

THIS PRINT COVERS CALENDAR ITEM NO.: 10.3

**SAN FRANCISCO
MUNICIPAL TRANSPORTATION AGENCY**

DIVISION: Finance

BRIEF DESCRIPTION:

Authorizing the Director of Transportation to execute Grant Number 2025-11 with the Roberts Foundation to accept and expend a \$50,000 workforce development planning grant from the Foundation's IGNITE Fund to support the SFMTA Youth Career Pathways into the Trades program, which includes a mutual indemnification clause, as a condition of funding.

SUMMARY:

- On August 29, 2025, the SFMTA responded to the Roberts Foundation Notice of Funding Opportunity (NOFO) requesting \$300,000 to support SFMTA Youth Career Pathways into the Trades program.
- On October 1, 2025, the Roberts Foundation, through its IGNITE Fund, awarded the SFMTA with a \$50,000 planning grant for the program, as described in the Grant Agreement and Exhibit A (Planning Grant Goals).
- Under the SFMTA Board's Delegation of Authority Policy, the Director of Transportation normally has authority to execute grant agreements without Board approval. However, because this Grant Agreement requires the SFMTA to indemnify a private entity—the Roberts Foundation—Board approval is required.
- The Grant Agreement includes a mutual indemnification clause, meaning each party agrees to hold the other harmless for claims arising from its own actions.
- The SFMTA, under authority delegated by the Planning Department, determined that executing the Grant Agreement for the SFMTA Youth Career Pathways into the Trades program is not a "project" under CEQA.

ENCLOSURES:

1. SFMTA Board Resolution
2. Planning Grant Agreement (The IGNITE Fund of The Roberts Foundation)
3. Exhibit A – Planning Grant Goals

APPROVALS:

DIRECTOR  _____

SECRETARY  _____

DATE

February 12, 2026

February 12, 2026

ASSIGNED SFMTAB CALENDAR DATE: February 17, 2026

PURPOSE

Authorizing the Director of Transportation to execute Grant Number 2025-11 with the Roberts Foundation to accept and expend a \$50,000 workforce development planning grant from the Foundation's IGNITE Fund to support the SFMTA Youth Career Pathways into the Trades program, which includes a mutual indemnification clause, as a condition of funding.

STRATEGIC PLAN GOALS AND TRANSIT FIRST POLICY PRINCIPLES

Goal 2: Create a work environment that is responsive, equitable and inclusive.

Goal 3: Recruit, hire and invest in a diverse workforce.

Goal 7: Build stronger relationships with stakeholders.

Goal 10: Position the agency for financial success.

This action supports the following SFMTA Transit First Policy Principles:

1. To ensure quality of life and economic health in San Francisco, the primary objective of the transportation system must be the safe and efficient movement of people and goods.
2. Public transit, including taxis and vanpools, is an economically and environmentally sound alternative to transportation by individual automobiles. Within San Francisco, travel by public transit, by bicycle and on foot must be an attractive alternative to travel by private automobile.

DESCRIPTION

The SFMTA Youth Career Pathways into the Trades initiative connects San Francisco high school and community college students to earn-and-learn opportunities (internship and pre-apprenticeship roles) within the SFMTA's Transit Fleet Maintenance team. The IGNITE Fund planning grant will fund structured design, partnership development, and capacity-building activities necessary to scale equitable youth pathways into transportation trades.

Grant-funded work will focus on three areas: (1) measurement & evaluation (dashboarding outcomes such as participation, hours, completion, and conversion to apprenticeship or permanent roles); (2) employer capacity (mentor orientation, site visits, and early-career workshops); and (3) program design (digital evaluations and an SFMTA-branded skills/badge framework).

On August 29, 2025, the SFMTA responded to the Roberts Foundation Notice of Funding Opportunity (NOFO) with an application for \$300,000 in funds to support the SFMTA Youth Career Pathways into the Trades program. On October 1, 2025, the SFMTA was awarded \$50,000 for this program and on December 1, 2025, The Roberts Foundation issued a legally binding Grant Agreement for a \$50,000 planning grant to the SFMTA.

