

Evaluation of 2017 Erie Summer Jobs and More Program

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Table of Contents

1.0	Project Background	1
1.1	Summer JAM Program Core Components.....	2
2.0	Evaluation Design and Methodology	4
2.1	Evaluation of Youth Outcomes.....	6
2.1.1	Youth Program Participation	6
2.1.2	Level of Youth Interest and Engagement.....	7
2.1.3	Development of Youth Critical Employment Areas.....	7
2.1.4	Program Ability to Meet Youth Employment Needs	8
2.2	Evaluation of Employers Outcomes.....	8
2.2.1	Employers Program Participation	8
2.2.2	Employers Likelihood to Hire Youth for Regular Employment.....	9
2.2.3	Program Ability to Meet Employment Needs of Employers	9
2.2.4	Employer Program Preparedness and Commitment.....	9
2.3	Evaluation of Quality of the Overall Program and its Components	10
2.4	Evaluation of Work Readiness Training Program	10
2.5	Evaluation of Work Environment	11
2.6	Suggestions for Program Improvement	12
2.6.2	Youth and Employer Focus Groups	12
3.0	Evaluation Findings	13
3.1	Youth Outcomes.....	13
3.1.1	Administrative Data: Youth Program Participation and Demographics...13	
3.1.2	Survey Data: Youth Response Rate and Demographics.....17	
3.1.3	Survey Data: Level of Youth Interest and Engagement	18
3.1.4	Survey Data: Development of Youth Critical Employment Areas	18
3.1.5	Survey Data: Program Ability to Meet Youth Employment Needs.....20	
3.2	Employer Outcomes.....	20
3.2.1	Administrative Data: Employer Program Participation and Demographics	20
3.2.2	Survey Data: Employers Response Rate and Demographics.....21	
3.2.3	Survey Data: Employers Likelihood to Hire Youth for Regular Employment.....	22
3.2.4	Survey Data: Program Ability to Meet Employment Needs of Employers.....	23

3.2.5	Survey Data: Employer Program Preparedness and Commitment.....	23
3.3	Evaluation of the Quality of the Overall Program and its Components	24
3.4	Evaluation of the Work Readiness Training Program	26
3.5	Evaluation of Work Environment	27
3.6	Suggestions for Program Improvement.....	27
3.6.1	Youth and Employer Focus Groups	28
4.0	Conclusion and Recommendations.....	37

Appendix A:	2017 Summer JAM Youth End-Program Youth Satisfaction Survey
	2017 Summer JAM Youth Half Year Follow-Up Youth Survey
	2017 Summer JAM Youth One Year Follow-Up Youth Survey
Appendix B:	2017 Summer JAM Mid-Program Employer Survey
	2017 Summer JAM End-Program Employer Survey
Appendix C:	2017 Summer JAM Staff and Partner Survey
Appendix D:	2017 Summer JAM Youth Focus Group Questions
	2017 Summer JAM Employer Focus Group Questions
	Focus Group Recruitment Plan
	Youth Participation Form
	Employer Participation Form
	Parental Consent Form
Appendix E:	Summer JAM 2017 Status Report
Appendix F:	2017 Summer JAM Suggestions for Improvement and Reasons for
	Recommending Program: Employers, Youth, Staff and Partners

List of Tables

Table 1:	Youth Participations
Table 2:	Youth Location
Table 3:	Response Rate: End of Program Youth Satisfaction Survey
Table 4:	Respondent Age: End of Program Youth Satisfaction Survey
Table 5:	Respondent Gender: End of Program Youth Satisfaction Survey
Table 6:	Respondent Race: End of Program Youth Satisfaction Survey
Table 7:	Respondent Ethnicity: End of Program Youth Satisfaction Survey
Table 8:	Respondent School: End of Program Youth Satisfaction Survey

Table 9: Mean Scores of Perceptions of Youth Interest and Engagement in the Program

Table 10: Youth Employee Abilities

Table 11: Youth Critical Abilities

Table 12: Youth Future Plans

Table 13: Meeting Youth Employment Needs

Table 14: Employer Participation

Table 15: Response Rate: Mid- and End-Program Employer Survey

Table 16: Response Rate: Partners and Staff

Table 17: Employer Size: Mid- and End-Program Employer Survey

Table 18: Employer Type: Mid- and End-Program Employer Survey

Table 19: Employer Likelihood to Hire Youth

Table 20: Meeting Employer Needs

Table 21: Staff Assessment of Employer Preparedness Level

Table 22: Employer Commitment Level

Table 23: Overall Program Quality

Table 24: Quality of Program Core Components

Table 25: Program Recommendation Rate

Table 26: Youth Assessment of Work Readiness Program

Table 27: Employer Assessment of Training Effectiveness

Table 28: Quality of Work Environment

Table 29: Suggestions for Program Improvement

Table 30: Participant School Status: Youth Focus Group

Table 31: Participant Age: Youth Focus Group

Table 32: Participant Gender: Youth Focus Group

Table 33: Participant Years with Program: Youth Focus Group

Table 34: Participant Future Program Participation: Youth Focus Group

Table 35: Participant Program Satisfaction: Youth Focus Group

Table 36: Participant Program Involvement: Youth Focus Group

Table 37: Organization Location: Employer Focus Group

Table 38: Organization Type: Employer Focus Group

Table 39: Organization Industry: Employer Focus Group

Table 40: Years with Program: Employer Focus Group

Table 41: Program Participation Reason: Employer Focus Group

Table 42: Participant Program Satisfaction: Employer Focus Group

List of Figures

Figure 1: Youth Program Completion

Figure 2: Program Youth Age

Figure 3: Youth Participants Location

Figure 4: Program Youth Location 2017 vs. 2016

Figure 5: Program Youth Schools

Figure 6: Employer Organization Type: For-Profit vs. Non-Profit

Figure 7: Employer Location

Figure 8: Participants Schools: Youth Focus Group

Figure 9: Participants Grade: Youth Focus Group

I.0 Project Background

Erie Summer Jobs and More (JAM) program is a collaborative effort between Erie County, Erie County Gaming and Revenue Authority (ECGRA), the Erie Community Foundation (ECF), and other supportive individuals and organizations that have recognized the need to address employability issues for our disconnected youth population aged 16-21 years. The program provides job readiness training, career exploration, and employment opportunities for a disconnected youth population living in Erie County. To be eligible to participate in the program youth must:

- Demonstrate financial need with family income at or above 250% of federal poverty guideline
- Be 16-21 years old
- Reside in Erie County

This year the 2017 Erie Summer JAM program employed 183 youth with 43 employers throughout Erie County. The program was completed by 86.9% of youth and 97.2% of the surveyed employers were willing to recommend the program to others at the end of the 2017 Summer JAM program.

The specific goals for the 2017 Erie Summer JAM program included:

1. Increase program participation to 175 youth.
2. Deliver informational sessions for employers and participants earlier than what was done in the 2014 pilot (target date of April 1, 2017).
3. Increase and document employer input into program conception and administration.
4. Increase for-profit employers' participation up to 50%.
5. Evaluate participants to enhance job matching, based on participant interest and employer need.
6. Conduct youth participant and employer interviews to identify successes and challenges and develop mitigation strategies throughout the program.
7. Increase focus on work placement in STEM-related and local high priority occupations.

For the second year, the Greater Erie Community Action Committee (GECAC) was the lead agency for the 2017 Summer JAM program. Keystone Research Corporation (KSRC) served as

the external evaluator for Summer JAM program since 2015. Kevin Arrington, Director of Programs of Young Entrepreneur Society, Inc. (YES), was contracted to implement the program and to carry out day-to-day operations as the project manager since the pilot year in 2014. As an implementation agency, YES provided continuity and deep understanding of program needs.

Evaluation plans, research design, data collection methods, and roles and responsibilities of those involved in Summer JAM program evaluation for the most part remained unchanged from the previous years. New to this evaluation year was implementation of focus groups with youth and employers to gain deeper understanding of their program experiences and needed program changes and improvements.

The assessment of the quality and effectiveness of the 2017 Erie Summer JAM program included both an outcome and process evaluation. The outcome evaluation assessed the program impact on youth with respect to the development of critical employment assets: life skills, career goals, awareness of occupational programs and education, and employment opportunities. As well, the outcome evaluation assessed the program impact on employers with respect to the program's ability to assist employers in meeting their training, employment, and hiring needs. In addition, the evaluation addressed program effectiveness with respect to:

- A number of youth enrolled in the program
- A number of youth completing the program
- A number of employers in the program
- Youth satisfaction with the program
- Employer satisfaction with the program
- Partners and staff satisfaction with the program

Demographic questions were also asked.

I.1 Summer JAM Program Core Components

Erie Summer JAM program has several core components that support outcomes for youth and employers participating in the program. These core components include:

- *Informational orientation sessions for potential employers and youth participants:* at these sessions information about available jobs, locations, placement potential, and required paperwork is shared.

- *Employer and youth application packets:* these packets contain required forms and employer or youth handbooks with pertinent program information.
- *Program website:* online information about Erie Summer JAM is available via careerstreeterie.com, GECAC's website, and Facebook.
- *Youth work readiness program:* this program provides youth with 20 hours of pre-employment soft-skills training in an area of accountability, understanding hierarchy, leadership and integrity, and professionalism, preparing youth to meet employers' expectations during their summer employment.
- *Employer meet and greet:* the final session of the youth work readiness program that provides opportunities for interested employers and youth to meet and discuss work expectations with their assigned workers.
- *Job placement/ matching:* youth are matched with employers based on the employer specifications, geographic proximity, and availability of reliable transportation for youth.
- *On-site work experience:* youth participate in 180-hour on-site work placement with their host employer, working 30 to 40 hours per week and receiving \$7.25/hour pay (minimum wage in PA as of January 1, 2015) for performed work.
- *Program staff support:* program staff work directly with youth and employees to provide communication, linkage, and job placements, as well as to troubleshoot and problem-solve any challenges that arise during program implementation.
- *Focus on STEM-related fields:* attention is paid and priority is given to the job placements that provide career exploration in STEM-related fields.

Sections below outline evaluation design and methodology, findings, conclusions and recommendations.

2.0 Evaluation Design and Methodology

This evaluation of the effectiveness and quality of the Erie Summer JAM program consisted of an outcome and process evaluation.

The outcome evaluation included two main components:

- Evaluation of youth outcomes
- Evaluation of employer outcomes

The process evaluation includes these four components:

- Evaluation of the quality of the overall program and its components
- Evaluation of the work readiness training program
- Evaluation of the work environment
- Focus groups with youth and employers

The indicators/instruments used, and methodology for gathering most of the data included the following:

Instrument/Indicators

The *2017 Summer JAM End-Program Youth Satisfaction Survey* (see Appendix A for the copy of the instrument) was administered to collect self-assessment data from 2017 program youth.

The *2017 Summer JAM Mid- and End-Program Employer Surveys* (see Appendix B for the copies of these instruments) were administered to collect self-assessment data from the 2017 program employers.

The *2017 Summer JAM Staff and Partner Survey* (see Appendix C for the copies of the instrument) were administered to collect self-assessment data from the 2017 staff and partners.

The 2017 Summer JAM Youth and Employer Focus Group semi-structured questionnaires (see Appendix D for copies of these instruments) were administered to collect additional data from 2017 youth and employers.

Methodology

The program staff administered the *2017 Summer JAM End-Program Youth Satisfaction Survey* with the program youth during the week of August 7, 2017, the last week of program employment. The responses were collected utilizing hard-copies of the surveys and then were hand delivered to KSRC. Collected data were entered into excel documents and prepared for a transfer to SPSS, a statistical software for data analysis.

The program staff administered the *2017 Summer JAM Mid-Program and End-Program Employer Surveys*. With the youth work experience starting as early as June 19, 2017 for some of the employers, the mid-program employer survey was administered during the week of July 3, 2017. The end-program employer survey was administered during the week of August 7, 2017 with the youth work experience end date being scheduled for August 11, 2017. The responses were collected utilizing hard-copies of the surveys and then were hand delivered to KSRC. Data from both surveys were entered into excel documents and prepared for a transfer to SPSS, a statistical software, for data analysis.

KSRC administered the *2017 Summer JAM Staff and Partner Survey* on August 17, 2017 at the end of the youth employment placement. The survey was administered utilizing SurveyMonkey, an on-line survey platform. Each staff and partner were invited via email to complete the survey on-line. Data from the survey was exported into SPSS, a statistical software, for data analysis.

KSRC conducted two focus groups: one with youth on July 25, 2017 and another one with employers on August 3, 2017 to collect additional information about the program needs and improvement areas. KSRC developed *Focus Group Recruitment Plan* and *Participation Forms* for employers and youth to support program implementers and administrators' efforts in recruiting focus group participants. Recruitment efforts were initiated on July 7, 2017. All employers received an email with a link to an electronic participation form. The total of 12 employers responded to electronic participation form with 9 employers indicating interest in attending a focus group and 4 employers attending the employer focus group. All youth received a hard copy of youth Participation Form and were asked if they are interested in participating in the focus group. The total of 106 youth returned their completed participation forms with 54 youth agreeing to participate. Out of those youth who agreed to participate 22 youth were selected for youth focus group and 12 youth attended the focus group. For youth

participants under 18 years old a *Parental Consent Form* was required in order for youth to participate in a focus group. All focus group participants received a reminder call from KSRC the day before each focus group. Youth participants also received a reminder via text message. A copy of all these documents can found in Appendix D.

