



Business Needs. Youth Experience.

BrookLynk Youth Employment Program
Evaluation

2018 FINAL REPORT

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Table of Contents

Executive Summary	3
Introduction	6
Background.....	6
Program Description.....	6
Program Goals.....	7
Project Description.....	7
Evaluation Purpose	8
Core Evaluation Questions	8
Evaluation Methods	9
Results	10
Program Performance.....	10
Program Benchmarks.....	10
Youth Outreach.....	11
Youth Demographics.....	11
BrookLynk Internship Pathway.....	13
Youth Process.....	13
Employer Process.....	15
Career Skills.....	16
Process Evaluation.....	17
Outreach.....	17
Work Readiness Training.....	18
Matching, Interviews, and Onboarding.....	19
Internships.....	20
Check-ins and Enrichment Opportunities.....	22
Celebration.....	23
Program Benefits.....	24
Business Outcomes.....	24
Youth Outcomes.....	25
Program Value.....	29
Community Participation.....	29
Job and Wealth Creation.....	31
New Program Elements.....	32
Youth Job Fair.....	32
Job Board.....	33
Alumni Network.....	34
Quality Assessment.....	35
Management and Oversight.....	36
Management and Oversight Implementation Survey.....	36
Management Feedback.....	39
Discussion	42
Recommendations for Improving BrookLynk.....	42
Further Information	44
Appendix	44

Executive Summary

In November of 2014 the Brooklyn Bridge Alliance for Youth Board of Directors approved the launch of a 2-year project with two goals: 1) Customize the Minneapolis STEP-UP model for the cities of Brooklyn Center and Brooklyn Park and 2) Build capacity amongst the Alliance partners to sustain this program. BrookLynk serves youth 14-21 who live or go to school in the Brooklyns, have at least one barrier to employment, and/or are Opportunity Youth (out of mainstream school or county involved youth).

Those goals were realized in 2017, and in 2018, the program transitioned to the Cities to manage and operate. The following is an internal evaluation focused on performance management, with evaluative elements for new aspects of the program.

Data indicate that in Year 4, the program is performing well and the transition has been successful. What follows is a summary of results from the major goal areas: program performance, program benefits, program quality, and program management and oversight.

90% of supervisors would participate in BrookLynk again

99% of interns would recommend BrookLynk to a friend

Program Results Summary

The success of BrookLynk hinges on participation from employers and youth. In the fourth year the program was close to reaching participation goals. Additional data on program quality and the impact on participants suggest that while there are areas for program quality to improve, both employers and youth were positively impacted.

Program Performance

How well is the program performing?

- 516 youth applied for Get Ready! Work Readiness Training
- 263 youth completed the Get Ready!, which is a 39% increase from 2017.
- 106 internships were pledged by 14 employers.
- 106 youth were matched to internships and 102 began summer internship opportunities. This year's goal was 120.
- 96 youth completed the entire summer internship (a 94% completion rate).
- 174 youth attended the Youth Job Fair; receiving 95 interviews and 42 job offers
- The Online Job Board launched with 9 employers and 883 website visits to date
- The Alumni Network launched with 138 out of 160 alumni participating

Program Benefits

What are the benefits of the program?

Youth Outcomes

Participating youth gained work readiness and social-emotional learning skills, financial benefits, and social connections. The majority of youth were satisfied with their internship experiences.

- 99% of interns would recommend BrookLynk to a friend

- 87% of interns agreed that they received enough training and support to successfully complete their internships
- 75% of interns stated that their internship helped them increase the number of professionals in their social network
- Interns rated the BrookLynk program 4.5 out of 5 (1 being poor, 5 being excellent)
- Interns rated supervisors 4.7 out of 5 (1 being poor, 5 being excellent)
- 77% of interns were rated by their supervisors as having gained all 13 assessed career skills
- The median internship salary was \$2448
- Alumni from the years 2015 - 2017 who responded to our request for an update on their life success we learned that:
 - 100% of eligible seniors graduated
 - 93% of those that graduated will be in college
 - 74% were employed this summer

“(Our intern) caught on quick; she was fast and accurate. The prep work and communication from BrookLynk was excellent.”

Business Outcomes

Employers were satisfied with the program and their intern(s).

- 90% of supervisors would like to participate in the BrookLynk program again
- 87% of supervisors reported that they were satisfied with the support they received from BrookLynk
- 81% stated that their interns were good matches for their organizations
- 79% of supervisors responded that their interns were the best part of their internship experiences
- 77% of supervisors reported that their interns met or exceeded their expectations of job responsibilities and workload

Program Value

There were two significant ways to measure the value of the BrookLynk program to the Cities and its partners in growing economic vitality in the community. First, BrookLynk increases the partnership with many community organizations and businesses around workforce development. Second, those organizations and business participating in the internships provide jobs for youth and contribute the cost of the interns’ salaries into the local economy.

Community Partners

- 14 employers providing internships
 - 6 education partners
 - 5 business partners
 - 3 city and county partners
- 2 grant funders
- 49 partnering organizations contributing funding, in-kind donations, services, and volunteers.

Job and Wealth Creation

- 102 paid summer internships
- \$250,000 wealth creation from employers paying salaries (along with grants)

Quality Assessment

Internships were assessed using an Internship Quality Assessment, and scores remained high in all of the domains.

Management and Oversight

The results of a mid-year survey regarding the Management and Oversight Goals from the Co-operation Agreement found that:

- Program implementation, partnerships created, and overall quality of program staff were strengths.
- More attention needed for creating a plan for sustainable longer-term funding and effective Advisory Board operation.

Management feedback affirmed many of the same strengths and challenges mentioned in the survey. In addition, they mentioned the need to strengthen the cooperative leadership model, especially in light of staffing changes in both cities this past year. Business and youth recruitment efforts will also need to be revisited this coming year.

Summary

Results indicate the BrookLynk successfully transitioned to the Cities and is performing well and providing benefits to youth, businesses, and the Cities. As BrookLynk enters its fifth year of operation, staff will prioritize and implement suggestions for program improvement identified in this evaluation. These improvements range from strengthening the Advisory Board and joint management structure, to revisiting the fundraising plan and business outreach strategy, to thinking creatively about how to equally serve youth from both Cities.

INTRODUCTION

Background

In 2014, the Alliance staff was tasked with developing a youth employment program for middle and high school aged youth who live in or go to school in the Brooklyns that prepares them with skills, ignites their motivations, and creates social connections to employment and college. This program had three components: 21st century skill building, experiential employment opportunities, and local coordination. In its inaugural summer, the 2015 BrookLynk Youth Employment Program had 234 applicants, 80 youth completed work readiness training, and 29 interns in internships with employers.

BrookLynk was designed to provide opportunities to youth with barriers to employment and/or were at risk of becoming disconnected: those experiencing homelessness, who were no longer enrolled in mainstream high schools, teen parents, and youth involved in the county foster care, teen parenting or juvenile corrections systems.

The Alliance operated BrookLynk in 2015 and 2016, and in partnership with the cities of Brooklyn Center and Brooklyn Park in 2017. This was an intentional collaboration to create a smooth transition to the cities to take ownership of the program solely in 2018. This evaluation will help answer key questions about capacity building and program development to facilitate that transition.

Program Description

The BrookLynk Youth Employment Program has several main components that are all delivered with a positive youth development practice: work readiness training, a youth job fair, internships, and local coordination. Youth participate in work readiness training, mock interviews, and internship training. Some of those students are then matched with a local employer and supervisor to participate in a paid summer internship program. Students attend regular check-in's to reflect and learn about their experiences. Local coordination involves promotion of the trainings, recruitment of businesses, continuous improvement efforts, and developing partnerships within the community.

For 2018 the goals were set at 500 youth applying for training, 200 attending work readiness training, and 120 internships. There were several differences for this fourth year of BrookLynk compared to the last three. BrookLynk launched an online Job Board where local employers could post job postings specifically targeting youth 14-19 in the Brooklyns. The target in the first year was to have 20 businesses, and 150 jobseekers use the website. A second new project was the Alumni Network, which was launched to allow BrookLynk to stay connected to alumni, provide support and resources (including LinkedIn networking) on youth's pathway to college and career, and provide employers with a diverse talent pool. The target in the first year was to have 100 of our 160 alumni connected to the network.

For more information, please refer to the Youth Employment Program Logic Model and Process Map in the Appendix.

Program Goals

Program Implementation

1. Successfully implement core programming elements and meet program benchmarks
2. Launch and evaluate new program elements
 - a. Redesign the Job Fair
 - b. BrookLynk Alumni Network to connect BrookLynk alumni to college, job, and career opportunities. Current goal: engage 95% of alumni as active participants
 - c. Launch Job Board to connect greater population of young people to job opportunities
3. Pilot Get Ready! training during school-time or as an afterschool program
4. Expand Referral Partner program to include more organizations that can recruit youth and support them during the internships
5. Increase follow-up with supervisors and interns at the beginning of internships to identify potential issues early on; focus on supervisors who are new, or who have struggled in the past to create a high-quality experience.

Management and Oversight

1. Execute joint management between two cities as per the Co-operation Agreement
 - a. City of Brooklyn Park: Provide funding, be fiscal agent (hire/fire staff, enter into contracts, maintain financial reports), and lead fundraising.
 - b. City of Brooklyn Center: Provide funding, advise on staffing, chair advisory, liaise with BC city council regarding financial reports, and lead fundraising.
2. Intentionally allocate necessary resources and supports to successfully implement program.
3. Use data regularly to ensure youth experience is at the center and that we continue to support the positive development of youth in the Brooklyns facing barriers to employment.
 - a. Good faith effort to serve COBC and COBP 50/50
4. Establish and operate BrookLynk Advisory Board as outlined by the Co-operation Agreement
5. Establish and execute fundraising plan for sustainable programming

Project Description

The Brooklyn Bridge Alliance for Youth Board authorized the Alliance staff to implement a three-year capacity building project that would utilize best practices and technical assistance from Step-Up in Minneapolis to create a Youth Employment Program, to be managed and funded by the Alliance in 2015 and 2016, jointly managed and funded in 2017 by the Alliance and City partners, and to be transferred completely to City partners to manage and fund in 2018. This year was the first year that BrookLynk was managed and funded completely by the City partners.

