

# OPPORTUNITIES FOR ALL

Pathways to Economic  
Inclusion for Youth

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**SUMMER 2019**



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When I was growing up in San Francisco, one of the experiences that changed my life was my first paid internship – a summer job at The Family School.

That summer taught me more than how to answer the phones or use a fax machine, although learning those skills was definitely important. It showed me that my work was valuable and the importance of being properly compensated for that work. It taught me that anything was possible if I rolled up my sleeves and did the best that I could. It showed me that I was just as capable of success as anyone else, regardless of my background.

Our City prides itself on embracing diversity, promoting inclusion, and being a place where anyone, no matter his or her circumstances, can be successful. For too long, many of our local youth have been overlooked just because they live in a different neighborhood or their family has a different income status. Those young people were labeled as being “too difficult” to employ, or “too lost” to ever break the cycle of poverty. Throughout my life, I have seen that this is not always the case. In fact, more often than not, I have seen the exact opposite. When we focus on providing opportunities for all of our young people—especially for those that need extra support or a little tough love—those youth go above and beyond to prove themselves and then succeed in ways they and others never imagined.

That is why we are committed to making sure every young person in our City has access to opportunities—the opportunity to work, the opportunity to learn and pursue their passions, and above all the opportunity to succeed and achieve their dreams.

In just the first three months of Opportunities for All, we placed hundreds of youth in internships with companies and organizations ranging from tech and finance to construction, entertainment, and the public sector. We focused on equity and inclusion, and as a result, we had a truly diverse group of interns from neighborhoods that were previously underrepresented.

If a young girl growing up in poverty can become Mayor of San Francisco, imagine what all of our young people can do if we help them open the door to new opportunities. With Opportunities for All, young people had all kinds of new experiences and gained new skills—like Tiana, who worked at LinkedIn and learned how to code; or Joshua, who was placed at de Young Museum curating art; or Jasmin, who worked in the entertainment industry at Project Level; or Jaida, who got an inside look at the tourism and hospitality industry at Airbnb.

This summer showed us not only that Opportunities for All works, but also how much it’s needed and how much further it has to go. While we were able to place thousands of youth, there were still hundreds of young people willing to work but unable to get an internship. We also received dozens of requests to open up internships to youth outside of San Francisco. We need more companies and organizations to commit to hosting interns during the school year and the summer, and we must work with our neighbors to expand these opportunities to the greater Bay Area community.

I am grateful to all of the businesses and organizations that stepped up this summer, and to everyone who supported this program and helped get Opportunities for All off the ground. Above all, I am so proud of all the young people who showed us what they are capable of when we open the door and give them the chance to prove themselves to the world.

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

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

# BACKGROUND

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 participants ages 13 to 24. OFA focuses on equitable access to these opportunities through connections, support, and resources for both job seekers and employers.



# WHY OPPORTUNITIES FOR ALL?

Providing opportunities for youth to gain work experience beginning in high school gives youth the skills to succeed in the workforce, improves their probability to attain long-term employment, increase their potential future earnings, and builds a pipeline of competent talent for employers. Although unemployment has decreased both nationally and in San Francisco, unemployment among youth remains high, especially among low and middle-income communities.

In San Francisco, not everyone is benefiting from the City's booming economy; a report from the Brookings Institution found that San Francisco has one of the largest wealth disparities in the nation. Racial disparities have been proven to play a part in this imbalance: across the nation, affluent White teens are four times more likely to be employed than low-income Black youth, and twice as likely compared to Latino teens. Disconnects in educational opportunities also may be contributing to the skills deficit seen in high school students; less than half of youth and employers say recent graduates leave school with the proper skills to succeed in today's workforce despite 72% of teachers thinking their students are prepared.

Persistent racial disparities exist across the certain populations in San Francisco, particularly affecting African American, Pacific Islander, and Latinx youth. Despite our City's best intentions, innovative and renowned programs, and executive leadership consistent with our progressive and compassionate values, these inequities remain. The OFA initiative leverages the private sector, local education system and City government to create equitable opportunities for youth through workforce connection, support, and job resources.

Cities around the globe, but particularly in the United States, have long provided a broad range of workforce development opportunities specifically for young people. Historically, both in San Francisco and across the nation, these opportunities were either:

- **UNPAID** – meaning youth from low- and middle-income families did not have the same economic support to work as youth from higher-income families; and/or
- **LIMITED TO SPECIFIC INDUSTRIES** (e.g. nonprofit, child care, retail, food service, etc.) – meaning youth were not able to access opportunities in other industries that could lead to longer-term or higher-wage employment

These factors, in addition to the previously cited racial, economic, and educational disparities, have created a cycle of limiting low-income youth to low-income opportunities, and high-income youth to high-income opportunities.

The OFA initiative's intention is to break this cycle by:

- Promoting economic sustainability at a young age;
- Connecting young people directly to paid, work-based learning opportunities to remove the economic barrier to success;
- Engaging a wide variety of public, private, and nonprofit businesses and organizations to create a catalog of opportunities spanning a broad range of industries and sectors; and
- Centering the experience on the youth, giving them the autonomy to take responsibility for their success, and providing support when needed to ensure that success.

OFA is based on the idea that by providing paid work experiences for our diverse young people we are connecting them to a more successful future and making our city and communities stronger. The initiative is helping to address the significant gap in professional achievement facing low-income youth and youth of color – a key disparity preventing meaningful equity in San Francisco.

The benefits of equitable youth workforce development programs are connected to other positive outcomes in communities. Participants in work-based learning opportunities improve in areas associated with civic engagement as well as skills development. OFA's intention of not only offering all youth that are willing to work a paid internship, but capturing even the most at risk/vulnerable/overlooked population of youth, benefits society as a whole. Ensuring that youth are engaged in work opportunities during the typically idle times of summer can prevent violent and property crimes from happening. Further, ongoing recruitment helps develop a diverse pool of local talent for coveted internships and future employment.

Through this effort, OFA will change the broader narrative of what it means to pursue a "normal" career – in essence, making it normal for any young person, regardless of their background, to become a doctor, a CEO, an artist, or Mayor of their hometown.