The following description for each evaluation component identifies the overarching research question as well as the corresponding specific research questions.

2.1 Evaluation of Youth Outcomes

The evaluation of youth outcomes addressed youth program participation, level of youth interest and engagement, and development of youth critical employment areas.

2.1.1 Youth Program Participation

General Question: How many youth participants enrolled in and completed the Erie Summer JAM program?

Specific Question:

1. Has youth participation improved in 2017 vs. 2016?
2. Did the program achieve its 2017 youth participation goal of 175?

Instrument/Indicators

KSRC's 2016 Erie Summer JAM program evaluation report and 2017 program youth excel spreadsheet from Kevin Arrington.

Methodology

The 2017 program data with respect to youth participation was collected and maintained by program staff. The data was submitted to KSRC in a form of an excel spreadsheet that included youth first and last names, mailing address, employer, date of birth, age, and contact phone number. These data was compared to the youth data presented in the 2016 Erie Summer JAM evaluation report.

2.1.2 Level of Youth Interest and Engagement

General Question: To what extent are youth a) interested and b) engaged in Erie Summer JAM program?

Specific Question:

1. How do youth interest and engagement in the program in 2017 compare to the interest and engagement in 2016?
2. How do employers assess youth program interest and engagement in 2017? Does their assessment of youth interest and engagement change mid- to end-program point?
3. How do staff and partners assess youth program interest in 2017?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.1.3 Development of Youth Critical Employment Areas

General Question: To what extent were youth critical employment areas developed?

Specific Question:

1. How do youth assess their ability as employees with respect to the following areas:
 - Adhere to work policies
 - Carry out supervisors instructions
 - Work with minimal supervision
 - Cooperate with co-workers
 - Follow safety regulations
 - Apply knowledge to work tasks
2. How do youth assess their ability to do the following areas:
 - Learn important life skills, i.e., time management, good work habits, etc.
 - Feel equipped for future work opportunities
 - Be motivated to achieve career goals
 - Learn about occupational programs that support employment efforts
 - Understand the importance of education for obtaining carrier
3. How do program staff and partners assess the youth with respect to:

- Improved employability
- Exposure to future career paths
- Increased employment opportunities

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.1.4 Program Ability to Meet Youth Employment Needs

General Question: To what extent does the program meet youth employment needs?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.2 Evaluation of Employers Outcomes

Evaluation of the employer outcomes addresses employer program participation, likelihood of the employer to hire youth as a regular part- or full-time employee, program ability to meet employment needs and employer program commitment.

2.2.1 Employers Program Participation

General Question: How many employers participated in the Erie Summer JAM program?

Specific Question:

1. Has employer participation improved in 2017 vs. 2016?
2. Did the program achieve its 2017 employer participation goal of 50% for-profit organizations?

Instrument/Indicators

KSRC's 2016 Erie Summer JAM program evaluation report and 2017 program employers excel spreadsheet from Kevin Arrington.

Methodology

The 2017 program data with respect to employer participation was collected and maintained by Kevin Arrington. The data was submitted to KSRC in a form of an excel spreadsheet that

included information about employer name, contact first and last names, mailing address, and contact phone number. These data was compared to the employer data presented in the 2016 Erie Summer JAM evaluation report.

2.2.2 Employers Likelihood to Hire Youth for Regular Employment

General Question: How likely are employers to hire the 2017 Erie Summer JAM youth for regular part- or full-time employment?

Specific Question:

1. Does the likelihood to hire youth change from mid- to end-program point?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.2.3 Program Ability to Meet Employment Needs of Employers

General Question: To what extent does the program meet employment needs of the employers?

Specific Question:

1. Does the program ability to meet employment needs of the employers change from mid- to end-program point?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.2.4 Employer Program Preparedness and Commitment

General Question: To what extent are the employers a) prepared for and b) committed to implement Erie Summer JAM program?

Specific Question:

1. Do employers have adequate preparation to take on the Summer JAM youth?
2. Do employers fulfill their responsibilities for the Summer JAM youth with respect to supervision and reporting?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.3 Evaluation of Quality of the Overall Program and its Components

General Question: What is the overall quality of the Erie Summer JAM program?

Specific Questions:

1. What is the quality of the Erie Summer JAM program with respect to the following core components:

- Informational orientation sessions for potential employers and youth participants
- Employer and youth application packets
- Program website
- Youth work readiness program
- Employer meet and greet
- Job placement/matching
- On-site work experience
- Program staff support
- Troubleshooting/problem solving when challenges are faced
- Communication/linkage regarding job placement
- Focus on STEM-related fields

2. What is the program recommendation rate? How does this rate compare across time and across program stakeholders?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.4 Evaluation of Work Readiness Training Program

General Question: What is the overall quality of the program work readiness training?

Specific Questions:

1. What is the quality of the work readiness training with respect to the following core components:
 - Career assessment
 - Financial literacy and management
 - Guest speakers
 - Mock interviews
 - Personal care plan
2. To what extent do the youth display the following towards their work? Do these characteristics change overtime:
 - Accountability
 - Understanding hierarchy
 - Leadership and integrity
 - Professionalism
 - Good work habits
 - Safety

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.5 Evaluation of Work Environment

General Question: What is the overall quality of the work environment?

Specific Questions:

1. What is the quality of the work environment with respect to the following:
 - Welcoming and supportive environment
 - On-the-job training
 - Youth supervision and feedback
 - Answering youth questions and concerns
 - STEM-related work tasks

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.6 Suggestions for Program Improvement

General Question: In what ways can the program be improved?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

2.6.1 Youth and Employer Focus Groups

General Question: Describe your program experience?

Specific Questions:

1. What was the most important reason that you decided to participate in Summer JAM program?
2. Do you plan to stay involved in the future?
3. How satisfied are you with your Summer JAM program experience?
4. How important is it for you to participate in Summer JAM program?
5. What can Summer JAM do improve your experience with the program?
6. Would you recommend participation in Summer JAM to others?
7. What do you consider the best part of summer JAM?

For description of *instruments/indicators* and *methodology* used to answer these research questions, refer to the Section 2.0: Evaluation Design and Methodology.

3.0 Evaluation Findings

The evaluation data was gathered from several sources including program administrative data maintained by Kevin Arrington and survey data collected by the KSRC evaluation team. The results of the data collection as outlined in Section 2.0, including both qualitative and quantitative methods of analysis, are reported in the section below.

3.1 Youth Outcomes

The findings on youth outcomes include information on youth program participation, level of youth interest and engagement, and development of youth critical employment areas. In addition youth demographic information is presented.

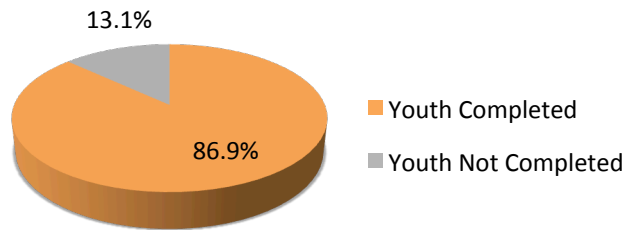
3.1.1 Administrative Data: Youth Program Participation and Demographics

According to the administrative excel spreadsheet, as shown in Table 1, 242 youth applied for the program. Out of 242 youth that applied for the program 183 youth met eligibility requirements, were selected for the program, and completed the work readiness program. All of these 183 youth were placed with participating employers. This number reflects 104.6% goal achievement for the 2017 youth program participation of 175 youth. Out of 183 youth with employment placement, 159 youth completed the six-week summer employment program, which translates into an 86.9% program completion rate for 2017 as shown by Figure 1. This program completion rate for youth is a decrease compared to the program completion rate of 95% for the previous program years.

Table 1: Youth Participation

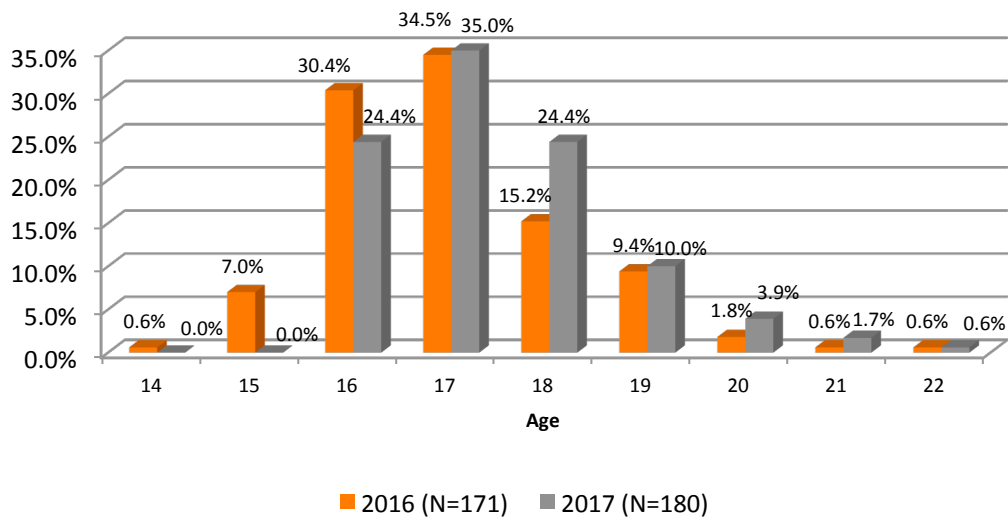
	Number of Youth		
	2017	2016	2015
Applied for Program/Attended Information Orientation Sessions	242	219	278
Selected for Program/Met Eligibility Requirements	183	173	162
Funded through WIOA	n/a	15	n/a
Completed Work Readiness Training	183	173	153
Placed with Employer	183	173	142
Found Another Job/Quit	4	4	n/a
Terminated	17	4	n/a
Medical Leave	3	n/a	n/a
Completed Program	159	165	135
KSRC Available Youth Data	242	171	140

Figure 1: Youth Program Completion (N=183)



KSRC received information on all 183 youth that were selected for the program. Figure 2 shows age information for these youth and compares it to the age of 2016 youth. In both years, a majority of the youth were between the ages of 16-18. Average age for 2016 was 17 years old and for 2017 it was 17.4 years old.

Figure 2: Program Youth Age



With respect to location, as indicated in Table 2, majority of youth came from Erie, PA (76.7%). The rest of youth came from Albion (2.2%), Corry (3.3%), Cranesville (1.6%), Girard (1.1%), Harborcreek (1.6%), Lake City (1.1%), Springboro (0.5), Sugar Grove (0.5%), Union City (9.3%), and Waterford (0.5%). Figure 3 shows distribution of 2017 youth between the county (23.3%) and Erie (76.7%) participants. Figure 4 shows percentages in the recruitment of the county youth in 2017 compared to 2016, with 30.4% of youth coming from the county areas in 2016 while 23.3% of youth came from the county in 2017. The data indicates that program outreach to the county youth was more successful in year 2016.

Table 2: Youth Location

Zip	Frequency	Percent
16350 - Sugar Grove	1	0.5%
16401 - Albion	4	2.2%
16405 - Columbus	1	0.5%
16407 - Corry	6	3.3%
16410 - Cranesville	3	1.6%
16412 - Harborscreek	1	0.5%
16421 - Harborscreek	2	1.1%
16417 - Girard	3	1.6%
16423 - Lake City	2	1.1%
16435 - Springboro	1	0.5%
16438 - Union City	17	9.3%
16441 - Waterford	1	0.5%
16501 - Erie	3	1.6%
16502 - Erie	15	8.2%
16503 - Erie	35	19.1%
16504 - Erie	23	12.6%
16506 - Erie	1	0.5%
16507 - Erie	24	13.1%
16508 - Erie	4	2.2%
16509 - Erie	6	3.3%
16510 - Erie	21	11.5%
16511 - Erie	6	3.3%
Total	180	100.0%

Figure 3: Youth Participants Location (N=180)

