

OPPORTUNITIES FOR ALL

Pathways to Economic Inclusion for Youth



**SUMMER 2020
IMPACT REPORT**

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Office of
MAYOR LONDON N. BREED

When we first launched Opportunities for All in the summer of 2019, we envisioned a program where young people were able to create a better future for themselves and their communities. We saw incredible success in our first summer of programming, and with each cohort we have seen record numbers of applications, which shows just how important this program is.

So when the pandemic hit in the spring of 2020, we knew that we would need to double down on our commitment to Opportunities for All. And we did. When many people faced unemployment, we were able to help youth get paid to support their families. When we needed help spreading the word about the importance of following public health guidelines, our OFA interns were there, coming up with creative new ways to share information on social media and through art and culture. And when people took to the streets to demand racial justice, our interns worked to channel that energy and momentum into creating positive, long-lasting change.

Opportunities for All is a cornerstone of our economic recovery as we reopen. We are continuing to invest in this program because our young people are the leaders of tomorrow, and we need to ensure that they have the tools and skills they need to not only succeed, but also to pave the way for future generations. It was my own internship experience that put me on the path to where I am today, and it is up to all of us to make sure that every young person can access those same experiences and opportunities—especially those that exist right here in our city.

This pandemic showed us just how drastic the disparities are among our most vulnerable populations. It is programs like Opportunities for All—programs that are rooted in community and centered on equity—that will help us address these disparities and work towards a more equitable and just society.

I am thrilled to kick off the third summer of Opportunities for All and work with our incredible public, private, and non-profit partners to serve even more young people. As this program continues to grow, I look forward to seeing all that our interns and Fellows will achieve.

A handwritten signature in black ink that reads "London Breed".

London N. Breed
Mayor, City and County of San Francisco



BACKGROUND & HISTORY

In October 2018, San Francisco Mayor London N. Breed announced the launch of Opportunities for All (OFA), an initiative designed to address economic inequality by ensuring all young people can be a part of San Francisco's thriving economy. Operated by the City and County of San Francisco, the initiative includes paid internships, mentorships, and pathways to employment for cohort participants ages 13 to 24. OFA focuses on equitable access to these opportunities through connections, support, and resources for both job seekers and employers.



DEMOGRAPHICS

1,445 INDIVIDUAL CLIENTS

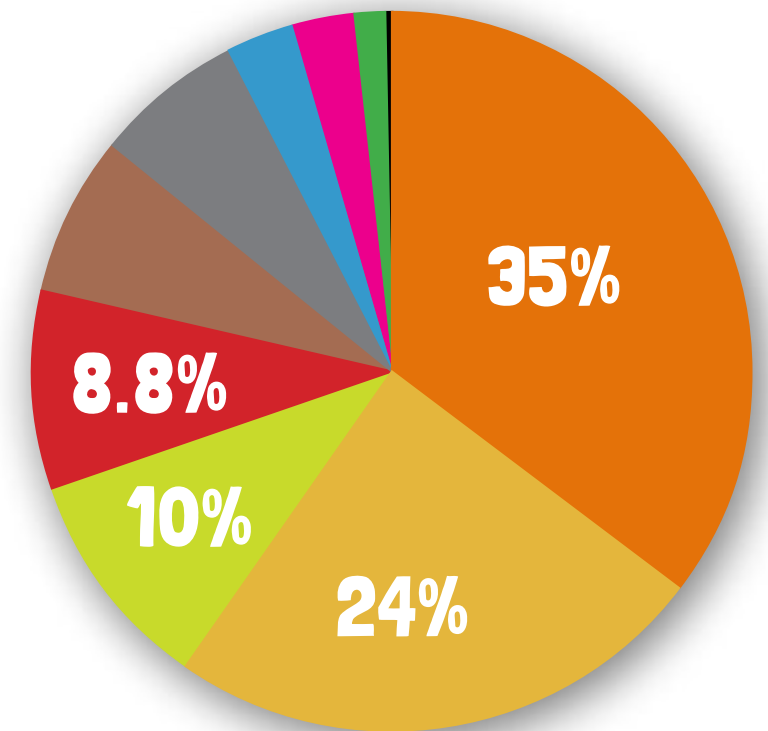
(Interns, Fellows and Senior Fellows) served Annually

75 COHORTS

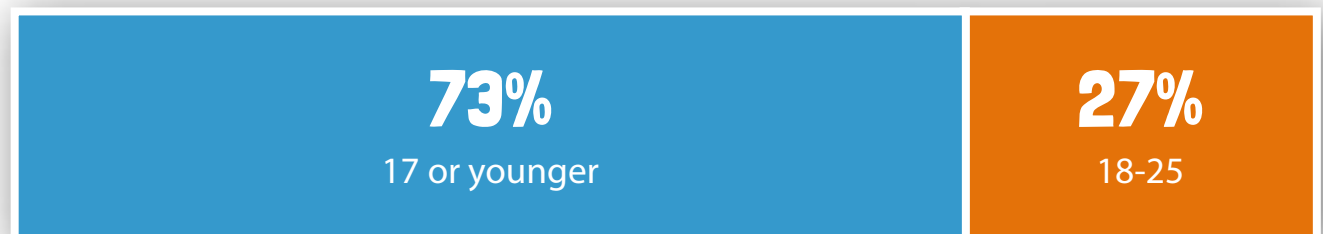
42 EMPLOYERS

CLIENT RACIAL/ETHNIC IDENTIFIERS

- **Asian/Chinese American: (35%)**
- **Black/African American: (24%)**
- **Mexican/Mexican American: (10%)**
- **Hispanic/Latino: (8.8%)**
- **Multiracial/Multiethnic: (7.1%)**
- **European American: (6.6%)**
- **Filipino American: (2.9%)**
- **Decline to state: (2.7%)**
- **South Asian: (1.5%)**
- **Middle Eastern: (0.09%)**
- **Pacific Islander: (0.04%)**
- **Native American: (0.01%)**



AGES OF CLIENTS SERVED



INTERNS

Interns are at the center of Opportunities For All. At its core, Opportunities For All is an initiative to connect young people of all backgrounds to paid employment, job training, and mentorship opportunities.

"The best part has been being able to help out all those families in need and knowing that for them everything that we do means the world and helps them very much."

"I've learned to use my privileges to support, lift, and empower my community."

"This program has given me an opportunity to learn everything I need and want to know about criminal justice."

"The support from staff and peers has reminded me to never be afraid to ask for guidance or help, but also take accountability."

SUMMER 2020 INTERN FEEDBACK

The summer of 2020 intern application opened in January of 2020. Due to the onset of the COVID-19 pandemic in March, OFA transitioned the application, onboarding, and placement processes into a virtual format. JCYC, an OFA partner organization, facilitated documentation submission required for the application process through virtual meetings and office hours. Additionally, OFA hosted a series of individual and group placement virtual meetings, where prospective interns were able to share their goals, fields of interests, and desires as participants.

For summer 2020, OFA received over **2,000 applications** and placed over **1,300 interns**.

Intern placements followed two structures:

- **Employment-based**
- **Community Safety Initiative (CSI).**

Private sector companies, public sector departments, and nonprofit organizations provided **employment-based placement opportunities** for interns and select fellows.

The Community Safety Initiative (CSI) is a joint program of the San Francisco Human Rights Commission and Collective Impact, a community-based organization in the Western Addition neighborhood of San Francisco. CSI provides support and resources to develop community engineers who can build bridges, pipelines, and pathways for themselves and their communities

to reach a better future. CSI cohorts were 100% fellow-led.

OFA hosted **75 cohorts** during the summer 2020 session and placements spanned **four to eight weeks**.

During their placements, interns worked with employers and fellows to build out their projects and presentations. Interns worked to determine their desired outcomes and strategize with their leaders on how to best reach their goals.

At the end of the summer, interns shared their projects and presentations during virtual events and meetings. Projects included web design as well as designs for t-shirts, sweatshirts, masks, stickers, booklets, and posters.

OFA FELLOWS

OFA Fellows play an instrumental role in the structure of the program. Fellows are Transitional Aged Youth (TAY) who lead or support a cohort of high school aged youth. Fellows were selected through an application process which included the completion of an interest form and OFA application, followed by an interview with two OFA coordinators. Fellow candidates also provided resumes and recommendations from former supervisors and/or professors.

56 selected fellows participated in a two-week training program, facilitated in partnership with Coro Northern California. The training focused heavily on identifying leadership style and building leadership skills.

At the end of the training, fellows participated in placement opportunity discussions, where they were given an opportunity to express their interests and goals. What they shared informed final placements with their cohorts. 33 fellows were placed to lead CSI cohorts.

Once placed, fellows were directly responsible for developing or supporting the development of their cohort agendas and objectives, based on their interns' ideas and desires, and with support from their senior fellow and partner organization. CSI fellows in particular were tasked with developing an outline, presentation, and a plan to work with their interns to execute their project.

