

The Cookie Cart

*An evaluation of an innovative youth
employment program*

J U L Y 2 0 0 9

The Cookie Cart

An evaluation of an innovative youth employment program

July 2009

Prepared by:

Thalia Cooper, Greg Owen, and Karen Ulstad

Wilder Research
451 Lexington Parkway North
Saint Paul, Minnesota 55104
651-280-2700
www.wilderresearch.org

Contents

Introduction.....	1
Evaluation approach.....	1
2008 youth survey results	2
Parent results	8
Recommendations for improvement.....	10
Issues to consider	11
Conclusion	12
Appendix.....	13
Youth interview	14
Parent interview	17
Youth open-ended responses	20
Parent Open-ended responses	25

Figures

1. Characteristics of 2008 youth survey participants	2
2. Youths' self ratings of change in their skills and attitudes during their employment at Cookie Cart	3
3. Best things about Cookie Cart work experience for youth	4
4. Most frequently reported positive changes in skills and attitudes by gender, grade in school, and length of time in the program	7
5. Parents self ratings of change in their child's skills and attitudes during their employment at the Cookie Cart	8
6. What parents liked the most about the Cookie Cart program	9

Acknowledgments

The authors of this report would like to thank the staff of the Cookie Cart for their contributions toward the evaluation of the youth employment program.

We would also like to thank the Cookie Cart project managers and directors for their help collecting survey data from participants, and providing descriptive information needed to prepare and complete this report:

Matt Halley

Taronda Richardson

Thank you to the staff at Wilder Research who provided their assistance with the project

Mark Anton

Phillip Cooper

Linda Houle

Introduction

The Cookie Cart is a nonprofit employment program that serves youth living in or near North Minneapolis. This is an area that has been designated as an Empowerment Zone because of its high unemployment rates, an area where youth frequently have to compete with adults for jobs. The Cookie Cart offers young people age 14 to 17 an opportunity to develop life, leadership, and job skills through training and employment at a retail and commercial bakery. The business model provides a first paid job experience for youth, and helps participants gain the job and life skills necessary to transition to traditional employment in the community.

Evaluation approach

In order to assess the effectiveness of the Cookie Cart strategy for helping youth to gain skills, Cookie Cart contracted with Wilder Research to design and complete an evaluation of the program. The evaluation plan required Cookie Cart participants to complete a self-administered survey, and their parents to complete a telephone survey describing experiences at Cookie Cart and opinions about the value of the Cookie Cart employment experience. Youth are eligible to complete this evaluation after 90 days of continuous experience in the Cookie Cart program. Parents completed the telephone interview after their child had completed at least 90 days of work experience.

This is the third year Wilder Research has summarized the results of surveys completed by youth and their parents. In the first year of the evaluation, (2006-2007), 37 youth and 18 parents completed surveys. During the second evaluation period (mid-2007), survey participation was significantly higher, with 64 youth and 30 parents completing surveys. In the current evaluation period (2008), 49 youth and 19 parents completed surveys.

Participating youth completed their surveys on-site at the Cookie Cart facility. Parents completed telephone surveys conducted by a Cookie Cart volunteer. All surveys were returned to Wilder Research for review and analysis.

2008 youth survey results

The 2008 survey included youth who have participated in the program for at least three months and up to one and half years. Half of the youth surveyed were female, and half were male. More than three quarters (79%) of youth were in the 10th or 11th grade. Sixty percent of the youth surveyed were African American, 19 percent Hmong, and 10 percent of mixed racial background. The remaining youth participants identified themselves as Asian, Native American, and Latino. There has been a notable increase in the percentage of Hmong youth participants since the first year of the evaluation (5% in year one, compared to 16% in year 2 and 19% in year 3). The following table shows a complete breakdown of youth characteristics for the most recent study period.

1. Characteristics of 2008 youth survey participants

	Characteristic	Percent
Gender	Female	50%
	Male	50%
Grade level	9th grade	13%
	10th grade	52%
	11th grade	27%
	12th grade	8%
Racial/ethnic background	African American	60%
	Hmong	19%
	Mixed racial background	10%
	Asian	6%
	Native American	2%
	Latino	2%

Skills and attitudes of youth

In 2008, youth were asked the same questions about their skills and attitudes as in previous years, and whether they thought they had increased, stayed the same, or decreased during the period of their employment with Cookie Cart. The following table shows trends over time for youth participants.