EVALUATION PURPOSE

BrookLynk will move from a comprehensive program evaluation to primarily performance measurement, with evaluative elements for new aspects of the program model (e.g. job fair, alumni network, and job board).

Performance measure and program evaluation will be used primarily for continuous quality improvement and for reporting results to funders and city councils and to inform strategic planning.

CORE EVALUATION QUESTIONS

The core evaluation questions were from the BrookLynk 2018-19 Program Plan.

How well is the program performing?

1. Did we reach our benchmarks?
2. How many pledges were made?
3. How many youth applied?
4. What were the demographics of youth? Were we successful at targeted Opportunity Youth and County-Involved Youth (CIY)? Were we successful reaching balanced numbers from both cities?
5. How many youth and employers completed applications, training, and started an internship?
6. What do youth and employers report regarding employment skills gained?
7. What did we learn? (monthly)
8. What will we do differently? (monthly)

What are the benefits of the program; in what ways did new program elements expand benefits to the community?

1. What are the benefits to employers?
2. What are the benefits to the youth workforce?
3. What is the value of this program to the city and its partners in growing economic vitality in the community?
4. To what degree did new program elements benefit youth, employers, and partners?
 - a. In what ways did the job fair reach its goals?
 - b. In what ways did the Alumni network reach its goals?
 - c. In what ways did the job board reach its goals?

What was the level of quality for our program services?

How well was the program managed?

1. How well was the program jointly executed between the two cities as per the Co-operation Agreement?
2. How well were the necessary resources and supports allocated to successfully implement the program? How well was a fundraising plan established and executed for sustainable programming?
3. How well did the BrookLynk Advisory Board operate as outlined by the Co-operation Agreement?

EVALUATION METHODS

The following data collection methods and assessments were used during evaluation of each phase of the program.

- *Applications:* Applications from participants will be accepted online via Survey Monkey at the beginning of the program to collect participation and demographic data.
- *Attendance:* Attendance at Get Ready! Work Readiness Trainings, Mock Interviews, Youth Job Fair, Supervisor Training, and Check-Ins will be collected by program staff.
- *Work Readiness Training Survey*
 - Youth Survey: Program evaluations will be completed by students on the trainings to collect outcome data and program experience data for quality and process evaluation.
 - Trainer Survey: Program evaluations will be completed by trainers to collect program experience data for quality and process evaluation.
- *Youth Job Fair Surveys*
 - A sample of youth attendees will be surveyed to collect outcome and program experience data.
 - All employers and organizations will be surveyed to collect outcome and program experience data.
- *Community Participation:* BrookLynk participation data by community partners will be collected by the program staff.
- *Intern Performance Reviews:* At the end of the program, supervisors will rate interns on the MHA Labs Competencies and the results will be collected for use in outcome evaluation.
- *Internship Surveys:*
 - Interns will be asked to complete surveys at the end of the program on their internships to track output and outcome data, and program experience data for quality and process evaluation.
 - Supervisors will be asked to complete surveys at the end of the program on their internships to track output and outcome data, and program experience data for quality and process evaluation.
- *Internship Quality Assessment:* A modified YPQA assessment will be completed for internships using data collected during site visits and internship surveys.
- *Supervisor Quality Assessment:* A modified Developmental Relationships assessment will be completed based on feedback from the interns.
- *Process Evaluation Questionnaire:* The program staff will be asked to answer process evaluation questions during and on the entire Brooklynk Program.
- *Management Questionnaire:* BrookLynk management will be asked to provide feedback about the management and oversight of the program.

RESULTS

The following section details the results for each core evaluation question.

Program Performance

How well is the program performing?

In this fourth year of the BrookLynk program, 516 youth applied to participate in the Get Ready! Work Readiness Training. Ninety-seven percent (97%) were students of color and 79% were from immigrant families. Two hundred sixty-three (263) youth completed work readiness training. All of the students had a least one barrier to employment and/or were recruited through our Referral Partner and BrookLynk Ambassador (alumni) recruiters. BrookLynk had 102 student interns this year and a 94% completion rate.

“(I liked) the communication that I had with my team, especially my supervisor. It was important that they made me feel like I had a say in the work that I did. The project that I did, it was an ongoing project so the next person that is doing the project will be following the format that I created. Knowing that, it makes me feel that I did something important for the company and for my team.” – BrookLynk Intern

Program Benchmarks

Did we reach our benchmarks? How many pledges were made?

Youth Served	2018 Goal	2018 Actual
Get Ready!	200	263
Internships (16-19 yrs.)	120	102
Business Partnerships: Employers participating	18	14
Business Partnerships: Internships pledged	120	106
Job Fair Attendees	200	174
Job Board: Employers posting	20	9
Job Board: Job seekers (Website views)	150	883
Alumni Network	100	138

We reached and exceeded 3 of our program benchmarks:

- Number of youth attending Get Ready! training (+63)
- Number of job seekers on our job board (+733)
- Number of youth participating in the alumni network (+38)

We did not reach 5 of our program benchmarks:

- Number of employers offering internships (-4)
- Number of internships pledged (-14)
- Number of summer internships matched (-18)
- Number of youth job fair attendees (-26)
- Number of employers posting on the job board (-11)

Youth Outreach

How many youth applied?

The application for BrookLynk Get Ready! Work Readiness Training is open from January 2018 through March 2018. The numbers of youth who applied and who were eligible for the program as listed below.

	2015	2016	2017	2018
Applicants	234	399	529	516
Eligible	200	334	430	486

By the end of March 2018, 516 youth had applied to participate in the BrookLynk Get Ready! Work Readiness Training, which met the 2018 goal (500). Although the number of youth who applied this year was lower than 2017, there was actually an increase in the number who were eligible for the program. This increase may have been the result of better recruiting or improvements to the application process.

Youth Demographics

What were the demographics of youth? Were we successful at targeting County-Involved Youth (CIY)? Were we successful reaching balanced numbers from both cities?

Demographic data of all (eligible and ineligible) applicants is summarized below:

Grade	2015	2016	2017	2018
8 th	10%	3%	3%	8%
9 th	20%	22%	15%	19%
10 th	28%	27%	24%	21%
11 th	22%	28%	30%	25%
12 th	16%	18%	26%	24%
Graduated, no college	2%	1%	1%	2%
Not currently enrolled in school	2%	1%	0%	0%
Race/Ethnicity	2015	2016	2017	2018
Asian	7%	24%	20%	20%
Hispanic or Latino	6%	14%	10%	12%
Black or African American	56%	45%	40%	45%
African	7%	23%	23%	32%
American Indian or Alaskan Native	4%	3%	2%	4%

White or European American	13%	13%	8%	9%
Other	2%	1%	2%	3%

Estimates from the American Community Survey (5-Year Estimates 2010-2014) for Race/Ethnicity for the Brooklyns for Youth Under 18: Asian 19%, Hispanic/Latino 11%, African-American 18%, African 16%, Other 7%, White 29%.

City of Residence	2015	2016	2017	2018
Brooklyn Park	56%	50%	57%	59%
Brooklyn Center	36%	34%	32%	28%
Minneapolis	3%	6%	4%	7%
Other	5%	10%	7%	6%

School	2015	2016	2017	2018
Park Center Senior High	22%	25%	23%	22%
Osseo Senior High School	3%	15%	17%	21%
Champlin Park High School	10%	16%	15%	12%
Brooklyn Center High School	17%	21%	19%	9%
Robbinsdale Cooper High School	2%	4%	3%	5%
Brooklyn Center ECA	9%	3%	4%	3%
Osseo Alternative Learning Center	0%	1%	2%	3%
Robbinsdale Armstrong High School	0%	1%	3%	1%
Other	32%	14%	15%	24%

Barriers to Employment	2015	2016	2017	2018
Qualify for Free/Reduced Lunch	74%	85%	80%	78%
Immigrant (Family or Youth)	26%	46%	39%	66%
First in Family to Attend College	22%	22%	18%	29%
First in Family to Graduate from HS	12%	12%	9%	20%
Have an IEP or Disability	9%	15%	12%	11%
English Language Learner	5%	5%	5%	11%
Dropped out of High School/ALC	7%	1%	5%	8%
Homeless or Highly Mobile	6%	10%	5%	7%
Juvenile Probation	5%	3%	4%	4%
Foster Care System Involvement	2%	1%	1%	3%
Parenting Teen	1%	1%	2%	2%
<i>Opportunity Youth</i>	<i>17%</i>	<i>13%</i>	<i>17%</i>	<i>18%</i>

The youth who applied represented a total of 50 middle, junior high, and high schools in the Northwest Metro Area, mostly in Brooklyn Center and Brooklyn Park. The recruitment from Osseo Senior High has increased steadily over the past 4 years mostly due to their college and career staff and BrookLynk alumni. On the other hand, there was a large decrease in percentage of students who applied from Brooklyn Center High School. One change from previous years was that a long-time college and career readiness staff person at the school who served as the school's Referral Partner left. Both examples show how important our Referral Partner and BrookLynk Ambassador programs are for recruiting applicants.

The race/ethnicity demographics remained similar to the previous year, again mirroring the Brooklyns population we are targeting. The top two barriers students reported were qualification for free or reduced lunch (78%), and immigrant families (66%) who may have limited experience in navigating new work cultures. The percentage of youth from immigrant families jumped over 50% from last year. Our recruiting strategies are connecting into the social networks of those communities.

Opportunity youth (foster care, juvenile probation, teen parents, homeless, and drop-out/ALC) have been a priority target group for BrookLynk. We had slightly increased percentages of opportunity youth (disconnected youth) and county-involved youth from 2017.

One of the goals from the BrookLynk Co-operation Agreement was to serve an equal number of youth from Brooklyn Center and Brooklyn Park. First, we need to define what it means for a youth to be “from” either city. In order to be invited to the training, applicants had to live or attend school in the Brooklyns. To calculate those percentages, applicants were first matched to their city of residence. If they lived in neither city, then they were matched to the city where they attended school. The program was not successful in 2018 in reaching balanced numbers from both cities for applicants, those who attended training, and interns.

