

STATE OF CALIFORNIA

**YOUTH EMPOWERMENT  
COMMISSION**

## Strategic Plan

# Current State Assessment

March 17, 2025

Prepared by Abundance

This report was prepared by Abundance to provide the California Youth Empowerment Commission with insights to inform the strategic planning process of the Commission. The opinions expressed in this report reflect those of Abundance and do not reflect the views of the California Youth Empowerment Commission, Governor's Office of Land Use and Climate Innovation, or the Office of the Governor.

# Table of Contents

Key Sections in this Assessment Report

	Page
Introduction to This Assessment	3
<b>1 Executive Summary</b>	<b>4</b>
Our Strategic Planning Process	5
How We Built This Assessment	6
Overview of the Assessment Activities	7
Guiding Our Assessment	8
The Story of Today: Key Findings and Recommendations	9
Coming Up Next: Using the Assessment	13
<b>2 Detailed Findings</b>	<b>14</b>
Policy	15
Youth & Community Engagement	21
Capacity-Building	26
Partnerships	31
<b>3 Appendix</b>	<b>36</b>
Discovery Interviews	37
Benchmarking Research	50
Community Survey	61

# Introduction to This Assessment

## How to Engage with This Document

This assessment contains three sections: **1) Executive Summary**, **2) Detailed Findings**, and **3) Appendix**. Each section is described in the notes to the right.

*Tip: If you need to orient yourself throughout this Assessment, you can check the vertical orange bar to the right of each page!*

### Executive Summary

Pages 4-13

This section provides background context to ground this Assessment, summarizes what we found (i.e., key findings), and offers suggestions on how to use these findings to engage with the Visioning phase (i.e., recommendations).

### Detailed Findings

Pages 14-35

This section explores each key finding in further detail. It is organized by four subsections: 1) Policy & Funding, 2) Youth & Community Engagement, 3) Capacity-Building, 4) Partnerships. Each subsection contains one slide per finding, with relevant assessment data to provide more detail about the finding.

### Appendix

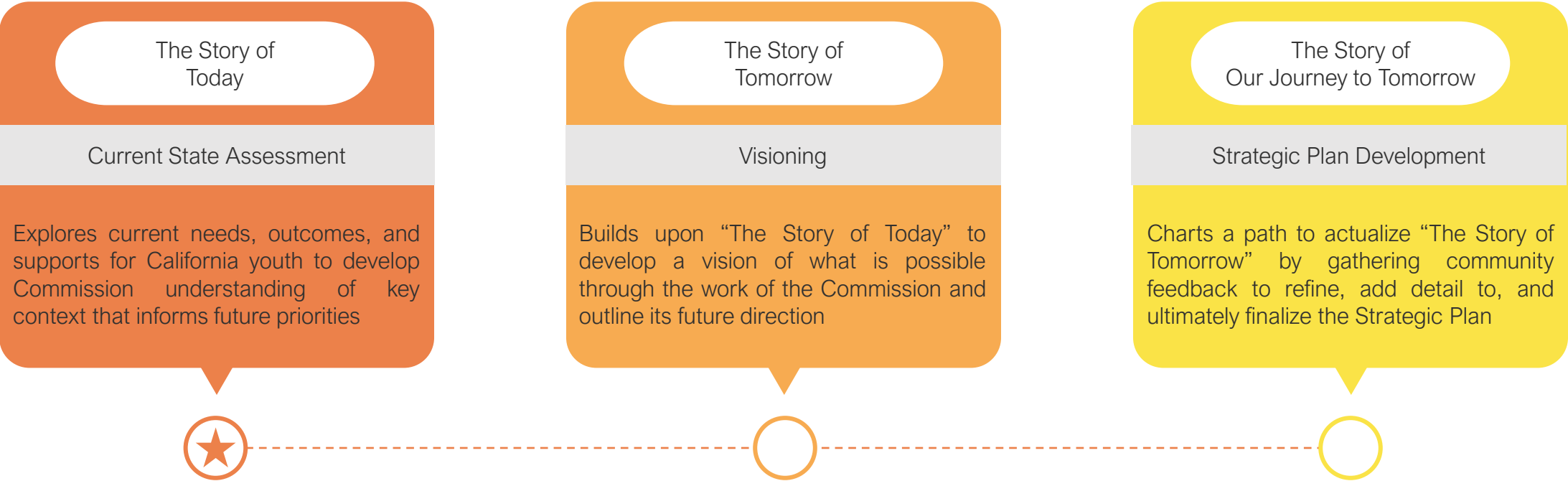
Pages 36-69

This section summarizes our three Current State Assessment activities. It contains three subsections: 1) Discovery Interviews, 2) Benchmarking Research, 3) Community Survey. Subsections include an overview of how we conducted the activity, a snapshot of who participated, and an analysis that shows what we learned.



# Our Strategic Planning Process

Strategic Planning Approach



★ This Current State Assessment Findings Report is the summary of our research in this first phase.

# How We Built This Assessment

Current State Assessment Approach



# Overview of the Assessment Activities

## Current State Assessment Methodology



### Discovery Interviews

Interviewed 24 individuals across Commissioners, Staff, collaborators within the Governor's Office of Service and Community Engagement (GO-Serve), and community service providers, totaling 12 hours of interview data



### Benchmarking Research

Reviewed the strategies of eleven county youth commissions within California to identify effective practices and opportunities to support local bodies as a State Commission



### Community Survey

Gathered input from 50 respondents spanning youth, parents and caregivers, youth-serving organizations, and government staff and policymakers working on addressing youth issues

## Important Reminders

- **Data is often imperfect and incomplete. Remember to consider where the data might be limited or lacking.**  
Consider: Whose voices and perspectives are part of this assessment? Whose are missing?
- **This assessment presents summaries. It is intended to be used as a starting point and guide to inform the Strategic Plan.**  
Consider: Where might we want to explore the data further? Where might the data need to be disaggregated, or analyzed by more specific categories, to learn more about patterns and gaps that might be hiding within the larger analysis?

# Guiding Our Assessment

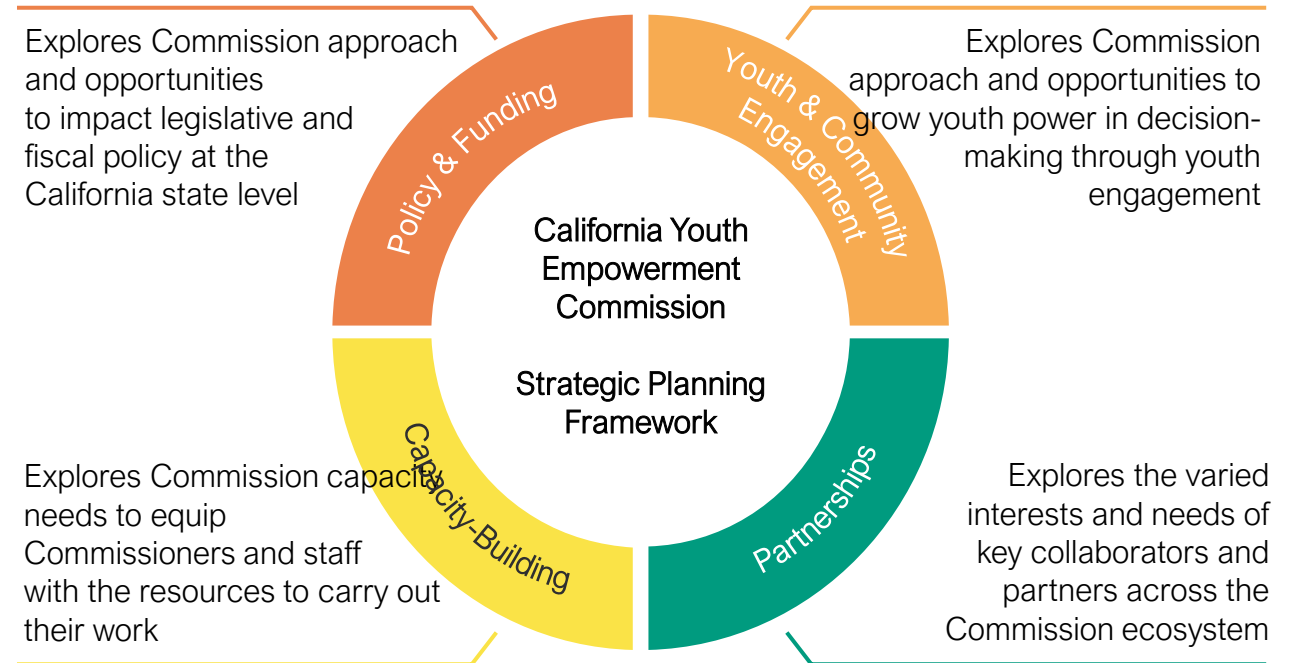
## Current State Assessment Framework

Each Current State Assessment activity was grounded in a Strategic Planning Framework, designed to fit the context and needs of the California Youth Empowerment Commission.

This framework comprises of four dimensions:

1. Policy & Funding (previously named as “Policy”)
2. Youth & Community Engagement
3. Capacity-Building
4. Partnerships

Each activity explored current strengths, challenges, opportunities, and other considerations in each of these four dimensions. The key findings for each dimension are summarized on pages 9-12.





# The Story of Today: Policy & Funding

## Key Findings of the Current State Assessment

1

Commissioners and community members identified **education and mental health challenges** as top issues impacting youth.

2

While many youth programs and services currently exist, many also contain **barriers to access**, especially for marginalized youth.

3

Much of youth policy focuses on responding to youth after they enter crisis; more policy is needed on **preventative care for youth** before crisis happens.

4

**Funding is a key lever in maintaining the access and quality** of youth programs and services.

5

While funding is critical, county youth commissions often have difficulty acquiring it and rely on **different funding sources** to piece together a budget.

### Preparing for The Story of Tomorrow: Key Recommendations for Visioning

- Explore opportunities to **address barriers to access across policy, funding, youth engagement, and partnership strategies** in the Strategic Plan
- Build **strategy that centers marginalized youth**, with the understanding that doing so ultimately benefits all young people
- Examine the youth policy landscape to identify strategies for closing gaps in **preventative care interventions for youth** before they enter crisis
- Consider a Commission focus on building **clear funding pathways as a strategy to strengthen local community and commission networks**

# The Story of Today: Youth & Community Engagement

## Key Findings of the Current State Assessment

1

Commissioners described youth as feeling **disconnected and disillusioned with civic engagement** and feeling powerless in their ability to change systems.

2

Even for many who are civically engaged, opportunities are often **single points in time**, rather than sustained engagement in the decision-making process.

3

The Commission is still growing in designing meaningful youth engagement, which requires both a **youth-appropriate structure and youth support**, especially when navigating formal meeting spaces.

4

While many county youth commissions share similar priority issue areas and approaches, they do not have **access to clear channels for collaboration**.

## Preparing for The Story of Tomorrow: Key Recommendations for Visioning

- Explore youth and community engagement strategies that **reinstill hope and, by extension, cultivate youth activation**
- Build an approach for the Commission to balance **responding to the needs of youth today, while working towards longer-term policy change**
- Build a youth engagement approach around **sustaining youth involvement in State decision-making**
- Incorporate strategies that not only focus on youth outreach but also **emphasize supporting youth** who do engage with the Commission
- Consider the Commission serving as a **bridge-builder for local communities and commission networks** in youth and community engagement strategy

# The Story of Today: Capacity-Building

## Key Findings of the Current State Assessment

1

The Commission has the **collective skills, experiences, and perspectives across Commissioners and staff** to become a model for effective youth-led State efforts as it grows into an established body.

2

The Commission urgently needs **more staff** to meet workload demands and build a sustainable foundation.

3

Commissioners, staff, and key collaborators alike recognized the importance of **focusing Commission priorities** to be able to deliver on its commitments, thereby building trust and maximizing impact.

4

Several county youth commissions have created **structures to focus on critical operations**, especially legislative affairs and community relations, in addition to specific issue areas.

### Preparing for The Story of Tomorrow: Key Recommendations for Visioning

- Design strategic planning activities that **value the unique perspectives of Commissioners and staff** to facilitate innovative strategy development
- Design a Strategic Plan that is **feasible with and reflective of limited staff capacity** in the intermediate term
- Align on an **approach to balancing varied priorities as a Commission** as a foundation to establish who the Commission is\*
- Consider creating Commission roles and practices that **embed capacity-building into the Commission governance structure**

*\*E.g., urgent action vs. longer-term policy change, preventative vs. reactive policy, basic needs vs. broader societal needs*

# The Story of Today: Capacity-Building

## Key Findings of the Current State Assessment

1

The Commission is well-positioned for impact as it has the **initial components for building an ecosystem of partners** that help the Commission meet youth where they are throughout the state.

2

However, **awareness of the Commission** is currently low throughout the state and currently a key determining factor in how quickly the Commission is able to operate.

3

Youth and community organizations encourage the Commission to **support existing organizations** and **caution against duplicating efforts**.

4

A key opportunity to support existing organizations and begin activating youth engagement may be to **engage local youth commissions**.

### Preparing for The Story of Tomorrow: Key Recommendations for Visioning

- Emphasize **partnership-building as a key strategy** for the Commission to fulfill its policy, funding, and youth engagement charge
- Prioritize partnership-building as a foundational need, and plan to **focus on it in the early years** of the Strategic Plan
- Identify **immediate and manageable, yet impactful youth engagement opportunities** to begin building progress without waiting until the Strategic Plan is completed
- Consider how **existing youth-led initiatives, youth-serving organizations, and local youth commissions** connect to the work of the Commission

# Coming Up Next: Using this Assessment

## Next Steps



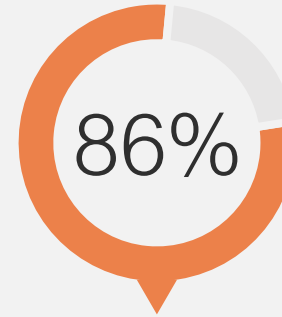




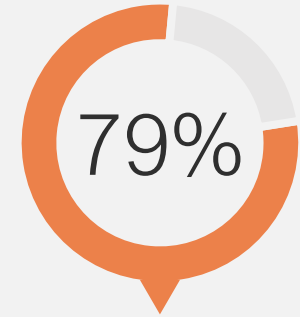
## Key Finding #1

Commissioners and community members identified education and mental health challenges as top issues impacting youth.