2. Youths' self ratings of change in their skills and attitudes during their employment at Cookie Cart

Skills and attitudes	Percent reporting positive changes		
	Year 3 (2008) N=49	Year 2 (mid-2007) N=64	Year 1 (2006-2007) N=37
Readiness to find and keep a job after Cookie Cart	85%	81%	69%
Willingness to carry out responsibilities	85%	78%	89%
Ability to interview for a job	80%	76%	71%
Comfort talking to a potential employer	80%	77%	70%
Ability to work as a team member	79%	79%	89%
Ability to present yourself as an experienced employee	77%	81%	89%
Willingness to help others	76%	67%	70%
Ability to see yourself as a role model for younger youth	69%	64%	64%
Skills in serving customers	67%	73%	63%
Ability to solve problems on own	67%	61%	60%
Ability to make good decisions	65%	70%	76%
Understanding the consequences of your behavior	65%	68%	58%
Ability to set goals	65%	67%	75%
Knowledge of how to dress for an interview	65%	65%	78%
Ability to keep scheduled commitments	63%	69%	66%
Involvement in leadership activities	63%	65%	74%
Skills in getting along with other kids	61%	58%	68%
Ability to manage own money	59%	44%	63%
Ability to get along with adults	57%	61%	68%
Self-control when frustrated or angry	51%	48%	43%
Feelings of self-esteem	51%	45%	53%
Use of peaceful means to resolve conflicts	46%	51%	49%
Time spent thinking about or planning for college	38%	48%	60%
Enthusiasm for school	37%	33%	44%
Getting along at home	35%	34%	42%

The table shows that youth ratings of their own comfort in talking with prospective employers, as well their ability to interview for, find and keep a job, have shown continuous improvement across all three study time periods. The results indicate that four out of five cookie cart participants now feel prepared to do the things required of them to enter the job market. In addition, three-quarters of the youth surveyed report a greater willingness to help others and two thirds report greater confidence in their ability to solve problems on their own.

In a few areas, youth self ratings have declined. In particular, enthusiasm for school has dropped from 44 percent in year one to 37 percent in year three. In addition, involvement in leadership activities has dropped from 74 percent in year one to 63 percent in year three and time spent thinking about or planning for college has dropped from 60 percent in year one to 38 percent in year three. While these areas are less likely to be directly affected by participation in Cookie Cart compared to items directly related to current employability, they represent activities and interests that are relevant to the long-term success of youth and may merit some additional attention by program staff.

Best things about Cookie Cart work experience for youth

In an open-ended question, youth were asked to say in their own words what they liked most about the Cookie Cart. Responses were categorized and are shown below:

3. Best things about Cookie Cart work experience for youth

	Number	Percent
Working with/having fun with peers/meeting new people/kids from different backgrounds/nice people	30	63%
A good job experience; learned a lot	12	25%
The managers/having helpful and understanding managers	7	15%
The environment (safe, healthy, like family)	6	13%
The cookies/baking them	5	10%
Customer service/working with customers	3	6%
Communications between co-workers	3	6%
Skills and opportunities needed for future jobs/to support myself	3	6%

Note: Percentages do not total 100%. Youth were allowed to name more than one “best thing” about their experience at Cookie Cart.

Other best things about working at the Cookie Cart (mentioned by fewer than three youth) were getting paid, being a leader, working at sales events and group activities, and the whole experience (everything).

The following comments by youth are illustrative:

I like that it is only people your age that work with you. We can relate most of the time, and it's not hard to talk and get to along with each other.

How fun it was working with other kids from different schools and different backgrounds.

My managers are not afraid to tell you the truth about what they see in you, and they are very easy to talk to when you need them, and they will also understand you and are glad that they can help you.

Just being able to come to a good environment that I can call my job where I work at. Yes, I have a job I can say truthfully with a smile on my face and money in my pocket.

For the readiness or practice I need for other jobs, like the skills needed for customer service, leadership, and the ability to work as a team with my peers at the Cookie Cart.

Perceptions of supervisors

Youth seem to value the relationships they have with their Cookie Cart supervisors. When asked what they thought of their supervisor as a teacher, about two-thirds (65%) reported that their supervisor was a great teacher. The remaining one-third reported that they were good or okay teachers. Almost three-quarters of youth (73%) said that they felt they definitely could ask their supervisor for help if they needed it. Twenty-three percent said they probably would ask for help, whereas only two youth (4%) said they probably would not ask for help.

