If there’s one thing that people in Durham care deeply about, it’s young people. Another thing we care about is a vibrant economy, which is why we invest in youth.

You will hear people talking about how you cannot have one of these things without the other at City and County governance meetings, in community meetings, and at other places where people gather to solve problems such as poverty at the Mayor’s Poverty Reduction Jobs Taskforce meetings.

A strong and diverse economy is so important that the City of Durham has made it a priority in its strategic plan. In fact, it’s Goal 1.

Durham youth and a vibrant economy are also hallmarks of the Durham Workforce Development Board’s (DWDB) 2015-17 Strategic Plan showing up in the Strategic Objective that reads: “Reconfigure and/or expand the scope of work for the DWDB to be the single coordinating entity for workforce development...and collaborate with MID (Made in Durham) and the Youth Opportunity Initiative (YOI) to coordinate workforce development for youth.”

The relationship between economic vitality and Positive Youth Development (PYD) is also evident in the Initiative: “Develop and implement a collaboration framework with MID and YOI.”

continued on page 11
or over thirty years, the Durham YouthWork Internship Program (DYIP) has cultivated the talents of Durham’s youth and connected them to real-world career experiences. In fact, thousands of Durham residents’ first jobs were through DYIP.

DYIP serves Durham youth ages 14 to 24 from all backgrounds. The program’s aim is for each youth to gain valuable work experience. This year-round initiative trains youth to be ethical and dedicated employees through education-supported, career-building workplace experiences.

DYIP links businesses with youth who will be the leaders of tomorrow’s workforce. It builds on past successes and new enhancements including focused pre-employment training in critical thinking, problem solving, oral and written communications, and other employability skills.

DYIP recruits businesses by forming a partnership between the City of Durham, Durham County, Durham Technical Community College (DTCC), Made in Durham (MID), and the Durham Public Schools (DPS). These organizations work together to make the program much more meaningful to Durham businesses by doing the following:

- Transitioning into a business-driven program;
- Exposing youth to pre-employment training;
- Increasing the number of opportunities and activities for youth; and
- Ensuring follow-up services.

Because it operates on the premise that the workforce of tomorrow starts today, DYIP has expanded to meet the needs of the future. This expansion features year-round internship placements and trains youth to be ethical, dedicated, and proactive employees.
As it has scaled up to reach more youth, the DYIP expansion has required changes in the application process as well as changes in business recruitment. In 2015, over 1,600 youth applied for 481 DYIP positions. It is expected that the number of youth who apply will remain high. To handle the growing number, all youth submit their applications online through the City of Durham’s NeoGov employment application portal. Additionally, this year’s pre-employment training focused on critical thinking, problem solving, and professional communication.

### 2013
Number of applications = 1682  
Number placed = 390  
Work sites included the following:

<table>
<thead>
<tr>
<th>Anesnah Design and Marketing</th>
<th>Durham Housing Authority</th>
<th>Measurement Incorporated</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Blue Cross Blue Shield</td>
<td>Durham Technical Community College</td>
<td>MS-Designs Embroidery</td>
</tr>
<tr>
<td>*City of Durham</td>
<td>Favor Desserts Bakery</td>
<td>Operation Breakthrough Inc.</td>
</tr>
<tr>
<td>D Washington Group</td>
<td>*Healing with CARRE Inc.</td>
<td>Orange Grove Summer Camp</td>
</tr>
<tr>
<td>DATA-ACCESS</td>
<td>John Avery Boys &amp; Girls Club</td>
<td>Regency Cleaners</td>
</tr>
<tr>
<td>Doreen Hemmill</td>
<td>*Jua Valley Family Care</td>
<td>Salvation Army Boys &amp; Girls Club</td>
</tr>
<tr>
<td>*Duke Health Systems</td>
<td>Kidz Notes</td>
<td>*Sensus</td>
</tr>
<tr>
<td>*Duke University</td>
<td>*Kimley-Horn and Associates</td>
<td>Spirit House</td>
</tr>
<tr>
<td>Durham Bulls</td>
<td>Laurece West Studios</td>
<td></td>
</tr>
<tr>
<td>Durham Economic Resource Center</td>
<td>McGibney &amp; Jordan PA</td>
<td></td>
</tr>
</tbody>
</table>