The Grant Agreement includes a mutual indemnification clause.

Paragraph 13(a) provides:

[The SFMTA] irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless the Foundation, its officers, directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly, indirectly, wholly, or partially arising from or in connection with any act or omission of Grantee, its employees, or agents, in applying for or accepting the grant, in expending or applying the grant funds, or in carrying out any project or program to be supported by the grant. The provisions of this paragraph 13(a) and Grantee's obligations hereunder shall survive any termination, expiration, or rescission of this Agreement.

Paragraph 13(b) provides:

The Foundation irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless the [SFMTA], its officers, directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly or wholly arising from any act or omission of the Foundation, its employees, or agents in funding the grant. The provisions of this paragraph 13(b) and Foundation's obligations hereunder shall survive any termination, expiration, or rescission of this Agreement.

What these provisions mean is that each party agrees to take responsibility for its own mistakes. If the SFMTA causes harm while using the grant funds or running the program, the SFMTA—not the Foundation—will cover those costs. If the Foundation causes harm related to its funding actions, the Foundation—not the SFMTA—will cover those costs.

Normally, the Director of Transportation has delegated authority to execute grant agreements without SFMTA Board Approval. However, because the Grant Agreement requires the SFMTA to indemnify a private party—The Roberts Foundation—the SFMTA Board's Delegation of Authority Policy requires Board approval.

Here, both parties agree to indemnify the other. The SFMTA controls the design and execution of the internship program and is positioned to manage and insure the associated risks. The Foundation's indemnification obligation is narrower, applying only to claims directly or wholly arising from its own acts or omissions in funding the grant. This reciprocal structure aligns with the Grant Agreement and presents a low risk.

STAKEHOLDER ENGAGEMENT

Within the SFMTA, the Workforce Development team engaged with teams from Transit Administration and Fleet Maintenance for on-the-job training, scheduling and placement. Externally, the SFMTA received positive feedback from various stakeholders such as the San

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Francisco Unified School District (SFUSD) Office of College & Career Readiness, and City College of San Francisco Automotive Technology Department and Office of Workforce Development.

ALTERNATIVES CONSIDERED

To decline to approve and execute the Agreement would forfeit the \$50,000 in external funds and delay critical planning work for youth pathways, reducing the SFMTA's ability to recruit and retain future skilled trades talent.

The funder requires execution of the Agreement "as-is," including the indemnification clause, as a condition of disbursement; attempted modifications would prevent release of funds.

FUNDING IMPACT

The SFMTA will receive \$50,000 from The IGNITE Fund of The Roberts Foundation to conduct Planning activities aligned to Exhibit A deliverables (measurement & evaluation, employer capacity, and program design) in the Grant Agreement. The funds will be used to offset existing costs in the operating budget.

ENVIRONMENTAL REVIEW

On January 23, 2026, the SFMTA, under authority delegated by the Planning Department, determined that accepting and expending a \$50,000 workforce development planning grant from The Roberts Foundation's IGNITE Fund to support the SFMTA Youth Career Pathways into the Trades program and executing the Grant Agreement is not a "project" under the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b).

A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors and is incorporated herein by reference.

OTHER APPROVALS RECEIVED OR STILL REQUIRED

The City Attorney's Office has reviewed this calendar item.

RECOMMENDATION

Authorize the Director of Transportation to execute Grant Number 2025-11 with the Roberts Foundation to accept and expend a \$50,000 workforce development planning grant from the Foundation's IGNITE Fund to support the SFMTA Youth Career Pathways into the Trades program, which includes a mutual indemnification clause, as a condition of funding.