Impact on grades

Youth were also asked whether their work experience at the Cookie Cart had any effect on the grades they were making in school. Almost three-quarters of youth (71%) said working at the Cookie Cart had no impact on their grades. Twenty-six percent said it had improved their grades while one youth (2%) said it hurt his or her grades.

Differences in skills and attitude changes by gender, grade level, and length of time in the program

The analysis also examined the skills and attitudes most often reported by youth as positive attitudes according to differences in gender, grade level in school, and length of time in the program.

Survey results show that a larger percentage of “younger youth” compared to “older youth” reported positive changes in the following skills and attitudes:

- Willingness to carry out responsibilities (90% vs. 77%)
- Comfort talking to a potential employer (84% vs. 71%)
- Ability to work as a team member (81% vs. 75%)

“Newcomers” to the program tended to report more positive changes compared to “program veterans” in the following skills and attitudes:

- Willingness to carry out responsibilities (91% vs. 82%)
- Ability to interview for a job (85% vs. 77%)
- Comfort talking to a potential employer (81% vs. 79%)
- Ability to work as a team member (86% vs. 74%)
- Ability to present themselves as experienced employees (80% vs. 75%)
- Willingness to help others (91% vs. 64%)

Females reported more positive changes compared to males in the following skills and attitudes:

- Comfort talking to an employer (88% vs. 71%)
- Ability to work as a team member (83% vs. 75%)
- Willingness to help others (83% vs. 67%)

The table below shows the most frequently reported positive changes in skills and attitudes by gender, grade in school, and length of time in the program.

4. Most frequently reported positive changes in skills and attitudes by gender, grade in school, and length of time in the program (N=49)

Skills and attitudes	Male N=22-24		Female N=22-24		9th-10 th graders N=29-31		11th-12th graders N=16-17		3 months N=19-21		1 year or more N=26-28	
	Number positive	Percent positive	Number positive	Percent positive	Number positive	Percent positive	Number positive	Percent positive	Number positive	Percent positive	Number positive	Percent positive
Readiness to find and keep a job after Cookie Cart	19	86%	19	83%	24	83%	14	88%	17	90%	22	82%
Willingness to carry out responsibilities	20	87%	20	83%	27	90%	13	77%	19	91%	22	82%
Ability to interview for a job	18	78%	18	82%	22	76%	14	88%	17	85%	20	77%
Comfort talking to a potential employer	17	71%	21	88%	26	84%	12	71%	17	81%	22	79%
Ability to work as a team member	18	75%	19	83%	25	81%	12	75%	18	86%	20	74%
Ability to present yourself as an experienced employee	18	78%	18	75%	21	70%	15	88%	16	80%	21	75%
Willingness to help others	16	67%	20	83%	23	74%	13	77%	19	91%	18	64%

Parent results

Parents were also asked the same questions about skills and attitudes of their children as in previous years, and whether they thought they had increased, stayed the same, or decreased during the period of their child's employment with Cookie Cart. Surveys were completed by 19 parents during 2008. The following table shows trends over time for parent participants.

5. Parents self ratings of change in their child's skills and attitudes during their employment at the Cookie Cart

Skills and attitudes	Percent reporting positive change		
	Year 3 (2008) N=19	Year 2 (mid-2007) N=30	Year 1 (2006-2007) N=18
Readiness to find and keep a job after Cookie Cart	94%	93%	94%
Willingness to carry out responsibilities	94%	83%	77%
Ability to interview for a job	100%	96%	79%
Comfort talking to a potential employer	78%	81%	80%
Ability to work as a team member	95%	97%	82%
Ability to present yourself as an experienced employee	100%	90%	94%
Willingness to help others	90%	86%	82%
Ability to see yourself as a role model for younger youth	90%	93%	75%
Skills in serving customers	89%	89%	80%
Ability to solve problems on own	84%	82%	69%
Ability to make good decisions	79%	66%	75%
Understanding the consequences of your behavior	90%	77%	69%
Ability to set goals	95%	72%	69%
Knowledge of how to dress for an interview	83%	83%	69%
Ability to keep scheduled commitments	90%	57%	82%
Involvement in leadership activities	84%	72%	63%
Skills in getting along with other kids	84%	73%	56%
Ability to manage own money	79%	63%	65%
Ability to get along with adults	94%	80%	65%
Self-control when frustrated or angry	79%	66%	53%
Feelings of self-esteem	100%	79%	77%
Use of peaceful means to resolve conflicts	74%	43%	71%
Time spent thinking about or planning for college	82%	66%	65%
Enthusiasm for school	79%	50%	59%
Getting along at home	90%	62%	77%

The table shows that parent’s ratings are generally more positive than youth ratings. Areas that have shown the most improvement across the three study periods according to parents include ability to set goals, self-control when frustrated or angry and skills in getting along with other youth. No areas of youth attitudes or behaviors showed significant decline across the three study periods.