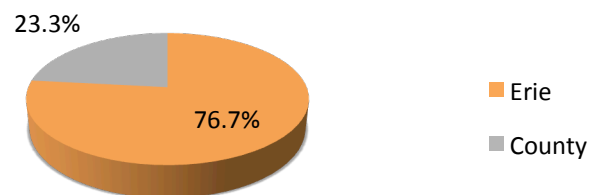


Figure 4: Program Youth Location 2017 vs. 2016

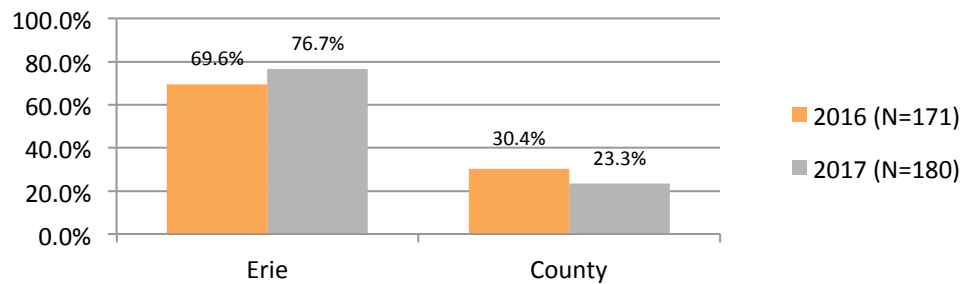
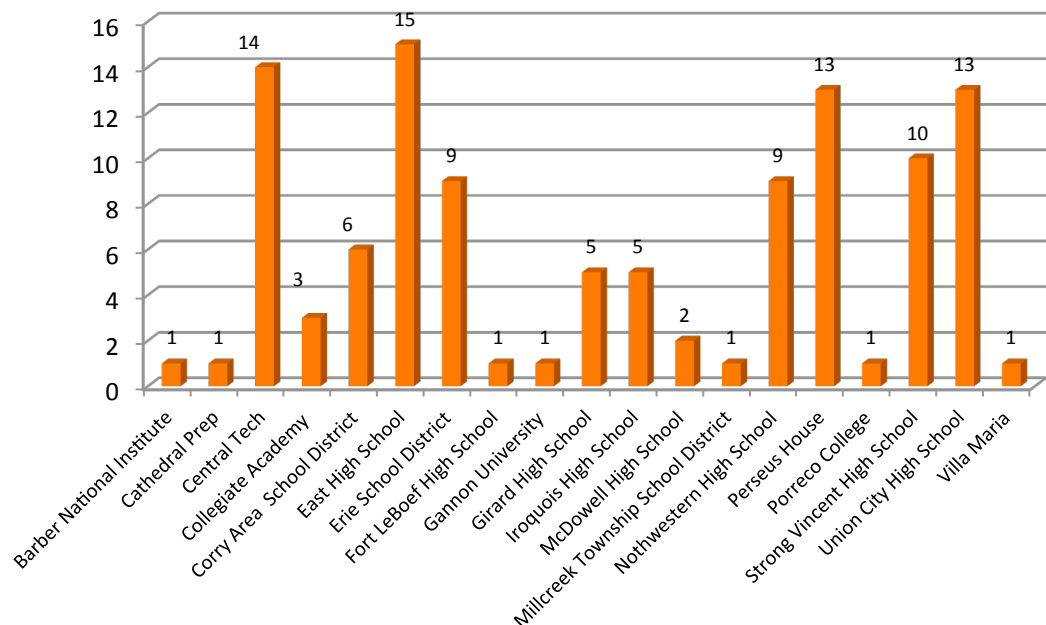


Figure 5 shows number of youth participants in various school as noted in their program application, i.e. in college, technical school, etc. Out of 183 youth 111 provide information about their school. Figure 5 provides frequency information about attended schools. The highest number of students went to East High School (15), followed by Central Tech (14), and then by Perseus House (13) and Union City High School (13). Only two or 1.8% youth that responded to the questions about school indicated that they attended college. This indicates active program participation by high school students.

Figure 5: Program Youth Schools (N=111)



3.1.2 Survey Data: Youth Response Rate and Demographics

The data collected using *End of Program Youth Satisfaction Survey* produced response rate of 57.4% as indicated in Table 3. This response rate for 2017 is higher than in 2016, where 53.8% of the program participants responded to the *End of Program Youth Satisfaction Survey*. A response rate over 50% is considered good and points to a high level of interest and engagement of youth with the program.

Table 3: Response Rate: End of Program Youth Satisfaction Survey

	2017	2016
Number of Surveys Distributed	176	171
Number of Surveys Collected	101	92
Response Rate	57.4%	53.8%

The respondents' demographic information is presented in Tables 4-8. Typical survey respondent was a 17 year old African-American girl that attended high school.

Table 4: Respondent Age: End of Program Youth Satisfaction Survey

Age	Frequency	Percent
14	1	1.0%
15	1	1.0%
16	32	32.0%
17	37	37.0%
18	21	21.0%
19	6	6.0%
20	1	1.0%
22	1	1.0%
Total	100	100%

Table 5: Respondent Gender: End of Program Youth Satisfaction Survey

Gender	Frequency	Percent
Female	56	55.4%
Male	45	44.6%
Total	101	100%

Table 6: Respondent Race: End of Program Youth Satisfaction Survey

Race	Frequency	Percent
Asian	3	1.0%
Black/African American	52	52.0%
White	35	35.0%
Other	10	10.0%
Total	100	100%

Table 7: Respondent Ethnicity: End of Program Youth Satisfaction Survey

Ethnicity	Frequency	Percent
Hispanic	3	3.8%
Non Hispanic	76	96.2%
Total	79	100%

Table 8: Respondent School: End of Program Youth Satisfaction Survey

School	Frequency	Percent
High School	82	85.4%
Technical School	1	1.0%
College	13	13.5%
Total	96	100%

3.1.3. Survey Data: Level of Youth Interest and Engagement

Table 9 shows perceptions of youth interest and engagement in the program by various stakeholders. Interest and engagement was measured on a scale from 1 (low) to 3 (high). Youth self-assessed their interest and engagement in this year program as mostly high with average score of 2.64 for interest, which is a comparable score to 2.65 in 2016; for engagement, the average score was 2.76, a drop from 2.85 in 2016. Employers also assessed youth interest and engagement in this year's program, with score of 2.59 for interest and 2.76 for engagement at the end of the program. Comparatively, employers rated interest slightly lower than the youth but engagement at the same level. And, the staff and partners, who only rated youth interest, rated it relatively the same as the employers this year.

Table 9: Mean Scores of Perceptions of Youth Interest and Engagement in the Program

	Interest*				Engagement*			
	n	2017	n	2016	n	2017	n	2016
Youth	100	2.64	91	2.65	99	2.76	92	2.85
Employers ¹	41	2.59	24	2.50	41	2.76	24	2.63
Staff and Partners	5	2.60	6	2.66	n/a		n/a	

*Scores are measured on a scale 1-3, with 1=Low, 2=Average, and 3=High

¹ For Employer Survey: End-program feedback is used.

3.1.4 Survey Data: Development of Youth Critical Employment Areas

Table 10 shows perceptions of youth of their employee abilities in various work related areas. These abilities were measured on a scale of 1 (poor) to 4 (excellent). Youth self-assessed their abilities as an employee to be in a good to excellent range with average scores ranging from 3.36 to 3.48 for 2017 with a slight improvement in 'work with minimal supervision' and 'apply

knowledge to tasks’ and slight decline in all other areas. It worth mentioning that ‘adherence to work policies’ dropped when compared to 2016. The strongest area in 2017 was ‘follow safety regulations’ with a mean of 3.48, while the weakest area was ‘working with minimal supervision.’

Table 10: Youth Employee Abilities

	Means*	
	2017 (n=101)	2016 (n=92)
Adhere to Work Policies	3.38	3.51
Carry Out Supervisor’s Instructions	3.47	3.47
Work With Minimal Supervision	3.36	3.34
Cooperate with Co-workers	3.45	3.56
Follow Safety Regulations	3.48	3.50
Apply Knowledge to Tasks	3.46	3.45

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

Table 11 shows perceptions of youth with respect to their abilities to learn important life skills, i.e., time management, good work habits, etc.; feel equipped for future work opportunities; be motivated to achieve career goals’ learn about various occupational programs that support employment efforts; and understand the importance of education for obtaining career. These abilities were measured on a scale of 1 (strongly disagree) to 5 (strongly agree). Youth self-assessed their critical abilities to be strong as shown by scores that are higher than in 2016, with average scores ranging from 4.03 to 4.36 for 2016 and of 4.27 to 4.60 for year 2017. Just as last year, although improved, the weakest area this year was learning about occupational programs, with a mean of 4.03 in 2016 and 4.27 in 2017. The strongest area was understanding the importance of education for obtaining a career with mean of 4.36 in 2016 and 4.60 in 2017.

Table 11: Youth Critical Abilities

	Means*	
	2017 (n=100)	2016 (n=92)
Learn Important Life Skills	4.43	4.29
Feel Equipped for Future Work Opportunities	4.47	4.26
Be More Motivated to Achieve Career Goals	4.47	4.26
Learn More About Occupational Programs	4.27	4.03
Understand the Importance of Education	4.60	4.36

*Scores are measured on a scale 1-5, with 1=Strongly Disagree, 2=Somewhat Disagree, 3=Neutral, 4=Somewhat Agree, and 5=Strongly Agree

Youth were asked to share their plans after conclusion of the 2017 Summer JAM program and could select more than one response to the question. Table 12 shows result for youth future

plans question with majority (66.3%) of the participants going back to high school, with many having plans getting a job (42.6%), and with only two youth joining military.

Table 12: Youth Future Plan

School	Frequency	Percent (N=101)
Going Back to High School	67	66.3%
Pursuing Post-secondary Education	20	19.8%
Getting a Job	43	42.6%
Joining Military	2	2.0%

3.1.5 Survey Data: Program Ability to Meet Youth Employment Needs

Table 13 demonstrates youth perceptions about the Erie Summer JAM program's ability to meet their employment needs. It was measured on a scale from 1 (low) to 3 (high). Youth assessed program's ability to meet their needs as high, with average score of 2.83 for 2016 and 2.77 for 2017.

Table 13: Meeting Youth Employment Needs

	Means*	
	2017 (n=99)	2016 (n=92)
Meeting Youth Employment Needs	2.77	2.83

*Scores are measured on a scale 1-3, with 1=Low, 2=Average, and 3=High

3.2 Employer Outcomes

Evaluation of the employer outcomes addresses employer program participation, likelihood of the employer to hire youth as a regular part- or full-time employee, program ability to meet employment needs and employer program commitment.

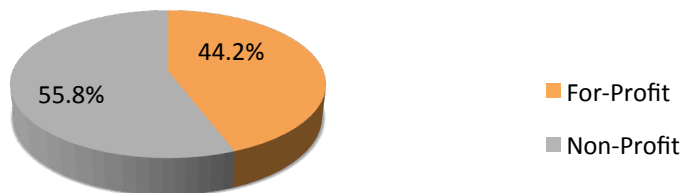
3.2.1 Administrative Data: Employer Program Participation and Demographics

According to administrative data, as shown in Table 14, 43 employers participated in 2017 Erie Summer JAM program. For the full list of the employers, please refer to Appendix E. A total number of the for-profit organizations that participated in this year program were 19, save as last year, representing 44.2% (see Figure 6) of the total employer pool, which was slightly less than 50% goal.

Table 14: Employer Participation

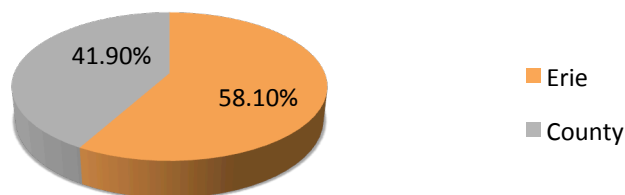
	Number of Employers	
	2017	2016
Overall Employers	43	42
Nonprofit Employers	24	23
For-profit Employers	19	19

Figure 6: Employer Organization Type: For-Profit vs. Non-Profit (N=43)



In terms of location, Figure 7 shows that 41.9% of employers were located in the County to accommodate 23.3% of participating county youth providing sufficient employment options for them.

Figure 7: Employer Location (N=43)



3.2.2 Survey Data: Employers Response Rate and Demographics

The data collected in 2017 using *Mid-Program Employer Survey* and *End-Program Employer Survey* produced respective response rates of 95.3% and 100% as indicated in Table 15. These response rates are better than mid-program response rate of 83.3% and end-program response rate of 64.3% rate in 2016 and point to a high level of interest and engagement of employers with the program this year. The partners and staff response rate was lower then last year, as presented in Table 16.

Table 15: Response Rate: Mid- and End-Program Employer Survey

Time	2017 Mid	2017 End	2016 Mid	2016 End
Number of Surveys Distributed	43	43	42	42
Number of Surveys Collected	41	43	35	27
Response Rate	95.3%	100%	83.3%	64.3%

Table 16: Response Rate: Partners and Staff

Time	2017	2016
Number of Surveys Distributed	13	9
Number of Surveys Collected	6	6
Response Rate	46.2%	66.7%

As presented in Table 17 employers varied in size as measured by the number of employees in an organization from 1 to 300 for the mid-program survey and from 1 to 5,000 for the end-program survey. Table 18 presents a number of for-profit and non-profit employers for 2017.

Table 17: Employer Size: Mid- and End-Program Employer Survey

Time	n	Mean	Median	St. Dev.	Min	Max
Mid-program 2017	34	24.1	8.5	53.0	1	300
End-program 2017	34	292.5	8.0	997.4	1	5,000

Table 18: Employer Type: Mid- and End-Program Employer Survey

	Number of Employers	
	Mid 2017	End 2017
Overall Employers	38	37
Nonprofit Employers	65.8%	67.6%
For-profit Employers	34.2%	32.4%

3.2.3 Survey Data: Employers Likelihood to Hire Youth for Regular Employment

Table 19 indicates employers' willingness to hire youth for regular full- or part-time employment. It was measured on a scale from 1 (not at all) to 3 (very). Employers were somewhat likely to hire youth for regular employment, with average score of 2.22 for mid-program, which was lower than last year, and 2.35 for end-program feedback, which was higher than last year. Based on this year data, employers' willingness to hire youth for regular employment improved over the summer.