Discovery Interview. What are the pressing issues facing youth today?



Commissioners most frequently mentioned education when asked about pressing issues for youth, tied with responses about technology and social media.



The second most common response was mental health. Nearly 80% of Commissioners mentioned mental health challenges during this question.

Community Survey. What policy areas should the Commission prioritize?

When asked to rank these priorities in order of importance, **Mental and Physical Health** and **Education and Career Prep** were the top frequently top-ranked priorities.

Shows the number of survey takers who ranked this policy area as priority #5

Shows the number of survey takers who ranked this policy area as priority #1

Key ■ 1- Most Important ■ 2 ■ 3 ■ 4 ■ 5- Least Important



Key Finding #2

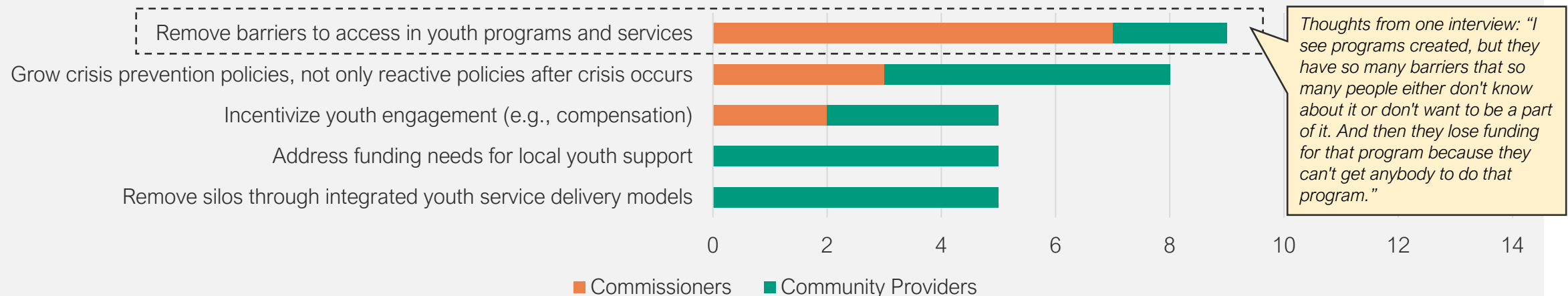
While many youth programs and services currently exist, many also contain barriers to access, especially for marginalized youth.

Types of Barriers Mentioned:

-  Cost of Participation
-  Time (E.g., Long Waitlists)
-  Limited Information-Sharing
-  Program Requirements
-  Lack of Culturally-Responsive Programs
-  Language Barriers
-  Inaccessibility for Disabled Communities

**Discovery Interview.** When addressing youth needs, what approaches have you found to be most effective?

Commissioners and youth service providers both highlighted the need to remove barriers to access for existing programs and services.

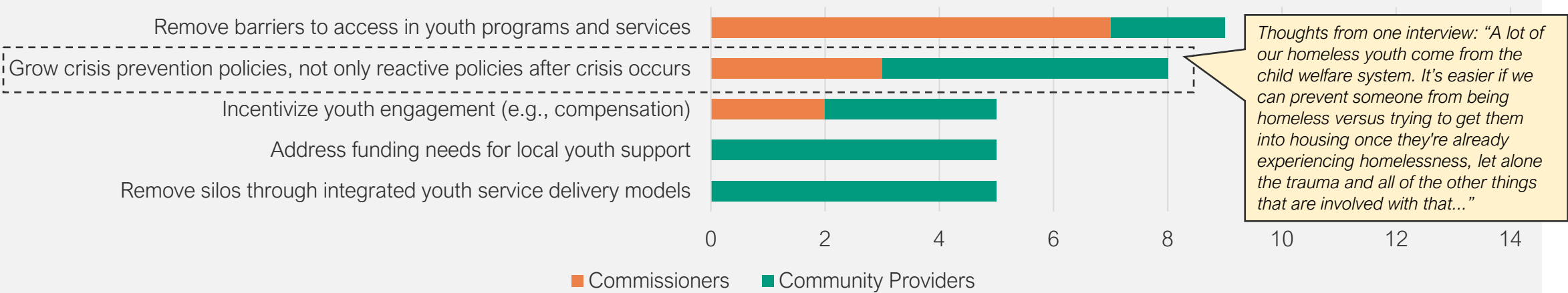


Key Finding #3

Much of youth policy focuses on responding to youth after they enter crisis; more policy is needed on preventative care for youth before crisis happens.

**Discovery Interview.** When addressing youth needs, what approaches have you found to be most effective?

Commissioners and all youth service providers who participated in these interviews discussed the need to provide vulnerable youth with interventions earlier.



Key Finding #4

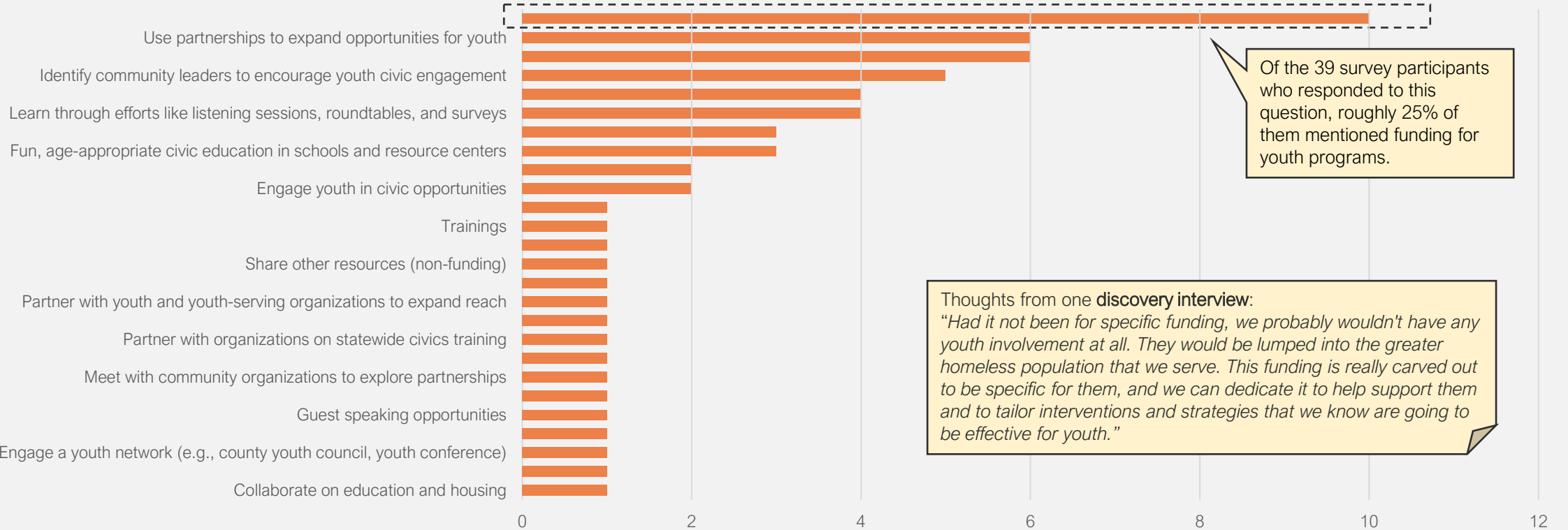
Funding is a key lever in maintaining access and quality of youth programs and services.

Discovery Interview. When addressing youth needs, what approaches have you found to be most effective?

100%

All community youth service providers mentioned the importance of funding.

Community Survey. How might the Commission partner with youth and youth-serving organizations?



Key Finding #5

While funding is critical, county youth commissions often have difficulty acquiring it and rely on different funding sources to piece together a budget.

**Benchmarking Research.**  
The search for funding can result in county youth commissions spending time applying for various grants aligned to the priority areas of their commissions, as shown in the table to the right.

Excerpt from the Marin County Youth Commission FY 2024-26 Biennial Report:

The Commission noted the key challenge:

*“In the future we’d like to...highlight the commission’s current budget. Funding has the potential to constrain the work and reach of the Commission and although we have not yet hit those barriers, we have observed the buying power of the current budget allowing us less than in the past.”*

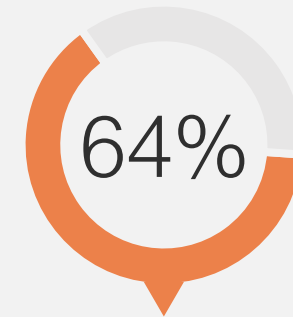
Commission	Types of Funding Sources			
	General Operating Funds	Public Grants	Philanthropy	Specific Set Aside
City and County of San Francisco Youth Commission				
El Dorado Youth Commission		Received an Office of Traffic Safety grant to raise awareness of underage drinking and public safety		
Marin County Youth Commission			Received a grant from Sutter Health Foundation for mental health initiative	
Nevada County Youth Commission				
Placer County Youth Commission	✓	✓	✓	
Riverside County Youth Commission	✓	✓		✓
Sacramento County Youth Commission	✓			
San Mateo County Youth Commission		Includes Community Development Block Grant (CDBG)		Has been funded through a 1990s land sale
Santa Clara County Youth Task Force				



Key Finding #1

Commissioners described youth as feeling disconnected and disillusioned with civic engagement and feeling powerless in their ability to change systems.

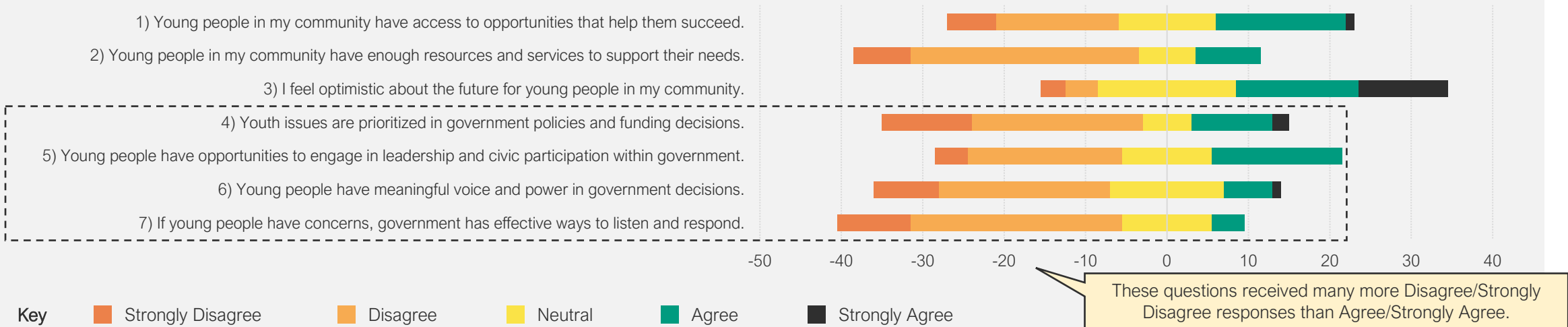
Discovery Interview. How would you describe the youth experience today compared to that of past generations?



Nearly two-thirds of Commissioners highlighted feelings of **deep disconnect** and **disillusionment** among their peers.

Community Survey. To what extent do you agree or disagree with the following statements about youth experiences in your community?

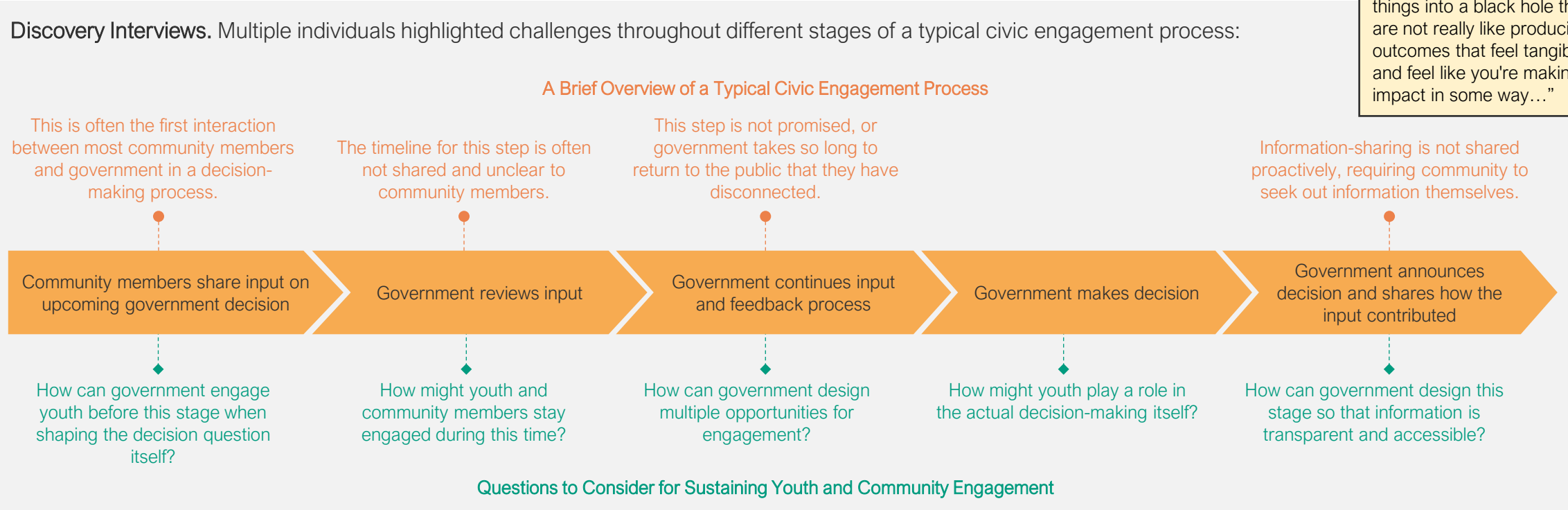
Responses demonstrated little trust in government as an effective path to creating change and supporting youth.