In an open-ended question, parents were asked what they liked the most about the Cookie Cart. Twenty-four percent of parents reported that the job experience itself was most helpful, followed by the safety, structure and expectations provided by the work place settings. Parents also liked the cookies.

Seventeen of 19 parents responded to this question. Responses were categorized and are shown below.

6. What parents liked the most about the Cookie Cart program

	Number	Percent
Provides a job experience/opportunity to work	4	24%
Gives my child a place to go/safe environment	3	18%
Provides structure in my child’s life/clear expectations	3	18%
The cookies	3	18%
Gives my child self-esteem	2	12%
Provides my child outreach through social skills	2	12%
Provides ability for young people to go into the world to learn new things	2	12%
It’s in the community; helping inspire better life for youth	1	6%
Cookie Cart understands teens today	1	6%
Helps my child with job search, resume application preparation	1	6%
I like that my child likes their job	1	6%
Cookie Cart teaches independence	1	6%

Note: Percentages do not total 100%. Parents were allowed to name more than one “best thing” about the Cookie Cart program.

The following comments by parents are illustrative:

She is getting out into the work force and is getting experience with an employer.

Have an outside place or money into another employment place, for 16 to 18 year olds, and work with other potential employers for continuous employment such as Cub.

It makes her busy and allows her to serve the public and get along with others and respect people.

[Cookie Cart] keeps her involved, and she is proud of her work.

It gives structure in her life, flexibility. They understand teenagers' problems nowadays and she gets a second chance.

Cookie Cart should always keep its good work to the public and community.

I like the cookies, the English toffee cookies.

Recommendations for improvement

Parents and youth had similar views about what might be done to strengthen or improve the Cookie Cart experience. In keeping with their positive reception of the program, almost half of the parents (47%) surveyed this year said they do not want to change anything about the program. However, about one-quarter (24%) would like Cookie Cart to provide opportunities for their children to gain more hours of employment. Some suggestions were that Cookie Cart increase employees' hours and create opportunities for ongoing work for older youth.

Examples of some of the parents' comments include the following:

Increase employees' hours. It is good to keep the kids busy, and there are not any jobs out there.

Have an outside place or [put] money into another employment place for 16 to 18 year olds, and work with other potential employers for continuous employment such as Cub.

For the youth, one-third (33%) said they would not change anything about their work experience at the Cookie Cart. However, 13 percent suggested having more work hours and having a set work schedule. In addition, just over two-thirds (70%) of youth mentioned changes they would like to see in themselves. The following list includes some of what youth wanted to improve in themselves:

- Working harder; learning all I can and hopefully advance (30%)
- Leadership/setting higher goals for myself (6%)
- My behavior/my attitude (4%)
- Becoming more professional (2%)
- Speaking up and giving my input/to not be shy (2%)

Issues to consider

Changes in survey results from year one to year three of the evaluation

This year's youth (85%) reported increased feelings of being ready to find and keep a job after working at the Cookie Cart, similar to youth (81%) in the second year compared to (66%) that were surveyed in the first year of the evaluation. An important issue to consider however is the percentages over all evaluation periods for youth who spent time thinking about or planning for college. These percentages have decreased significantly from 60 percent of youth surveyed the first year, compared to 48 percent of youth surveyed the second year, and 38 percent the third year. Without additional information, there is no known cause for this decrease, but it suggests that there is consistency in the impact Cookie Cart is making on developing youth's employment and social skills.

We also asked this year's youth if working at the Cookie Cart had affected their grades in school. Their response rate (71%) was consistent with the response rate of youth (73%) in the second year and youth (69%) in the first year for having no impact.

Cookie Cart currently provides strong incentives for youth to develop or improve their job skills. One incentive is the opportunity for extra work shifts for employees who have demonstrated good attendance, consistent hard work, reliability, and a positive attitude. Another is, earning a promotion to Cart Captain. For that position, employees must demonstrate leadership potential among their peers. Finally, new incentives of cookie gift certificates and prizes were given this year to recognize employees' hard work. All employees have the opportunity to work at community sales events. Even though the program does not emphasize stimulating interest in school as one of its goals, Cookie Cart may want to consider another kind of incentive that would provide extra work opportunities for any of its employees who demonstrates academic improvement or grade point average.