Table 19: Employer Likelihood to Hire Youth

	Means*			
	n	Mid	n	End
Likelihood to Hire Youth -2017	37	2.22	40	2.35
Likelihood to Hire Youth -2016	30	2.47	24	2.29

*Scores are measured on a scale 1-3, with 1=Not at all, 2=Somewhat, and 3=Very

3.2.4 Survey Data: Program Ability to Meet Employment Needs of Employers

Table 20 shows perceptions of employers and staff and partners related to whether or not employer needs were met. Program's ability to meet needs of the employers was measured on a scale from 1 (not at all) to 3 (very). In 2017 employers assessed program's ability to meet their needs at relatively high level, with average score of 2.88 for mid-program and 2.73 for end-program surveys. Staff and partners, at the same time, were confident in the program's ability to meet employers needs with average score of 3.0 for this question.

Table 20: Meeting Employer Needs

	Employers		Staff and Partners
	Mid	End	
Employment Needs Met-2017	2.88 (n=40)	2.73 (n=40)	3.00 (n=5)
Employment Needs Met-2016	2.79 (n=34)	2.72 (n=25)	2.83 (n=6)

*Scores are measured on a scale 1-4, with 1=Not at all, 2=Somewhat, 3=Very, and 4=Don't know

** Answers "Don't know" were omitted from calculation of mean

3.2.5 Survey Data: Employer Program Preparedness and Commitment

Table 21 shows staff and partners assessment of the level of employers' preparation to take on youth, as well as to fulfill their responsibilities with respect to supervision and reporting. It was measured on a scale from 1 (no) to 3 (yes). Staff and partners showed confidence in the employers' preparedness to take on youth and to provide adequate levels of supervision and reporting. The average scores for these measures in 2017 were 2.5 and 3.0 respectively.

Table 21: Staff and Partners Assessment of Employers Preparedness Level

	Means*	
	2017 (n=4)	2016 (n=6)
To Take on Youth	2.50	2.83
To Supervise/Report	3.00	2.83

*Scores are measured on a scale 1-4, with 1=Not at all, 2=Somewhat, 3=Very, and 4=Don't know

** Answers "Don't know" were omitted from calculation of mean

Table 22 demonstrates employers' commitment with respect to implementing Erie Summer JAM program. According to both mid- and end-program surveys, employers exhibit high level of commitment to Erie Summer JAM program with the average scores ranging from 2.95 to 2.98 for mid- and end-program surveys.

Table 22: Employer Commitment Level

	Means*	
	Mid	End
Commitment to Implement Summer JAM -2017	2.98 (n=41)	2.95 (n=40)
Commitment to Implement Summer JAM -2016	2.94 (n=35)	2.88 (n=88)

*Scores are measured on a scale 1-3, with 1=Not at all, 2=Somewhat, and 3=Very

3.3 Evaluation of Quality of the Overall Program and its Components

Table 23 shows comparison of overall program quality assessment across stakeholder groups. The overall program quality was measured on the scale of 1 (poor) to 4 (excellent). All stakeholders agreed that the overall quality of the program is in a desirable range between good and excellent from 3.40 for youth to 3.51 for employers. Assessment of overall program quality from youth decreased from year before. This trend needs to be watched and addressed in the future programming.

Table 23: Overall Program Quality

	Overall Program Quality*			
	n	2017	n	2016
Youth	100	3.40	91	3.54
Employers ¹	39	3.51	23	3.48
Staff and Partners	6	3.50	6	3.50

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

¹- For Employer Survey: End-program feedback is used.

Table 24 shows comparison of quality assessment for various program components across stakeholder groups. The quality of program components was measured on the scale 1 (poor) to 4 (excellent), but with an option of choosing “don't know” answer. There was an agreement across stakeholder groups, with the quality of program components ranging between good and excellent. Exception to this rule were: ‘program website’ that scored the lowest by youth (2.99) and staff and partners (2.75) and ‘youth application package’ that scored the lowest (2.80) by staff and partners. The most favorable assessment of 3.80 by staff and partners and 3.74 by

employers was for the program ‘troubleshooting.’ Youth scored ‘employer meet and greet’ the highest at 3.54.

Table 24: Quality of Program Core Components

	Means* ¹											
	Youth				Employers ²				Staff and Partners			
	n	2017	n	2016	n	2017	n	2016	n	2017	n	2016
Orientation Sessions	90	3.29	81	3.33	28	3.29	17	3.53	4	3.25	5	3.00
Youth Application Packet	96	3.05	81	3.07	-	-	-	-	5	2.80	5	3.20
Employer Application Packet	-	-	-	-	31	3.42	23	3.39	4	3.25	5	3.20
Program Website	75	2.99	67	3.09	17	3.47	7	3.29	4	2.75	5	2.80
Work Readiness Training	90	3.52	82	3.29	23	3.57	15	3.53	5	3.20	5	3.00
Employer Meet and Greet	91	3.54	81	3.47	26	3.65	19	3.42	3	3.33	5	3.60
Job Placement/Matching	97	3.41	83	3.35	35	3.46	22	3.36	5	3.00	5	3.20
Youth Work Experience	97	3.45	83	3.45	40	3.48	25	3.32	5	3.60	5	3.40
Program Staff	97	3.35	84	3.40	38	3.66	24	3.58	5	3.60	4	3.50
Troubleshooting	93	3.08	81	3.14	39	3.74	21	3.62	5	3.80	5	3.60
Communication	95	3.34	78	3.29	31	3.55	22	3.55	5	3.60	5	3.60
Focus on STEM-Placements	81	3.12	66	3.18	21	3.33	13	3.69	5	3.20	5	2.40

*Scores are measured on a scale 1-5, with 1=Poor, 2=Fair, 3=Good, 4=Excellent, and 5=Don't Know (DK)

¹- Means were calculated without “Don't Know” responses.

²- For Employer Survey: End-program feedback is used.

Table 25 shows program recommendation rates across stakeholders. Majority of program stakeholders were willing to recommend the program to others. The youth indicated the following reasons for their positive recommendation: having a good experience and training (45), having help getting into the workforce/job (23), learning important life skills (15), having opportunity to earn money (7), having something to do in the summer (5), and networking (4). Employers expressed these reasons for recommending the program: good work experience and opportunity for youth (13), help for employers during summer season (8), great program (6), youth learn important skills (6), collaboration between organizations (2), kids are off the streets (1). Staff and partners indicated these reasons for recommending the program: good learning/training for youth (4), great investment into a region (2), opportunity for employers to give back (1). See Appendix F for a complete list of comments.

Table 25: Program Recommendation Rates

	Recommend			
	n	2017	n	2016
Youth	95	96.8%	92	100%
Employers ¹	37	97.2%	25	96%
Staff and Partners	6	100%	5	100%

¹- For Employer Survey: End-program feedback is used

3.4 Evaluation of Work Readiness Training Program

Table 26 shows the youth assessment of the critical components of work readiness program. The quality was measured on a scale 1 (poor) to 4 (excellent). The scores ranged from 3.09 for financial literacy and management to 3.41 for mock interviews in 2017. There were mixed results when compared to the scores in 2016 with mock interviews going up, guest speakers, financial literacy and management, and personal career plan going down, and career assessment staying the same.

Table 26: Youth Assessment of Work Readiness Program

			Means*	
	n	2017	n	2016
Career Assessment	85	3.18	79	3.18
Financial Literacy and Management	82	3.09	75	3.25
Guest Speakers	85	3.22	74	3.41
Mock Interviews	81	3.41	78	3.31
Personal Career Plan	85	3.21	78	3.29

*Scores are measured on a scale 1-5, with 1=Poor, 2=Fair, 3=Good, 4=Excellent, and 5=Don't Know (DK)

¹- Means were calculated without "Don't Know" responses.

Table 27 shows the employers assessment of the effectiveness of training program with respect to reinforcing these work readiness traits: accountability, understanding hierarchy, leadership, integrity, professionalism, good work habits, and safety. The training effectiveness was measured on a scale 1 (poor) to 4 (excellent) with all score falling under a "good" category. The scores ranged from 3.07 for professionalism at the end of this year program to 3.38 for safety, indicating that employers were happy with the effectiveness of the training. And, compared to 2016, there were mixed results.

Table 27: Employer Assessment of Training Effectiveness

	Means *			
	n	2017 End	n	2016 End
Accountability	43	3.23	25	3.20
Understanding Hierarchy	43	3.30	25	3.36
Leadership and Integrity	43	3.19	25	3.16
Professionalism	43	3.07	25	3.28
Good Work Habits	43	3.12	25	3.20
Safety	42	3.38	25	3.40

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

3.5 Evaluation of Work Environment

The work environment, as shown in Table 28, was assessed by youth and employers on the following criteria: welcoming and supportive environment, on-the-job training, clear work expectations, youth supervision and feedback, answering youth questions and concerns, and STEM related work tasks. For the most part, in 2017 both youth and employers assessed the work environment favorably, even though not as favorably as last year, with average scores ranging between 3.11 for youth assessment of ‘STEM related work tasks’ and 3.59 for employer assessment of ‘welcoming and supportive environment.’ The area of assessment that fell out of the good range when assessed by employers was ‘STEM-related work tasks.’

Table 28: Quality of Work Environment

	Youth				Employer			
	n	2017	n	2016	n	2017 End	n	2016 End
Welcoming and Supportive Environment	96	3.29	92	3.40	41	3.59	25	3.52
On-the-job Training	100	3.29	92	3.33	40	3.33	25	3.40
Clear Work Expectations	100	3.30	92	3.35	41	3.32	25	3.40
Youth Supervision and Feedback	100	3.37	92	3.38	40	3.28	25	3.40
Answering Youth Questions and Concerns	99	3.37	92	3.29	41	3.41	24	3.46
STEM-Related Work Tasks	97	3.11	86	3.13	32	2.72	22	3.14

*Scores are measured on a scale 1-4, with 1=Poor, 2=Fair, 3=Good, and 4=Excellent

3.6 Suggestions for Program Improvement

Youth, employers, and staff and partners provided many suggestions for improvement for Erie Summer JAM program. Table 29 provides a summarized list of suggestions that appear one or more times, as shared by each stakeholder group. See Appendix F for a complete list of comments.

The predominant themes across employers, youth, and staff/partners are better communication/organization, more job options, more work hours, improved training, and better pay. All three stakeholder-groups made suggestions for better communication and improved training. Youth highly recommend improvement around payment amount, schedule, and communication. Employers called for more lead-time and changes to recruitment process. Partners and staff recommend improvement of the onboarding and exit procedures.

Table 29: Suggestions for Program Improvement

	Employers (n=21)		Youth (n=68)		Staff and Partners (n=6)	
	%	f	%	f	%	f
Better communication/expectations before program starts	28.6%	6	5.9%	4	16.7%	1
More work hours	19.0%	4	2.9%	2		
Improve training: on following directions, showing initiative, MS office, job training, soft skills, program expectations, HR, etc./ shorten orientation/ differentiate training for year 1 vs. year 2 or more	23.8%	5	2.9%	2	33.3%	2
Higher pay & more often (weekly)	9.5%	2	11.8%	8		
More lead time, start recruitment (employers and youth) sooner, have stronger vetting process, get teachers and coaches involved/look outside of city of Erie	19.0%	4			50.0%	3
Timely communication about paychecks and time sheets			5.9%	4		
Improve organization/ implement onboarding process and exit interviews for youth and employers			4.4%	3	50.0%	3
Expand employer base with variety of jobs/locations			4.4%	3	16.7%	1
Increase program staff			1.5%	1	16.7%	1
More support for challenges at work			1.5%	1	16.7%	1
Better supervision			1.5%	1		
Streamline paperwork					33.3%	2
Offer work during school year			1.5%	1		
Implement progressive reward system: more hours, better pay, promotions					16.7%	1

3.6.1 Youth and Employer Focus Groups

Youth Focus Group

Total of 12 youth participated in the focus group. Demographic characteristics of the participants are presented below. As presented in Table 30 through 33, majority of the

participants were male, still in high school or college, and it was their first year participating in Summer JAM program.