## Key Finding #2

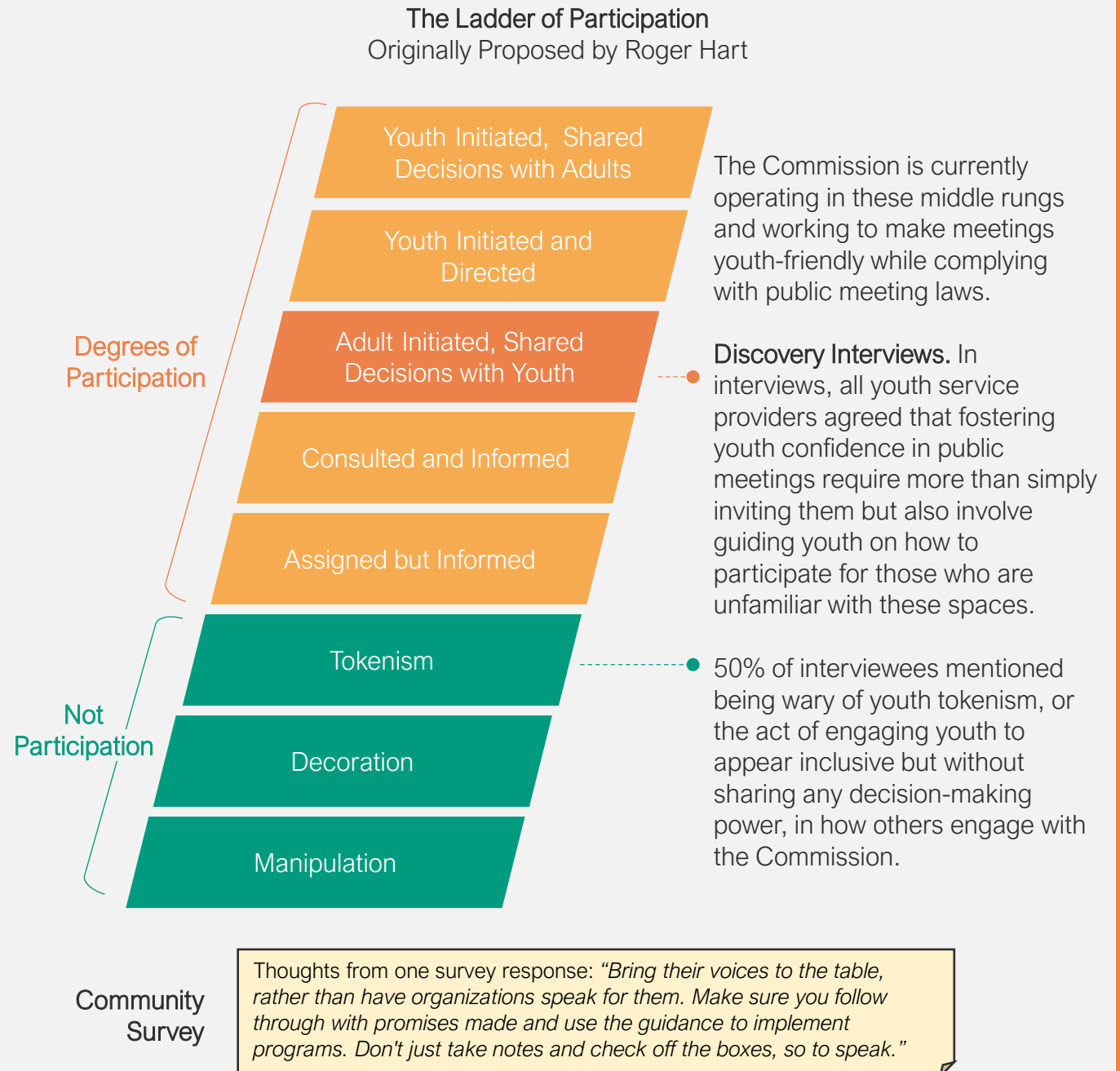
Even for many who are civically engaged, opportunities are often single points in time, rather than sustained engagement in the decision-making process.

Thoughts from one interview:  
“Maybe a role of the youth commission is to explore exactly how policy is created and how youth can engage. For example, you can write a letter to your congressman...but it feels like you're just like sending things into a black hole that are not really like producing outcomes that feel tangible and feel like you're making an impact in some way...”



## Key Finding #3

The Commission is still growing in designing meaningful youth engagement, which requires both a youth-appropriate structure and youth support, especially when navigating formal meeting spaces.





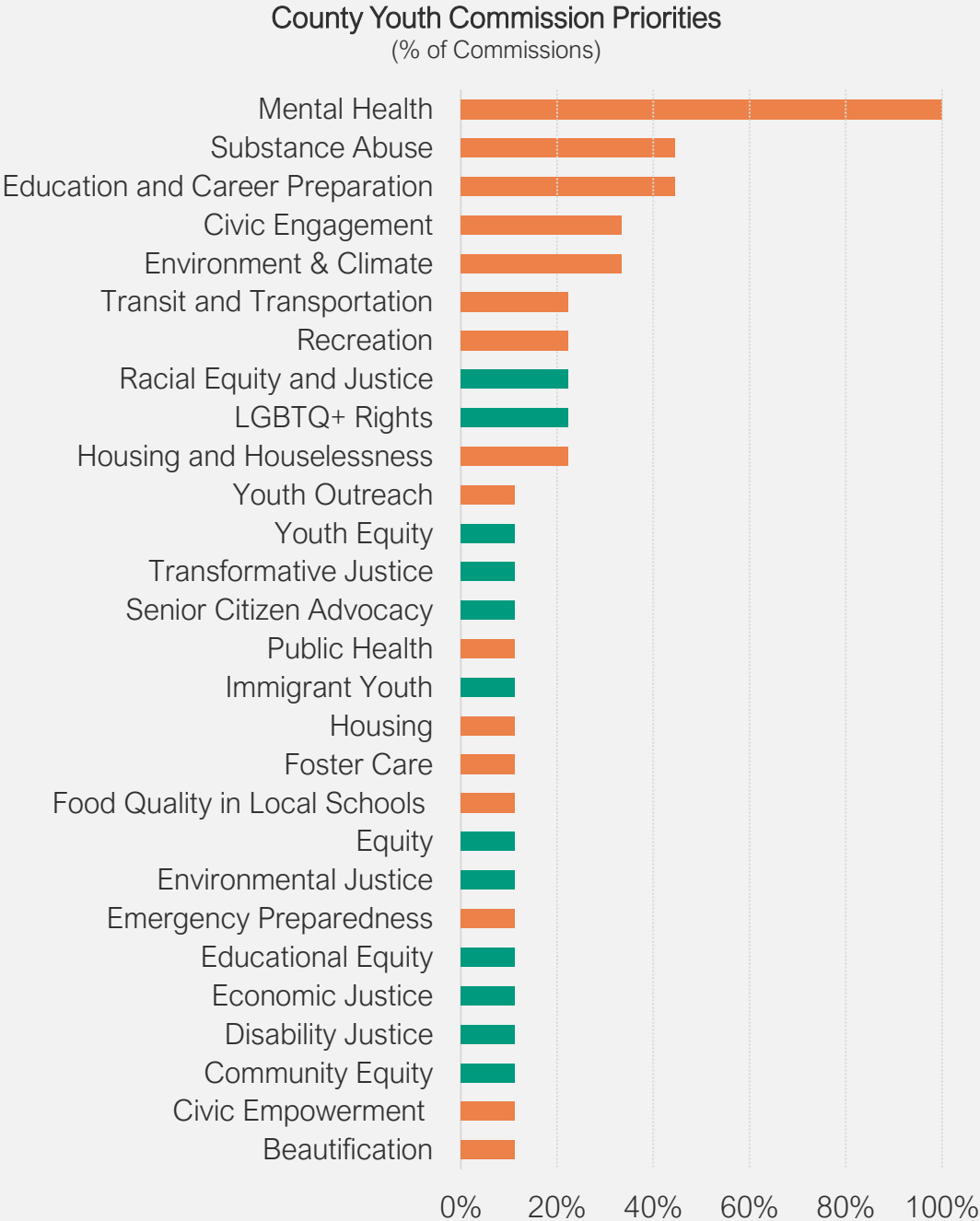
Key Finding #4

While many county youth commissions share similar priority issue areas and approaches, they do not have access to clear channels for collaboration.

Key

Priority issue area

Priority issue area with a specific focus on social identity, equity, or justice





## Key Finding #1

The Commission has the collective skills, experiences, and perspectives across Commissioners and staff to become a model for effective youth-led State efforts as it grows into an established body.

### Culture and Values

In discovery interviews, Commissioners and staff highlighted positives about the culture that the Commission has been building and the values that the Commission has been embodying:



Leadership  
Guidance



Value Lived  
Experience



Culture of  
Respect



Listening to  
Community

### Experience Across Issue Areas

Commissioners bring a varied set of experiences that will support the work of the Commission across a range of policy areas, including but not limited to:



Arts



Legal



Climate and Environment



Mental Health



Community Organizing



Policy



Education



Science & Technology



Healthcare



Voter Turnout



Housing



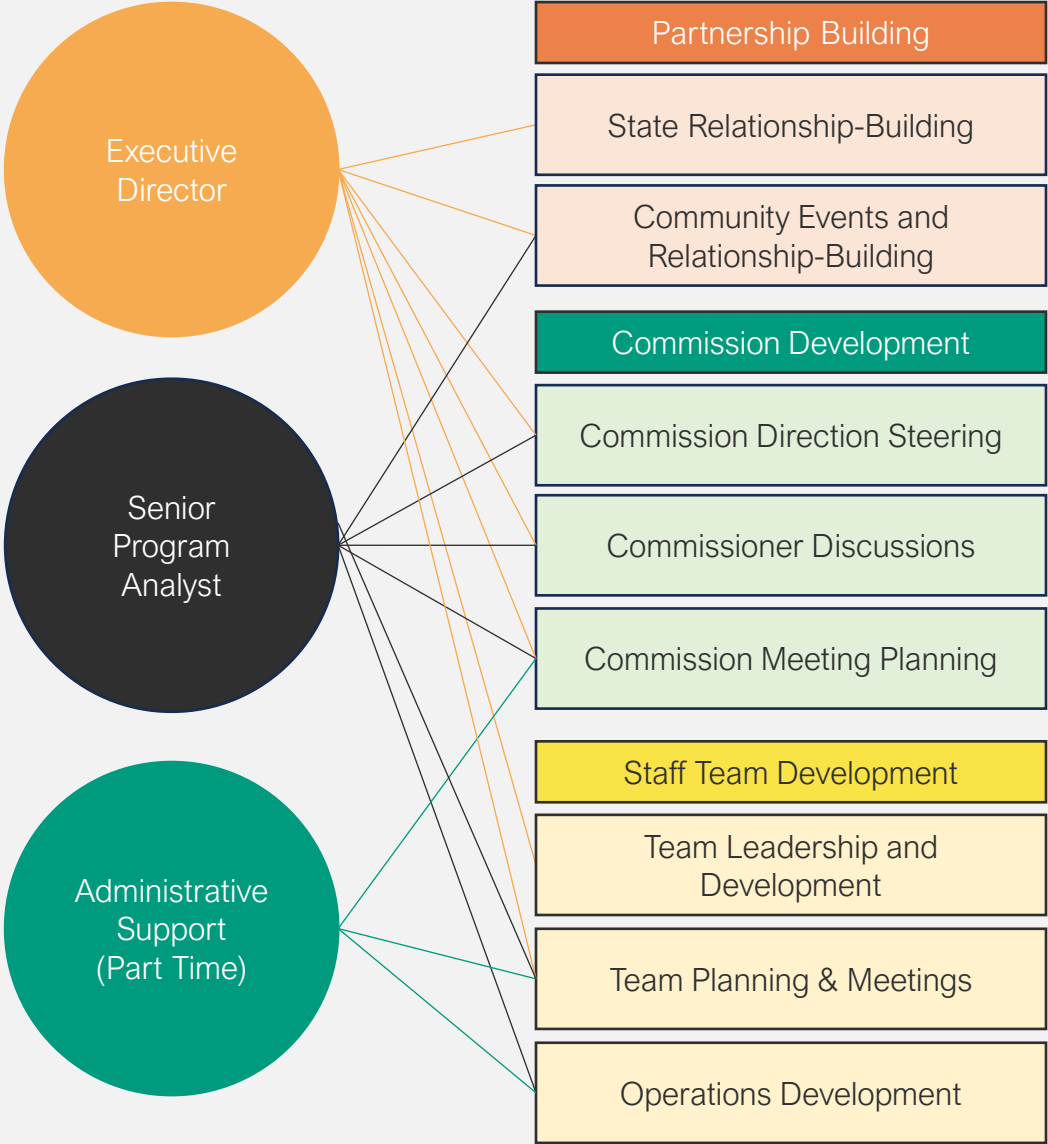
Youth Development

Key Finding #2

The Commission urgently needs more staff to meet workload demands and build a sustainable foundation.

Snapshot of Staff Responsibilities

Staff are currently stretched across multiple functions in an effort to manage the ongoing responsibilities of supporting a Commission, in addition to establishing an entirely new organization.

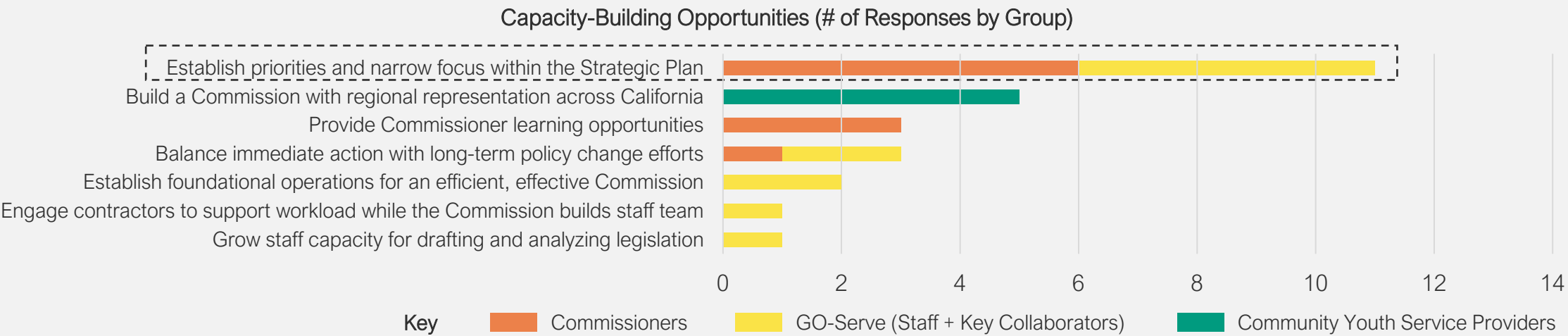


Key Finding #3

Commissioners, staff, and key collaborators alike recognized the importance of focusing Commission priorities to be able to deliver on its commitments, thereby building trust and maximizing impact.