<i>City of Residence or School Enrollment</i>	<i>Applied</i>	<i>Attended Training</i>	<i>Interns</i>
Brooklyn Park	68%	69%	73%
Brooklyn Center	32%	31%	27%

Suggestions for Improvement

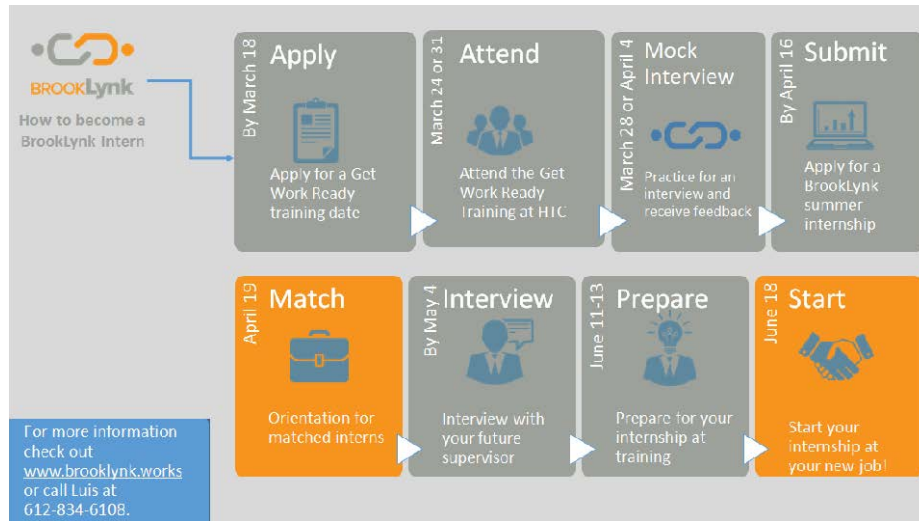
- Consider new strategies to meet the needs of and attract (Opportunity) youth disconnected from educational and career pathways, and county-involved youth.
- Consider new strategies to meet the goal of serving equal number of Brooklyn Center and Brooklyn Park youth.

BrookLynk Internship Pathway

How many youth and employers completed applications, training, and started an internship?

Youth Process

The BrookLynk process for youth starts with applying to the program, going through the Get Ready! Work Readiness Training and mock interviews, applying to the internship, getting matched with an internship, interviewing with the prospective employer, attending internship training, and starting and completing the summer internships.



The numbers of youth who participated in each part of the process are listed below.

Number of youth who:	2015	2016	2017	2018
Were invited to work readiness training	200	334	430	486
Completed work readiness training	80	136	189	263
Retention rate from invitation to completion	48%	42%	44%	54%
Attended mock interviews	55	84	116	67
Applied for internships	39	84	129	131
Matched with internships	29	65	104	106
Waitlisted	10	18	25	25
Began internships	29	62	96	102
Completed internships	25	58	91	96
Completion rate	86%	94%	95%	94%

BrookLynk increased the number of youth completing training from last year by 39%. And for the first time in 4 years, over 50% of the youth who were invited to the trainings attended. The increase in attendance and retention rate may be attributed to the outreach strategy involving more trust adults and BrookLynk alumni.

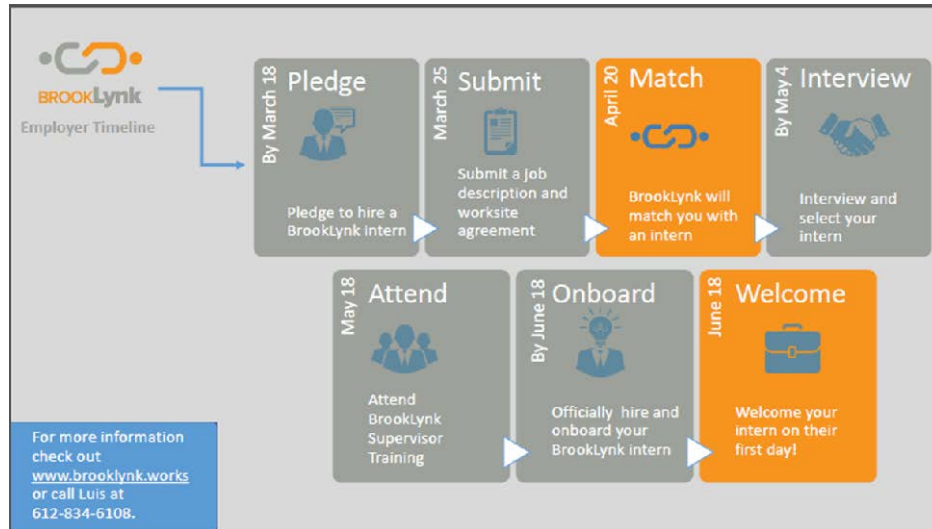
The numbers of youth who applied, were matched to internships, and were waitlisted were similar to 2017's program. The number of youth who began internships increased slightly. Ninety-six (96) interns successfully completed their internship from the 106 who started for a completion percentage of 94%. Six (6) interns did not complete their internship because of life situations beyond their control, moving out of the area, and incompatibility with supervisors.

Suggestions for Improvement

- Identify ways to increase number of youth applying for internships.

Employer Process

The employer and supervisor process starts with a pledge to host an intern, submitting a job description and signing a worksite agreement, getting matched with an intern, interviewing the prospective intern, attending the Supervisor Training, hiring and onboarding the intern, and starting and completing the summer internships.



The numbers of employers and supervisors who participated in each part of the process are listed below.

Number of:	2015	2016	2017	2018
Internship opportunities pledged	32	65	106	106
Internships matched with interns	29	65	104	106
Supervisors assigned to internships	N/A	N/A	N/A	69
Supervisors who attended training	N/A	N/A	N/A	52
Internships that started	29	62	96	102

This year, 14 employers pledged 106 internships, which is exactly the same amount from the previous year. As mentioned in an earlier section, these numbers did not reach out 2018 goals of 18 employers offering 120 internships. Seventy-five percent (75%) of the supervisors attended training.

Suggestions for Improvement

- Revisit employer outreach strategy to understand how to increase the number of employers and the number of internships pledged.
- Create an “engagement ladder” for community partners to get involved with increasing progression of commitment, e.g. donating financial or in-kind support, participating in a training or event, providing internships, or joining a business advisory.
- Consider new strategies to increase the participation rate of supervisors attending training.

Career Skills

What do youth and employers report regarding employment skills gained?

BrookLynk is using the Measures of Human Achievement (<http://mhalabs.org>) as a tool to gauge work readiness. The MHA framework is an excellent framework that gives both adults and youth shared language about 21st century work readiness skills. Staff have invested significant time to learn, research, and integrate MHA tools into our program design. This has helped to ensure that supervisors providing internships are using a strengths approach for interns personal and skill development.

The MHA Labs' Hireability Skills Performance Review asked the supervisors at the end of the internships to rate their interns' competency in 13 basic skills in 5 separate skill sets listed below:

- Professional Attitude
 - Brings energy and enthusiasm to the workplace
 - Takes responsibility for his or her actions and does not blame others
 - Stays calm, clearheaded and unflappable under stress
 - Graciously accepts criticism
- Team Work Ethic
 - Actively looks for additional tasks when own work is done
 - Actively looks for ways to help other people
- Problem Solving
 - Unpacks problems into manageable parts
 - Generates multiple potential solutions to problems
 - Identifies new and more effective ways to solve problems
- Time Management
 - Manages time and does not procrastinate
 - Gets work done on time
 - Arrives on time and is rarely absent without cause
- Verbal Communication
 - Communicates professionally

The Hireability Skills framework includes basic work readiness skills that will allow young people to get hired and maintain an entry-level position. Interns who scored Standard, Skilled, or Expert in a skill area were deemed competent. The scoring options below Standard are Novice (lowest) and Emerging.

Number of MHA Labs Work Core Skills Interns Rated Competent In	% of Interns Rated Competent With Those Number of Skills		
	2016	2017	2018
Under 10 Career Skills	8%	5%	11%
10-12 Career Skills	23%	18%	14%
13 Career Skills	70%	76%	77%

Overall, 77% of interns rated competent in all 13 out of 13 career skills by their supervisors,

which was similar to the previous year. Related measures of whether interns are work-ready include three statements also on the Performance Reviews (Completely True or Mostly True).

	2016	2017	2018
If I had a job opening, I would hire this person	70%	76%	79%
I would recommend this person to a colleague, for a similar position	73%	82%	82%
I would seek out this person to be on my next project	68%	73%	75%

Supervisors rated interns highly in these measures, which may be more predictive of the “hireability” of youth who complete the BrookLynk program.

The interns also assessed their own career skill develop. They were asked how much they agree with the following statement: “My internship experience taught me valuable career skills.” The results are reported below for the percentage of interns who responded Completely True or Mostly True.

	2016	2017	2018
My internship experience taught me valuable career skills.	95%	82%	89%

The interns seemed to agree with their supervisor’s assessment that many of them were competent in work core skills as a result of their BrookLynk internship.

PROCESS EVALUATION

What did we learn? What will we do differently?

Outreach

The Referral Partner outreach program was continued for 2018. BrookLynk staff recruited contacts at 8 high schools with Brooklyns students (Brooklyn Center Academy, Brooklyn Center Secondary, Champlin Park High School, Osseo Area Learning Center, Osseo Senior High, Park Center High School, Robbinsdale Armstrong High School, and HTC Gateway to College). The program specialist did a good job connecting with referral partners and building partnerships where we were able to go in and present. However, the staffing transition during recruitment created some difficulties.

BrookLynk Ambassadors (alumni) actively reached out at their own schools and communities also helped with recruiting efforts. A significant number of students that applied and then attended Get Ready! training were referred by alumni, which was evidence of its success.

Suggestions for Improvement

- Social media wasn't effectively utilized during outreach. With time and someone committed to planning out posts and managing accounts, we can increase our outreach.
- Facilitate a training for Ambassadors to learn how to outreach, deliver presentations to their peers, and understand the need-to-know information about BrookLynk.
- Give Ambassadors a tee-shirt, pin, or some other wearable that helps them stand out as a BrookLynk Ambassador.
- Encourage greater commitment from referral partners completing follow-up with students that registered for Get Ready!

Work Readiness Training

Get Ready! Work Readiness Training consisted of 7.5 hours (including lunch) of instruction on communication, networking, professionalism, email and phone etiquette, resumes, applications, and interviews. Students were given the option of attending one of two Saturdays (March 24th and 31st). On each of the Wednesdays following the Get Ready! Training, mock interviews were scheduled at the Early Brown Heritage Center. An additional training for interns was held on June 11th at North Hennepin Community College.