Fellows met with their cohorts three to five times per week, focusing on their project-based curriculum and building towards their final

outcomes. Fellows were also responsible for basic managerial duties, such as time tracking, attendance, and intern mediation if necessary.

Summer 2020 fellow-coordinated projects included web design, social media campaigns, print media, how-to manuals, and recommendations to City agencies. Fellows supported interns in preparing their presentations, during which they shared highlights from their summer and intended outcomes for their projects.

"I appreciated the experience as a learner and a leader of so many new skills and the opportunity to challenge my skills to grow every day."

"I will remember most the teaching experience: what I did well in and what I did not. Also, seeing that I did reach and genuinely impacted some of the students."

FELLOW EXIT SURVEY FEEDBACK

"My favorite experience with OFA was working with the interns and getting a chance to create meaningful relationships."

"My favorite experience with OFA was when we did ice breakers in our training and within my cohort."

SENIOR FELLOWS

The newly introduced OFA Senior Fellow role was a supervisory position, offered to candidates who had shown exemplary leadership skills. 12 selected senior fellows each led a cohort of four to six standard fellows, offering support, guidance, and encouragement. Senior fellows worked directly with OFA coordinators to help ensure that all students were served well, compensated properly, and fully engaged in their placements and activities.

JOB DUTIES INCLUDED:

- Tracking of fellow and intern hours
- Review of sign in sheets
- Supporting site leaders with programming
- Supporting development of cohort curriculum
- Facilitating weekly check ins with assigned fellows
- Mediation, as necessary

Senior fellows reported directly to the fellows coordinator, and were instrumental in building the program structure. Meeting weekly, senior fellows offered feedback and recommendations, advocating on behalf of their assigned fellows. Senior fellows also helped to facilitate the Co-implemented training sessions.

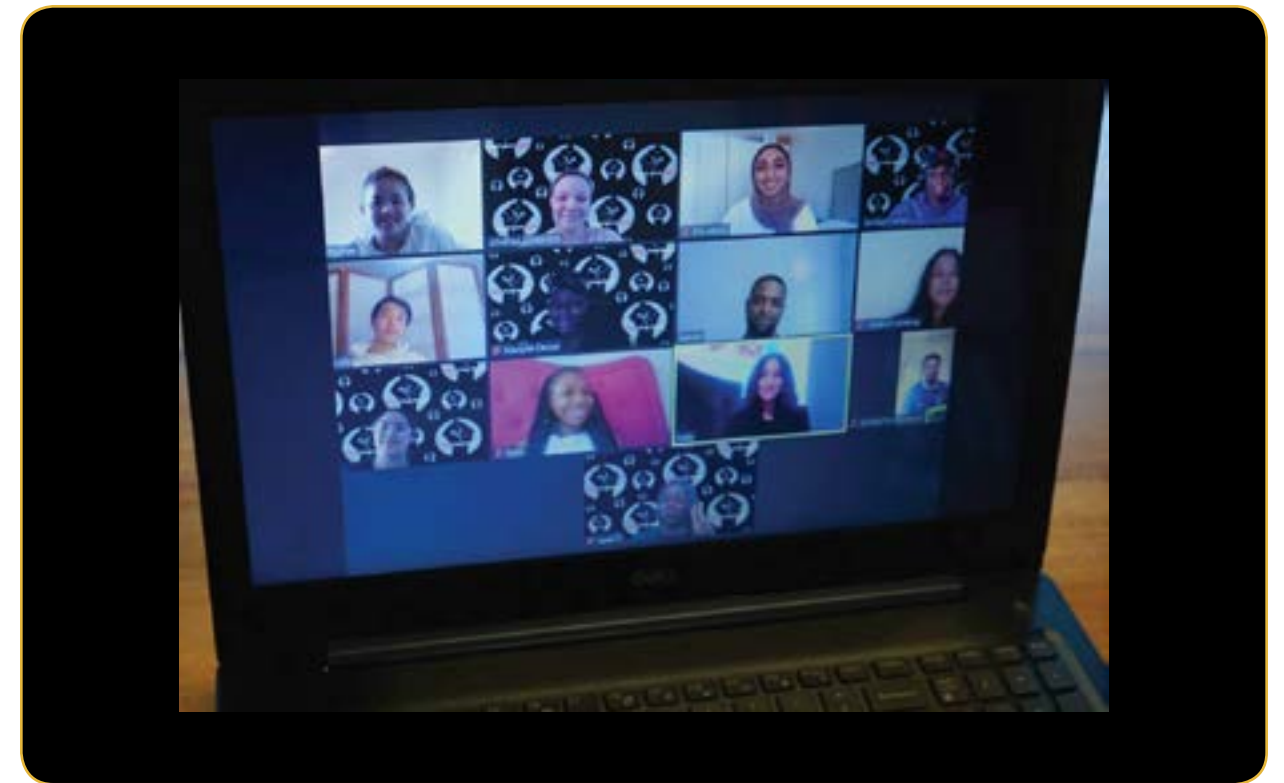
The goal was to empower senior fellows to use and grow their leadership skills, with support from OFA.

OFA Fellows and Senior Fellows are selected carefully through a process that the entire OFA core team participates in. While priority is given to young people from underrepresented communities who would otherwise not have such opportunities, the selection criteria is still strict and it places emphasis on creativity and determination and potential for leadership.

"I will remember the challenges I overcame because it's allowed me to grow as a person in so many ways and I am super grateful for that."

"My favorite experience with OFA was being able to see all of us grow."

"My favorite experience with OFA was the Senior Fellows Weekly Meeting."



SHIFTING FROM IN-PERSON TO A VIRTUAL EXPERIENCE

When the COVID-19 pandemic was in its early stages in March of 2020, there was much uncertainty around the City's safety guidelines and how the summer would look for Opportunities for All participants. Thanks to the foresight and initiative of Director Sheryl E. Davis, the OFA team was able to quickly shift all pre-summer orientations to an online format and cancel future in-person engagements. From employer mixers to training workshops and even the summer launch event with Mayor Breed set to take place at the Chase event center, all in-person plans were on hold.

While awaiting updated instructions from local and national authorities, the OFA team, under Director Davis' leadership, began putting plans into place to shift all previously scheduled engagements to virtual. Even in the midst of navigating changes with short notice, this early adjustment allowed the team to accommodate new circumstances and plan for the rest of the summer.

Starting in May, the OFA team offered weekly virtual employer engagement workshops, which are the first step for employers interested in partnering with OFA. In addition to sharing goals, expectations, and the OFA summer 2020 framework during employer engagement workshops, team members also explained the process of becoming an OFA partner and invited attendees' input around level of participation and summer offerings.

Participation levels range from donating funds or supplies; hosting an in-person or virtual internship; and facilitating or attending a workshop, to participating in small virtual group settings and speaking to OFA youth participants individually.

EVENTS

OPPORTUNITIES FOR ALL SUMMER 2020 VIRTUAL YOUTH EXPO

OFA strives to give participants an inside look at a variety of career paths to increase access to various fields of work, and a better understanding of what specific careers may actually require.

On Tuesday, July 21, 2020, Opportunities for All hosted its first Virtual Youth Expo. The day began with a panel of professionals that included representatives from Facebook, Google, and LinkedIn in addition to healthcare and legal professionals; continued with presentations from OFA cohorts, and concluded with a virtual career fair. More than 50 professionals participated, and more than 1,100 Interns and Fellows were in attendance.

FEATURED PANEL

Director Sheryl Davis served as moderator of the panel, leading an insightful and engaging discussion, guided by questions submitted by OFA interns.

Panelists included:

JOY OFODU Associate Brand Marketing Manager, Instagram

ASHLEY TUCKER Policy Programs Associate Manager, Facebook

BELL JORDAN Public Policy Manager, Economic Opportunity, Facebook

KELLY BEAUFORD University Program Manager, Facebook

ORLANDO WHITE Community Development Manager, LinkedIn

CHINAM KRY Enterprise Field Sales Representative, Google

COMMISSIONER MICHAEL SWEET Law Partner, Fox Rothschild

MARINA TOLOU-SHAMS UCSF Associate Professor, in residence in the Department of Psychiatry; Division Director of Infant, Child, and Adolescent Psychiatry

KIM RHOADS Associate Professor of Epidemiology & Biostatistics; Affiliate, Philip R. Lee Institute for Health Policy Studies; Director, Office of Community Engagement, UCSF Helen Diller Family Comprehensive Cancer Center

"Everyone was helpful, supportive, and inspirational during this unprecedented time."

"The support from staff and peers has reminded me to never be afraid to ask for guidance or help, but also take accountability."