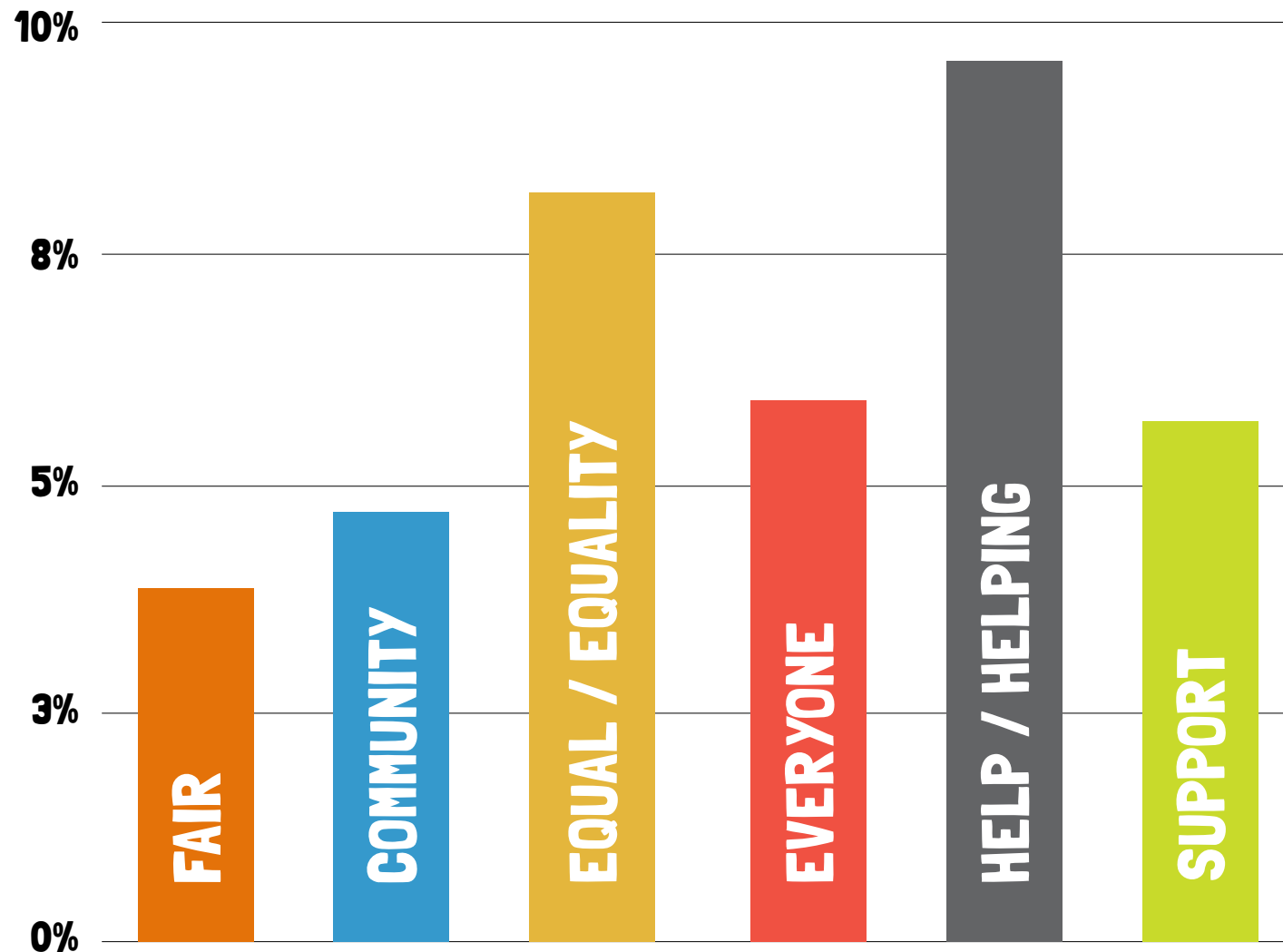
# FRAMEWORK

## EQUITY

OFA utilizes an equity-based framework modeled after the Bronfenbrenner Ecological System, which emphasizes the importance of being cognizant of children's inherent qualities and how they are influenced by their environments. OFA placed youth experience at the center of the framework, focusing on providing youth with meaningful employment experiences, opportunities to engage with mentors and interact with non-parental adults, and the ability to identify their own career aspirations by giving youth the option to explore jobs across a broad range of industries.

By placing youth experience at the core and working to ensure their success on an individual level, that success will begin to shift the larger narrative of how providing work-based learning opportunities can create equitable communities. This begins starting with the youth's inner circle of families, peers and schools and eventually expanding to larger communities, government structures, and economic systems.

### EQUITY SKILLS YOUTH PRIORITIZED



A Conference Board survey of more than 400 employers across the United States reported employers found youth lacking in skills necessary for success at work (Casner-Lotto, 2006). In order to better prepare youth to enter the workforce, there is a need to increase the number of programs offering work-based learning opportunities for youth (Symonds et al., 2011).

More needs to be done to better prepare youth for work, improve their skills and provide experience employers are looking for in employees.

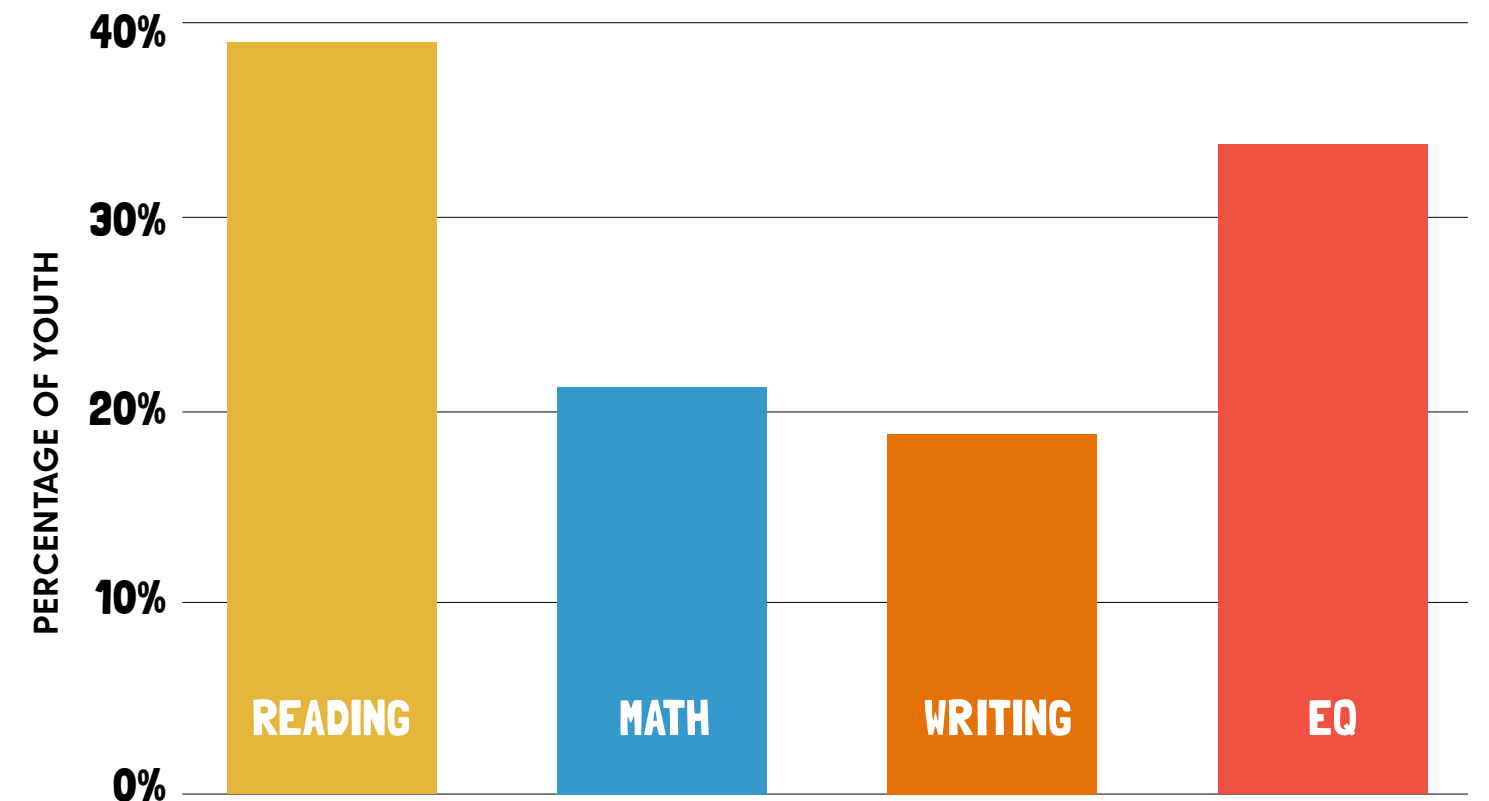
Providing learning in rich environments can be transferred and places greater emphasis on problem solving; providing youth an opportunity to learn in work environments will help them develop skills that will help them succeed in other environments.

