

# City of Minneapolis



## Summer Jobs Program 2012 Final Report



achievempls



*Preparing Today's Youth for Tomorrow's Workforce*

# Table of Contents

Executive Summary_____	3
Leadership_____	4
History_____	4
Partners_____	5
Program Description_____	6
STEP-UP Quick Facts_____	12
STEP-UP Youth Demographics_____	13
STEP-UP Achieve_____	14
STEP-UP Discover_____	16
STEP-UP Explore_____	17
Appendix A: STEP-UP Achieve Employers_____	18
Appendix B: STEP-UP Achieve Historical Data_____	20
Appendix C: STEP-UP Discover and Explore Employers_____	21

**1,833 STEP-UP interns worked at 221 businesses and earned a combined \$3.1 million in wages.**

The City of Minneapolis STEP-UP program is a nationally recognized public and private collaboration that trained and matched **1,833** youth with paid internships in 2012. STEP-UP matches young people with the least connections to employment with work experiences that provide them with vital professional skills required to become the workforce of the future.

STEP-UP interns are 14-21 years old and live in Minneapolis. Each intern brings a unique set of skills, interests and training needs. Some interns are new to the workforce and seeking a first job experience. Others are building on past experiences, developing more advanced skills, or exploring a career pathway in more depth. Still others may have special needs and are matched with a more supported work experience.

STEP-UP is working to address racial and economic disparities in employment by providing work opportunities for youth – particularly focusing on youth of color and youth from low-income families. Research shows that early work experience can have lifelong impact. Studies show that youth who begin work in their teens have historically better earnings and better connections to employment over time than peers.

Of the 2012 STEP-UP interns:

- 93% were people of color
- 83% eligible for free or reduced school lunch
- 50% lived in North Minneapolis
- 15% had a disability
- 7% were English Language Learners (ELL)
- 5% had been involved with the juvenile justice system
- 4% were teen parents

STEP-UP is recognized as a national model for youth workforce development, emphasizing the training and preparation of interns and leveraging investment from the private sector. An engaged business sector, including 221 businesses in 2012, is critical to the success of the program. The number of employers and the variety of real, valuable work experiences make STEP-UP a sought after experience.

**Of the estimated \$3.1 million in wages earned by STEP-UP interns in 2012, \$1.4 million was paid directly by the private businesses.**

The mission of STEP-UP is to prepare youth for success in the workforce by offering quality work and training experiences.

## LEADERSHIP

---



**R.T. Rybak**, Mayor of Minneapolis

STEP-UP is a key component of the Minneapolis Promise to youth. As such, Mayor Rybak leads the effort to inform businesses of the value of hiring motivated, diverse, and talented STEP-UP interns. Mayor Rybak's leadership and support has made it possible to employ over 14,000 Minneapolis youth in STEP-UP since 2004.



**Richard Davis**, Chairman, President and CEO of U.S. Bancorp

Mr. Davis co-chair's STEP-UP with the Mayor. He has been involved in the program since its inception in 2004, providing guidance and support for the program in addition to hiring as many as 30 interns each summer.



**Dr. Robert Jones**, Senior Vice President for System Academic Administration at the University of Minnesota

Dr. Jones has been engaged as a co-chair and Gold Star Partner for STEP-UP. The University of Minnesota not only partners to hire interns, but also offers specialized training in entrepreneurship and hosts Golden Gopher Day, an event to expose STEP-UP interns to the opportunities available at the University of Minnesota.

## HISTORY

---

STEP-UP began in 2004, placing 200 youth in internships with 50 employers. Originally designed to serve youth ages 16-21 and place them in unsubsidized jobs at Minneapolis businesses, STEP-UP later merged with the City's existing Summer Youth Employment and Training Program, expanding to serve youth ages 14-21 and place youth in both employer-paid and subsidized internships. Since 2004, over 16,000 young people have been matched with meaningful internships, using their experience to help them reach their educational and professional goals.

## **PARTNERS**

---

Several partners are critical to the success of STEP-UP. Using a community based model of service, the City of Minneapolis Employment and Training Program (METP) contracted with the following organizations to operate components of STEP-UP in 2012.

**AchieveMpls** leads STEP-UP Achieve, the private sector component of STEP-UP. The STEP-UP Achieve team recruits employers, prepares applicants for a successful internship, and supports employers and interns throughout the summer. In addition, AchieveMpls is responsible for youth recruitment in the schools, work readiness training for approximately 2,300 youth, and the establishment and maintenance of the STEP-UP alumni network.

**Minneapolis Park and Recreation Board** operates the classroom training for STEP-UP Discover interns. Each intern participates in a 3 hour weekly class and has the opportunity to earn high school credit. Classes focus on making the connection between academics and work and include math, English, STEM and life skills curricula.