If taking a more in-depth look at youth and their work experience is an important goal for the program, Cookie Cart may want to consider getting survey ratings from staff who work closely with the youth. This would involve creating a survey with specific job related questions for staff to rate, such as willingness to carry out responsibilities, ability to work as a team member, ability to serve as a Cart Captain, and paying attention to details, for example.

Barriers to parent participation

In previous years, some parent survey participation has been difficult to achieve because of language barriers. There has been significant representation of participating youth who are Hmong, and some of their parents have limited English speaking skills.

This year, 19 parents completed a survey compared to 30 from last year. This decrease in participation is because there were simply fewer responses in general from the parents who were contacted. This aspect of the program continues to be a challenge for the Cookie Cart staff as they explore ways to increase parent participation.

Some considerations to increase parent's participation could be to provide some kind of incentive to do the survey. Another may be to have a "bring your parent to work" day and let them shadow their child to learn what they do and let the parent actually do some of the work through their child's instruction. It may be helpful to provide incentives or prizes to parents and youth and let them know up front what the incentive will be if they can get their parent to come to the bakery.

Conclusion

The results of this year's Cookie Cart survey suggest that both parents and youth continue to find considerable value in the program. Parents and youth value it for the employment and social skills training it provides, and also for the increased job readiness that they feel after the training and work experiences in the bakery. While it does not appear that the program has significant impact on participants' enthusiasm for school or grades, parents believe it produces an interest in post-secondary training and educational experiences. Overall, the findings of the survey suggest that Cookie Cart is fulfilling its mission of offering North Minneapolis youth the opportunity to develop life, leadership and employment skills.

Appendix

Follow-up interviews

Open ended responses

Youth interview

Employee ID#: _____

**THE COOKIE CART
YOUTH INTERVIEW
Project Code: 71043**

INTRODUCTION:

Hi, (YOUTH EMPLOYEE). This is _____, from The Cookie Cart. If it's okay with you, I'd like to ask you a few questions over the phone about your experience working at The Cookie Cart to learn how you feel about it. It will only take a few minutes and your answers will be used to help us improve The Cookie Cart. Would you be willing to participate? If this is a good time for you we can do it now.

IF EMPLOYEE IS WILLING TO PARTICIPATE NOW, BEGIN INTERVIEW.

IF NOT A CONVENIENT TIME, ARRANGE CALLBACK AND NOTE CALLBACK TIME/DATE ON FACESHEET.

IF EMPLOYEE REFUSES TO BE INTERVIEWED NOTE CIRCUMSTANCES ON FACESHEET AND PUT IN REFUSAL FOLDER.

Thank you for your time.

**THE COOKIE CART
YOUTH INTERVIEW**

1. Please tell us about yourself.
- a. You are a: Male Female (CIRCLE ONE)
- b. What grade are you in? (IF SUMMER, GRADE IN PREVIOUS SCHOOL YEAR) _____
- c. When is your birthday? (Month/Day/Year) ____/____/____
- d. How would you describe your race or ethnicity? _____
- e. What is the zip code of the place where you sleep most often? _____
2. Since you started to work at The Cookie Cart, has your...

	Would you say...			
	Increased,	Stayed about the same, or	Decreased?	Don't know
A. Comfort with talking to a potential employer	1	2	3	8
B. Ability to present yourself as an experienced employee	1	2	3	8
C. Ability to solve problems on your own	1	2	3	8
D. Ability to manage your money	1	2	3	8
E. Ability to get along with adults	1	2	3	8
F. Self-control when frustrated or angry	1	2	3	8
G. Understanding of the consequences of your behavior	1	2	3	8
H. Willingness to carry out responsibilities	1	2	3	8
I. Enthusiasm for school	1	2	3	8
J. Ability to keep scheduled commitments	1	2	3	8
K. Skills in serving customers	1	2	3	8
L. Ability to interview for a job	1	2	3	8
M. Knowledge of how to dress for an interview	1	2	3	8
N. Willingness to help others	1	2	3	8
O. Skills in getting along with other kids	1	2	3	8
P. Involvement in leadership activities	1	2	3	8
Q. Ability to see yourself as a role model for younger kids	1	2	3	8
R. Feelings of self-esteem	1	2	3	8
S. Ability in getting along at home	1	2	3	8
T. Use of peaceful means to resolve conflicts	1	2	3	8
U. Ability to make good decisions	1	2	3	8
V. Ability to set goals	1	2	3	8
W. The time you have spent thinking about/ planning for college	1	2	3	8
X. Ability to work as a team member	1	2	3	8
Y. Readiness to find and keep a job after working at The Cookie Cart	1	2	3	8