### 2014
Number of applications = 1568  
Number placed = 474  
Worksites included the following:

<table>
<thead>
<tr>
<th>AT&amp;T</th>
<th>Institute for the Development of Young Leaders</th>
<th>Mike's Transmission</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBS Auto</td>
<td>Law Office of John Fitzpatrick</td>
<td>*OBYGN-Clinic</td>
</tr>
<tr>
<td>Dress for Success</td>
<td>Linkability</td>
<td>*SEEDS</td>
</tr>
<tr>
<td>Durham Career Center</td>
<td>Little Wonders Child Care</td>
<td>*Veterans Administration Hospital</td>
</tr>
<tr>
<td>Durham One Call</td>
<td>Maplewood Cemetery</td>
<td></td>
</tr>
</tbody>
</table>

### 2015
Number of applications = 1600+  
Number placed = 481  
Worksites included the following:

<table>
<thead>
<tr>
<th>501 Realty</th>
<th>Durham One Call</th>
<th>NCWORKS Career Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT&amp;T</td>
<td>*Durham Public Schools</td>
<td>*North Carolina Central University</td>
</tr>
<tr>
<td>A Kidz Zone Academy</td>
<td>Durham Technical Community College</td>
<td>*Notables</td>
</tr>
<tr>
<td>American Tobacco Campus/Bulls Athletic Park</td>
<td>Durham YMCA, 3 locations</td>
<td>*Novella</td>
</tr>
<tr>
<td>*Biogen</td>
<td>Dynamik Duo Desserts</td>
<td>*Organic Transit</td>
</tr>
<tr>
<td>*BOOST</td>
<td>Eastern Carolina Organics</td>
<td>Parizade Restaurant</td>
</tr>
<tr>
<td>*City of Durham</td>
<td>Edible Arrangements</td>
<td>Reality Ministries</td>
</tr>
<tr>
<td>Dickey's Barbecue Pit</td>
<td>Farmer Foodshare</td>
<td>*Redox Tech</td>
</tr>
<tr>
<td>Dress for Success</td>
<td>*Kimley-Horn and Associates</td>
<td>Salvation Army Boys &amp; Girls Club</td>
</tr>
<tr>
<td>*Droge</td>
<td>Legal Aid of NC</td>
<td>Self-Help</td>
</tr>
<tr>
<td>*Duke Health Systems</td>
<td>Lend Lease</td>
<td>*Spring Valley Family Care</td>
</tr>
<tr>
<td>Durham Bulls Stadium</td>
<td>McGibney &amp; Jordan PA</td>
<td>*Triangle E-Cycling</td>
</tr>
<tr>
<td>*Duke University</td>
<td>Measurement Incorporated</td>
<td>UDI/CDC</td>
</tr>
<tr>
<td>*Duke County</td>
<td>Mechanics and Farmer's Bank</td>
<td>Village of Wisdom</td>
</tr>
<tr>
<td>Durham Economic Resource Center</td>
<td>*MHA Works</td>
<td>Zenbio</td>
</tr>
<tr>
<td>Durham Housing Authority</td>
<td>MS-Designs Embroidery</td>
<td></td>
</tr>
</tbody>
</table>

* Science, Technology, Engineering, & Mathematics (STEM) related fields placements
Historically, the DYIP has been comprised of nonprofits, government agencies, and businesses to create internship opportunities for youth. Realizing the need to support DYIP with more private-sector supported internships, the DWDB, MID, DPS, DTCC, the City of Durham, and Durham County formed a Business Engagement Team for Career Exploration for Youth (BET) in early 2015. The BET was created to bring together the strengths of all the partners and to create more enriching career opportunities for Durham youth.

The BET has engaged employers in order to secure internships in industries with high-demand, high-pay career pathway opportunities. Team members determined the fields to target using regional labor data and the 2014 Greater Durham Chamber of Commerce report, *Assessing a Demand-Driven Workforce Focus for Durham, North Carolina*. And they examined the intersection of careers with high growth and good pay. The careers that stood out were Health and Life Sciences and Information Technology. As a result, the BET targeted businesses in the STEM (Science, Technology, Engineering, and Mathematics) fields.

Through the BET, local businesses and organizations are sought and secured to provide work opportunities to youth between the ages of 14 and 24 in the DYIP. Businesses have benefitted greatly by hosting interns. Interns provide additional help for projects; fill in for employees on vacation; and, more importantly, contribute new ideas and energy.

