

2009 - 2010



Community Youth Development Initiative Strategic Plan



Submitted to
Redwood City 2020
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EXECUTIVE SUMMARY

Redwood City 2020 (RWC 2020) was formed in the early 1990s when the City of Redwood City, San Mateo County, Redwood City School District, and Sequoia Union High School District decided to join forces to work together to better serve residents of Redwood City and North Fair Oaks. In this newest focus area, the Community Youth Development Initiative (CYDI), RWC 2020 and lead partner, the John W. Gardner Center for Youth and Their Communities, Stanford University (JGC), have recruited over thirty-five community organizations to join in a collaborative effort to enable all of our youth living in Redwood City and North Fair Oaks to thrive.

Community Youth Development is an approach – a way of thinking and working - in which community members (individuals, organizations, and public institutions) share responsibility for the success of all our young people. By defining shared outcomes and aligning a wide array of youth programs and services communitywide, we strive to provide safe settings for youth, ways for them to connect to their communities, and opportunities to experience positive relationships with adults.

Through this community collaboration, we seek to ensure our young people will grow up with the knowledge, skills, and social attributes they need for success in school, work and life. Ultimately, we hope to improve the way our community perceives and values youth. We aim to build a vibrant community with safe and stable neighborhoods, strong healthy families, and a thriving local economy. This vision is reflected in the long-term outcomes in which we plan to make progress over the next five to ten years:

1. The Redwood City community will work with youth as partners in improving the health and well-being of all people.
2. Youth will have the knowledge, resources, and self-confidence to pursue their passions and reach their goals.
3. Adults and youth will develop trusting relationships and work together to improve their community.
4. Parents and caregivers will have the knowledge, resources and self-confidence to participate in the community and improve their quality of life.
5. Community youth serving organizations will continually improve their efforts to provide quality experiences for youth.
6. Mutually beneficial collaborations among organizations and institutions will benefit all members of the community - from youth to seniors.

To make headway in achieving these positive changes for our community, we have selected the following overarching core strategies for the Initiative:

- With our partners, a wide array of youth serving organizations, we have co-developed a vision that reflects our hopes for a community that invests in and supports the success of all our young people.
- We are providing resources for youth serving organizations to enhance the quality of their programs and work in partnership with youth through ongoing professional development opportunities.
- We are intentionally building capacity to collect and use pertinent data to inform decision making with the help of the JGC Youth Data Archive and other data sources.
- We are increasing the number and quality of youth engagement opportunities by working with current programs and providing coaching and support to emerging efforts.
- We are facilitating ongoing communication and collaboration between organizations to promote creative thinking and leverage resources.

As lead partners, RWC 2020 and the JGC will facilitate the implementation of this collaborative effort, work together to access additional resources to continue and expand the work and take responsibility for evaluating progress toward achieving the outcomes described in this Plan.

In order to track our progress, we have developed an infrastructure for CYDI. All involved in this undertaking take our responsibility to this CYDI Strategic Plan – and to the community and the young people we hope to impact – seriously. Accountability is a cornerstone of this responsibility. The following systems are now in place to ensure we make steady and focused progress toward our desired outcomes.

- **CYDI Steering Committee**

A Steering Committee with representatives from 10 CYDI partner organizations will guide the implementation of this Plan and help to assess progress. With facilitation support from María Fernández of the JGC, members will: 1) serve as visible leaders who keep community youth development at the forefront of our community priorities, 2) present and solicit feedback on the CYDI Strategic Plan, 3) engage and sustain involvement of organizations contributing to the Plan, 4) convene partners to share successes and challenges, 5) track progress toward our outcomes, and 6) participate in data collection efforts to meet the outcomes of the Plan.

- **Assessment and Evaluation**

During the first year of CYDI Strategic Plan implementation (2009-2010), baseline data will be collected for key indicators of each outcome. This is a major effort that will require the involvement of all of the partners outlined in this Plan. Staff from the JGC, together with the Data Working Group of the CYDI Steering Committee, will facilitate data collection activities.

- **CYDI Convenings**

A key opportunity to document successes and challenges relating to implementation of the Plan will take place two times during the year through large convenings of community partners hosted by RWC 2020. As partners in this Plan, organizational leaders have committed to participate in these events.

- **Communication**

Effective communication among all the individuals and organizations involved in this Initiative is critical to our shared success. Several systems have been put in place to support ongoing communication: 1) monthly core staff planning meetings, 2) CYDI Steering Committee Meetings (alternating monthly with related Working Group meetings), 3) monthly online updates to all partners, 4) annual reporting to RWC 2020 governance bodies, and 5) ongoing communication among these groups and outreach to the broader community.

- **Governance**

CYDI will make annual presentations of progress to RWC 2020's two governance bodies: the Cabinet, composed of institutional leaders who are members of the collaborative, as well as the Coordinating Council, comprised of elected officials representing their organizations in RWC 2020. These presentations will also serve as opportunities for organizational leaders to discuss critical accomplishments and challenges with our policy makers.

The scope of this Plan is broad and ambitious. Just as with any strategic plan, the strategies and actions that have been set out will need constant monitoring and mid-course corrections, based on thoughtful assessment of progress. This Plan is much more complex than an organizational strategic plan – we are attempting to combine forces to have a positive impact on our entire community. But the vision is compelling and the stakes are high. Our young people and our community members deserve nothing less.

We are going to need help to sustain momentum and focus over time. But the skills, resources and commitment of our CYDI partners give us reason to be positive about our chances for ultimate success. This Plan is a blueprint for a healthy community. We invite you to join with us in making the vision defined in this Plan a reality.

INTRODUCTION

Dear Redwood City and North Fair Oaks Community Members,

Over the past two years, under the auspices of Redwood City 2020 (RWC 2020), a committed group of staff members from youth serving organizations have come together to think about how to improve and expand their programs and the opportunities that exist for youth in our community. Together, they have developed a long-term action plan to make our community a model for positive youth development and community well-being. María Fernández, Policy and Program Senior Manager at the John W. Gardner Center for Youth and Their Communities (JGC) at Stanford University, has provided leadership for this planning process.

As planning partners, we have reviewed research and our own effective practices, shared our beliefs about youth development, and forged a vision of what our community would be like if we were successful in embedding positive youth development practices in all the settings where youth grow. A dedicated Steering Committee of organizational leaders, together with our community's youth and staff from the JGC, has developed a set of long-term outcomes designed to make that vision a reality.

On behalf of the many leaders who contributed to this effort, I am pleased to present RWC 2020's Community Youth Development Initiative (CYDI) Strategic Plan. The overall time frame for this Plan is five to ten years, with organizational commitments that will be updated annually. We look forward to your feedback and insights as we put this plan into action.

Sincerely,

Pat

Patricia Brown
Executive Director, Redwood City 2020

ABOUT REDWOOD CITY 2020

Redwood City 2020 (RWC 2020) was formed (as Redwood City 2000) when the City of Redwood City, San Mateo County, Redwood City School District, and Sequoia Union High School District decided to join forces to work together to better serve residents of Redwood City and North Fair Oaks.

In 1995, in a community planning effort sponsored by RWC 2020, over 250 active community members came together to create a vision and plan for the future. Since that time, RWC 2020 has been working to make the community's vision a reality.

The Redwood City 2020 Vision

RWC 2020 focuses energy and resources on achieving the following outcomes:

- Children, youth and families are safe.
- Children, youth and families are healthy.
- Children, youth and families are nurtured in a stable, caring environment.
- Children and youth are succeeding in school and preparing for responsible adulthood.
- Public, private and community partners are consistently working together to support children, youth and families.

Our Partners

Currently, the following partners are actively involved in RWC 2020: Cañada College, City of Redwood City, County of San Mateo – Human Services Agency and Health System, John W. Gardner Center for Youth and Their Communities at Stanford University, Kaiser Permanente, Redwood City School District, Sequoia Healthcare District, Sequoia Union High School District, Shinnyo-en Foundation, and Silicon Valley Community Foundation.

OUR VISION

Youth – The Heart and Future of a Thriving Community

Our future vision for Redwood City/North Fair Oaks reflects a place where people are caring, compassionate, and respectful in their interactions with each other, and where community members are working together to create safe and clean indoor and outdoor spaces (parks, gardens, sports fields, gathering places) for everyone to enjoy. In this vision, we value the environmental resources that surround us and use them thoughtfully as we think about the needs of upcoming generations.

Our community takes personal and institutional responsibility for testing our assumptions, working to identify the root causes of our most persistent problems, and creating solutions that will work. We are committed to addressing the disparities that have kept us divided and using our differences and commonalities to promote a real sense of inclusion, belonging, and acceptance so that everyone has the freedom to pursue their dreams while helping create a vibrant community.

Youth are the heart and future of our thriving community. We demonstrate this belief by sharing responsibility for and contributing to their overall health - physical, cognitive, emotional, social, and spiritual. Our community makes it a priority to provide the resources and opportunities young people need to develop in all these areas.

At the core of this vision, our young people are:

- learning, exploring, having fun and are encouraged to pursue their passions – such as music, the arts, science, sports, or other activities that interest and challenge them;
- supported and guided by friends and caring, committed adults as they navigate through adolescence, making choices that benefit their health as they design their own life path;
- secure and hopeful about their future;
- conscious of the connection between their formal education and their ability to reach the goals they set for themselves;
- making schools work for them, contributing their ideas and feedback responsibly and frequently;
- exposed to and involved in a variety of exciting and invigorating work and career experiences (including apprenticeships, paid and volunteer internships, trade school and on-the-job mentoring);
- able to pursue a college education or training that helps them make productive contributions;
- actively using their knowledge and gifts to strengthen the broader community by mentoring their peers and younger siblings and working with adults on projects in their neighborhoods and beyond;
- hopeful about our community's ability to address larger societal issues together;
- like other adults in the community, embracing the value of service.

As youth flourish, positive youth/adult relationships become even more common. Some interactions are spontaneous – an adult smiles and greets a young person as he passes by. Others are more formal, originating in schools, congregations, public buildings and other settings where youth and adults work together on matters that are important to them. Youth feel proud of their contributions and grow up planning to continue their involvement - as civic activists, teachers, business and community leaders.

Our families are healthy and thriving. Parents and caregivers spend time with their children, talking, listening and celebrating their successes as well as those of other young people. Families respect differences in values, beliefs, and choices both within their own families and also in the broader community. They know that their voices in local decision-making processes are important and they actively participate in those efforts. Families encourage their children and youth to think about the future and support them in pursuing their dreams. When a family is in need, its members know where to turn for help and seek it, without reservation, because they know service providers will be caring and attentive. Families feel good about living here and watching their children grow up this community.

Public and private organizations provide community members with access to a variety of resources that support their well-being and success. These entities, working together, apply their strengths to create and maintain responsive and innovative programs. They set high standards for their work and routinely reflect on their progress in meeting established goals. They recognize the importance of incorporating community feedback as they work to make programs effective. Across the community, our organizations, institutions, and businesses share and act on the belief that everyone – from young children to seniors - has a vital part in ensuring that we continuously connect and help re-connect all members of our community.

As individuals and as a community, we have made the commitment to continue building and sustaining the strong tradition of unity we have created in Redwood City/North Fair Oaks for decades to come.

ABOUT THIS INITIATIVE

From the beginning, RWC 2020 has focused energy and resources on building meaningful partnerships with a variety of community organizations and institutions to support the success of children, youth and families in Redwood City and North Fair Oaks. RWC 2020 partners have developed a strong web of services, supports, and opportunities designed to enable youth to thrive across all settings where they learn and grow – at home, at school, in programs and in their neighborhoods.

The Community Youth Development Initiative

The Community Youth Development Initiative (CYDI) is RWC 2020's newest initiative. In partnership with the John W. Gardner Center for Youth and Their Communities (JGC), we are engaging youth serving organizations in ongoing collaboration to enable all of our local young people to thrive. By defining shared outcomes and aligning a wide array of youth programs and services communitywide, we strive to provide safe settings for youth, ways for them to connect to their communities, and opportunities to experience positive relationships with adults.

Through this community collaboration, we seek to ensure our young people will grow up with the knowledge, skills, and social attributes they need for success in school, work and life. Ultimately, we hope to improve the way our community perceives and values youth. We aim to build a vibrant community with safe and stable neighborhoods, strong healthy families, and a thriving local economy.