Embedded as a core component of the work of Opportunities for All, is a commitment to provide activities that help youth develop skills identified as lacking. As such, we ask all youth and employers to consider how to be intentional around basic and applied skills, as well as what is commonly known as soft skills and referred to here as Emotional Intelligence Quotient.

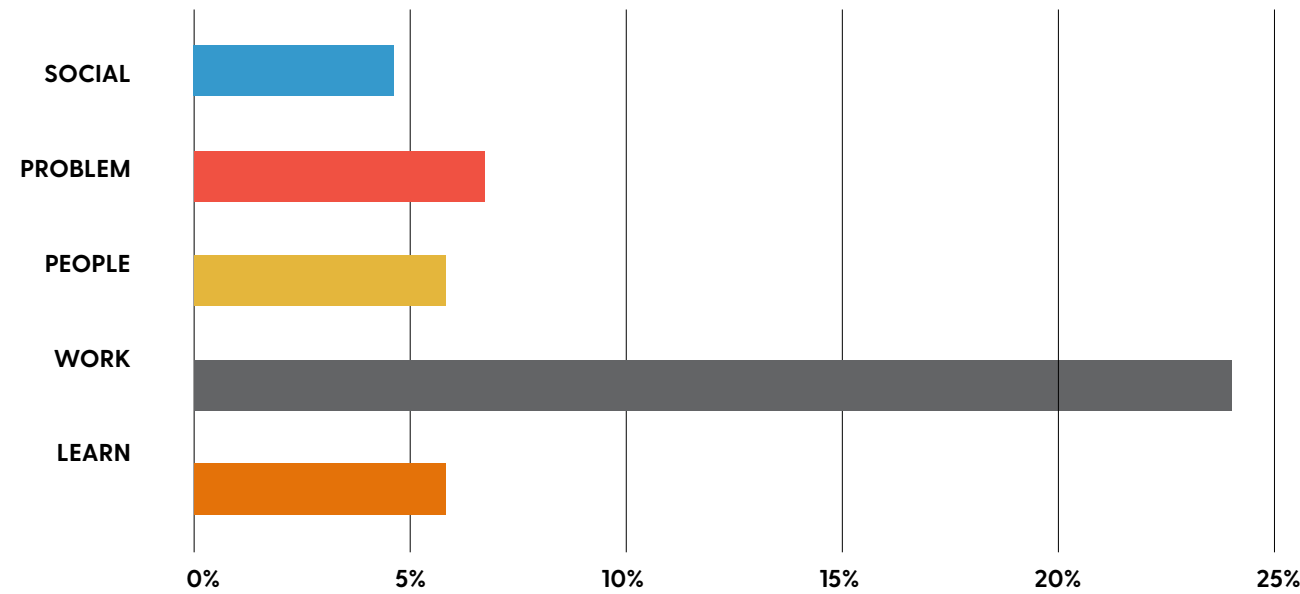
How we frame the idea of these skills is informed by desired skills identified by employers and how beneficial outcomes can be achieved for the youth, their families, the community in addition to employers.

- **BASIC:** reading comprehension, mathematics and basic written communication.
- **APPLIED:** critical thinking, problem solving, professionalism and professional written communication.
- **EQUITY:** practices that shift systems to improve outcomes and increase equity in employment and income.
- **EMOTIONAL INTELLIGENCE QUOTIENT (EQ):** recently EQ has been connected to soft skills and typically refers to one's ability to recognize and manage their emotions, improve critical skills and performance.

### BASIC SKILLS YOUTH WANTED TO DEVELOP / STRENGTHEN



## RESPONDENT IDENTIFIED APPLIED SKILLS



## WORK-BASED LEARNING

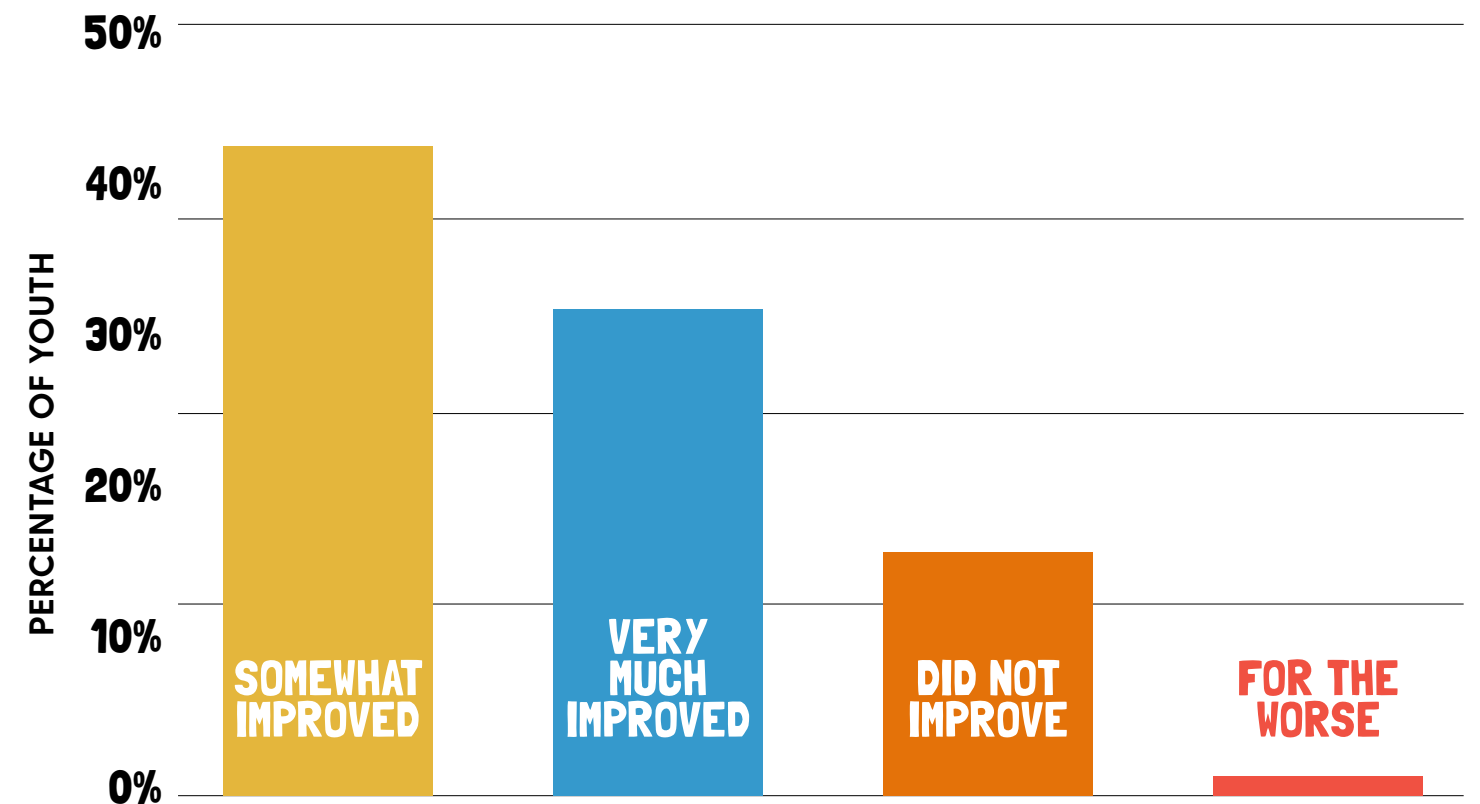
In a survey of high school workforce readiness, a majority of employer respondents reported that recent high school graduates entering the workforce were deficient or below average in a number of basic and applied skills, from reading, writing and math to critical thinking, problem solving and professionalism.