**SAN FRANCISCO
MUNICIPAL TRANSPORTATION AGENCY
BOARD OF DIRECTORS**

RESOLUTION No. _____

WHEREAS, The Roberts Foundation (the Foundation), through its IGNITE Fund, has awarded the San Francisco Municipal Transportation Agency (SFMTA02) a \$50,000 planning grant to support the Youth Career Pathways into the Trades program, which connects San Francisco high school and community college students to earn-and-learn opportunities within SFMTA's Transit Fleet Maintenance team; and,

WHEREAS, The planning grant will fund activities necessary to design and scale equitable youth pathways into transportation trades, including measurement and evaluation of program outcomes, employer capacity-building through mentor orientation and site visits, and program design enhancements such as digital evaluations and a skills/badge framework, as outlined in Exhibit A of the Grant Agreement; and,

WHEREAS, The Grant Agreement includes a mutual indemnification provision under which (a) the SFMTA agrees to indemnify the Foundation for claims arising from the SFMTA's acts or omissions in applying for or administering the grant, and (b) the Foundation agrees to indemnify the SFMTA for claims arising directly or wholly from the Foundations acts or omissions in funding the grant; and,

WHEREAS, Under the SFMTA Board's Delegation of Authority Policy, Board approval is required for agreements that obligate the SFMTA to indemnify a private entity; and,

WHEREAS, The mutual indemnification provisions in the Grant Agreement present low risk to the SFMTA because they are limited to claims arising from each party's own acts or omissions, and the grant-funded activities are limited to administrative planning and program design in nature; and,

WHEREAS, On January 23, 2026, the SFMTA, under authority delegated by the Planning Department, determined that accepting and expending a \$50,000 workforce development planning grant from The Roberts Foundation's IGNITE Fund to support the SFMTA Youth Career Pathways into the Trades program and executing the Grant Agreement is not a "project" under the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b); and,

WHEREAS, A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors and is incorporated herein by reference; now, therefore, be it

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors authorizes the Director of Transportation to execute Grant Number 2025-11 with the Roberts Foundation to accept and expend a \$50,000 workforce development planning grant from the

Foundation's IGNITE Fund to support the SFMTA Youth Career Pathways into the Trades program, which includes a mutual indemnification clause, as a condition of funding; and, be it further

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors authorizes the Director of Transportation to approve and execute any documents or modifications necessary to effectuate the purposes of this Resolution that do not materially increase the obligations or liabilities of the City.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of February 17, 2026.

Secretary to the Board of Directors
San Francisco Municipal Transportation Agency

January 23, 2026

ATT: Bree Mawhorter, Chief Financial Officer

Re: Grant Number 2025-11

Dear Bree,

It is my pleasure to inform you that The Roberts Foundation (the “Foundation”), has approved a planning grant of **\$50,000** to **City and County of San Francisco, SFMTA Muni** (“Grantee”) to support the **Youth Career Pathways Program** as described in Grantee’s proposal. The grant is being made from The Ignite Fund, an initiative of the Foundation.

We will arrange for the payment of **\$50,000** following our receipt of the signed Grant Agreement. Subsequent payments will be paid as follows, contingent upon receipt and approval of progress reports per the grant reporting schedule in section 2c below:

- N/A

This letter is a legally binding agreement (“Agreement”). It will be effective upon our receipt of this Agreement signed by an authorized representative of Grantee. Please read the terms and conditions of this Agreement carefully, including the reporting requirements. The Foundation may not pay further installments of the grant, if applicable, and may decline to consider grant renewals for Grantees who fail to meet reporting requirements.

TERMS AND CONDITIONS

- 1. Use of Funds.** Grantee shall use the grant funds only for the purposes set forth in the Proposal. Grantee may not make any significant changes in the purposes for which grant funds are spent without the Foundation’s prior written approval.
- 2. Reporting.**
 - a. Activities and Accomplishments.* To enable the Foundation to evaluate the grant’s effectiveness, Grantee shall submit to the Foundation a written report for each annual accounting period of Grantee during which Grantee receives, holds, or spends any of the grant funds in accordance with the schedule set forth below in subparagraph c. The Foundation and Grantee acknowledge and agree that the Foundation shall evaluate the effectiveness of the grant by assessing Grantee’s progress toward achieving the goals as described in the attached as Exhibit A (the “Grantee Goals”). In each report, Grantee shall describe Grantee’s progress toward the Grantee Goals and shall include, as appropriate, data and examples demonstrating success. If a Grantee Goal was not reached, Grantee shall indicate why and detail any future plans for reaching such Grantee Goal or explain why such Grantee Goal is no longer practical. Grantee shall also describe any ongoing challenges, specific to these Grantee Goals or otherwise, and detail how Grantee intends to address such challenges. In Grantee’s discretion, the reports shall also

highlight any additional accomplishments or success stories not anticipated in the Grantee Goals. If more than one report is required, the final report shall outline Grantee’s use of all grant funds, all charitable activities, and Grantee’s progress toward the Grantee Goals, from the date of the disbursement of this grant until Grantee expended the last of the grant funds.