As the result of our collective effort, the following statements will accurately describe our community:

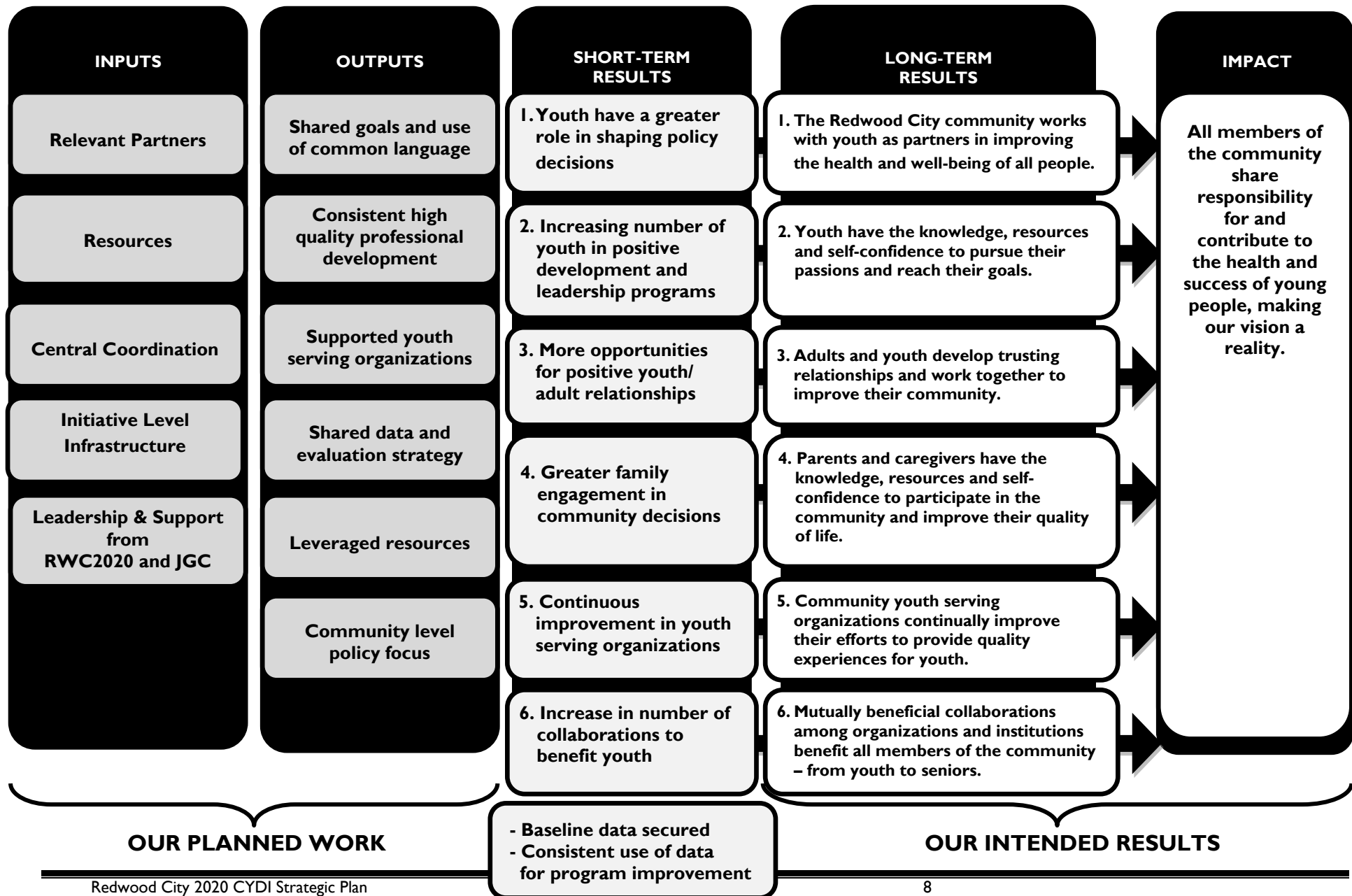
1. The Redwood City community works with youth as partners in improving the health and well-being of all people.
2. Youth have the knowledge, resources, and self-confidence to pursue their passions and reach their goals.
3. Adults and youth develop trusting relationships and work together to improve their community.
4. Parents and caregivers have the knowledge, resources and self-confidence to participate in the community and improve their quality of life.
5. Community youth serving organizations continually improve their efforts to provide quality experiences for youth.
6. Mutually beneficial collaborations among organizations and institutions benefit all members of the community - from youth to seniors.

To make headway in achieving these positive changes for our community, we have selected the following overarching core strategies for the Initiative:

- Co-develop a vision with our partners, a wide array of youth serving organizations, that reflects our hopes for a community that invests in and supports the success of all our young people.
- Provide resources for youth serving organizations to enhance the quality of their programs and work in partnership with youth through ongoing professional development opportunities.
- Build capacity to collect and use pertinent data to inform decision making with the help of the JGC Youth Data Archive and other data sources.
- Increase the number and quality of youth engagement opportunities by working with current programs and providing coaching and support to emerging efforts.
- Facilitate ongoing communication and collaboration between organizations to promote creative thinking and leverage resources.

As lead partners, RWC 2020 and the JGC will facilitate the implementation of this collaborative effort, work together to access additional resources to continue and expand the work and take responsibility for evaluating progress toward achieving the desired results described in this Plan.

OUR MODEL FOR CHANGE



WHAT WE BELIEVE

What We Mean By Community Youth Development (CYD)

In short, CYD is an approach – a way of thinking and working - by which community members (individuals, organizations, and public institutions) share responsibility for the success of all our young people. Sharing responsibility includes investing resources to promote the positive development of young people across settings, using an asset building approach to address issues that prevent youth from reaching their full potential, and partnering with youth to enhance the quality of life for all people in the community. By working intentionally in this way, young people and adults are empowered to change their communities by working together toward shared goals.

"We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly."

- Dr. Martin Luther King, Jr.
Clergyman and Civil Rights Leader

Guiding Principles for Our Work

As we bring our youth development and community building work together in Redwood City, we are guided by the following beliefs:

- Everyone in our community has strengths and can contribute to making our community a better place.
- As we build on our community's strengths, we also recognize that there are needs and problems to be addressed.
- By building positive relationships with one another, we learn about each other's strengths, uncover our biases, promote respect, and see the need to care for others beyond ourselves.
- Youth and adults working together can create the nurturing places and necessary supports that will encourage youth to share responsibility for their community now and in the future.
- We strive to continue making our community a better place than when we came into it.

"We cannot seek achievement for ourselves and forget about progress and prosperity for our community...Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own."

- César Chávez
Labor and Civil Rights Leader

"every community needs – no less now than in the past – some kind of stabilizing network of influential, responsible, mutually-acquainted members..."

To function as an effective network for the community they must find one another, listen to one another, explore shared goals and values, and develop the mutual trust that makes common action possible."

- John W. Gardner

Former Secretary of Health, Education, and Welfare, author and founder of Common Cause

OUR COLLABORATIVE JOURNEY

The Community Youth Development Initiative (CYDI) Strategic Plan is the result of a collaborative process. Distinct from a conventional “community plan” or a “youth agenda”, our CYDI strategic planning process brought together city government, schools, organizations, youth, and other key stakeholders to focus on children and youth, and on the broader community in which youth live. This effort over the past two years has provided a rich opportunity for youth and adult community members, as well as organizational leaders from different parts of the community, to work together to create a comprehensive plan for our community as a whole. The following individuals representing 20 agencies provided valuable guidance to the development of this Plan:

Zareen Kasad* & Michael Jones
Boys and Girls Clubs of the Peninsula

Jaclyn Kordell
Citizen Schools

Magda González & **Beth Ross**
City Manager’s Office –
City of Redwood City

Corinne Centeno & Adilah Haqq
Parks, Recreation and Community
Services - City of Redwood City

Manuel Velarde
Police Department –
City of Redwood City

Sarah La Torra
Public Library –
City of Redwood City

Terese Brennan-Marquez,
Jean Hamilton & Lyra Ghose
Cleo Eulau Center

Sue Eldredge
Community Network for Youth
Development

Tara Schmidt
Fresh Lifelines for Youth

Sarah Kremer
Friends for Youth

Linda Stevenin
The Summit Institute

Kara Dukakis, Mary Hofstedt &
Alison Upton-López
John W. Gardner Center for Youth and
Their Communities

Marilou Seiff
Marine Science Institute

Russell Brunson & Alejandro
Vilchez
Peninsula Conflict Resolution Center

Barbara Bonilla & Tinella Coats
Redwood City Police Activities League

Beatriz Rodríguez, Hoover School
Redwood City School District

Sandra Portasio & Sue Cortopassi
Redwood City School District

Doris Estremera &
Katie Troxler
San Mateo County - Health System

Linda Holman
San Mateo County -
Human Services Agency

Julie Wesolek & Matt Hitchcock
Sequoia YMCA

Judy Romero
Sequoia Teen Resource Center

Jen Bloomer & Gail Fisher
Spark

John Yap, Heather Storer &
Doug Styles
Youth and Family Enrichment
Services

Katrina Socco, Amanda Cue &
Carlos Mejia
Youth Leadership Institute

(*) CYDI Steering Committee
Members for 2009 – 2010 are
listed in bold.

Planning Timeline

The following table outlines our planning process and the key questions that guided our work.

I. Build Community to Identify Issues of Concern	II. Plan for a Long-Term Effort	III. Create a Shared Vision	IV. Develop Outcomes and Indicators	V. Seek Community Feedback	VI. Garner Policy Leader Support	VII. Secure Organizational Commitments and Implement Plan
September - December 2007	January - February 2008	March - June 2008	August - December 2008	January - February 2009	March - April 2009	August - September 2009
How can we as youth and adults build a better community?	What steps can we take to address these issues and make lasting change?	What is our ideal picture of the future of our community?	What results do we want to achieve in 5-10 years that will get us closer to our vision? In 1 year? How will we know we are achieving these results in the short and long term?	If we achieve these results, will we get closer to making our vision a reality? What should be added or emphasized about these outcomes?	Seek Support of Long-Term Outcomes from: -Redwood City 2020 Cabinet (March) -Redwood City 2020 Coordinating Council (April)	In what key areas will each organization commit to taking action steps over the next year? What supports to organizations are needed along the way?

KEY MILESTONES

Throughout our planning process we drew on our community's strengths and existing efforts. Below, greater detail is provided about the planning phase between September 2007 and April 2009.

I. Build Community to Identify Issues of Concern

In September and October 2007, the City of Redwood City, other RWC 2020 partners, and young people organized two events entitled "Bridge to a Better Community". These events brought over 180 youth and adults together to identify community issues of concern in the areas of education, stress, safety and violence, youth and adult relationships, and immigration. These issues served as important catalysts to engage members of the community to think about ways to respond to these challenges.

II. Plan for a Long-Term Effort

Following the two community-building events and through the month of February 2008, RWC 2020, with support from the John W. Gardner Center for Youth and Their Communities, convened interested representatives from local organizations to identify a comprehensive approach for supporting youth and their communities of Redwood City and North Fair Oaks. Participants agreed that the response to these community issues should be a long-term and ongoing approach that would lead to lasting positive change.

III. Create a Shared Vision

From March to June 2008, individuals from 16 organizations formed a CYDI Planning Group to create a vision for Redwood City and North Fair Oaks. Products from this effort included: a definition of community youth development, a set of guiding principles, and a vision narrative developed with input and feedback from over 80 young people describing a positive future for youth - with respect to their relationships with adults, their families, organizations, and the community as a whole.

IV. Develop Outcomes and Indicators

From August through December 2009, a smaller strategic planning Steering Committee developed a set of long-term and short-term outcomes. Indicators of success were also defined. We jointly decided to track positive indicators of youth development as well as other administrative data to measure our progress to provide a more complete picture of the degree to which youth are not only avoiding negative behaviors, but are actually thriving.

V. Seek Community Feedback

In January and February of 2009, a proposed set of long-term outcomes were shared with organizational youth and adult leaders for their final feedback. Over 100 youth from a variety of leadership boards and youth-serving organizations provided critical feedback that resulted in revisions to the proposed outcomes.

VI. Garner Policy Leader Support

In March and April 2009, this Initiative was formalized when members of the CYDI Planning Group and staff presented six long-term outcomes for this Plan to RWC 2020's governing bodies: the Cabinet, composed of institutional leaders and the Coordinating Council, a body of elected officials from partner institutions. The work of the youth and adult planners was recognized and applauded, resulting in RWC 2020 leaders agreeing to serve as the accountability body to the Initiative.

FROM PLANNING TO ACTION

On August 25, 2009, approximately 50 representatives from over 30 organizations serving Redwood City and North Fair Oaks gathered to finalize the CYDI Strategic Plan. As partners in the Community Youth Development Initiative (CYDI), each organization committed to:

- 1) take specific actions during the 2009-2010 school year to move the community closer to the Plan's outcomes, and
- 2) come together twice during the year to discuss accomplishments, challenges, and effective strategies for working together toward the share outcomes.



Elements of Our CYDI Strategic Plan

The following pages articulate our:

- ❖ **Outcomes** – the desired results of our work.
- ❖ **Key Indicators** – help us track the progress and document achievements along the way.
- ❖ **Strategies** – the specific approaches we will take to move closer to achieving our outcomes.
- ❖ **Actions** – concrete, immediate steps and activities organizations will implement to move us closer to our outcomes – updated annually as the Plan is implemented.



"We must do the things we think we cannot do. The future belongs to those who believe in the beauty of their dreams."
- Eleanor Roosevelt
Humanitarian, United Nations Delegate

Partner Organizations

- Acterra
- Aim High
- Bay Area Gardeners Foundation
- Boys and Girls Clubs of the Peninsula
- Cañada College – Upward Bound TRiO Program
- Casa de la Cultura Quetzalcoatl
- The Center for Youth
- Chicana/Latina Foundation – Youth Adelante Program
- Citizen Schools
- City of Redwood City
 - City Manager's Office
 - Parks, Recreation and Community Services
 - Police Department
 - Public Library
- Cleo Eulau Center
- Community Network for Youth Development
- El Centro de Libertad/The Freedom Center
- Fresh Lifelines for Youth
- Friends for Youth
- Hidden Villa
- International Institute of the Bay Area
- JobTrain
- John W. Gardner Center for Youth and Their Communities, Stanford University
- Marine Science Institute
- Mid Peninsula Housing Services Corporation
- Peninsula College Fund
- Peninsula Conflict Resolution Center
- Peninsula Interfaith Action
- Redwood City School District – School-Community Partnerships
- Riekes Center
- San Mateo County
 - Health System
 - Health Policy and Planning
 - San Mateo Medical Center and the Sequoia Teen Wellness Center
 - Human Services Agency
 - Jobs for Youth
 - Prevention and Early Intervention
 - Workforce Development
 - Probation Department
 - Sheriff's Office
- Sequoia Union High School District
 - Career Technical Education
 - Redwood High School REAL Program
 - Sequoia Teen Resource Center
- Sequoia YMCA
- Spark
- The Summit Institute
- Youth and Family Enrichment Services
- Youth Leadership Institute

Outcome I

The Redwood City community works with youth as partners in improving the health and well-being of all people.

ABOUT THIS OUTCOME

We aim to prepare youth to be both the leaders of tomorrow and today. We believe individuals and organizations in our community should work with youth in creating a variety of opportunities for youth to shape and improve their community.