**Discovery Interviews.** What additional resources or tools would help the Commission as it establishes?

Commissioners, staff, and key collaborators within GO-Serve discussed the broadness of the Commission charge and issues impacting youth. For many, the Strategic Plan needs to focus the work of the Commission, who cannot be effective if it decides to address every single issue.

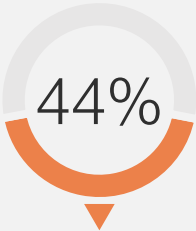


Key Finding #4

Several county youth commissions have created structures to focus on critical operations, such as communications, in addition to specific issue areas.

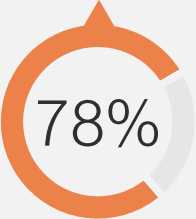
Benchmarking Research:  
County Youth Commission Structures

Just under half of benchmarked county youth commissions have a dedicated Executive Officer position for liaising with other government leaders.



Commission	Government Affairs	Media and Community Relations
City and County of San Francisco Youth Commission	✓	✓
El Dorado Youth Commission	✓	✓
Marin County Youth Commission	✓	✓
Nevada County Youth Commission		✓
Placer County Youth Commission		✓
Riverside County Youth Commission		
Sacramento County Youth Commission		✓*
San Mateo County Youth Commission		
Santa Clara County Youth Task Force	✓	✓

All but two benchmarked county youth commissions have a dedicated structure for supporting communications and community engagement. Most commissions had an executive officer position to perform this function. Two commissions had an established committee.

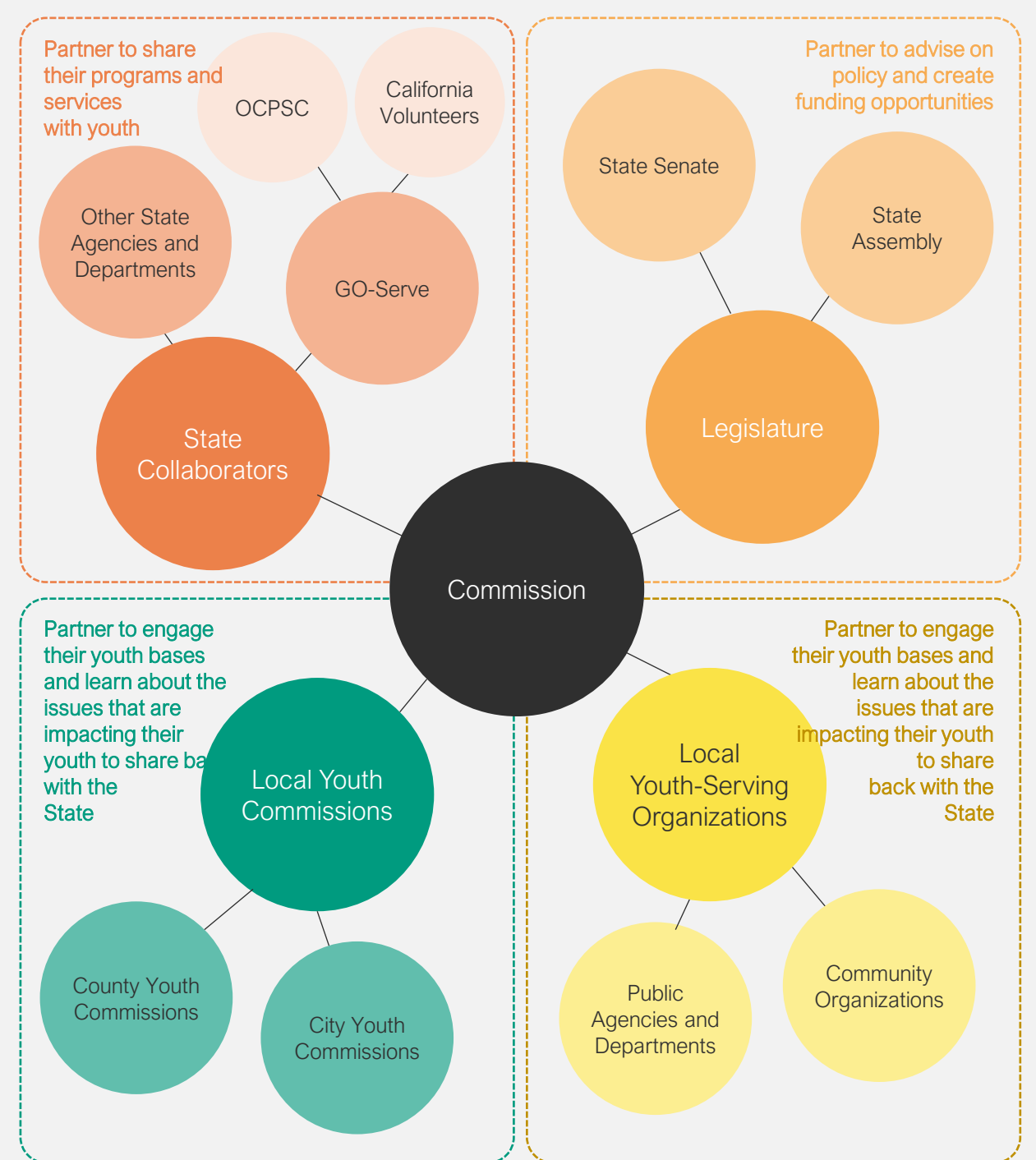


Key    ✓ Executive Officer Position    ✓ Committee



## Key Finding #1

The Commission is well-positioned for impact as it has the initial components for building an ecosystem of partners that help the Commission meet youth where they are throughout the state.





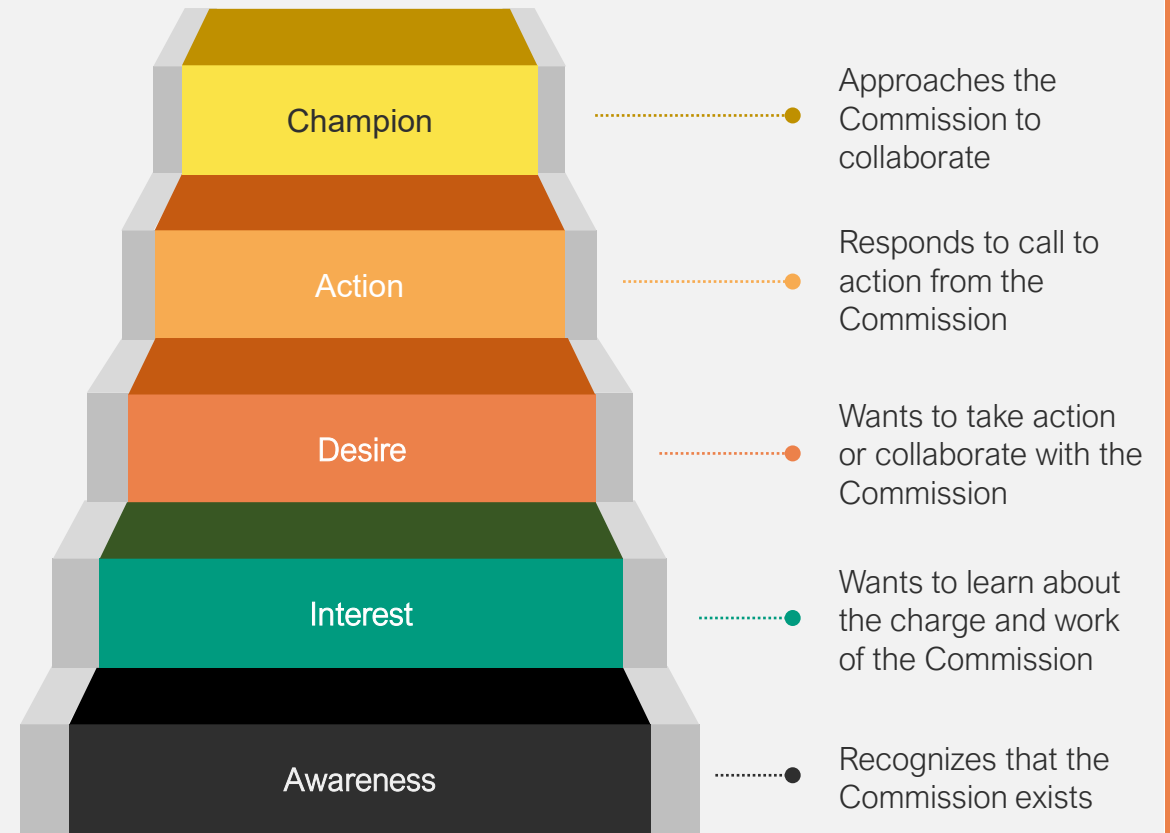
## Key Finding #2

However, awareness of the Commission is currently low throughout the state and currently a key determining factor in how quickly the Commission is able to operate.

### Awareness-to-Champion Model

Most potential partners of the Commission have not yet reached the **Awareness** stage, although those who do often quickly move into the **Interest** and **Desire** stage. Many have also reached **Action**, agreeing to participate in activities when asked by the Commission.

As the Commission continues building relationships to build awareness, another key priority will be to find ways to move potential partners into the **Champion** stage, in which these groups approach the Commission with critical information and collaboration opportunities.

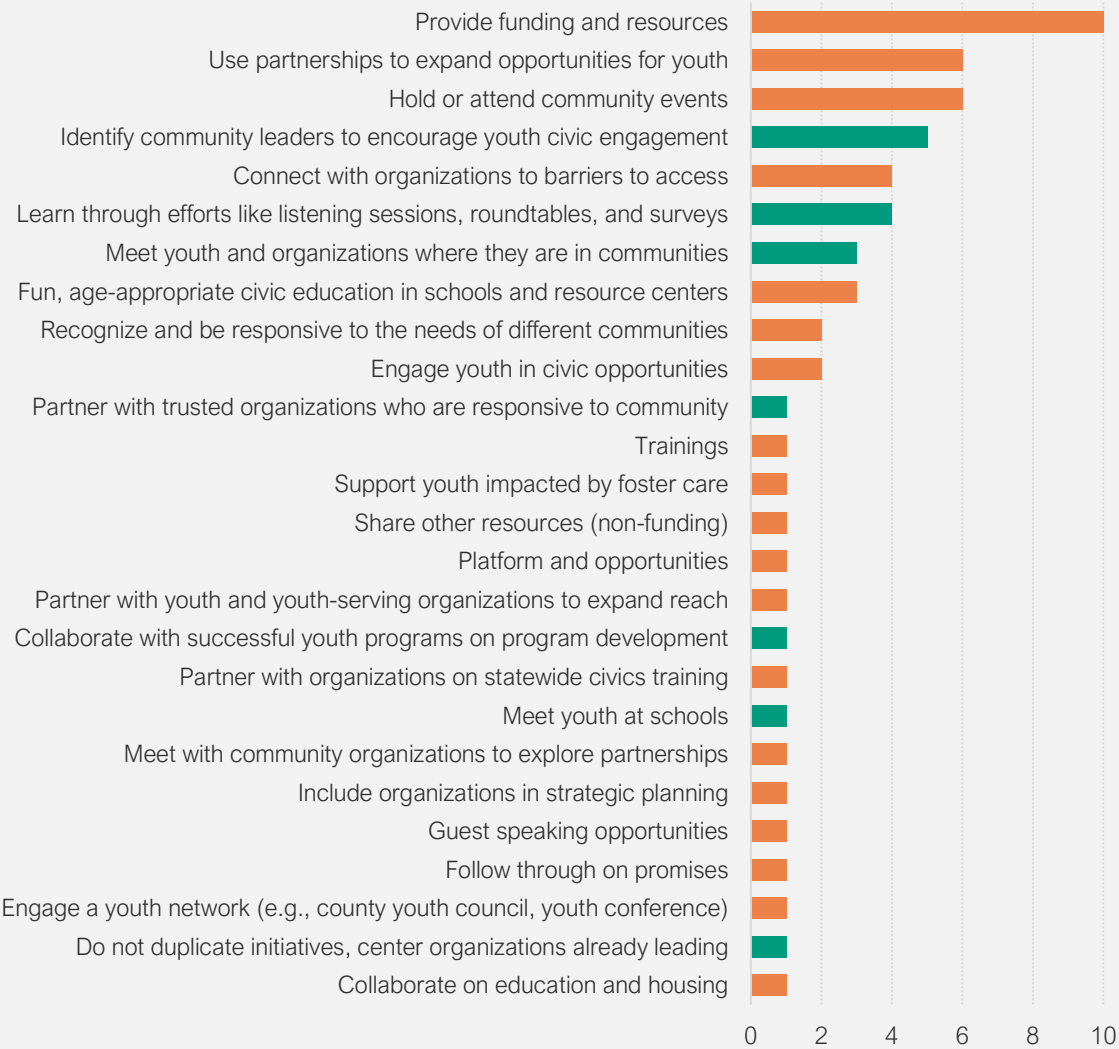


Key Finding #3

Youth and community organizations encourage the Commission to support existing organizations and caution against duplicating efforts.

Community Survey. How might the Commission partner with youth and youth-serving organizations?

Key  Survey response focused on listening to, learning from, and working with organizations that already support youth and meeting those youth and organizations where they are



## Key Finding #4

A key opportunity to support existing organizations and begin activating youth engagement may be to engage local youth commissions.

### County Youth Commissions



At least **11 out of 58 counties in California** already have active youth commissions with a general policy focus. These commissions range from being recently created in the past year to having been in operation for 50+ years:

1. City and County of San Francisco Youth Commission
2. El Dorado Youth Commission
3. Marin County Youth Commission
4. Nevada County Youth Commission
5. Placer County Youth Commission
6. Riverside County Youth Commission
7. Sacramento County Youth Commission
8. San Benito Youth Advisory Committee
9. San Mateo County Youth Commission
10. Santa Clara County Youth Task Force
11. Santa Cruz County Youth Advisory Task Force

Additionally, other counties, such as Los Angeles County, have active youth commissions with a specific policy focus, such as youth houselessness or juvenile justice.

The Institute for Local Government website also lists **88 city youth commissions** across California.\*

\*Note: This list may not reflect all active commissions in California today, but it can offer a starting point for understanding the youth commission network.