Table 30: Participant School Status: Youth Focus Group

School Status	Frequency	Percent
In School	8	88.9%
Graduated	1	11.1%
Total	9	100%

Figure 8: Participants Schools: Youth Focus Group (N=10)

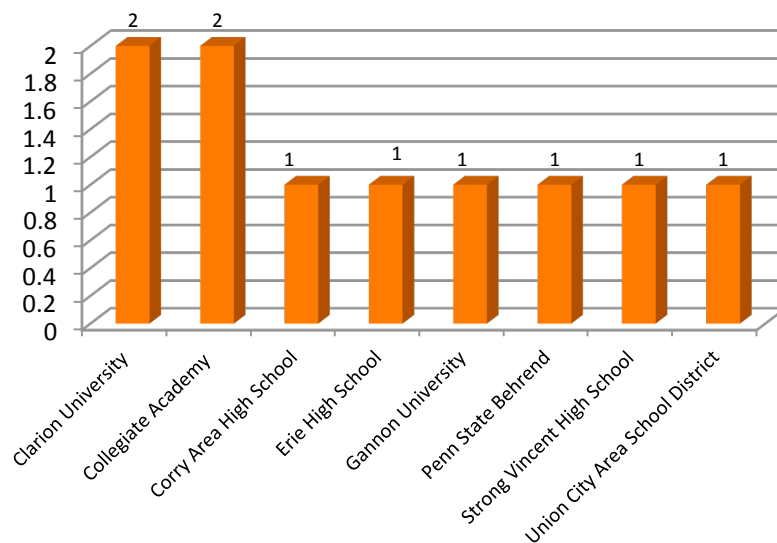


Figure 9: Participants Grade: Youth Focus Group (N=11)

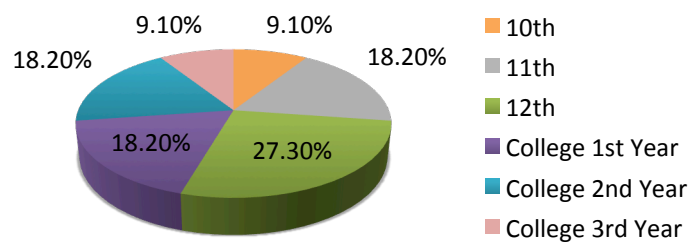


Table 31: Participant Age: Youth Focus Group

Age	Frequency	Percent
16	2	18.2%
17	2	18.2%
18	3	27.3%
19	1	9.1%
21	3	27.3%
Total	11	100%

Table 32: Participant Gender: Youth Focus Group

Gender	Frequency	Percent
Female	3	27.3%
Male	8	72.7%
Total	11	100%

Table 33: Participant Years with Program: Youth Focus Group

Age	Frequency	Percent
Year 1	7	63.6%
Year 2	1	9.1%
Year 3	2	18.2%
Year 4	1	9.1%
Total	11	100%

Table 34 indicates that the main reason for youth participation in Summer JAM program was to gain work experience (41.7%) followed by the desire to earn money (33.3%). Many focus group participants were not sure if they would stay involved in Summer JAM in the future with three out of 5 said they needed to find a steady, full-time, good paying job. The other youth indicated he/she was going to college in the fall.

Table 34: Participant Future Program Participation: Youth Focus Group

Future Involvement	Frequency	Percent
Yes	3	25.0%
No	4	33.3%
Don't Know	5	41.7%
Total	12	100%

Table 35 indicates level of youth satisfaction with Summer JAM program experience that could vary from 1 – very unsatisfied to 10 – very satisfied and ranged from 1 to 9.

Table 35: Participant Program Satisfaction: Youth Focus Group

Satisfaction Level	Frequency	Percent
1	1	8.3%
5	1	8.3%
7	2	16.7%
8	5	41.7%
9	3	25.0%
Total	12	100%

Youth were asked why they were satisfied or dissatisfied with the program. The youth could give multiple reasons and in total, there were 21 reasons identified. In rank order, these were the reasons for being satisfied and the number of times the each reason was cited.

- To gain work experience and learn new work-related, basic, and soft skills (9)
- To earn money for the summer (5)
- To meet new people (3)
- To keep busy/work (3)

There were 15 reasons cited for being dissatisfied, which are identified below, along with the number of times the each reason was cited.

- Need to improve the program's administration—there was a lack of communication/poor organization (5)
- Need for better pay for youth, reimbursement for gas (2)
- Need for more work hours (2)
- Need for employers to meet and care more for the program they're involved in (2)
- Need for more companies to be involved/offer job placements (1)
- Need better job placement (1)
- Need work closer for employee (1)
- Need for people to show up at the companies (1)

Table 36 indicates level of importance of youth participation with Summer JAM program that could vary from 1 – not at all important to 10 – very important and ranged from 4 to 10 indicating high level of involvement.

Table 36: Participant Program Involvement: Youth Focus Group

Importance Level	Frequency	Percent
4	1	8.3%
5	5	45.5%
7	2	18.2%
8	2	18.2%
10	1	9.1%
Total	11	100%

When asked why it was important to participate in Summer JAM, youth indicated three major reasons. There were 17 individual reasons cited that were categorized as follows:

- To learn what it means to work and to learn something new (7)
- To show the experience on my resume, which is good for future jobs (6)
- To have a job in the summer and be paid (4)

With respect to ways in which Summer JAM can be improved, youth had a number of suggestions, 28 in total. The suggested improvements included:

- Better pay (6)
- Better communication with youth and the workplace (5)
- More job opportunities with local businesses/more work hours/ longer program (4)
- Better orientation, e.g., interviewing experience, don't rush the orientation, better explain how to complete the forms (3)
- Make sure the employers understand their role and that they should take the youth seriously (3)
- Show more respect to the youth, by program administrators and employers (2)
- Improve job matching (2)
- Have youth involved in implementing Summer JAM (1)
- Offer employment that helps the local community (1)
- Have better food (1)

Even though youth had identified a number of ways to improve the program, unanimously, all youth focus group participants concurred that they would recommend participating Summer JAM to others. As well, they identified a number of Summer JAM features that they considered

the “best part.” There were 21 items included in the reasons why they would recommend the program and its “best part.”

- It is a good way to make money and have a summer job (8)
- There are good people involved (6)
- Overall, it is a good concept (2)
- It is a good starting job and experience for youth (2)
- It offered a good learning experience, e.g., interviewing for a job (2)
- It provides a way to learn about employer expectations (1)

Employer Focus Group

Total of 4 employers participated in the focus group. Organizational demographic characteristics of the participating employers are presented below. As presented in Table 37 through 40, majority of the participating organization were non-profit service organization in the urban setting with over a year experience with Summer JAM.

Table 37: Organization Location: Employer Focus Group

	Frequency	Percent
Urban	4	100%
Suburban	0	0%
Rural	0	0%
Total	4	100%

Table 38: Organization Type: Employer Focus Group

	Frequency	Percent
For-profit	1	25.0%
Non-profit	3	75.0%
Total	4	100%

Table 39: Organization Industry: Employer Focus Group

	Frequency	Percent
Service	3	75.0%
Education	1	25.0%
Total	4	100%

Table 40: Years with Program: Employer Focus Group

	Frequency	Percent
Year 1	1	25.0%
Year 3	1	25.0%
Year 4	2	50.0%
Total	4	100%

Table 41 indicates that the main reason for employer participation in Summer JAM program was the importance of the youth development work (50.0%). Each organization indicated that it would stay involved in Summer JAM program for a least next three years.

Table 41: Program Participation Reason: Employer Focus Group

	Frequency	Percent
To help young people	1	25.0%
To help my community	1	25.0%
To help my organization	0	0%
Because youth development is important	2	50.0%
Total	4	100%

Participants were asked to what extent employers consider Summer JAM program to be a burden or benefit on a scale from 1 – burden to 10 – benefit and all 4 organizations marked the program as 10 – benefit.

When asked to comment on why they consider Summer JAM either a burden or benefit, the employer focus group participants, overwhelmingly, considered it a benefit for a number of reasons, 13 in total. These reasons fell into the following categories:

- It helps youth learn new skills, build character, acquire a work ethic, and learn about career choices (6)
- It provides a mentoring opportunity for youth (4)
- It offers employers an opportunity to give back to their community, as well as experience youth enthusiasm and a different perspective that they bring to the workplace (3)

Participants were then asked to what extent employers felt that it is important to participate in youth development programs like Summer JAM and on a scale from 1 – not at all important to 10 – very important all 4 organizations marked 10 – very important.

Employer focus group participants identified a number of reasons as to why it is important for them to participate in the Summer JAM program. In total, they identified 14 reasons, categorized as follows:

- It helps youth to be held accountable and take ownership of the community (4)
- It reinforces the notion that “youth are our future” and as employers we need to mentor them (4)
- It teaches youth a trade/skill for the workforce and introduces them to a new environment (3)
- It keeps youth occupied in the summer (2)
- It helps employers see who is in our community and be socially responsible (1)

There were a number of ways in which the employers felt the Summer JAM program could be improved, which included some of their final comments regarding the program. There were 20 recommendations made, which fell into these categories:

Administration of the program—e.g., stay on top of resolving issues; have crisis training for employers and staff; know more about the youth participating (i.e., home and parental background, have drug testing); have more structured training for youth prior to placement (i.e., resume writing, interviewing, filling out time sheets, cell phone use) (11)

Structure of program—e.g., have more schools involved, particularly from poorer communities and rural areas; improve on employer involvement (i.e., include training on employers’ roles and responsibilities; provide opportunities for idea sharing among employees, have incentives for supervisors; provide diversity education for employers); start the program earlier in the year; condense the orientation and for repeat youth, have something different; have a closure event at the end of the program (6)

Financial—e.g., increase pay for youth; offer youth bus passes (3)

Table 42 indicates employers program satisfaction level that could vary from 1 – very unsatisfied to 10 – very satisfied and ranged from 7 to 10 indicating high level of program satisfaction.

Table 42: Participant Program Satisfaction: Employer Focus Group

Satisfaction Level	Frequency	Percent
4	1	8.3%
5	5	45.5%
7	2	18.2%
8	2	18.2%
10	1	9.1%
Total	11	100%

Employer focus group participants were satisfied with the program for the most part. While one employer participant expressed the steep learning curve required, others included comments about the good work that Kevin did in administering the program and that issues were resolved in a timely manner.

4.0 Conclusions and Recommendations

Across each of the areas of evaluation (i.e., youth outcomes, employer outcomes, program quality, quality of work readiness training, quality of work environment, and focus groups) the results from this year's evaluation have been positive, similar to the results in 2016. At times, the results were mixed indicating improvements in some areas and decline in others. The following highlights those areas of program strength, based on the 2017 evaluation of the Erie Summer JAM program: youth and employers both have high levels of participation, interest, engagement, and commitment in the program; the program increased youth participation; employer participation remained at the comparable level as last year; feedback indicated improvements are needed in these key areas: better communication/organization, more employment opportunities with more employers; more program hours, and better pay for youth.

More specifically, areas of program strength include:

- Youth participation (183 youth participated with a target goal of 175 youth)
- Youth critical abilities: abilities to learn important life skills, i.e., time management, good work habits, etc.; feel equipped for future work opportunities; be motivated to achieve career goals' learn about various occupational programs that support employment efforts; and understand the importance of education for obtaining career (improvement over 2016, see Table 11 for details)
- Employer program commitment (2.95 out of 3)
- Program recommendation rates: youth – 96.8%, employers – 97.2%, and staff and partners – 100%

While there were many positive comments about the program, as expressed by each of the stakeholder groups, there are a number of areas where improvement can be made.

Areas that need improvement and additional work include:

- Program completion rate decreased from 95% in previous years to 86.9% in 2017
- Program lost some ground in recruiting county youth (30.4% in 2016 to 23.3% in 2017)
- Focus groups and qualitative feedback received from surveys indicated that program organization and communication needs improvement.

With respect to specific program goals for the 2017 Erie Summer JAM, some goals were met and some were not met, indicating the need for additional efforts in the future:

1. Increase program participation to 175 youth – MET (183 youth).
2. Deliver informational sessions for employers and participants earlier than what was done in the 2014 pilot (target date of April 1, 2019) – UNDETERMINED (lack of evidence).
3. Increase and document employer input into program conception and administration – MET (see Section 3.6 of the report for employer input).
4. Increase for-profit employers' participation up to 50% - NOT MET (44.2%).
5. Evaluate participants to enhance job matching, based on participant interest and employer need –MET (improvement in 2017 'job placement/matching' scores as assessed by youth and employers, see Table 24 for details).
6. Conduct youth participant and employer interviews to identify successes and challenges and develop mitigation strategies throughout the program – MET (youth and employer focus groups are conducted, see section 3.6.1 for details.)
7. Increase focus on work placement in STEM-related and local high priority occupations – PARTIALLY MET (while staff and partners indicated improvement in 'focus on STEM-placements,' youth and employers indicated decrease in such focus, see Table 24 for details.)

The following recommendations are presented for consideration:

Youth have a high level of engagement and employers have a high level of commitment to the program. It is important to capitalize on this interest and involve employers and youth in program development, including the work-readiness training program to greater extent than currently implemented. In fact, it is recommended to utilize Summer JAM youth as part of program staff team, assisting in program implementation.

It is necessary to recruit additional and new employers, particularly in the for-profit sector, to fulfill the employer participation goal for for-profit organizations to 50% of total employers.

As a final note, a caveat about the evaluation effort is warranted. The evaluation results, as noted earlier, are positive for the most part. However, these results are based on the opinion/input from the stakeholders (i.e., youth, employers, and partners/staff). While this input is invaluable and provides some very worthwhile insight into what these stakeholders

value and do not value about the program's design and operation, the evaluation design does not allow for the collection of data that would more objectively assess outcomes and program implementation. This is a weakness in the evaluation. However, it would not be recommended to implement a more rigorous evaluation design unless the program, itself, was expanded to include more intense work training and experiences of a longer duration. By increasing the "dosage" of the program, the likelihood of impact on the youth would be greater. Moreover, with more communication and time spent with employers regarding their responsibilities to mentor the youth, the outcomes for youth would likely be greater.

