

# Policy Priorities for Transitional Age Youth

Vision & Goals 2014-2016

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Recommendations to Improve the  
Lives of TAY in San Francisco



# Acknowledgements

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## A SHORT HISTORY OF TAYSF

### TAYSF is born

In response to a call by the San Francisco Youth Commission, (then) Mayor Newsom created the Transitional Youth Task Force — an interagency planning effort that met from 2006-2007 and created recommendations to improve outcomes for the City's disconnected young adults, aged 16-24. Following the release of the Transitional Youth Task Force report, Transitional Age Youth San Francisco (TAYSF) was launched as a community partnership that would work closely with public agencies, non-profit service providers, and young adults themselves. The goal of the initiative was to create a coordinated system of supports in education, employment, health & wellness and housing services so that San Francisco's 8,000 most vulnerable youth and young adults can enjoy a healthy transition to adulthood. TAYSF prioritized its work on the transition needs of the youth identified as most in need and at risk: former foster youth, justice system-involved youth, youth with disabilities, parenting youth, homeless youth, immigrant and undocumented youth, and youth who have not completed high school. TAYSF's work was guided by a steering committee comprised of service providers, funders, young people and city department representatives, as well as an advisory board of 16 youth and young adults.

### TAYSF finds a home at DCYF

Over the next five years great strides were made by individual city departments in identifying and addressing the needs of transitional age youth they served; however, interdepartmental planning and coordination remained a challenge. In 2012, in an effort to provide a stable "home" for the work of TAYSF, Mayor Ed Lee issued a policy directive charging the Department of Children, Youth & Their Families (DCYF) to house and lead TAY service coordination (Appendix B). Further, city departments that fund or provide services for transitional age young people were asked to identify deputy-level staff to work with DCYF in developing citywide service priorities; assisting with interdepartmental coordination and planning; and in creating performance measures and data collection systems to monitor the progress that the City will make in serving its most vulnerable youth and young adults.

### The role of TAYSF today

Today TAYSF serves as convener of policy coordination and provides a platform for youth voice in local policymaking concerning transitional age youth. Our work is informed by policymakers, service providers and young people and guided by the city Department TAY Leads, senior staff from each of the key departments that fund or operate programs for TAY. Through the Citywide TAY Advisory Board, TAYSF engages youth and young adults aged 16-25 who draw from their personal and professional experiences to represent San Francisco's most vulnerable transitional age youth—those who are disconnected from education, employment and social support systems. TAYSF also works closely with the TAY Executive Directors Network, which works to ensure that effective services and strategies are supported by the city.

TAYSF also provides resources for policy-makers, service providers, young people and their communities through two comprehensive resource websites. SF4TAY.org is a resource website for TAY and developed by TAY that provides over 180 resources in the areas of education, employment, housing and health and wellness, along with specific services for youth in crisis or special populations. TAYSF.org serves as an online resource directory for research, data and professional development opportunities for those working with or on behalf of TAY. In addition, monthly newsletters highlight work being done by young people, community organizations, city departments and community leaders to improve the lives of TAY.

The work of TAYSF is generously supported by the Zellerbach Family Foundation, the Department of Public Health, the Human Services Agency and the Department of Children, Youth & Their Families.

For more information, visit [www.TAYSF.org](http://www.TAYSF.org) or [www.SF4TAY.org](http://www.SF4TAY.org).



# Policy Priorities for Transitional Age Youth Vision & Goals 2014-2016

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## Recommendations to Improve the Lives of TAY in San Francisco

A roadmap for next steps to improve outcomes for youth and young adults  
and support a strong and healthy transition into adulthood

February, 2014  
Developed by TAYSF





# Table of Contents

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## A SHORT HISTORY OF TAYSF

<b>Introduction.....</b>	<b>1</b>
WHO ARE DISCONNECTED YOUTH/TAY?	1
HOW MANY DISCONNECTED TAY ARE IN SAN FRANCISCO?	1
WHAT DO TAY NEED TO BE SUCCESSFUL?	2
NEXT STEPS FOR SAN FRANCISCO TO SUPPORT DISCONNECTED YOUTH	2
NEXT STEPS & RECOMMENDATIONS	4
LEADERSHIP & POLICY	4
DATA CAPACITY BUILDING, QUALITY AND SUSTAINABILITY	6
OUTREACH AND ACCESS	8
<b>Part II: Issue-Specific Recommendations .....</b>	<b>10</b>
EDUCATION	10
WORKFORCE DEVELOPMENT	14
HOUSING	17
HEALTH & WELLNESS	19
APPENDIX A: RECOMMENDATIONS OF THE MAYOR'S TRANSITIONAL YOUTH TASK FORCE (2007)	23
APPENDIX B: MAYOR'S POLICY DIRECTIVE PRIORITIZING TAY	25
APPENDIX C: CITYWIDE QUALITY STANDARDS FOR TAY SERVICES	27

# Introduction

## Who are Disconnected Youth/TAY?

Most young people move successfully from adolescence to adulthood with the support of family, schools and community. But for those aging out of foster care, involved with the justice system, leaving school without a diploma or experiencing a range of other of life's challenges, this transition is more difficult. These young people face many obstacles in trying to become successful, independent young adults, leaving them vulnerable for a number of negative outcomes, including substantial periods of unemployment, homelessness, involvement with the criminal justice system and poverty.

Transitional age youth (TAY) who are disconnected are those 16-24 year olds who need additional supports and opportunities to make a successful transition to adulthood. TAY include 16-24 year olds who:

- are academically off-track or have dropped out of high school;
- have had contact with public systems (e.g. foster care, juvenile justice, criminal justice, or special education);
- are homeless or marginally-housed;
- have a disability or other special need (including substance abuse);
- are young, unmarried parents;
- are undocumented;
- are immigrants and/or English Learners; and/or
- are Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQQ).



Disconnected TAY face multiple challenges in making meaningful connections with education; entering the workforce; and creating strong, positive support networks. They often have limited educational achievement and may lack basic academic and work readiness skills needed to obtain and maintain employment. Disconnected youth may also face mental health problems, disabilities, or drug and alcohol abuse, homelessness, and isolation from positive communities.

## How Many Disconnected TAY are in San Francisco?

Current estimates indicate about 10% of 16-24 year olds in San Francisco, or roughly 8,000 of our young people, are at risk of not transitioning successfully into adulthood, or reaching adulthood at all. Indeed, 42% of San Francisco's homicide victims in 2012 were age 25 and younger<sup>i</sup>. While many young people are disconnected altogether from services and supports, a significant number of youth and young adults are accessing public services. This link provides an opportunity to better connect them with the resources and supports they need to succeed.

## Disconnected Youth & Young Adults

According to the most current sources available:

- 1902 young people under age 25 were identified as homeless in San Francisco during the 2013 Point-in-Time Count and Survey; 25% of these homeless youth identified as former foster youth; almost 30% identified as LGBTQ.<sup>ii</sup>
- 5,700 12-24 year olds are homeless/marginally-housed or at risk of becoming homeless each year.<sup>iii</sup>
- 6,000 16-24 year olds are without health insurance coverage.<sup>iv</sup>
- 7,700 18-24 year olds have not yet obtained a high school diploma.<sup>v</sup>
- 9,000 18-24 years olds are neither working nor attending school.<sup>vi</sup>
- 700 students drop out of middle or high school **each year**, resulting in over \$122 million in lost earnings and societal costs.<sup>vii</sup>
- 554 students in San Francisco Unified School District are **currently** off-track by one or more years and at risk of not graduating with their peers.<sup>viii</sup>



## System-Involved Youth & Young Adults

- 435 youth aged 16 and older are currently in foster care placements; 247 of which are 18-21 year olds .<sup>ix</sup>
- More than 2,000 youth and young adults are currently involved in the juvenile and criminal justice systems.<sup>x</sup>
- **Each year**, nearly 3,000 youth and young adults access public mental health and substance abuse services.<sup>xi</sup>
- **Each month**, approximately 1,400 18-24 year olds receive cash welfare benefits and nearly 4,000 18-24 year olds receive Food Stamps.<sup>xii</sup>

## Cross-System Involvement

Disconnected TAY frequently are involved in multiple systems (Exhibit A):

- 80% of young adults age 18-25 on Adult Probation lack a high school diploma or GED; 75% were unemployed at the time of arrest.<sup>xiii</sup>
- Between 2005 and 2009, 15% of foster children had an episode of involvement with the Juvenile Probation Department;<sup>xiv</sup> 7% of youth on probation had an episode of foster care.<sup>xv</sup>
- In 2011, approximately 8% of foster youth age 16 or older ran away from placement.<sup>xvi</sup>
- 37% of foster care youth are currently in mental health services.