COHORT PRESENTATIONS INCLUDED:

The Criminal Justice cohort, led by OFA Fellow Athena Edwards, discussed the strengths and flaws of the criminal justice system and the importance of knowing your rights. They also facilitated a mock trial to put into practice some of what they learned during their summer internship.

The Art cohort, led by Nico Bremond, focused on various art forms such as poetry, graphic design, and photography, through a social justice lens. They created web pages, housed within the Opps4allSFsummer2020.org website, and shared several offerings from cohort interns.

The COVID-19 cohort sought to raise awareness about the importance of mask-wearing and social distancing, and shared facts about COVID-19 including symptoms, modes of transmission, and the dispelling of the myth that it does not affect young people. The cohort utilized social media campaigns, stickers, and posters to spread their message. The COVID-19 cohort also worked

in partnership with the SF Emergency Operations Center to develop content geared towards a younger demographic, which has since been shared throughout the city.

There were two presentations from tech-based cohorts that were supported by OFA sponsors Google and Facebook. Both cohorts shared about their engagement with the tech companies throughout the summer, and how it helped them to envision a career in tech.

The Google-supported cohort created web pages (also housed with the Opps4allSFsummer2020 website) focused on social justice issues such as the housing crisis and gender equality, providing information and resources to help combat these issues.

The Facebook-supported cohort created a sexual violence campaign, presenting their findings and statistics on sexual violence; the importance of being an ally; and what you can do if you've been a victim of sexual assault.

"Many people shared their stories on how they ended up with their job and it was very inspiring to hear about their interests and passions."

"I learned that there are a lot of options and fields you can learn about when you apply for OFA."

"Hearing from people who are actually in the working industry helps show me the different paths people take to get where they are now, and that there is no one way to get to a certain job. It also reinforced going after what you are interested in and what you find intriguing."

CAREER FAIR

More than 40 professionals participated in virtual tabling as part of the expo-culminating career fair. By attending multiple available breakout rooms, interns and fellows were able to learn more about different companies, fields, and jobs. Public sector, private sector, and nonprofit employers were all represented. Attendees were able to ask more specific questions and find out about different types of careers within a given area. Many were able to connect directly with participating professionals, and follow up with them post-event.

CULMINATING EXPERIENCE WITH MAYOR LONDON BREED

On July 24, 2020, OFA hosted a virtual celebration of the summer's success, despite the challenges presented by the need to quickly shift to a virtual model.

To kick off this experience, Jessica Yu and Bridget Martin, interns with the Everybody Reads cohort, shared about their experience with OFA during the summer of 2020. Both spoke to how impactful the internship was for them; how they gained invaluable skills that they will use throughout their life; and how building their project—through a collaboration with the Bayview Rays—gave them perspective on how important it is to do something that positively impacts the community.

Senior Fellow Dominique Jones also shared about her journey with OFA. Dominique shared how working with OFA over the past two years has positively impacted her life and helped to support her career goals. Dominique

spoke about how she has developed leadership skills, and how working with OFA, specifically Director Davis, has positively impacted her life. As a senior fellow, Dominique shared how she was able to draw from her past experience with OFA to not only successfully lead her own group, but also offer guidance and support to other groups of fellows and senior fellows as well.

Mayor London Breed addressed interns, fellows, employers, partners, and sponsors, speaking to the importance of Opportunities for All, and emphasizing her support for continued engagement. Mayor Breed shared about her personal experiences, and the importance of the internship opportunities that were made available to her in her youth.

Mayor Breed and other presenters and OFA supporters were then able to experience presentations from 20 cohorts. They spanned a myriad of placements, including cohorts working with the San Francisco Police Department, Rafiki Coalition, San Francisco International Airport, the SFUSD BlackStar Rising Program, and Community Safety Initiative. Cohorts

focused on social justice, sales, financial literacy, and more. These presentations offered insight into how employers and fellows implement OFA's project-based curriculum. Interns work diligently throughout the summer to create and share meaningful information, tangible items, and actionable insights through a socially conscious lens. Mayor Breed, Director Davis, employers, partners, sponsors, and community at large were able to learn about the variety of placements, and learn about resources and tools that we can all use in our lives.

"Mayor London Breed's speech about her background and how much Opps4All means for her was most impressive. I am impressed by where she came from and where she will go in the future."

"I really enjoyed Mayor London Breed's speech and the amazing student research done"

"I was impressed by the quality of the presentations, the teamwork, and the overall high-level perspective."

PHOTO OF 2019 CELEBRATION



COLLABORATIONS

Opportunities for All is fortunate to have lasting partnerships with many companies and programs. During the virtual summer of 2020, many of our partners offered programming, giving interns and fellows a more in-depth look into their organizations, thereby supporting the success of the program. Programming offered included:

FACEBOOK ENGINEER FOR THE WEEK

The Facebook Engineer for the Week (EFTW) program strives to demystify the world of tech by empowering students to build a working tech prototype while developing computer science skills. OFA Fellow Brian Yang served as the EFTW Facilitator, learning the curriculum and facilitating sessions with OFA cohorts. During these week-long sessions, interns learned how to use “Scratch Block” coding, creating their own social impact games.

FACEBOOK YOUTH COUNCIL

The Facebook Youth Council supports youth in learning to use their platforms for meaningful civic engagement. Through a series of workshops, participating cohorts learned more about using social media to engage their communities and how social media can drive meaningful civic engagement. At the end of the engagement, participating cohorts presented their observations to Facebook team members, city officials, and other professionals.

CODE MUSIC

Code Music is run in partnership with CodeHS. The program seeks to bring coding to life through an engaging series of workshops, during which students learn to create beats using block-based coding. Code Music culminated in a “beats battle” where participants showcased their work for their peers.

FACEBOOK ANALOG RESEARCH LAB

The Facebook Analog Research Lab promotes creativity, innovation, openness, and connectivity through art and design. The Lab team facilitated a series of workshops with several OFA cohorts. Workshop topics included zine making, photography, poster making, and an introduction to Facebook’s Art Department and Design Team.

MARKETING WORKSHOPS

Facebook’s Sales and Marketing team provided a series of workshops designed to introduce interns and fellows to the digital marketing landscape, and teach them various tools that support successful marketing campaigns.

GOOGLE SESSIONS

Google facilitated a series of workshops during which Google employees discussed their careers and duties in depth. Presenters answered questions from interns and shared how their jobs have changed because of COVID-19. Topics included Social Impact, Waymo,

Public Affairs, and Google.org. Google also incorporated capacity building, interview etiquette, the importance of self-assessments, and discovering your passion into their workshops. These sessions helped interns and fellows gain insights on paths into the tech industry; understand different non-tech careers within the tech industry; and be inspired to pursue their dreams.

LINKEDIN PROFILE WORKSHOPS

LinkedIn facilitated a number of Profile Workshops, during which interns learned how LinkedIn can be used as a tool for creating and growing personal brands. Through a hands-on workshop, facilitators demonstrated how to use the network to get the attention of recruiters, potential employers, and business prospects. Interns learned to create an inviting profile; choose and place effective keywords; showcase their expertise; manage their profiles; and build and leverage their networks

JVS VIRTUAL JOB SHADOW

Jewish Vocational Services (JVS) transforms lives by helping people build skills and find work to achieve self-sufficiency. This summer, JVS sponsored four cohorts with Virtual Job Shadow (VJS). VirtualJobShadow.com seeks to empower individuals to discover, plan, and pursue their dreams, and to help students and job seekers develop career paths based on choice, not chance, through a unique, video-based career planning platform and interactive tools. Available tools include assessments, resume builders, goal setting support, curriculum builders, and more. OFA cohorts used VJS for assessments, resume building, and college and career exploration.

49ERS WORKSHOPS

The San Francisco 49ers hosted two workshops focused on Marketing & Social Team Strategies and Legal & Public Affairs. 49ers employees facilitated these conversations geared specifically towards participating OFA cohorts. Interns were able to ask questions and receive real life perspectives regarding career exploration and opportunities.

EMERGENCY OPERATION CENTER

Fellows from the COVID-19 cohort met weekly with the EOC to develop content for San Francisco’s COVID-19 response geared specifically towards youth. Said content has been shared via social media and also as part of City-wide campaigns.

STRIPE

Stripe is an SF-based company that builds web-based payment systems and infrastructures. Stripe helped to facilitate a college and career week for two of our cohorts, hosting mock interviews; resume building workshops; and manager and team Chats, where interns had the opportunity to share more about themselves, their goals, and their professional experiences and desires.

PARTNERING WITH EMPLOYERS DURING THE PANDEMIC

This year, due to the overall uncertainty of the workplace, both OFA and employers were unsure of what the summer would look like. However, OFA knew that, despite the challenges within the economy, young people still needed work-based learning opportunities. Mayor Breed created OFA to provide youth and young people—especially those who come from historically left-behind communities—with paid internships to allow them the opportunity not only to grow and learn while obtaining work experience through exposure, but also to be able to provide financial support to their families while doing so. This is even more crucial now, when so many families have suffered from layoffs and overwhelming numbers of unemployment. These experiences benefit their present lives and help prepare them for success in the future.