Creating a space for young people to develop these skills, with direct oversight and instruction from supervisors and professionals, will ensure that upon completing their internships any young person can begin an entry-level job with at minimum the basic tools and resources required of them to make the internship successful for both themselves and their employers.

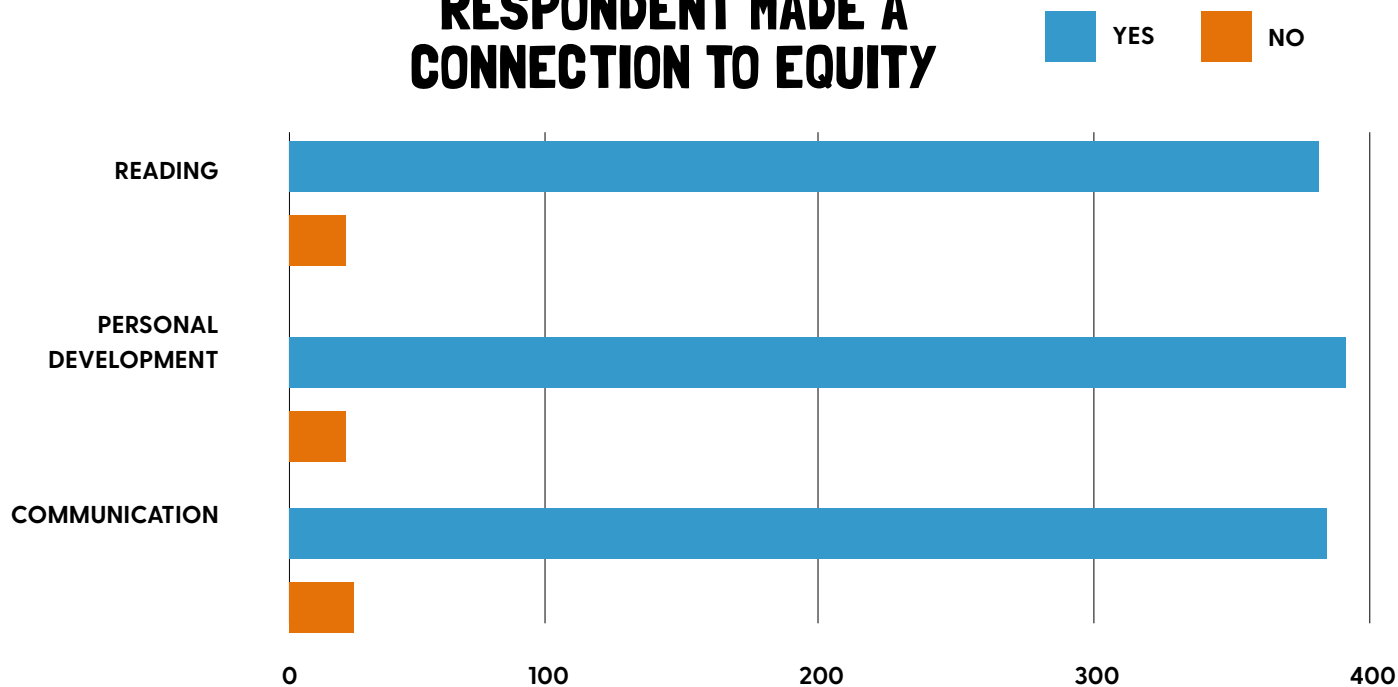
Work-based learning opportunities have been proven as a national best practice to achieve this, which is why we made work-based learning a core part of the OFA framework.

Lastly, as today's workforce shifts more high-wage jobs towards specialized skill sets with steeper learning curves (e.g. tech, healthcare, finance), ensuring that young people are developing those skills as early as possible will give them a better opportunity to compete for and secure high-wage jobs in the future.