## What do TAY Need to be Successful?

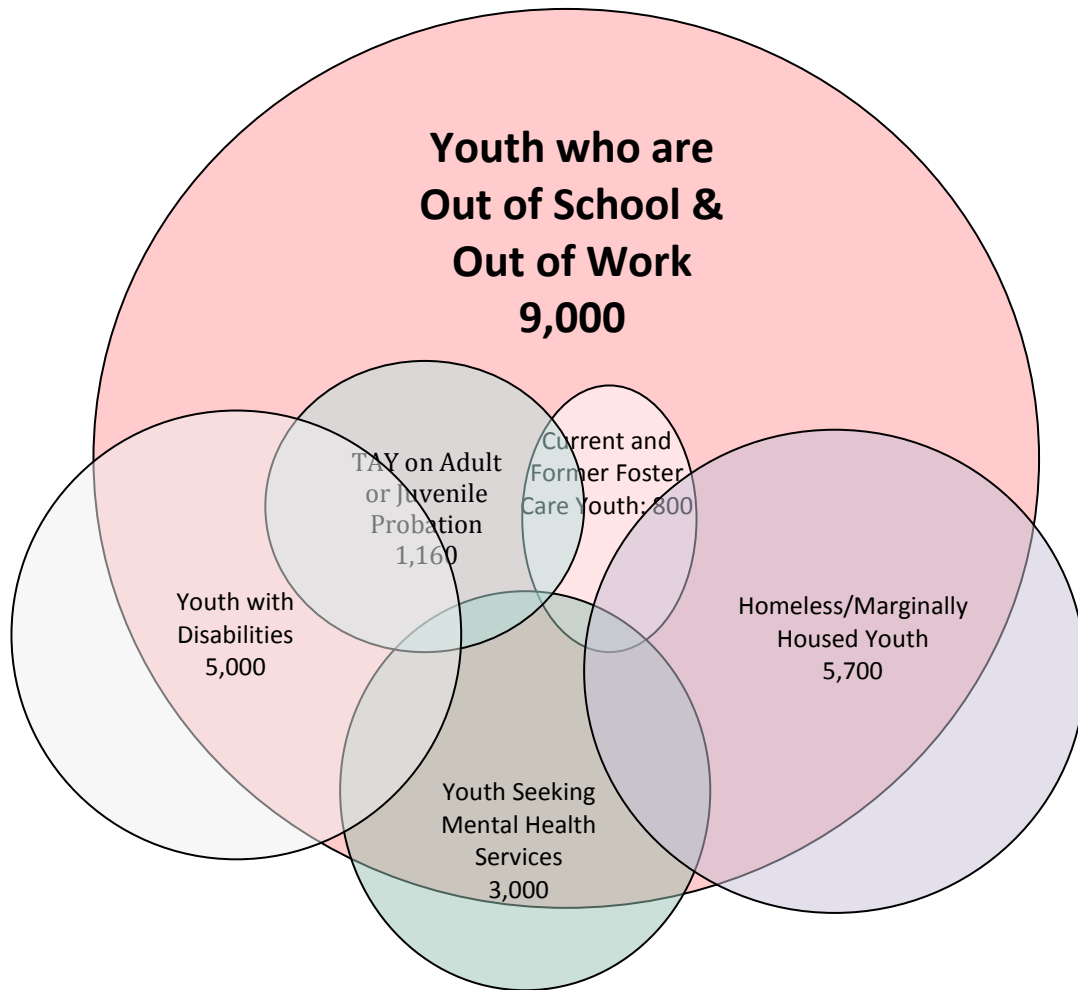
Young people deserve to be set up for success, not failure. Like all young people, vulnerable young adults need developmentally and culturally appropriate opportunities and support to become successful adults. Young people need health and wellness services, education and employment, and safe and stable housing to create a foundation on which to grow. High quality, transformative experiences can address the range of psychological/ emotional, circumstantial, and skills barriers that disconnected youth face and can change the trajectory of their lives. Meanwhile, reforms in the education, health, housing and employment system must address systemic barriers that lead to and perpetuate disconnection. Finally, TAY need strategies and supports to help them (re-)connect positively to families and other caring and supportive adults in their lives.

## Next Steps for San Francisco to Support Disconnected Youth

As a city, San Francisco is making progress in providing transitional age youth with the supports they need to become productive workers, responsible parents, and engaged citizens, but there is still much work to be done.

This document provides a roadmap for next steps that will support our young people in thriving into adulthood. Part I outlines goals and recommendations for system-level supports, while Part II focuses more specifically on the four key areas of education, employment, health, and housing services. Each section includes an articulation of the long-term outcomes, a summary of the current reality, and recommendations for next steps that build on current progress and move toward our common goals.

# Disconnected Transitional Age Youth in San Francisco



**8.4% of all 16-24 year olds are not working and not in school**

EDUCATION	WORKFORCE	HEALTH & WELLBEING	HOUSING
7,700 18-24 year olds have not obtained a High School Diploma or GED	5,000 undocumented 14-24 year olds have little to no legal options for employment	6,000 16-24 year-olds without health insurance	1,902 Homeless youth and young adults are under 25 years old
Over 700 students drop out of middle and high school each year	1,400 18-24 year olds receive cash welfare; 4,000 receive food stamps	42% of San Francisco's homicide victims were age 25 and younger	25 % of the homeless population is children and youth under 25 years old
554 high school students at SFUSD are currently off-track by 1 or more years			

# Part I: Infrastructure and Support for the TAY Initiative 3.0

## Next Steps & Recommendations

The following are key priorities for 2014-2016 to improve the outcomes for Transitional Age Youth (TAY) in San Francisco.

The priorities build upon the original recommendations from the Transitional Youth Task Force Report: *Disconnected Youth in San Francisco: A Roadmap to Improve the Life Chances for San Francisco's Most Vulnerable Youth Adults* (Appendix A) and from discussions with key stakeholders from 2011-2013, including the TAYSF Steering Committee, young adults, community providers, educational institutions and city department representatives.

These priorities reflect the key program and policy improvements needed to improve the education, workforce, housing and health outcomes for TAY in San Francisco.

## Leadership & Policy

**VISION:** *The new structure for the TAY Initiative will maximize the effectiveness of city resources to benefit and improve the outcomes for TAY by aligning interdepartmental and philanthropic resources, ensuring accountability with regards to TAY-related investments, and promoting youth engagement in TAY-related decision-making and policy.*

### GOALS:

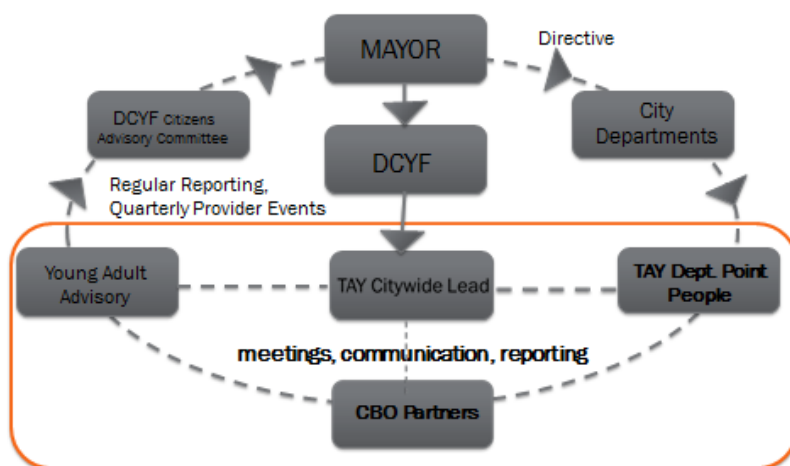
- Build and maintain a strong base of support for the TAY Initiative among government agencies, community partners and youth to ensure informed, aligned and inclusive decision-making;
- Provide infrastructure and support for authentic youth engagement in policy and program-related decisions;
- Increase both internal and external coordination of services and investments for disconnected TAY; and
- Promote transparency and accountability among publicly-funded TAY-serving organizations and public agencies.

### CURRENT REALITY:

*“They count you out before they give you a chance.”*

While some City departments have made progress in aligning investments and strategies for youth and young adults, the city would benefit from a comprehensive, citywide policy direction regarding budget and programmatic priorities with respect to TAY.

By issuing the 2012 policy directive identifying disconnected TAY as a priority across city departments and designating San Francisco's Department of Children, Youth & Their Families (DCYF) as the citywide Home for TAY service coordination, Mayor Lee has begun to reform the way San Francisco coordinates services for disconnected TAY (Appendix B). The new infrastructure of the TAY Initiative (illustrated at right) provides much opportunity to align strategies and strengthen services to support young adults towards positive outcomes.



