“We cannot always build the future for our youth, but we can build our youth for the future.”
– Franklin Delano Roosevelt

Getting a good job in the 21st century means obtaining a good education that provides the relevant skills needed to expand workforce opportunities. This is particularly true in San Francisco and the Bay Area, home to one of the most highly educated workforces in the United States. San Francisco’s quality of life and its reputation as an innovation capital make it a magnet for talented workers from around the country and the world. The future of San Francisco fundamentally depends on having an educated workforce. Nearly two-thirds of San Francisco’s new jobs, and virtually all jobs that pay a living wage, will require a post-secondary credential.

Unfortunately, large numbers of San Francisco youth lack the education and skills necessary to connect successfully with the workforce. Nearly 25 percent of the 5,500 students that enter 9th grade each year do not graduate from high school. Nearly 9,000 young adults ages 18-24 in San Francisco are without a postsecondary degree—### percent have less than a high school degree, and another ### percent have only a high school degree. It is no longer sufficient to provide young people with work experiences and teach them soft skills. Young people need a strong academic foundation if they are to obtain San Francisco’s high-knowledge, high-skill jobs and benefit from our thriving local economy.

It is the goal of San Francisco’s City government and its educational institutions to provide all youth with the opportunities and resources they need to achieve career and economic success. To achieve this success, youth require both a good education and opportunities to envision and develop the requisite knowledge, skills, and abilities necessary to succeed in today’s workplace. To address this, Mayor Gavin Newsom reestablished the Youth Council of San Francisco’s Workforce Investment Board (WISF) in February 2009. Working with San Francisco’s Office of Economic and Workforce Development (OEWD), the Department of Children Youth and Families (DCYF), and other City departments, the Youth Council oversees and sets direction for San Francisco’s youth workforce system—the systems serving people ages 14-24. Mayor Newsom laid out three key charges for the Youth Council in 2009, as follows:

1. Work with OEWD, DCYF, and other City departments to develop priorities for City resource investment in youth workforce.

2. Develop recommendations for helping youth obtain the requisite education and workforce experiences to succeed in the labor force in conjunction with City departments, the San Francisco Unified School District (SFUSD), and City College of San Francisco (CCSF).
3. Identify strategies and mechanisms for improving service delivery to young people, so that all San Francisco youth are well-prepared to pursue the career of their choice.

Over the past 18 months, there has been major progress in meeting these goals. This report identifies the actions and accomplishments thus far and outlines a vision for how San Francisco can continue to build its youth for the future thus building San Francisco’s economic future.

**How San Francisco Is Making Progress**

Working with the Youth Council, the leadership of several City departments has instituted changes critical to strengthening San Francisco’s youth workforce system and developing our City’s emerging workforce. The most important achievements to date include: (1) a new commitment to workforce in support of education, (2) a strategic approach to investment of City resources, and (3) development of quality standards to improve service delivery.

1. A New Commitment to Workforce in Support of Education

Workforce experiences and training can be a powerful means of supporting young people’s educational achievement. For 14-18 year olds, workforce experiences help students that are having difficulty in school, or who have dropped out of school, reengage in their education. They further students’ interests and efforts in education by giving them an understanding of the “why” behind learning and showing the relevance and connectedness of academic knowledge. Workforce development programs for 14-18 year olds should support educational skill development and attainment, and provide close connections to schools, and workplace mentors that reinforce the importance of educational success. For 18-24 year olds, effective workforce development programs enhance literacy and math skills, support attainment of a high school degree or GED, and encourage pursuit of post-secondary education. Since most older out-of-school youth seek out jobs, educational opportunities which lead to a degree or certificate must be intertwined with employment services flexible enough to enable youth to further their education while working.

Recognizing the importance of education, the Youth Council adopted the following policy directive for youth workforce systems at its initial meeting in March 2009:

![Youth Education & Employment]

- Percent of San Francisco jobs that require a postsecondary education: xx%
- Number of local youth with a high school degree or GED but no postsecondary education: 12,193
- Number of local youth age 18-24 with less than a high school education: 6,156
- Number of SFUSD 10th-12th graders who do not have sufficient high school credits to graduate high school within four years: 1,035
- Percent of SFUSD graduates who did not obtain a postsecondary degree in 2008: 17%
- Number of SFUSD 9th graders who do not graduate high school: 25%
The intent of San Francisco’s youth workforce system is to help all San Francisco youth complete high school, obtain a post-secondary credential that is useful in the workforce, and to develop the non-academic skills needed for successful long-term connection to the workforce.