While providing additional staff support, young people learn important job and career skills. Through these internships, organizations build and shape the workforce of tomorrow.

**How It Works**

The DYIP summer jobs start in mid-June. The BET works with individual businesses to tailor the internships to meet the needs of the businesses. Businesses can specify the ages and skills they are seeking, and internships are matched accordingly.
The cost for businesses to serve as an internship host site can range from $1,400 to $2,400 depending on the number of weeks and hours worked by the intern. Internships are typically 30 hours a week for 6 to 8 weeks. DYIP also provides interns a pre-employment job skills workshop led by DPS featuring professionals from local businesses and organizations. Interns and businesses are supported by DYIP staff throughout the internships. Businesses also sponsor interns to be placed at other organizations if they are not able to host the intern.

**Business Engagement Team Highlights**

- The BET met for the first time on March 10, 2015. They were charged with the following:
  - Evaluating the YouthWork Program and looking for ways to improve it;
  - Developing new internships opportunities in high-growth, high-pay fields, with a goal of 100 new internships; and
  - Developing stronger, more comprehensive career development for interns.

- The BET assisted with the Youth Summit on April 1, 2015, and encouraged businesses to participate in the DYIP.

- The DYIP and the Department of Parks and Recreation received a total of 1,880 applications, and there were 481 youth placed in internships and jobs with Durham YouthWork-connected partners. The BET recruited over 240 potential internship placements.

- The DPS Career and Technical Education (CTE) Program, with input from BET members, enhanced the 4-day pre-employment training for interns. The training covered topics such as how to act in your first job, how to set career goals, and how to connect your internship with what you learn in the classroom.

- The BET worked closely throughout the summer to meet with interns and employers, collect timesheets, and help interns with Learning Plans. The BET is currently reviewing its internal evaluation of the program, intern and employer evaluations, matching, and core values and goals for 2016.

**Internships Types**

<table>
<thead>
<tr>
<th>Business Engagement Team Partners Placed</th>
<th>Summer 2014</th>
<th>Summer 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Subsidized Internships</td>
<td>96</td>
<td>66</td>
</tr>
<tr>
<td>County Subsidized Internships</td>
<td>50</td>
<td>45</td>
</tr>
<tr>
<td>Public Schools (CTE) Subsidized Internships</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Unsubsidized Internships</td>
<td>12</td>
<td>58</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>158</strong></td>
<td><strong>214</strong></td>
</tr>
</tbody>
</table>

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Passport to Your Future
The 2015 Youth Summit

by Esther Coleman & Malinda Todd

The Youth Summit is held each year, usually in November. In addition to the informative sessions and a keynote speaker, TJ Breeden, this year’s summit was entitled, Passport to Your Future; and it kicked off the Career Skills Passport. Along the passport path, youth will have opportunities to participate in career skills building workshops/activities throughout the year. These workshops will be offered through partner organizations such as the Durham County libraries and other youth-serving agencies. In the Spring, youth who have attended five or more events, as verified and recorded in their ‘passports’, will receive priority interviewing for DYIP placements.

The 2015 Youth Summit included a Resource Fair featuring organizations that provide support, classes, and other resources for young people. Additionally, the 2015 Youth Summit featured the following:

Parents and guardians learned about the importance of internships...

- **Family Workshop** – Parents and guardians learned about the importance of internships for the futures of their young people from TJ Breeden, founder of eMerging Entrepreneurs, Inc. They also heard about the application process from James Dickens with the Office of Economic and Workforce Development.

- **The Dos and Don’ts of Applying for Jobs** – Faith Burns with the Durham County Library reviewed application and interview tips including online presence, interview dress, and how to follow up after the interview.

- **Setting your Course for the Right Career!** – The facilitator, Ondrea Austin from DPS, shared lesser known, but exciting, careers especially those in the STEM (Science, Technology, Engineering, and Mathematics) fields. Participants also explored how their interests, skills, and hobbies can lead them to their dream careers.

- **Stepping Stones to a Resume** – Laura Wendell helped participants develop their resumes by capturing their skills and experiences. They also connected their resumes to their career goals.

Lydia Newman with MID moderated *The Many Roads to a Career*, a panel of former interns who talked about their internship experiences and how they led to their successful career paths.
The purpose of the YES (Youth Employed and Succeeding) program is to reach at-risk youth and connect them with services in the community to help them break through barriers to success. The YES approach is to understand the strengths, needs, and interests of young people and to link them with appropriate services such as adult mentoring, tutoring, alternative secondary school services, leadership development, and paid work experiences.