Appendix A: 2017 Summer JAM Youth End-Program Youth Satisfaction Survey
2017 Summer JAM Youth Half Year Follow-Up Youth Survey
2017 Summer JAM Youth One Year Follow-Up Youth Survey

County of Erie—2017 Summer Jobs and More (JAM) Program

End of Program Youth Satisfaction Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM program.

- A. What is your gender? ☐ Female ☐ Male
- B. What is your age? _____
- C. What school do you attend? ☐ High School ☐ Technical School ☐ College Specify: _____
- D. What is your race?
- ☐ American Indian or Alaskan Native ☐ Asian ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander ☐ White ☐ Other
- E. What is your ethnicity? ☐ Hispanic or Latino ☐ Not Hispanic or Latino

1. What was your **overall assessment** of the quality of the **Summer JAM Program**?

- ☐ Poor ☐ Fair ☐ Good ☐ Excellent

2. Rate the quality of the following core components of the **Summer JAM Program**: (for any part of the program that you did not participate in/experience or have knowledge of, please mark "Don't Know (DK)."

Orientation sessions for potential employers and participants	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					

3. What did you consider to be the "best" part of the **Summer JAM Program**?

4. Rate the quality of the following core components of the **Work Readiness Program**: (for any part of the program that you did not participate in/experience or have knowledge of, please mark "Don't Know.")

Career Assessment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Financial Literacy and Management	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Guest Speakers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Mock Interviews	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Personal Career Plan	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> Don't Know
Comments:					

County of Erie–2017 Summer Jobs and More (JAM) Program

5. How would you rate your **employer's** ability to provide the following supports **to you**?

Welcoming and supportive environment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
On-the-job training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Clear work expectations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Youth supervision and feedback	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Answering youth questions and concerns	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
STEM related work tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other , specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

6. How would you rate your abilities as an **employee** in the **Summer JAM Program** with respect to the following:

Adhere to Work Policies	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Carry Out Supervisor's Instructions	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Work With Minimal Supervision	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Cooperate with Co-workers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Follow Safety Regulations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Apply Knowledge to Tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other , specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent

7. Additional Questions:

How would you rate your level of interest in the Summer JAM Program ?	<input type="checkbox"/> Low	<input type="checkbox"/> Average	<input type="checkbox"/> High
How helpful was the Summer JAM Program in addressing your employment needs?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How engaged were you in the Summer JAM Program ?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very

8. My participation in the **Summer JAM Program** helped me:

Learn important life skills such as time management, good work habits, etc.	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Feel equipped for future work opportunities	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Be more motivated to achieve my career goals	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Learn more about occupational programs that support my employment efforts	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree
Understand the importance of education for obtaining a career	<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Somewhat Agree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Somewhat Disagree	<input type="checkbox"/> Strongly Disagree

9. After completing **2017 Summer JAM Program** do you (please check all that apply):

☐ Going back to high school
 ☐ Pursuing post-secondary education (ex. trade school, university, etc.)
 ☐ Getting a job
 ☐ Joining military

Other, please specify: _____

10. Would you recommend the **Summer JAM Program** to others?

☐ Yes, Why? _____
☐ No, Why? _____

11. In what ways can the **Summer JAM Program** be improved?

Thank You for taking this survey!

County of Erie–2017 Summer Jobs and More (JAM) Program

Half Year Follow-Up Youth Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program.

- A. What is your gender? ☐ Female ☐ Male
- B. What is your age? _____
- C. What school do you attend? _____
- D. What is your race?
- ☐ American Indian or Alaskan Native ☐ Asian ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander ☐ White ☐ Other
- E. What is your ethnicity? ☐ Hispanic or Latino ☐ Not Hispanic or Latino

I. My participation in the **2017 Summer JAM Program** helped me:

Learn important life skills such as time management, good work habits, etc.	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Feel equipped for future work opportunities	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Be more motivated to achieve my career goals	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Learn more about occupational programs that support my employment efforts	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Understand the importance of education for obtaining a career	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree

Other Comments: _____

2. After completing **2017 Summer JAM Program** did you (please check all that apply):

- ☐ Went back to high school ☐ Pursued post-secondary education (ex. trade school, university, etc.) ☐ Got a job ☐ Joined military

Other, please specify: _____

Thank You for taking this survey!

County of Erie–2017 Summer Jobs and More (JAM) Program

One Year Follow-Up Youth Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program.

- A. What is your gender? ☐ Female ☐ Male
- B. What is your age? _____
- C. What school do you attend? _____
- D. What is your race?
- ☐ American Indian or Alaskan Native ☐ Asian ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander ☐ White ☐ Other
- E. What is your ethnicity? ☐ Hispanic or Latino ☐ Not Hispanic or Latino

I. My participation in the **2017 Summer JAM Program** helped me:

Learn important life skills such as time management, good work habits, etc.	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Feel equipped for future work opportunities	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Be more motivated to achieve my career goals	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Learn more about occupational programs that support my employment efforts	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree
Understand the importance of education for obtaining a career	<input type="checkbox"/>	Strongly Agree	<input type="checkbox"/>	Somewhat Agree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Somewhat Disagree	<input type="checkbox"/>	Strongly Disagree

Other Comments: _____

2. After completing **2017 Summer JAM Program** did you (please check all that apply):

- ☐ Went back to high school ☐ Pursued post-secondary education (ex. trade school, university, etc.) ☐ Got a job ☐ Joined military

Other, please specify: _____

Thank You for taking this survey!

Appendix B: 2017 Summer JAM Mid-Program Employer Survey
2017 Summer JAM End-Program Employer Survey

County of Erie—2017 Summer Jobs and More (JAM) Program Mid-Program Employer Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program. Thank you for your input.

Your Company/Organization Name: _____

1. What is your **overall assessment** of the quality of the **Summer JAM Program** so far?

☐ Poor ☐ Fair ☐ Good ☐ Excellent

2. What is your assessment of the quality of the following parts of the **Summer JAM Program** so far? (for any part of the program that you did not participate in or experience, please mark “Don’t Know (DK)”) _____

Orientation sessions for potential employers and participants	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					

3. What do you consider to be the “best” part of the **Summer JAM Program** so far? _____

4. In your experience, to what extent do the youth display the following towards their work so far:

Accountability	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Understanding hierarchy	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Leadership and integrity	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Professionalism (being on time, proper appearance, etc.)	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Good work habits	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Safety	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other , specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

County of Erie—2017 Summer Jobs and More (JAM) Program

5. How would you rate your ability as an **employer** to provide the following supports to the youth so far?

Welcoming and supportive environment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
On-the-job training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Clear work expectations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Youth supervision and feedback	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Answering youth questions and concerns	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
STEM related work tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other , specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

6. Additional Questions:

How would you rate the youth level of interest in the Summer JAM Program so far?	<input type="checkbox"/> Low	<input type="checkbox"/> Average	<input type="checkbox"/> High
How engaged are the youth in the Summer JAM Program so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How helpful is the Summer JAM Program in addressing your employment needs so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How committed is your company to the implementation of the Summer JAM Program so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How likely are you to hire a Summer JAM youth as a regular part-or full-time employee at the end of the program so far?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very

7. In what ways can the **Summer JAM Program** be improved so far?

8. Would you recommend the **Summer JAM Program** to others?

☐ Yes, Why? _____

☐ No, Why? _____

9. Additional comments:

10. Additional organizational questions:

Number or people working at your organization (if you don't know exact number, please estimate): _____

Organization type (please, choose one): ☐ For-profit ☐ Non-profit

**You play a critical role in preparing Erie County's youth for a successful future in school,
in the workforce, and in life — thank you!**

County of Erie—2017 Summer Jobs and More (JAM) Program End-Program Employer Survey

Your comments are very important to us. The information will help us evaluate the success of the Summer JAM Program. Thank you for your input.

Your Company/Organization Name: _____

1. What is your **overall assessment** of the quality of the **Summer JAM Program**?

☐ Poor ☐ Fair ☐ Good ☐ Excellent

2. What is your assessment of the quality of the following parts of the **Summer JAM Program**? (for any part of the program that you did not participate in or experience, please mark "Don't Know (DK)")

Orientation sessions for potential employers and participants	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					

3. What do you consider to be the "best" part of the **Summer JAM Program**? _____

4. In your experience, to what extent do the youth display the following towards their work?

Accountability	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Understanding hierarchy	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Leadership and integrity	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Professionalism (being on time, proper appearance, etc.)	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Good work habits	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Safety	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other , specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

County of Erie—2017 Summer Jobs and More (JAM) Program

5. How would you rate your ability as an **employer** to provide the following supports to the youth?

Welcoming and supportive environment	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
On-the-job training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Clear work expectations	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Youth supervision and feedback	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Answering youth questions and concerns	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
STEM related work tasks	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Other , specify:	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
Comments:				

6. Additional Questions:

How would you rate the youth level of interest in the Summer JAM Program ?	<input type="checkbox"/> Low	<input type="checkbox"/> Average	<input type="checkbox"/> High
How engaged are the youth in the Summer JAM Program ?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How helpful is the Summer JAM Program in addressing your employment needs?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How committed is your company to the implementation of the Summer JAM Program ?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very
How likely are you to hire a Summer JAM youth as a regular part-or full-time employee at the end of the program?	<input type="checkbox"/> Not at all	<input type="checkbox"/> Somewhat	<input type="checkbox"/> Very

7. In what ways can the **Summer JAM Program** be improved?

8. Would you recommend the **Summer JAM Program** to others?

☐ Yes, Why? _____

☐ No, Why? _____

9. Would you consider making a contribution to the program? ☐ Yes ☐ No ☐ Maybe

10. Additional comments:

11. Additional organizational questions:

Number or people working at your organization (if you don't know exact number, please estimate): _____

Organization type (please, choose one): ☐ For-profit ☐ Non-profit

**You play a critical role in preparing Erie County's youth for a successful future in school,
in the workforce, and in life — thank you!**

Appendix C: 2017 Summer JAM Staff and Partner Survey

County of Erie—2017 Summer Jobs and More (JAM) Program Staff and Partner Survey

Your comments are very important to us. Please take a moment to complete this evaluation. The information will help improve the JAM Program. Thank you for your input.

1. What is your **overall assessment** of the quality of the **Summer JAM Program** for the targeted youth in the County of Erie?

☐ Poor ☐ Fair ☐ Good ☐ Excellent

2. What is your assessment of the quality of the following parts of the **Summer JAM Program**: (for any part of the program that you did not participate in or experience, please mark “Don’t Know (DK).”

Orientation sessions for potential employers and participants held throughout Erie County	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth Application Packet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Website to host information about the program and to provide opportunities for interested parties to state their interest	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Training sessions with youth for improving career readiness, career exploration, and soft skills training	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Employer meet and greet	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Job placement/matching of youth with employers	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Youth on-site work experience	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Support of program staff	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Troubleshooting/problem-solving when challenges are faced	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Communication/linkages with employers for oversight of job placements	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Focus on work placement in STEM-related fields	<input type="checkbox"/> Poor	<input type="checkbox"/> Fair	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent	<input type="checkbox"/> DK
Comments to further explain your assessment:					
<hr/>					
<hr/>					

3. What do you consider to be the “best” part of the **Summer JAM Program**?

County of Erie—2017 Summer Jobs and More (JAM) Program

4. Did the **Summer JAM Program** provide the participating **youth** with: *(For any goal of this program that you cannot assess, please mark "Don't Know—DK.")*

Improved employability through job readiness training ☐ Yes ☐ Somewhat ☐ No ☐ DK

Exposure to future career paths through career exploration activities ☐ Yes ☐ Somewhat ☐ No ☐ DK

Increased employment opportunities through summer job placement ☐ Yes ☐ Somewhat ☐ No ☐ DK

5. Did the **employers** participating in the **Summer JAM Program**: *(For any goal of this program that you cannot assess, please mark "Don't Know—DK.")*

Have their employment needs met ☐ Yes ☐ Somewhat ☐ No ☐ DK

Have adequate preparation to take on the Summer JAM youth ☐ Yes ☐ Somewhat ☐ No ☐ DK

Fulfill their responsibilities for the Summer JAM youth with respect to supervision and reporting ☐ Yes ☐ Somewhat ☐ No ☐ DK

6. Overall, how would you rate the level of interest of participating **youth** in completing the **Summer JAM Program**? *(If you have no direct knowledge of this, please mark "Don't Know—DK.")*

☐ Low ☐ Average ☐ High ☐ DK

7. Overall, how would you rate the level of interest of participating **employers** in providing quality job opportunities for disconnected youth in Erie County? *(If you have no direct knowledge of this, please mark "Don't Know—DK.")*

☐ Low ☐ Average ☐ High ☐ DK

8. In what ways can the **Summer JAM Program** be improved? _____

9. Would you recommend the **Summer JAM Program** to targeted youth and employers to participate in this program?

☐ Yes, Why? _____

☐ No, Why? _____

Thank you.