**Minnesota Workforce Centers (part of the Minnesota Department of Employment and Economic Development)** manage many aspects of the STEP-UP Discover and STEP-UP Explore components including interviewing and matching youth with internships at participating non-profit business. The Workforce Center team also supports and monitors the employers and interns throughout the summer experience.

**Project for Pride in Living (PPL)** provides work readiness training for STEP-UP Discover interns, preparing youth for their summer work experience with 14 hours of classroom training. In addition, PPL offers a specialized healthcare training for STEP-UP Achieve interns that are matched with positions in healthcare.



*STEP-UP received national recognition in 2012 when Mayor Rybak and STEP-UP alumnus Hashim Yonis were invited to present at the White House.*

## PROGRAM DESCRIPTION

---

STEP-UP is the City of Minneapolis summer jobs program for youth ages 14-21. STEP-UP recruits, trains and places mostly low-income youth in jobs with a wide range of Twin Cities businesses, nonprofits and public agencies. The program helps interns explore diverse career interests, gain vital skills, make professional connections and prepare for meaningful careers. Whether it is a first job experience or a more skilled position, a STEP-UP internship helps young people explore careers and climb the ladder of professional development, ultimately resulting in a young person prepared to succeed in the workforce.

STEP-UP is divided into three components – STEP-UP Explore, STEP-UP Discover, and STEP-UP Achieve. A young person needing special supports or training may be matched with a position in STEP-UP Explore. Youth with little work experience may begin with a subsidized work experience in the nonprofit sector in STEP-UP Discover. As youth develop skills and more defined career goals, they may progress into a more skilled and competitive internship in STEP-UP Achieve.

### STEP-UP Explore

*Specialized work opportunities serving targeted populations or youth within existing programs*

- **Participants:** Targeted populations including recent immigrants, youth with special needs and youth in specialized school programs.
- **Work settings:** Non-profit organizations and schools.
- **Work readiness training:** Incorporated into the summer work experience.
- **Internship:** Wage subsidized positions, 6-9 weeks, 20-30 hours per week.

### STEP-UP Discover

*Foundational entry-level jobs with nonprofit organization. STEP-UP Discover works to help interns develop skills and explore interests in preparation for future positions with STEP-UP Achieve.*

- **Participants:** Youth ages 14-21 with limited work experience. The majority of participants are 14-15 years old.
- **Work setting:** Non-profit organizations.
- **Work readiness training:** 6-14 hours of pre-employment training provided by AchieveMpls and Project for Pride in Living.
- **Internship:** Wage subsidized positions 9 weeks, 20-30 hours per week. Internships are combined with weekly classes focusing on academic and life skills.

### STEP-UP Achieve

*Competitive, career-oriented jobs for youth seeking a professional experience with businesses, public agencies or nonprofits. Led by AchieveMpls.*

- **Participants:** Youth ages 16-21 prepared for more challenging internships. Many interns are graduates of STEP-UP Discover.
- **Work settings:** Private sector businesses, public agencies and nonprofits.
- **Work readiness training:** 6 hours of classroom training provided by AchieveMpls and certified by the Minneapolis Regional Chamber of Commerce. Training includes a mock interview with a business professional.
- **Internship:** Principally employer-paid, 6-10 weeks, 20-40 hours per week.

## PROGRAM ELEMENTS

---

### Youth Recruitment

The STEP-UP team reaches out to schools, community partners, and families to recruit young people into the summer program. Outreach typically begins in the late fall. In 2012, more than 3,300 young people heard about and applied for STEP-UP.

### Work Readiness

STEP-UP applicants are prepared for their internships through work readiness training. Youth are placed in training based on their age, level of work experience and identified skills. The length, amount, and the provider of training varies by component. The most work ready youth spent 6 hours in the classroom followed by a mock interview with a business professional. Youth just entering the workforce spent up to 14 hours in the classroom, utilizing more hands-on activities and business speakers. The 486 youth participating in the STEP-UP Explore complete work readiness training as part of their on-the-job work experience.

For the first time, all eligible applicants were invited to STEP-UP classroom work readiness training. 2,921 youth were scheduled for training with one of two providers. AchieveMpls offered work readiness training for approximately 2,300 STEP-UP youth in 2012, and Project for Pride in Living (PPL) offered training for 625 youth. 1,844 youth successfully completed all required training and advanced to the pool of applicants ready for placement into internships.

Work readiness training is a vital part of preparing our youth. Upon completion of work readiness training, youth report the following:

- 95% of interns report that they now know how to build a professional resume with appropriate formatting and content
- 97% say they know specifically what is expected of them in a professional work environment
- 94% say they understand interview questions and know how to present themselves in an interview.



### Education and Specialized Trainings

STEP-UP interns had a variety of training opportunities to help them develop their academic, professional, and life skills. Each component of STEP-UP offers different enhancements, but all focused on training experiences that help youth reach their goals. Some trainings focus on college preparation, finance, or entrepreneurship, while others teach basic academics, STEM curriculum, or health and nutrition.