KEY INDICATORS

- Organizational leaders and staff members demonstrate an affirmative shift in their thinking about the importance of youth input to decisions made by their organizations.
- Youth report that organizational leaders and staff are receptive to their input.
- Youth perform formal and informal leadership functions in community organizations.

YEAR ONE STRATEGIES

1. Enable youth to have a voice in the development and improvement of their schools and programs.
2. Provide opportunities for youth to guide and develop policies that affect their community.
3. Train and support youth to serve as resources to other youth.
4. Connect youth to volunteer opportunities in their community.

ORGANIZATION	ACTIONS (2009-2010)
Strategy I: Enable youth to have a voice in the development of their schools and programs.	
<i>Boys and Girls Clubs of the Peninsula</i>	Coach and empower youth in our Torch Club (middle school) and Keystone Club (high school) to be leaders in their schools and community by helping us organize programs and events for other members we serve.
<i>Cañada College – Upward Bound TRiO Program</i>	Facilitate the Scholars Advisory Team, which provides a student voice to program staff. Provide opportunities for participants in the evaluation of the program and utilize feedback to develop best practices.
<i>Chicana/Latina Foundation – Youth Adelante Program</i>	Support 7 th and 8 th grade students in our after-school program by working together to organize our annual Youth Summit at Garfield School in the spring to bring adults from throughout the Bay Area to lead workshops for the school's 6 th to 8 th graders.
<i>City of Redwood City – City Manager's Office</i>	Initiate a youth action research project, whereby up to 20 Redwood City youth will be trained to conduct research on the barriers that prevent youth from spending time outdoors and connecting with the natural world. Adults will work as allies with youth to identify solutions to address these barriers.
<i>City of Redwood City – Public Library</i>	Solicit opinions from youth regarding whether services are meeting their needs and including them in the process. Extend teens the opportunity to join the Library Teen Council.
<i>Cleo Eulau Center</i>	Work with school partners at Kennedy Middle School and the John W. Gardner Center to support the school staff learning communities in involving students in their data collection efforts and providing them with feedback from these groups regarding their findings.
<i>El Centro de Libertad/ The Freedom Center</i>	Our Youth Advisory Board will allow youth to build leadership skills and identify what changes they would like to make in the community as well as have a voice in our program.
<i>Hidden Villa</i>	Train high school youth to be leaders and educators in our summer camp program. Provide a ¾ time credentialed teacher at Sequoia High School to support youth action research and peer education around access to the outdoors and garden-based learning.
<i>Mid Peninsula Housing Services Corporation</i>	Develop a youth council at our two housing sites (City Center Plaza and Redwood Court) that incorporates an entrepreneurial project that youth work on and report on to the council.

ORGANIZATION	ACTIONS (2009-2010)
<i>Peninsula Interfaith Action</i>	Support the development of youth leadership by encouraging youth participation in local community organizing efforts.
<i>Redwood City School District – School-Community Partnerships</i>	Use youth surveys to provide input on programs’ and schools’ practices.
<i>San Mateo County – Health System – San Mateo Medical Clinic and Sequoia Teen Wellness Center</i>	Continue to involve the Youth Advisory Board in ongoing clinic evaluation and quality assessment and improvement activities.
<i>Sequoia Union High School District - Redwood High School REAL Program</i>	In partnership with REAL youth, the REAL teacher will facilitate a 2-3 week trust, community and team-building program to create a cohesive group with shared responsibility for the program's success.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Coordinate, integrate and assess an array of programs and services to provide positive youth development opportunities for Sequoia youth and leadership skill development and experience.
<i>Sequoia YMCA</i>	Continue to provide a variety of opportunities for leadership for teens, including as a fitness trainer and through the FLEX Leadership Council.
<i>The Summit Institute</i>	Ask all Summit Preparatory High School and Everest High School students to share their ideas and preferences for intersession programs through a survey administered in September 2009.
<i>Youth and Family Enrichment Services</i>	The Sequoia Youth Advisory Board, the Youth Development Initiative, and the Wellness Advisory Council will collaborate to facilitate 3 to 5 fishbowl sessions on health and wellness topics with a focus on environmental prevention efforts.
	Through our Counseling Services, our clinicians will conduct more counseling groups with youth based on youth-identified needs (social skills, trauma, etc.).
	In our Insights outpatient youth drug and alcohol recovery program, clients will be asked for verbal and written feedback on their strategies for self-care, community improvement and compliant legal behavior so that they are active partners in treatment. Group time will be used for youth to be resources and identify community needs, opportunities and improvement ideas.
	Daybreak, our emergency youth shelter program’s youth council will brainstorm challenges and solutions to issues that arise in their residential community. A monthly committee meeting will be used to address what’s important to them in the home and how to change it. They will also participate in staff interviews.
	In our Development Department, we will include a youth panel in stakeholder interviews for our organizational marketing project.
	In our GIRLS program for youth in the juvenile justice system, youth mentors will facilitate a group on topic they choose before graduating from the program.
	In our Your House South residential youth program, continue to utilize house meetings each Sunday night to discuss menus, rule changes and residential issues.
	Incorporate youth in all stages of planning in our organization’s large fundraising event – the Starting Line Breakfast.
Strategy 2: Provide opportunities for youth to guide and develop policies that affect their community.	
<i>City of Redwood City – Parks, Recreation and Community Services</i>	Continue to engage youth in leadership roles through our Youth and Teen Advisory Boards (middle and high school, respectively). Activities include volunteering in the community and advising on public projects.
<i>Fresh Lifelines for Youth</i>	Upon request, conduct focus groups with probation and incarcerated youth to provide input and policy recommendations.
<i>San Mateo County – Health System – Health Policy and Planning</i>	Continue funding the Youth Commission, which provides youth input opportunities in policy making.
<i>Youth and Family Enrichment Services</i>	The San Mateo County Youth Commission will invite and reach out to community partners to collaborate with them.

ORGANIZATION		ACTIONS (2009-2010)
Strategy 3: Train and support youth to serve as resources to other youth.		
<i>Casa de la Cultura Quetzalcoatl</i>		Our group will share our dances and traditions from Mexico with our members and in places where the community can embrace them too.
<i>The Center for Youth</i>		Conduct peer educator trainings in the area of drugs and alcohol, sexual decision making, healthy relationships, nutrition, physical activities and accessing health care – then mentor the peer educators as they conduct health education sessions to Sequoia High School students.
		Approximately 22 students will be trained as peer educators and approximately 400 students will be reached with peer-led sessions and activities.
<i>City of Redwood City – City Manager’s Office</i>		As part of the City’s youth-action research effort to identify barriers that prevent youth from spending time outdoors and connecting with the natural world, we are launching the Redwood City Verde Youth Ambassador program, which will train and employ 14 youth annually in summer “green” jobs.
<i>City of Redwood City – Public Library</i>		Project READ has specific programs such as Kids in Partnership (KIP) in which peers tutor peers.
<i>Marine Science Institute</i>		Provide educational programs for local youth that show them how to educate others in the community on: which fish are safe for humans to eat, how to keep the local water clean and healthy, not only for the plants and animals of the environmental, but so that there is plenty of safe drinking water for many generations, and build confidence in the community’s environmental knowledge so that there is a healthy planet for many generations.
<i>Mid Peninsula Housing Services Corporation</i>		We will coordinate a peer education health awareness program to educate the broader community on health issues.
<i>Peninsula College Fund</i>		Provide college orientation workshops to student scholars in our program and their families every fall, several of which are conducted by other student scholars currently in college.
<i>Peninsula Conflict Resolution Center</i>		Train and provide ongoing support to youth who serve the community as mediators and educators for other students in addressing conflict, bullying and improving school climate at 8 to 10 elementary and middle schools in Redwood City and at Sequoia High School.
<i>Youth and Family Enrichment Services</i>		Youth volunteers will staff the youth chat room, developing skills in supporting and counseling other youth.
Strategy 4: Connect youth to volunteer opportunities in their community.		
<i>Acterra</i>		Hold a minimum of 30 earth-friendly landscaping or habitat restoration workdays for Sequoia High School and Kennedy Middle School students.
<i>Boys and Girls Clubs of the Peninsula</i>		Coach and empower youth in our Torch Club (middle school) and Keystone Club (high school) to be leaders in their schools and community by carrying out several community service projects (ex. Second Harvest produce distributions, beach clean ups, setting up booths for cancer awareness relay races, painting murals in schools/city, and participating in park renovation meetings.)
<i>City of Redwood City – Public Library</i>		Offer opportunities for youth to volunteer, mentor, tutor and join focus groups.
<i>Hidden Villa</i>		Provide training to 35 Redwood High REAL students to help inform their service and action projects in their school and community.
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>		Provide youth with individual and group education that promotes health, wellness, decision making skills and healthy lifestyle choices (including, but not limited to: reproductive health, exercise, diet, etc.). Encourage youth participation in community projects that support healthy lifestyle choices.
<i>Youth and Family Enrichment Services</i>		Daybreak, our emergency youth shelter program will incorporate a structured “community volunteer” component as a requirement of all residents.
		Your House South, our residential youth program, will implement a summer volunteer effort at Second Harvest Food Bank.

Outcome 2

Youth have the knowledge, resources, and self-confidence to pursue their passions and reach their goals.

ABOUT THIS OUTCOME

According to the most comprehensive review of the research on community programs for youth of its kind, the National Research Council and the Institute of Medicine (2004) organized the personal and social assets that contribute to youth's well-being and their successful transition into adulthood into four categories: physical, intellectual, psychological and emotional, and social development. Our actions aim to support youth to develop assets in all these areas.

KEY INDICATOR

- Organizations demonstrate a commitment to making positive youth development and leadership training programs available and accessible to youth in the community.

YEAR ONE STRATEGIES

1. Promote youth's positive physical development in youth program settings through the development of good health habits and opportunities.
2. Provide programs that stimulate youth's intellectual development and promote school success by developing life, critical thinking and decision making skills and exposing them to a variety of career and employment opportunities.
3. Develop and sustain opportunities that support youth's healthy psychological and emotional development, enable them to resolve conflicts, maintain a sense of purpose and planning for the future, and build a positive personal and social identity.
4. Coordinate opportunities that nurture youth's social development through positive relationships with peers, connectedness to community institutions, and skills to navigate multiple contexts.
5. Create and improve safe and supportive environments for youth in youth serving programs and the broader community.

ORGANIZATION	ACTIONS (2009-2010)
Strategy 1: Promote youth's positive physical development in youth program settings through the development of good health habits and opportunities.	
<i>Boys and Girls Clubs of the Peninsula</i>	Place emphasis on healthy eating and exercise habits through nearly all of our programming (this includes discussions regarding health and nutrition with various athletic teams, social education classes, and cooking classes.)
<i>Riekes Center</i>	Provide a work trade program as well as full and partial scholarships for students with financial need who participate in Riekes programs (athletic fitness, nature awareness, and creative arts).
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>	Provide comprehensive youth-focused health care so youth can focus on identifying and pursuing their passions and goals.
Strategy 2: Provide programs that stimulate youth's intellectual development and promote school success by developing life, critical thinking and decision making skills and exposing them to a variety of career and employment opportunities.	
<i>Aim High</i>	Provide summer education enrichment programming to 7 th and 8 th grade youth across Redwood City.
<i>Bay Area Gardeners Foundation</i>	Provide scholarships to graduating high school students planning to attend a 2-year and/or 4-year college.

ORGANIZATION	ACTIONS (2009-2010)
<i>Boys and Girls Clubs of the Peninsula</i>	Through our academic-based Center for a New Generation (CNG), and Collegebound programs, expose youth to a variety of professional fields and equip them with the information and inspiration they need to pursue similar careers in life. Students will take field trips to companies like Electronic Arts or Google, as well as listen to guest speakers share their profession and skill sets.
<i>Cañada College – Upward Bound TRiO Program</i>	Provide mentorship and information to empower students with knowledge to make better decisions about their futures.
<i>Chicana/Latina Foundation – Youth Adelante Program</i>	Continue providing our Youth Adelante program for 7th and 8th grade middle school Latino students at Garfield School, which aims to support them in improving their math and academic skills while promoting self-esteem building, positive relationships, building leadership skills, and addressing peer issues.
<i>Citizen Schools</i>	Adult volunteers will teach 10-week long classes to students about their careers, culminating in a final project that affects the community.
<i>City of Redwood City – Parks, Recreation and Community Services</i>	Continue to develop youth leaders in our school-based after-school programs that are targeted to high-risk youth and referred by principals and other school personnel.
	Continue to develop work skills in youth in our Leader in Training Program (summer program for 12-15 year olds who support activities in camp and aquatics programs) where they are assigned to leaders who provide training and mentoring. Job skills include writing, interviewing practice, resume building.
<i>City of Redwood City – Public Library</i>	Homework centers are staffed daily at each library branch.
<i>Fresh Lifelines for Youth</i>	Provide a leadership training program to 12 youth on probation in the county.
<i>Hidden Villa</i>	Provide a full-time credentialed science enrichment teacher at Taft Community School to support garden-based education, nutrition and science curriculum.
	Provide English Language Learner garden-based education curriculum for use by teachers in grades K-5.
	Provide garden-based curriculum that meets California state science standards packaged in teacher-friendly “kits” for grades K-5.
	Provide garden-based science enrichment programs for students at Kennedy Middle School and Sequoia High School.
	Provide teacher training in garden-based education connected to California state standards.
<i>JobTrain</i>	Offer a host of programs for young people who are no longer in school and looking for ways to upgrade their skills or learn new ones. Our counselors work with out of school youth to help them solve problems as simple as resume preparation and as complex as finding permanent shelter.
	Offer the SASSY program for youth in the Sequoia Union High School District, an accredited after-school vocational training program for which students may earn up to 10 academic credits each semester for participating in the program. Classes include Digital Multimedia, Culinary Arts, Fine Arts Design, Office Skills, and Electronics Assembly, with component classes providing After-School Tutoring, Leadership, Youth Fitness and Life Skills.
	Work with a variety of employers and partners, including Jobs for Youth, to provide internship opportunities for Out-of-School Youth in training as well as SASSY students working toward their high school diplomas. Life skills support, counseling services, supportive services and job development are available for qualified youth.
<i>Marine Science Institute</i>	Provide opportunities for local youth to gain experience in green jobs through internships and shadowing our instructors, all of which will build their confidence in spending time outdoors and in nature.
<i>Mid Peninsula Housing Services Corporation</i>	Program coordinators at our two housing sites (City Center Plaza and Redwood Court) will make summer and after-school programming available to approximately 42 youth ages 12 to 17 living in these complexes.
	Provide college and workforce readiness training and support to youth residents, including access to computers for job searches, career assessments, and other forms of training.