3. What is the one thing about The Cookie Cart that you like most?

4. If you could improve one thing about your work experience at The Cookie Cart, what would you change and why?

5. Would you say working at The Cookie Cart has ...

- Hurt your grades at school,..... 1
- Had no impact on your grades, or,..... 2
- Improved your grades?

 - Refused 7
 - Don't know..... 8

6. When you think of your Supervisor at The Cookie Cart, would you say she or he is...

- A poor teacher,..... 1
- An okay teacher, 2
- A good teacher or,..... 3
- A great teacher, 4
- Refused 7
- Don't know..... 8

7. Do you feel that you can ask your Supervisor for help if you need it? Would you say...

- Definitely yes,..... 1
- Probably yes,..... 2
- Probably not, or 3
- Definitely not? 4
- Refused 7
- Don't know..... 8

That is the end of the survey. Thanks for your time. We really appreciate your help.

Parent interview

Employee ID#: _____

THE COOKIE CART PARENT INTERVIEW

Project Code: 71043

INTRODUCTION:

Hi, (PARENT NAME). This is _____, from The Cookie Cart. If it's okay with you, I'd like to ask you a few questions over the phone about your child, (YOUTH EMPLOYEE'S NAME) experience working at The Cookie Cart to learn how you feel about it. It will only take a few minutes and your answers will be used to help us improve The Cookie Cart. Would you be willing to participate? If this is a good time for you we can do it now.

IF PARENT IS WILLING TO PARTICIPATE NOW, BEGIN INTERVIEW.

IF NOT A CONVENIENT TIME, ARRANGE CALLBACK AND NOTE CALLBACK TIME/DATE ON FACESHEET.

IF PARENT REFUSES TO BE INTERVIEWED NOTE CIRCUMSTANCES ON FACESHEET AND PUT IN REFUSAL FOLDER.

Thank you for your time.

**THE COOKIE CART
PARENT INTERVIEW**

1. I am going to ask you a series of question about your child. Our goal is to understand ways that he/she has changed as a result of his/her employment at The Cookie Cart.

Since working at The Cookie Cart, has your son's or daughter's...	Would you say...			
	Increased,	Stayed about the same, or	Decreased?	Don't know
A. Comfort with talking to a potential employer	1	2	3	8
B. Ability to present himself/herself as an experienced employee	1	2	3	8
C. Ability to solve problems on his/her own	1	2	3	8
D. Ability to manage his/her money	1	2	3	8
E. Ability to get along with other adults	1	2	3	8
F. Self-control when frustrated or angry	1	2	3	8
G. Understanding of the consequences of their behavior	1	2	3	8
H. Willingness to carry out responsibilities	1	2	3	8
I. Enthusiasm for school	1	2	3	8
J. Ability to keep scheduled commitments	1	2	3	8
K. Skills in serving customers	1	2	3	8
L. Ability to interview for a job	1	2	3	8
M. Knowledge of how to dress for an interview	1	2	3	8
N. Willingness to help others	1	2	3	8
O. Skills in getting along with other kids	1	2	3	8
P. Involvement in leadership activities	1	2	3	8
Q. Ability to see himself/herself as a role model for younger kids	1	2	3	8
R. Feelings of self-esteem	1	2	3	8
S. Ability in getting along at home	1	2	3	8
T. Use of peaceful means to resolve conflicts	1	2	3	8
U. Ability to make good decisions	1	2	3	8
V. Ability to set goals	1	2	3	8
W. Time spent thinking about /planning for college	1	2	3	8
X. Ability to work as a team member	1	2	3	8
Y. Readiness to find and keep a job after working at The Cookie Cart	1	2	3	8

3. What is the one thing about The Cookie Cart that you like the most?

4. If you could improve one thing about The Cookie Cart, what would you change and why?

5. Since your child started working at The Cookie Cart, would you say your son's/daughter's grades in school have....

- Gotten worse, 1
- Stayed the same, 2
- Improved a little, or 3
- Improved a lot? 4
- Refused 7
- Don't know 8

That is the end of the survey. Thanks for your time. We really appreciate your help.