# Appendix

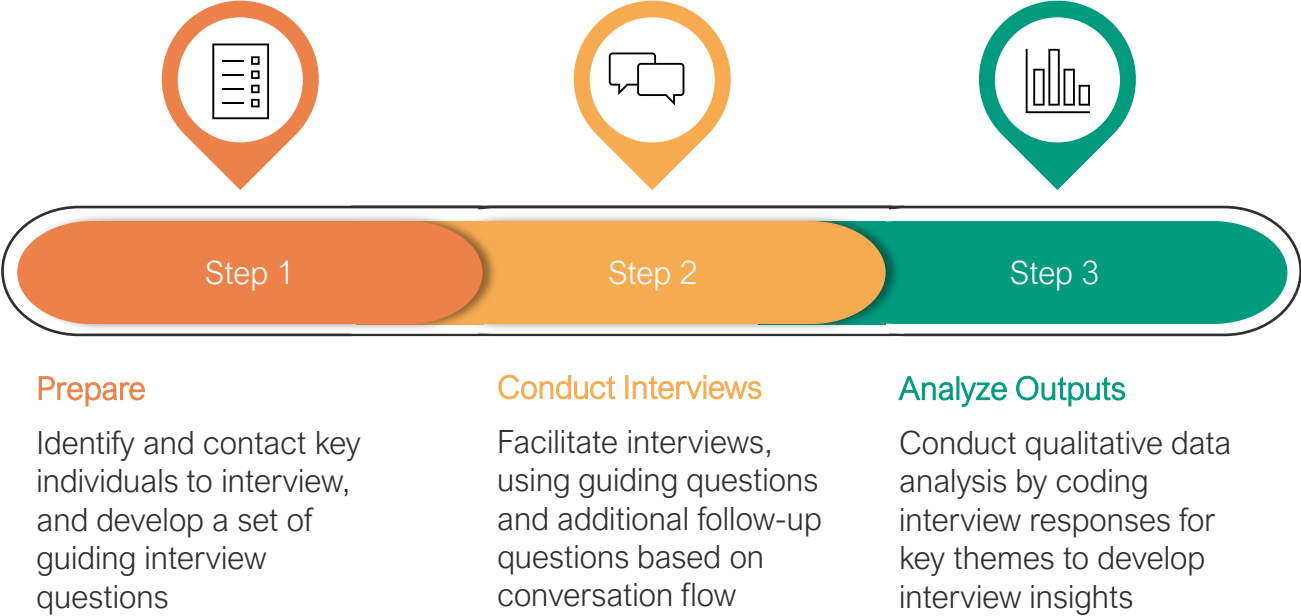
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# The Interview Process

## Discovery Interview Approach

These discovery interviews engaged representatives from core collaborator groups in deeper discussions about the critical issues impacting young people in California and approaches to addressing these issues. These interview insights supported Commission understanding of key strengths, areas for improvement, opportunities, and external factors as experienced by core collaborator groups.



# How We Designed the Interviews

## Discovery Interview Methodology

These interviews explored perspectives in each of the four dimensions of the Strategic Planning Framework.

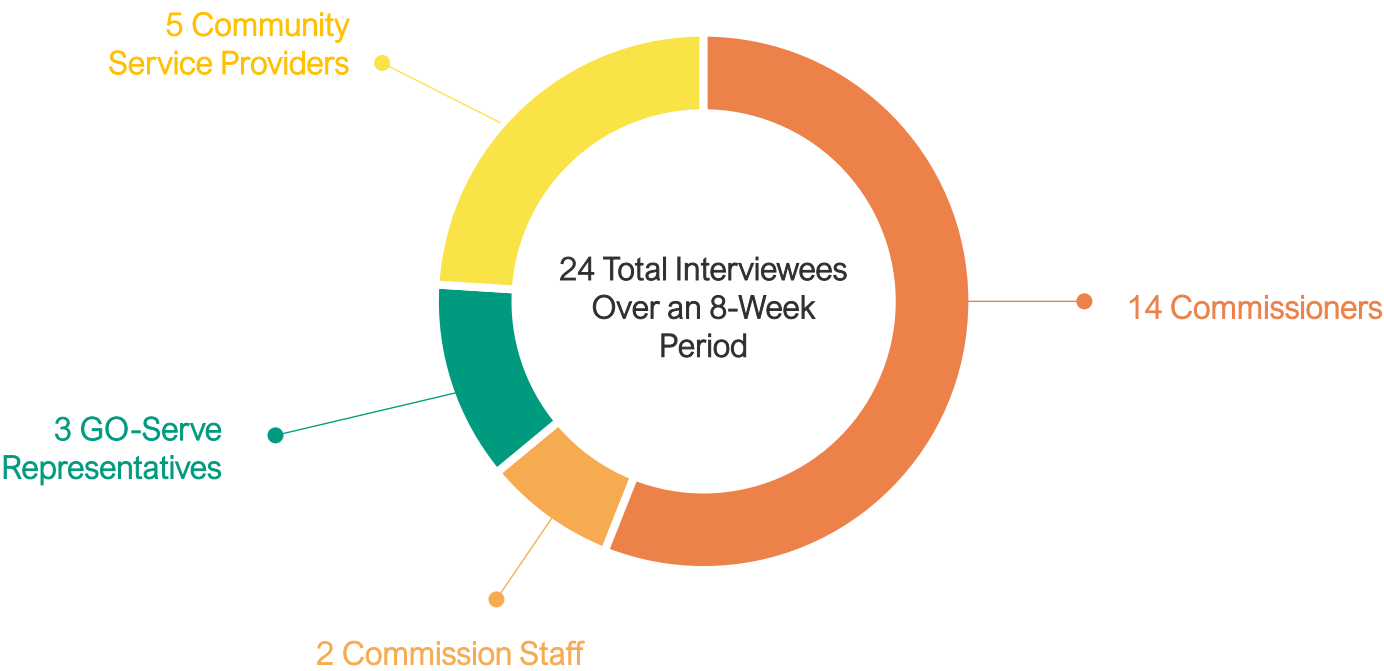


# Who We Interviewed

## Interview Participants

Abundance interviewed 24 individuals representing a cross-section of perspectives across Commissioners, Commission staff, Governor’s Office of Service and Community Engagement (GO-Serve), and community youth service providers in California.

Due to the small population size of Commission staff, the insights presented in the Key Questions Analysis section combine Commission staff and representatives from GO-Serve, the broader Office in which the Commission is housed.



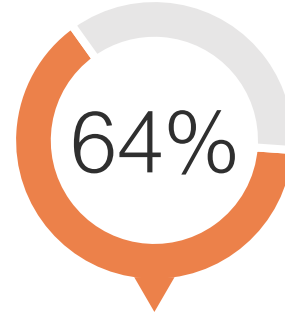


# Key Questions Analysis

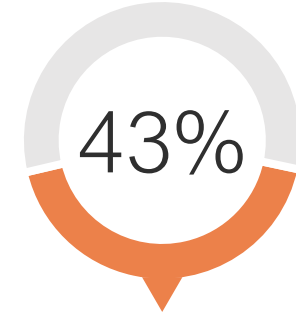
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# How would you describe the youth experience today compared to that of past generations?

Four prominent themes emerged from Commissioner interviews.



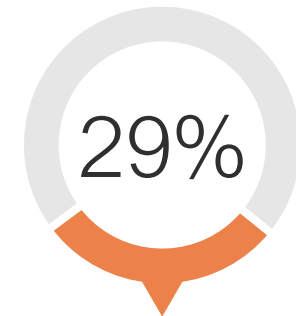
Nearly two-thirds of Commissioners highlighted feelings of **deep disconnect and disillusionment** among their peers.



Just under half of Commissioners expressed **stress or pressure** over key aspects of daily life, from academic performance to career attainment to social media and information overload.

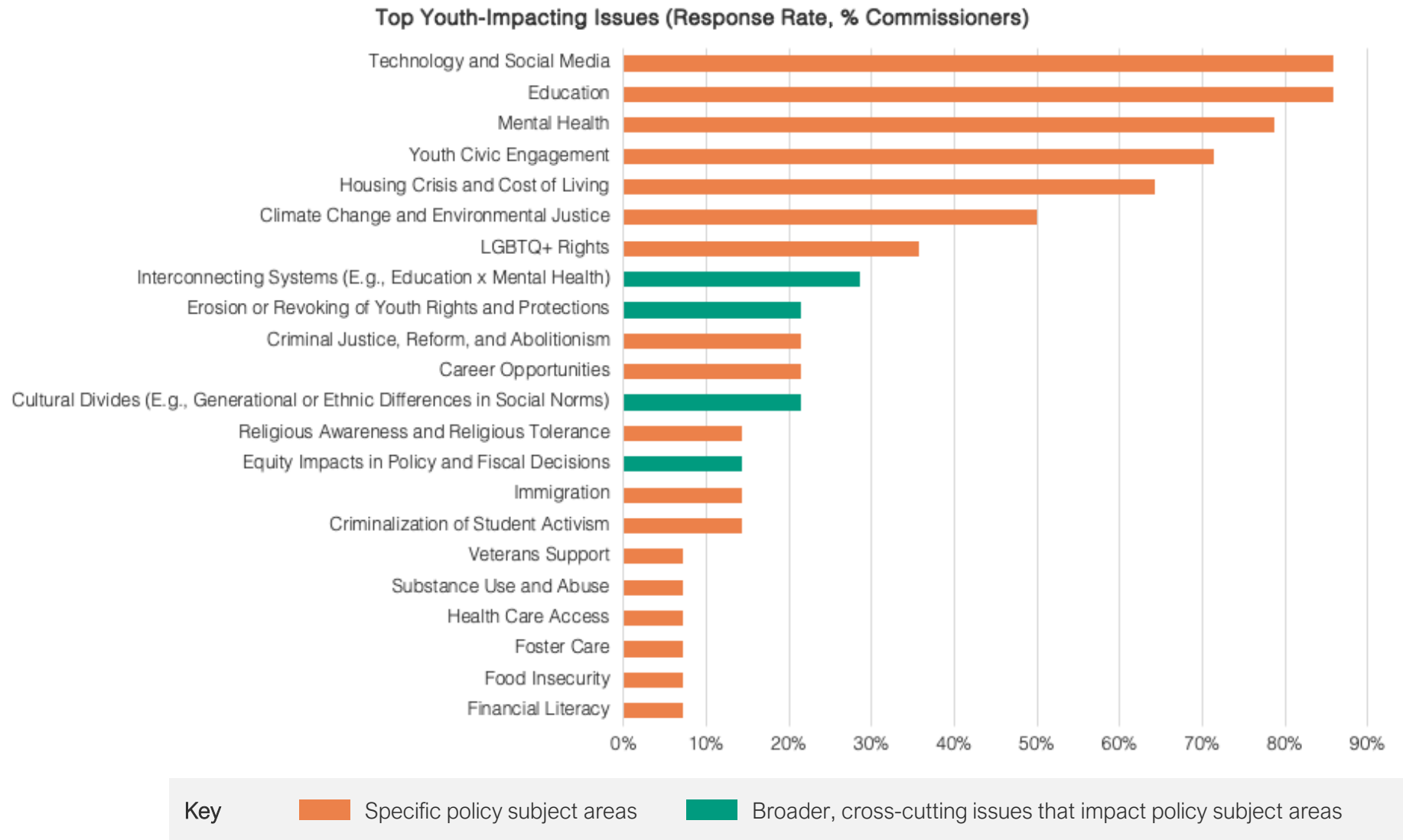


More than one-quarter of Commissioners described an **eroding of youth experiences** from constant exposure to overwhelming systemic issues, such as the pandemic and climate change.



More than one-quarter of Commissioners shared fears of growing up in a world of **increasingly limited opportunities** to meet basic academics, career, and housing needs.

# What pressing issues are impacting youth today?



## What are we currently doing well?

### Commission Strengths



Building a positive culture of respect and support among Commissioners and Staff



Prioritizing youth voices to continue improving our Commission Meeting planning



Developing operational foundations for a new, still-establishing Commission

## What do we need to improve?

### Commission Challenges



Limited staff capacity to support Commission workload without staff burnout



Hard to build youth-friendly spaces while navigating public meeting requirements



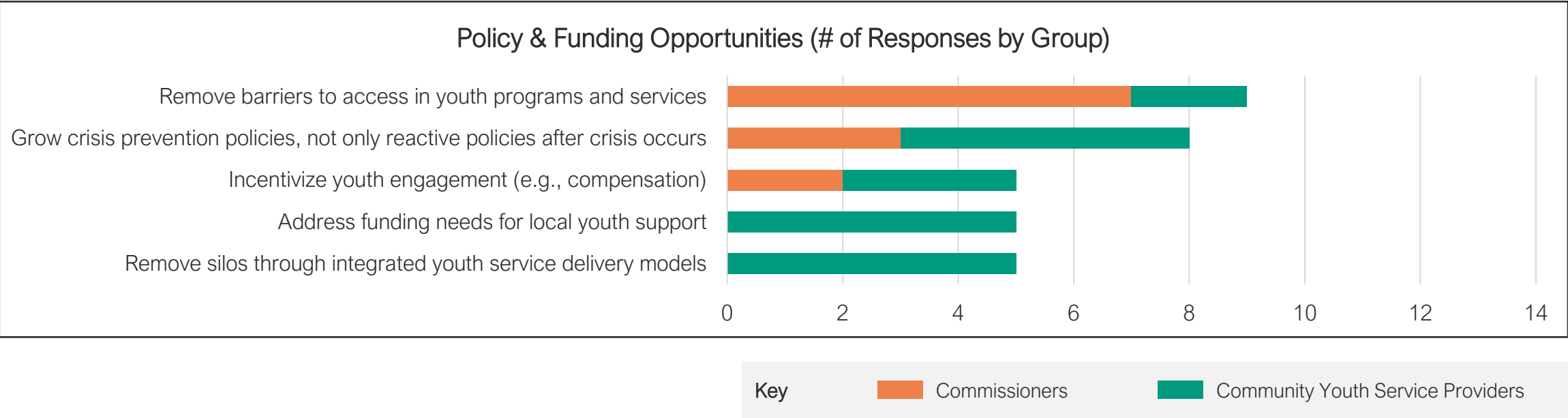
Moving slower than desired when awareness of the Commission is low

# What opportunities might the Commission consider?

## Policy & Funding

These insights were developed based on responses to interview questions such as:

- When addressing youth needs, what approaches have you found to be most effective?
- How would you describe youth involvement in policy and fiscal decisions that impact them? What is working well? What needs to change?