Appendix D:	2017 Summer JAM Youth Focus Group Questions
	2017 Summer JAM Employer Focus Group Questions
	Focus Group Recruitment Plan
	Youth Participation Form
	Employer Participation Form
	Parental Consent Form

2017 Summer JAM Youth Focus Group

Your current school: _____

Currently not in school: ☐ Please, explain: _____

Check your grade level: *(Check all that apply)*

- | | |
|-----------------------------|--|
| <input type="checkbox"/> 9 | <input type="checkbox"/> 1 st year of college |
| <input type="checkbox"/> 10 | <input type="checkbox"/> 2 nd year of college |
| <input type="checkbox"/> 11 | <input type="checkbox"/> 3 rd year of college |
| <input type="checkbox"/> 12 | <input type="checkbox"/> Other, please specify: _____ |

Your age: _____

Your gender: ☐ Male ☐ Female

Number of years with Summer JAM program: _____ Years

1. What was the most important reason that you decided to participate in Summer JAM program?
(Check one only.)

- ☐ To earn money
☐ To gain work experience
☐ To stay busy
☐ Other _____

2. Do you plan to stay involved in Summer JAM program in the future?

- ☐ Yes ☐ No ☐ Don't Know

3. If no, why not? *(Check all that apply.)*

- ☐ Too much work
☐ Not enough benefits
☐ Existing barriers, please specify: _____
☐ Other, please specify: _____

4. How satisfied are you with your Summer JAM program experience? *(check the box that reflects your opinion)*

- | | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Very unsatisfied.....Very satisfied

5. Why do you feel this way? Identify up to five reasons:

Initials: _____

6. How important is it for you to participate in Summer JAM? *(check the box that reflects your opinion)*

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Not at all important.....Very important

7. Why do you feel this way? Identify up to five reasons:

8. What can Summer JAM do to improve your experience with the program? Identify up to five suggestions:

9. Would you recommend participation in Summer JAM to others?

☐ Yes ☐ No

Why? _____

10. What do you consider the best part of Summer JAM program?

Thank you for participating in this focus group!

2017 Summer JAM Employer Focus Group

Location of your organization: ☐ Urban ☐ Suburban ☐ Rural

Check the type of organization : *(Check all that apply)*

- | | | |
|---|---|--|
| a) <input type="checkbox"/> For-profit | <input type="checkbox"/> Non-profit | |
| b) <input type="checkbox"/> Service | <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Other (please, specify) _____ |
| c) <input type="checkbox"/> Small organization (# of people_) | <input type="checkbox"/> Medium (# of people____) | <input type="checkbox"/> Large (# of people____) |
| d) <input type="checkbox"/> Privately-owned | <input type="checkbox"/> Publicly-owned | <input type="checkbox"/> Mixed |

Your current job/position: _____

Total experience with Summer JAM program: _____ Years

Educational History: *(Check the highest level of education you have completed)*

- ☐ High school/GED
- ☐ Postsecondary technical school
- ☐ Associate's degree
- ☐ Bachelor's degree
- ☐ Graduate/Post bachelorette's degree

1. What was the most important reason that your organization decided to participate in Summer JAM program? *(Check one only.)*

- ☐ To help young people
- ☐ To help my community
- ☐ To help my organization
- ☐ Because youth development is important
- ☐ Other _____

2. Do you expect your organization to stay involved in Summer JAM program three years from now?

- ☐ Yes ☐ No ☐ Don't Know

3. If no, why not? *(Check all that apply.)*

- ☐ Too much work
- ☐ Not enough benefits
- ☐ Existing barriers, please specify: _____
- ☐ Other, please specify: _____

4. Do you consider your work with Summer JAM program as a

(check the box that reflects your place on this continuum):

- | | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

BURDEN.....BENEFIT

5. Why do you describe your work in this way? Identify up to five reasons:

Initials: _____

6. How important do you feel it is for an organization to participate in youth work-force development programs like Summer JAM? *(check the box that reflects your opinion)*

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Not at all important.....Very important

7. Why do you feel this way? Identify up to five reasons:

8. What can Summer JAM do to improve your organization's experience with the program? Identify up to five suggestions:

9. How satisfied are your experience with Summer JAM program?

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Very unsatisfied.....Very satisfied

Why? _____

Please provide any further comments that you have about Summer JAM program:

Thank you for participating in this focus group!

Focus Group Recruitment Plan 2017 Summer JAM

The following information will provide you with some guidance to help you recruit a minimum of 10-15 employers and 10-15 youth to participate in the two separate focus groups.

- **Target population:** Target population for the 2017 Summer JAM focus groups are employers and youth that are currently participating in Summer JAM program.
- **Segments within target population:** We are having 2 focus groups: one with youth and one with employers. Within each focus group, at a minimum, we need to have a mixture of urban and rural, private and non-profit, industry and service, large and small participants that have different perspective on the program.

- **Eligibility and exclusion criteria for the focus group participant:**

1. Currently participates in 2017 Summer JAM
2. Willing to offer information and opinion in the group setting
3. Availability to attend the focus group at specified time, day and, location
4. Do not have more than one focus group member from a particular organization

- **Recruitment screening and invitation script:**

- 1. Contact employer or youth via phone call*

- 2. Explaining the project*

Hi, this is Kevin with Summer JAM program.

I am helping with program improvement efforts. We are going to bring together a small group of *employers* (your *youth* if contacting youth) for a small group discussion to talk about Summer JAM. The group session will last about 2 hours, and we would provide refreshments and snacks.

Would you be interested in hearing more about this focus group?

- 3. Screening Question*

The session will be at (location) and it would be on (date). We would start at (time) and end by (time). If I will put you name down, it's very important that we have everyone show up. Do you think you can come?

- 4. Scheduling participants*

Again, the session will be at (location) and it would be on (date). We would start at (time) and end by (time). It is also very important that you be there by (start time); will you have any problems getting there on time?

We will also be serving snacks and refreshments.

The group will consist of 10 to 15 other employers (or youth), all from this year Summer JAM program. You will be discussing your program experiences. The focus group will be conducted by KeyStone Research Corporation located here in Erie, PA.

The session will be tape recorded, so that researchers will have a good sense of what people said. Researchers will keep the tape and summarize the responses. However, anything you say will be kept confidential and comments will not be associated with a particular individual.

Also, I want to emphasize that once you come to this session, your participation is completely voluntary, and you will be free to leave at any time, for any reason.

If you agree to participate, I will provide you phone number and email address to KeyStone Research Corporation. You will receive a confirmation call or email reminding you of the date, time, and location. What is the best way to contact you: phone or e-mail? (record the information: phone or e-mail).

I also need to let you know that we will be starting right on time at (time) on (date). Therefore, if you get to the session after the discussion has started, we may not be able to include you. So, it is very important that you get there on time.

So everyone remembers, we will be calling you the evening before the focus group to remind you about it. Is this the best number to reach you if we will call you on (day before group)? If not, what number is best?

Thank you very much. We'll be looking forward to seeing you on (date).

▪ **Follow up procedures:**

1. **Kevin:** Provide KeyStone Research Corporation with the list of the potential participants their phone numbers and emails.
2. **KeyStone Research:** After receiving information from Kevin, KeyStone Research Corporation will follow up with the confirmation email a week later and a call a day before the focus group date to participants of the date, time, and location of the focus group. .
3. **Kevin:** Notify KSRC of any known cancellations:
Tania Bogatova: taniab@ksrc.biz
Joyce Miller: joycem@ksrc.biz

Are you a Summer JAM youth participant who wants to improve the program and make your voice heard? If so....

We want to hear from you! Hurry only 10 to 15 youth will be selected!



We are conducting a focus group to find out how Summer JAM program can improve your training and work experience.

In a small group setting, you will provide information about your feelings about the program and opinion about how to improve the program. Information shared during the focus group will be recorded, transcribed, analyzed, and reported on in an aggregated format. No individual youth information will be reported.

You will be paid for your focus group time at a program rate. Refreshments will be provided. Transportation to and from focus group will be provided. Parent must arrange a pick up from a drop off location.

WHERE: Greater Erie Community Action Committee
18 West 9th Street
Erie, PA 16501
Main Conference Room

WHEN: **July 25, 2017 at 2:00-4:00 PM**

Reserve your spot today by completing and signing below today!

		Your Signature
Yes, I will participate in a focus group	<input type="checkbox"/>	
No, I will not participate in the focus group	<input type="checkbox"/>	
First Name:	Last Name:	
Place of Summer Employment:		

If you checked yes, please put this focused group on your calendar for **July 25, 2017 at 2:00-4:00 PM at GECAC Main Conference Room** at 18 West 9th St., Erie, PA 16501. It is very important for you to come **15 minutes before** the scheduled focus group time. Your input is very important and we are looking forward hearing about your program experience. Feel free to take a picture of this page before turning it in to Kevin Arrington.

Any focus group questions will be answered by contacting either:

Tania Bogatova, Ph.D., Co-facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 105
Email: taniab@ksrc.biz

Joyce A. Miller, Ph.D., Principal Facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 131
Email: joycem@ksrc.biz



2017 Summer JAM Employer Focus Group

We want to hear from you!

Are you a Summer JAM employer participant who wants to improve the program and make your voice heard? If so, we want to hear from you!

We are conducting a focus group for find out how Summer JAM program can be improve. In a small group setting, you will share your opinion and feelings about the program and make suggestions about how to improve the program. Your participation is voluntary. Information shared during the focus group will be recorded, transcribed, analyzed, and reported in an aggregate format. No individual information will be reported.

Refreshments will be provided!

Where: 18 West 9th St., Erie, PA 16501 - GECAC Main Conference Room

When: August 3 at 10 am - 12 pm

Only 10-15 participants will be selected!

Please, indicate your willingness and availability to participate by completing information on the next page.

Any focus group questions will be answered by contacting either:

Joyce Miller, Ph.D., Principal Facilitator at joycem@ksrc.biz or 814-836-9295 x 131

Tania Bogatova, Ph.D., Co-facilitator at taniab@ksrc.biz or 814-836-9295 x 105

KeyStone Research Corporation (KSRC)

3823 West 12th St.,

Erie, PA 16505



2017 Summer JAM Employer Focus Group

Employer Participation Form

1. Are you willing to participate in Summer JAM employer focus group?

☐ Yes

☐ No

2. Select response below if you are available to participate in the focus group on Thursday, August 3, 2017

☐ Thursday, August 3, 2017 at 10 am - 12:00 pm

3. Please, tell us a little bit about yourself:

Your first name

Your last name

Name of your organization

Your job position

Your age

Your gender

Best phone number to reach you a day before at to remind you about the focus group



2017 Summer JAM Employer Focus Group

Thank You

Thank you for your time!

PARENTAL CONSENT
OF PARTICIPATION IN A FOCUS GROUP

Research Focus: Evaluation of *Summer JAM Program*

Principal Facilitator: Joyce A. Miller, Ph.D., KeyStone Research Corporation

Co-facilitator: Tania Bogatova, Ph.D., KeyStone Research Corporation

Your son/daughter on a voluntary basis has agreed to participate in a focus group that will be gathering input from youth participants about ways to improve Summer JAM program. In a small group setting, your son/daughter will provide his/her feelings about the program and opinions about how to improve the program. Information shared during the focus group will be recorded, transcribed, analyzed, and reported on in an aggregated format. No individual youth information will be reported. Your son/daughter will be paid for his/her focus group time at a program rate. Refreshments will be provided. Transportation to and from focus group will be provided. Parents must arrange a pick up from a drop off location.

Any research-related questions about the focus group will be answered by contacting either:

Tania Bogatova, Ph.D., Co-facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 105
Email: taniab@ksrc.biz

Joyce A. Miller, Ph.D., Principal Facilitator
KeyStone Research Corporation
3823 W. 12th St., Erie, PA 16505
Phone: (814) 836-9295 x 131
Email: joycem@ksrc.biz

By signing this form, I acknowledge that I have completely read and fully understand the above statement and agree to be bound thereby.

Full Name of Son/Daughter: _____

Home Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Age (if under 18): _____

Email: _____ School District: _____

Signature: _____ Date: _____

If this release is obtained from a student under the age of eighteen (18), the signature of that student's parent or legal guardian is required below.

Name of Parent or Legal Guardian: _____

**Please return signed consent form to KeyStone Research Corporation at
3823 West 12th St., Erie, PA 16505.**

With program questions, please call Kevin Arrington at (814) 480-5771.

Appendix E: Summer JAM 2017 Status Report



Summer JAM 2017 status report

Young Entrepreneur Society, Inc.

August 4, 2017

We enrolled 183 participants in the Summer JAM 2017 program. We had several workers that came to the program from Energize Erie under the direction of Councilman Horton. We were using this group as a pilot to see if the Summer JAM program could be a natural segue for the Energize Erie group. Unfortunately, the outcomes of those that participated in the Summer JAM program were not favorable. Since we were using this group as a testing method, they will not be counted in the overall total when it comes time to evaluate statistics.

The regular Summer JAM 2017 program ends next Friday on August 11. There are a few employers that are going to utilize the granted extension, which will add 40 hours to their selected employees and run until August 18 at which time the program will end for the year. Those determinations are still being finalized.

We had 35 Summer JAM workers not including staff participate in the ServErie project on July 21. The ServErie organization was very appreciative and I think even most of the students enjoyed working the event. Tasks performed included painting, cleaning, and moving some equipment like desks.

The two focus groups required by Keystone Research Corporation occurred on July 25 for the students and August 3 for the employers. Keystone has all of the documented results and plans to include their findings in the final report.