### Google for Entrepreneurs

70 STEP-UP youth headed for internships in small business and technology had an opportunity to learn from the team at Google. The Google team provided training on how to use Google products and applications to support business, advertising platforms, content distribution channels, and the Google culture of innovation. The training culminated with students working in small groups on a pitch competition developing innovation solutions to solve real-world issues using technology.



*Interns give their pitch presentation at the Google training*

### US Bank Financial Literacy

Finance experts from US Bank led financial information sessions for 100 STEP-UP interns. Youth were able to choose from a session on basic banking and budgeting or a more advanced financial training that included information on managing credit.

### Golden Gopher Day

STEP-UP Achieve interns were invited to the University of Minnesota for the sixth annual **University of Minnesota Golden Gopher Day**. The full-day session offered 60 interns meaningful activities designed to introduce them to the University of Minnesota and help them prepare for post-secondary education.

### Camp Sunrise

A partnership with YouthCARE/Camp Sunrise offers STEP-UP Discover interns the chance to spend a week at a rustic camp. Many interns have never had a camping experience. This experience offers them an opportunity to participate in all the usual camp activities. In addition, interns develop leadership skills and complete work projects to support the camp. Sixty (60) interns spent a week at Camp Sunrise in the summer of 2012.

### Class

Nearly 600 STEP-UP Discover interns participated in a 3-hour weekly class during their internship. Classes focus on augmenting the work experience, tying to their the academic skills learned in the classroom to the skills interns must use on the job. In addition to math and English, interns also spend time on STEM, life skills, and financial literacy. Most interns are also able to earn academic credit for the classroom training paired with the on-the-job experience.

## Supportive Services

The cost of getting to work and training is often a barrier for youth in low-income families. In 2012, STEP-UP was able to partner with Metro Transit to provide bus cards for interns to cover the cost of transportation for the first month of work – typically until they receive their first paycheck. Part of the training process includes planning and budgeting for the cost associated with travel to work.

## Program Evaluation

Each year, supervisors and interns are surveyed about their STEP-UP experience. Interns and supervisors alike consistently report positive experiences.

### *Supervisor Feedback*

Of the supervisors surveyed:

- 95% said the work their intern did this summer made a valuable contribution to their workplace
- 97% said that STEP-UP was a success at their business.
- 90% indicated that they would participate in STEP-UP



*Textile Center supervisor Nancy with STEP-UP intern Tamia*

Comments from supervisors:

“We enjoy providing an initial professional experience to a young person from our community. In return, the STEP-UP intern assists our organization with projects we are unable to get to other times of the year.”

*Staci Horwitz, City of Lakes Community Land Trust*

“Before becoming a STEP-UP supervisor, I had my concerns that the challenges associated with having a young, temporary intern would outweigh the benefits. I really enjoyed being proven wrong!”

*Melinda Struder, CommonBond Communities*

“My STEP-UP intern was great. She was eager to learn, easy to teach, a very hard worker and enjoyed being here. I enjoyed having her work at the library. She is seriously thinking about a library career in her future.”

*Paula Baron, Hennepin County Library*

### *Intern Feedback*

Correspondingly, of the interns surveyed:

- 95% said that STEP-UP prepared them to become a valuable part of the future workforce of Minneapolis
- 94% said their job gave them a chance to learn new things
- 91% responded that their job makes them want to continue their education
- 89% said their work was meaningful and important

Comments from interns about their STEP-UP experience:

*★The most valuable aspect of STEP-UP for me was learning how to function in a professional environment after high school. It taught me the motivation is key to success and it is important to take every opportunity that I can to help not only with networking, but with narrowing down on my interests.*

*★(STEP-UP) showed me that if you want to be something in this world, you have to be willing to go out and get it.*

*★I would like to tell STEP-UP thank you for the opportunity of getting a job and being there to help us get started in the real world.*

*★This was my first year and it was amazing. I love STEP-UP! It really helped me with everything I need to know about my future.*

## **2012 Initiatives**

The STEP-UP team constantly seeks ways to improve the training and work experience for interns and partners. In 2012, the following initiatives were undertaken to improve STEP-UP.

### *Online Application*

For the first time, STEP-UP was able to offer youth the option of applying online. Over 500 young people completed an online application in 2012, leading STEP-UP to move toward a fully online application system in 2013.

### *Automated Reminders*

Automated information and reminder calls were also piloted in 2013, reminding interns of scheduled training and updating them on important upcoming events. For 2013, text messages will be utilized in as well.