In line with this directive, both DCYF and OEWD have made helping youth achieve necessary educational credentials the central focus of their youth workforce spending. City departments and Youth Council members have also been engaged in another major San Francisco effort to support post-secondary educational attainment known as Bridges to Success, formerly known as Communities Learning in Partnership. This $3 million grant from the Bill and Melinda Gates Foundation, which supports cross-sector efforts designed to double the number of low-income youth who obtain a post-secondary education credential, envisions work experiences as an essential strategy for supporting young people’s educational and career success.iii These changes reflect a new commitment to workforce in support of education that is consistent with the latest best practices and field research.

2. Investing Together, Investing Smarter

Over the past 18 months, OEWD and DCYF, working with committees of the Youth Council, have taken major steps to develop a coordinated funding strategy designed to create a full continuum of needed services. OEWD awards approximately $3 million yearlyiv under the “Youth Workforce” category using federal Workforce Investment Act, Community Development Block Grant, and City General funds; DCYF allocated $6 million dollars annually for youth workforce in its 2010-13 spending cycle. These funds are awarded primarily to community-based organizations (CBOs) that compete to implement programs that will achieve City and department goals.

This past year witnessed both unprecedented interdepartmental coordination in developing a strategic plan and significant shifts in the use of City funding. Most notably, DCYF, OEWD, and the Transition Age Youth Initiative (i.e., TAYSF), working with the SFUSD and CCSF, jointly developed their strategies for youth workforce spending and issued a single Request for Proposals (RFP). The RFP was informed by the work of the Youth Council’s Education Working Group, which developed a framework for planning effective programs for different segments of the youth and young adult population. Staff from DCYF, OEWD, the Mayor’s Office of Housing, SFUSD, and CCSF worked closely with community experts to identify program approaches that could be included in the RFP. The RFP focuses 2010-13 youth workforce dollars on activities designed to promote educational outcomes, in addition to providing a continuum of workforce experience and job training. Among the key new elements in the RFP are:

“Building a workforce system that can provide quality services is a central focus of the City’s workforce strategy.”

– Rhonda Simmons, Office of Economic & Workforce Development
A new school-based partnership funding stream. DCYF is funding four nonprofits to work in partnership with six schools serving high-need students. The organizations will develop workforce opportunities that are linked to learning and school attendance, as well as provide case management to meet students’ other needs. This new approach emphasizes workforce in support of education, and incentivizes close collaboration between CBOs and SFUSD.

Dedicated resources for high-risk youth. DCYF allocated substantial resources for programs that provide educationally-oriented workforce experiences to youth at very high risk of dropping out of school and engaging in violent behaviors. This shift is important given the severity of need experienced by this population.

Re-engaging youth to attain a high school diploma or GED. Acquiring at minimum a GED, or high school equivalency certificate, is essential for young adults that have dropped out of high school, if they are to obtain employment. Through the GED+ initiative, OEWD has funded three organizations that partner with educational institutions to assist young adults in obtaining their high school diploma or GED. Two additional partnerships are currently under development.

Creating pathways into growth sectors. The Youth Sector Bridge strategy (also supported with Community Development Block Grant funds) helps to prepare young adults for entrance into growing industry sectors (Healthcare, Information Technology, and Construction) through classroom and vocational skill instruction linked to CCSF.

In addition, OEWD continues to provide funding for RAMP, an intensive education and workforce program designed to reach young people who are not positively connected to education or the labor market with intensive job readiness training, wraparound support, classroom instruction, and work experience. With these new additions to a number of existing programs, San Francisco now has a continuum of workforce services that focus on the educational, as well as the job skill, needs of our youth and young adults (see visual).

Exhibit 1. DCYF/OEWD Funded Youth Workforce Initiatives

<table>
<thead>
<tr>
<th>Initiative/Funding Strategy Description</th>
<th>Target Population</th>
<th>Annual Budget*</th>
<th>Youth Served Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Workforce Development for General Population</td>
<td>This funding strategy supports a variety of community-based organizations that offer programming that includes employment readiness, career awareness and exploration, internship or work experience placement, educational support, and transition and post-secondary planning activities</td>
<td>Youth ages 14-17 with a priority of SFUSD students in the Special Education system and youth with traditional barriers to employment including placement in group or foster care, LEP, having disabilities, or being teen</td>
<td>$1,838,000</td>
</tr>
</tbody>
</table>

“Working together with our City partners, we have created a more coherent and cohesive strategy for youth workforce services.”