### **What's Working: Citywide TAY Advisory Body (CTAB)**

Through the CTAB, TAYSF engages youth and young adults, ages 16-25 who, from personal and professional experiences, represent San Francisco's most vulnerable transitional age youth—those who are disconnected from education, employment and social support systems. The CTAB serves as a resource to city departments in defining, planning and addressing the needs of TAY in San Francisco. City departments utilize the CTAB to inform policies, initiatives, service delivery or funding strategies pertaining to TAY. During the 2012-13 program year, the CTAB helped to inform DCYF's youth workforce funding strategies and the development of this policy priorities document, and has begun work with the Department of Public Health (DPH) to inform their professional development strategies related to trauma-informed care. The CTAB is also partnering with DPH and the Adolescent Health Working Group to improve access and utilization of health services of young women.

## **RECOMMENDED STRATEGIES**

The City should built upon and strengthen current efforts to create lasting solutions to social issues facing TAY utilizing a Collective Impact approach<sup>xvii</sup>, through the adoption of a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication and support for TAYSF to coordinate and provide backbone support.

- Ensure that transitional age youth are a priority population citywide and across city departments
  - Ensure infrastructure support for TAY-serving organizations and agencies through dedicated staffing, training and resources;
  - Utilize the City Department Leads to increase both internal and external coordination of services and investments for disconnected transitional age youth; and ensure accountability of TAY-related investments;
  - Work with community partners to align efforts and inform strategies and practice; and
  - Ensure compliance with the Mayor's directive prioritizing TAY through the issuance of an annual "TAY Report Card" monitoring the City's progress in providing and coordinating services for TAY.
- Provide Sufficient Resources and Support for TAYSF to Thrive
  - Leverage interdepartmental resources to provide TAYSF the staffing levels, capacity and infrastructure necessary for leadership and coordination of TAY policy and planning;
  - Strengthen TAY-related resources, including best-practices research; and
  - Facilitate the engagement and participation of all partners to create and maintain a broad base of support.
- Provide Infrastructure and Support for Authentic Youth Engagement in Policy and Program-Related Decisions
  - Utilize the Citywide TAY Advisory Board as a resource to assist departments in planning and policy development;
  - Assess and report out on departmental strategies for authentic youth engagement; and
  - Build the infrastructure within each TAY-serving or TAY-funding department to support a formal advisory body to authentically engage the voices of TAY who currently or have utilized services.

## Data Capacity Building, Quality and Sustainability

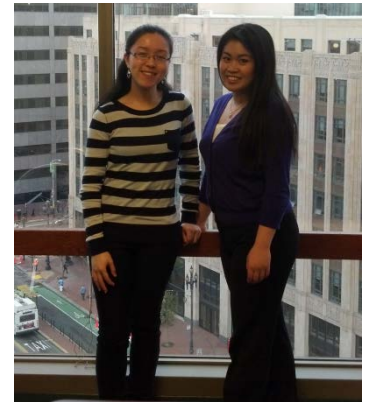
**VISION:** *Relying on - and encouraging - evidence-based practice, public funding streams will support high-quality, developmentally and culturally appropriate practices for serving disconnected youth and young adults, facilitating achievement of common positive outcomes.*

### GOALS:

- Strengthen resources of TAY-serving organizations and public agencies, including data-collection and use;
- Use data to help the City target resources for transitional age youth and support program improvement;
- Ensure organizations provide high-quality services to effectively support positive outcomes for disconnected young adults; and
- Increase public investments to support the long-term goal that all young people in San Francisco will thrive into adulthood.

**CURRENT REALITY:** *"I want to be treated like a real person, with respect"*

Largely driven by individual planning processes and funding streams, City Departments and CBOs provide services designed to reach a disparate range of desired results. Existing data and information systems are often insufficient to assess the needs and status of young people as well as the effectiveness of current services. The quality and capacity of services continues to vary across agencies. Although several departments have implemented quality standard measures in their individual contracts, we lack citywide measures and support for building a coordinated, comprehensive system of high-quality care.



### RECOMMENDED STRATEGIES

- Develop a Shared Measurement Framework
  - Define and promote the adoption of Citywide *long-term* outcomes for TAY to ensure alignment amongst TAY-serving providers and funders.
  - Define and promote the use of common *short-term* metrics (indicators) for tracking progress towards those outcomes that appropriately correspond to the needs of the population.

→ Recommended *long-term outcomes* for young adults are articulated for each of the four key areas (Education, Workforce Development, Housing and Health & Wellness) in Part II of this document.

→ Potential *short-term indicators* for young adults are included within each section of the issue-specific recommendations in Part II of this document.

- Improve Data Collection and Use by TAY-serving Organizations and Agencies
  - Continue to support efforts to share data between city departments and SFUSD;
  - Support city departments to collect and report a standard set of data on the numbers and characteristics of transitional age youth that they serve; the amount of funding allocated for TAY services; the specific services provided; and the outcomes supported through those investments; and
  - Support programs serving transitional age youth to collect data to drive decision-making and improve on-the-ground services for TAY.

- Promote Quality Standards for All TAY Services
  - Translate evidence-based promising practices for working with TAY into *quality standards* that can be incorporated into public funding streams;
  - Ensure that TAY Quality Standards build on the following principles for effectively serving disconnected transitional age youth:
    - Utilizing a strengths-based, positive youth development approach;
    - Promoting supportive, long-term, trusting relationships;
    - Offering flexible and individualized services;
    - Incorporating youth voice in program design and decision-making; and
    - Providing culturally-responsive services for young people of color, youth with disabilities, and LGBTQQ youth.
  - Promote common standards for all TAY services while allowing room for differentiation within particular service strategies (e.g. education, employment).

→ A draft of TAY Quality Standards that were created through discussions with TAYSF's Young Adult Advisory Board is included in Appendix C.

- Provide Training and Capacity Building for TAY Providers
  - Support TAY-serving organizations and agencies with both training and capacity-building opportunities, including in the areas of evaluation and data collection/review, to more effectively serve TAY;
  - Ensure that trainings are targeted to both program managers and front-line staff, to meet standards and provide quality services; and
  - Ensure that providers are supported on an ongoing basis with technical assistance and evaluation support.

## Outreach and Access

**VISION:** *Improvements in outreach and awareness efforts will help TAY to connect with appropriate services that comprehensively address their needs and assist them to transition effectively to their next step.*

### GOALS:

- Connect youth with the range of existing programs and services through improved outreach to transitional age youth and their allies;
- Provide more comprehensive services that holistically address the needs of disconnected youth and young adults; and
- Ensure that young people in public systems receive individualized support to plan for and complete next steps as they transition to adulthood.

**CURRENT REALITY:** *“There’s probably tons of programs in San Francisco, but only a few people, a limited number of people, know about the programs.”*

San Francisco has many high-quality and innovative resources for young adults—and yet, many youth and providers are unaware of them. While some outreach efforts do reach disconnected transitional age youth, there are few access points that advertise or refer youth to multiple services and program models. Service providers have made progress towards providing comprehensive services that holistically support young people and address their needs; however there are still few examples of consistent, client-centered and comprehensive services for youth transitioning to adulthood.



### **What's Working: SF4TAY.org**

Launched in 2012, **SF4TAY** has easy to navigate listings of over 180 resources for TAY in San Francisco in the areas of housing, employment, education and health & wellness, as well as resources for specific TAY populations and those in crisis.

### RECOMMENDED STRATEGIES

- Provide Current, Accurate Information on All Programs Serving TAY
  - Conduct public education/awareness campaigns of TAY needs and existing services; and
  - Continue to support and develop SF4TAY.org, a comprehensive web-based directory of TAY resources, to increase awareness of available services.
- Facilitate Information Dissemination through Targeted Outreach
  - Conduct outreach to local businesses and other areas where youth tend to congregate and provide information on services for TAY; and
  - Develop a “youth outreach corps” (youth from high school, college, etc.) to use “on-the-ground” street outreach and triage to increase awareness of services by youth who are disconnected.

- Develop a Strong Network of Public/Private TAY Service Providers
  - Conduct outreach to local/grass roots organizations that may not be city-funded or are otherwise disconnected from existing service provider networks;
  - Conduct outreach events (e.g. community fairs) across multiple locations that include a broad range of service providers; and
  - Formalize referral services among TAY providers and public systems.
  
- Develop and Support Comprehensive Transition Planning and Supports for TAY as they Exit or Transition into "Next Step" Services
  - Develop and adopt a set of universal questions and data to be collected on all TAY for city-funded services to provide more holistic assessment and collect better data on citywide needs;
  - Assess all young people aged 16-24 who apply to city-funded programs regarding their status and needs in education, workforce, housing and health & wellness; and
  - Connect TAY-serving providers and programs with adult and mainstream programs.
  