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



## RESPONDENT MADE A CONNECTION TO EQUITY





**" I LIKED THE OPPORTUNITIES TO NETWORK AND MAKE CONNECTIONS."**

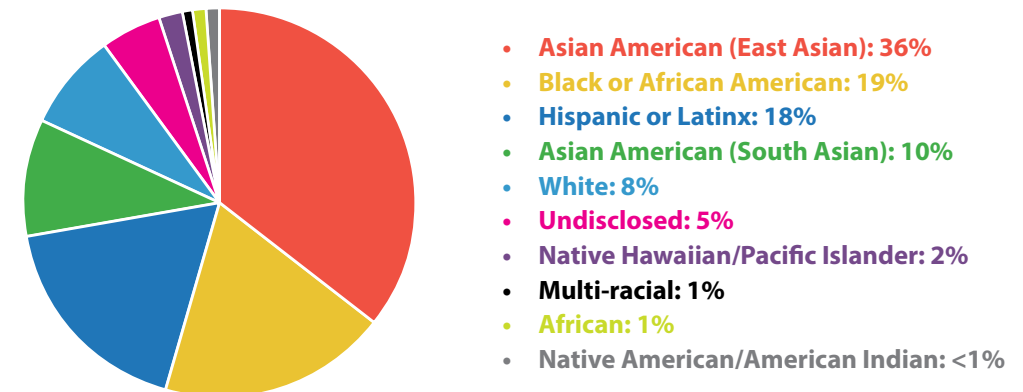
**– CHRISTIANA**

# SUMMER 2019 HIGHLIGHTS

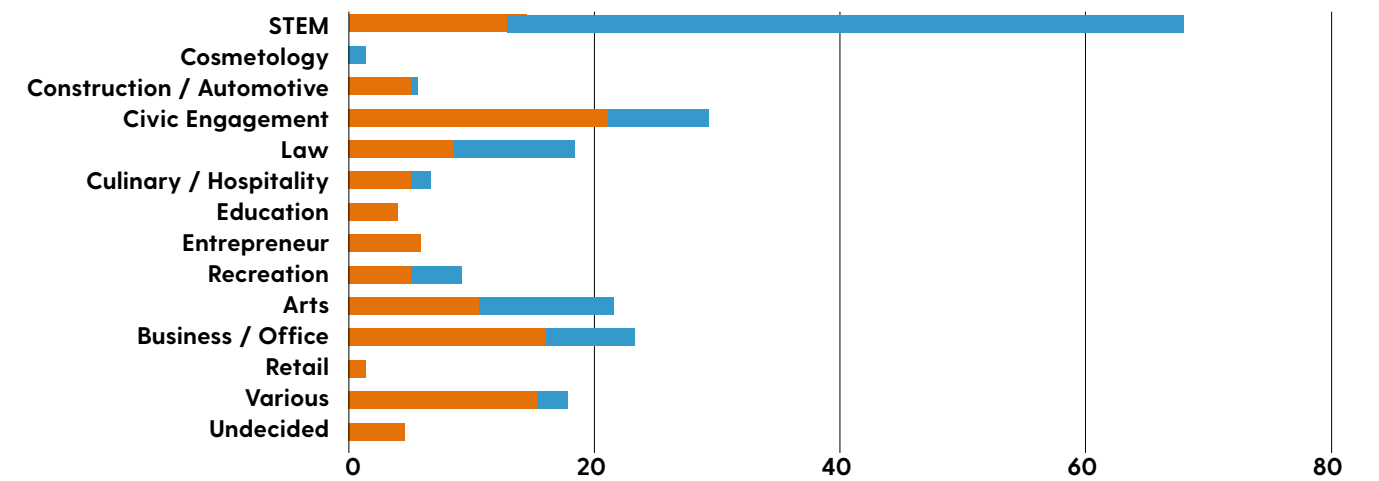
## TOTAL PLACEMENTS



## DEMOGRAPHIC BREAKDOWN

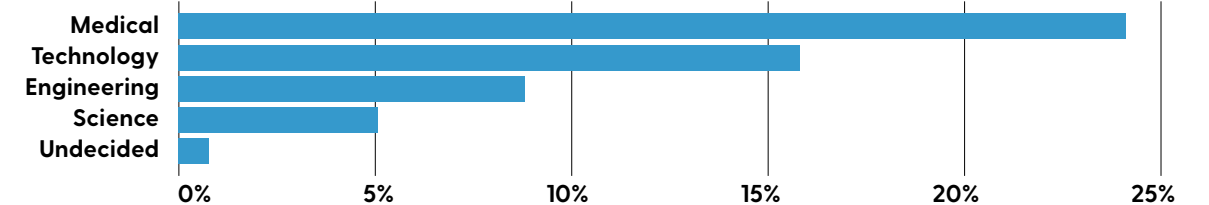


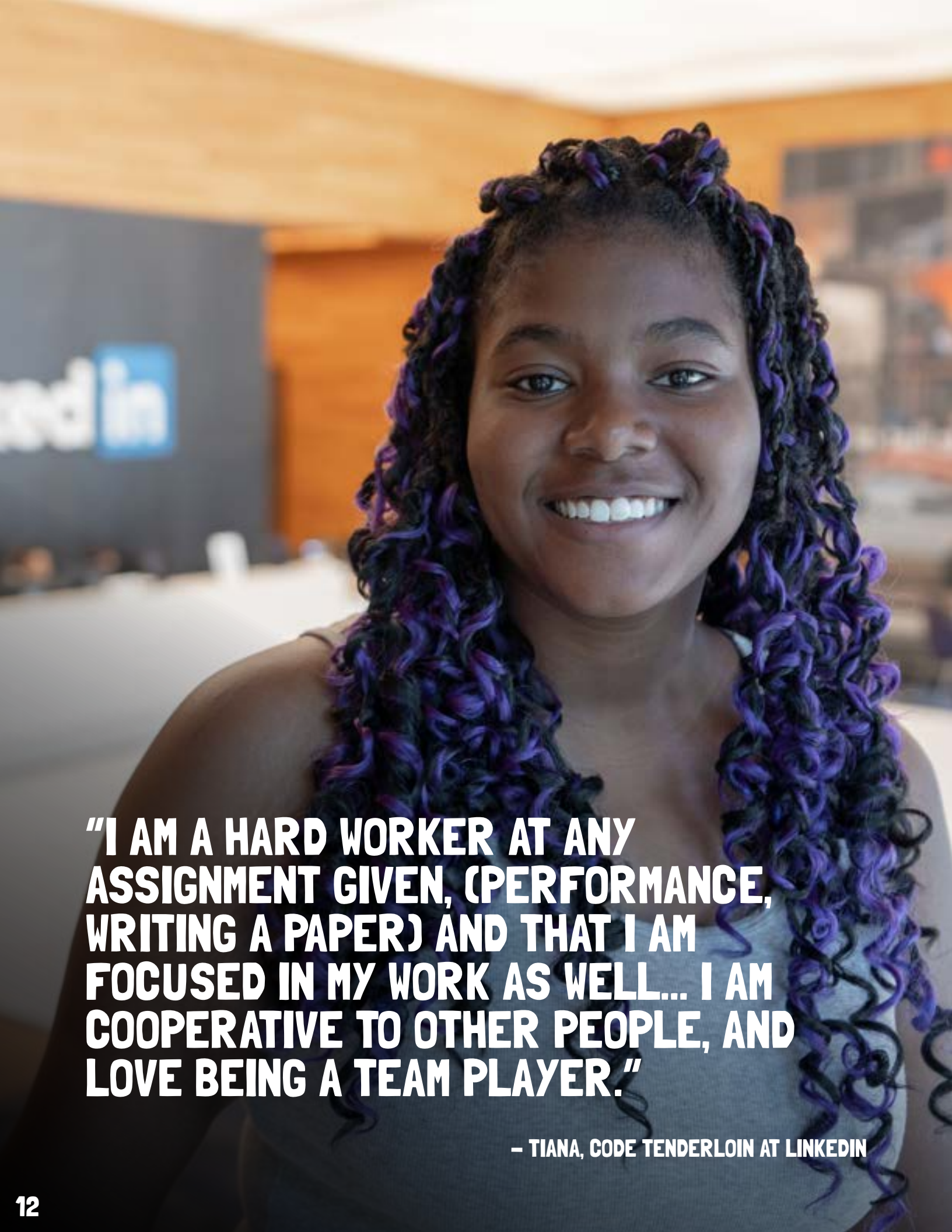
## PLACEMENTS BY INDUSTRY VS. YOUTH INTERESTS / DREAM JOBS



Youth have an opportunity to explore a variety of industries, more than 50% of respondents identified their career jobs are in the STEM fields.

## STEM BREAKOUT

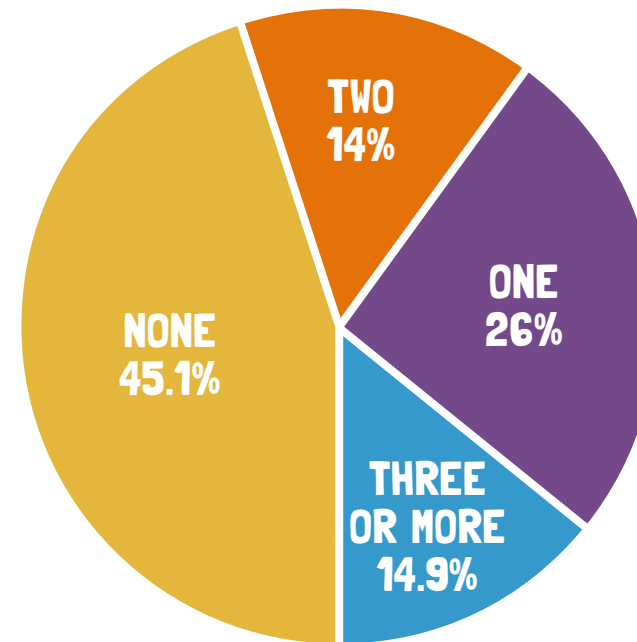




**"I AM A HARD WORKER AT ANY ASSIGNMENT GIVEN, (PERFORMANCE, WRITING A PAPER) AND THAT I AM FOCUSED IN MY WORK AS WELL... I AM COOPERATIVE TO OTHER PEOPLE, AND LOVE BEING A TEAM PLAYER."**