### *Research projects*

In 2012, STEP-UP was the subject of three (3) research projects. Two studies were performed by Capstone graduate students at the University of Minnesota's Humphrey School. The first Capstone group performed a meta-analysis of STEP-UP and provided feedback on strengths and areas for improvement within the existing program model. Working off a recommendation from the first Capstone study, a second Capstone group examined the application and training process, offering suggestions for strengthening the process. The STEP-UP team has taken the recommendations and incorporated many of the Capstone recommendations into programming for 2013.

A third study is still underway and is examining STEP-UP participant data over time to determine the impact of STEP-UP on student educational and professional achievement.

## STEP-UP QUICK FACTS

---

### Employment Data

<b>Youth Employed:</b>	<b>1,833</b>
Subsidized jobs:	1,259
Unsubsidized jobs:	574
<b>Total wages earned:</b>	<b>\$3,185,717*</b>
Subsidized wages:	\$1,719,717
Employer paid wages:	\$1,466,000*

*\*approximate*

**Number of Employers: 221**



*Interns and supervisors attending the STEP-UP Celebration  
at the University of Minnesota*

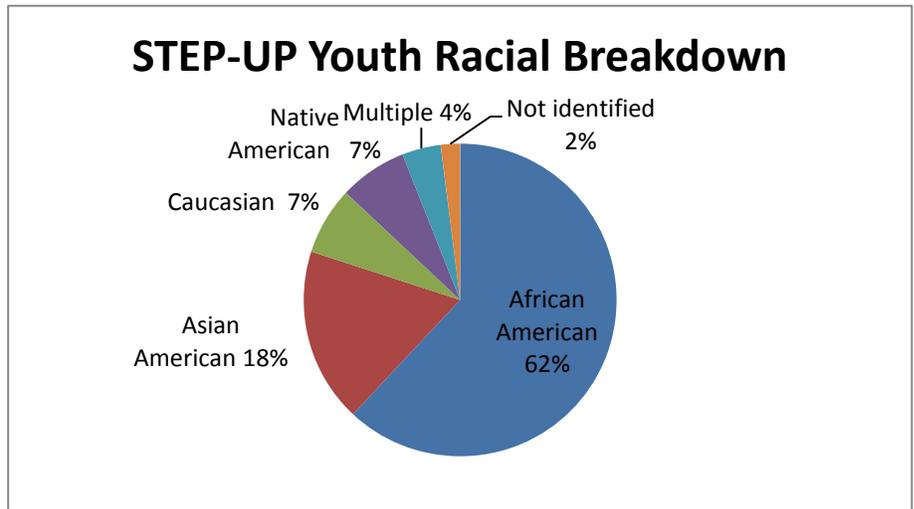
**YOUTH DEMOGRAPHICS**

**Gender:** Male 42%  
Female 58%

**Ethnicity:** Hispanic 8%

**Zip Code:**

North	
50%	
South	42%
Northeast	5%
Southeast	1%
Other	2%

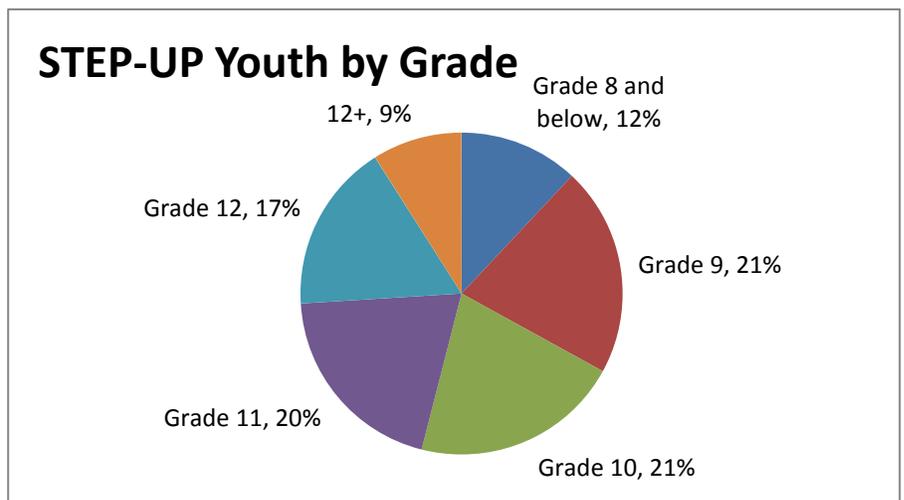


**Risk Factors:**

Disability	15%
English Language Learners	7%
Youth Offender	5%
Teen Parent	4%
Foster Care	3%

**Age:**

14	17%
15	20%
16	21%
17	19%
18	12%
19	6%
20	4%
21	1%



## STEP-UP ACHIEVE

---

Youth Employed:	750
Subsidized:	176
Unsubsidized:	574
Number of employers:	150
Wages earned:	\$1,643,000*
Subsidized:	\$ 177,000
Employer paid:	\$1,466,000*

*\*estimated*

*A historical look at STEP-UP Achieve employment data can be found in Appendix B*

### Program Description

STEP-UP Achieve provided internship and training experiences for STEP-UP applicants, ages 16-21, evaluated through the application process as most prepared for a more challenging and independent work experience. AchieveMpls led this component of STEP-UP, working with employers to identify and provide job opportunities at their businesses, matching the most qualified interns with those positions.