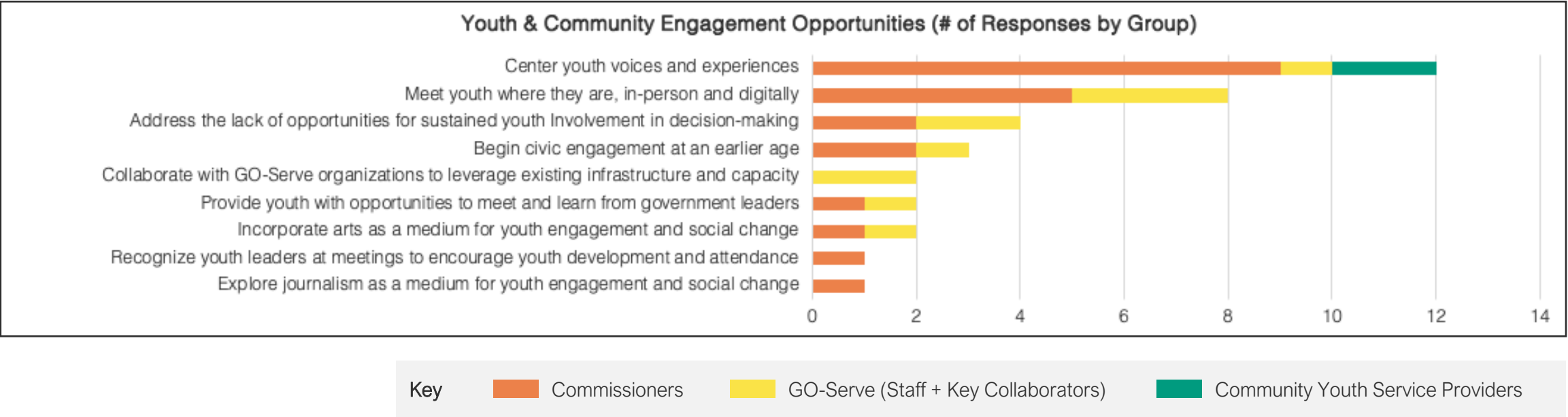


# What opportunities might the Commission consider?

## Youth & Community Engagement

These insights were developed based on responses to interview questions such as:

- When addressing youth needs, what approaches have you found to be most effective?
- How would you describe youth involvement in policy and fiscal decisions that impact them? What is working well? What needs to change?

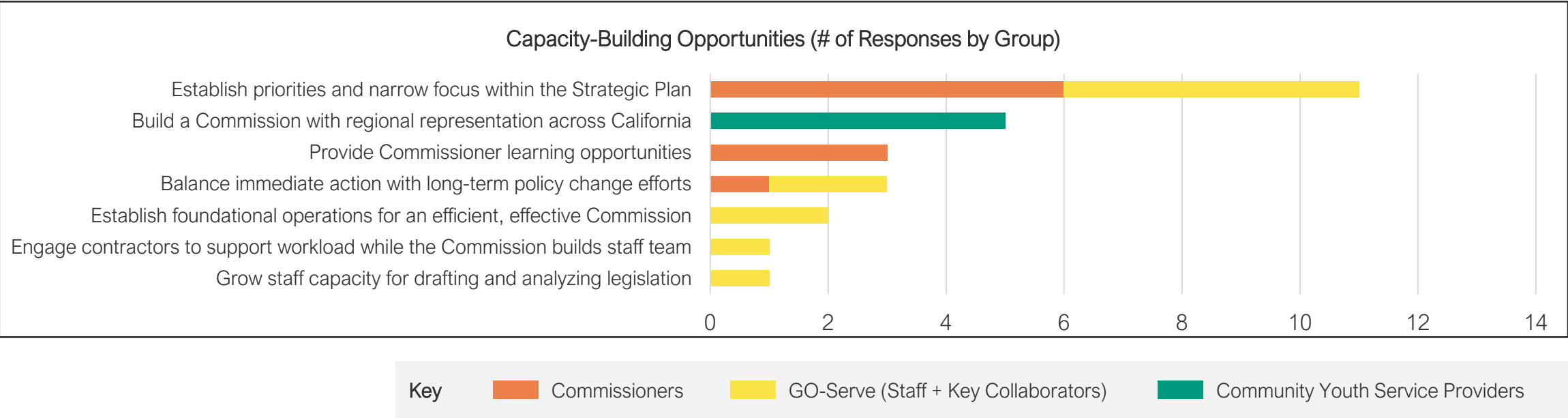


# What opportunities might the Commission consider?

## Capacity-Building

These insights were developed based on responses to interview questions such as:

- What resources or tools would help the Commission be more effective?
- What resources would support you in your work as a Commissioner?

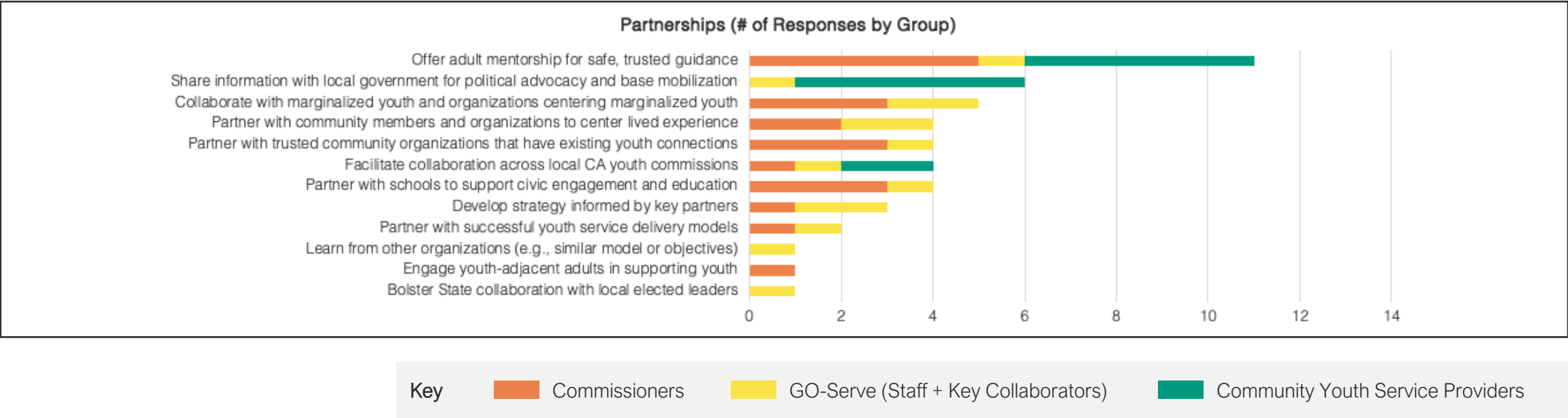


# What opportunities might the Commission consider?

## Partnerships

These insights were developed based on responses to interview questions such as:

- What existing organizations or efforts might connect to the work of the Commission?
- How might the Commission partner with other youth-focused organizations and efforts?





# What other external forces might we need to address?

These insights were developed based on responses to interview questions such as:

- How would you describe current youth involvement in policy and fiscal decisions that impact them?
- What approaches to building youth engagement and power have you found to be most effective?



**Changing federal legislation**  
impacting state legislation



**Recent fiscal changes** creating  
budget uncertainty



**Establishing infrastructure** in a  
recently-created Office



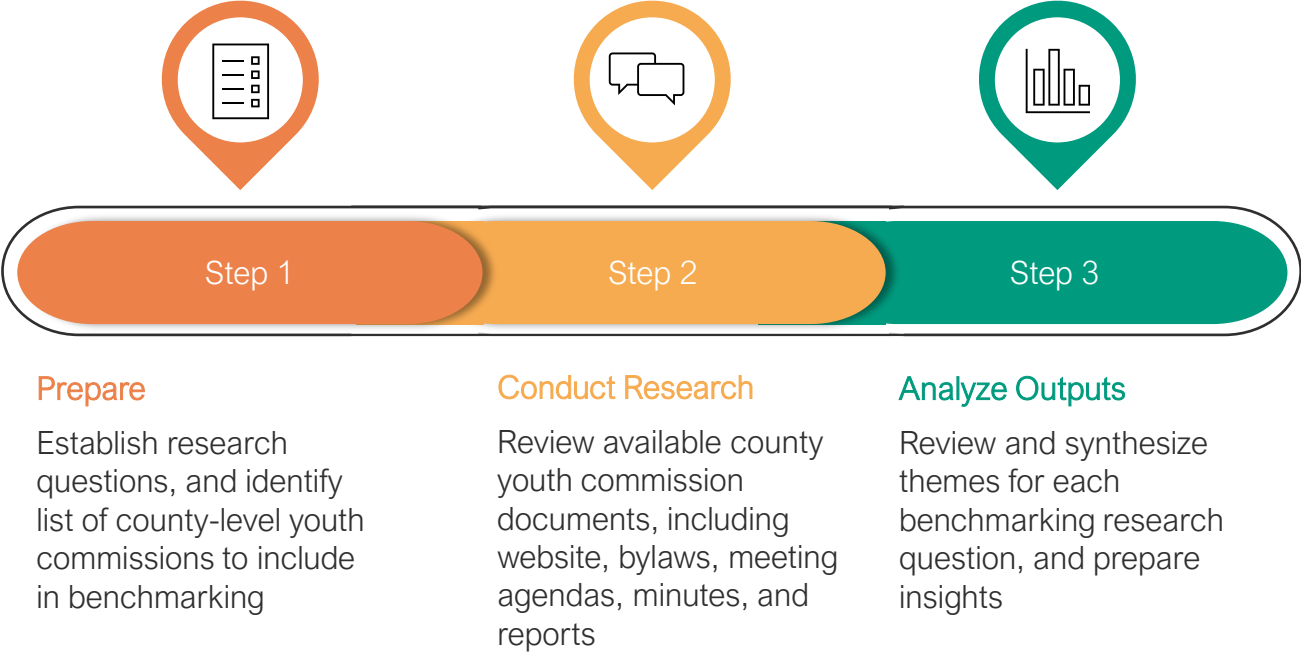
**Risks of youth tokenization** from  
potential collaborators



# The Benchmarking Research Process

## Benchmarking Research Approach

This benchmarking study researched county youth commissions across California to learn about county-level commission priorities. Benchmarking research insights informed the Commission on potential opportunities to impact youth at the State level.



# How We Designed this Research

## Benchmarking Research Methodology

Criteria for Identifying Commissions to Research  
How we determined who to research



California



County-Level



Youth Membership



General Youth Focus\*

\*A commission with a general youth focus addresses youth experiences broadly rather than a specific policy subject area (e.g., juvenile justice, housing).

Key Research Questions  
What we explored in our research

01

What priority issue areas are county youth commissions currently addressing?

02

What activities are local youth commissions undertaking to approach their work?

03

What strategies and structures enable impactful decision-making among county youth commissions?

04

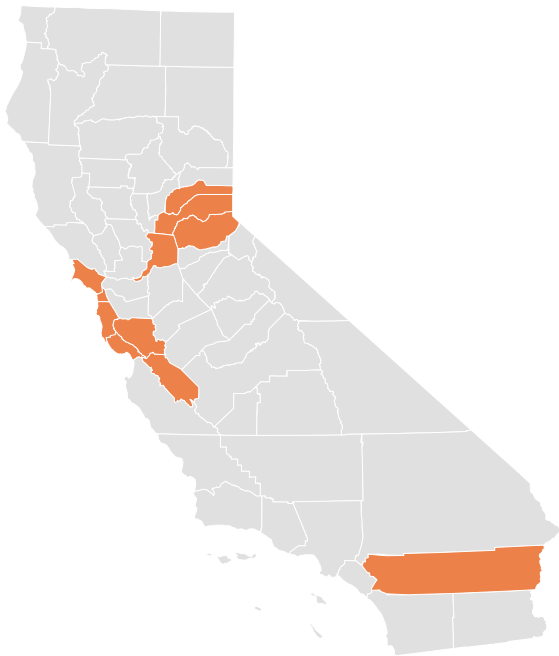
What funding sources are supporting county youth commissions?

05

What approaches, if any, are county youth commissions using to examine budgets?

# Overview of County Youth Commissions

Benchmarking Research Set



ID	Commission	Year Established	Age Range	# of Seats
1	City and County of San Francisco Youth Commission	1996	12-23	17
2	El Dorado Youth Commission	2003	8-12 <sup>th</sup> Grade	11
3	Marin County Youth Commission	1969	12-23	23
4	Nevada County Youth Commission	2023	14-19	14
5	Placer County Youth Commission	2008	14-19	21
6	Riverside County Youth Commission	1998	9-12 <sup>th</sup> Grade	5*
7	Sacramento County Youth Commission	N/A	12-18	15
8	San Benito Youth Advisory Committee**	N/A	9-12 <sup>th</sup> Grade	5
9	San Mateo County Youth Commission	1993	13-21	25
10	Santa Clara County Youth Task Force	1975	12-18	16
11	Santa Cruz County Youth Advisory Task Force**	2024	14-24	24

\* These five members are representatives from each Youth Advisory Council of the five county districts.

\*\* Available information on these commissions was limited. As such, these commissions are not included in subsequent analysis slides.

# Key Questions Analysis

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# Research Question 1: What priority issue areas are county youth commissions currently addressing?

Of the California Youth Empowerment Commission’s five priority areas, **Mental and Physical Health** and **Education and Career Preparation** were common priorities among county commissions, with more than half addressing these issues.

Commission	Education and Career Prep	Mental and Physical Health	Homelessness and Housing	Juvenile Justice and Foster Care	Climate Crisis & Civic Engagement
California Youth Empowerment Commission	✓	✓	✓	✓	✓
City and County of San Francisco Youth Commission	✓	✓	✓		✓
El Dorado Youth Commission		✓			
Marin County Youth Commission		✓			
Nevada County Youth Commission	✓	✓			
Placer County Youth Commission		✓			
Riverside County Youth Commission		✓	✓	✓	✓
Sacramento County Youth Commission	✓	✓			✓
San Mateo County Youth Commission	✓	✓			✓
Santa Clara County Youth Task Force	✓	✓			

Key		Benchmarking Commission	✓	These commissions either had a dedicated subcommittee focused on the issue or noted it as priorities in workplans or reports.
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# Research Question 1: What priority issue areas are county youth commissions currently addressing?