- Support the Building of Caring Support Networks for TAY
  - Support positive family and familial connections for TAY; and
  - Improve strategies and services that support TAY parents, allies and peers.



## Part II: Issue-Specific Recommendations

### Education

#### GOALS:

- **Grounding Statement:** All young people need high-quality education and training experiences that respond to their diverse needs and life challenges in order to move their lives forward and become self-sufficient.
- **Impact:** All young people attain educational credentials in preparation for career and community participation, including a high school diploma, postsecondary degree and/or vocational certificate training.
- **Key Strategy:** Provide San Francisco's most disadvantaged youth with access to a broad continuum of education, training opportunities and supportive services, with a priority to re-engage youth who are disconnected from the education system and labor market.

**CURRENT REALITY:** *"The most important event in my life was graduating high school. Now I say this like it was a breeze, but trust me, it wasn't."*

**Current Young Adult Indicator:** Approximately 7,700 18-24 year olds in San Francisco have not achieved a high school diploma or GED.<sup>xviii</sup> Too many more young people currently in school within the San Francisco Unified School District (SFUSD) are not on track to graduate. Of those youth who do graduate high school, many need additional English and math remediation to be ready for postsecondary education and training. Roughly 3/4 of English Language Learners, Special Education and African American seniors have not completed the courses they need for entrance into the University of California (UC) or California State University (CSU) systems<sup>xix</sup>.



**Key Challenges & Needs:** Educational attainment is the single greatest predictor of future employment and economic success for young people. The individual and societal costs of youth not succeeding academically are great. Compared to high school graduates, dropouts have: higher rates of unemployment; lower earnings; poorer health and higher rates of mortality; higher rates of criminal behavior and incarceration; and increased dependence on public assistance. During the 2009-10 academic year, 714 youth in grades 7-12 dropped out of school. The cost to San Francisco and the California's economy will be over \$122 million in lost wages and other expenses<sup>xx</sup>.

#### Emerging Issue - The New 2014 GED®

Beginning in 2014, the GED test will be aligned with Common Core State Standards (CCSS), which are designed to enhance college and career readiness. As a result, dramatic changes to the content and medium of the GED assessment will take place. Students will complete the new GED assessment entirely on the computer. The original subject matter of the old tests has also been redesigned into a four-test format: literacy, math, science, and social studies. In addition, two types of certification will now be available through the new GED test: general high school equivalency and an endorsement that indicates college and career readiness.

Potentially, the new subject matter and content of the GED tests starting in 2014 will be more difficult than the older tests, as the new GED test will incorporate strong college readiness standards modeled around the CCSS. According to The Working Poor Families Project, additional changes that could negatively affect individuals seeking a GED include increased test costs and reduction in the number of test centers.

Unfortunately, many young people feel that the education they are receiving isn't relevant to their lives. They struggle with pedagogy that is not engaging or culturally relevant. Youth state that too few teachers and counselors come from, or understand, their communities or the family and economic challenges that interfere with their education.

To help them stay on track and graduate, young people need more educational options for credit recovery, such as summer school and evening school offerings; online learning, such as through Edgenuity, Inc.; greater integration of education, training and workforce services; and increased support during the transitions to and through postsecondary education and training. Young adults with low basic skills, including youth 17+ who have not or will not graduate, need higher quality and better-coordinated options.

### **Current Strategies:**

#### Service Providers:

- *San Francisco Unified School District (SFUSD)* utilizes "Early Warning Indicator" data to identify incoming 9<sup>th</sup> grade students whose attendance and performance indicate that they are likely to be heading off-track and will need additional attention, supports and services. Through the newly-established Office of Extended Learning and Support, SFUSD uses MTTs, a multi-tiered system of support and on-track graduation data, to identify high school students who are off-track. These are students who are short on total credits and/or required courses needed to graduate from high school. SFUSD offers several alternative education and credit recovery options for high-school aged students who are off-track from graduation, or whose life circumstances put them at risk for not graduating on time, including working closely with school counselors in targeted credit recovery/earning interventions.
- *City College of San Francisco* offers basic skills instruction, high school diploma instruction, and GED preparation through its Transitional Studies Department. In addition, the Gateway to College Program offers young people aged 16-20 the chance to complete their high school diploma and work towards a degree or certificate.
- *Community-Based Providers and Charter Schools* additionally provide a variety of educational options for disconnected youth to attain a high school diploma or GED along with additional services such as workforce training and other supports.

#### Funders:

- The *Department of Children, Youth, and Their Families (DCYF)* funds a variety of alternative education programs for youth within its Violence Prevention and Intervention (VPI) portfolio.
- *The San Francisco Sheriff's Department* provides core financial support for Five Keys Charter School.
- *Mayor's Office of Housing & Community Development (MOHCD)* funds a number of organizations that provide GED and educational case management services.
- The *San Francisco Unified School District* funds extended learning opportunities through the Public Education Enrichment Fund.

### ***What's Working: SFUSD Early Warning Indicators***

The San Francisco Unified School District has implemented a system to identify young people transitioning from middle school to high school whose attendance and 8th grade performance provide "early warning indicators" that they may have trouble staying on track to graduate. High school staff uses this information to work individually and through small groups to give these students the guidance, mentoring, support and incentives they need to successfully complete high school.

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## NEXT STEPS:

**Key Stakeholder(s):** Core city departments (Department of Children, Youth & Their Families (DCYF), Office of Economic & Workforce Development (OEWD); Collaborative city departments (Juvenile Probation Department (JPD), Adult Probation Department (APD), Human Services Agency (HSA), Department of Public Health (DPH), Mayor's Office of Housing and Community Development (MOHCD)); Community-based providers; San Francisco Unified School District (SFUSD) and the Board of Education; Bridge to Success partners; the Mayor's Office of Education.

**Recommendations:** TAY should not only obtain a high school diploma or equivalency, and be prepared for postsecondary education or training; they should also gain the tools to succeed in everyday life. As such, San Francisco must embrace "multiple pathways" to success, ensuring that a variety of educational options and approaches are available for youth and young adults. Education options must respond to the diverse needs and life challenges of transitional age youth and should include secondary/post-secondary bridge programs, an array of remediation and credit recovery options, integrated education/workforce programs, reengagement options for youth who have dropped out, and a 5-year high school option for students who are over-age/under-credit. The City should continue to ensure that City College remains open and thriving, and works with SFUSD to explore options to address the significant numbers of youth currently not on track to meet A-G requirement for graduation. Finally, a critical urban pedagogy is needed in many schools to make education more engaging and relevant to young people growing up in San Francisco and to help young people, especially foster youth, become more active agents in their education.

- Support and Expand Options for Over-Age/Under-Credit and Off-Track Students
  - Continue to utilize Early Warning Indicators data to identify off-track students and provide them with needed supports;
  - Research data-sharing strategies utilized by other communities to better coordinate services provided in the community to support educational attainment;
  - Continue to utilize "on-track to graduation" data to identify off-track high school students and provide targeted credit-recovery/earning interventions (e.g. Central Evening School, summer school and online learning);
  - Expand credit recovery options such as online learning and work experience credit;
  - Develop a 5th year option for students who need extra time to graduate;
  - Identify strategies for community providers to support educational attainment through educational monitoring, graduation and transition planning; and academic support;
  - Expand peer and adult mentoring to support high school and post-secondary students who are off-track;
  - Expand outreach to underrepresented youth in Career Technical Education Academies and SFUSD and City College's Teacher Pathways;
  - Expand Concurrent and Dual Enrollment options for students at all schools;
  - Support the work of Bridge to Success to create greater alignment between SFUSD, San Francisco State University and City College to develop long-term strategies and systems for disconnected TAY, with a focus on off-track students; and
  - Re-align programs funded with Regional Occupational Program funds to better serve TAY.
- Provide Leadership and Support to Strengthen Current Alternative Education and Reengagement
  - Engage the Youth Council (or another identified body) to provide oversight, support and coordination of educational reengagement options;
  - Coordinate existing alternative education and educational reengagement options;
  - Use the support of a peer learning network to improve system capacity and identify which program models work best for young people with which needs;
  - Tie employment preparation and workforce development opportunities with educational programming;
  - Survey young people to better understand reasons for falling "off-track" and supports needed;
  - Expand GED testing site options;
  - Adopt and implement quality standards for reengagement programs, such as the National Youth Employment Coalition's EdNet standards; and
  - Develop standard citywide educational assessment methodologies to identify youth's educational needs and match with the appropriate service.