1,469 applicants were selected for STEP-UP Achieve and invited to work readiness training. Of those, 946 (64%) successfully completed training and 750 youth were placed in paid internships.

### Employers

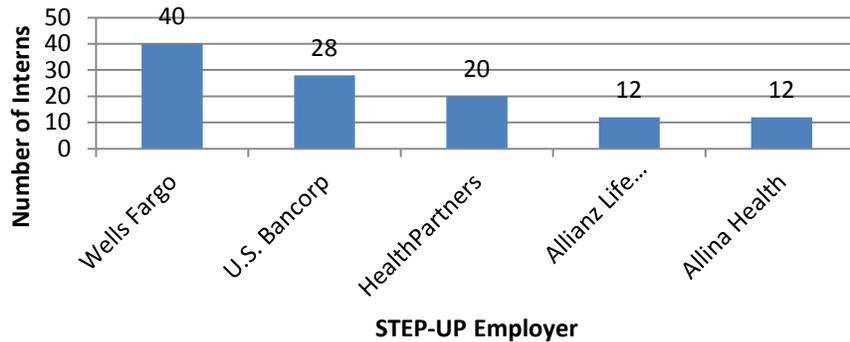
In 2012, AchieveMpls recruited 150 employers to hire STEP-UP Achieve interns. Participating businesses represented a mix of public, private, and non-profit businesses. STEP-UP Achieve focuses on recruiting meaningful and challenging employer-paid internships. Of the 750 STEP-UP Achieve interns in 2012, 574 were fully paid by the employer and 176 had their wages subsidized funds raised by AchieveMpls.

The Twin Cities business community is increasingly recognizing the value of hiring STEP-UP Achieve's young, diverse and motivated interns. In 2012, the top private sector employers included Wells Fargo and US Bancorp, followed closely by HealthPartners (see Table 1). While some larger businesses are able to hire several interns, smaller to medium size businesses that are able to hire one to 5 interns are also well-represented within STEP-UP Achieve.

Internships in the private sector offer STEP-UP Achieve youth a unique chance to learn about corporate or small business culture, build connections to business professionals and explore career pathways in greater depth.

*A full list of STEP-UP Achieve employers and the number of interns placed at each business is included in Appendix A.*

## Private Sector Top 5 Employers

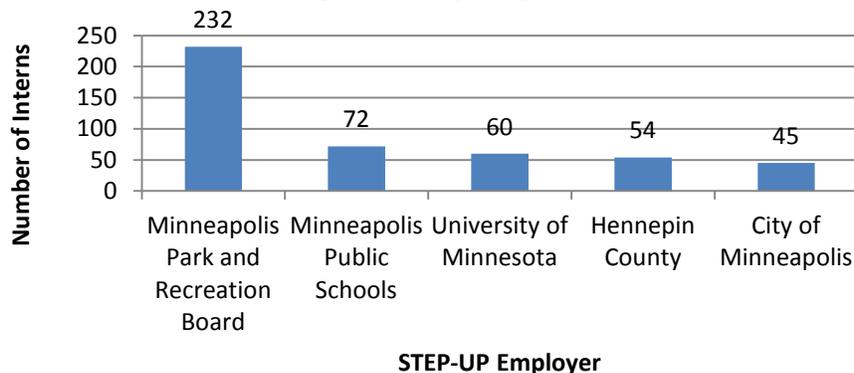


**Table 1: Top Private Sector Employers**

Wells Fargo leads the private sector employers in 2012. Wells Fargo has grown from 2 interns in 2010 to 40 this year.

Public sector employers also hire STEP-UP Achieve interns. In 2012, Minneapolis Park and Recreation Board public sector group (see Table 2), hiring 232 interns to assist with summer programming needs. STEP-UP interns are particularly in demand because of their diversity, technical skills and ability to speak multiple languages.

## Government/Public Sector Top 5 Employers



**Table 2: Top Public Sector Employers**

Educational institutions and government agencies, including Minneapolis Public Schools and the Hennepin County, employ STEP-UP interns to support their summer staffing needs.

Funders contributing wage subsidies in 2012 included:

Beverly Foundation	\$9,000
General Mills	\$9,000
Migizi	\$4,000
Pohlad Foundation	\$112,000
Thrivent	\$41,000
United Health	\$3,000

### Subsidized Employers

In 2012, STEP-UP Achieve utilized \$177,000 in wage subsidies to place 176 interns in nonprofit and public sector businesses. Positions receiving wage subsidies represented 23% of the total number of STEP-UP Achieve jobs.