Employers recognized early on the impact of economic strain on job opportunities for youth, and many stepped up to provide placements for OFA interns, even if they were unsure about their own capacity. The vast majority of OFA employers shifted their gears immediately and began designing virtual programs that youth could participate and engage in. OFA recognized in return the

difficulty that employers were facing, and made efforts to be as flexible as possible. In order to provide as many interns and employment opportunities as possible, OFA allowed for a broader range of placements, depending on what employers could offer given the unexpected circumstances. Many OFA employers also volunteered to lead, join, or host virtual workshops.

From the outset, OFA has always strived to provide an amazing and fulfilling opportunity to each intern and fellow, and also to ensure that each employer has an enriching experience as well. While many employers are excited to provide an opportunity and mentor San Francisco’s youth and young people, an overwhelming number are often surprised by how much they find themselves learning from the interns.

Bringing youth and young people into a professional setting is not just about giving back or filling a need for entry level help with tasks such as data entry. A prominent and recurring message through feedback from employers is that interns often bring a fresh outlook on a concept or project that the employer didn’t even realize they were missing.

EMPLOYER PARTNER FEEDBACK

WHAT THEY GAINED THROUGH OFA INTERNSHIP

75% of employers surveyed stated that the youth in today’s workforce bring invaluable insight in the form of their creativity and knowledge of social media.

“Insight into equitable agendas from an education perspective and how that might intersect with work as well as our own specific design/innovation interests.”

“The Infrastructure careers program was a great success with tangible outcomes for the participants.”

“New ideas and perspectives”

“To look deeply at the intersections of education, work, equity, innovation, and the potential futures of this/these spaces”

“Having run my first virtual program, it was also a positive learning experience for me and my entire support team.”

“This year was something new for all of us. Really appreciated how we all adapted to this new way of doing things. I’m really glad we were able to have this program for the youth this summer despite the situations regarding COVID.”

“I and my colleagues have gained more than just the tasks accomplished by our OFA intern; we have benefited from his presence and view point.”

“It’s a win win for CUESA. We offer job training to the young people in our Foodwise Teens program, and they support our market operations. This year we were fortunate to be able to hire two of our trained interns into part-time positions with our organization following the completion of their internship.”

SUMMER 2020 FEATURED PARTNERS

CODE TENDERLOIN

Code Tenderloin (Code TL) is a nonprofit founded in 2015 by Del Seymour, dedicated to helping people change their lives for the better through the idea of bringing economic equity to marginal and under-resourced populations living in and around the San Francisco TL neighborhood.

Code TL's goal is to break down barriers through workforce development. Daily, they are reducing the digital divide by offering tech pathways, job readiness programs, coding classes, case management, and—most recently in response to the pandemic—COVID Care Ambassadors who have been hard at work on the ground in the community providing soap, clean water, and masks to ensure that their community members



are staying safe and healthy.

Code TL was one of the first employer partners to step up to the plate early on. Due to the change from in-person to virtual programming, Code TL's Executive Director, Donna Hilliard, made the decision that they would be able to support more than double the number of OFA participants than they had the previous year, making a commitment to host up to 200 OFA interns if needed.

Over fifty OFA interns were able to gain experience through Code TL, where they learned coding, participated in workshops with local tech companies, and even built their own websites on topics of their choosing.

SUSTAINABLE INFRASTRUCTURE

The OFA Sustainable Infrastructure program was developed and led by Drew Lehman, who has extensive knowledge and connections in this area. Through this opportunity, interns were able to explore career options in San Francisco's sustainable infrastructure and operations, which include, among other areas: water, power, sewer, trash, and transportation.

This project-based experience connected participating students directly with community-based leaders and provided them with opportunities to network with employers in the public, private, and nonprofit sectors of the sustainable infrastructure industry. OFA Interns were able to learn about the environmental infrastructure in the Bay area and not only what types of careers exist within the field, but how much they pay and the pipelines that lead to this type of work.

Upon completion of the learning project, the interns were also invited to be a part of an on-going mentorship program, where they will continue their networking with practicing environmental, public infrastructure, and

workforce professionals. This summer's participants in the Sustainable Infrastructure cohort all received a free one-year membership to the California Water Environment Association (CWEA), gifted by Jenn Jones, the Executive Director.

Additionally, based on his interest and active engagement during one of the networking sessions, an OFA participant was offered a scholarship opportunity to learn more about the CWEA in the coming year. This past summer, over 35 interns were placed in the Sustainable Infrastructure Community Safety Initiative cohort, and due to overwhelming positive feedback, OFA went on to offer a fall cohort to support ten students during the school year as well.

The fall interns gave presentations to over 90 professionals who are members of CWEA. The interns shared what they learned about careers in water and had the opportunity to connect with some of the professionals.



San Francisco International Airport

SAN FRANCISCO INTERNATIONAL AIRPORT

The San Francisco Airport (SFO) has been an invaluable partner with Opportunities for All since initially providing dozens of internships in the OFA inaugural summer of 2019. Last year, intern placements with SFO varied greatly. Interns were provided the opportunity to work in food service, retail, and guest services, to name a few. Those who were bilingual were able to use their language skills to help traveling passengers, while others assisted disabled passengers to make their way to their flights and were even able to gain first-hand experience in passenger services and dispatching.

OFA participants who were placed at SFO were exposed to the fact that there is so much more behind the scenes of the airport than just checking tickets and flying airplanes. In addition to the hands-on work experience that each intern gets, different employees at all levels within the airport's facilities. Ivar Satero, Director of the Airport, started out as an intern for the City of San Francisco. Having a chance to hear his story can help students dream of positions they either never knew were available at all or that they never dreamed would be available to them.

SFO hosted its first ever *virtual* Opportunities for All internship program in the summer of 2020, focused on safe and healthy employee travel at the airport in the midst of a global health pandemic. Together, interns focused on answering the overarching question, How have user experiences at SFO changed as a result of COVID-19, and how can we ensure all users are safe in our facility?

Interns answered this question by collecting data, interviewing airport staff and partners, crafting mask compliance campaigns, and performing journey mapping for each airport user. Ultimately, they presented their recommendations to members of SFO's senior staff, including the airport's Chief Operating Officer. Their work became part of the airport's larger COVID-19 response and recovery efforts. Thus, the SFO interns' work directly contributed to keeping SFO passengers and workforce safe, healthy, and secure during an unprecedented global crisis.



NEW STRUCTURE AND PARTNERS

OFA introduced three key components during summer 2020 to support cohort fellows in **job readiness**, **preparedness**, and **training**.

OFA partnered with **Coro Northern California** to provide training for incoming fellows and senior fellows. Coro Northern California is a nonpartisan nonprofit organization that trains, supports, and connects leaders to foster a thriving democracy and tackle society's biggest challenges together. Under the guidance of Senior Director of Training, Clifford Yee, Coro provided a customized experience in which fellows and senior fellows were encouraged to engage with their peers, build skills, and develop new ways of thinking, enhancing six core competencies for 21st century leadership:

1. **Self-awareness**
2. **Critical thinking**
3. **Communication**
4. **Inclusion**
5. **Collaboration**
6. **Empowered professionalism**

During the two-week training, fellows learned to build an agenda, set goals, and feel more confident navigating the group process. They were able to carry over their newly gained skill sets into their cohorts. Coro supported fellows and senior fellows in building a roadmap for cohort success, a structure deemed as OARRS (Outcomes, Agenda, Roles, Responsibilities, Summary). Fellows learned to identify their desired

outcomes (*Where do you want to go?*); build their agenda (How are you going to get there?); identify roles and responsibilities (*Who do we need to get there and what behaviors support the journey?*), and summarize their takeaways to ensure that everyone in each cohort understood the plan and was on the same page.

Coro facilitated highly interactive, small-group sessions; introduced activities to sharpen self-awareness, analysis, and communication skills; and offered assessments for leadership competencies and styles. Coro helped to better prepare fellows and senior fellows to lead with confidence and success.

OFA also introduced project planning tools developed by Director Sheryl Davis, which were incorporated into the two-week fellow training. The project planning tools were instrumental in supporting Fellows preparedness for leading an Opportunities For All cohort of Interns. Additionally, interview sessions were conducted with various OFA staff and partners to offer real world OFA experience. Fellows were encouraged to create their own desired outcomes for their cohorts with the support of their assigned senior fellow and OFA staff.