- Leverage Existing Services and/or Establish Comprehensive Reengagement Centers and a Referral System for Out-of-School Youth
  - Learn from existing assessment and referral systems (including those of OEWD, APD, the Community Assessment & Referral Center, the Truancy Assessment & Resource Center and other communities) and develop a coordinated system of assessment, referral and wrap-around services addressing both education and workforce needs;
  - Utilize the partnerships in place through the Truancy Reduction Initiative to plan and develop one or more Reengagement Centers; and
  - Leverage the resources of the Reengagement Network of the National League of Cities to identify best practices and effective reengagement strategies.

**Performance Measures:**

- Young Adult Measures: Providers, funders, and referring agencies should track progress of individual young adults with the following measures:
  - *Short-Term:* Improved school attendance (<18 yrs); Progress towards graduation/GED.
  - *Long-Term:* Increase in percentage of young adults in alternative education programs with positive outcomes; Improved school attendance; Increase in the number of young adults completing a secondary-level credential; Increase in the number of young adults enrolling in postsecondary education.
  
- System Measures: The City should track progress towards building a high-quality system of education options for young adults with the following measures:
  - *Capacity:* Increase in number of spots in alternative education programs; Increase in number of young people served in alternative education programs; Increase in number of youth served by a reengagement center; Increase in number of out-of-school young people reenrolled in high school diploma or GED program.

# Workforce Development

## GOALS:

- **Grounding Statement:** All young people need high-quality education and employment experiences that respond to their diverse needs and life challenges in order to prepare them to become self-sufficient and competitive in the labor market.
- **Impact:** All young adults are gainfully employed with living wages and benefits and/or have access to career training and ongoing educational opportunities to achieve their career goals and life-long economic stability.
- **Key Strategy:** Provide San Francisco's most disadvantaged youth with access to a broad continuum of education, work experience opportunities and supportive services, with a priority to re-engage youth who are disconnected from the education system and labor market.

## CURRENT REALITY:

*"I want something that is going to push me to my limit;  
an adult kind of job where I feel like I am making a difference."*

**Current Young Adult Indicators:** Unemployment rates among young people in San Francisco continue to be at an all-time high. The unemployment rate for 16-19 year olds is almost 30% and the unemployment rate for 20-24 year olds is double the rate for all adults. Over 9,000 young adults in San Francisco ages 18-24 are neither working nor enrolled in school. In addition, it is estimated that there are over 5000 undocumented youth ages 14-24 in San Francisco with little or no legal options for employment. Youth aged 16-24 residing in HOPE SF public housing sites have employment rates of 8-12%.<sup>xxi</sup>

**Key Challenges & Needs:** The recent economic downturn has disproportionately affected young people. 16-24 year-olds suffer from unemployment rates more than double the national average; their level of workforce participation is at the lowest in over 60 years<sup>xxii</sup>. For young adults without a high school diploma or equivalency, San Francisco's labor market poses significant challenges, as workforce opportunities become increasingly bifurcated between high skilled/high wage occupations and low skilled/low wage opportunities.



Disconnected youth require ongoing support to prepare for the workforce, and find and maintain jobs. To move these youth out of poverty and into self-sufficiency, the City must better align its resources and significantly increase program and system capacity, as well as provide sufficient resources to support more intensive and longer-term engagement. More effective workforce programs that help to develop basic educational skills and address behavioral health issues are needed. Currently over 100 youth workforce programs are funded by a dozen city departments. There is limited coordination, if any, among these programs, and limited awareness among youth or adults that these programs exist. Finally, as a Sanctuary City, bold leadership is needed to address the needs of the significant numbers of young people without "right-to-work" documents. Their inability to participate in the majority of the City's employment and training programs furthers their disconnection.

## Current Strategies:

**Service Providers:** San Francisco has an extensive network of youth and adult employment providers, many of which provide services to young adults up to age 24. In addition, a number of city Departments provide workforce services to TAY including:

- The *Human Services Agency (HSA)* provides employment services for current and former foster youth; for young parents through CalWORKS; and for single young adults on public assistance through the Personal Assisted Employment Services (PAES) program.
- SFUSD supports Career Pathways and Academies at several high schools.
- City College offers a wide range of Career Technical Education programs and certifications.

**Funders:** San Francisco supports workforce development through a combination of local funding through the General Fund and Children's Fund; federal workforce and training monies; and programs funded through the City's Enterprise Departments.

- The *Department of Children, Youth, and Their Families (DCYF)* funds a variety of employment programs for youth ages 13 to 24 within its overall youth workforce development portfolio.
- The *Office of Economic and Workforce Development (OEWD)* uses local and federal training monies to fund training programs for youth and young adults with identified barriers to employment, through a variety of strategies within its youth portfolio. It has recently funded six organizations to serve as Youth WorkLink Centers, neighborhood "one-stops" for young adults.
- Other key departments that fund or operate youth workforce programs include the Airport, Public Utilities Commission, Department of Public Works, the Port, Recreation and Parks Department and the Adult Probation Department.

### **What's Working: RAMP-SF**

Reconnecting All through Multiple Pathways (or RAMP) is a city-wide initiative implemented by Goodwill Industries and the San Francisco Conservation Corps. Funded by the Office of Economic and Workforce Development, the initiative reaches young people ages 18-24 who are disconnected from education, the labor market, and their communities. The program works to re-engage them with intensive individual and group activities including job readiness training, enrollment in John Muir Charter School for those who have not yet received their diploma, and substance abuse and supportive counseling. In addition, program participants receive up to 18 months of subsidized employment to help get them back into the labor market.

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## NEXT STEPS:

**Key Stakeholder(s):** core City departments (DCYF, OEWD, HSA); Collaborative City departments (JPD, APD, DPH, MOHCD); Workforce Investment San Francisco (WISF), the Youth Council of the WISF; Workforce Investment Community Advisory Committee (WiCAC); Community-based providers; San Francisco Youth Employment Coalition.

**Recommendations:** San Francisco must support and cultivate high-quality and responsive job preparation and work-ready programs that equip TAY with the knowledge, skills and abilities needed to be successful in living wage jobs with career ladder potential. The City must work to create a coordinated workforce development continuum and career pathways that are robustly aligned—in terms of both funding and services—and ultimately connect TAY to sustainable, self-sufficient jobs.

- Provide Leadership and Coordination of the Youth Workforce System
  - Strengthen and empower the Youth Council of the WISF (or another appropriate body) to provide overall coordination;
  - Define, assess and fund the appropriate continuum of needed youth workforce development services;
  - Leverage the Mayor’s Office workforce mapping and DCYF’s Community Needs Assessment as instruments to map existing programs and funding;
  - Continue to support educational attainment as a primary outcome of youth workforce programs;
  - Enhance relationships with all education and training systems, particularly sector-focused pathways offered through SFUSD and City College, to ensure a truly coordinated pipeline to careers; and
  - Ensure alignment and integration of education and workforce training to prepare TAY for the skills needed for current, in-demand employment opportunities.
  
- Increase Capacity Building for all Partners to Serve TAY and Reach Desired Educational and Employment Outcomes
  - Develop a Youth Workforce Development Learning Community to support capacity building activities supported by all departments and funders of youth workforce development;
  - Enhance the ability of youth workforce programs to provide more comprehensive functional assessments of youth’s needs; build basic and contextualized educational skills; connect with educational opportunities; and support educational attainment for young people; and
  - Support the development of an entity to convene local leadership; connect and broker services to youth and community partners; measure effectiveness and impact of efforts; and sustain effective practices.
  
- Actively Engage Employers at all levels of the Youth Workforce Development System
  - Leverage the resources and expertise of Workforce Investment San Francisco, the Youth Council and key employers to develop a strong employer engagement strategy, particularly with small and medium-sized businesses;
  - Build off the relationships developed through the City’s Summer Jobs+ initiative to create year round partnerships and quality work-based learning opportunities within the private sector for disconnected youth;
  - Create greater alignment between the City’s economic development and youth workforce development strategies, including identifying opportunities for TAY in community benefits agreements; and
  - Leverage First Source hiring opportunities for TAY, as well as Individual Training Account funds and tax incentives.

**Performance Measures:**

- Young Adult Measures: Providers, funders, and referring agencies should track progress of individual young adults with the following measures:
  - *Short-Term:* Increased rate of successful program completion.
  - *Long-Term:* Increase in percentage of young adults in workforce development programs with positive outcomes; Decrease in San Francisco unemployment rate for 16-24 year olds; Increase in number of employers involved with workforce training or hiring youth at program completion.
  
- System Measures: The City should track progress towards building a high-quality workforce development system for young adults with the following measures:
  - *Capacity:* Increase in number of "slots" in workforce development programs; Increase in number of young people served in workforce development programs.

# Housing

## GOALS:

- **Grounding Statement:** All young people need access to stable, safe and affordable housing that provides the stability needed to make positive changes in their lives, achieve economic success and experience a smooth transition into adulthood.
- **Impact:** All young people have access to affordable, safe, and stable housing.
- **Key Strategy:** Develop a sustainable continuum of safe & affordable housing options for Transitional Age Youth.