Year	Attendance Rate
2015	48%
2016	42%
2017	45%
2018	54%

This year, the attendance rate (number attended compared to number invited) increased significantly. On average, students rated the work readiness training a 4.6 out of 5.0. Students reported that they felt there was not enough time to cover all the material.

The co-facilitation between youth and adult trainers went better this year as trainers were given more time to build a relationship work through their lesson plan. This year, trainers were introduced to one another one month in advance of the first training. It also helped that we had returning youth and adult trainers that were able to be leaders amongst other trainers.

There were several BrookLynk alumni that were volunteering at training – helping with registration, supporting the computer lab, running materials to trainers, and floating around. For the most part, they were very helpful and provided a huge support to staff. Hennepin Technical College was accommodating for the training needs. They made sure to schedule out rooms that accommodated our needs and didn't have training rooms across the campus. Hennepin Technical College partners played a critical role by being available before and during the training – getting log-ins, providing materials, connecting with caterer, and other supports.

During registration, there was an interruption of Wi-Fi service, so volunteers had to switch to manual sign-ins. There were long lines due to students not registering beforehand, not having permission slip, or were noted as “ineligible”, which resulted in confusion on how to

manage those registrations. Towards the end of training, issuing certificates became a hassle to print and disperse. And there was not enough food at one of the trainings, which may have been because of students taking more than one serving.

Suggestions for Improvement

- Streamline check-in process with an assembly line set up for volunteers
- Have a few volunteers designated to support students who register day of
- Better talking points for “ineligible” youth and next steps or opportunities with the program (e.g. job fair, job board, etc.)
- Have small process maps handy for students so they understand next steps.
- Send e-certificates and/or print and drop off to schools for College and Career Center to hold for students
- Trainers suggested creating standardized learning objectives at each tier of training. This way it would be clear what each trainer is responsible for delivering, but that they would have the liberty to prepare materials and use activities that are aligned with their teaching style.

Matching, Interviews, and Onboarding

In the middle of April, staff met together to match students to 106 internships. A scorecard for each intern was created with demographic information and personal interests. Similar scorecards were created for each position using the job descriptions sent in by employers. These were all considered, along with job requirements and descriptions submitted by employers. Employers and students were notified of the staff’s matches at the end of April, after which interviews were conducted. Employers were given a few weeks for their internal hiring processes to onboard their interns. On June 1st, supervisors gathered at North Hennepin Community Center to receive Supervisor Training. An Intern Orientation was held as a final preparation for students and parents.

Interns were matched and communicated to in a timely manner, for the most part. The BrookLynk and Alliance staff matching students to internships had a fairly clear understanding of each employer and their needs, and with some of the young people who were applying, which made the process easier. Most interns and supervisors were satisfied with their match.

Matching alumni to positions first allowed us to fit familiar youth with positions or employers who we were unsure of (i.e. didn’t know the difficulty of the position or what a young person could expect from the work environment)

Some students did not have work documents or were not clear on which ones they needed in order to have a job. A handful of interns and supervisors were not responding in a timely manner during the interview process which causing frustrations. Some supervisors didn’t communicate with BrookLynk staff to confirm whether they had interviewed the student and if they were going to extend a job offer.

The hiring coordinators at Amplifon, Hennepin County, Boston Scientific, Cummins Power Systems, Design Ready Controls, and Osseo Area Schools played critical and supportive roles in connecting with interns, supervisors, and BrookLynk staff to ensure the process

was moving along well. Staff were able to stay informed about supervisor changes, which prevented communication gaps during the summer.

Communication with interns and employers after the match presented some issues. Some employers did not provide correct contact information for supervisors, and some interns were difficult to connect with. Some supervisors rejected their initial intern candidate, so re-matching became a long process.

Eighty-one percent (81%) of the supervisors answered that at least one of their interns was a good match for their organizations and positions. Sixty-three percent (63%) of interns expressed that their internships helped them focus on specific career pathways that aligned with their life goals.

Suggestions for Improvement

- Work off one, filterable excel tab on the upfront to support changing intern and supervisor information.
- Especially when talent pool is high, match up multiple interns to positions especially ones with OPP youth who may be more transient.
- Create and communicate deadlines for accepting internship offer, so candidates have time to think about the opportunity, but understand their timeline to make a decision.
- Provide interns a checklist of everything they'll need to prepare for both the interview and onboarding.
- The deadline for internship descriptions must be two weeks in advance of when matching takes place to allow enough time to prepare materials.
- Provide a drop-down menu of career fields represented by the internships available that year. That way students can select and organize their application in a way that is consistent with what we need to hear for effective matching.
- Establish a clear understanding of employer's readiness to onboard interns with security clearances, payroll, pay cycles, and any system orientation.
- Regular communication with employers about time cards. This can just be a general reminder.
- Have a mid-way check-in with new supervisors.
- Create a library of support for both interns and supervisors to use as reference guides.
- Reimagine how to communicate the matches to all interns, possibly similar to how Genesys Works has their *Draft Day* event, where students and hiring coordinators meet on one day to find out their matches.
- For the Cities of Brooklyn Center and Brooklyn Park, have a designated coordinator in HR that can help track the progress of onboarding for their interns.

Internships

Internships began mid-June and were completed 8-12 weeks later, depending on the employer. Supervisors, or someone they delegated to, were responsible for mentoring the students and helping them learn about career paths and work skills. The internships were the core experiential learning opportunity of the BrookLynk program. Ninety-six (96) out of the original 102 interns successfully completed their internships.

Supervisor and intern relations were overall positive. Many interns were oriented into their workplaces before the first day and knew what to expect. Interns overall had reliable transportation to and from their host sites.

There were several challenges during the internship. During the onboarding process, some interns did not have access to their work documents and did not provide them in a timely manner. Another problem was interns not showing up to employer orientations or setbacks in their training. One internship site created distance challenges for both interns placed, creating an opportunity barrier.

Some employers had inconsistent pay schedules, which created friction in the experience for youth and their families. Although many interns expressed they weren't bothered by the inconvenience, it watered down their experience and put strains on the programs incentive of paid internship experience. Such issues are a top priority for next year in onboarding and management guidance offered to supervisors to fully support interns with positive outcomes.

There were some behavioral issues with interns, which happens every year, but staff will evaluate proactive mentorship and counseling for youth so they can be their best selves. Additionally, standard operating procedures should be developed for intern behavior related to high impact issues (threats, abuse, major work violations).

At one internship site, there were discrepancies between BrookLynk staff's and the employer's understanding of what an internship was, which lead to delays in onboarding and challenges in creating a high-quality internship experience.

Suggestions for Improvement

- Educate supervisors about what check-ins with their interns looks like (i.e. regular conversations on approving time cards, addressing behavioral issues, exposure opportunities, etc.). Add a note in weekly supervisor communications reminding supervisors.
- Create an intern-led social media team designated to capture the internship experience over the course of the summer and responsible for posting to designated sites.
- Recruit more staff to help with site visits to balance the workload. Reimagine how to create efficiencies in the Q&A and tour to focus on critical questions and needs. Allow more time for interns to show and tell (student centered experience).
- Engage employers more consistently on social media to promote them as BrookLynk employers. Could be as simple as one post per employer and share throughout site visit weeks.
- Partnering with the Minneapolis Youth Outreach team for on-call supports for youth that need additional supports (housing, challenging home environments, mentoring). For youth that show or express a need for additional supports, we need to provide them these supports early and often.

Check-ins and Enrichment Opportunities

Weekly intern check-ins occurred on six Fridays during the internship at North Hennepin Community College. Interns were assigned to one of two 2 hour long sessions designed to

provide additional support for interns. Interns had time to reflect on their experiences, discuss problems they faced and possible solutions, learn more about MHA Labs Building Block skills, and build community among each cohort through activities and collaborative work.

Ninety-seven percent (97%) of students who attended responded that they thought the check-ins were valuable.

Most interns attended although not regularly. Learning objectives created desirable outcomes (i.e. learned aspects of MHA Lab skill building including email writing, problem solving, collaboration, code switching, public speaking, small group communication, etc.) Many interns created LinkedIn profiles. The location was perfect and flexible to meet changing engagement needs.

However, transportation exhausted a good 2 hours of the day and strained transitions between AM/PM cohorts. Interns were not showing up in the beginning and/or regularly and did not understand the attendance expectation. The Job Coaches ability to provide one-on-one support was stretched thin – designed more for group check-in than time for individual needs. Interns leaving early for prior commitments (i.e. prayer, vacation, job) – some of this is of course expected. Additionally, interns seemed more engaged and inspired when guest speakers were present.

Unlike previous years, due to lack of capacity, only one enrichment opportunity (college and company visits) was available for students this year. On August 8th, BrookLynk brought interns to visit NHCC.

Suggestions for Improvement

- Explore the transportation process and if an employer partner (like discussed in advisory meetings) can support this time intensive critical need to take pressure off of staff.
- Make check-ins paid professional development to incentivize attendance. Coaches track attendance and report back to supervisors.
- Change check-ins to beginning of week Monday vs. Friday to apply learnings throughout week while fresh in mind.
- Create more opportunities for all interns to connect and socialize versus split by industry. This would allow a diversity of thought and experiences, which can help interns enhance their exposure and understanding of various industries and career possibilities.
- Enlist a catalog of guest speakers and volunteers to drive professional development during check-ins. Provide them with a base for educational outcomes and allow them the creative muscle to engage interns.
- Recruit professional job coaches of color to support a smaller cohort of 5-7 interns to have unscripted conversations about their internship experiences. Could incentivize professionals by offering lunch in return for their time.
- Make time for interns to write thank you letters to employers/supervisors, which could also assist in leveraging fundraising efforts.

Celebration

On August 17th, interns, their families, and supervisors gathered from 6pm-8pm at the Earle Brown Heritage Center in Brooklyn Center to celebrate the end of the internships. The event started off with dinner, followed by a keynote address and presentations from interns and supervisors about their experiences, and then BrookLynk awards were given to interns, supervisors, and organizations.

Participants thought it was a fun, relaxing experience and everybody came with a positive attitude to celebrate the internships. The fancy dinner (with vegetarian options) with table service was special for many students. It was inspiring to hear from interns' sharing about the benefits of their experiences.