YES serves young people who are between the ages of 16 and 21, defined as “low income” based on family size, eligible to work in the US, registered for Selective Service (if male); and residents of Durham County. If they have a documented disability but do not qualify as low income, they may still be eligible.

Additionally, participants must meet at least one of the following criteria: pregnant or parenting (includes males), involved in the juvenile justice or court system (currently or in the past), dropped out of school and not enrolled in an educational program, tested below the 9th grade level in reading or math, homeless or run away, and/or in foster care. The Workforce Innovation and Opportunity Act funds the program.

The YES program, administered by Community Partnerships, Inc., partners with community agencies such as DPS, DTCC, the United Way, the Achievement Academy of Durham, and local businesses. YES addresses the needs of its participants and follows up for 12 months after completing the program.

James Dickens is the youth program manager for the Durham Local Area in Durham, NC. James has worked with youth programs for OEWD for over 18 years. He oversees the youth service providers. James holds a Bachelor’s in Psychology from North Carolina Central University.
The North Carolina Division of Workforce Solutions in the North Carolina Department of Commerce notified the Durham Workforce Development Board that it has been awarded a Career Pathways grant. The Workforce Development Division will administer the grant.

The North Central Workforce Development Region (consisting of Capital Area, Durham, and Kerr-Tar) will work together to develop and implement three certified career pathways. This approach stems from a commitment to meet the employment needs of industries throughout the region and from strong existing partnerships among workforce development agencies in the eight-county area.

These career pathways will serve youth, adults, and dislocated workers. This is a one-time $30,000 planning grant followed by $150,000 per year for two years.

The following strategies will ensure success:

- Regional market demand: Pathways will be developed that support labor market demand for the North Central Workforce Development Region. This approach is supported by the similarities in labor market demand between each local area board.

- Pathways will be developed through input from regional employer advisory councils comprised of at least three businesses representing each local area board per pathway. This work will be aided by a strong existing partnership among business services representatives from the local boards and other workforce partners of the region.

- Pathways will be developed that harness the existing pathway work and business engagement done by local area boards, community colleges, public school systems, and their partners. A prime example would be the employer advisory councils building upon the existing relationships established during the Governor’s 1000 and 100 Initiative.

- Regional pathway development with local specificity: Pathways will initially be developed broadly at the regional level in response to industry needs. At the local level they will be more detailed with individual courses, trainings and supports.

- Ongoing communication and adaptation: There will be ongoing and regular communication among local area boards and their partners to ensure a continuity of development, to share lessons learned, and to adapt based on local conditions.

Based on regional labor market data, existing business engagement, an initial meeting among the three boards, board meetings with local workforce partners, and pathway work already in progress, the
North Central Workforce Development Region will develop certified pathways to support the following industry clusters:

- Information Technology (IT) led by Capital Area Workforce Development Board; (CAWDB) and local partners
- Health and Life Sciences led by Durham Workforce Development Board and local partners; and
- Skilled Trades led by Kerr-Tar Workforce Development Board and local partners.
Health and Life Sciences Cluster Pathway

The DWDB, DPS, DTCC, MID, and other community partners are leading the North Central Workforce Development Region in the development of a certified career pathway for the Health and Life Sciences cluster. Orange County Schools and Chapel Hill-Carrboro City Schools have also been invited to give input, because they are served by DTCC. The primary partners have already been working closely to develop career exploration opportunities in STEM fields, with a special emphasis on Health and Life Sciences. This work has laid an excellent foundation for the certified career pathway process.

DPS has two magnet high schools focused on health sciences that offer numerous health science career pathways. Some of the pathways have already been mapped to DTCC so that students can easily continue their post-secondary education and gain appropriate credentials. The DWDB, employers, DPS, DTCC, a local university, and community groups are working together to create career opportunities. The experience of effectively collaborating across organizations to develop career opportunities will inform the work of the certified career pathway development for potential employees including youth, adults, and a special emphasis on dislocated workers.