## CURRENT REALITY:

*"You gotta be rich as hell to live in San Francisco."*

**Current Young Adult Indicator:** Children and youth make up 25% of the homeless population in San Francisco. Each year, 5,700 12-24 year olds are homeless, marginally housed or at risk of homelessness.<sup>xxiii</sup>

**Key Challenges/Needs:** Young people in San Francisco face significant challenges accessing affordable and safe housing. They often do not know what is available; they also face prohibitive eligibility restrictions, long wait lists, and a lack of affordable options in safe neighborhoods. Housing options for TAY parents and families are further limited. Some housing strategies such as rental subsidies are not available to young adults without a solid credit history. Finally, a "permanent housing model" in subsidized housing is not always appropriate for TAY.



## Current Strategies:

**Service Providers:** Community-based organizations provide direct services and supports to assist youth in accessing and maintaining housing, with the goal of helping TAY develop the skills necessary to maintain and/or successfully exit housing assistance.

**Funders:** San Francisco has developed a TAY Housing Plan which sets goals and strategies for increasing resources and housing opportunities for TAY. Key partners include:

- The *Mayor's Office of Housing & Community Development* (MOHCD) serves as the lead agency for oversight of the TAY Housing Plan; and provides financing for the development, rehabilitation and purchasing of affordable housing.
- Both the *Human Services Agency* (HSA) and the *Department of Public Health* (DPH) fund services and supports to assist young adults in finding and maintaining housing.
- The *Mayor's Office of Housing, Opportunity, Partnership and Engagement* (HOPE) identifies resources, leverages opportunities and provides oversight to keep partners engaged and responsive.

### *What's Working: TAY Housing Plan*

The TAY Housing Work Plan was developed in 2007, with the goal of developing 400 units of housing by 2015. The Plan aligns with the City's Consolidated Plan and the recommendations of the Transitional Youth Task Force. It calls for the development of multiple housing models for TAY, including TAY-only buildings, mixed buildings with other populations, scattered-site housing, shared apartment living, and transitional housing.



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## **NEXT STEPS:**

**Key Stakeholder(s):** Core city departments (Mayor's Office of HOPE, MOHCD, HSA, DPH); Collaborative city departments (DCYF, OEWD, Juvenile Probation Department, Adult Probation Department); Community-Based Organizations; Housing Developers; Housing and Urban Development.

## **Recommendations:**

The housing system in San Francisco needs to have more opportunities appropriate for TAY and TAY families. It needs to be easier to navigate, and it needs to help young people successfully transition into independent living. Young people need to be made aware of the various housing options and services available to them, and assisted in the process of accessing them. Finally, we need better data to understand the scope of young people who are homeless, marginally housed, "couch-surfing" or in unstable living situations. The City should build off the success of the current TAY Housing Plan and the work of city agencies and providers to ensure growth and alignment with the City's overall Consolidated Housing Plan.

- Continue the Pipeline of Housing for TAY to Meet or Exceed the 400 Unit Goal by 2015
  - Create stable funding streams to reach TAY housing goals;
  - Ensure TAY are a priority population in the next consolidated plan (2015), with intentional strategies to reach LGBT young people, young parents, foster youth and reentry clients;
  - Develop a mechanism to share information about available TAY housing resources; and
  - Report annually on progress made on TAY Housing Plan.
  
- Diversify Housing Options for TAY
  - Utilize rental subsidies and set-aside of rent paid to assist with transition to permanent/non-subsidized housing;
  - Expand emergency, permanent and transitional housing opportunities;
  - Provide a range of supportive housing options to meet youth where they are, including multiple services offered onsite (health, employment, education);
  - Maintain and expand emergency and rental housing subsidized programs for TAY
  - Create cooperative housing options with shared living spaces;
  - Encourage natural support housing;
  - Emphasize transition planning and provide resources throughout the housing process; and
  - Ensure access to adult housing system as appropriate.
  
- Conduct a Review of TAY Housing Stock and Effectiveness on a Bi-Annual Basis
  - Evaluate the effectiveness of current programs, housing models, gaps and issues (e.g. demand, quality of services, eviction/turnover rates and impact of changes in rental market on TAY housing options);
  - Identify emerging opportunities for new housing options (e.g. public housing, Realignment, etc.); and
  - Develop recommendations to improve those placements, including supports and services needed.

## **Performance Measures:**

- Young Adult Measures: Providers, funders, and referring agencies should track progress of individual young adults with the following measures:
  - *Short-Term:* Increased youth engagement in services; Improved housing status of youth at exit.
  - *Long-Term:* Increase in number of youth engaged in services; Increase in percentage of young adults in housing units with positive outcomes; Increase in number of youth who secure, safe and stable housing; Decrease in length of waiting time between application and move-in; Decrease in number of youth identified as homeless through Point In Time Count.
  
- System Measures: The City should track progress towards building continuum of affordable housing options for young adults with the following measures:
  - *Capacity:* Increase in number of affordable housing units created and in pipeline.

## Health & Wellness

### GOALS:

- **Grounding Statement:** All young adults need connections to a positive physical and mental health support system, including healthcare professionals, family members and caring adults.
  - **Impact:** All young adults are physically healthy and emotionally resilient.
  - **Key Strategy:** Increase TAY awareness of and access to a tiered system of care providing culturally competent and accessible health, counseling and mental health services.
- 

### CURRENT REALITY:

*“Only when I go to jail is when I get medical check-ups.”*

**Young Adult Indicators:** 6,000 16-24 year olds are without health insurance coverage, including 25% of all males and 22% of all females aged 19-24.<sup>xxiv</sup>

**Key Challenges/Needs:** The health needs of TAY from 18-24 are distinct from the health needs of those in adolescence.<sup>xxv</sup> 18-24 year olds show increased engagement in health-risk behavior, yet have the highest rates of being uninsured and the lowest access to consistent primary care or employer-based insurance. There is a general lack of awareness, among both providers and youth, of TAY-relevant services, eligibility and coverage. There is also a lack of gender- and TAY-specific health, substance abuse and residential treatment options. Further challenges exist as youth age-out of children's services and transition to adult services.



Developing a trusting relationship with health professionals is challenging for young people, particularly when accessing services related to mental health and sexuality. Young people need support in coping with the stress, anxiety, and negative consequences of living in unsafe neighborhoods (including trauma), as well as overcoming the stigma of accessing mental health services. Strategies need to support young people in becoming "health-literate" and active agents in their own care.

### Current Strategies:

#### Service Providers:

- The Department of Public Health (DPH) provides programs to expand and increase enrollments into health care coverage. DPH also provides physical and behavioral health services through community clinics and educational programs.
- Community Based Organizations provide direct services to youth and young adults, including physical and behavioral health; and violence response, prevention and intervention services.
- The *Human Services Agency* (HSA) enrolls individuals into a range of affordable health coverage options, including traditional Medi-Cal, expansion Medi-Cal and Covered California.

#### Funders:

- *DPH* funds services related to community behavioral health, health education and mental health.
- The *Department of Children, Youth & Their Families (DCYF)* supports the Wellness Initiative in partnership with DPH and the San Francisco Unified School District. This initiative provides SFUSD high school students with physical, behavioral and reproductive health services at schools, as well as through linkages to health resources and services in the community.
- HSA funds Medi-Cal outreach and enrollment as well as ongoing maintenance of coverage for enrolled individuals.

### *What's Working:*

#### **Clinics for Adolescents and TAY**

Operated by the Community Health Projects for Youth of the SF Department of Public Health, seven clinics across San Francisco serve thousands of young people ages 12-24 each year. Services at the Hip Hop Clinic and 3rd Street Youth Center and Clinic in the southeast sector have increased their hours and offer services provided by physicians, nurse practitioners, therapists, medical assistants and Community Health Outreach Workers. This initiative is funded by the Department of Public Health, Mental Health Services Act funding and private grants. In addition, DPH has increased the age range of children's dental services up to age 24 at the Silver Avenue Family, Potrero and Southeast Health Centers.

#### **Dedicated TAY Staffing**

To address the health and wellness needs of young people aged 16-24, the Department of Public Health has identified designated TAY leads at each of the city's health centers. The leads meet monthly to share resources and strengthen their capacity to serve TAY effectively.

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#### **NEXT STEPS:**

**Key Stakeholder(s):** Core city departments (DPH, HSA); Collaborative city departments (DCYF, Juvenile Probation Department, Adult Probation Department, Mayor's Office of Housing & Community Development); Adolescent Health Working Group; Youth/Young Adult Behavioral Health Working Group.