## STEP-UP DISCOVER

Youth Employed:	597
Number of employers:	71
Wages earned:	\$848,494
Wages per intern (avg.)	\$1,421
Hours worked	117,033
Hours per intern (avg.)	196

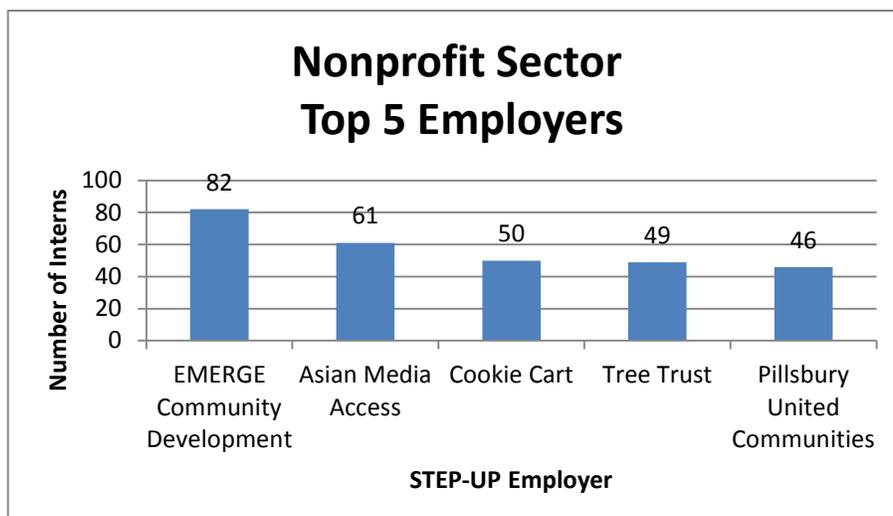
### Program Description

STEP-UP Discover is the developmental component of STEP-UP, prepares and matches young people in wage subsidized jobs in the nonprofit sector. Youth in STEP-UP Discover are often new to the workforce and looking to experience their first job. Youth complete work readiness training and then meet with a job counselor to be matched with a position in the nonprofit sector that suits their skills and interests, allowing youth to learn and practice basic employment skills and explore career interests in a supportive work environment.

1,452 STEP-UP applicants were invited to STEP-UP Discover work readiness training in 2012. Of those, 898 (62%) successfully completed training and 597 youth were placed in paid internships.

### Employers

In 2012, 71 non-profit employers provided internships for a total of 597 STEP-UP interns. Non-profit employers provided internships of 6-9 weeks for up to 27 hours per week. Interns were provided with supported, high-quality work experiences allowing them to learn more about the organizations active in their community. The STEP-UP experience gave interns the opportunity to learn and practice employment skills as well as explore career interests and network with community leaders.



**Table 3:** Top Nonprofit Employers participating in STEP-UP

*A complete list of STEP-UP City Employers is located in Appendix C*

## STEP-UP EXPLORE

---

Youth Employed:	486
Wages earned:	\$694,223
Wages per intern (avg.)	\$1,425
Hours worked	95,754
Hours per intern (avg.)	197

### Program Description

STEP-UP Explore is the most flexible training experience within STEP-UP, offering partner organizations the opportunity to create tailored and meaningful work experiences that serve targeted populations of youth including those with special needs, limited English, teen parents, or other potential barriers to a successful employment experience.

In addition, STEP-UP Explore partners with programs that work with students year round and want to offer a supported work experience in the summer. Examples include charter schools and Upward Bound Programs.

Work readiness and job search is offered at the partner level and is an integral part of the STEP-UP Explore training.

In 2012, 496 young people ages 14-21 were matched with jobs through these partnerships, reducing barriers to employment and providing work experiences that prepare them for the future workforce.

### Employers

Eighteen (18) partners in the education and nonprofit sector partner with STEP-UP Explore to offer more supportive work experiences.



Asian Media Access hosts interns from STEP-UP Explore as well as the other components of STEP-UP.

*A full list of STEP-UP Explore employers can be found Appendix C.*

## STEP-UP Achieve Employers

## Appendix A

Company Name	# Interns
ABM Janitorial Services	1
Agosto, Inc	6
Allianz Life Insurance Co. of N. America	12
Allina Health	12
American Chemical, Inc.	1
Asian Media Access	6
Augustana Care Corporation	3
Best Buy	2
Beth El Synagogue	1
Birchwood Care Home	2
Bloom Health	1
BlueGreen Alliance	1
Boston Scientific	10
Briggs and Morgan, P.A.	1
Camp TEKO	1
Cargill	1
Catholic Eldercare	2
Center for Energy and Environment	1
Centerpoint Energy	1
Children's Hospitals and Clinics	8
City of Minneapolis	45
CoCo LLC	1
Cross Connections	2
Dan Cheung Insurance Agency	1
Dunwoody College of Technology	3
Ebenezer	2
Fairview Health Services	10
Fallon Worldwide	1
Franklin National Bank	1
Gillette Children's Specialty Healthcare	7
Girl Scouts of MN & WI River Valleys	2
Goodwill Easter Seals	1
Grand Aspirations	5
Greater Twin Cities United Way	2
Guaranty Commercial Title, Inc	1
Hart Law Office, PLLC	1
HealthPartners	20