Youth open-ended responses

What is the one thing about the Cookie Cart that you like the most?

I like that it is only people your age that works with you. We can relate most of the time and it's not hard to talk and get along with each other.

One thing I like the most about the Cookie Cart is that when I work there I feel more relaxed and I learn new things each time I work.

One thing I like the most about Cookie Cart is that when I work there, I feel more relaxed and I learn new things each time I work.

It is a great work experience and a good environment. It's fun working here and the co-workers who work here [are fun] also.

Just being able to come to a good environment that I can call my job where I work..
Yes, I have a job I can say truthfully with a smile on my face and money in my pocket.

What I like most about the Cookie Cart is that I get along with lots of people and the supervisors. They understand what's going on.

What I like most about the Cookie Cart is that we are able to work with people who are my age and how we all work together.

I like doing all sort sorts of jobs because I think it will give me better experience when working at a different place.

I would say the employees 'cause I like seeing people I like.

The boxes of cookies you get at the end of the day. The other workers.

When we help each other as a team.

One thing I like about the Cookie Cart is working here.

I love the cookies when they are hot. I kind of like going to a customer when they first come in (I've gotten better).

It's our first job but this work isn't super easy and we still get paid.

One thing I like about the Cookie Cart is working there because it helps me experience more things about working in a bakery.

For the readiness/practice I need for other/different jobs like the skills needed for customer service, leadership skills, and the ability to work as a team with my peers at the Cookie Cart.

Well, what I like about Cookie Cart is the scooping and helping other people.

One thing about the Cookie Cart that I like is how when everyone gets to work everyone speaks to each other.

I like how there are a variety of things to do ranging from scooping to cleaning bathrooms. Also, I like the different ethnicity and cultures of others.

It's everything. There's nothing that's wrong [or that I] dislike the most. I love working here.

Getting to know the new employees and [getting] along with them.

Getting to know my all my co-workers. Youth events where we got to go to fun places for those who worked here [at the Cookie Cart].

I love the people at the Cookie Cart! Also, I love the special one-on-one help and connections the managers have with the kids (young youth) here. I love how they want you to strive and be your best.

What I like most is my co-worker and managers because every co-worker has respect for each other, and they are very easy people to get along with. My managers are not afraid to tell you the truth about what they see in you, and they are very easy to talk to when you need them. They will also understand you and [are] glad that they can help you.

I would say that it is meeting new people and making new friends. Learning how to be a leader.

One thing I like about the Cookie Cart is that I can get along with others very easily.

The one thing about the Cookie Cart I like most is the varieties of work there is to be done which will most likely help anyone gain some experience in many different situations.

Working with other kids my age and getting to know them.

The thing I like the most is the adults because all the adults here make me feel very comfortable with all my roles here.

Meeting new people from all around North Minneapolis.

I like that I met new people in the last six months.

Talking to customer[s] service.

The things I like the most about Cookie Cart is the clean, calm, friendly environment that's here. It is trustworthy company that I or anybody can believe in.

I like how when I come, I feel like everyone is equal. Working to empower me.

The best thing about the Cookie Cart is that it employs teens from the community.

I like the Cookie Cart because there are no problems. They all are nice people and you have good cookies. They're from good kids that makes them.

The team work we have in the kitchen.

How fun it was working with other kids from different schools and different backgrounds.

I like everything about the Cookie Cart. I have for three years now.

The people.

The Boss, Mrs. Boyd. She was fun and made work fun also.

I like the way that everyone gets along.

I really liked putting the cookies in order and working with my team mates.

If I am to choose one thing I like about Cookie Cart, it will be that they focus on young teens and help the young teen[s] to grow and receive work experience.

The other employees and getting to know people.

I love how the managers are so nice and patient with the employees but are still the boss and not getting to be too much of a friend.

If you could improve one thing about your work experience at the Cookie Cart what would you change and why?

I would change the schedule settings. I'd rather have a set schedule to know instead of having different days that I don't know exactly when I would be going to work.

I want to be a better person because people think I'm the hardworking man and I'm showing on...

I would change my speed of doing things. It is because I think I am working at a slow pace and I want to speed up.

If I can improve one thing about working here, it would be clean or work hard. I think I do okay, but I think I can do better.

I don't really have anything I want to improve.