ORGANIZATION	ACTIONS (2009-2010)
<i>Peninsula College Fund</i>	Provide scholarships, internship assistance and educational workshops for motivated, gifted, and traditionally under-represented minority students from the Mid-Peninsula (with approximately GPAs of 3.3-3.8 who may often be overlooked by other college scholarship programs) as well as those already attending college.
<i>Redwood City School District – School-Community Partnerships</i>	Partner with the County Office of Education to bring age-appropriate programs to the Redwood City School District. Promote meaningful student learning opportunities, such as the Lego League.
<i>San Mateo County – Health System – Health Policy and Planning</i>	Provide work opportunities and practical learning experiences for students to enhance their academic preparation and exposure to public services through the Health Policy and Planning (HPP) Internship Program (available to college undergraduates; offered twice yearly - summer and November - April; ages 16-28 hours/week paid; approximately 4 to 6 spots/year).
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>	Foster the development and refinement of leadership skills through participation in the Youth Advisory Board.
<i>San Mateo County – Human Services Agency – Jobs for Youth</i>	Support youth between ages 14 and 21 seeking employment through weekly job preparation workshops that teach them about job applications, creating resumes and preparing for interviews (at our offices and at local high schools upon request). Connect youth to Peninsula Works member services, which include access to on-site interviews, trainings and additional workshops. Provide job referrals and access to hundreds of job postings directed toward youth. Provide on-on-one interviews for youth with counselors to identify key skills in preparation for job interviews. Recruit and match a core group of youth ages 14 through 21 with summer internship opportunities. Through the Al Tegliia Jobs for Youth Endowment Fund, provide vocational and educational scholarships to youth on an annual basis.
<i>San Mateo County – Human Services Agency – Workforce Development</i>	Support 13 FIRST Lego League teams (each comprised of 7 to 10 students) in Redwood City schools (Hoover, Kennedy and North Star) by leveraging County Homework Center funds with After School Education and Safety (ASES) funding and in kind matches from after-school providers and schools. Connect resources to Redwood City after-school programs in: robotics in elementary and middle school; clean/green technology in elementary and middle school; and link to Career Technical Education in high school.
<i>Sequoia Union High School District - Career Technical Education</i>	Teach soft skills to youth and adults in our district and community through guest and co-teaching sessions.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	All youth participating in our youth development programs will receive training and develop skills that will assist them with their person and academic goals.
<i>Sequoia YMCA</i>	Continue providing youth employment opportunities as FLEX Fitness Trainers, swim instructors, Summer Day Camp Counselors, and Membership Associates.
<i>Spark</i>	Establish over 100 one-on-one apprenticeships between 7 th and 8 th graders in Redwood City with volunteers in the professions of the students' dream job and triple the attendance at the 5 to 6 large-scale discovery night celebrations of Spark work by students at the end of each semester (fall, spring, summer).
<i>The Summit Institute</i>	Our students will continue to have a mentor teacher who knows them well, mentors them all 4 years they are in school, and supports their growth toward identifying and reaching their goals. Soft skills are part of the Connections course curriculum, which is a weekly 1 ½ hour class with their mentor group.
<i>Youth and Family Enrichment Services</i>	In our Transitional Housing Placement program for youth preparing to exit the Foster Care system and for emancipated youth, collaborate with community members and organizations to guarantee our residents have more learning opportunities in the community (such as internships, job shadowing, etc.)

ORGANIZATION	ACTIONS (2009-2010)
Strategy 3: Develop and sustain opportunities that support youth's healthy psychological and emotional development, enable them to resolve conflicts, maintain a sense of purpose and planning for the future, and build a positive personal and social identity.	
<i>Cañada College – Upward Bound TRiO Program</i>	Conduct workshops and summer classes to provide the resources and materials to develop students' future goals.
	Provide guest speakers who have overcome obstacles for students to gain self confidence.
<i>Cleo Eulau Center</i>	Through our Collaborative Counseling Program (CCP), provide individual and group therapy to youth on probation, incarcerated or at high risk of offending at the Court and Community Schools in addition to a Cleo Eulau Center Counselor at Sequoia High School.
<i>El Centro de Libertad/ The Freedom Center</i>	Provide individual and group counseling in the areas of alcohol and drug prevention education, relapse prevention, skill building, anger management, making healthy choices, setting goals, as well as building communication skills and providing a safe place for youth to discuss feelings.
<i>Peninsula Conflict Resolution Center</i>	Train youth in skills that will help make them successful in their families, communities, and workplace (conflict resolution, communication, negotiation) in 8 to 10 elementary and middle school in Redwood City and at Sequoia High School.
<i>San Mateo County – Human Services Agency – Prevention and Early Intervention</i>	Our Psychiatric Social Workers, located in school and community settings, will utilize an evidence-based counseling intervention model to guide children and youth in identifying their strengths, and steps they need to take to achieve their goals. Services include individual, group or family counseling sessions and/or case management services that are measurable and attainable.
<i>Sequoia Union High School District - Redwood High School REAL Program</i>	Partner with Prometheus counseling services to provide weekly trainings to help students build leadership skills through self awareness and personal growth.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Provide mental health support and crisis intervention services to Sequoia High School youth to improve their health and well-being.
<i>Youth and Family Enrichment Services</i>	In Your House South, our residential youth program, ask incoming youth about their strengths and goals in successful family reunification.
	In our Fostering the Future program asset and coaching group for youth in the Foster Care system, encourage youth to explore their goals and develop a plan for achieving them as they build their assets.
	In our Insights youth drug and alcohol recovery program, support youth in integrating healthy passions and goals in their treatment planning.
	In our Insights program we will also work with youth clinically to improve their mental health and develop assets.
	Our Differential Response home visiting and case management program for families reported to Child Protective Services, but screened as low risk, works with youth as partners in deciding an appropriate treatment plan for them.
Strategy 4: Coordinate opportunities that nurture youth's social development through positive relationships with peers, connectedness to community institutions, and skills to navigate multiple contexts.	
<i>Boys and Girls Clubs of the Peninsula</i>	Diversify our programming to expose youth to different types of activities (dance, drama, poetry, sports, robotics, etc.) and encourage youth to try and excel at those different activities.
<i>Casa de la Cultura Quetzalcoatl</i>	Our group will continue to engage youth in our group and the community in cultural activities that we are a part of, including: Día de los Muertos/Day of the Dead (November); Día de la Virgen/Day of Our Virgin Mary (December); and Día del Niño/Day of the Children (April).
<i>The Center for Youth</i>	The Center for Youth staff develops trusting relationships in mentoring and training teens as peer educators and peer health advocates. This involves working in partnership to educate (and give back to) other young people in their community by providing support, skills, information and motivation to engage in healthy activities and avoid risk-taking activities.

ORGANIZATION	ACTIONS (2009-2010)
<i>City of Redwood City – Public Library</i>	Our Teen Services division supports youth advisors, provides mentoring support, conducts volunteer training and facilitates book clubs. As volunteers working with library staff, youth gain self-esteem, social awareness and bridge the cultural gap through their involvement.
<i>Fresh Lifelines for Youth</i>	Provide legal education programs to 22 youth at the county court and community school and conduct prevention programs for 30 students in 7 th and 8 th grade at Hoover Magnet School and Kennedy Middle School.
<i>International Institute of the Bay Area</i>	Provide informational sessions to students about immigrant rights and responsibilities and available resources.
<i>Riekes Center</i>	The Riekes Center will provide peer mentoring and youth leadership programs for students.
<i>Youth and Family Enrichment Services</i>	Our GIRLS program for youth in the juvenile justice system will create mentoring opportunities for clients who are further along in treatment to provide guidance and support to incoming/newer clients.
Strategy 5: Create and improve safe and supportive environments for youth in youth serving programs and the broader community.	
<i>Acterra</i>	Make presentations to at least five groups of youth about local ecosystems and how to improve their health.
<i>City of Redwood City – Public Library</i>	Provide a safe and welcoming environment for all youth.
<i>John W. Gardner Center for Youth and Their Communities</i>	Increase Redwood City School District middle school staff understanding of youth development and its connection to learning through analysis of the youth development middle school survey and the Youth in the Middle project.
<i>Redwood City School District – School-Community Partnerships</i>	Continue to monitor and support after-school program quality and practices by using the Program Quality Assessment Tool.
<i>San Mateo County – Health System – Health Policy and Planning</i>	Provide funding and technical assistance to facilitate implementation of school wellness policies (ongoing technical assistance of school wellness policy implementation and once/year grants of a maximum amount of \$2,000, together totaling \$12,000 e.g. seed money for a school community garden).
<i>San Mateo County – Probation Department</i>	Map resources available in San Mateo County to better connect youth with the services they need.
<i>Youth and Family Enrichment Services</i>	Youth Development Initiative staff will work directly with the youth in our programs to foster positive asset development.
<i>Youth Leadership Institute</i>	Promote positive youth development settings and opportunities for youth projects and programs relating or involved with the Redwood City Alcohol and Other Drug (AOD) Abuse Prevention Partnership.

Outcome 3

Adults and youth develop trusting relationships and work together to improve their community.

ABOUT THIS OUTCOME

Research has demonstrated the importance of the consistent presence of a caring adult in the life of a young person. We strive to achieve this outcome by supporting both formal and informal opportunities for youth and adults in the community to develop healthy and trusting relationships.

KEY INDICATORS

- Organizational leaders demonstrate a commitment to expand opportunities for youth to be connected to caring adults in the community.
- Organizational leaders demonstrate a commitment to building positive relationships between youth and staff.
- Youth are aware of and participating in a range of positive relationships with adults, through formal and informal programs in the community.

YEAR ONE STRATEGIES

1. Deliver and expand high-quality youth mentoring programs.
2. Strengthen positive relationships between youth and school or program staff.
3. Expand opportunities for youth to be connected to caring adults in the community.

ORGANIZATION	ACTIONS (2009-2010)
Strategy 1: Deliver and expand high-quality youth mentoring programs.	
<i>Chicana/Latina Foundation – Youth Adelante Program</i>	Intentionally provide 7th and 8th grade students in our Youth Adelante after-school math and academic enrichment program with Latina/Latino role models to develop positive relationships.
<i>City of Redwood City – Public Library</i>	Youth in our Families in Partnership (FIP) program are mentored by AmeriCorps and community volunteers.
<i>Friends for Youth</i>	Recruit, screen, train and support adult mentors in our program and match them with youth for 12+ months to help build long-term relationships. Mentored youth in our program receive support from their adult partners.
<i>Peninsula College Fund</i>	Provide our student scholars who are attending college a mentor who provides support, counsel, friendship, reinforcement and positive role modeling during their college careers.
Strategy 2: Strengthen positive relationships between youth and school or program staff.	
<i>Aim High</i>	Encourage returning teaching staff to our middle school summer enrichment program to reach out to returning students by contacting families and attending a mid-year or pre-summer reunion event.
<i>Boys and Girls Clubs of the Peninsula</i>	In addition to staff, recruit as many volunteer tutors, coaches, and mentors to serve as additional resources for our youth. Provide volunteer training opportunities so that the relationships volunteers build with our youth are the most positive and healthy relationships.
<i>City of Redwood City – Public Library</i>	The library will continue to employ staff dedicated to youth services.
<i>Cleo Eulau Center</i>	Through our Resiliency Consultation program, provide on-site school year support for teachers and school staff at Hawes, Selby Lane, and Kennedy Middle Schools to develop positive caring relationships with students, have high expectations for youth, and provide students opportunities to succeed.
<i>Hidden Villa</i>	Partner with Silicon Valley FACES (Camp Everytown) to provide a cross-site program for youth and teachers - including 10 students from Sequoia High.
<i>Marine Science Institute</i>	Set up volunteer days where youth teach the adults what they have learned in our programs, facilitate local coastal clean-up days for the community, and build a sense of confidence in being in nature that encourages all to keep the planet healthy and ensure that one exists for future generations.