#### **Recommendations:**

The healthcare system needs to be more TAY-friendly and easier to access. Funds should be targeted for comprehensive, culturally appropriate and meaningful TAY programs and services. Easy-to-understand materials should be developed to inform young people on healthcare options and navigating the system and available online, along with applications for services. Health and Wellness education should be better integrated and supported in formal education settings to make youth "health literate". Topics should include trauma; self-care; wellness/nutrition; sexuality; STD and HIV prevention; and issues of domestic and dating violence and abuse.

- Integrate Trauma-Informed Care into Departmental Funding Strategies
  - Provide ongoing training and support to service providers on the impacts of trauma in youth/young adults and how to provide appropriate support;
  - Promote trauma-informed care across all service providers and mental health workers; and
  - Align funding with outcomes to support an accountable practice of trauma-informed care.
  
- Expand Services Providing Age and Culturally Appropriate Education of Violence and Violence Prevention
  - Increase awareness of domestic and sexual violence, sex trafficking and exploitation involving TAY and their families through peer-led discussion and other strategies;
  - Increase awareness of available confidential, safe and professional school- and community-based counseling and mental health services; and
  - Expand programs and supports for victims and witnesses of violence, especially gun violence.

- Expand Access to Outpatient and Residential Treatment Options for Youth Suffering from Mental Health and Substance Abuse Issues
  - Fund the creation of a TAY-specific residential treatment program;
  - Continue to support capacity building for residential treatment programs through the implementation of quality improvement standards;
  - Enhance trauma-informed care and access to TAY-appropriate mental health and substance use services, including outpatient and residential treatment options; and
  - Develop a clear process for ensuring residential care in adult systems.
  
- Connect TAY with Healthcare Coverage
  - Develop and utilize videos and social media to disseminate information on accessing health coverage and changes under health reform (e.g. Adolescent Health Working Group Factsheet: "Why is health reform important for TAY?");
  - Provide training on accessing health care coverage to all service providers who serve TAY to assist young people to enroll in coverage; and
  - Implement educational forums in SFUSD and at City College regarding health reform.

**Performance Measures:**

- Young Adult Measures: Providers, funders, and referring agencies can track progress of individual young adults with the following measures:
  - *Short Term:* Increased awareness of healthcare coverage options.
  - *Long Term:* Increase in the percentage of both uninsured and under-insured TAY enrolled in Medi-Cal or Covered California.
  
- System Measures: The City should track progress towards providing high quality health and mental health options for young adults with the following measures:
  - *Capacity:* Increase in number of city departments that fund TAY services that integrate trauma-informed care into RFP and contract processes, as well as into contracted providers' support training and development.

# Endnotes

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- <sup>i</sup> San Francisco Police Department, 2013.
- <sup>ii</sup> 2013 San Francisco Homeless Point-in-Time Count and Survey
- <sup>iii</sup> Larkin Street Youth Services, 2010, *Youth Homelessness in San Francisco: 2010 Report on Incidence and Needs*
- <sup>iv</sup> California Health Interview Survey, 2009
- <sup>v</sup> Integrated Public Use Microdata Series, Minnesota Population Center, University of Minnesota 2010 (<http://usa.ipums.org/usa/>)
- <sup>vi</sup> *ibid*
- <sup>vii</sup> 714 students dropped out in 2009-10, the most current year of data available according to the California Dropout Research Project.
- <sup>viii</sup> Data from SFUSD Curriculum and Instruction Department, November 2013.
- <sup>ix</sup> Data provided by the Human Services Agency as of 1/28/14. State legislation extending eligibility for foster care services through the California Fostering Connections to Success Act (AB12) began rolling out in 2012 and as of 1/1/2014 now allows for youth up through age 21 to remain in extended foster care. As of January 28, 2014, 247 young adults ages 18-21 were in extended foster care in San Francisco.
- <sup>x</sup> As reported by the Juvenile and Adult Probation Departments.
- <sup>xi</sup> As reported by the San Francisco Department of Public Health.
- <sup>xii</sup> June 2012 snapshot provided by the Human Services Agency. Public welfare programs include CalWORKs (n=764) and County Adult Assistance Programs (n=670). When 16 and 17 year olds are included in the CalWORKs data, the monthly number of aided TAY increases by approximately 500. Due to caseload churning, monthly snapshots under-represent the total number of TAY aided annually. A study conducted by HSA found that over 1,600 unduplicated 18-24 year olds were served by CAAP alone in 2009.
- <sup>xiii</sup> Statistics provided by the Adult Probation Department, 2012.
- <sup>xiv</sup> Statistics from the Shared Youth Database provided by the Human Services Agency, August 2012.
- <sup>xv</sup> Statistics from the Shared Youth Database provided by the Human Services Agency, August 2012
- <sup>xvi</sup> Data from CWS/CMS as of 8/6/12 provided by the Human Services Agency.
- <sup>xvii</sup> For more information on Collective Impact, visit [http://en.wikipedia.org/wiki/Collective\\_impact](http://en.wikipedia.org/wiki/Collective_impact) or [www.fsg.org/OurApproach/CollectiveImpact.aspx](http://www.fsg.org/OurApproach/CollectiveImpact.aspx).
- <sup>xviii</sup> Integrated Public Use Microdata Series, Minnesota Population Center, University of Minnesota 2010 (<http://usa.ipums.org/usa/>)
- <sup>xix</sup> CA Department of Education Educational Demographics Office. 2011-12 SFUSD data
- <sup>xx</sup> California Dropout Research Project, February 2012.
- <sup>xxi</sup> HOPE SF Evaluation Report, June 2013.
- <sup>xxii</sup> Ayres, S. "The High Cost of Youth Unemployment". Center for American Progress. April 5, 2013.
- <sup>xxiii</sup> 2013 San Francisco Homeless Point-in-Time Count and Survey
- <sup>xxiv</sup> "San Francisco's Uninsured Women, Children & Adolescents" San Francisco Department of Public Health Brief, May 9, 2012.
- <sup>xxv</sup> Arnett JJ. Emerging adulthood: A theory of development from the late teens through the twenties. *Am Psychol.* 2000; 55(5): 469-480

# APPENDIX A: Recommendations of the Mayor's Transitional Youth Task Force (2007)

## Disconnected Youth in San Francisco:

### A Roadmap to Improve the Life Chances of San Francisco's Most Vulnerable Young Adults

The recommendations of the Task Force are designed to address the problem of the current fragmented policies and programs, with a comprehensive, integrated approach towards disconnected transitional age youth. The 16 recommendations are organized into four areas:

1. Making disconnected transitional age youth a priority
2. Enhancing service coordination
3. Improving quality of service delivery
4. Increasing system capacity

#### **A. Making disconnected transitional age youth a priority in San Francisco**

To improve outcomes among San Francisco's most vulnerable young adults, there needs to be a specific focus on this population as a target group and the development of an overall strategy for meeting the needs of these youth, much as the City does with other target populations such as children 0-5. Incorporating the voices and perspectives of youth and young adults in City policy-making and programming is critical to making this happen.

1. Issue Mayoral Policy Declaration. The Mayor should declare that it is City policy to help disconnected youth achieve a successful transition to adulthood and into the work force.

2. Issue Mayoral Executive Order. The Mayor should issue an Executive Order requiring City departments serving transitional age youth to include youth in decision-making.

#### **B. Enhancing service coordination**

There is no City department or planning body vested with overall responsibility for disconnected transitional age youth. To achieve significant change, the City will have to put structures in place and allocate resources differently and in a coordinated manner.

3. Create an Interagency Council on Transitional Youth. The Mayor should work in close consultation with the Superintendent of the San Francisco Unified School District (SFUSD) and the Chancellor of City College of San Francisco (CCSF) in creating an Interagency Council focused solely on transitional age youth.

4. Strengthen partnerships to promote access to, and effectiveness of, education programs serving disconnected youth. The City, San Francisco Unified School District (SFUSD), the San Francisco Community College District (CCSF), and San Francisco State University (SFSU) should work together to accomplish these goals.

5. Reconstitute the San Francisco Workforce Investment Board Youth Council. The Youth Council, which is a mandated committee of the San Francisco Workforce Investment Board, should be revitalized to serve as the coordinating body for citywide funding and policy development relating to transitional age workforce development.

6. Improve management information systems related to transitional age youth. The City should develop an integrated information system and require all City departments to collect and report data on transitional age youth.

### **C. Improving quality of service delivery**

To be effective, services must be of the highest quality, based on promising and best practices in the field, reflective of the cultural and developmental needs of this age group, and focused on results. They must include sufficient support for high-risk youth transitioning from child to adult systems and be linked to other supports and resources relevant to youth. Finally, services need to be of sufficient duration and intensity in order to meet the multi-faceted needs of disconnected transitional age youth.