Company Name	# Interns
Hedberg Maps	1
Hennepin County	54
Hennepin County Medical Ctr	10
Hilton Garden Inn - Mpls Dtn	2
Hines	1
Hollywood Studio of Dance	1
Horwitz NS/I	1
Hubbard Broadcasting	1
iDREAM.tv	2
Illusion Theater	1
Insight News Group	1
Interact	1
Jefferson Lines	1
John A Dalsin & Son Inc	1
Juxtaposition Arts	22
KBEM-FM Jazz 88	4
KFAI, Fresh Air, Inc.	2
KMOJ	1
Kraus-Anderson Construction Co	2
Legal Rights Center, Inc	1
Linden Hills Co-op	2
Lurie Besikof Lapidus & Co.	2
M A Mortenson Company	5
MacPhail Center for Music	1
Mark O. Finney, DDS	1
McKinsey and Co., Inc.	1
Medtronic	2
Meet Minneapolis	1
Memorial Blood Centers	2
Mentoring Partnership of MN	1
Metropolitan Council	6
Migizi Communications	16
Minneapolis Beacons	2
Minneapolis Foundation	1
Mpls Park and Rec. Board	40
Minneapolis Public Schools	72
Mpls Reg Chamber of Commerce	1

## STEP-UP Achieve Employers (Continued)

Company Name	# Interns
Minneapolis Television Network	2
Minnesota Children's Museum	4
MN Department of Higher Education	6
Minnesota Department of Housing	1
MN Department of Human Rights	1
MN Department of Transportation	3
MN Office of the Secretary of State	1
Minnesota Supreme Court	1
MN Timberwolves, MN Lynx	1
Minnesota Twins Baseball Club	2
Minnetonka Moccasin	1
Mixed Blood Theatre	1
Mount Olivet Lutheran Church	1
Multilingual Word	1
National Parks Service	1
Neighborhood Health Source	1
Nemer Fieger	1
Nilan Johnson Lewis	1
Nina Hale, Inc	2
North Memorial Health Care	1
NorthMarq	1
Northside Residents Redev. Council	4
Olu's Home, Inc.	1
Piper Jaffray	2
Planned Parenthood	2
Printing Industry of Minnesota, Inc.	1
Rainbow Treecare	2
Redeemer Health and Rehab Center	6
REI	1
Reve Consulting	1
Robins, Kaplan, Miller & Ciresi, LLP	1
RSP Architects, Ltd.	1
Science Museum of Minnesota	4
Seward Co-op	2
Sholom Community Alliance	1
Simba Craftware	2
Sit Investment Associates	1
SMC Pros	1

Company Name	# Interns
Southern MN Regional Legal Services	1
Southside Community Health Serv	1
Standard Heating&Air Conditioning	1
SteppingStone Theatre/Youth Dev	1
Target Corporation	4
TCF National Bank Minnesota	2
Temple Israel Early Childhood Ctr	1
The Bakken Museum	2
The CRIB (Community Renewal Through Innovative Building)	5
The Loft Literary Center	1
Three Rivers Park District	2
Thrivent Financial for Lutherans	11
Tunheim Partners	1
Twin Cities Film Festival	1
Twin Cities Public Television	2
U.S. Bancorp	28
U.S. Congressman Keith Ellison	1
U.S. District Court	2
U.S. Fish and Wildlife Service	6
UCare	10
Unisys Corporation	2
United Health Group	4
Universal Hospital Services	2
University of Minnesota	60
University of St. Thomas	1
UPS	1
VA Medical Center	11
Walker Art Center	2
Walker Methodist Health Center	1
Wells Fargo	40
W. Broadway Business&Area Coalition	2
Wilderness Inquiry	3
William Mitchell College of Law	1
WomenVenture	1
Xcel Energy	3
YMCA (South Minneapolis)	1
Youth Farm and Market Project	6
YWCA	2

**STEP-UP Youth Placement and Earnings Data by Component  
5 Year History**

**STEP-UP – All Components**

	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>TOTAL JOBS</b>	1,833	1,950	2,312	2,270	1,850
<b>Total Hours Worked (approx.)</b>	395,129	374,486	246,962*	247,454*	261,952*
<b>Total Earnings (approx.)</b>	\$3,186,346	\$2,924,608	1,933,828*	1,871,321*	1,907,273*