– Maria Su, Department of Children, Youth, and Their Families

DRAFT FOR DISCUSSION ONLY
<table>
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<th>Annual Budget*</th>
<th>Youth Served Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Youth Works</strong></td>
<td>SFUSD 10th-12th grade students who are engaged with SFUSD’s Career Technical Education Programs</td>
<td>$1,100,000</td>
<td>310</td>
</tr>
<tr>
<td><strong>MYEEP</strong></td>
<td>9th &amp; 10th grade students, predominantly youth who likely face barriers to or have limited access to employment</td>
<td>$2,20,000</td>
<td>610</td>
</tr>
<tr>
<td><strong>School Partner Model</strong></td>
<td>Students who are under-credit and/or at-risk of not graduating on time</td>
<td>$610,094</td>
<td>210</td>
</tr>
<tr>
<td><strong>Youth Workforce Development for High-risk Population</strong></td>
<td>High-need youth ages 14-21 years of age who may be disconnected from services – youth who are under-housed or engage with juvenile justice, and involved with multiple service systems such as child welfare, foster care diagnosed disability, or attending county/community schools</td>
<td>$1,859,457 <strong>TBD</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Youth Sector Bridge</strong></td>
<td>High school youth who are on track to graduate, but do not plan on attending post secondary, and youth who have a high school diploma or GED but who are unemployed or not engaged in formal post-secondary education.</td>
<td>$661,000</td>
<td>200</td>
</tr>
<tr>
<td><strong>Targeted Youth Services</strong></td>
<td>Participants eligible for targeted youth services must be between the ages of 17-24 and face barriers such as homelessness, current or previous engagement in foster care, teen parenting, involvement in juvenile justice, or being academically at risk of not graduating high school or attaining a GED.</td>
<td>$250,000</td>
<td>80</td>
</tr>
<tr>
<td><strong>GED</strong></td>
<td>Youth ages 17-1/2 to 21, primarily low-income.</td>
<td>$250,000</td>
<td>160</td>
</tr>
</tbody>
</table>
### Initiative/Funding Strategy Description

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>leading to a high school diploma or GED</td>
<td>Youth ages 18-24 who are not positively connected with the workplace or education, particularly young people without a high school diploma or GED, involvement with the justice system, and those with significant barriers to employment.</td>
<td>$1,300,000</td>
<td>225</td>
</tr>
</tbody>
</table>

*Budget is approximate.
**DCYF is still finalizing contracts, so approx # is unknown

### 3. Raising the Bar on Service Quality

San Francisco is without question home to a number of highly effective youth workforce programs. However, too many programs fall short when it comes to delivering services. Youth members that sit on the Youth Council, and members of the Transition Age Youth Young Adult Team who serve as a sounding board for City efforts dedicated to this population, have made clear the importance of raising both the quality and intensity of youth workforce programs in order to effectively assist young people with acquiring the skills they need to be successful in the workplace. The overall results of recent system redesign efforts, and taxpayers’ return on investment, can be far higher if service quality is improved. ’In his charge to the Youth Council, Mayor Newsom asked that it make recommendations on how to ensure that the quality of services is adequate to meet the needs of the youth.

*We are making progress because we are clear about which young people are struggling, we understand what they need, and we have begun building the programs and the united system that will help them move forward to success.*

– Lorne Needle, United Way of the Bay Area

To address this issue, a working group of the Youth Council, comprised of members representing nonprofits agencies, the business sector, youth, UCSF, and City departments, developed a set of Minimum Quality Standards for youth workforce programs. It recommended that these standards, which are based on the Promising and Effective Practices Network (PEPNet) standards developed by the National Youth Employment Coalition, be used citywide in the planning and funding of all youth workforce programs beginning in 2010. The standards, which address program management and design, youth development, and performance measurement, were approved by the full Council and the WISF and subsequently incorporated by DCYF and OEWD in the recent RFP for youth workforce development. These departments are now incorporating the standards into their program monitoring and capacity building work with providers. It is the Council’s intent that these standards be adopted for use by other City departments as well.
What’s Working Now

As a result of the policy changes, system improvements, and new investments, important work is now in motion, including the following.

- The first cohort of School Partnerships are being co-created by high schools and community organizations, and are anticipated to serve **# students at **# schools this year.
- The Mayor’s Youth Employment & Education Program (MYEEP), the city’s largest youth jobs program, has been redesigned to incorporate stronger educational and training components.
- YouthWorks has aligned its programming with SFUSD’s Career Technical Education Programs to increase the number of workplace opportunities that students in Career Academies can experience and to strengthen the relationship between workplace and classroom learning.
- RAMP continues to reach over 200 18-24 year olds who have been disconnected from education and the workforce, providing life-changing experiences leading to a high school diploma and workplace skills training.
- GED+ programs are expanding to reach over 200 young adults with educational preparation coupled with work experience, life skills, and support services.
- Youth Sector Bridge programming has begun in health, construction, and IT/digital media with the goal of serving 200 youth through these pathways.

DCYF and OEWD have been actively involved in making this work happen, and are now investing resources in evaluating the effectiveness of select programs in serving youth.

Looking Forward

San Francisco has begun to put in place some of the key components necessary for helping youth and young adults develop the education and skills they need to connect successfully with the workforce. Local civic leaders should continue to advance the programmatic work currently underway. This includes building nonprofit capacity to meet the Minimum Quality Standards identified by the Youth Council, strengthening accountability by identifying and measuring a clear set of outcomes across City-funded youth workforce programs, and involving the business community in building additional career pathway or industry pipelines models.