7. Develop minimum quality standards for programs serving disconnected transitional age youth. The City should build on research and best practices to develop minimum quality standards that all City-funded programs are required to meet.

8. Improve transition planning. The City should ensure that youth involved in public systems receive individualized support to prepare them for transition out of or among service systems.

9. Increase outreach and awareness efforts. The City should improve efforts to provide disconnected transitional age youth with information about existing services.

### **D. Increasing system capacity**

While a lot can be accomplished by better coordinating and aligning existing services and by focusing on a clear set of priorities and desired results, there are a number of critical service gaps—specifically in the areas of employment assistance and support, housing, health care and mental health—that can only be addressed through a commitment to increase the capacity of the service system to meet the needs of disconnected transitional age youth.

10. Develop comprehensive neighborhood-based multi-service centers for disconnected youth. The City should develop four comprehensive neighborhood-based service centers to provide high quality services for disconnected transitional age youth.

11. Increase access to training and employment opportunities. The City should improve access to high quality training and paid employment opportunities for disconnected transitional age youth.

12. Expand housing opportunities for homeless or marginally housed youth. The Mayor should charge his Office of Housing, the Human Services Agency and the Department of Public Health (DPH) to develop a plan for expanding housing to homeless and marginally housed transitional age youth.

13. Develop a residential treatment program for youth with significant mental health issues. The Department of Public Health (DPH) should develop a first ever residential treatment program for transitional age youth with significant mental health issues.

14. Improve access to health insurance coverage. The City should promote universal health insurance through age 24.

15. Increase the capacity of the public health safety net to meet the health care needs of transitional age youth. The Mayor should direct the Department of Public Health (DPH) to expand primary care youth clinic services in San Francisco's Southeast neighborhoods.

16. Expand the availability of safe recreational and social activities for transitional age youth. The Mayor should direct the Recreation and Park Department to expand recreational and social activities.

# APPENDIX B: Mayor's Policy Directive Prioritizing TAY

**Office of the Mayor**  
City & County of San Francisco



**Edwin M. Lee**

April 12, 2012

TO:

Barbara Garcia, Department of Public Health  
Olson M. Lee, Mayor's Office of Housing  
Jennifer Matz, Office of Economic and Workforce Development  
Rhonda Simmons, Office of Economic and Workforce Development  
Trent Rhorer, Human Services Agency  
Chief William P. Siffermann, Juvenile Probation Department  
Chief Wendy Still, Adult Probation Department  
Maria Su, Department of Children, Youth and Their Families

RE: Policy Directive: Prioritizing disconnected Transitional Age Youth services across the City

Dear Colleagues,

You all recently attended a Citywide Department meeting on our efforts around Summer Jobs for youth. I want to thank you in advance for your commitment to this important summer initiative.

Moving beyond this summer, our City must continue to improve the life opportunities of our most vulnerable youth and young adults. To improve outcomes for this population, I am reforming the way our City coordinates services for our youth and young adults ages 16-25 who are out of school and out of work, also called "disconnected transitional age youth."

As we know, unemployment and poverty disproportionately impact disconnected youth and young adults. While I believe our City has strong services for this population, we have not had a formal coordination of services within our City government. For example, too often our foster care youth are not connected to other City services they need – be they mental health or jobs skills services. Youth in our Juvenile Probation Department, once ready to succeed at entry levels jobs, do not have a formal pipeline connecting them to City jobs programs.

I believe we can do better. Under my administration, it is no longer enough to have silos of City services. We must take responsibility and foster effective coordination of these services.

This policy directive does not expand government or create new layers of bureaucracy. Rather, I am asking you to enhance coordination of services and to enhance accountability of the progress we, as a City, make towards connecting vulnerable young people to housing, health, employment and education services. As a City, we must:

1. Ensure that disconnected transitional age youth are a priority population citywide;
2. Increase both internal and external coordination of services and investments for disconnected transitional aged youth;
3. Provide support for authentic youth engagement in policy and program-related decisions;
4. Strengthen TAY-related resources, including data-collection and best-practices research;
5. Work with our community partners to align efforts and gather valuable feedback.

With these goals in mind, I am directing the Department of Children Youth and Their Families to become the Citywide Home for Transitional Age Youth services coordination.



Policy Directive: Prioritizing disconnected Transitional Age Youth services across the City  
April 12, 2012  
Page Two

As the designated lead agency, the Department of Children, Youth and Their Families will be building out concrete performance measures over the next four months. I ask you to participate in this build out and to share your ideas and expertise. This fall, DCYF will issue the first draft of the disconnected TAY-related performance measurements and will host a community wide TAY-services kick-off event that will bring City Departments and our community members together to discuss our service coordination.

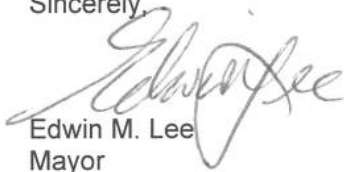
Additionally, I ask each Department to identify one Deputy Director as the "Designated TAY-Lead" for your Department. This person will be responsible for quarterly coordination with DCYF, for annual coordination with the TAY ED Network and for building out an annual "TAY-Report Card" which will monitor the progress we, as a City, make in serving our most vulnerable youth and young adults. By bringing disconnected TAY coordination into DCYF, we will improve efficiency and accountability of TAY services across the City.

In closing, I would like to thank our community partners for helping to craft this new policy directive. As you know, for the past four years, the City has relied upon one non-profit, TAYSF, to convene service providers and to coordinate city services for disconnected youth.

Without the dedication and planning of Rachel Antrobus, Allison Cohen, Jose-Luis Mejia and the entire TAYSF Steering Committee, we would not be in as strong a position as we are today. I look forward to continuing to work with our community partners to sharpen our coordination and to improve the life opportunities for San Francisco's youth and young adults.

Should you have any questions or need additional information, please contact my TAY staff leads: Bevan Dufty, Hydra Mendoza and Renee Willette.

Sincerely,



Edwin M. Lee  
Mayor

cc: Ed Harrington, San Francisco Public Utilities Commission  
Melanie Nutter, San Francisco Department of the Environment  
John Martin, San Francisco International Airport  
San Francisco Youth Commission  
Bevan Dufty, Director of HOPE, Mayor's Office  
Rachel Antrobus, TAYSF, Gateway to College  
TAYSF Steering Committee

## APPENDIX C: Citywide Quality Standards for TAY Services

The following are a set of proposed quality standards for TAY services developed by the Young Adult Advisory of TAYSF.

### **High quality programs for TAY are TRANSFORMATIVE programs.**

Disconnected youth need *transformative experiences* that change the trajectory of their lives.

#### STAFF QUALIFICATIONS

Staff are culturally-responsive, especially for young people of color, youth with disabilities, and LGBTQQ youth, characterized by the following attributes:

- Staff are in solidarity, show "unconditional regard" (are open minded, non-judgmental, treat young people with respect and dignity) and believe in the potential of young people
- Staff serve as positive role models, lead by example, and maintain professional relationships with young adults
- [strongly preferable] Staff relate to youth by reflecting the community, coming from a similar background, and/or having been through similar experiences

#### PROGRAM PHILOSOPHY & DESIGN

Programming is grounded in a *youth-centered* and *strengths-based, positive youth development philosophy*, characterized by the following features:

- Program has high standards & expectations coupled with resources, supports, and experiences that build the capacity to reach those expectations
- Program provides individualized, flexible services
- Program meets young people where they're at and addresses their needs holistically
- Program provides consistent and ongoing support, guidance, and encouragement
- Program recognizes, translates, and cultivates young people's unique assets that can be found in what is often perceived only as "misbehavior"
- Program provides opportunities for youth engagement & leadership
- Program creates opportunities for participants to assess and improve programs
- Program empowers youth to be critical thinkers, leaders, and advocates.
- Program provides structure, consistency, accountability, and transparency

#### PROGRAM COMPONENTS

- Program supports young people to see and reach their own potential by helping them heal and find themselves, tap into their passions, identify goals, and access opportunities to make progress towards those goals
- Program provides young adults with hope and a sense of agency by transforming their attitudes and perspectives

#### *Resources:*

- Program provides or connects youth with resources to address their material needs (e.g. housing, child care, health & mental health services) and teaches them to access resources on their own

#### *Skill-Building:*

- Program equips youth with skills and knowledge for self-sufficiency (including basic skills, academic credentials, professional skills, life skills and self-advocacy skills)



**TAYSF**  
**c/o Department of Children, Youth & Their Families**  
**1390 Market Street, Suite 900**  
**San Francisco, CA 94102**

[www.taysf.org](http://www.taysf.org)  
[www.sf4tay.org](http://www.sf4tay.org)