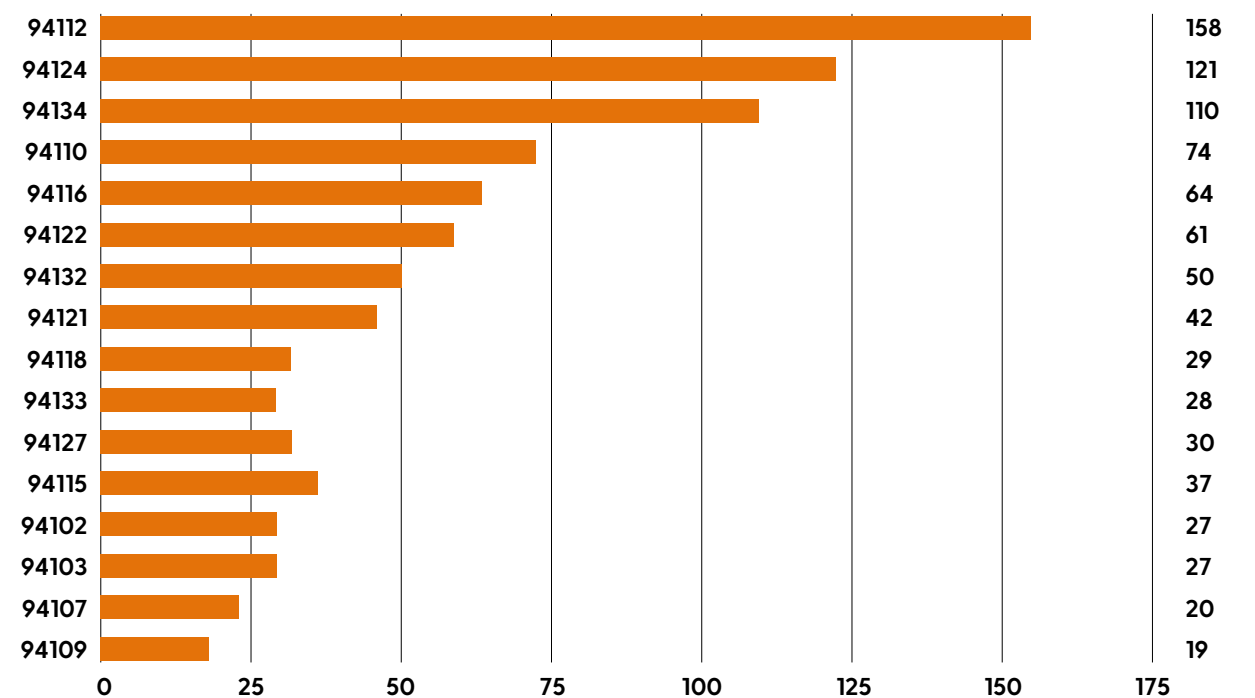
**- TIANA, CODE TENDERLOIN AT LINKEDIN**

**JOB EXPERIENCE**



**Number of previous jobs reported by respondents**

**YOUTH BY ZIP CODE**





**“THE PEOPLE WERE GREAT AND I REALIZED TALKING ABOUT REAL ISSUES IN FRONT OF DOZENS OF PEOPLE ISN’T SO HARD.”**

**– PAMELA**

**WORKSHOPS, EVENTS & PROGRAMS**

Over the course of the summer, we hosted four workshops on various areas and issues impacting local youth, in partnership with City departments and nonprofit and education partners. These workshops prioritized underserved youth who needed extra support to gain skills in the workplace and to gain exposure to a wide range of industries and opportunities.

**HEALTH AND WELLNESS**

June 20 with the University of San Francisco and Department of Public Health

**ENVIRONMENTAL JUSTICE**

June 27 at the County Fair Building with the Recreation and Park Department

**ARTS AND ENTERTAINMENT**

July 11 at the War Memorial Building with Children’s Book illustrator, Christian Robinson, spoken word artist and Shawn William.

**STEAM (SCIENCE, TECHNOLOGY, ENGINEERING, ART AND MATH)**

July 18 at Gallery 308 with over 20 professionals from the STEM field – architects, builders, scientists and artists.

These subject areas were chosen based on feedback from youth participants, who were asked which industries they were most interested in pursuing careers in. We also coordinated tours and site visits to a number of different companies and organizations. While not exclusively work-based learning opportunities, these site visits allowed youth to have exposure to spaces they have not been before, despite being residents of San Francisco. In the coming years, the goal is to have many more employers join this list, but this past summer, youth were able to visit the following sites:

- |                                     |                       |                                       |   |
|-------------------------------------|-----------------------|---------------------------------------|---|
| Cahill Contractors                  | Genentech             | Pillsbury, Winthrop, Shaw Pittman LLP | San Francisco Public Defender’s Office    |
| David Baker Architects Firm         | Golden State Warriors | Rent Board                            | San Francisco Sheriff’s Office            |
| Department of Police Accountability | KPMG                  | Salesforce.org                        | San Francisco Department of Public Health |
| GAP, Inc.                           | Nixon Peabody         |                                       | Youth Art Exchange                        |
|                                     | Pier 39               |                                       |   |





## YOUTH PRESENTATIONS AND EXPO

At the end of the summer, OFA participants had the opportunity to showcase their projects at an end-of-year expo at the Palace of Fine Arts. Projects included drums, t-shirt designs, water bottles, videos, resource guides, information materials, places to meditate in the city, locations for food distribution, photobooks highlighting work and efforts, garden projects, community arts in action, ink pens, fanny packs, hoodies, websites, bracelets, recipe books, game boards, stickers, bags and backpacks.



## LESSONS LEARNED MOVING FORWARD

In its inaugural summer, while Opportunities for All achieved astounding success, we also faced some challenges. As we pause to celebrate our progress and recognize these achievements, we consider where we can improve and what steps need to be taken to serve more youth, engage more employers, and provide greater experiences for all participants.

## LESSONS LEARNED / MOVING FORWARD

### RECOGNIZE OUR SUCCESS

Through feedback from participants, OFA was successful largely in part due to three core tenets of the initiative:

#### YOUTH LED/DRIVEN:

Youth are the reason why the program exists; they are not an after-thought. Youth lead and sustain the work. Moving forward, we will continue to place youth at the center of OFA, provide them with the appropriate resources and support, and trust that their individual successes will translate into the initiative's long-term success and shift the values and beliefs of the community at large.

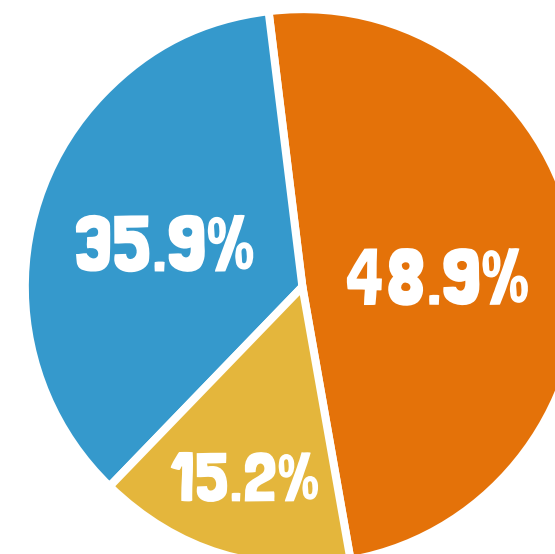
#### COMMUNITY:

OFA interns are not just given a job; they are given the opportunity to build skills as community leaders. Creating a community within OFA of interns, mentors, and employers has strengthened the initiative. Investing in our youth now is laying the foundation to build stronger, more equitable communities in the future.

#### WORK-BASED LEARNING FRAMEWORK:

Work-based learning is a national best practice and has been proven to prepare youth more effectively for not only entry-level jobs, but also mid- and upper-level jobs. Providing youth with work-based learning opportunities earlier, especially during high school, allows them to gain the confidence to pursue specific career paths in college and beyond. It is critical that, as we expand the program, we continue to focus on ensuring that work-based learning opportunities are available across a vast variety of industries so youth are exposed to and aware of their options.

### APPLIED SKILLS



After this experience, respondents believe their professional manners:

- VERY MUCH IMPROVED - 35.9%**
- SOMEWHAT IMPROVED - 48.9%**
- DID NOT CHANGE - 15.2%**

## LESSONS LEARNED / MOVING FORWARD

### **INCREASE RESOURCES, SUPPORT AND ENGAGEMENT**

**While thousands of youth were placed in internships over the course of Summer 2019, an increase in resources and support would have allowed us to serve even more youth.**

#### **TOTAL PLACEMENTS AVAILABLE:**

OFA Staff secured over 1,500 new placements in addition to the 2,000 existing in the San Francisco Unified School District's Career Technical Education (CTE) program and the longstanding Mayor's Youth Employment and Education Program (MYEEP). However, nearly 2,500 unique new applications were submitted for the available new placements – demonstrating a gap between interest and opportunities. Given the sheer volume of youth applicant receptivity, even with limited outreach, it follows that there are hundreds more youth that live in San Francisco who did not apply.