ORGANIZATION	ACTIONS (2009-2010)
<i>Peninsula Conflict Resolution Center</i>	Support students and school staff to develop and implement peer mediation and conflict manager programs at 8 to 10 elementary and middle schools in Redwood City and at Sequoia High School.
<i>Redwood City School District – School-Community Partnerships</i>	Continue the Summer Bridge Program at Kennedy Middle School which aims to support students to develop positive relationships with school staff as they transition from elementary to middle school.
	Provide the Summer Bridge Pre to Kinder Program which helps connect and support students as they transition from pre-school to kindergarten.
	Support the Youth in the Middle project at Kennedy Middle School which engages school staff in learning communities that promote a youth development approach and promote meaningful youth-adult relationships.
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>	Mentor healthy communication skills and adult relationships through patient/clinician interactions. Foster positive, effective working relationships between youth and adults through activities such as the Youth Advisory Board.
<i>Sequoia Union High School District - Redwood High School REAL Program</i>	With the support of Youth Leadership Institute, continue to build partnerships with youth and adult leaders for the 30 to 40 students in our program.
<i>Sequoia YMCA</i>	Provide a unique opportunity where members, staff and volunteers are committed to providing a supportive environment for teens to realize their goals.
Strategy 3: Expand opportunities for youth to be connected to caring adults in the community.	
<i>Acterra</i>	Our workdays for youth will provide opportunities for youth and adults to work together and build positive, trusting relationships.
<i>Citizen Schools</i>	Connect adult volunteers with youth at Redwood City middle schools to teach classes directly with students.
<i>Fresh Lifelines for Youth</i>	Conduct service learning projects with community programs with youth participants in our Leadership Training Program.
<i>John W. Gardner Center for Youth and Their Communities</i>	Support at least 2 opportunities for youth and adults to work together to address issues of common concern among organizations involved in the Alcohol and Other Drug (AOD) Abuse Prevention Partnership and/or the City of Redwood City's Environmental Initiatives efforts.
<i>Mid Peninsula Housing Services Corporation</i>	Provide various community development activities and events that involve people of all ages.
<i>Peninsula Interfaith Action</i>	Develop opportunities for intergenerational, cross-cultural learning through workshops and trainings in Redwood City congregations.
	Create joint leadership development opportunities for youth and adults through shared participation in community organizing efforts.
<i>San Mateo County – Human Services Agency – Workforce Development</i>	Recruit and train 15 to 20 Science, Technology, Engineering and Math (STEM) retirees, engineers, programmers, student teachers, laid off workers, parents as mentors, and after-school trainers to become FIRST Lego League coaches and mentors for local school teams (at Hoover, Kennedy and North Star schools).
<i>The Summit Institute</i>	Trust is already a core part of the Summit culture and students are encouraged to help each other be successful academically. For intersession, we will develop more opportunities for students to engage with outside organizations through programs where they work in the community.
<i>Youth and Family Enrichment Services</i>	Encourage women in our Women's Enrichment Center that provides substance abuse recovery services to mentor a young person.
	The Youth Development Initiative has designated "other adult relationships" and "community values youth" as two core assets that are developed in our programs. This is central to all of our community and school-based programming.
	In our Transitional Housing Placement program for youth preparing to exit the Foster Care system and for emancipated youth, identify community members as well as youth for our residents to mentor in the program.

Outcome 4

Parents and caregivers have the knowledge, resources and self-confidence to participate in the community and improve their quality of life.

ABOUT THIS OUTCOME

Youth who helped to develop this Plan stated that in order for them to be healthy, their families needed to be healthy. We value families and work in our organizations to support their well-being by promoting a variety of opportunities for their involvement in the community.

KEY INDICATORS

- Organizational leaders demonstrate a commitment to implementing practices and policies that support a focus on family involvement and decision making.
- Parents and caregivers report that organizational leaders and staff are receptive to their ideas and input.

YEAR ONE STRATEGIES

1. Extend opportunities for parents and caregivers to develop key skills and participate in leadership roles in school and the broader community.
2. Implement programs and activities that engage parents and caregivers as partners in the learning and education of their children.
3. Establish systems and processes for parents and caregivers to be involved in youth programs their children attend.
4. Provide an array of educational opportunities for parents and caregivers to access knowledge and build skills that benefit their families and themselves.
5. Create opportunities in the setting of youth programs for parents and caregivers to develop healthy relationships with their youth.
6. Deliver a variety of social services and resources that will help improve the quality of life for families.

ORGANIZATION	ACTIONS (2009-2010)
Strategy 1: Extend opportunities for parents and caregivers to develop key skills and participate in leadership roles in school and the broader community.	
<i>Boys and Girls Clubs of the Peninsula</i>	Invite parents of members to sit on Neighborhood Advisory Group boards and collaborate with staff and community stakeholders regarding our youth development programs. We encourage them to voice their opinions and concerns regarding our programs and partnerships with the neighboring schools and city.
<i>City of Redwood City – City Manager’s Office</i>	The City has an ongoing mini-grant program whereby residents can apply for \$100-300 to support neighborhood community-building activities.
	The PACT program is a 9-week course which provides community members (older teens and adults) with knowledge and information to engage more effectively in civic life.
	Through the City, residents can sign up to be Neighborhood Liaisons where in exchange for agreeing to assist with neighborhood activities, Liaisons receive support and guidance from the City's Neighborhood Liaison Coordinator.
<i>Peninsula Conflict Resolution Center</i>	Provide leadership development training for Redwood City community schools as well as training for youth and their parents to help them communicate more effectively at Sequoia High School and at a parent leadership series at Garfield, Taft, Kennedy, Hoover, and Fair Oaks Schools.
<i>Redwood City School District – School-Community Partnerships</i>	Conduct a parent/caregiver Leadership Development Series from November 2009 to March 2010.
<i>San Mateo County – Health System – Health Policy and Planning</i>	Provide training to parents and stakeholders on school wellness policy implementation (open to anyone, including parents of Redwood City School District and Sequoia Union High School District students).

ORGANIZATION		ACTIONS (2009-2010)
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>		Connect parents to potential leadership roles at Sequoia High School.
<i>Spark</i>		Support and connect families to community improvement efforts such as the North Fair Oaks community planning.
<i>The Summit Institute</i>		We will explore how we can better support parent participation in the Summit community and in the larger community.
<i>Youth and Family Enrichment Services</i>		Encourage clients in our Women's Enrichment Center that provides substance abuse recovery services to work with neighborhood associations to improve the quality of life in the area as a means of bettering their children's quality of life.
Strategy 2: Implement programs and activities that engage parents and caregivers as partners in the learning and education of their children.		
<i>City of Redwood City – Public Library</i>		Parents and caregivers are offered programs of one-on-one and small group instruction through the Adult Literacy Program, the Families for Literacy Program, the Families in Partnership Program, Family Literacy Information Center (Technology and drop-in tutoring center), a Parenting Academy, Story Times, and Traveling Story Time.
<i>Redwood City School District – School-Community Partnerships</i>		Carry out various family engagement strategies (home, school, community) in the Redwood City community schools (Fair Oaks, Hoover, Taft, and Kennedy).
		Conduct outreach activities to parents and caregivers of incoming kindergarten students and 6th graders.
<i>Spark</i>		Build deep relationships with the school administration, faculty, after-school providers at Hoover and Garfield Schools and at the Redwood City School District to increase parent/family engagement and participation through the Spark model to build an alliance of long-term after-school support and growth of more strategic family volunteerism and engagement with their child's in-school and after-school learning.
<i>Youth and Family Enrichment Services</i>		Encourage Women's Enrichment Center clients to be active in their children's Parent-Teacher Associations.
Strategy 3: Establish systems and processes for parents and caregivers to be involved in youth programs their children attend.		
<i>Aim High</i>		Involve parents with middle-school age youth in our summer enrichment program by developing a system for parents to volunteer at family events and speak to other parents about the program.
<i>Citizen Schools</i>		Teachers will make bi-weekly phone calls to parents communicating about students' work and life at school.
<i>City of Redwood City – Parks, Recreation and Community Services</i>		Continue to host parent nights in our after-school programs.
		Continue to invite and encourage parents to attend performances and celebrations in our after-school programs.
<i>The Summit Institute</i>		Summit currently expects each family to perform volunteer service for the school for 30 hours each year, which helps create broad ownership in the school and a sense of shared mission.
<i>Youth and Family Enrichment Services</i>		In our Youth Development Initiative, intentionally invite parents and caregivers to participate in some program-specific events. Send periodic updates (i.e. newsletters) and make sure they are informed about specific program activities.
Strategy 4: Provide an array of educational opportunities for parents to access knowledge and build skills that benefit their families and themselves.		
<i>Bay Area Gardeners Foundation</i>		Hold 2 educational and motivational seminars for students and their families to learn more about the process for applying to college and resources available to them (in the fall and spring).

ORGANIZATION	ACTIONS (2009-2010)
<i>Boys and Girls Clubs of the Peninsula</i>	<p>Support and equip parents and caregivers with the information and tools they need to better address their child's academic, social, and health needs (provide weekly computer literacy classes, workshops on various topics, and referrals to similar workshops provided by the schools, city or county government.</p> <p>Provide monthly Family Nights, where parents and family members engage in fun and healthy activities with their children (these nights often have a theme so that staff can promote various concepts - health, academics, college, safety, etc.)</p>
<i>Chicana/Latina Foundation – Youth Adelante Program</i>	Provide meetings for the parents of the Youth Adelante after-school math and academic enrichment program participants to help them access resources in their community, hear speakers on various topics and discuss issues relating to their children.
<i>Cañada College – Upward Bound TRiO Program</i>	<p>Develop family/adult skills and understanding to advocate on behalf of themselves, their student and their family.</p> <p>Conduct family meetings and workshops to inform adults about the education system and higher education as well as bilingual information and workshops.</p>
<i>Hidden Villa</i>	<p>Offer family days, family workshops and educational events at Hidden Villa.</p> <p>Provide training to parents in supporting safe, unstructured play with their children.</p>
<i>International Institute of the Bay Area</i>	Make school and community presentations to parents to provide information about immigrant rights and responsibilities and the resources available to them.
<i>Peninsula College Fund</i>	Provide workshops for both student scholars and parents about topics relevant to applying for college, financial aid and support for immigrant families.
<i>Redwood City School District</i>	Provide educational learning opportunities for families at the Redwood City community schools.
<i>San Mateo County – Human Services Agency – Jobs for Youth</i>	Conduct community outreach about our job preparation services for youth to families at schools and community events.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Provide workshops for parents on critical issues.
<i>Youth and Family Enrichment Services</i>	In our Fostering the Future program for youth in the Foster Care system, conduct family conferencing where parents can participate in the process and learn about community resources available to them.
Strategy 5: Create opportunities in the setting of youth programs for parents and caregivers to develop healthy relationships with their youth.	
<i>Casa de la Cultura Quetzalcoatl</i>	Our organization works to keep and continue providing a fun family atmosphere where mostly mothers and children can learn something together about Mexican traditions and share them with the community.
<i>City of Redwood City – Public Library</i>	Provide programs for youth and families through Project READ and their Kids in Partnership (KIP) program and Families in Partnership (FIP) Program.
<i>El Centro de Libertad/ The Freedom Center</i>	We will continue to provide parent education groups that include youth and their parents in the areas of alcohol and drug prevention education.
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>	Involve parents/caregivers in their youth's health care and wellness whenever appropriate and possible. Encourage open dialogue between youth and caregivers when appropriate. Provide referrals to parenting and education resources as needed. Refer challenging adult/youth relations to counseling resources.
<i>Youth and Family Enrichment Services</i>	Our GIRLS program for youth involved in the juvenile justice system will participate in multi-family group sessions that focus on strengthening adult-youth connections. It will also provide a bilingual multi-family group twice per month to provide support for families and their daughters, offering educational supports, life skills, and emotional support.
	Through our Diversion program, an early intervention program for youth referred for first-time misdemeanor offenses, identify low cost/no cost community service activities in which families can participate together.

ORGANIZATION	ACTIONS (2009-2010)
Strategy 6: Deliver a variety of social services and resources that will help improve the quality of life for families.	
<i>Fresh Lifelines for Youth</i>	Continue to engage and connect parents with probation and incarcerated youth to develop better communication skills with their youth through case management support.
<i>Mid Peninsula Housing Services Corporation</i>	Our on-site service coordinators provide information and referral support to individuals living in the 108 units that make up City Center Plaza and Redwood Court.
<i>San Mateo County – Human Services Agency – Prevention and Early Intervention</i>	Our Psychiatric Social Workers located in school and community settings will utilize evidence-based intervention models to guide parents and caregivers toward their identified goals. These services will include parent support groups, individual or family counseling sessions and case management services.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Provide resources for parents in the community.
<i>Sequoia YMCA</i>	Serve parents and caregivers by giving them the resources and opportunities for them to build stronger ties with their families and to learn how to live healthier lives.
<i>Youth and Family Enrichment Services</i>	Through our Diversion program, an early intervention program for youth referred to for first-time misdemeanor offenses, provide workshops for parents at each school site about resources provided by Youth and Family Enrichment Services and other resources.
	Through the Youth Development Initiative, our GIRLS Embracing Life program at Redwood High will provide health and wellness resources for parents who are teens.
	Our Differential Response home visiting and case management program for families reported to Child Protective Services but screened as low risk, will support families with linkages to basic resources and life skills to keep families intact.

Outcome 5

Community youth serving organizations continually improve their efforts to provide quality experiences for youth.

ABOUT THIS OUTCOME

Our community houses a vibrant array of youth serving organizations that have committed to the idea of continuous improvement so that our youth are better served by their efforts. Organizational partners in this Initiative are leading the way in this regard.

KEY INDICATORS

- Organizational leaders report that their staff has had youth development related training at least once in the last 12 months.
- Organizational leaders can point to positive youth development-focused changes that have been made to their programs following youth development training.

YEAR ONE STRATEGIES

1. Support youth serving organizations in fulfilling a year-long commitment to participate in the Organizational Improvement Process (OIP) led by Community Network for Youth Development in collaboration with Redwood City 2020.
2. Engage youth serving organizations in a six-month commitment to participate in the Community of Practice (COP) Training of Facilitators opportunity led by Community Network for Youth Development in collaboration with Redwood City 2020.
3. Implement various continuous improvement efforts in youth programs within organizations.
4. Provide coaching and training opportunities to other youth serving organizations and institutions.
5. Improve the use of data in youth programs to drive organizational improvement.