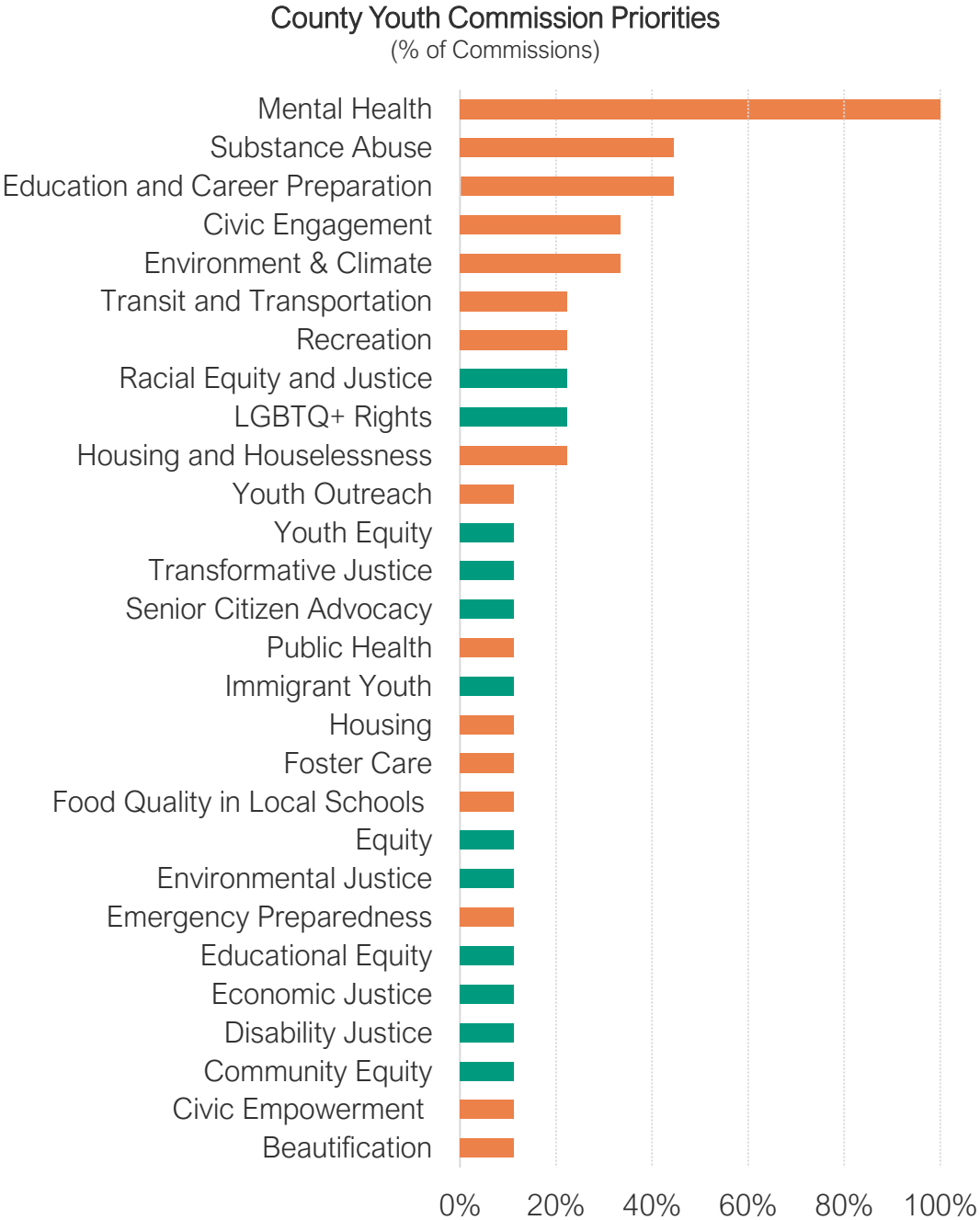
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**Mental Health** was the top priority issue across commissions. All county youth commissions in this study have dedicated efforts focused on this issue.

Key

Priority issue area

Priority issue area with a specific focus on social identity, equity, or justice





# Research Question 2: What activities are local youth commissions undertaking to approach their work?

County commissions primarily focus on **Policy Advisory** and **Outreach**, areas that may present partnership opportunities for the California Youth Empowerment Commission. **Resolutions**, **Public Hearings**, and **Grant Funding** may be opportunities to engage in State Commission-specific activities.

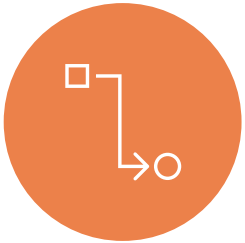
Commission	Policy Advisory	Resolutions	Public Hearings	Outreach	Grant Funding
California Youth Empowerment Commission	✓	✓	✓	✓	✓
City and County of San Francisco Youth Commission	✓	✓		✓	
El Dorado Youth Commission	✓		✓	✓	✓
Marin County Youth Commission	✓			✓	
Nevada County Youth Commission	✓			✓	
Placer County Youth Commission	✓			✓	
Riverside County Youth Commission	✓			✓	
Sacramento County Youth Commission	✓			✓	
San Mateo County Youth Commission	✓	✓		✓	
Santa Clara County Youth Task Force	✓			✓	

For county commissions, outreach often includes direct action, such as promoting campaigns and planning youth events.

Key	Benchmarking Commission	✓	These commissions note these functions in their bylaws, reports, or other publicly-available information (e.g., website).
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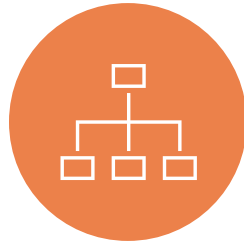
# Research Question 3: What strategies and structures enable impactful decision-making among commissions?

Commissions engage the following practices that **promotes clear, established partnerships** and **embeds decision-making power into infrastructure**:



Board of Supervisors refers legislation to a commission, who posts referred legislation on their commission website.

This practice not only encourages public transparency but also formalizes the referral process.



Commission bylaws establish specific Legislative Officer positions within the Executive Committee.

This practice signals that policy is a core priority of the commission and creates a commission capacity for that priority.



The commission purpose and duties are written into the municipal charter in perpetuity.

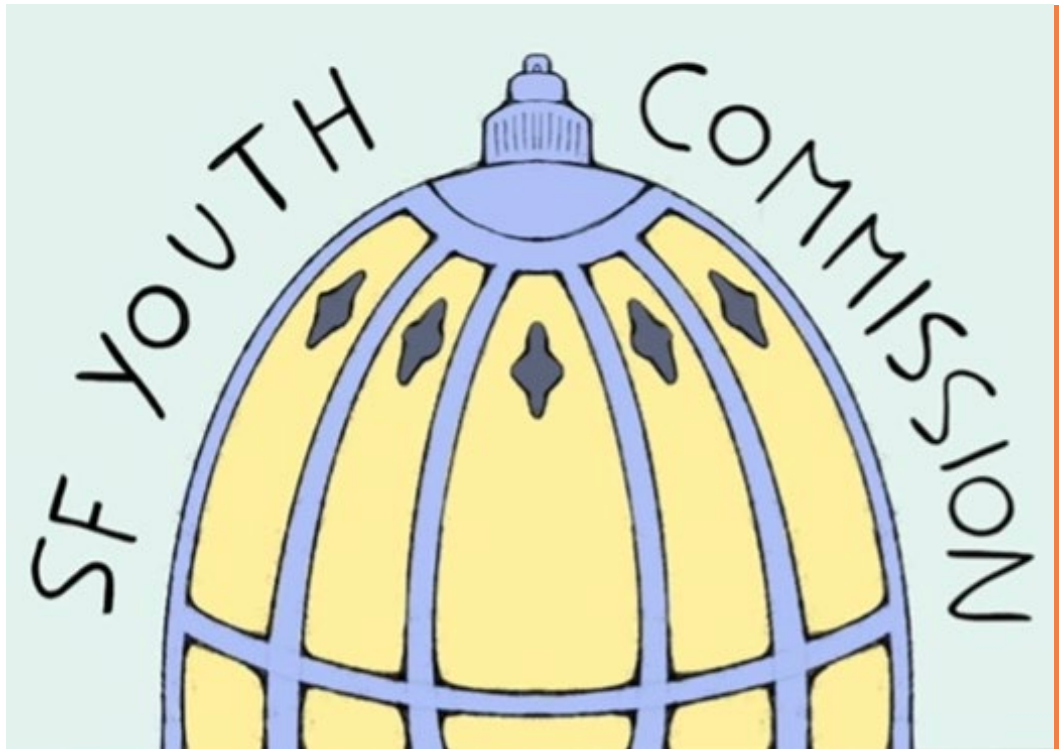
This practice encourages longevity and mitigate risks of “sunsetting” the commission after initial resolution periods or funding sources have ended.

# Research Question 4: What funding sources are supporting county youth commissions?

Information was limited on commission budget administrators and funding sources. However, all commissions with publicly-available details about their budget administrator are currently operating with a different administrator than the Board of Supervisors to whom they report.

Commission	Commission Oversight		Types of Funding Sources			
	Reporting Line Who does the group advise?	Budget Admin. Who manages the budget?	General Operating Funds	Public Grants	Philanthropy	Specific Set Aside
City and County of San Francisco Youth Commission	Board of Supervisors					
El Dorado Youth Commission	Board of Supervisors	County Office of Education	Received an Office of			
Marin County Youth Commission	Board of Supervisors	Youth Leadership Institute (Nonprofit)				
Nevada County Youth Commission	Board of Supervisors					
Placer County Youth Commission	Board of Supervisors	Public Health Division	✓	✓	✓	
Riverside County Youth Commission	Board of Supervisors	Workforce Development	✓	✓		✓
Sacramento County Youth Commission	Board of Supervisors	County Executive Office	✓	Includes Community Development Block Grant (CDBG)		Has been funded through a 1990s land sale
San Mateo County Youth Commission	Board of Supervisors	County Executive Office				
Santa Clara County Youth Task Force	Board of Supervisors	Office of Children and Families Policy				

## Research Question 5: What approaches, if any, are county youth commissions using to examine budgets?



### CASE STUDY: City and County of San Francisco Youth Commission (SFYC)

SFYC is charged with **monitoring, researching, investigating, and analyzing the budgets and programs** of departments and non-governmental organizations that affect San Francisco youth. To fulfill this charge, the Commission conducts the following activities:

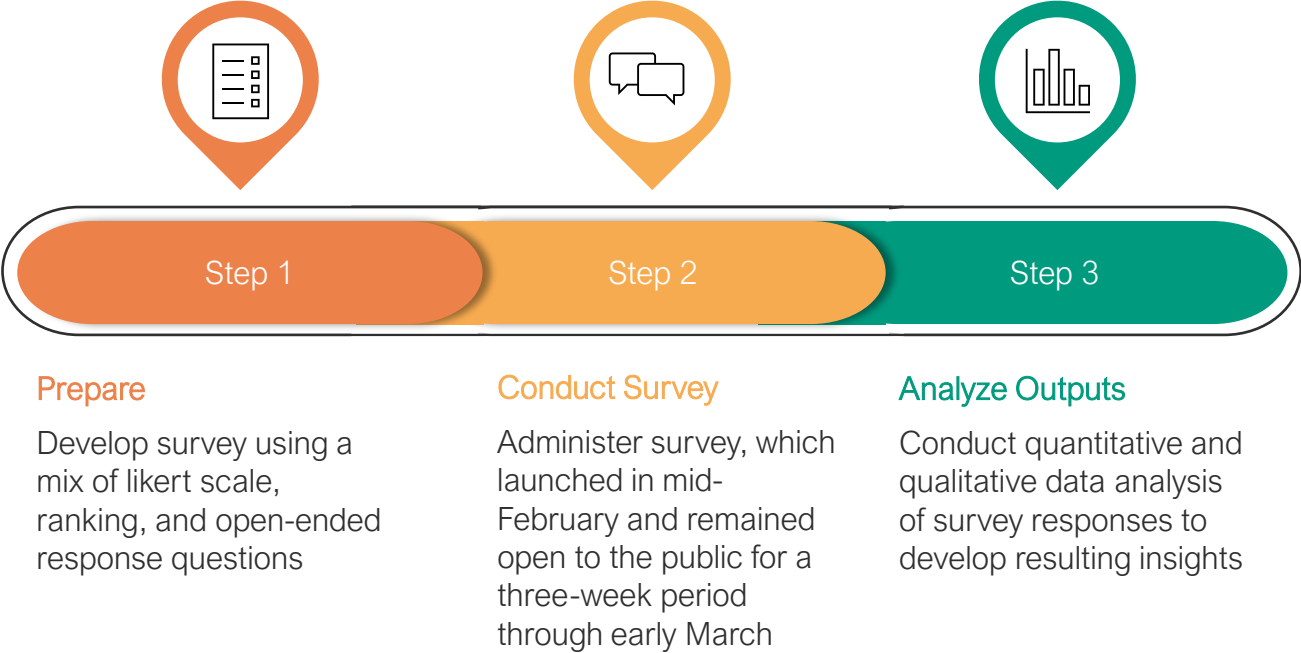
- Developing an annual **Budget and Policies Priorities Report**, which outlines key budget priorities and recommendations
- Presenting the Budget and Policies Priorities Report to the **Board of Supervisors' Budget and Appropriations Committee**
- Hosting **Youth Budget Community Forums**
- **Presenting to local schools and community-based organizations (CBO)**
- Requesting **CBO's and City departments provide budget presentations** to the Commission
- Supporting **budget requests** from CBO's and City departments



# The Survey Process

## Community Survey Approach

This community survey gathered a larger sample of youth and community input on California youth experiences, key issues, and policy priorities. These survey insights informed the Commission on public sentiment about Commission direction and priorities.