After meeting with Ben, I am reviewing the employer packets again to ensure 100% accuracy and completion to hand them in to GECAC. I assigned the coordinators to go through the youth packets to ensure their accuracy and completion. I still have to get the packet from the Erie School District and have requested it several times. I spoke with the HR department yesterday and they are working on retrieving it. We finished with 43 employers.

Employers to date that are participating are as follows:

Erie Insurance – city - P

Saint Vincent Health System – city - N

Gannon University – city - N
 Franco's – city - P
 Blasco Public Library – city - N
 Booker T Washington Center – city - N
 Martin Luther King Jr. Center – city -N
 YMCA – city - N
 WeCreate – city - P
 Urban Erie Community Development Corporation – city - N
 John F. Kennedy Center – city - N
 Lake Erie Arboretum at Frontier – city - N
 Salvation Army – city - N
 Albion Animal Center – county - N
 Alzheimer's Association – city - N
 Erie School District – city - N
 Iroquois School District – county - N
 Harborcreek School District – county - N
 Magnolia Run Kennels – county - P
 Perseus House – city - N
 METZ Foods – city - P
 Pineapple Eddie – city - P
 Camp Halo – county - N
 Corry School District – county - N
 DP & Associates – county - P
 Union City High School – county - N
 Union City Family Support Center – county - N
 Handled with Care Child Care – city - P
 Avalon Hotel – city - P
 US Payroll Services – city - P
 Lakeview Forge – city - P
 MATV – city - N
 Osterberg Refrigeration – county - P
 Mikki Bort Martial Arts – county - P
 Evergreen Cemetery – county - N
 180 Consignment Thrift Store – county - P
 Chaffee Landscaping – county - P
 Rick Walker Tree Farm – county - P
 YMCA of Corry – county - N
 Dynasty Construction – county - P
 Girard School District – county - N
 Strongman Services – city - P
 Hofmann Religious Goods – city - P

 Percentage of city employers – 58%
 Percentage of county employers – 42%

Current objectives

1. Complete employer packets and submit to GECAC
2. Make sure each employer has an account for each workers hours remaining
3. Pass out final checks and obtain employer and student surveys
4. Continue to work on Summer JAM wrap up event

Final report week of August 14

Appendix F: 2017 Summer JAM Reasons for Recommending Program and Suggestions for Improvement: Youth, Employers, Staff and Partners

Summer JAM 2017 – Youth Reasons for Recommending Program

- A good way for students to learn important life skills and gives someone something to do in the summer.
- Because I feel that it would help them.
- Because I would others to get the same opportunity to explore and learn more about being an employee and things needed to get into the workforce.
- Because it a good.
- Because it can help others to know jobs in work.
- Because it could help a person gain experiences if they don't have one any.
- Because it gives you job that you deserve.
- Because it helps kids learn work ethic.
- Because it helps you in life to get a job.
- Because it helps you train for your future.
- Because it helps youth to learn more about life, work, and it also getting us out of the street.
- Because it is a good program that can help.
- Because it is a good program.
- Because it is a good way to earn easy money or something to do.
- Because it is a good work experience and helps a lot.
- Because it is a great experience.
- Because it teaches you a lot.
- Because it teaches you to get a real job.
- Because it teaches you how to be on time.
- Because it was helpful.
- Because it will help you to learn more skills and it is really helpful.
- Because it's a good program.
- Because it's a great program.
- Because it's very helpful in many ways.
- Because it's a good opportunity.
- Because it's a good program to go and learn.
- Because it's a good program.
- Because people need jobs and are looking for them.
- Because Summer Jam program is good help students.
- Because there are many good life skills learned.
- Because with Summer Jam you learn different experiences. I would be interested to participate in the Summer JAM Program.
- Cause it's a good start.
- Course was excellent. I like it.

Summer JAM 2017 – Youth Reasons for Recommending Program

- Easy money.
- Easy way to get some money for savings or for spending.
- Gave me good experience.
- Good pay and experience.
- Good place to start.
- Good starting point.
- Good work experience.
- Great experience for all.
- Great for building an network.
- Great opportunities.
- Great opportunity.
- Great program.
- Great way to get started in life.
- Great way to get your name well known in business.
- Great way to start if you need a job.
- Helps improve less crime in the city by giving youth jobs to earn money.
- I have done it twice now and it has really helped me out over the summer.
- I think it's a good start to someone who didn't have a job before.
- If they are in need for another quick job, this would be a good fit.
- It helped me realize the real world.
- It helps you get ready for work.
- It helps you learn how to get a job and how to keep it.
- It is a good experience for dealing with jobs and a future career.
- It is a good opportunity for youth to get a job.
- It is a great opportunity for the youth to learn about working.
- It is a great opportunity to gain work experience.
- It is a great opportunity to get work experience.
- It is a great way to learn working through people you can trust.
- It is a very good youth program.
- It is very helpful and improves career goals.
- It is very helpful.
- It teaches great skills and work ethic.
- It was a fun time.
- It was a wonderful opportunity to learn and grow.
- It was very useful for gaining job experience and helped give me job skills.
- It will help enhance working skills.

Summer JAM 2017 – Youth Reasons for Recommending Program

- It'll help them with life basically.
- It's a good program to help you get a job and it's a good experience. I would be interested in the program next summer.
- It's a good program.
- It's a good way to prepare for life.
- It's a great opportunity for people.
- It's a great program to prepare us for future.
- It's a great way to reach out.
- It's an easy way to make money. It's a very encouraging program for youth.
- It's good for work experience.
- It's helpful for high school students.
- It's very helpful for the youth and useful the tips and knowledge sticks with you.
- It's a good program for kids.
- Meeting new people and new experiences.
- Quick way to earn money.
- To gain valuable experiences.
- To help people find a job.
- Very helpful.
- Work opportunity.
- Yes if they're young.
- You can learn a lot from working with others.
- You learned more information to ask your boss.

Summer JAM 2017 – Employer Reasons for Recommending Program

- Because it a program that would give and teach students how to learn a job task.
- Chloe has been an incredible summer asset to us.
- Depends on the job?
- Excellent learning experience for them.
- Good experience, keeps kids off the streets and responsible.
- Good opportunity for youth summer employment.
- Good way to get help over the busy summer time.
- Great collaboration between organizations and good opportunities for students.
- Great for the youth/helpful for company to have additional help w/o cost.
- Helping to mentor and change the lives of our youth.
- Helps the kids so much-help the community.
- I believe in working with our youth give them experience they will need in the future
- I still have my absolute faith in the program.
- If the student/employee has clear expectations.
- It has all the elements that Erie has been demanding for decades, really- anti-poverty, youth mentoring, job training, summer activity, learning power, etc.
- It is a good program.
- It was a very good experience.
- It was great having a student to help re-organize files etc.
- It's a good program needed for youth to gain skills needed for life skills and work experience.
- It's a great help when employees are needed and there aren't many applicants.
- It's a great way for the youth to learn job skills.
- It's a nice program.
- It's beneficial to our environment and the students.
- Meaningful experience for all involved.
- Mostly good for youth overall experience.
- Positive reinforcement for our youth.
- The participant need additional opportunities and skills to help them get to the next level and it is very rewarding.
- These youth are our future, we need to invest in them.
- They were a big help in getting to school ready for upcoming school year.
- We believe in the youth. All give them such an opportunity is awesome and necessary.
- Work experience for youth is part of our mission statement. Learn to empower not enable.

Summer JAM 2017 – Staff and Partners’ Reasons for Recommending Program

- It is a great training tool!!! We cannot expect our youth to make a transition if they have no idea what is called for in making life changes. That is why so many make careless mistakes. And it allows them to learn tough lessons early about how things really work in society.
- It would provide youth with work experience, soft skills, more responsibility, and possibly lead to full time jobs in the near future.
- It encourages youth and gives them an opportunity to excel. It gives the employer an opportunity to give back to Erie and a concrete means to assist youth and build them up. Employers I encounter want to improve the dynamics of the city and want to be doing something proactive. This gives them that means.
- The program is a great opportunity to inspire and motivate our youth to achieve more in their lives. In addition, it is a great investment in the future of our youth for the region.
- Great opportunity for youth in the county.

Summer JAM 2017 - Youth Suggestions for Improvement

- Be motivated and work hard.
- Becoming the best they can be.
- Being more in order and on time with things.
- Being more organized.
- Better check scheduling.
- Better communication when it comes to paychecks, timesheets, ect.
- Better communication to the employers about expectations. I ended up doing work such as babysitting, which I was not prepared for.
- Better hours.
- Better organization. Yes I will like to be part of Summer Jam.
- Better pay for those worked previous years. I would like to do this next year.
- Better supervision.
- By continuing.
- Communication.
- Everything is on point.
- Everything seems fine. Nothing seem to be improved. But it would be nice if they would give work on school times too.
- Yes, I'm willing to be involved again.
- Expanding the variety of employers.
- Having more activities that expand the minds of the students.
- Help all works.
- Higher wages.
- Honestly, the JAM program was wonderful and I currently have no suggestions.
- I don't honestly think it needs any improvement. Yes I would love to join Summer Jam again next year.
- I don't know.
- I feel we could have more personal research done in career assessment.
- I honestly do not know.
- I think it's fine the way it is.
- I think more jobs to be a part of would be great, so more people can join in to other types of jobs.
- I think the program can't do anything better than what is already is except provide more information.
- I wish there were to be better communication. Other than that it was good :).
- I'm not sure.
- In my next job I can tell them about what I did in my summer job.

Summer JAM 2017 - Youth Suggestions for Improvement

- Its very helpful and you can get somewhere in life.
- Make orientation shorter.
- More helpful Summer Jam representatives.
- More hours.
- More money.
- More pay but other then that its good.
- More pay!
- More support for challenges at work.
- N/A
- No improvement needed.
- No need for improvement.
- No way.
- No ways everything went well.
- None cause it's all good.
- None I guess.
- None.
- Not hold your checks another week when you miss one day. Actually tell us when our checks come in before hand.
- Not needed.
- Not really sure.
- Nothing, I like it just the way it is.
- Nothing.
- Pay could be better for college bound students.
- Pay raise.
- Pay a little more then \$7.25 hour.
- Shorter first week classes.
- Should pay if we have work over 8 hours.
- Summer Jam is fine! Just management at Saint Vincent could be very improved with the respect of their employees.
- Summer Jam need to meet people at all ages and assist other in obtaining a job.
- To people the job one asks of all.
- Worth time.

Summer JAM 2017 – Employer Improvement Suggestions

- Allow permanent employees to have more time to perform duties, strengthened the youth with the riggers of daily physical work and 40-hour work week.
- Allowing the youth more hours to work.
- Better communication on the front end.
- By trying to keep each and every student that does not have a job would recommend to get involved in the program.
- Clarify the attendance policy upfront. Let them know it is real life work. Potentially have a day before they are assigned to see if they like where they are placed.
- Clearer definitions from GO College Program. Our students were gone for large stretches of time this year, so it was not as beneficial as other years.
- Having teachers/coaches in the schools able to speak to the program; encourage students to sign up.
- I believe there should be a stronger vetting process for both students and employers.
- I think we need to convey job type and expectations better.
- Identify students sooner so that work can be tailored to the student.
- It would be very good if the program understands the youth's career goals and what they intend to study in college and match them with companies/opportunities closely related.
- Longer working times
- Match students that are not in an educational setting that are with the work that will be completed.
- More hours and days please!
- More one on one with job coach to explain expectations
- More training time with youth.
- Pay the kids once a week.
- Provide basic skills in CETL-word, excel, outlook for the students.
- Start process earlier, higher pay, more human resource training, condense student weeklong training.
- Students need to learn how to focus on directions. Need to learn about initiative.
- Take advantage of coaches and teachers to assist with recruitment and placement of students in the program.

Summer JAM 2017 – Staff and Partners Suggestions for Improvement

- We need to be more streamlined with our paperwork process at all levels (county, GECAC, employers, students). Continue to increase the job training and soft skills aspect of the program.
- The Summer JAM program needs more lead-time. Having worked in the program, it needs to begin in February at the latest so that information can be distributed and adequate time for questions and incidentals from employers i.e. obtaining clearances, insurance policies, paperwork, etc.
- I believe use of PowerPoint presentations at the Open House and orientation may help. I also believe that there should be some type of benefit for youth who have successfully completed the program in previous years such as increased wages, extra hours, or a promotion to a better position.
- The initial meeting with youth should be a guided session on how to fill out the paperwork properly. The paperwork is very confusing. And it is often the youth first encounter with this paperwork. Future employers consider the accuracy of paperwork in hiring staff. A more organized employer/youth first encounter. Maybe the youth should meet the employer at the work site so the employee knows what to expect the first few days. Also, there should be clear guidelines as to what should be accomplished at this meeting. A wrap up meeting with the youth to evaluate their work. This could be done by the employer or the youth peer counselor. Soft skills should be addressed more clearly at the orientation. If the youth is in the program for a second year, their orientation should be different, not the same. Maybe focus more on developing a resume, job searching skills, etc.
- Increase the number of employers in areas outside the city of Erie. Increase the number of students in areas outside the city of Erie. Increase the areas/sectors of businesses participating in the program
- Soft skills week was a little chaotic. Needs to be better organized.