\*Total does not include STEP-UP Explore data

**STEP-UP Achieve**

	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>TOTAL JOBS</b>	750	705	642	656	588
<b>NUMBER OF EMPLOYERS</b>	151	145	135	140	142
<b>SUBSIDY FUNDS</b>	\$177,000	\$176,000	\$159,900	\$135,200	\$73,779
<b>NUMBER OF SUBSIDIES</b>	176	175	157	133	68
<b>Hourly Wage (avg)</b>	\$8.79	\$8.15	\$8.15	\$8.36	\$8.34
<b>Hours Worked per Week (avg)</b>	30.62	29.74	22.70	26.00	30.00
<b>Number of weeks Worked (avg)</b>	7.94	7.80	8.60	8.00	9.00
<b>Total earnings per Intern (avg)</b>	\$2,192	\$1,904	\$1,600	\$1,739	\$2,252
<b>Total Hours Worked (approx.)</b>	182,342	156,317	125,274	136,448	152,000
<b>Total Earnings (approx.)</b>	\$1,643,629	\$1,342,876	\$1,020,983	\$1,140,705	\$1,200,000

**STEP-UP Discover**

	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>TOTAL JOBS</b>	597	599	699	626	644
<b>NUMBER OF EMPLOYERS</b>	71	66	43	37	39
<b>Hourly Wage</b>	\$7.25	\$7.25	\$7.25	\$7.25	\$6.55
<b>Total earnings per Intern (avg)</b>	1,421	\$1,763	\$1,305	\$1,167	\$1,098
<b>Total Hours Worked</b>	117,033	145,690	121,688	111,006	109,952
<b>Total Earnings (Subsidy funds)</b>	\$848,494	\$1,056,258	\$912,845	\$730,616	707,273

**STEP-Explore\***

	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
<b>TOTAL JOBS</b>	496	676	971	988	618
<b>NUMBER OF EMPLOYERS</b>	18	21	44	45	27
<b>Hourly Wage</b>	\$7.25	\$7.25	\$7.25	\$7.25	\$6.55
<b>Total earnings per Intern (avg)</b>	\$1,425	\$777	**	**	**
<b>Total Hours Worked</b>	95,754	72,479	**	**	**
<b>Total Earnings (Subsidy funds)</b>	\$694,223	\$525,474	**	**	**

\*called Special Projects prior to 2012

\*\*specific data by year not available prior to 2011

**STEP-UP Discover and Explore Employers**

Appendix C

*\*denotes Explore Employers*

Company Name	# Interns
AchieveMpls	1
ArtiCulture*	2
Asian Media Access*	55
Augsburg College	2
Big Brothers Big Sisters*	4
Boys and Girls Clubs of Twin Cities	14
CAPI	1
Children's Dental Services	5
Church of New Life Ministries	4
City of Lake Community Land Trust	1
CommonBond Communities	3
Confederation of Somali Comm/MN	6
Cookie Cart*	50
Corcoran Neighborhood Organization	2
DEED - Mpls Workforce Centers	7
East Side Neighborhood Services	9
El-Colegio	3
Emerge Community Development*	82
Environmental Justice Advocates/MN	6
HAMAA	5
Hennepin County Library	12
High School for Recording Arts	12
Highpoint Center for Printmaking	1
HIRED	2
Hope Community	1
Indigenous Peoples Task Force	5
Intermedia Arts	5
Kaleidoscope Place	11
Kwanzaa CDF's Freedom Schools	6
Leonardo's Basement	4
Little Earth Resident Association	2
Loaves and Fishes	4
Lundstrum Center for Performing Arts	5
Masjid An-Nur	5
MCTC - High School Upward Bound*	20
Mentoring Peace Through Art	13
Messiah Lutheran Church	7

Company Name	# Interns
Metro Economic Dev Assoc(MEDA)	1
MIGIZI Communications	20
Mpls Community Education	20
Mpls Park and Recreation Board*	192
Mpls Police Department	17
Mpls Public Housing	19
MN Transitions Charter School*	24
Neighborhood Involvement Program	7
Northeast Farmer's Market	1
Old Arizona Collaborative, Inc.	2
One Heartland	1
Phyllis Wheatley Community Center	5
Plymouth Christian Youth Center*	14
PRG, Inc.	1
Project for Pride in Living	7
Pillsbury United Communities	46
Redeemer Center for Life	5
Restart, Inc	1
Sabathani Community Center	10
Sabes Jewish Community Center	2
Segue Café	1
Shiloh Temple	2
Textile Center	1
The Family Partnership	5
Transition Plus*	42
Tree Trust	49
Upward Bound (CEHD)*	37
Upward Bound Vision Quest*	22
Urban Arts*	5
Urban Strategies - Heritage Park	5
Vocational Outreach Services*	8
WE WIN Institute, Inc.	6
YMCA of Greater Twin Cities	10
Youth Farm and Market Project*	31
YouthCARE*	42
YWCA of Minneapolis	18