# How We Designed the Survey

## Community Survey Methodology

The survey contained 28 questions that asked participants to respond to questions across two categories:

- 1) **Question Focus Areas**, which explored Youth Experiences, Policy Priorities, Commission Approach, and Partnerships to understand community perspectives in each of these areas
- 2) **Demographic Information**, which asked participants to share information about their background to inform deeper survey analysis

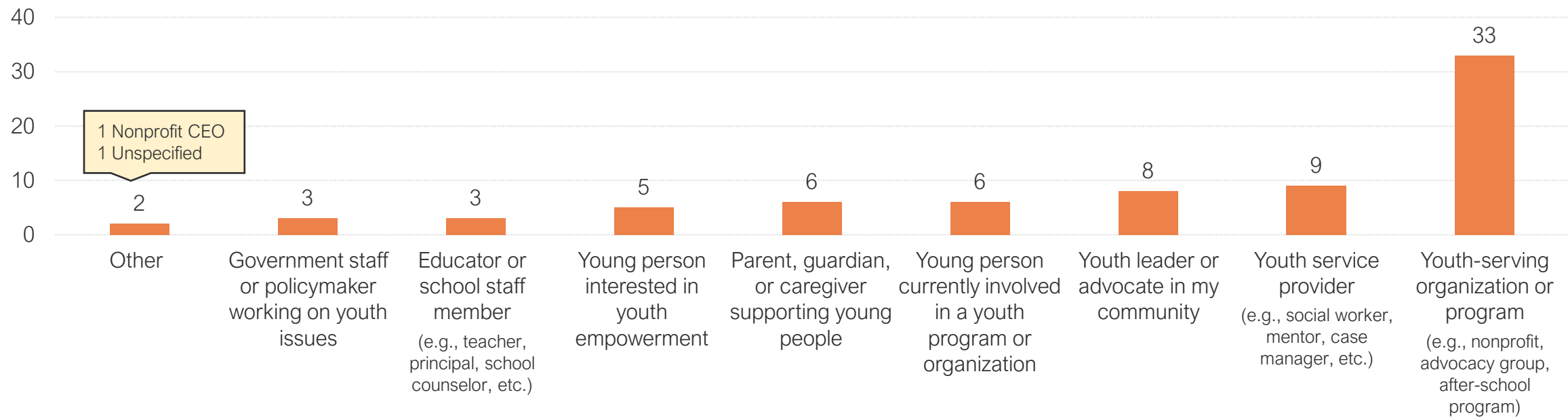


# Who Participated in This Survey

## Survey Respondents

This survey received 50 responses, with participants indicating the following relationship(s) to California youth:

Note: Because respondents were able to select multiple responses, the total number of responses shown in the chart below may exceed 50.



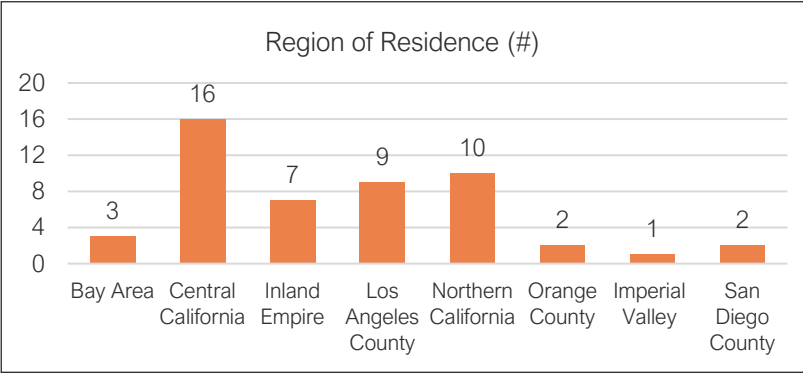
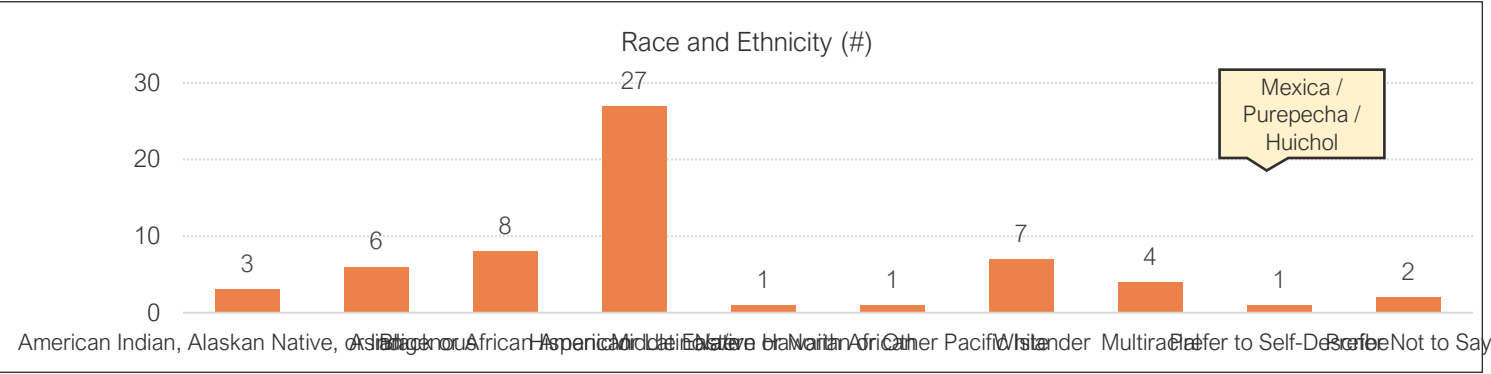
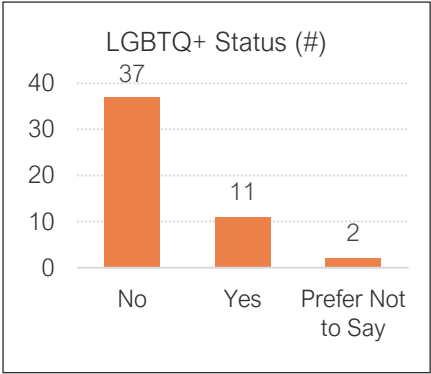
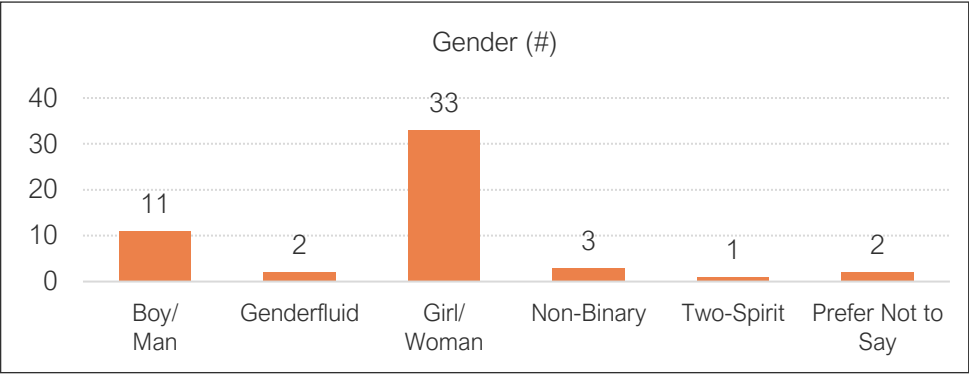
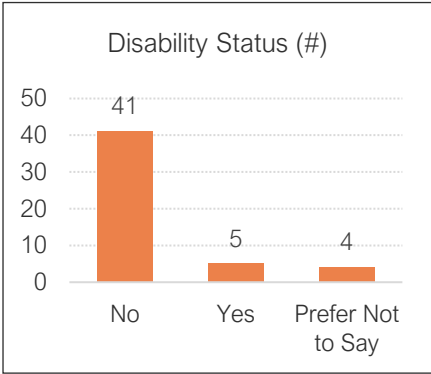
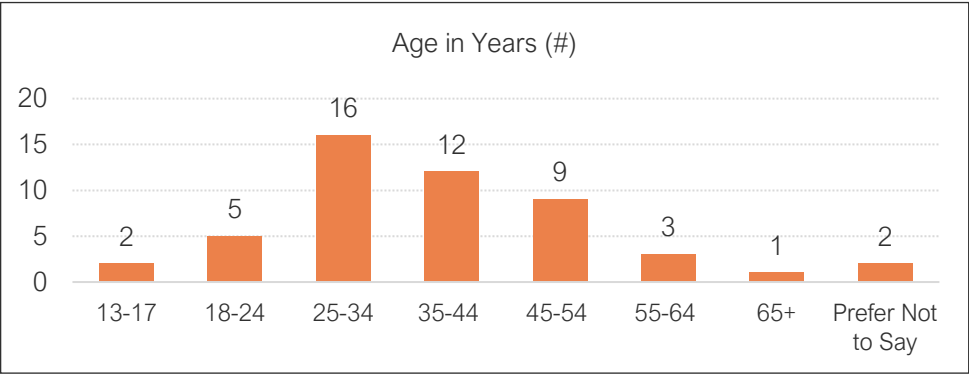


# Who Participated in This Survey

(cont'd)

## Survey Respondents

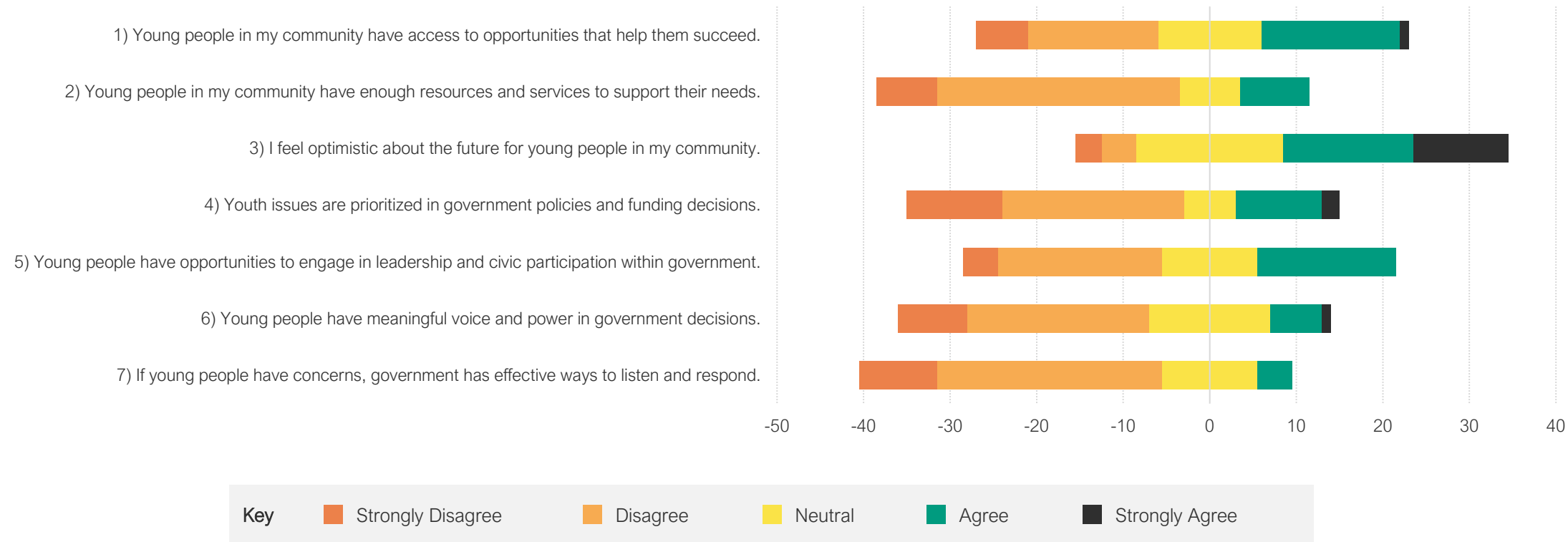
Note: Because respondents were able to select multiple responses for Gender and Race and Ethnicity, the total number of responses shown in these charts may exceed 50.



# Key Questions Analysis

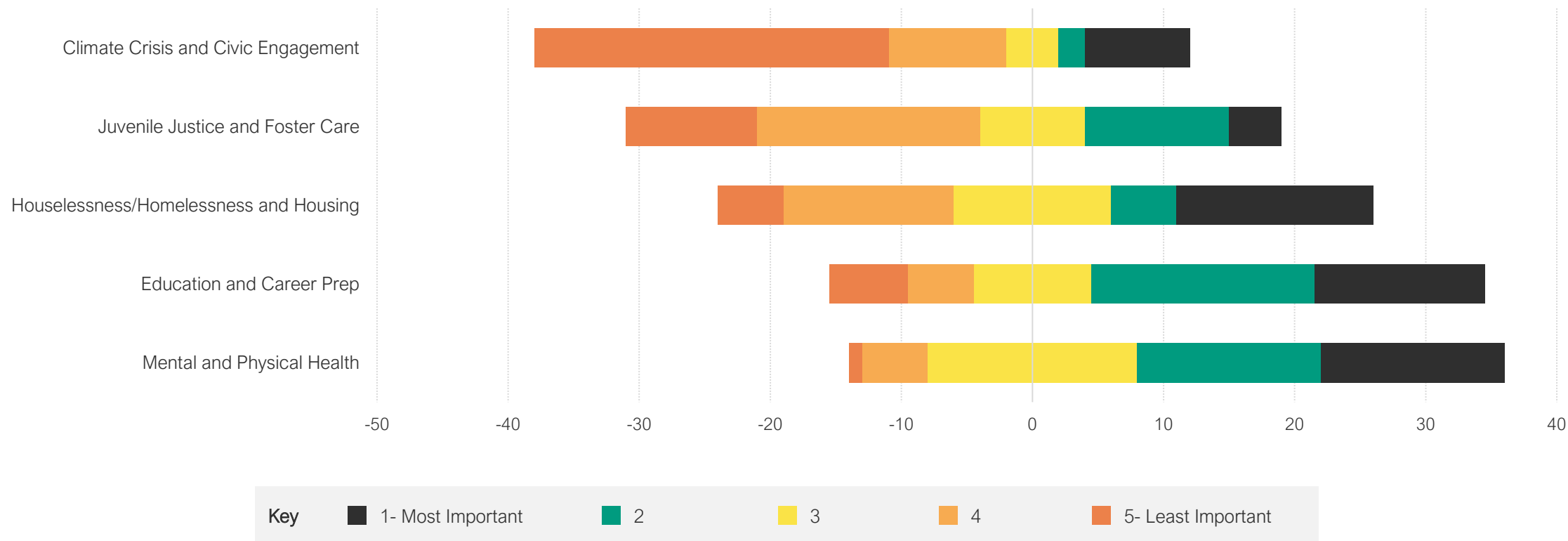
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# To what extent do you agree or disagree with the following statements about youth experiences in your community?



# What policy areas should the Commission prioritize?

Rank in order of importance from 1-5, with 1 being Most Important to 5 being Least Important.



# Open-Response Question: How might the Commission collaborate with youth-serving organizations?

