

MEMORANDUM

DATE: March 17, 2010
TO: Youth Council of the Workforce Investment San Francisco (WISF) Board
FROM: Glenn Eagleson, Director of Policy & Planning, OEWD
Maria Su, Director, DCYF
SUBJECT: Youth Workforce Funding Strategies, 2010-2013

Youth Workforce Development programs prepare young people for future educational and career success. For young people to thrive as adults, they need a strong academic foundation and the knowledge, skills and abilities to be successful in a career. Work readiness and career preparation are cultivated from an early age, with a range of experiences in the home, classroom, community, and on the job. Meaningful work readiness and workplace experiences offer young people:

- Relevant learning experiences including problem-solving skills
- Leadership and skill-building opportunities
- Positive alternatives
- Opportunities to identify and develop their strengths
- A chance to explore post-secondary pathways
- A method for them to contribute to the vitality of San Francisco

In addition to these benefits for young people, a citywide emphasis on youth workforce development helps ensure employers have a ready supply of local talent to meet industry demands, and the city economy ultimately benefits from growth of jobs, incomes and businesses.

In 2004, the Youth Council adopted the following vision for the youth workforce system along with a strategic plan designed to achieve this vision for San Francisco:

"...a comprehensive and coordinated system of care, which provides a continuum of quality services to ensure that all youth are equipped with the skills, knowledge and abilities to prepare them for successful employment, academic and life choices by age 25."

In March 2009, the Youth Council reaffirmed its support of this vision and the existing strategic plan. It also recognized that, in the current and future economy, in order for young people to thrive as adults, they need a strong academic foundation. Therefore, the Council further adopted goals that:



- The youth workforce system be designed to make it possible for every youth in San Francisco to complete high school and to obtain a post secondary credential
- All City departments, the San Francisco Unified School District, City College of San Francisco, the business community, and non-profit organizations should work together to achieve this goal

Youth Council Funding Priorities

Based on review of best practices and effective service strategies, in December 2009 the Youth Council approved the following priorities and recommendations developed by the Education Working Group for youth workforce services:

1. Adopt a unified purpose for youth workforce programs that support educational attainment necessary to reach career goals.
2. Target investments and strategies to serve youth and young adults most in need of educational-oriented workforce opportunities.
3. Fund programs that provide holistic programming that includes:
 - An educational core integrated with workforce services,
 - Career education that is centered on the interest and aptitudes of youth, builds workplace knowledge and readiness and supports school-based learning
 - Wraparound and transition support that reduce barriers, builds connection and provides a strong safety net for youth
 - Planning for post secondary education or training, assisting youth on their next step of a career pathway
4. Strengthen the workforce system by:
 - Connecting youth workforce programs more closely and intentionally with secondary schools and post-secondary institutions
 - Involving employers and organized labor more fully in the design, coordination and implementation of the youth workforce system
 - Investing in evidence-based strategies that incorporate these elements

DCYF/OEWD Strategic Alignment and Funding

Over the past year, DCYF, OEWD and the Youth Council worked to collaboratively engage the community, key stakeholders, and internal and external partners to assess San Francisco's youth workforce services and priorities and develop a more cohesive strategy for youth workforce services for young people ages 13 to 24.



Through these processes, the following were identified as overarching common goals or priorities:

- Enhance the educational component of workforce services for youth and emphasize the role of educational attainment in future career pathways
- Improve inter-agency partnerships to facilitate the process of connecting target populations with appropriate youth workforce services

- Involve employers and workplace partners to align youth workforce services to demand and emerging industry sectors
- Ensure that youth have the knowledge, skills and opportunities to make progress toward reaching education and career goals
- Provide a continuum of experiences to support youth career preparation
- Fund comprehensive programming that addresses the educational, career, and transition to post-secondary needs of youth, as well as provide needed wraparound supports
- Achieve integration of citywide summer youth job programs to ensure priority populations are served
- Improve the capacity and impact of providers by utilizing evidence-based program models

In the current RFP, DCYF and OEWD outlined 10 funding strategies – seven funded through DCYF utilizing General and Children’s Fund monies and three through OEWD using Workforce Investment Act (WIA) funds. While each strategy has specific goals, target populations, criteria for applying, and desired outcomes, all the Youth Workforce Development strategies also share common goals.