Just work harder, learn all I can, and hopefully advance to only better.

I would change me at working better and faster.

I would improve the number of times I work at Cookie Cart per week. I would get more days so I can get used to working more and not be anxious when I go to work. I would also feel more like I want to come to work.

I would say scooping, 'cause I scoop slow.

One thing I would change is to make it to work when asked to.

I would encourage how we scoop and when we do it.

I would improve my customer service skills. I'm good at them but I just want to walk up there quicker.

I would try to get here on time (more often) and try not to forget stuff so much.

I would change the time when I got late to work twice or three times without calling or giving heads up to my supervisor. I will want to improve that one thing and I think I did honestly.

I would improve more of my leadership skills because the Cookie Cart needs more leaders in the work force as well as leaders in the world. They [leaders] could set good examples and be good role models for the children in the neighborhood.

I think I have learned a lot from Cookie Cart like getting along with people. Well, I like everything. I feel like I don't want Cookie Cart to change.

One thing I want to improve is not being so shy and [to] smile more.

I would like to know what to do without asking for a task every 20 minutes or so to increase.

I wouldn't change nothing. I would challenge myself to work hard at everything.

Going on a faster pace working because I want to show improvement.

The thing I would change would be to set higher, better goals for myself so I can focus on the future.

I would like to improve my coming to work on time and set goals for myself to reach the next high level. To know and see that I can do it, be successful at it and life, and to see myself doing well at other jobs too.

I would say that I think I don't need to change any thing because I am a hard worker and I get the job done.

I won't change it because it looks good as it is.

One thing about my work experience that I would like to improve is the pace, because consistency and quickness will come in handy in the future.

My speed because I think I'm kind of slow sometimes.

There's really nothing I would change because I learn something new every day.

I would want to improve my attendance.

Attendance.

I wouldn't change anything about the Cookie Cart.

I would improve my being late, but nothing about the Cookie Cart.

I wouldn't change a thing because I'm always good.

That I was more available to work and not have been so busy.

My attitude toward our new manager that we had. Being more open to new people.

I don't know.

My customer service. I can improve on my customer service.

I would change nothing. It was all fun and straight.

My commitment to my schedule because of my timing.

I would probably be more responsible and better with customers.

Cookie Cart has been a great place and will always be a wonderful workplace. For now, Cookie Cart is good and I will not want to change anything about it.

Learn how to use the cashier. I know that other jobs that I'll continue will involve cashier work.

Parent Open-ended responses

What is the one thing about the Cookie Cart that you like the most?

Don't know.

It gives structure in her life, flexibility. They understand teenagers' problems nowadays and she gets a second chance.

That she is getting out into the work force and is getting experience with an employer.

They teach kids new skills.

Time spent teaching kids things they don't know such as rolling cookies and use of ovens.

It is helping her with job search, resumes, and preparing applications.

The cookies. They have made her a better person. She was timid and shy and now wants to interact more with family.

He likes the job and what they do.

Good cookies.

Her being with different people outside of her family and friends.

They have helped him learn more about work and learn things that would help him in another job.

The program builds her leadership and self-esteem and helps her build for the future.

I like the outreach through social skills. I have the utmost respect for Cookie Cart. I like the self development aspect.

Keeps her involved and she is proud of her work.

It gives the child work experience and teaches them independence.

I like the cookies, the English toffee cookies.

It makes her to be busy and allows her to serve the public and get along with others and respect people. I love the Cookie Cart.

That it employs children in the community.

If you could improve one thing about the Cookie Cart what would you change and why?

Have an outside place or money into another employment place for 16 to 18 year olds and work with other potential employers for continuous employment such as Cub.

More diversity of products, so they could learn about more items.

She would like more hours and it is a great place.

Nothing.

I wouldn't change a thing, they are doing great.

Would like more hours.

More variety of cookies.

Provide samples of cookies (break cookies into pieces for samples) so you could taste before you purchase cookies.

Increase employee's hours. It is good to keep the kids busy and there are not any jobs out there.

It is difficult to encourage them to find another job when they have little notice on how much and what days they are working. For example, my son wanted to be a bag boy at Cub, but it is hard to encourage him to coordinate the two schedules, so it would be nicer if it was a more consistent schedule at the Cookie Cart.

Nothing. They do great.

Nothing, they are doing a great job.

Cookie [Cart] should always keep its good work to public and community.

Her son needs to work more. He only works one day a week and that is not enough for him.