However, it was much more expensive than in previous years. And there were not enough sponsors to help offset the costs incurred. Staff experienced some logistical challenges including interns and employers not picking up certificates. The photo booth was underutilized – likely due to the timing not allowing for a great deal of engagement. The bulk of the celebration planning was executed by a few dedicated interns with the support of staff, which put a lot of pressure on them.

Feedback from participants found that some felt that the audience could have been involved more, provide more support for returning members and next steps for graduating members, the seating was crowded, and have assigned seating to encourage meeting new people.

Suggestions for Improvement

- Recruit sponsors for the event earlier in the season and set a budget.
- Reimagine audience engagement for program where time is limited and people are sitting more than they are active.
- Consider providing intern certificates the last check-in or an alternative day instead to ensure they are received.
- Ensure that certificates are accurate (no spelling errors) and printed by early August.
- Possibly have an alumni team lead the planning for the BrookLynk celebration and then after the final day of internship training, additional youth can be enlisted for the committee.
- An earlier communication about awards and nominations in the beginning of summer and throughout to give interns and supervisors more time to make nominations.

Evaluation

After BrookLynk moved from being incubated at the Alliance to being operated by the Cities, we transitioned from a comprehensive program evaluation to primarily performance measurement, with evaluative elements for new aspects of the program model (e.g. job fair, alumni network, and job board). Most of the data collection was handled by the BrookLynk staff.

Towards the end of the internships, supervisors were asked to evaluate and provide feedback to the interns on career skills via an MHA Labs assessment tool. This year, 76% of supervisors filled out a performance review. Youth and supervisors provided honest and transparent feedback in their surveys and performance reviews. Seventy-six percent (76%) of interns and 75% of supervisors responded to the survey.

Suggestions for Improvement

- Create a checklist of evaluation tools and an online repository for data collection so that BrookLynk staff and the evaluator can be on the same page before, during, and after data collection during programming.
- Continue to explore ways to increase the response rates for surveys and performance reviews.

Program Benefits

What are the benefits of the program; in what ways did new program elements expand benefits to the community?

Business Outcomes

What are the benefits to employers?

Ninety percent (90%) of supervisors said that they would like to participate in the BrookLynk program again next year with another student. Eighty-seven percent (87%) of supervisors reported that they were satisfied with the support they received from BrookLynk and from their company or organization to be effective supervisors for the interns. Seventy-five percent (75%) said they had enough time this year for the hiring and onboarding processes. And 81% believed that their interns were good matches for their organizations.

“Our organization was better as a team. We were able to focus more on our own jobs because our intern was able to do all the little jobs that took up a lot of our time. Our intern the last three weeks on the job was able to complete tasks for us that normally we never have done before school starts.”

-Brooklyn Supervisor

At the end of the internships, supervisors were asked to fill out a survey about their experiences with the BrookLynk program. Out of the 69 supervisors, 52 responded (75% response rate).

	2015	2016	2017	2018
Supervisor Training was helpful	70%	85%	89%	92%
There was enough time to prepare for an intern	N/A	88%	80%	75%
Received the right support from company/organization	N/A	N/A	79%	87%
Received the right support from BrookLynk	90%	92%	92%	87%

Expectations of internship matched what happened	N/A	77%	81%	77%
Intern was a good match for my company/organization	85%	85%	82%	81%
Would participate in BrookLynk again next year	100%	92%	92%	90%

Ninety-two percent (92%) of the supervisors that did attend the Supervisor Training thought it was helpful because they learned how to understand, set expectations, and work with youth as interns, learned about BrookLynk basics, and picked up tips and tools on how to be better supervisors through the workshops. Some supervisors thought the training was too basic or repeated information they were already familiar with as an experienced manager.

We asked supervisors if they had enough time to prepare for their interns this year and 75% responded Completely True or Mostly True. Their satisfaction with this has decreased over the past 3 years.

Seventy-nine percent (79%) of supervisors surveyed said that the interns were the best part of the internships. Supervisors said that interns were prepared to work with skills and professional attitudes, made significant contributions to the company, worked hard, were great to work with, and were a great match. A few liked everything about the internship experience and the opportunity to help youth gain valuable work experience.

Ninety percent (90%) of the supervisors responded that they would like to participate in the BrookLynk program next year with another student.

Suggestions for Improvement

- Consider how to work with employers to more efficiently hire and prepare for their interns before the start of the internship.

Youth Outcomes

What are the benefits to the youth workforce?

At the end of the internship, 77% of interns were rated by their supervisors as having gained all 13 work readiness skills they were assessed on. The median amount of net salary earned during the summer was \$2448. Seventy-five percent (75%) of interns thought that the internships helped them increase the number of professionals in their social network. On average, the interns rated their internship experience a 4.5 out of 5. Ninety-nine percent (99%) of the interns responded that they would recommend BrookLynk to a friend and 91% said they would participate in BrookLynk again next year.

“Being able to talk and work with my supervisors easily without being scared was the best part, and I even got to bond with them.” – BrookLynk Intern

At the end of the internships, interns were also asked to fill out a survey about their experiences with the BrookLynk program. Out of the 96 interns who completed their internships, 81 responded (84% response rate).

Career Skills

As reported above, 77% of interns rated competent in all 13 out of 13 career skills by their supervisors. And 89% of interns agree with the statement, “My internship experience taught me valuable career skills.”

Finances

Students reported their net earnings after their paid internships this summer.

Net Earnings	2015	2016	2017	2018
Not Sure	9%	7%	5%	8%
\$0-\$999	41%	16%	15%	9%
\$1000-\$1999	50%	57%	20%	26%
\$2000-\$2999	0%	22%	25%	22%
\$3000-\$3999	0%	9%	25%	30%
\$4000+	0%	0%	11%	5%

The median net earning amount for BrookLynk interns in 2017 was \$2448 (this does not include any taxes or other deductions, or benefits offered). For the second year, some of our internships were funded or subsidized via a Hennepin County grant, which required salaries to be \$15/hr. so those salaries may have been higher than they would have been normally.

Social Networks

Research shows that having access to professional social networks increases the chances of landing a job. Many of our interns have limited professional social networks. One of BrookLynk’s goals through the internships was to increase the number of professionals in the young person’s network.

	2015	2016	2017	2018
My internship helped me increase the number of professionals in my social network	96%	82%	77%	75%

Seventy-five percent (75%) of interns reported (Completely true or Mostly true) that the internships helped them increase the number of professionals in their social network. The percentage of interns reporting that their professional networks increased are high, but that number has been slowly declining over the last four years.

Intern Customer Satisfaction

	2015	2016	2017	2018
Rating for BrookLynk internship (scale 1 to 5)	4.4	4.3	4.3	4.5
Rating for their supervisors (scale 1 to 5)	4.4	4.5	4.5	4.7
Would participate in BrookLynk again, if possible	86%	95%	98%	91%
Would recommend BrookLynk to a friend	100%	100%	99%	99%
Received enough support from BrookLynk staff	100%	95%	86%	87%

When asked about how they would rate their BrookLynk internships, the interns surveyed rated their experiences an average of 4.5 out of 5.0. This rating has increased over the past four years. Ninety-one percent (91%) of interns reported that they would participate in the BrookLynk program again if possible. And 99% of interns said that they would recommend BrookLynk to a friend.

When asked about the support they received from BrookLynk staff, 87% of respondents stated that they received enough support during the internship, and the other 13% answered “Somewhat”.

Interns rated their supervisors an average of 4.7 out of 5.0 (with 1 being poor and 5 being excellent).

Developmental Relationships

Another benefit that you experience with the internships is a connection with their supervisor. The Search Institute created the Developmental Relationships Framework that identified 5 elements (explained in 20 specific actions) that make relationships powerful in young people’s lives. Since supervisors were such an important aspect of the internships, we wanted to survey interns about the role that they played. Using this framework, we were able to quantify the impact of that relationship to the interns. Only 13 actions were surveyed since not all actions were relevant to our supervisor-intern relationship. The interns are asked to rate the following statements about their supervisors:

- My supervisor is someone I can trust.
- My supervisor really pays attention when we are together.
- My supervisor makes me feel known and valued.
- My supervisor lets me know he/she likes being with me or expresses positive feelings about me.
- My supervisor praises me for my efforts and achievements.
- My supervisor expects me to live up to my potential.
- My supervisor pushes me to go further.
- My supervisor insists I take responsibility for my actions.
- My supervisor helps my understand what went wrong if I make a mistake and learn from it.
- My supervisor guides me through hard situations and systems.
- My supervisor builds my confidence to take charge of my life.
- My supervisor defends me when I need it.
- My supervisor puts in place limits that keep me on track.

- My supervisor takes me seriously and treats me fairly.
- My supervisor involves me in decisions that affect me.
- My supervisor works with me to solve problems and reach goals.
- My supervisor creates opportunities for me to take action and lead.
- My supervisor inspires me to see possibilities for my future.
- My supervisor exposes me to new ideas, experiences, and places.
- My supervisor introduces me to more people who can help me grow.

The survey results are listed below:

DEVELOPMENTAL RELATIONSHIP FRAMEWORK SCORES	2018 Supervisors
Express Care	4.7
Be dependable	4.8
Listen	4.5
Believe in me	4.8
Be warm	4.6
Encourage	4.7
Challenge Growth	4.5
Expect my best	N/A
Stretch	4.5
Hold me accountable	N/A
Reflect on failures	4.5
Provide Support	4.6
Navigate	N/A
Empower	N/A
Advocate	N/A
Set boundaries	N/A
Share Power	4.6
Respect me	4.7
Include me	4.4
Collaborate	N/A
Let me lead	N/A
Expand Possibilities	4.5
Inspire	4.5
Broaden horizons	4.6
Connect	4.4

The interns scored their supervisors high in the 5 elements of the Developmental Relationships Framework. Overall, supervisors had a positive impact on their intern’s lives summer the summer internship.

Long-Term Outcomes

One hundred and sixty (160) interns participated in the first three years of the BrookLynk program. BrookLynk staff reached out to all of the alumni to track their academic and job outcomes and were able to follow-up with 78 of them. The remaining alumni either did not respond to emails and phone calls, or their contact information was out-of-date.