However, in order to spur deeper systems change and achieve the Council’s vision of “every young person acquiring the skills, knowledge, and abilities to prepare them for success by age 25; and city government, our schools, and community leaders working together to make this happen,” more must be done. The Youth Council and its partners believe that San Francisco is uniquely positioned to make a lasting difference in the economic wellbeing of our youth. Several features of the local landscape offer advantages with respect to catalyzing deep systems changes—we are a combined City and County connected to a robust set of departments and enterprise agencies with potential to support youth workforce efforts, we are home to nonprofit and philanthropic leaders who share a passion for improving the economic wellbeing of our residents, and we have a set of business leaders at the
forefront of driving innovation. Recognizing the opportunities that exist locally, the following steps are recommended to embark on the next phase of this work:

- Develop a strategic plan for youth workforce development that articulates a compelling policy agenda and set of systems goals designed to achieve large-scale change. The plan should articulate step-wise strategies for achieving necessary changes, and provide a roadmap for making the Youth Council’s vision a reality.

- Engage the business and employer community in identifying needs and informing strategies for supporting the education and workforce development of San Francisco’s youth.

- Continue to elevate the membership of the Youth Council by ensuring that representatives from City departments, SFUSD, and CCSF have the authority to make decisions over youth workforce resources.

- Align and integrate the efforts of other City departments working with system-involved young people (e.g., the Human Services Agency and the Juvenile and Adult Probation Departments) to ensure youth are equipped with the skills and supports they need to thrive.

- Build new partnerships designed to leverage the resources and opportunities of enterprise agencies and City departments (e.g., the Public Utilities Commission, San Francisco International Airport, the Port of San Francisco, the Recreation and Park Department) to support youth workforce development.

- Put in place a stronger data and evaluation infrastructure for youth workforce development services, that incorporates outcomes that can support decision-making across departments.

Over the next year, the Youth Council will be working with the City departments, educational institutions, the business community, workforce training providers, and youth in a collective effort to develop San Francisco’s emerging workforce, by preparing youth to become our next generation of highly skilled employees, entrepreneurs, and leaders. With the continued leadership and support of the Mayor, the Board of Supervisors, and the Boards of the SFUSD and CCSF for the recommendations above, and the principles and activities currently in place, we will be able to ensure that San Francisco’s youth are built for the future.
Youth Council Members 2009-2010

Michael Wald, Youth Council Chair
Rachel Antrobus, Transition Age Youth San Francisco
Steve Arcelona, Human Services Agency
Ruth Barajas, CHALK
Brian Cheu, Mayor’s Office of Housing
Jim Fithian, SFUSD – Court & Community Schools
Peter Gerharz, Larkin Street Youth Services
Carla Javits, REDF Foundation
Allison Magee, Juvenile Probation Department
Damon Lew, University of California, San Francisco
Phyllis McGuire, City College of San Francisco
Hydra Mendoza, Office of the Mayor
Katherine Miller, Office of the District Attorney
Lorne Needle, United Way of the Bay Area
Wilhelmina Parker, Treasure Island Job Corps
Sara Razavi, Honoring Emancipated Youth
Maya Razon, Independent Consultant
Yvette Robles, Public Defenders Office
Sam Rubin, Improving Transitions Outcomes Project
Maria Su, Department of Children, Youth & Their Families
Ciara Wade, New Door Ventures
Kimberly Wicoff, Communities of Opportunity
Wendy Still, Adult Probation
Glenn Eagleson, Office of Economic and Workforce Development (Staff; Non-voting)

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1 **Michael will ask Adam to run 2008 and 2009 ACS numbers. Need to decide whether to use 25 percent.**
2 The Youth Council is an arm of the WISF, which serves as the City’s federally-mandated Workforce Investment Board. The minimum duties of the WISF and Youth Council are established by the federal Workforce Investment Act.
3 This grant will further the efforts begun by Mayor Newsom when he established SF Promise, which is designed to provide resources to help every San Francisco youth obtain a post-secondary credential.
4 OEWD also received approximately $2.5 million in additional youth workforce funding through the America’s Recovery and Reinvestment Act which expires on June 30, 2011.
5 The Mayor’s Community-Based Organizations Task Force has also called attention to need to widespread concerns about the quality and consistency of nonprofit service delivery. The Task Force recommendations emphasize the importance of evaluating nonprofit service delivery based on cost, quality, and effectiveness, and acting accordingly. Mayor’s Transitional Youth Task Force.

Disconnected Youth in San Francisco: A Roadmap to Improve the Life Chances of San Francisco’s Most Vulnerable Young Adults, 2007.
San Francisco, CA: The Department of Children, Youth, and Their Families.