It is imperative that additional employers commit to hosting interns, so we are able to accommodate the existing and anticipated increased demand as we continue to expand our outreach in underserved neighborhoods.

#### **INTERNSHIP HOURS AND DURATION:**

In order to accommodate more youth, the duration of each internship was minimal when compared to the typical amount of time that they are available to work during the summer.

Maximum internship hours were initially limited to 20 hours per week for a duration of 4 weeks (totaling 80 hours), with the maximum duration later increasing to 6 weeks (totaling 120 hours) for some youth. For reference, the San Francisco Unified School District's summer break during 2019 lasted for 10 weeks.

There was a demonstrated need to provide a minimum of 20 hours per week for 8 weeks (totaling 160 hours) of paid work-based learning opportunities in order to maintain youth engagement, allow them sufficient time to complete projects within the workplace, and provide more holistic programming.

*Staffing:* Due to the overwhelmingly positive response from our local youth, to ensure maximum efficiency, OFA will add an additional four staff to be dedicated solely to the initiative. Given the number of youth

served, employers involved, and sponsors providing funding, the initiative needs an increase in dedicated staff to support administrative duties and coordinate activities to not only secure enough placements for all San Francisco youth but ensure the initiative is sustainable for future generations of youth to come.

The additional staff members will be tasked with ensuring the application processing and responses to general inquiries are prompt, onboarding and engagement practices are clear, and employer and internship placement is thoroughly communicated.

Additionally, a research evaluator will help with data collection and analysis.

#### **EMPLOYER PARTNERS AND ENGAGEMENT:**

The most substantial resource needed are the actual internships themselves. Nearly 100 employers signed on to host youth throughout the summer. However, in order for OFA to serve more youth, it is imperative to increase the number of employers and partners that will host youth. The partnerships that make up the foundation of OFA will determine its long-term impact, and strengthening those partnerships will magnify the benefits of the initiative.

While there were noted increases in the percentage of private sector partners hosting youth (22% overall), the majority of placements remained concentrated in government or community-based organizations (74% overall, with 59% provided by City departments alone). To increase the diversity of available placements and provide equitable access to opportunities outside of the public or nonprofit sectors, we must specifically increase the number of commitments from private sector partners to host youth – not just the number of private sector partners that provide funding.

The formation of new partnerships with employers in the private sector can help expand the number of opportunities and diversity of experiences for youth. Every new branch of this collaboration results in additional paid internships that will build career pathways for young, ambitious San Franciscans. These partnerships play an important role in increasing opportunities and building strong work-based learning programs that meet the needs of the employers and youth. Although there are challenges involved in running youth workforce programs, in the long run it benefits employers, workers and the city.

## LESSONS LEARNED / MOVING FORWARD

Finally, employer networking events and support over the course of the summer will be tremendously expanded. In addition to general support needed from employers, the OFA team will be available to help identify sources of funding for wages and assist in the internship program design development-- which includes creating job descriptions and organizing workshops and field trips.

#### **YOUTH PARTICIPANTS AND ENGAGEMENT:**

Thanks largely in part to existing relationships within the community, OFA engaged hundreds of youth that have historically been disproportionately impacted by disparities in academic, health, income, and social justice gaps. There are over 54,000 students in San Francisco Unified School District (SFUSD), with nearly 16,000 in high school, it is estimated that 64% of SFUSD students qualify for free or reduced lunch based on household income levels, and Opportunities for All survey results show that more than 85% of youth respondents are able and willing to work – internships can help develop skills, meet the interest of youth and help support basic needs in low-income households.

OFA's focus on engaging these specific communities led to larger proportions of historically underrepresented populations participating in OFA than the demographic make-up of San Francisco. For example, despite African Americans constituting less than 6% of San Francisco's overall population, nearly 19% of OFA participants identified as African American. Similarly, while 15% of San Francisco's population identifies as LatinX, 22% of OFA participants were LatinX.

Black and LatinX students have consistently been overlooked in most programs, yet they make up the majority of OFA's targeted—at risk youth—those who are living in poverty, are more likely to be incarcerated, and those that come from households with unemployed parents or caregivers with limited or interrupted access to academic institutions. This issue of leaving our Black and Hispanic youth behind is prevalent nationwide. Additionally, when income level is factored into this equation, youth from lower level income households have traditionally been unable or less inclined to seek an internship due to their financial positions—they do not have the financial support to take what has traditionally been an unpaid internship.

Certain neighborhoods have also been unable to benefit from San Francisco's thriving economy, OFA worked to connect with youth living in communities with high levels of unemployment and poverty. Some of the neighborhoods with unemployment rates at 2 – 3 times the citywide level are Bayview Hunter's Point, Outer Mission and Visitation Valley, these also represent where 35% of OFA survey respondents live.

Further, of the nearly 2500 applications OFA received, 7% reported to be a part of an individualized education plan (IEP), meaning they have been identified as having a learning disability and receive specialized instruction or educational accommodations due to it. These numbers are an indication that despite the limited outreach, and false narratives, the youth in our traditionally underrepresented communities are ready and willing to work. It follows that, with sufficient outreach in the coming years, OFA will capture the entire underserved population.