OFA prioritized creating space to showcase the projects and presentations developed by the Opportunities For All Summer 2020 fellow led virtual cohorts. OFA established the www.opps4allsummer2020.org website to display the webpages that several cohorts developed as their final project. Content from other cohorts has been posted here as well. The Summer 2020 website links to final project presentations that were created and shared by interns at the end of the summer, as well as special project information, such as the Facebook Engineer for the Week games created by participants.

PARTNER APPRECIATION

OFA partners JCYC and Collective Impact were instrumental in managing summer 2020 payroll. Interns and fellows received bi-weekly stipends for their participation. JCYC processed and distributed payroll for the more than 1,300 summer interns, while Collective Impact processed and distributed payroll for fellows and senior fellows. OFA is incredibly grateful to our fiscal partners for their dedication to San Francisco's youth and young adults.

OFA continued into fall 2020 with three cohorts: Young Defenders, Cross-Cultural Justice, and Sustainable Infrastructure.

The **Young Defenders** cohort is a partnership with the Office of the San Francisco Public Defender. Interns assist the Public Defender's office in their work providing criminal legal services while learning about the criminal justice system and working on restorative justice recommendations and initiatives. Interns will be able to share their knowledge and educate others about the criminal justice system.

The **Cross-Cultural Justice** cohort provides students with a framework for achieving social justice through cross-cultural collaboration. The goal is to build a youth coalition between the Asian and Pacific Islander communities and African American communities in San Francisco, while destigmatizing sentiments towards both communities. The cohort focuses on dismantling racism and systemic injustice; addressing real and challenging topics such as ending the model minority myth; implicit bias; allyship; and understanding intersectionality.

The **Sustainable Infrastructure** cohort seeks to teach interns about good-paying, long-term careers in environmental sustainability that make a real difference in our communities and the overall environment. Interns learn how infrastructure services—or the lack thereof—relate to environmental equity and justice. Interns also meet behind-the-scenes essential workers, and share a culminating presentation of their work to practicing professionals at a major statewide water conference and at an international geoscience conference.

OFA RESEARCH AND DATA COLLECTION

As a part of our ongoing effort to continuously improve the experience of Opportunities for All for youth interns; young adult fellows and Senior Fellows; and our employer partners, while also truly reflecting all our participants' voices and opinions, we engage multiple data collection methods. The overarching principles for our different strands of research are:

- the need and the intent to create a robust and extensive OFA database, and
- the objective to encourage and grow inter-agency data sharing between OFA and our various employer partners, and the larger target to build consistent, longitudinal research that will serve to track youth development across many contexts, including civic development, socioemotional development and professional/workforce skill development.

To those ends, we conduct multiple surveys annually with participating youth and OFA partners. Youth surveys in particular encompass many different measures, which are both workforce related and self-efficacy related. In addition to surveys, we also conduct in-depth, qualitative, one-to-one interviews which are more deeply focused on civic identity, self and community awareness, and goals and dreams of OFA youth.

In 2020 we asked OFA youth many of the same questions as the year before, but some of the questions were new, given the new realities of the current conditions. The previously existing questions and those that were COVID times-specific showed where young people's strengths and points of resilience lie, and also what remains or has newly emerged as a concern for them.

RESPONDENTS THOUGHTS ON GETTING ANOTHER JOB AFTER PARTICIPATION IN OPPORTUNITIES FOR ALL

WHAT CAREER PATH DO YOU SEE YOURSELF IN?

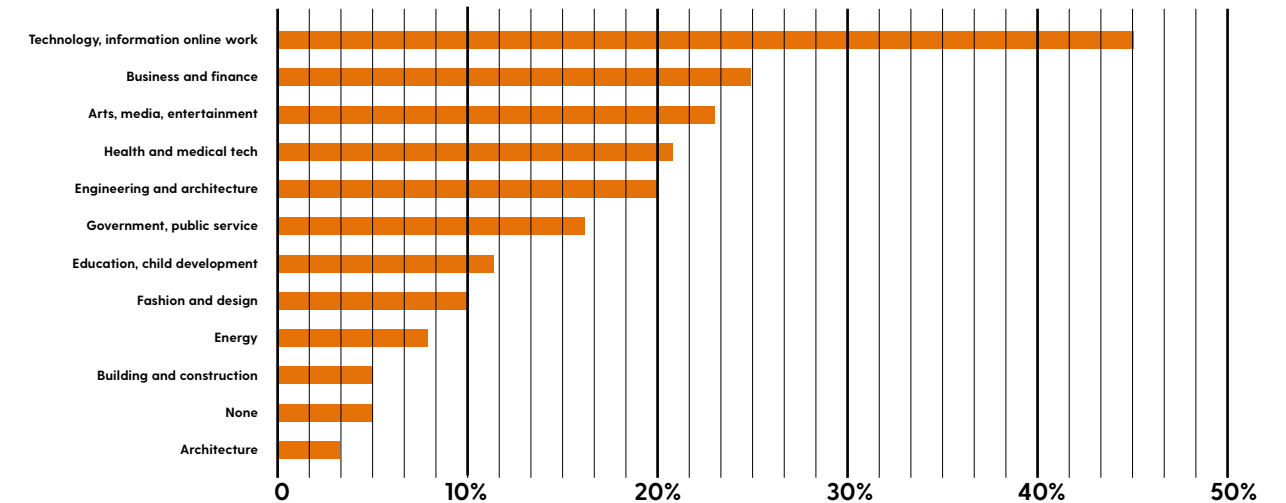


FIGURE 1. Top choices of career fields for youth. N=220

YOUTH INTERNS

Figures 1 to 4 on the following pages show distribution of youth responses regarding career preferences and planning. When it comes to fields of work that youth are interested in, summer of 2020 interests are similar to youth interests of past years. Technology, business and finance, arts and entertainment, and the broader medical field were still the leading industries of choice. However, with respect to youth's criteria for choosing jobs, 2020 brought about some reprioritizations. Most notably, the

2019 top job criteria reported by youth was "fun." This was replaced by "connectedness to the desired future career" as the most important job criteria. One in five youth—20 %—responded that they want the chance to "make a change in the community." In light of 2020's challenges, this reported area of priority shows not only the young people's awareness of larger societal issues and needs, but also their desire and willingness to play a part to create the change they wish to see.

TOP THREE CRITERIA FOR CHOOSING JOBS

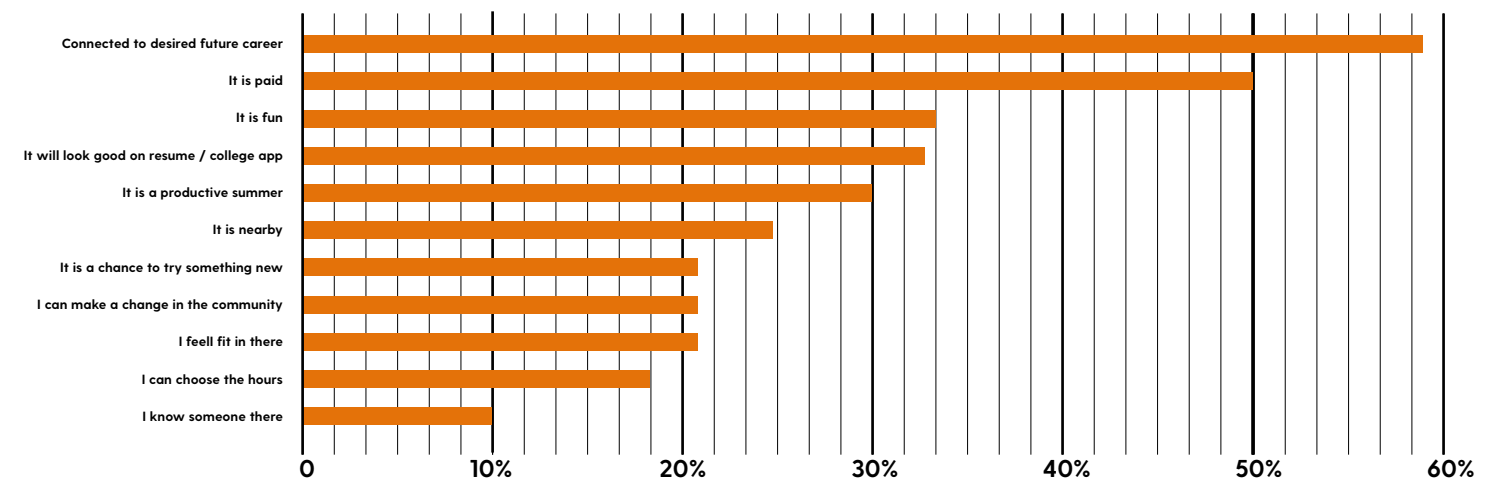


FIGURE 2. Top criteria for jobs of choice by youth. N=220

WHAT WILL GET YOU THE JOB YOU WANT?