The funding strategies described in the RFP represent an effort to create a youth workforce development system that leverages multiple funding sources and coordinates efforts to create a continuum of experiences to support young people’s progression from work readiness to unsubsidized employment, and will provide links to other systems and services to ensure youth’s needs are met. Since educational attainment is the single best predictor of future career and economic success, one of the central purposes of providing workforce development opportunities for youth and young adults is to support the educational attainment necessary to reach their career goals and to provide them with opportunities to explore career alternatives. The continuum of workforce experiences will have the greatest impact if they are used primarily to help youth obtain the academic and other skills critical to career success.



RFP Funding Areas

Through the DCYF Raising San Francisco Together RFP, the departments developed and aligned their funding strategies to address these priorities utilizing General Fund, Children's Fund and Workforce Investment Act dollars maximizing the impact of each of the individual funding sources by coordinating a stronger system of services that are more cohesively aligned along a common workforce development framework.

The specific services to be solicited through this RFP include:

- 1. Youth Workforce Development for General Population:** Grantees for these services will provide school- and community-based programming designed to create a continuum of opportunities linked with real career ladders and designed to promote educational attainment, develop life skills and provide career related skills for youth under 18 years of age. Furthermore, grantees will work with educational institutions to provide education focused workforce experiences.
- 2. Youth Workforce Development for High-Risk Population (Direct Services and Recruitment):** Grantees for these services will work with the systems of care for high risk youth (including Juvenile Probation Department, violence prevention & intervention service providers, and educational institutions) to provide workforce development and wrap-around services. High risk youth is defined as those who are 14-24 years old, and are involved with either the juvenile justice system or is under-housed and in addition, identified as at least one of the following: youth in the child welfare system, youth with a diagnosed disability or youth attending county/community schools.
- 3. Outreach and Job Development:** Grantees will work with DCYF-funded youth workforce providers to provide outreach and link underserved and/or disconnected populations to youth workforce development services; develop internships and work opportunities for youth in the public and private sectors. In addition, grantees will assist in building the capacity of and developing quality workbased learning opportunities for youth.
- 4. GED+ Programming.** Grantees will partner with a formal educational institution to provide enriched educational and workforce programming leading to a G.E.D. or high school diploma.
- 5. Sector Bridge Skills Training.** Grantees will provide job readiness and occupational skills training leading to successful transition to either a postsecondary pathway, City-funded Sector Academy or industry-recognized training program;
- 6. Summer Youth Employment;** Grantees will either operate or coordinate an enriched summer youth employment program targeting young people disconnected from education



and the labor force leading to positive connection to postsecondary education or advanced occupational training.

Alignment with DCYF & OEWD Minimum Quality Standards

In partnership with the Youth Council, DCYF and OEWD revised their respective program quality standards to adopt citywide Minimum Quality Standards for Youth Workforce Development Programs. Applicants for funding must demonstrate how their proposed program will meet these standards.

Criteria for Applying in Youth Workforce Development Strategies

DCYF and OEWD seek applicants who can demonstrate the following qualifications:

- Organizations with specific and established collaborations that offer a continuum of services to youth, such as partnerships with private industries, trade organizations and unions, community outreach, case management, therapeutic services, and education attainment services
- Demonstrated leveraged resources that enhance the services funded by this RFP
- Successful track record and strong program emphasis on serving the program's target population(s)
- Three years established experience and focus in providing comprehensive, age-appropriate, culturally-sensitive youth workforce development opportunities



Response to RFP

DCYF – Funded Strategies

Strategy	\$ Available	Proposals Received	\$ Requested
YWD General	\$1,120,000 - \$1,540,000	27	\$5,252,233
Youth Works	\$200,000 - \$275,000	1	\$275,000
MYEEP	\$1,600,000 – 2,200,000	2	\$2,488,838
School Partners	\$720,000 - \$990,000	9	\$2,171,217
High Risk - Direct Svc.	\$1,416,000 - \$1,947,000	24	\$5,929,372
High Risk - Recruitment	\$120,000 - \$165,000	1	\$217,437
YWD – Outreach	\$96,000 - \$132,000	7	\$818,355
YWD – Job Development	\$96,000 - \$132,000	2	\$282,000

OEWD – Funded Strategies

Strategy	\$ Available	Proposals Received	\$ Requested
Summer Youth Employment	\$500,000 - \$700,000	9	\$1,367,682
GED+	\$250,000 - \$350,000	5	\$1,020,983
Sector Bridge	\$450,000 - \$650,000	8	\$1,159,912