For the alumni who should have graduated after 4 years of high school, 100% had earned their diploma or GED. Of the remaining alumni who should still be in high school, all (100%) are in school for Fall 2018. The average high school graduation rate for Brooklyn's high schools in 2016 was 85%, so the graduation rate for BrookLynk alumni is excellent, especially for our targeted population of youth who have barriers to pathways to college and career.

Of the 64 students who had graduated from high school or received their GED, 60 (93%) were attending college during the 2018-2019 school year and 1 had already graduated (2%). The average college enrollment rate for Brooklyn's high schools in 2015 was 78%, so the enrollment rate for BrookLynk alumni who graduated high school is much higher.

Seventy-four percent (74%) of the alumni who were in the labor force were employed this summer.

Note that many of the alumni who did not respond to us or had changed their contact information were opportunity youth. If we had included their data, the reported outcomes potentially would be different.

Suggestions for Improvement

- Design additional program activities to engage youth in developing their social networks.
- Continue to work on connecting with our alumni to gather long-term outcome information.

Program Value

What is the value of this program to the Cities and its partners in growing economic vitality in the community?

There were two significant ways to measure the value of the BrookLynk program to the Cities and its partners in growing economic vitality in the community. First, BrookLynk increases the partnership with many community organizations and businesses around workforce development. Second, those organizations and business participating in the internships provide jobs for youth and contribute the cost of the interns' salaries into the local economy.

Community Participation

Alliance members and community partners provided in-kind donations for facility, transportation, and material needs, and staff or an organizational presence at our events. Funding for the program was also provided by grants from the Bremer Foundation and Hennepin County State Equity funds.

Specifically, our community partners provided the following supports during the program:

Get Ready! Work Readiness Trainings, Mock Interviews, and Internship Preparation Training: For the fourth year, Hennepin Technical College provided the space for the

trainings. Catch Your Dream Consulting/Coaching, Next Steps 2 Success, LLC and the YMCA provided trainers. CCX Media (TV) promoted the event on their station. The City of Brooklyn Center provided a room at the Earle Brown Heritage Center for the mock interviews. Representatives from many community partners volunteered as interviewers, including Amplifon, Three Rivers Park District, Metropolitan Council, Outsell LLC, Next Steps 2 Success, Panera Bread, TwinWest Chamber of Commerce, Brookdale Library, Cummins Power Generation, United Health Group, Hennepin Technical College, the City of Brooklyn Park, the Brooklyn Bridge Alliance for Youth, Design Ready Controls, the City of Brooklyn Center, and Hennepin County.

Youth Job Fair: A grant from the Bremer Foundation funded the Youth Job Fair. The Alliance members provided staff to participate in the planning committee. North Hennepin Community College again provided their facilities for the Youth Job Fair. Osseo Area Schools provided bus transportation. Next Steps 2 Success provided a facilitator for the breakout session. Participating employers and organizations providing jobs and supports included: the City of Brooklyn Center, the City of Brooklyn Park Community Activities Recreation & Services Department, Walmart, McDonald's, Lowes, Minneapolis Park and Recreation Board, Panera Bread, Go95 Radio, Hedberg Supply, ACR Homes, Zanewood Recreation Center, YMCA, Crystal Pizza Ranch, Americorps, Menards, Job Corps, College Nannies and Tutors, ACER Inc., Hennepin County, Protolabs, FedEx Ground, Osseo Area Schools, Mills Fleet Farm, Reading & Math Inc., UPS, Forever 21, H&M, Brooklyn Park Police, Hennepin Technical College, North Hennepin Community College, and the Brooklyns Youth Council. CCX Media (TV) promoted the event on their station.

Intern and Parent Orientation: The City of Brooklyn Park provided a room at the Community Activity Center for the orientation. Metro Transit and Firefly Credit Union led workshops on how to take public transportation and financial literacy, respectively.

Supervisor Training: North Hennepin Community College provided their facilities for the Supervisor Training. The BrandLab and the Brooklyn Bridge Alliance for Youth provided staff to help train the supervisors.

Check-ins and Enrichment Opportunities: North Hennepin Community College provided their facilities for the weekly intern check-ins. College visits were also hosted NHCC.

Internships: The following 14 employers provided internship opportunities this year (including number of internships):

Education Partners

- Anoka-Hennepin Area Schools (10)
- Brooklyn Center Community Schools (10)
- Hennepin Technical College (3)
- North Hennepin Community College (5)
- Osseo Area Schools (13)
- Robbinsdale Area Schools (2)

Business Partners

- Amplifon, Inc. (2)

- Boston Scientific (6)
 - Cummins Power Generation (9)
 - Design Ready Controls (2)
 - Topline Federal Credit Union (1)
- Community Partners
- City of Brooklyn Center (14)
 - Community Activities, Recreation & Services Department
 - Community Development
 - Engineering Department
 - Fire Department
 - Police Department
 - Operations Department
 - Public Works Department
 - City of Brooklyn Park (18)
 - Community Development Department
 - Community Engagement Department
 - Finance Department
 - Information Technology Department
 - Police Department
 - Recreation and Parks Department, Youth Services
 - Hennepin County (10)
 - Brooklyn Park Library
 - County Commissioner's Office
 - Hennepin Health – Medical Administration
 - Human Resources Department
 - Human Services and Public Health Department
 - Resident and Real Estate Services

Year-End Celebration: The City of Brooklyn Center provided a room in the Earle Brown Heritage Center for the celebration. Boston Scientific was the Presenting Sponsor and Topline Federal Credit Union was the Supporting Sponsor for the event.

This year, there were a total of 50 partnering organizations that contributed funding and in-kind donations, and participated in BrookLynk trainings, internships, and events. In the past 4 years, BrookLynk has grown in the number and breadth of partnerships with organizations in the community around developing the youth workforce.

Job and Wealth Creation

Another way to measure economic growth due to the BrookLynk program is through the creation of 102 summer internships and the wealth via the salaries that organizations and businesses (some paid for by the Hennepin County Equity Grant) paid the interns. The average salary amount this summer was \$2439, which when multiplied by the number of interns becomes an estimated \$250,000 of wealth created for Brooklyns youth and their families.

New Program Elements

To what degree did new program elements benefit youth, employers, and partners?

- *In what ways did the job fair reach its goals?*
- *In what ways did the Alumni network reach its goals?*
- *In what ways did the job board reach its goals?*

Youth Job Fair

For the second year, BrookLynk organized a Youth Job Fair in April.

	2017	2018
Number of youth who attended job fair	159	174
Number of employers who attended job fair	14	27
Number of organizations offering services	4	4
Number of interviews given due to Youth Job Fair	11	95
Number of job offers given due to Youth Job Fair	1	42

The Youth Job Fair was well-attended this year and it almost met goals for youth and employer participation. It exceeded expectations for number of youth interviewed and those receiving offers, especially when compared with the first year. Many youth were able to find summer jobs employers were able to fill their positions.

Youth reported a satisfaction rate of 4.2 (on a scale from 1 to 5) which was 0.7 higher than 2017. Vendors reported a satisfaction rate of 4.5 (4.6 in 2017). Ninety percent (90%) of participating vendors would return and all (100%) said that information was clear from the planning committee. Attendees reported that they felt prepared and knowledgeable about the Job Fair process.

There were still some challenges. Younger youth (ages 14 and 15) still found a lack of opportunities for them. A list/map of vendors hiring 14+ or volunteer opportunities was created but underutilized. There was some confusion about the folder contents and what was useful in them. Employers would have appreciated a map of vendors to support each other (including age minimums).

The computer lab set aside for resume and other supports was not big enough and there was not enough one-on-one help provided. The Successful Interviewing workshop only had high attendance during the first workshop of the day.

There was low attendance at Job Fair committee meetings leading up to event.

Suggestions for Improvement

- Explain the contents of the folders when handing to youth, including the map of vendors or organizations hiring 14+ age youth.
- Reserve bigger computer lab to support students and provide one-on-one help.
- Consider starting Resume Building Workshop earlier, so interns ready to go by the time the fair opens.
- Consider starting the Job Fair earlier.

- Re-examine event layout and space for vendors based on high/low demand mix.
- Provide clarity on the job fair AND resource fair, so that students are not confused.
- Better communication on the campus location and navigation to enter for vendors and fair goers.
- Bring back the job fair orientation workshop to help youth know how best to navigate the fair.
- Provide two employer emails- one within a week of their registration simply confirming it was received and time/date/basic info and a 2nd a week prior to the event with full details.
- Have a deadline for vendor participation to plan for day of marketing and helping youth prepare for positions.
- Post participating employers on the Youth Job Fair BrookLynk page.
- For vendor subcommittee, provide consistent access to the list of employers.
- Create a vendor flyer for promoting fair to vendors/resources.

Job Board

An online BrookLynk Job Board was launched this year to provide Brooklyns youth a place to find jobs in their local communities. Brooklyn Park IT department provided technical assistance. There are currently 9 employers listing open positions on the site. And there have been a total of 883 visits to the website since its launch.

What's proved to be effective in the planning and implementation of the youth job board is solidifying buy-in from both users (employers and young people). Participating employers see value in the board promoting local employment opportunities to young people. The constant promotion of high demand, entry-level jobs enables employers to have a revolving door of access to local talent equipped to fill business needs. Young adults also benefit by having an increased awareness of employers and jobs available in their community.

Youth outreach with the support of BrookLynk's referral networks was successful in driving interest and traffic to the application. BrookLynk staff led outreach in partnering schools and community organizations to drive awareness of the site launch and giving youth a reason to believe in the site being a job resource. Prior to launch, school career resource managers promoted the job board with mass emails to students, which offered youth a timely reminder before the school year ended. To support pre-promotion messages, BrookLynk created a sign-up on their webpage for interested parties to subscribe for updates on the job board launch and exclusive information on new job/employer listings. The sign-up resulted in more than sixty-five subscribers prior to launch. BrookLynk interns also benefited, which increased communications to nearly 200 young people at the time of the job board launch.

User experience testing provided both BrookLynk staff and IT with significant learnings on the future platform's design. The feedback from BrookLynk alumni app testers informed site administrators on how we can anticipate youth interacting on the board and make adaptations to a next phase of the application. Additionally, the efficient partnership between BrookLynk staff and the IT team allowed for a primarily fluid implementation process. As timelines shifted due to configuration challenges, IT maintained constant communication of system changes and improvement recommendations to strengthen the job board's internal operations.