ORGANIZATION	ACTIONS (2009-2010)
Strategy 1: Support youth serving organizations in fulfilling a year-long commitment to participate in the Organizational Improvement Process (OIP) led by Community Network for Youth Development in collaboration with Redwood City 2020.	
<i>This intensive learning opportunity teaches staff in youth serving organizations how to engage in a continuous organizational improvement process that strengthens the quality of the experiences that young people have within their organizations through learning and coaching sessions. The following partner organizations will participate:</i>	
City of Redwood City – Parks, Recreation and Community Services	
City of Redwood City – Public Library	
El Centro de Libertad/The Freedom Center	
Mid Peninsula Housing Services Corporation	
San Mateo County – Probation Department	
Youth and Family Enrichment Services	

ORGANIZATION		ACTIONS (2009-2010)
Strategy 2: Engage youth serving organizations in a six-month commitment to participate in the Community of Practice (COP) Training of Facilitators opportunity led by Community Network for Youth Development in collaboration with Redwood City 2020.		
<i>This training opportunity will prepare staff in youth serving organizations to design and facilitate trainings for their organizational staff in five youth development supports and opportunities. The following partner organizations will participate:</i>		
Cañada College - Upward Bound TRiO Program		
City of Redwood City – City Manager’s Office		
Fresh Lifelines for Youth		
Hidden Villa		
John W. Gardner Center for Youth and Their Communities		
Redwood City School District – School-Community Partnerships		
Youth and Family Enrichment Services		
Strategy 3: Implement various continuous improvement efforts in youth programs within organizations. (Below are some examples from partner organizations.)		
Aim High	Continue to provide high-quality professional development for our middle school summer enrichment program staff.	
Boys and Girls Clubs of the Peninsula	Continue to provide yearly Community Network for Youth Development-based youth development training sessions for all employees, school district trainings, and additional workshops for all staff so that quality of work is improved.	
Chicana/Latina Foundation – Youth Adelante Program	Have ongoing Youth Adelante program staff meetings to reinforce our philosophies and best practices. We also look for and participate in youth development trainings offered by the school district or other agencies.	
City of Redwood City – Parks, Recreation and Community Services	Youth and staff will plan and participate in the Bay Area-wide biennial youth leadership conference – YAC – Youth Advisory Councils – Attack! in 2010.	
	Implement a youth development framework training to front line staff (through Community Network for Youth Development).	
City of Redwood City – Public Library	Our staff continually research and implement improved youth services.	
	Project READ collaborates with the Redwood City School District, Sequoia Union High School District, Cañada College, and learning specialists to provide our youth and families with quality literacy intervention.	
	We are continuing to implement new and expanded concepts of youth development after participating in the Youth Development Learning Network led by Community Network for Youth Development.	
Friends for Youth	Provide a mentor training session for mentors in our program on topics related to alcohol and other drug (AOD) abuse prevention.	
Hidden Villa	Conduct an annual training for staff in 1) race, class and gender, 2) youth development, and 3) youth-centered organizations.	
JobTrain	Continue to partner with Friends for Youth to provide mentoring training for our programs.	

ORGANIZATION	ACTIONS (2009-2010)
<i>Mid Peninsula Housing Services Corporation</i>	Have existing partnerships with organizations such as Peninsula Conflict Resolution Center to provide communication skills training to residents.
<i>Peninsula College Fund</i>	Continue to support our student scholarship recipients currently attending college in finding meaningful summer jobs and internships.
<i>Redwood City School District – School-Community Partnerships</i>	Community School Coordinators at Fair Oaks, Hoover, Taft and Kennedy Schools use the Program Quality Assessment Tool to have conversations about youth development practices with After-School Coordinators.
	Connect partners with available opportunities to bring new meaningful opportunities to youth in our district.
	Provide oversight, regular visits, and ongoing communication with the district's community school sites.
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>	Continue and maintain all clinic quality assessment and improvement activities.
<i>Sequoia Union High School District - Career Technical Education</i>	Employers will work with the Sequoia Union High School District to help teachers develop relevant curriculum (contingent on Proposition 1D funding).
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Invite Youth Leadership Institute, Peninsula Conflict Resolution Center and other youth agencies to provide training and support to our youth.
<i>The Summit Institute</i>	In order to improve the quality of our intersession programs and have the Summit model present in these courses, we are working more closely with our partners to support them in modeling and communicating Summit cultural norms and values with our students. The Summit faculty focuses on improving their teaching practices and student outcomes during 38 professional development days in our school year as well.
<i>Youth and Family Enrichment Services</i>	The Youth Development Initiative will continue to support our youth-serving programs in fostering environments that promote positive youth development.
Strategy 4: Provide coaching and training opportunities to other youth serving organizations and institutions.	
<i>City of Redwood City – Police Department</i>	Provide a round of compliance checks and host one training for alcohol licenses as part of the Alcohol and Other Drug (AOD) Abuse Prevention Partnership.
<i>Fresh Lifelines for Youth</i>	Upon request, provide agencies with capacity-building training regarding juvenile justice support or case management.
<i>Friends for Youth</i>	Provide a mentoring training session to partners as it relates to our role on the Alcohol and Other Drug (AOD) Abuse Prevention Partnership.
	Our Mentoring Institute is available to provide mentoring training (mentoring best practice, volunteering screening for safety, etc.) on a fee for service basis (sliding scale for non-profit organizations).
<i>International Institute of the Bay Area</i>	Through presentations and workshops, work with service providers to understand immigration rights and issues, including risk factors and consequences for undocumented students. Upon request, available to provide this resource for staff and students at other local schools and organizations.
<i>John W. Gardner Center for Youth and Their Communities</i>	Create a guide and set of tools for middle schools interested in taking an integrated, whole school youth development approach.
	Coach Kennedy Middle School leaders and partner organizations in developing collaborative structures and skills in working collectively toward an integrated, whole-school youth development mission.
<i>Redwood City School District</i>	Provide professional development to staff, including in areas such as “Supporting English Learners in the After-School Programs”.
<i>San Mateo County – Sheriff's Office</i>	Provide a round of compliance checks this year as part of the Alcohol and Other Drug (AOD) Abuse Prevention Partnership.
<i>Youth and Family Enrichment Services</i>	The Youth Development Initiative will train community members and county government staff on positive youth development principles and practices to foster working environments that nurture the developmental needs of youth. We will also conduct adult ally trainings in the community and the County.

ORGANIZATION	ACTIONS (2009-2010)
<i>Youth Leadership Institute</i>	Provide at least 2 trainings on relevant environmental prevention strategies to the Alcohol and Other Drug (AOD) Abuse Prevention Partnership Oversight Committee.
Strategy 5: Improve the use of data in youth programs to drive organizational improvement.	
<i>Boys and Girls Clubs of the Peninsula</i>	Continue to administer a youth development survey every spring to all members ages 9 to 18 and implement new strategies as necessary based on survey results. This survey embodies the same 5 key areas of youth development as emphasized by Community Network for Youth Development.
<i>Citizen Schools</i>	Utilize rubrics, surveys, and grade analyses to improve staff and student performance.
<i>Hidden Villa</i>	Conduct an annual program evaluation, including youth development outcomes and training.
<i>John W. Gardner Center for Youth and Their Communities</i>	Connect middle school youth survey data to existing data sources to create youth profiles and facilitate cross-organizational data conversations that help inform practice.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Develop an evaluation design with John W. Gardner Center/Youth Data Archive to improve how we track data.
<i>Sequoia YMCA</i>	The YMCA is committed to ongoing evaluation of programs and services to our members and community participants to increase our favorable impact on the community.
<i>Youth and Family Enrichment Services</i>	Daybreak, our emergency youth shelter program has begun to issue “pre and post” surveys based on the developmental assets to determine whether or not we are helping support and prepare youth to transition to independent living.
	In our Diversion Program, an early intervention program for youth referred for first-time misdemeanor offenses, we will integrate “assets questions” into “pre and post” surveys. We will also evaluate our collaboration meetings to measure their effectiveness.
	In our Transitional Housing Placement program, develop more accurate strengths-based measurement tools for our programs and create an exit interview of youth to assess the success of the program. Inquire every six months from program participants on programmatic enhancements.
	Include youth survey assets in reports to funders, not just “deficit measures”.

Outcome 6

Mutually beneficial collaborations among organizations and institutions benefit all members of the community – from youth to seniors.

ABOUT THIS OUTCOME

We acknowledge that the major task of changing the odds for youth requires all sectors of the community to share responsibility. Developing and sustaining collaborative partnerships is a central approach to our work.

KEY INDICATORS

- Organizations are able to describe the value of collaboration within the youth development field in their community.
- 90% of Steering Committee organizations involved in the CYDI will have contributed to the Youth Data Archive.

YEAR ONE STRATEGIES

1. Guide the implementation and evaluation of the CYDI Strategic Plan by developing and sustaining a cross-agency Steering Committee.
2. Drive implementation of a community-wide environmental Alcohol and Other Drug (AOD) abuse prevention plan by coordinating a cross-agency Steering Committee.
3. Develop and sustain multi-agency collaborations that extend the reach of individual organizational efforts.
4. Form strategic partnerships with other youth serving organizations to enhance the quality of programs and services provided to our youth.
5. Participate in community education efforts to increase awareness of youth programs and services.

ORGANIZATION	ACTIONS (2009-2010)
Strategy 1: Guide the implementation and evaluation of the CYDI Strategic Plan by developing and sustaining a cross-agency Steering Committee.	
<i>The following partner organizations have agreed to serve as representatives:</i>	
	<i>Boys and Girls Clubs of the Peninsula</i>
	<i>City of Redwood City – City Manager’s Office</i>
	<i>City of Redwood City – Public Library</i>
	<i>Cleo Eulau Center</i>
	<i>Community Network for Youth Development</i>
	<i>Peninsula Conflict Resolution Center</i>
	<i>Redwood City School District – School-Community Partnerships</i>
	<i>San Mateo County – Health System – Health Policy and Planning</i>
	<i>San Mateo County – Human Services Agency – Prevention and Early Intervention</i>
	<i>Youth and Family Enrichment Services</i>
	<i>Youth Leadership Institute</i>

ORGANIZATION		ACTIONS (2009-2010)
Strategy 2: Drive implementation of a community-wide environmental Alcohol and Other Drug (AOD) abuse prevention plan by coordinating a cross-agency Steering Committee.		
<i>The following partner organizations have agreed to serve as representatives:</i>		
<i>The Center for Youth</i>		
<i>City of Redwood City - Police Department</i>		
<i>El Centro de Libertad/The Freedom Center</i>		
<i>Friends for Youth</i>		
<i>John W. Gardner Center for Youth and Their Communities</i>		
<i>Peninsula Conflict Resolution Center</i>		
<i>Redwood City School District</i>		
<i>San Mateo County – Sheriff's Office</i>		
<i>Sequoia Union High School District</i>		
<i>Youth and Family Enrichment Services</i>		
<i>Youth Leadership Institute</i>		
Strategy 3: Develop and sustain multi-agency collaborations that extend the reach of individual organizational efforts.		
<i>Acterra</i>		Partner with teachers, after-school program leaders and other non-profit organizations to develop synergies and ensure efficient use of resources.
<i>The Center for Youth</i>		Work on collaborative activities with youth development partners at the Sequoia Teen Resource Center (STRC) and Sequoia Teen Wellness Center (TWC). Several examples include increasing access to health care at the TWC and drug and alcohol prevention education.
<i>Chicana/Latina Foundation – Youth Adelante Program</i>		Collaborate with other after-school programs at Garfield School to communicate on issues pertaining to programs and individual students.
<i>City of Redwood City – City Manager's Office</i>		Facilitate and support collaboration among youth serving and environmental organizations interested in developing and strengthening programs that build youth knowledge and capacity to work on environmental issues in the local community.
<i>City of Redwood City – Parks, Recreation and Community Services</i>		Continue to participate in collaborative meetings at Redwood City community schools as a service provider, and with other youth organizations that are committed to the youth of Redwood City (e.g. partnership with YMCA on YFIT program to improve health and wellness through which the YMCA brings leaders to Parks and Recreation sites and provides health and enrichment activities; provide support to the ECHALE program with Stanford University; and work with the Boys and Girls Clubs at two Redwood City schools.)
<i>Cleo Eulau Center</i>		In partnership with the Kennedy Community School Coordinator and the John W. Gardner Center, a Cleo Eulau Center Resiliency Consultant will co-facilitate debrief meetings of school staff learning communities where a youth development approach is central and key.

ORGANIZATION	ACTIONS (2009-2010)
<i>Friends for Youth</i>	Continue to play a leadership role in the Mentoring Coalition of San Mateo County, Bay Area Mentoring Partnership and other efforts.
<i>Marine Science Institute</i>	Participate in collaborations with other organizations to help better serve the local community with science education. We will attend meetings as well as offer to hold meetings at our site.
<i>Peninsula Conflict Resolution Center</i>	We are planning to bring together service providers in youth violence prevention efforts to increase awareness, strengthen and develop partnerships, and increase organizational capacity. Potential participants are: Youth and Family Enrichment Services, Youth Leadership Institute, Redwood City Elementary School District and schools, Sequoia Union High School District and schools, Probation, Fresh Lifelines for Youth, and For Youth By Youth.
<i>Redwood City School District – School-Community Partnerships</i>	Adopt a framework with general expectations regarding collaboration, safety, program management and delivery with all programs providing services from Redwood City School District schools.
<i>Riekes Center</i>	Provide nutritional and wellness scholarships to students in collaboration with funding from the Sequoia Healthcare District.
<i>San Mateo County – Health System – San Mateo Medical Center and Sequoia Teen Wellness Center</i>	Continue current, and foster more collaboration with Sequoia Union High School District, Teen Talk and other youth-focused agencies and youth advisory boards.
<i>Sequoia Union High School District - Sequoia Teen Resource Center</i>	Facilitate the Sequoia Interagency Collaborative.
	Strengthen relationships with the Parent Resource Center and the Sequoia Teen Wellness Center.
<i>Youth and Family Enrichment Services</i>	Continue our involvement on the county's Adolescent Collaborative Action Team (ACAT) Steering Committee.
	The Youth Development Initiative will continue to participate in a wide diversity of community collaborations and partnerships to deepen our work and continue to reinforce the importance of youth input/voice.
	Our GIRLS program for youth involved in the juvenile justice system will continue to participate in multidisciplinary meetings and collaborations with Probation, Human Services Agency, schools, and juvenile justice staff, with the goal of serving youth clients in a team effort.
Strategy 4: Form strategic partnerships with other youth serving organizations to enhance the quality of programs and services provided to our youth.	
<i>Aim High</i>	Continue to attend community meetings that connect our summer enrichment program for middle school youth to other out of school time programs.
<i>Bay Area Gardeners Foundation</i>	Work with other organizations such as the San Mateo Credit Union to hold educational seminars that benefit the community.
<i>Boys and Girls Clubs of the Peninsula</i>	Continue to collaborate closely with the City of Redwood City to have youth leaders in Torch Club and Keystone Club be active participants in city planning projects (ex. Renovation of Hoover Park).
	Continue to collaborate closely with neighboring schools in Redwood City - especially Hoover Magnet School, Taft Community School, Sequoia High School, Woodside High School, and Summit Preparatory School.
<i>Casa de la Cultura Quetzalcoatl</i>	Our organization works and plans to continue to work with other groups, school and community events to celebrate their festivities and also work with organizations that emphasize youth education in support of scholarships and workshops.
<i>Chicana/Latina Foundation – Youth Adelante Program</i>	Sustain our Youth Adelante 7th and 8th grade math and academic enrichment program at Garfield School through our collaboration with El Concilio of San Mateo County.
<i>Citizen Schools</i>	Partner with local organizations such as Hidden Villa and Jag to teach apprenticeships to middle school students.