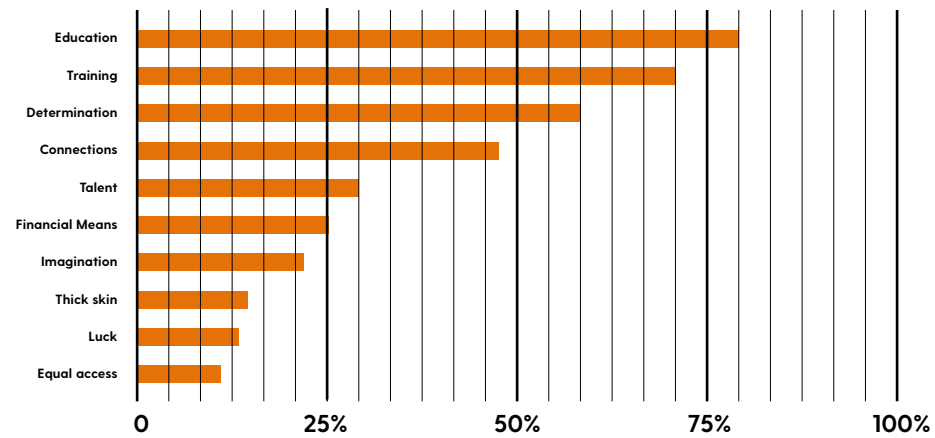


FIGURE 3. Ideas about what is needed to get the desired job. N=220

SELF-EFFICACY ASSESSMENT: HOW CAN YOU HANDLE STRESSFUL SITUATIONS?

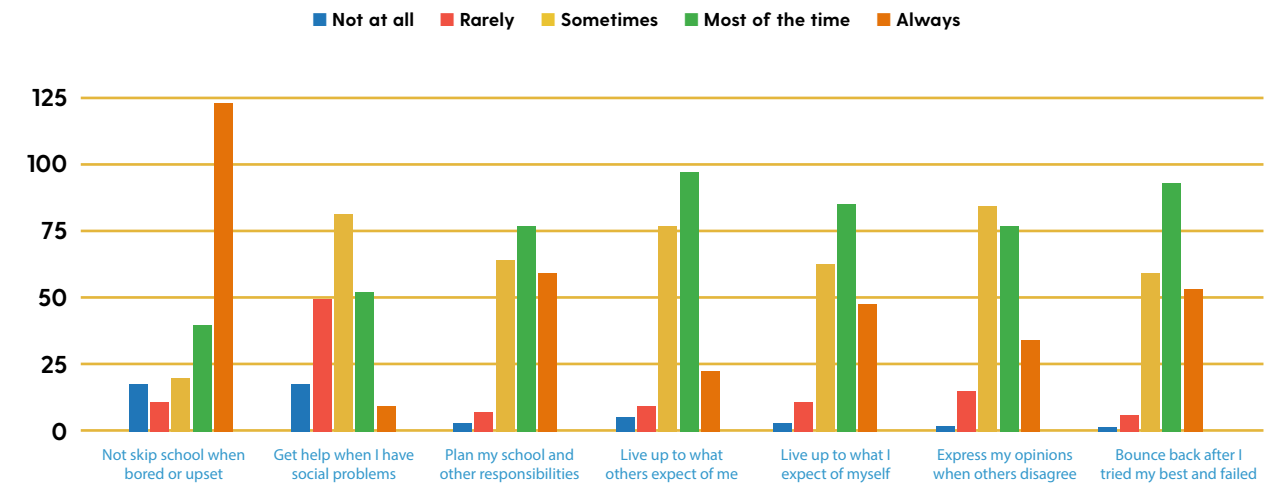


FIGURE 5. Self-efficacy measures for handling stress. N=220.

WHAT WILL STAND IN THE WAY OF GETTING THE JOB YOU WANT?

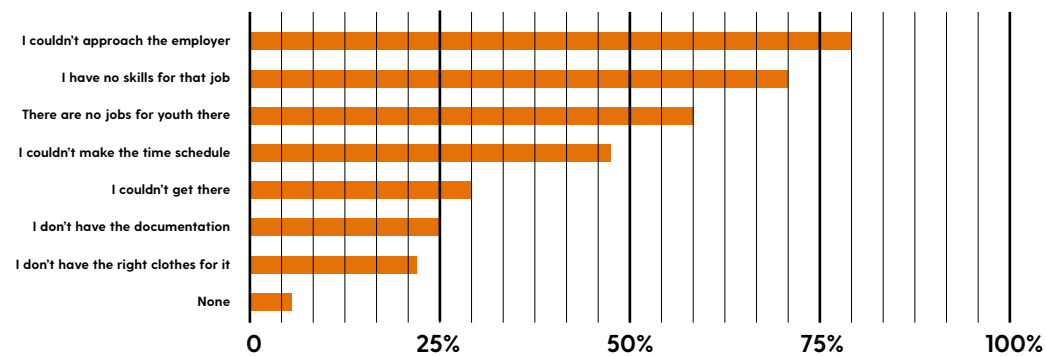


FIGURE 4. Concerns about the ability to get the desired job. N=220

In addition to self-efficacy questions and questions about family and community contexts that youth are navigating throughout their educational and employment circumstances and opportunities, we also explicitly asked them about the impact of COVID-19-related changes on their families' lives, and their thoughts about the future. Figure 6 below shows a series of responses in this category. Of note particularly is that more than half of the responding youth said that it will be harder to find a job in the future, and more than one third said that it will be harder to compete with peers for opportunities. More encouraging was that they were equally divided with respect to higher education, with about a third agreeing and a third disagreeing that it would be harder to get into college post COVID-19 changes.

We also asked youth a series of questions regarding their own self-efficacy and their family's self-efficacy. These measures, which include questions about their ability to address academic and social challenges in and out of school, were particularly important last year, given the range and extent of changes in young people's daily lives. Figure 5 below shows responses to different questions from 220 youth respondents.

Two responses stand out especially:

Almost one in three young people reported that they can never or rarely ever get help when they have social problems, a fact magnified by the size of social problems in 2020.

Despite the disruptions and the move to entirely online education, more than half of responding youth said that they do not skip school when they feel bored or upset.

POST COVID-19: DO YOU THINK THAT THINGS WILL CHANGE?

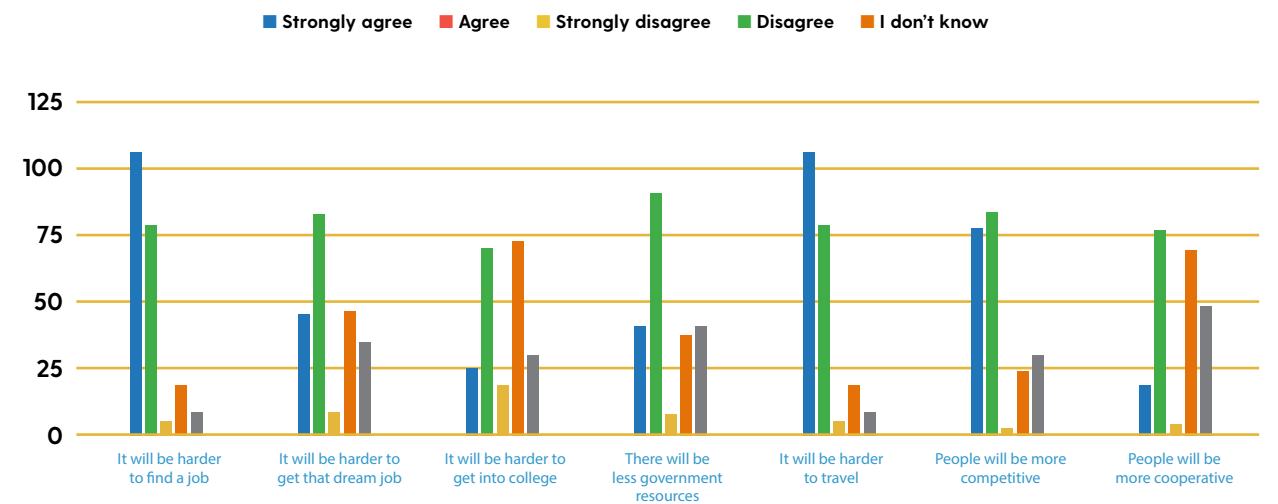


FIGURE 6. Impact of COVID-19 related changes to how youth think about the present and the future N=220.

FELLOWS AND SENIOR FELLOWS

OFA Fellows and Senior Fellows—all of whom are young adults 18 to 25 years of age—are truly the backbone of Opportunities for All. Their creativity, commitment, patience, and peer leadership drives the success of the program and assures that the experience is positive and beneficial for both youth interns and employer partners. In the process of facilitating their responsibilities, fellows and senior fellows gain and enjoy opportunities specific to their role in OFA. They craft and develop their mentorship, leadership, and other professional skills, while also building experience, knowledge, and connections in the particular field of workforce they are interested in. In order to best provide these opportunities for fellows and make sure they maximize their time with OFA, we collect their views, opinions and suggestions. As young adults, fellows and senior fellows have different perspectives than younger interns; thus, in order to understand how OFA can align with their needs and incorporate their priorities, we ask them some of the same questions we ask the youth, and some different ones, too.