**“ONE THING I DISLIKE WAS THE LACK OF AVAILABLE WORKING HOURS, BUT I UNDERSTAND THE BUDGET CONSIDERATION.”**

**– SURVEY RESPONSE**

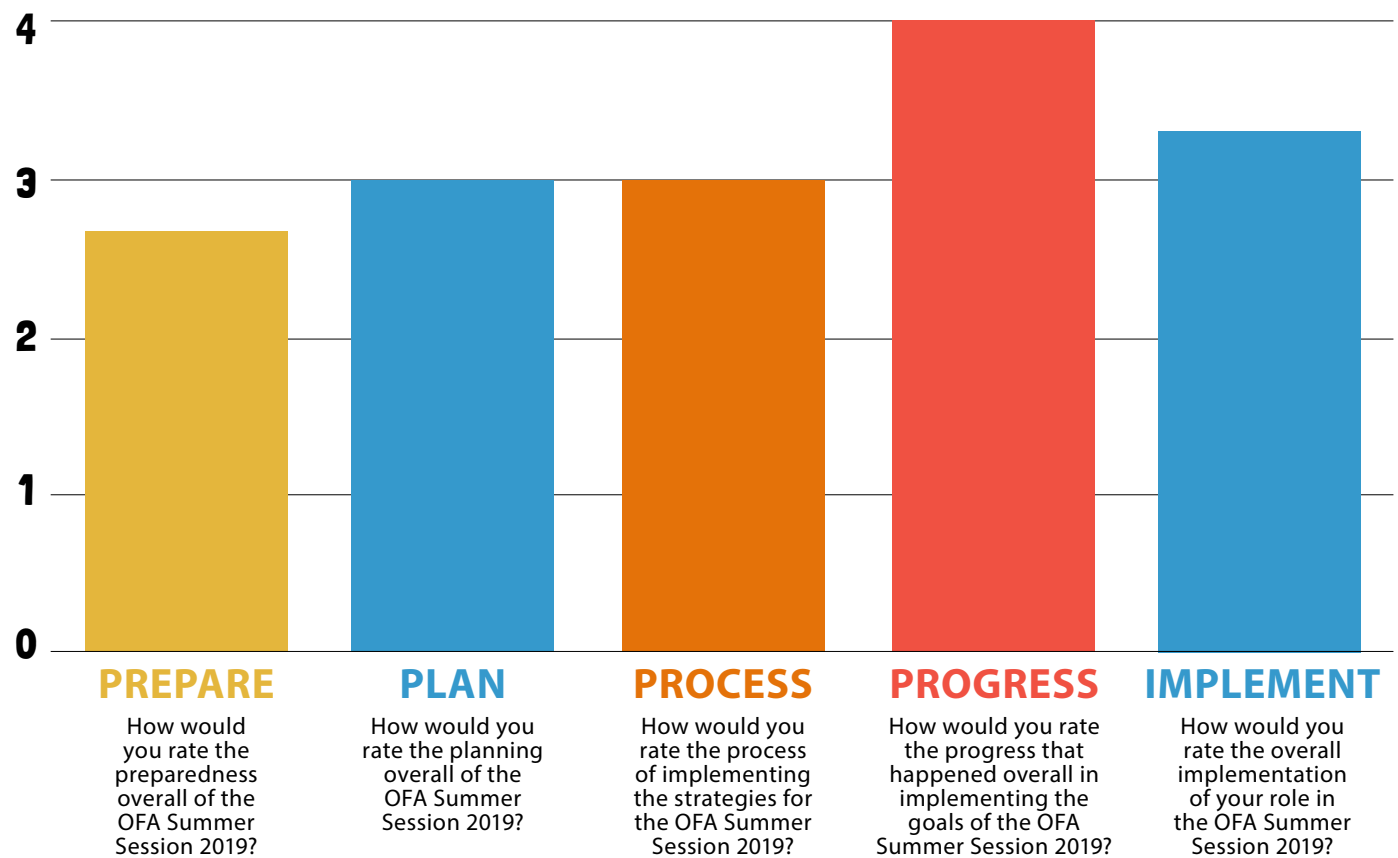
# LESSONS LEARNED / MOVING FORWARD

## PREPARATION TIMELINE

Project and Program leads expressed a need for better preparation for engagement with their cohorts and projects. OFA will address this need by implementing a training process that will begin well before the youth summer internships begin.

Employers expressed a desire for additional time developing their programming to adequately reflect their workplace values and activities. The OFA team has designated a point-person dedicated solely to employer engagement and support.

Finally, OFA needs to allocate additional resources, support and time for community-based organizations, which continue to lead the way in developing strong, supportive pathways for youth.



## ACCOUNTABILITY AND COLLABORATION

OFA's success is owed to the dedication and commitment of its partners to create access and opportunities for all youth. Moving forward, to continue this trend of success, there needs to be increased partnership and collaboration—beyond placement in work-based learning opportunities.

The need to share data, centralize and coordinate services, and work across systems, neighborhoods and politics to advance long-term change in outcomes for these communities that have long suffered from economic, health, academic, and other disparities. Additionally, defining specific roles and responsibilities of partners will increase the quality, efficiency, and effectiveness of the initiative.





## EXPANDING OPPORTUNITIES

While increasing the number of placements is a key opportunity for growing OFA as a whole, expanding the scope of our work –by taking a deeper look at who we serve—what communities they are from, their family’s socioeconomic and educational level, and what other government benefits are they participating in, will allow us to develop a more comprehensive approach to better aid the youth in navigating their future.

The formation of new partnerships with employers in the private sector can help expand the number of opportunities and diversity of experiences for youth. Every new branch of this collaboration results in additional paid internships that will build career pathways for young, ambitious San Franciscans. These partnerships play an important role in increasing opportunities and building strong work-based learning programs that meet the needs of the employers and youth. Although there are challenges involved in running youth workforce programs, in the long run it benefits employers, workers and the city.

## EXPANDING OPPORTUNITIES

### RESEARCH AND DATA

When creating OFA, we looked at many other summer youth workforce development programs across the nation, and one of the biggest missing factors was data or research on the long-term impacts of these programs. While programs readily cited the number of youth served, only recently have many of the programs begun tracking key demographic or outreach information that could be used to track how paid summer jobs impact a youth’s success in postsecondary education and in the workforce. OFA hopes to conduct a longitudinal study on the impact of the work, as well as an assessment of who participated in the program and who had access to which opportunities.

A partnership with the University of San Francisco’s McCarthy Center is helping to document and evaluate the first summer of Opportunities for All. A potential partnership with Stanford University’s SPARQ lab could help inform strategies to build off of the report, Mobility from Poverty.

In addition to outside evaluators, the Office of the Controller, who plays an important citywide role in data collection and reporting, could be supportive in assessing impact and sharing lessons learned through this project. Many of the City departments are tasked with workforce training deliverables and face challenges in collaboration. Using the knowledge gained through participation in this project, San Francisco’s workforce system will be well positioned to measure impact and increase gains from collaboration across other programs and training.

### A REGIONAL APPROACH

As more and more families encounter economic difficulties due to rising costs of living in San Francisco and the larger Bay Area, a regional approach has been considered.

Numerous youth and their families from surrounding communities, especially those immediately adjacent to San Francisco such as Oakland, Berkeley, and South San Francisco, have asked if, when, and how they could bring OFA to their cities. Similarly, the initiative had to adapt to support youth who either live in San Francisco and attend school elsewhere, or vice versa (live elsewhere but attend school in San Francisco).

It is widely acknowledged that addressing income, health, and wealth disparities throughout the Bay Area will require collaboration between cities across the region; no one city can solve these issues on its own.

**“APPRECIATED: EXPONENTIAL GROWTH  
CHALLENGING: EXPONENTIAL GROWTH”**

**– PROGRAM STAFF**

# EXPANDING OPPORTUNITIES

## YEAR-ROUND OPPORTUNITIES

While the summer months are prioritized for internship and job opportunities as most youth are not attending school full-time, if we are to create truly equitable opportunities for all San Franciscans, we must explore expanding OFA into a program that lasts longer than a few weeks during the summer.

Whether by partnering with local schools to incorporate existing school-year career education programs into OFA, or expanding or creating after-school programs with private sector partners, there are a number of ways to achieve this that will require data sharing, increased staff and resources, and higher accountability standards for partners to ensure students' success in the classroom and the workplace.

## A HOLISTIC APPROACH

Supporting young people to succeed is more than just providing a summer job. OFA is working to provide more comprehensive support that addresses the various needs that young people have in San Francisco – and as young people in society in general.

This includes academic support throughout the school year; mental and behavioral health services; facilitating deep connections with mentors; and exploring a multi-generational approach.

To ensure the long-term health, wellness and safety of all communities, including underserved communities of color, City executives across the nation are increasingly seeking capacity-building support to develop cross-departmental infrastructure and best practices. To achieve success, that infrastructure must: explicitly focus on disparities; build a sustainable collaboration related to the area(s) of focus; track progress at the individual and household level; and ultimately deliver results and outcomes in a healing-centered fashion for the populations we serve.

We therefore define success as a shift in policies and processes that prioritize collaboration and create data-driven decision-making teams from diverse backgrounds. This collaboration must include decision-makers from departments connected to education, employment and overall well-being, as well as business and community leaders. If this team can meet and develop policies and strategies that measure impact and share data across systems, it will help inform a shift in other areas.

Additionally, a comprehensive, shared understanding of the interconnected nature of the education system, employer network and City bureaucracy is key to improving Opportunities for All in future iterations. As the partnerships between the private sector, school district and City deepen, each entity will become more familiar with the needs and goals of the others, allowing for a more efficient and effective program.

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