For the BrookLynk youth job board to be successful, investment in more expansive operating systems and advanced technology are needed. Operating systems include but are not limited to data collection and management, marketing outreach planning (both youth and employers), and a more complex and interactive platform design. With any new initiative designed to be sustainable, systems require intentional consideration to optimizing efficiencies in the operating process. Systems change in how data is collected and managed have already begun to shift under advisement from the internal IT team. Such adaptations are necessary, but especially significant for employer data as the job board's operation will rely solely on the information provided by participating organizations. Important will not only keeping the end-user in mind, but also making the sign-up process for employers as turnkey as possible to support as many organization participants as possible.

Capacity building is also needed for the program assistant to fully dedicate the time needed to support planning and implementation. The platform launched in the middle of the summer internship programming, which is a time intensive period for BrookLynk. During the internship, the program assistant acts as a job coach, onboarding coordinator, and supervisor support to fifty interns, which requires a considerable amount of effort. In an ideal timeline, the job board launch would have occurred prior to the start of the summer programming, which would provide BrookLynk with time to focus on each initiative fully. The next phase of the platform will ensure intentional timing is outlined to avoid conflicts in job priorities.

Suggestions for Improvement:

- Launch Summer Job Board before the start of summer programming for BrookLynk.
- Improve employer experience for posting jobs to the Job Board.
- Figure out how to track number of job seekers who use the Job Board.

Alumni Network

Another new project was the Alumni Network, which was launched to allow BrookLynk to stay connected to alumni, provide support and resources (including LinkedIn networking) on youth's pathway to college and career, and provide employers with a diverse talent pool. The target in the first year was to have 100 of our 160 alumni connected to the network. Currently, we have 138 alumni participating in the network.

Prior to a full transition of the role to Program Assistant, a great deal of engagement supported learning about alumni interests and opportunities for future support. Some of the plans included 3 events planned to include 2 webinars. A fall event is planned and will be the first one of the year. This summer, a survey was conducted on alumni needs and where they are now. Many interns expressed interest in the program and having opportunities to support career to college pathways.

Although the network has been launched, there is a concerted ongoing effort to continue to create networking, professional development, and exposure opportunities for alumni. Staff need to establish ongoing messaging and communications to support such opportunities.

Suggestions for Improvement:

- Consider what a limited oversight, opt-in mentorship program could look like to support alumni in their transitions.
- Reimagine what it means to be a program alumnus and consider including program participants still in high school as part of alumni engagement.
- Partner with affinity groups as a lever for engagement (e.g. TCBANDD <https://www.tcbandd.com/who-we-are>, Prospanica <https://www.prospanica.org/members/group.aspx?code=MinneapolisStPaul>, etc.)

Quality Assessment

What was the level of quality for our program services?

The internships were again assessed this year using a modified quality assessment, and they scored high for quality across the board.

“I loved my environment and how I actually felt my work was going toward something useful this year. I was proud to work each day and I was glad I got this internship.” – BrookLynk intern

The YPQA is a validated instrument (grades 4-12) designed to measure the quality of youth programs and identify staff training needs. The Youth PQA evaluated the quality of youth experiences as youth attend workshops and classes, complete group projects, and participate in meetings and regular program activities. Domain categories are broken down into individual scales, which are rated 1, 3, or 5 (1 being the lowest and 5 being the highest).

Since the internships are a core part of program the evaluation team created an Internship Quality Assessment that was informed by the Youth PQA. Of the four domains in the Youth PQA several were assessed during the site visits while the remaining areas were rated by surveying interns at the end of their summer experience.

INTERNSHIP QUALITY ASSESSMENT SCORES	2016 Internships	2017 Internships	2018 Internships
Safe Environment	5.0	4.8	4.9
Emotional Safety	5.0	4.5	4.8
Healthy Environment	5.0	5.0	5.0
Emergency Preparedness	5.0	4.4	5.0
Accommodating Environment	4.7	5.0	5.0
Nourishment	5.0	5.0	5.0
Supportive Environment	4.5	4.5	4.6
Warm Welcome	N/A	4.6	4.8
Session Flow	4.1	4.4	4.6
Active Engagement	4.5	N/A	4.4
Skill-Building	4.5	4.4	4.6
Encouragement	4.6	4.6	4.7
Reframing Conflict	N/A	N/A	N/A

Interaction	4.6	4.6	4.6
Belonging	4.6	4.4	4.5
Collaboration	4.6	4.5	4.7
Leadership	N/A	N/A	N/A
Adult Partners	N/A	4.8	4.6
Engagement	4.3	4.3	4.5
Planning	4.3	4.4	4.4
Choice	3.9	4.3	4.6
Reflection	4.6	4.2	4.5

The scores were high across all of the domains and similar to the previous year. BrookLynk has been able to maintain a high level of quality in the internships.

Suggestion for Improvement

- Increase education to employers and supervisors about the elements of the Internship Quality Assessment to continue to improve the quality of the internships.

Management and Oversight

This section of the evaluation considers the Management and Oversight Goals from the Co-operation Agreement:

- Intentionally allocate necessary resources and supports to successfully implement the program.
- Use data regularly to ensure youth experience is at the center and that we continue to support the positive development of youth in the Brooklyns facing barriers to employment.
- Good faith effort to serve the cities (and youth) of Brooklyn Center and Brooklyn Park 50/50.
- Establish and operate the BrookLynk Advisory Board as outlined by the co-operation agreement.
- Establish and execute a fundraising plan for sustainable programming.

BrookLynk Management and Oversight Implementation Survey

The Co-operation Agreement agreed upon by the City of Brooklyn Center, the City of Brooklyn Park, and The Brooklyn Bridge Alliance for Youth stipulates how BrookLynk is to be operated. The agreement details what the program goals are, and a subsection specifically addresses what the goals are around how the program is to be managed by the cities and how the Advisory Committee should be providing oversight.

As part of the BrookLynk evaluation conducted by the Brooklyn Bridge Alliance for Youth, the management and oversight of the program will be assessed regularly and the results reported to the Advisory Board. The first survey was conducted in July of 2018 and a summary of the results follows. The full report can be found in the Appendix.

- A majority of Advisory Board members did not have enough information necessary to rate the completion of some of the goals, specifically related to Brooklyn Center’s role and to the allocation of resources and supports for BrookLynk.
- Advisory Board members thought that the program implementation, partnerships created, and overall quality of program staff were strengths.
- Good progress has been made in meeting funding goals short-term, but more work needs to be done around creating a co-operative fundraising plan.
- Convening the Advisory Board meetings this year was a good start, but more intentional planning should be done to increase its effectiveness in providing management oversight as a collaborative effort between the two cities.

Co-operation Agreement Goals Regarding the Joint Management of BrookLynk	Met completely	Partially met	Not being met	Not enough information
The City of Brooklyn Park will provide funding.	58%	8%	8%	25%
The City of Brooklyn Park will be the fiscal agent (hire/fire staff, enter into contracts, maintain financial reports).	67%	8%	8%	17%
The City of Brooklyn Park will co-lead fundraising efforts.	75%	0%	8%	17%
The City of Brooklyn Center will co-lead fundraising efforts.	33%	8%	8%	50%
The City of Brooklyn Center will liaise with the Brooklyn Center City Council regarding financial reports.	33%	0%	8%	58%
The City of Brooklyn Center will provide funding.	67%	0%	8%	25%
The City of Brooklyn Center will advise on staffing.	58%	8%	0%	33%
The City of Brooklyn Center will chair the Advisory Board.	75%	8%	0%	17%

BrookLynk's Management and Oversight Goals	Met completely	Partially met	Not being met	Not enough information
Intentionally allocate necessary resources and supports to successfully implement the program.	50%	8%	0%	42%
Use data regularly to ensure youth experience is at the center and that we continue to support the positive development of youth in the Brooklyns facing barriers to employment	75%	0%	0%	25%
Good faith effort to serve the cities (and youth) of Brooklyn Center and Brooklyn Park 50/50.	55%	18%	0%	27%
Establish and operate the BrookLynk Advisory Board as outlined by the co-operation agreement.	58%	25%	0%	17%
Establish and execute a fundraising plan for sustainable programming.	50%	33%	0%	17%

Summary

- A majority of Advisory Board members did not have enough information necessary to rate the completion of some of the goals, specifically related to Brooklyn Center's role and to the allocation of resources and supports for BrookLynk.
- Advisory Board members thought that the program implementation, partnerships created, and overall quality of program staff were strengths.
- Good progress has been made in meeting funding goals short-term, but more work needs to be done around creating a co-operative fundraising plan.
- Convening the Advisory Board meetings this year was a good start, but more intentional planning should be done to increase its effectiveness in providing management oversight as a collaborative effort between the two cities.

What has been working well?

- Reaching BrookLynk's primary goals of providing training and internships.
- Forming the Advisory Board to provide management oversight.
- The partnerships between the cities and with community partners to run BrookLynk.
- Hiring the BrookLynk specialist and the overall quality of the BrookLynk staff.

What needs more attention?

- Planning and preparation for Board Meetings to make them more effective.
- Communication between staff, management, and Advisory Board.
- More collaboration between the Cities.
- Additional attention towards fundraising.

What questions do you have?

- Do we have sufficient capacity?
- When are the advisory boards deliverable due? How can we best support the program?
- If we don't have monthly board meetings for this first year, perhaps a monthly note to board meetings would be helpful. Assume things are going well with the BrookLynk interns, but don't really know.

What do we need to do differently to realize our agreement?

- Address issues surrounding funding and sustainability of the program.
- Get the board meeting administration and communication sorted out.
- Better preparation for advisory meetings; especially so that the youth liaisons can really participate.
- Better communication between the City of Brooklyn Center, the City of Brooklyn Park, and the Alliance.
- More involvement from community partners.
- Consider program design changes to meet specific challenges faced this year.

Management Feedback

Managers and staff of the BrookLynk program also provided feedback on the Management and Oversight Goals.

General Management of Program

It seemed at times that the focus of this year was to survive the transition the program from the Alliance to the Cities. The transition was slowed a little by the staff changes at the City of Brooklyn Center, and within the BrookLynk staff. The City of Brooklyn Park realized that they needed to allocate an additional FTE staff to absorb the additional work created with BrookLynk coming to the city.