One out of four participants said that they had never had an opportunity like OFA before. So, amid all the enormous challenges that young people of college age were facing in 2020 with their social, educational, and economic affairs in limbo, we asked fellows and senior fellows what attracted them to OFA. The majority (85%) responded that the opportunity to learn leadership and other skills relevant to pursuing a career is what drew them in. OFA incorporates this opportunity through a high-quality leadership training program, delivered in partnership with Coro, in addition to the work experience they gain in their roles as fellows.

64% also emphasized they were attracted to working with youth, and while 23% liked the idea of working for the Mayor's Office, working with youth had a much stronger pull. One of OFA's overarching goals is to create an effective structure of youth peer-to-peer support; in this context, the above finding is very encouraging.

Unsurprisingly, more than a third (38%) responded that making money over the summer was important. Nevertheless, this was less of a priority than learning and supporting youth.

We also asked fellows what they hoped to gain from OFA, and what they hoped to contribute. Nearly all (over 90%) said they would like to gain leadership skills, and a large majority also brought up learning management tools and building relationships. When speaking of what they hoped to contribute, they had a lot to say; but most of all they brought up creativity, hard work, imagination, support, personal experiences, and passion. They were also particularly concerned with equity and social justice, as testimonial from one fellow demonstrates:

"I hope to contribute a sense of perspective and appreciation for diverse cultural identities. As a Southeast-Asian American female, I often grappled with questions of my identity and background throughout high school and how they shaped my own aspirations. I did not see Asian-American women in public service and believed that in order to have a chance of wielding a platform, I first needed to pursue a more 'traditional' career path such as medicine. I would like to encourage students to reflect on their identities, communities, stereotypes, and question the assumptions (implicit or explicit) made about their abilities."

There was a wide range of responses to "What is your dream job?"; but the responses to "What do you think you will need in order to make that dream come true?" clustered around three areas: education (69%), determination (63%), and connections (52%) (see Figure 7. below).

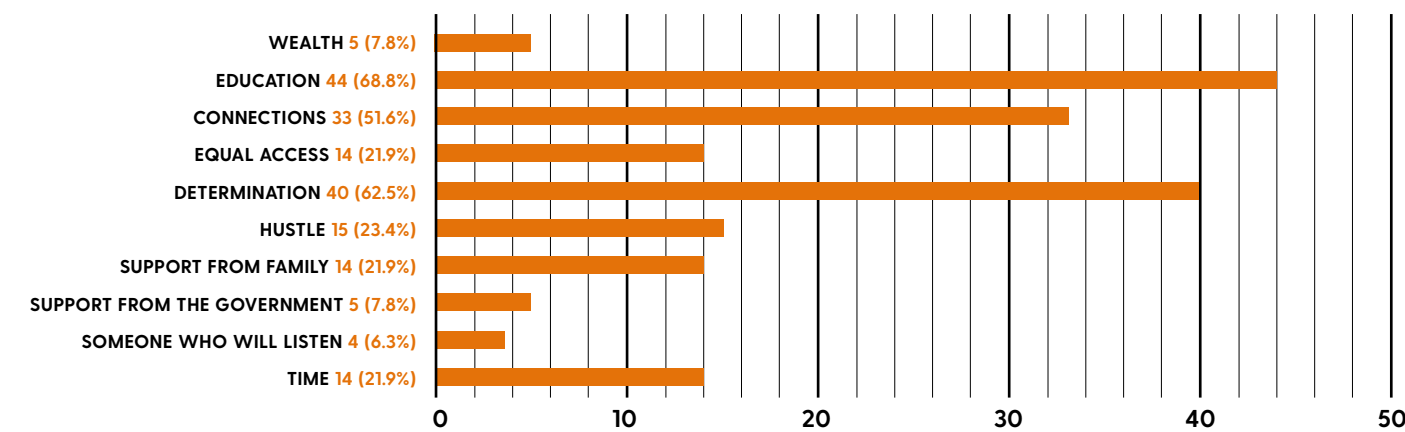


FIGURE 7. Responses to: What do you think you will need in order to make your dream job come true? N=64

When we asked fellows and senior fellows if they saw themselves as agents of change in their own lives, their unanimous answer was yes. Moreover, 90% of them see themselves as change-makers in their communities. However, less than half (40%) saw themselves as being able to make a change in across the U.S. or internationally.

We asked fellows and senior fellows about the changes brought on by the pandemic with similar questions to those we asked youth interns.

Work opportunities and quality of education were seen to be severely impacted by most (70% and 75%). Financial security, unsurprisingly, was another area of concern that two in three young adults felt a severe impact on. An even greater proportion (69%) felt their emotional well-being was severely negatively impacted, and only 3% responded with "not so much" to this question. However, for more than a third of young people (36%), their ability to be heard did not suffer in relation to the impacts of the COVID-19 pandemic. Relationships with family and friends—though affected—seemed under less threat than other areas of life for most respondents.

HOW NEGATIVELY HAS COVID PANDEMIC AFFECTED DIFFERENT ASPECTS OF YOUR LIFE?

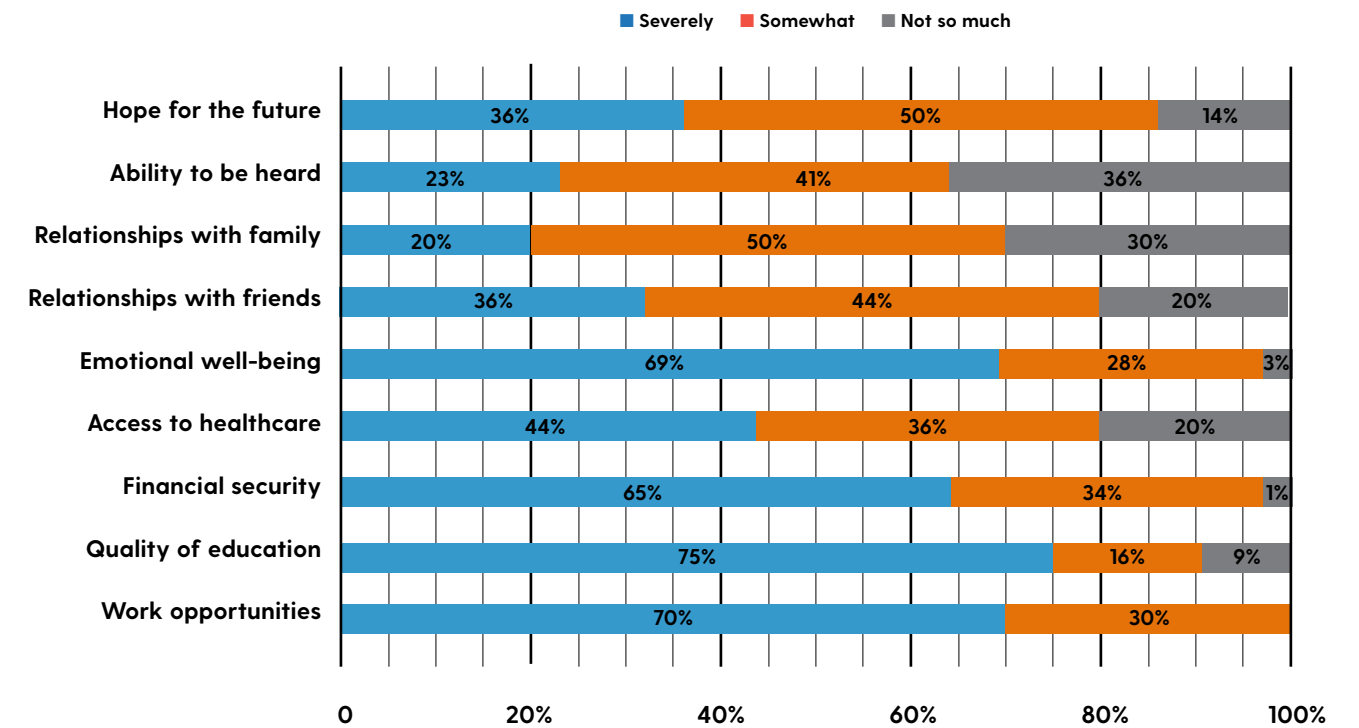


FIGURE 8. Composite responses to questions about negative COVID-19 effects. N=64.

Finally, we asked fellows and senior fellows why they think that young people are worth investing in. "If youth are the leaders of the future," we asked, "but the leaders of today must invest in them, what might be some of the best reasons for such an investment?" The range of responses we received demonstrate the young adults' commitment to supporting their peers, and also their conviction about what the future should look like, as the statements below show.