The North Central Workforce Development Region and Durham in particular have a demonstrated need for the development of career pathways in the Health and Life Sciences cluster. The Greater Durham Chamber of Commerce data show that in the past few years over 1/3 of jobs created in Durham were in the Life Sciences fields. Four of the top fifteen of NC Commerce’s Star Jobs in the North Central Economic Development Prosperity Zone are in the Health and Life Sciences cluster. Of the jobs that only require an Associate’s Degree, thirteen of the fifteen top Star Jobs are in the Health Sciences fields. Careers in the Health and Life Sciences Cluster are growing in demand, often pay well above the average wage, and include clear career steps for individuals in the field.

The BET will create the core of the career pathway team. This group has been meeting to determine other organizations that are needed for the pathways work. This group will also select the specific occupations within the career cluster to prioritize. Once the specific fields are selected, more business representatives will be approached to create an advisory team for the pathway work.

Malinda Todd is the youth program manager for business outreach and career exploration, and she facilitates Durham’s Business Engagement Team (BET). She possesses a Bachelor’s in Anthropology and Latin-American Studies and a Master’s in Public Administration with a concentration in Economic Development, both from the University of North Carolina at Chapel Hill.
You will see this relationship and focus again in the plan’s Strategic Objective: “Strengthen the effectiveness and efficiency of youth-based programs within the community.” The supporting initiatives for that objective include the following:

- Expand the YouthWork Internship Program to serve a greater number of Durham youth by increasing the participation of local businesses.

- Increase training and employer recruitment in the STEAM fields to offer career opportunities in fast-growing sectors of our local and national economies.

- Implement periodic service provider collaboratives to connect programs that serve youth.

The Joint Economic Development Plan, coalesces the economic priorities and objectives of both the City of Durham and Durham County and emphasizes how important Durham youth are to economic growth and sustainability in its Strategic Focus Area 4: Talent Development and Recruitment. If you were to take a few moments to compare, you would see that this plan’s objectives mirror almost exactly the youth strategies from the DWDB strategic plan that are listed above.

The Joint Economic Development Plan also advocates for “education to career pathways and strategic partnerships and linkages with agencies and businesses and...for the connections of 14- to 24-year-olds to businesses.” And it ensures accountability for reaching these aims by utilizing “a blend of new federal and local metrics to analyze durability and quality of workforce placements for youth and adults (and by establishing) a long-term, individual-level tracking mechanism that can be used by multiple stakeholders to analyze educational/career outcomes for participants of education and workforce systems between the ages of 0 and 25.”

It is clear that these multiple plans align to hone in on a critical path to economic vibrancy in Durham and that is to make sure that Durham’s youth are well-trained and otherwise supported, so that they become successful in the Durham workforce.

This special edition of Workforce Development Perspectives describes several of the programs of the DWDB and its partners that can, or we anticipate will, contribute to that success including the Durham YouthWork Internship Program, the Youth Summit, the Business Engagement Team, the YES program, and several career pathway initiatives that are on the workforce development horizon in Durham.

[For more information about Positive Youth Development (PYD), click here.]

Esther Coleman is assistant ED of the DWDB and workforce development senior manager of OEWD. She also served as human relations director in Chatham County, NC, instructional enhancement director for Palm Beach County (FL) Schools, and as a personnel specialist, an instructional specialist, and a teacher for the Virginia Beach City Public Schools. Esther holds a Master’s in Education and Human Relations from the George Washington University.
Mission: Set direction for the NCWorks Career Center system, so that it is the best source for businesses to find top talent.

Vision: The DWDB envisions a competitive workforce system that consistently meets the needs of Durham businesses, jobseekers, and youth.

Purpose: Articulate the goals, objectives, and measures that the DWDB and its administrative staff will achieve in 2015-17 to meet the needs of area businesses, jobseekers, and youth.

STEM-Related Internships

Forty-nine of the 214 internships focused on STEM fields.

DYIP and Durham Public Schools CTE Partnership

The DPS CTE program contributed $75,000 in CTE Work Study funds, which ultimately subsidized 45 internships for economically disadvantage CTE students. This gave the team the ability to recruit more businesses in our targeted areas. DPS also expanded its own internship placements by offering 17 internships in agriculture, IT, and maintenance and in schools.

The BET also sought out internships that would be a good match for CTE students. These included Organic Transit, County Planning, and Emergency Medical Services among others. CTE teachers were asked to encourage students to apply for the CTE internships. DYIP and DPS-CTE worked together to place CTE eligible students in the appropriate internships.