other opportunities, volunteer opportunities, other places they can apply for other employment.

Bruce Saito: This is Bruce at the Conservation Corps. We are a partner with the City of Los Angeles and the Community Development Department who receives those WIA city funds so oftentimes, yes, we can refer them to the City Youth Source Centers or, if they are older, the One-Stop Centers for other referrals. The City of Los Angeles was fortunate to receive a Department of Labor Workforce Innovation Fund this past summer, just starting this fall. That is another source for targeting or focusing more on the out-of-school youth or dropout youth but, where we can, we will either refer folks to those other city or county appropriate agencies or, in some cases, again, if they are a little older, they might be able to re-up or continue with the LA Conservation Corps programs.

Christina Techico: Thanks, Bruce.

Susan Lowry: In Philadelphia, we do not have an alternative to buffer in terms of the summer. We did through the Summer Program last year, particularly through the program that was supported by Walmart dollars, we were particularly focusing on out-of-school youth, foster youth, and youth coming out of the Criminal Justice System, and there were more educational and wraparound supportive services which included career and education planning, but that is not a standard component to the Summer Program, although those kinds of services are available through the other program models, through WorkReady outside of summer.

Christina Techico: Okay, thank you. I am going to break slightly out of my facilitator hat. The Office of Family Assistance has developed a tool called the Online Work Readiness Assessment Tool, or OWRA, which does address job readiness. It is not specifically directed for young people but it is applicable for actually any individuals with multiple barriers to employment. If you want to have additional information about the OWRA tool, you can go to the Welfare Peer TA website. If you scroll down, on the bottom left-hand corner, there is a little icon that takes you to the OWRA tool. Now back on my facilitator hat, our last question for today, any of our speakers. Have any of the programs paid indirect cost monies for the Youth Employment Program?

(unidentified speaker): Can you repeat that question? I am sorry, I did not hear it.

Christina Techico: Sure. Have any of the programs paid indirect cost monies for the Youth Employment Program, for your Youth Employment Program?

Susan Lowry: In Philadelphia, it depends on the funding stream. Some funding streams allow for indirect and some do not. So just like we have to be mindful of which young people are being paid by which funding stream, we have to be careful about where we can and cannot charge indirect.

Bruce Saito: This is Bruce at Los Angeles. Yes, the same would be true for us. I mean Block Grant dollars allow indirect – the WIA, we use probably the same formula that most folks do, 75 percent for participant wages or support and 25 percent support cost, staffing cost.

Amy O'Halloran: Similar to everybody else, we bill that and we billed in those indirect costs, so to everyone, it is stated that the cost per youth is \$1,500.

Christina Techico: Okay, any others?

Julia Breitman: It is the same model in New York City. We have a \$1,500 per youth cost that is presented both to private sector as well as the public funding streams, and we are careful about how we manage each stream because some will cover and some will not cover the indirect costs.

Christina Techico: Okay, thank you. I think we are running out of time, so at this point I am going to turn it back to our Federal Project Officer, Mr. James Butler, to wrap up the Webinar. James?

James Butler: Thank you very much, everyone, for joining us in the Webinar today, and a special thank you to Bruce, Alan, Julia, Amy, and Susan for sharing with us today. We hope something that you heard today will be beneficial to you and your communities as you serve, and encourage you to begin thinking about ideas for next steps in your communities as a result of any knowledge that you have gained from today's Webinar. Again, a transcript and audio recording will be made available to everyone within the coming weeks for this entire Webinar series today. As you close out, please be sure to complete the evaluation poll that will pop up as you exit. And on behalf of the Office of Family Assistance, I would like to thank ICF International and everyone for participating on today's Webinar today. Everyone have a pleasant day.

(End)