Young people and the youth often have their hands on the "pulse" of technology and trends of the future. More often than not, youth have the imaginative skills that can be applied to real-life problems, resulting in revolutionary changes that better our community.

By giving youth the opportunity to participate in programs like OFA, Coro, and Enterprise for Youth, they're able to get a head start on developing the career, academic, and leadership skills they need to succeed and become amazing members of and contributors to our communities. Every single person is a leader in some capacity and it is important that those who are more experienced in life acknowledge the part they play in creating a more successful and positive society. By giving to youth now, you are showing commitment to progress and growth in our communities.

EMPLOYER AND PARTNERS

Employers and Partners are vital to OFA’s programming. OFA seeks to provide as vast an array as possible of employment experiences to San Francisco’s youth and young people and simply cannot do this without employers and partners. Many employers prefer to work with older individuals, or young adults, but it is critical that the experiences offered through OFA’s employers and partners are also open to younger participants including youth. The purpose of OFA is to provide introductory employment opportunities and workforce exposure in order to create pathways and build pipelines. Offering an engaging and enriching opportunity to a youth is the best method that we can ask for to ensure their future success.

In an effort to secure the full range of opportunities that respond to the interests identified by youth, OFA partners with City agencies, community based organizations, large and small corporate and nonprofit employers. In 2020, the majority of employers (83%) were returning OFA partners. When asked why they decided to take OFA interns in a year that presented so many new and difficult challenges, the majority responded that:

- they wanted to support youth in any way they can (84%),
- they wanted to partner with OFA again based on previous year’s positive experiences (75%), and
- they are committed to taking in the youth interns every year (70%).

We also asked employer partners what they hoped to gain from participating in OFA. Their responses reflected an interest in supporting youth and building lasting relationships.

“A talent pool to recruit from in the future and give back to the community that supported “us” as interns.”

“I’m hoping to create touch points and continue building and strengthening relationships with students, despite the circumstances of being virtual.”

“Insight into equitable agendas from an education perspective and how that might intersect with work as well as our own specific design/innovation interests.”

In order to better understand how we can help prepare OFA youth for their internships and how to match them with the right employer, we asked employer partners what they think youth today are bringing into the workforce, and what important skills they think youth are lacking. (See Figures 9 and 10 below.) With respect to skills the youth bring, their knowledge of social media, diversity, creativity, and commitment to a cause were brought up by three out of four or 75% of employers, and the knowledge of technology was brought up by 50%. With respect to skills that employers feel that youth are lacking, communication skills and confidence were the most frequently named.

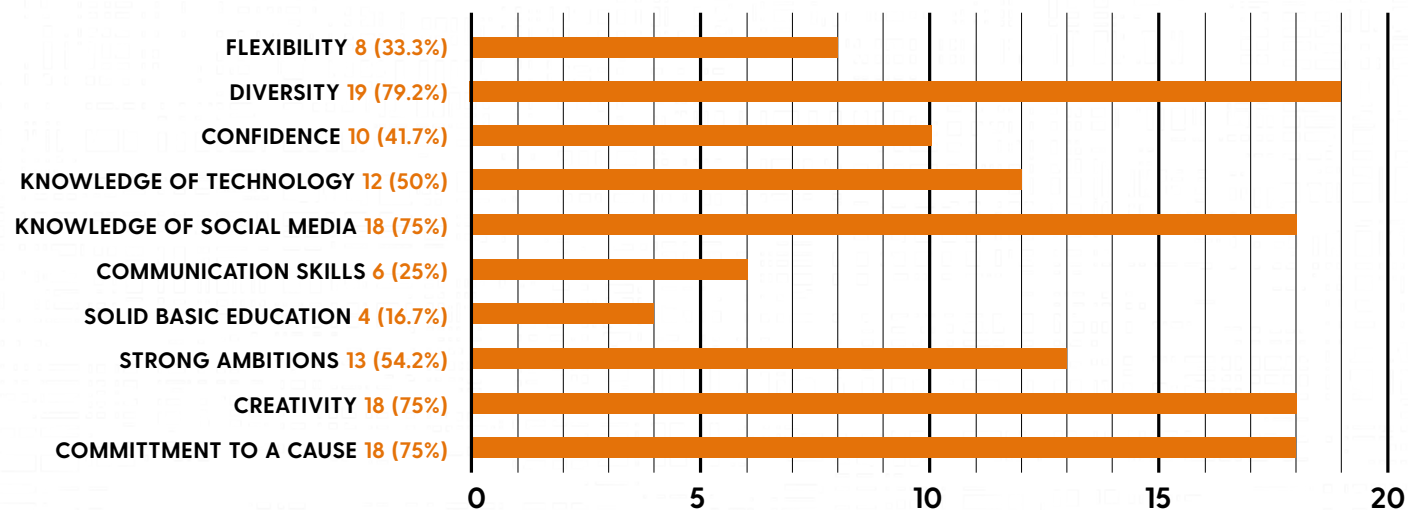


FIGURE 9. What skills employers believe youth are bringing into the workforce.

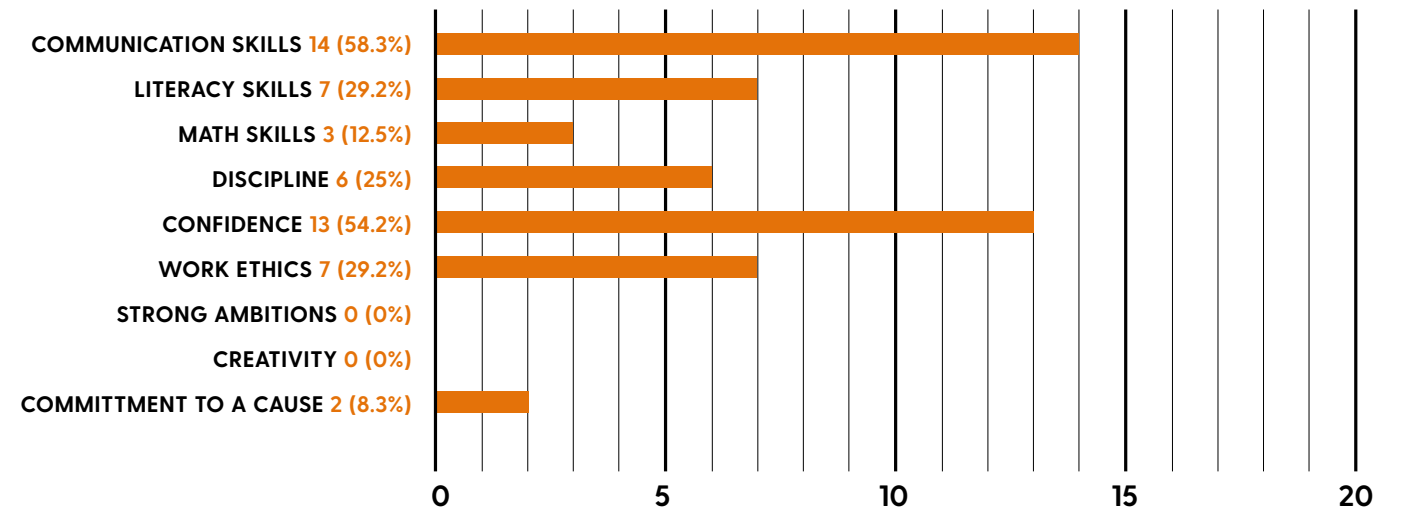


FIGURE 10. Important workforce skills employers believe youth are lacking

Moreover, speaking specifically about the needs of their industries, employers shared that the toughest lesson the youth would have to learn in their respective lines of work are critical thinking (45%), communication (41%), and patience (41%).

In addition to asking their views on youth internships, we also asked employers what partnership opportunities they see with OFA. The responses focused mostly on expansion, greater visibility and cooperation, and included more specific suggestions, such as those shown below.

“OFA has really made possible our ability to compensate and better support our youth interns and youth participants, and by opening up workshops with other partners (like LinkedIn), our youth experienced new opportunities that we could not have provided otherwise, but that they really felt were helpful to them.”

“To look deeply at the intersections of education, work, equity, innovation, and the potential futures of this/these spaces.”

Finally, when asked what advice they would give to youth coming into the workforce, our partner employers had advice that was both encouraging and reassuring.

“Trust that you already hold a lot of knowledge, valuable ideas, and important experience that you bring to your position—while also recognizing the value of being an ongoing learner.”

“No one has all of the answers or skills needed when starting a role, but having a willingness to work towards that knowledge with humility and accountability is a great foundation towards future leadership opportunities.”

**OPPORTUNITIES
FOR ALL** Pathways to Economic
Inclusion for Youth

www.opp4allsf.org