ORGANIZATION	ACTIONS (2009-2010)
<i>City of Redwood City – City Manager’s Office</i>	Facilitate and support collaboration among youth serving and environmental organizations interested in developing and strengthening programs that build youth knowledge and capacity to work on environmental issues in the local community.
<i>City of Redwood City – Public Library</i>	Continue successful and ongoing collaborations that include: Sequoia High School, Redwood City School District, San Mateo Court and Community Schools, San Mateo County Sheriff’s Office, Redwood City Police and Fire Department, Redwood City Parks and Recreation, Hands on Bay Area Volunteers, NDA AmeriCorps, Second Harvest Food Bank, Resource Area for Teaching (RAFT), Reading is Fundamental, San Francisco State University, San Jose State University, and Notre Dame de Namur University.
<i>Hidden Villa</i>	Collaborate with Redwood City 2020, Redwood City Manager’s Office, Sequoia High School, Kennedy Middle School, Taft Community School, Collective Roots, Redwood High School REAL Program, and the court and community schools in East Palo Alto.
<i>John W. Gardner Center for Youth and Their Communities</i>	Work with Stanford’s Haas Center for Public Service and some faculty to support community-based research and service opportunities for Stanford students and faculty interested in youth development work.
<i>JobTrain</i>	Partner with organizations such as Acterra and El Concilio of San Mateo County to provide internships to young people in our program.
	Partner with the Human Services Agency to provide social services to youth in our program.
	Continue our partnership with the Riekes Center through a grant with the Sequoia Healthcare District.
	Partner with the Sequoia Union High School District Adult School to provide classes and GED courses to youth in our program.
<i>Mid Peninsula Housing Services Corporation</i>	Build relationships and collaborations with all local schools where 4 or more of our residents attend.
<i>Riekes Center</i>	The Riekes Center will collaborate with the Spark program at Hoover and Garfield Schools and provide apprenticeship opportunities in our film program.
	The Riekes Center will participate in the Youth Data Archive in conjunction with the John W. Gardner Center.
<i>San Mateo County – Human Services Agency – Jobs for Youth</i>	Partner with surrounding organizations and businesses to match youth ages 14 to 21 with summer internship opportunities.
<i>San Mateo County – Human Services Agency – Workforce Development</i>	Collaborate with the County Board of Supervisors, the Redwood City School District, Boys and Girls Clubs of the Peninsula, and Citizen Schools to support the FIRST Lego League robotic teams and local schools.
<i>Sequoia YMCA</i>	We will continue to seek out partnerships that work toward solutions to community needs in the areas of health and wellness and youth development.
<i>Spark</i>	Build clear, mutually beneficial relationships and formalized partnerships with existing high school organizations and high school aged serving non-profit organizations to help Spark build a Redwood City student alumni program that can maximize ongoing support of all Spark alumni when in high school.
<i>The Summit Institute</i>	Increase our community partnerships, with potential new partnerships including Acterra, Hidden Villa, Peninsula Ballet Theatre, Peninsula Conflict Resolution Center, Traveling Music School and Aikido West.
	Partner with community organizations including Riekes Center and the Community School of Music and Art to provide rich and engaging programs.
<i>Youth and Family Enrichment Services</i>	The Youth Development Initiative will work with the County as a whole, and boards and commissions in particular, to create youth-friendly environments that promote positive youth development.

ORGANIZATION		ACTIONS (2009-2010)
Strategy 5: Participate in community education efforts to increase awareness of youth programs and services.		
<i>Peninsula College Fund</i>		Present to students from different youth serving organizations about our scholarship opportunity and encourage them to apply.
<i>Sequoia Union High School District-Career Technical Education</i>		Pursue opportunities to build awareness, knowledge, and understanding by communicating to members and organizations of the broader community about the importance of supporting multiple pathways for youth.
<i>Youth and Family Enrichment Services</i>		Our Daybreak youth emergency shelter program will improve communication, collaboration and education around the program and our shared clients with Probation and the courts.
<i>Youth Leadership Institute</i>		Attend community meetings/events to educate and connect alcohol and other drug (AOD) issues and promote collective responsibility, engage different stakeholders and provide education on access and availability.

DELIVERING RESULTS: A SHARED RESPONSIBILITY

We take our responsibility to this CYDI Strategic Plan – and to the community and young people we hope to impact – seriously. Accountability to results is a cornerstone of this responsibility. The following systems have been put in place to ensure we are making steady and focused progress toward our desired outcomes.

Infrastructure to Support Implementation of this Plan

Redwood City 2020 (RWC 2020) and the John W. Gardner Center for Youth and Their Communities (JGC) will continue to serve as the lead partners as this strategic plan is being implemented. These two long-term partners will continue to facilitate the development of this collaborative effort, work together to access resources to continue the work, and take the lead on evaluating progress toward achieving the outcomes described in this Plan. The following structural supports are being put in place.

❖ Staffing

Support for this Initiative as it moves into its first year of implementation is provided under the auspices of RWC 2020 with the active involvement of Patricia Brown, Executive Director. María Fernández, from the JGC, serves as the lead staff for CYDI. Her colleagues Kara Dukakis and Lisa Westrich will provide expertise for the evaluation of the Initiative and help engage partners in the area of data-driven decision making in connection to their involvement in connection to JGC's Youth Data Archive (YDA). The YDA provides cross-agency analyses on the status of youth to inform practice and policy. Mary Hofstedt, also from JGC, will dedicate a portion of her time to work with CYDI partners to identify youth development training opportunities for adults and leadership opportunities for youth. Janneth Lujan, Administrative Assistant for RWC 2020, will coordinate our electronic communications and provide logistical support for various aspects of the Initiative. Additional support and resources to CYDI partners will be identified on an ongoing basis as partners identify shared interests and needs.

❖ CYDI Steering Committee

A Steering Committee with representatives from 10 partner organizations has been formed to guide the implementation of the Plan and help to assess progress. With facilitated support from María, members will: 1) serve as visible leaders who keep community youth development at the forefront of our community priorities, 2) present and solicit feedback on the CYDI Strategic Plan, 3) engage and sustain involvement of organizations contributing to the Plan, 4) convene partners to share successes and challenges, 5) track progress toward our outcomes, and 6) participate in data collection efforts to meet the outcomes of the Plan. Members of the Steering Committee are listed on page 10 of this Plan.

❖ Assessment and Evaluation

An evaluation plan for CYDI is in place. During the first year of CYDI Strategic Plan implementation (2009-2010), baseline data will be collected for key indicators of each outcome. This is a major effort which will require the involvement of all the partners outlined in this Plan. Staff from the JGC, together with the Data Working Group of the CYDI Steering Committee, will facilitate data collection activities.

❖ CYDI Convenings

A key opportunity to document successes and challenges relating to implementation of the Plan will take place two times during the year through convenings of community partners hosted by RWC 2020. These gatherings will take place on **Tuesdays, January 26 and May 25, 2010 from 9-11:30 AM** in Redwood City. As partners in this Plan, organizational leaders have committed to participate in these events.

❖ Communication

Effective communication among all the individuals and organizations involved in this Initiative is critical to our shared success. Several systems are in place to support ongoing communication: 1) monthly core staff planning meetings, 2) CYDI Steering Committee Meetings (alternating monthly with related Working Group meetings), 3) monthly online updates to all partners, 4) annual reporting to RWC 2020 governance bodies, and 5) communication among these groups and outreach to the broader community.

❖ Governance

Lead staff of the CYDI, together with CYDI partners, will make annual presentations of progress to RWC 2020's two governance boards: the Cabinet, composed of institutional leaders who are members of the collaborative, as well as the Coordinating Council, which is comprised of elected officials representing their organizations in RWC 2020. These presentations will also serve as opportunities for organizational leaders to discuss critical accomplishments and challenges with our policy makers. Members of these governance bodies are listed below:

Redwood City 2020 Cabinet Members

Magda González, Deputy City Manager
City of Redwood City

Patrick Gemma, Superintendent
Sequoia Union High School District

Jan Christensen, Superintendent
Redwood City School District

Tom Mohr, President
Cañada College

Amy Gerstein, Executive Director
*John W. Gardner Center for Youth and Their Communities,
Stanford University*

Jean Fraser, Chief
San Mateo County Health System

Beverly Beasley Johnson, Director
County of San Mateo Human Services Agency

Dr. Jim O'Donnell, Physician-in-Chief
Kaiser Permanente Medical Group

Lee Michelson, Chief Executive Officer
Sequoia Healthcare District

Erica Wood, Vice President, Community Leadership
Silicon Valley Community Foundation

Dr. Ineko Tsuchida, Associate Director of Programs
Shinnyo-en Foundation

Redwood City 2020 Coordinating Council

Rose Jacobs Gibson, Supervisor
County of San Mateo Board of Supervisors

Barbara Pierce, Council Member
City of Redwood City

Rosanne Foust, Mayor
City of Redwood City

Lorraine Rumley, Trustee
Board of Education, Sequoia Union High School District

Kathleen (Katie) Kane, Member
Board of Directors, Sequoia Healthcare District

Shelly Masur, Trustee
Board of Education, Redwood City School District

Sally Stewart, Trustee
Board of Education, Sequoia Union High School District

María Díaz-Slocum, Trustee
Board of Education, Redwood City School District

Milbrey McLaughlin, Founding Director
*John W. Gardner Center for Youth and Their Communities,
Stanford University*

CONTACT US

For more information about this Plan or how you can get involved, please contact us.
We look forward to hearing from you.

For information about Redwood City 2020 and its initiatives, please contact:

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APPENDIX A: THE COMMUNITY CYDI SERVES

During the course of our planning, we reviewed a variety of data sources about youth and the community overall. Local demographic data from the U.S. Census, the American Community Survey, as well as the 2007 San Mateo County Adolescent Report were discussed. The following tables provide a brief snapshot of Redwood City and North Fair Oaks youth.

Table 1: Selected Population Characteristics

Selected Population Characteristics	Redwood City (2007)	North Fair Oaks (2000)	San Mateo County (2007)
Total Population	69,559	15,440	706,984
Under 5 Years of Age	8.9%	8.9%	6.7%
Ages 5 to 19	15.7%	24.8%	18.1%

Table 2: Family Economics

Family Economics <i>Free/Reduced Price Meals (2007-2008)</i>	Redwood City School District	Sequoia Union High School District	San Mateo County
Total District Enrollment	8,644	8,510	88,974
Percentage of Students on free/reduced lunch	57.7%	34.3%	31.3%

Table 3: Students Who Are English Learners

Students Who Are English Learners <i>English Language Learner Enrollment in Public Schools (2007-2008)</i>	Redwood City School District	Sequoia Union High School District	San Mateo County
Percentage English Language Learners	48.8%	18.5%	23.7%

Table 4: Public School Enrollment By Ethnicity

Public School Enrollment By Ethnicity <i>(2007-2008)</i>	Redwood City School District	Sequoia Union High School District	San Mateo County
African American	1.7%	5.1%	3.9%
Asian	2.8%	5.2%	11.8%
White	22.4%	40.1%	32.6%
Filipino	1.3%	1.6%	10.0%
Hispanic/Latino	69.1%	42.0%	34.7%
American Indian	0.3%	0.5%	0.4%
Pacific Islander	1.8%	3.5%	2.9%
Multiple/No Response	0.4%	2.0%	3.7%
Total	8,644	8,510	88,974

A full version of this data profile can be obtained from Kara Dukakis at the John W. Gardner Center for Youth and Their Communities at (650) 721-2971.

APPENDIX B: YOUTH VOICES

In order to develop a community vision for Redwood City and North Fair Oaks, Redwood City 2020 partner organizations sought input from over 80 youth in the spring of 2008. In order to obtain feedback on the outcomes for this Plan, these organizations, with the support of the John W. Gardner Center for Youth and Their Communities, conducted 7 focus groups with 102 youth at local schools and youth programs in February of 2009. Below are some key themes and comments from that work. Their perspectives have been instrumental in the development of this Plan and we look forward to continuing to work together in the future. We thank the young people from the following organizations for their energy and contributions:

Hoover Center for the Next Generation –
Boys and Girls Clubs of the Peninsula

Youth Advisory Board
City of Redwood City

Selby Lane School
City of Redwood City After-School Program

Art Jam
Hoover School

Citizen Schools and Youth Engaged in Leadership and Learning
Kennedy Middle School

Citizen Schools
McKinley Institute of Technology (M.I.T.)