In hindsight, the transition in January was probably not the best time. Having an earlier start (September) would have allowed a transition period that wasn't right on top of program implementation in January. In part due to this timing, the program plan (and budget) had to be completed quickly, not necessarily in a thorough manner.

It was universally agreed that the only reason the transition was as successful as it was, was due to the efforts of the BrookLynk staff. The additional program elements (Youth Job Fair, Job Board, and Alumni Network) expanded the scope of BrookLynk this year that stretched the staff's ability to provide quality results.

It was not initially clear to the Cities the amount of work required for BrookLynk to be effectively managed and for staff to be supported. There was a learning curve for the Cities to learn effective co-operation of BrookLynk and to understand the nuances of BrookLynk programming. For example, the amount of time it takes to manage grants was more than expected.

One of the bigger unanticipated challenges was the departure of Brooklyn Park's Economic Development and Housing Director who was providing executive oversight and supervision support to BrookLynk staff. There will be expected transition hurdles when the new Economic Development and Housing Director starts. During BrookLynk's transition, the City of Brooklyn Center hired their Community Development Director who has played a critical role in providing management and staff support. With more experience, the Community Development Director will be able to play a stronger role for the City of Brooklyn Center. Both cities felt that they needed to improve how this cooperative leadership structure works so that both sets of management have the information they need in a timely manner to make decisions and to contribute equally. Monthly meetings have been set up to address this issue.

Overall, there was a feeling that this year that the BrookLynk Advisory Board was "building the plane as they were flying it", but that eventually things settled down, and they are optimistic about taking the lessons learned to improve next year.

Suggestions for Improvement:

- Consider how to best implement the cooperative leadership model so that both Cities share the responsibility of managing the program together.
- Consider all the programming elements that make up the BrookLynk program and streamline them to focus on only the most important ones and the ones most aligned to our goals.

Advisory Board

The BrookLynk Steering Committee was disbanded in 2017 and a new Advisory Board formed in January 2018 according to the Cooperation Agreement. The Advisory Board met every month through until July (no meetings June and August).

However, since the Board was formed at the same time as the transition to the Cities, there was little time to develop the norms of operation and no momentum for group. There was a feeling that the Advisory Board never really got developed this year, didn't meet regularly, and there wasn't a clear understanding of who was on it (or who should have been on it), there was no overall strategic planning, and no idea of a calendar for the year.

Specifically, there was a need to strengthen the voice of the private sector to hear what the needs of the business community are. Having only one business representative can mean that one voice gets lost in the meetings. The private sector partners should represent business that currently host BrookLynk internships.

Organizations who are on the Advisory Board need to commit to send members who can attend meetings and be actively engaged. Also, there was a lot of turnover with the youth ambassadors, possibly because they didn't always feel engaged and empowered to be full members.

Moving forward, the management team decided to reimplement management meetings two weeks before the Advisory Board meetings in order to better prepare for them. Pam McBride will play more of a leadership role with helping organize the Advisory Board.

Suggestions for Improvement:

- Consider having a group of private sector representatives on the Advisory Committee.
- Understand how to better engage youth ambassadors.

Program Outputs

BrookLynk did not meet the business recruitment goals for this year. There need to be a more robust recruitment system for businesses, possibly including scheduled business retention and expansion visits, where people doing the visits have a script to use, for example, to explain how inexpensive the program is. Members of the Advisory Board might be called on to participate in this area as it isn't feasible for the BrookLynk staff to take this on themselves.

It seems that some of the problems of getting matched interns to actually start their internships can be addressed with training specifically focused on getting youth ready for Day 1 and providing the right supports.

The goal to serve an equal number of Brooklyn Center and Brooklyn Park youth was not met this year. Understanding that the large difference in numbers of youth in each city make that goal difficult, the program should still consider how to use new approaches to see if more Brooklyn Center youth can be recruited for BrookLynk. The City of Brooklyn Center is ready to provide more support and resources to that end.

Suggestions for Improvement:

- Create a recruitment strategy for businesses to participate in the BrookLynk program.
- Consider adding training to specifically address getting youth prepared for Day 1 of internships.
- Rethink youth outreach strategies to better recruit Brooklyn Center youth.

Fundraising

The fundraising goal for this year was reached, but so much time and resources were directed at getting the State and County grants that all other funding sources were neglected. Some of those relationships established while the program was at the Alliance were not transitioned when the program when to the Cities.

The fundraising goal for 2019 includes business funding, which will need to be addressed soon.

Although grant funding is necessary to fill gaps in the budget, there was a belief that it should be used more for pilot and growth opportunities and not for ongoing support of the BrookLynk program. There should be more focus on grants that provide perpetual funding

than those that end in less than 3 years. Too much time and resources is spent applying for, managing, and reporting on multiple grants. This is especially true for BrookLynk staff who have to take away time from program implementation.

Eventually, the Cities will have to relook at the current equal funding relationship. They can still be equal partners, and depending on how successful the 50/50 youth served in both cities goal can be reached, some other percentage split between the cities might be necessary.

Moving forward, Meg Beekman will take on management of the grants through the Workforce Board, Rebecca Gilgen will head the fundraising efforts, and hopefully be able to address how to capture private funding.

Suggestions for Improvement:

- Create a fundraising plan that includes how to reach the goals for business funding for 2019 and long-term sustainability.
- Allocate resources (i.e. intern) to assist with data collection and inputting into Workforce as part of the reporting requirements for State grants.

DISCUSSION

Recommendations for improving the BrookLynk program are discussed below.

Recommendations for Improving BrookLynk

The evaluation report generated over 86 suggestions to improve the BrookLynk Program. These recommendations are summarized below.

1. ***Consider new strategies to reach goal of serving equal number of youth in both cities.*** *Even with the unequal number of qualified youth between both cities, there may be ways BrookLynk can work with Brooklyn Center to recruit differently in that city.*
2. ***Continue to build the capacity of employers to improve internal processes and support supervisor development.*** Establish a clear understanding of employer's readiness to onboard interns with security clearances, payroll, pay cycles, and any system orientation. Create a library of support for both interns and supervisors to use as reference guides. Have employers designate a coordinator in HR that can help track the progress of onboarding for their interns. Educate employers about the elements of the Internship Quality Assessment to continue to improve the quality of the internships. Consider new strategies to increase the participation rate of supervisors attending training. Educate supervisors about what check-ins with their interns looks like (i.e. regular conversations on approving time cards, addressing behavioral issues, exposure opportunities, etc.).
3. ***Prepare interns for success, starting with the onboarding process.*** Create and communicate deadlines for accepting internship offer, so candidates have time to think about the opportunity, but understand their timeline to make a decision. Provide interns a checklist of everything they'll need to prepare for both the interview and onboarding. Consider adding training to specifically address getting youth prepared for Day 1 of internships. Design additional program activities to

engage youth in developing their social networks.

4. ***Continue to expand business outreach to engage more employers.*** Create a recruitment strategy for businesses to participate in the BrookLynk program especially to increase the number of internships pledged. Create an “engagement ladder” for community partners to get involved with increasing progression of commitment, e.g. donating financial or in-kind support, participating in a training or event, providing internships, or joining a business advisory.
5. ***Continue to build the youth outreach strategy with the BrookLynk Ambassadors.*** Facilitate a training for Ambassadors to learn how to outreach, deliver presentations to their peers, and understand the need-to-know information about BrookLynk. Provide Ambassadors a T-shirt, pin, or some other wearable that helps them stand out as a BrookLynk Ambassador. Encourage greater follow-up from Ambassadors and Referral Partners with students that registered for Get Ready! More effectively utilize social media during outreach, planning out posts and managing accounts.
6. ***Strengthen the Advisory Board.*** Sort out the board meeting administration and communication, and better prepare for advisory meetings. Consider having a group of private sector representatives on the Advisory Committee. Understand how to better engage youth ambassadors.
7. ***Continue to fine-tune new program elements (Youth Job Fair, Job Board, and Alumni Network).*** Consider starting the Job Fair earlier. Post participating employers on the Youth Job Fair BrookLynk page. Create a vendor flyer for promoting fair to vendors/resources. Reserve bigger computer lab to support students and provide one-on-one help. Bring back the job fair orientation workshop to help youth know how best to navigate the fair. Improve employer experience for posting jobs to the Job Board. Figure out how to track number of job seekers who use the Job Board. Consider what a limited oversight, opt-in mentorship program could look like to support alumni in their transitions. Reimagine what it means to be a program alumnus and consider including program participants still in high school as part of alumni engagement.
8. ***Continue to fine-tune existing program elements (Get Ready! Training, matching, check-ins, site-visits, celebration, evaluation).*** Create standardized learning objectives at each tier of training, so that it would be clear what each trainer is responsible for delivering. Streamline check-in process at training. Reimagine how to communicate the matches to all interns, as a one-time event. Explore how we might reimagine the transportation process for check-ins. Enlist a catalog of guest speakers and volunteers to drive professional development during check-ins. Recruit professional job coaches of color to support a smaller cohort of 5-7 interns. Recruit more staff to help with site visits to balance the workload. Engage employers more consistently on social media to promote them as BrookLynk employers. Continue to explore ways to increase the response rates for surveys and performance reviews.
9. ***Revisit fundraising plan.*** Create a fundraising plan that includes how to reach the goals for business funding for 2019 and long-term sustainability.

- 10. Strengthen the joint management of the program.** Consider how to best implement the cooperative leadership model so that both Cities share the responsibility of managing the program together. Commit to better communication between the City of Brooklyn Center, the City of Brooklyn Park, and the Alliance. Consider all the programming elements that make up the BrookLynk program and streamline them to focus on only the most important ones and the ones most aligned to our goals. Allocate resources (i.e. intern) to assist with data collection and inputting into Workforce as part of the reporting requirements for State grants.

FURTHER INFORMATION

For further information on topics and data discussed in this report, please refer to the Youth Employment Program wiki site at the following address:

<https://sites.google.com/site/bbayouthemploymentprogram/>

APPENDIX

- BrookLynk Youth Employment Program Logic Model
- BrookLynk Youth Employment Program Process Chart
- 2018 BrookLynk Evaluation Plan
- 2018 BrookLynk Outputs
- 2018 BrookLynk Management and Oversight Implementation Quarterly Survey