REAL Program
Redwood High School

Sequoia Teen Resource Center
Sequoia High School

Academy Program
Woodside High School

Youth Development Initiative
Youth and Family Enrichment Services

YO! Mateo
Youth Leadership Institute

WHAT IS IMPORTANT TO YOUTH?

Recurring Themes from Middle and High School Age Youth

- ❖ Education
- ❖ Health
- ❖ Neighborhood safety
- ❖ Help to get to college
- ❖ Job training and flexible pathways in education
- ❖ Free and accessible transportation
- ❖ Affordable, fun opportunities outside of school
- ❖ Real opportunities for youth and adults to work together
- ❖ Help for students who need extra support (are undocumented, don't have benefits, or are in gangs)
- ❖ Getting youth involved in positive activities early (in elementary or middle school)
- ❖ Have support for cross-age relationship building with other youth

*"Pay attention to the questions you need to ask, not the answers you want to hear."
- Leonard Hirsch
American consultant*

IN THEIR OWN WORDS: YOUTH QUOTES RELATED TO OUR OUTCOMES

In the focus groups we conducted, the outcomes that were developed resonated with young people's hopes and fears. Below are some quotes from youth in their own words.

- ❖ **The Community** – "Messages [about what not to do] shouldn't just be coming from law enforcement – but from other people who care about youth."
- ❖ **Schools and Education** – "We need something that will give us more guidance for getting into college. We should have the resources to be able to go to college."
- ❖ **Youth and Adults Working Together** – "I am in the presence of adults all day long but I am not recognized as being a part of something with them. Adults are just there. I'm there where the adults are. I don't feel like we do anything together."
- ❖ **Parent and Caregivers** – "Most families spend most of their time working – don't have time for kids – just worried about their families, not about the community."
- ❖ **Community Organizations** – "If there is a program where adults actually want to work with kids – kids will join. But if not, they'd rather go home and play on their X Box."
- ❖ **Web of Support Through Community Collaboration** – "We need programs that really "catch" youth and have opportunities for them to learn things that they care about and want to know about."

APPENDIX C: PARTNER INFORMATION

ORGANIZATION, MISSION, AND WEBSITE ADDRESS	
1	Acterra Acterra Stewardship involves, educates and inspires the public to create healthy ecosystems in our urban communities and our natural lands. www.acterra.org
2	Aim High The mission of Aim High is to provide underserved urban youth with challenging, innovative and highly supportive educational programs, most notably our exemplary summer school. The goal of Aim High is to ensure that our students are well prepared for success in school, have a deep appreciation for their community, and are aware of the issues – personal, local and environmental – that affect their lives. Our vision is to inspire youth to reach for their dreams. www.aimhigh.org
3	Bay Area Gardeners Foundation The Bay Area Gardeners Foundation is a non-profit organization committed to providing financial support to eligible economically disadvantaged students to attend college. www.bagf.org
4	Boys and Girls Clubs of the Peninsula (BGCP) To guide and inspire the youth of our community to develop the attitudes and life skills they need to thrive. www.bgcp.org
5	Cañada College – Upward Bound TRiO Program It is the mission of Cañada College's Upward Bound TRiO program to provide participants the necessary preparation and opportunity to enter post secondary education through the values of Education, Diversity, and Community. http://www.canadacollege.net/student/upwardbound/index.html
6	Casa de la Cultura Quetzalcoatl <ul style="list-style-type: none"> • Provide cultural activities through folkloric dance and music • Conduct events that rescue traditional celebrations • Motivate our youth to preserve and continue our roots • Offer our support to other groups
7	The Center for Youth To enhance the health of young people by providing them with education, skills, support and opportunities.
8	Chicana/Latina Foundation – Youth Adelante Program To empower Chicanas/Latinas through personal, educational and professional advancement. www.chicanalatina.org

ORGANIZATION, MISSION, AND WEBSITE ADDRESS

9	<p>Citizen Schools “Educating Youth, Strengthening Communities” We are a national educational initiative that mobilizes thousands of adult volunteers to help improve student achievement by building leadership and life skills through community building apprenticeships. www.citizenschools.org</p>
10	<p>City of Redwood City</p> <p>City Manager’s Office Build a great community together.</p> <p>Parks, Recreation and Community Services To build a great community together through people, parks and programs.</p> <p>Police Department The RCPD is an organization of professionals who are dedicated to integrity, customer service, the rights of individuals, and the needs of a constantly changing society.</p> <p>Public Library To be the learning center of our community and the place people turn to for the discovery of ideas, the joy of reading and the power of information. www.redwoodcity.org</p>
11	<p>Cleo Eulau Center To help children and adolescents rebound from adversity and grow to become competent adults. We do this by helping teachers, mentors and other professionals maximize their ability to have a positive influence on the lives of children. We believe that through these relationships we can have the greatest impact. www.cleoaulacenter.org</p>
12	<p>Community Network for Youth Development To share a world where all young people thrive supported by communities that help them develop their full potential. CNYD does this by strengthening the youth development field through community capacity building and policy alignment. www.cnyd.org</p>
13	<p>El Centro de Libertad/The Freedom Center El Centro offers outpatient alcohol and drug treatment and other related services to residents of San Mateo County.</p> <p><u>Youth Advisory Board Mission Statement</u> To develop positive change in youth and create leaders within the program and community by expressing our ideas and opinions. To gain respect in our community by treating others with dignity.</p> <ul style="list-style-type: none"> • To promote positive role models who create positive change to help other youth become leaders and instill self-confidence in themselves. • To see the good in others by learning to respect people’s cultural differences and ideals. • To help youth to stay above the influence and encourage others to live healthy lifestyles. <p>www.elcentrodelibertad.org</p>

ORGANIZATION, MISSION, AND WEBSITE ADDRESS	
14	Fresh Lifelines for Youth To prevent juvenile crime and incarceration through legal education, mentoring, and leadership training. www.flyprogram.org
15	Friends for Youth To create quality mentoring relationships for youth who need them most. www.friendsforyouth.org
16	Hidden Villa To inspire a just and sustainable future through our programs, land and legacy. www.hiddenvilla.org
17	International Institute of the Bay Area The International Institute of the Bay Area welcomes, educates and serves immigrants, refugees and their families as they join and contribute to the community. www.iisf.org
18	JobTrain JobTrain is committed to helping those who are most in need to succeed. Our purpose is to improve the lives of people in our community through assessment, attitude and job skills training, and high potential career placement. www.jobtrainworks.org
19	John W. Gardner Center for Youth and Their Communities The John W. Gardner Center for Youth and Their Communities at Stanford University partners with communities to develop leadership, conduct research, and effect change to improve the lives of youth. http://gardnercenter.stanford.edu
20	Marine Science Institute To cultivate a responsibility for the natural environment and our human communities through interdisciplinary science education. We achieve this goal through innovative marine science education programs that: <ul style="list-style-type: none"> • Place students of all ages in direct contact with the natural environment; • Emphasize the interdependence of all living things, their connection to the physical environment, and the special responsibilities of humans to the environment; • Facilitate active learning through use of observation, critical thinking, and problem-solving skills in a cooperative setting; and • Instill confidence, encourage involvement, and inspire accomplishment by providing positive role models. www.sfbaymsi.org
21	Mid Peninsula Housing Services Corporation It is the mission of Mid-Peninsula Housing Coalition to provide safe, affordable shelter of high quality to those in need; to establish stability and opportunity in the lives of residents; and to foster communities that allow people from all ethnic, social and economic backgrounds to live in dignity, harmony and mutual respect. www.midpen-housing.org

ORGANIZATION, MISSION, AND WEBSITE ADDRESS

22	<p>Peninsula College Fund</p> <p>The mission of the Peninsula College Fund is to partner with and aid motivated, gifted and traditionally under-represented minority students from the Mid-peninsula and particularly East Palo Alto, East Menlo Park and Redwood City, in their quest for a college education. Our program targets talented, needy students who are often overlooked by other college scholarship programs. The Fund believes that these students (with approximate GPA's of 3.3 to 3.8) should not be limited in their education by personal financial circumstances. We provide them with scholarships, mentoring and summer internships that will help them achieve their short and long-term educational and career goals.</p> <p>www.peninsulacollegefund.org</p>
23	<p>Peninsula Conflict Resolution Center</p> <p>To promote positive engagement and active involvement by residents in the communities we serve. To accomplish this mission, PCRC trains people to communicate and solve problems together, facilitates group meetings, builds skills for public participation and, as a neutral third party, assists people in conflict to develop mutually acceptable agreements.</p> <p>www.pcrcweb.org</p>
24	<p>Peninsula Interfaith Action</p> <p>PIA creates positive change in communities by addressing local problems, putting faith into action, building hope, and finding solutions. PIA achieves these goals by training local leaders, building networks of multicultural relationships, researching community issues, and working with elected officials to achieve results.</p> <p>www.piapico.org</p>
25	<p>Redwood City School District – School-Community Partnerships</p> <p>RCSD is committed to the success of each and every student. We must be committed to more than just academic performance of our students. We commit to develop a full range of developmental needs – intellectual, physical, mental and social-emotional.</p> <p>www.rcsd.k12.ca.us</p>
26	<p>Riekes Center</p> <p>To help students define and accomplish their goals and interests through athletic fitness, creative arts and nature awareness programs. And to improve their character, self confidence and peer relationships.</p> <p>http://www.riekes.org/</p>
27	<p>San Mateo County Health System</p> <p>To increase longevity and quality of life by:</p> <ul style="list-style-type: none"> • Preventing health issues before they occur • Protecting the public's health • Providing services to vulnerable populations • Partnering to build healthy communities <p>Health Policy and Planning</p> <p>To increase the Health System's ability to build health equity in San Mateo County by partnering to address social determinants of health</p> <ul style="list-style-type: none"> • Neighborhood conditions • Poverty • Racism and other –isms

ORGANIZATION, MISSION, AND WEBSITE ADDRESS

	<p>San Mateo Medical Center and Sequoia Teen Wellness Center “Open Doors to Excellence in Healthcare” To meet the health care needs of adolescents living within the south county area by providing:</p> <ul style="list-style-type: none"> • Comprehensive primary care • Confidential reproductive health care • Information youth need to maintain a healthy lifestyle <p>www.smhealth.org</p>
28	<p>San Mateo County Human Services Agency HSA assists individuals and families to achieve economic self-sufficiency, promotes community and family strength, and works to ensure child safety and well-being. www.smchsa.org</p> <p>Jobs for Youth Jobs for Youth is a year-round program designed to help young people develop their job search skills. The program provides employment services to all youth between the ages of 14-21 years old at no cost to them or to employers. There are no eligibility requirements to join this program. http://www.peninsulaworks.org/Youth_About.html</p> <p>Prevention and Early Intervention http://www.co.sanmateo.ca.us/portal/site/humanservices/</p> <p>Workforce Development To prepare youth to be the next Science, Technology, Engineering and Math (STEM) workforce by providing high quality hands-on learning programs in school and after school. An emphasis will be placed on engaging and exciting underrepresented minorities in STEM careers.</p>
29	<p>San Mateo County Probation Department To protect the public by providing quality, cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the resocialization of the offender, and to provide assistance and support to our community. www.co.sanmateo.ca.us/portal/site/Probation</p>
30	<p>San Mateo County Sheriff's Office The Sheriff's Office is committed to providing effective professional law enforcement services in a humane and cost-efficient manner, while supporting positive development within our communities and our youth population. http://www.co.sanmateo.ca.us/portal/site/sheriffs/</p>

ORGANIZATION, MISSION, AND WEBSITE ADDRESS

31	<p>Sequoia Union High School District</p> <p>Career Technical Education Create a Career Technical Education standards based system for all students that is responsive to local and regional work development needs.</p> <p>Redwood High School REAL Program REAL – Redwood’s Environmental Academy of Leadership is a program that in partnership with Stanford University trains non-traditional learners to promote environmental stewardship and community leadership through creek restoration, organic gardening, solar poles installation and community advocacy. This program uses a holistic approach to education, tapping into both academic and emotion engagement with the community, environment and themselves.</p> <p>Sequoia Teen Resource Center The STRC provides free and confidential services to help students increase their academic performance, improve behavior and personal relationships, make positive decisions and set future goals. The center teaches youth skills and provides them with opportunities to make changes in their personal lives, families, school and community. www.seq.org</p>
32	<p>Sequoia YMCA The YMCA of Silicon Valley, based on the values of caring, honesty, respect and responsibility, improve life through experiences enriching spirit, mind and body for all. www.ymcamidpen.org/sequoia/index.html</p>
33	<p>Spark Our mission is to inspire youth to pursue their interests, create bonds with their communities, and develop a lifelong passion for learning. After identifying students who are struggling with motivation and engagement in school, Spark matches students to apprenticeships in professions of their choice at local workplaces. The apprenticeship experience is fully integrated with a leadership curriculum, which inspires students to set and achieve goals, deepen their self-understanding, and develop the skills and confidence necessary to be successful in life. www.sparkprogram.org</p>
34	<p>The Summit Institute To prepare a diverse student population for success in four-year colleges and to be thoughtful, contributing members of society. In this era of unprecedented global, cultural, political, and technological change, Summit offers a program that develops the entire range of capabilities – intellectual, physical, emotional, and social – to equip its students with the knowledge, skills, and strength of character required for success in their life pursuits. Summit’s mission is to prepare every student for four-year college. Every Summit student will graduate with requirements that exceed the UC requirements for four-year college. www.thesummitinstitute.org</p>
35	<p>Youth and Family Enrichment Services To strengthen communities by empowering children, youth, adults and families to overcome challenges through education, counseling, and residential services.</p> <p>Youth Development Initiative To bring youth and adults together to provide the supports and opportunities young people in San Mateo County need to thrive. www.yfes.org</p>
36	<p>Youth Leadership Institute YLI builds communities where young people and their adult allies come together to create positive social change. www.yli.org</p>