b. *Metrics Data.* In each report, Grantee shall provide a summary of key metrics accomplished for the constituents served using the data relied upon by Grantee to assess its outcomes and effectiveness. Grantee shall use its best efforts to provide a breakdown of the metrics data for each individual program funded by the Foundation’s grant and shall indicate the number of people served by each such program.

c. *Reporting Schedule.* Reports shall be due as follows:

REQUIREMENT	DUE DATE
Progress Call	<i>6 months into grant term¹</i>
Final Report (narrative report, metrics table updated with Year 1 results)	<i>End of grant term</i>

d. *Format and Submission.* Reports shall be no longer than three (3) pages and shall be submitted over email. See Exhibit A for reporting instructions. In the event that Grantee believes an alternative timeframe for reporting makes more sense, Grantee shall contact the Foundation’s CEO to discuss any proposed alternative schedule.

3. **Recordkeeping.** Grantee shall keep adequate records to substantiate its expenditures of grant funds. Grantee shall make these books and records pertaining to the grant funds available to the Foundation at reasonable times for review and audit, and shall comply with all reasonable requests of the Foundation for information and interviews regarding use of grant funds. Grantee shall keep copies of all books and records related to this grant and all reports to the Foundation for at least four years after Grantee has expended the last of the grant funds.

4. **Prohibited Uses.** Grantee shall not use any portion of the funds granted in a manner that constitutes:

- a. Influencing the outcome of any specific election for candidates to public office, or conducting any voter registration drive except as provided in Section 4945(f) of the Internal Revenue Code (“IRC”),
- b. influencing legislation within the meaning of IRC Section 4945(e),
- c. violations of, or inducing or encouraging violations of, applicable law or regulation, or

¹ The grant term shall start on March 2, 2026.

- d. Causing any private inurement or improper private benefit to occur, or taking any other action inconsistent with the charitable purposes of the Foundation or applicable law governing the use of public funds by governmental entities.

5. No Lobbying.

- a. *Lobbying.* No part of the grant may be used to influence legislation within the meaning of IRC Section 4945(e).
- b. *California Political Reform Act.* Without limitation to the foregoing, Grantee shall not:
 - i. use any portion of the grant funds for any activities or expenditures that would result in either Grantee being required to disclose the Foundation as a contributor to Grantee or the Foundation having its own reporting requirement under the federal Lobbying Disclosure Act or the California Political Reform Act; or
 - ii. use any portion of the grant funds to make an independent expenditure or contribution within the meaning of the California Political Reform Act, including expenditures treated as in-kind contributions (e.g., as a result of direct or indirect communications with any ballot measure committee or the delivery of grant-funded materials to a ballot measure committee for its private use).

6. No Earmarking for Subgrantees or Contractors. Grantee retains full discretion and control over the selection process and shall act completely independently of the Foundation with respect to the selection of any subgrantee or contractor convenient or necessary to carry out the purposes of the Grant. The Foundation has not earmarked grant funds to any particular subgrantee or contractor, and there is no agreement, written or oral, by which the Foundation may cause Grantee to choose a particular subgrantee or contractor. The Grantee represents and agrees that any contractors or subgrantees identified in its proposal or budget were selected by Grantee without influence by the Foundation, and the Foundation and Grantee agree that the use of any such identified contractors or subgrantees is not a condition to payment of the grant funds. Grantee further represents and agrees that the Foundation will have no influence over the selection of any individual beneficiaries of the project funded by the grant.

7. Changes to Terms and Conditions of the Grant. Notwithstanding any other provision of this Agreement, the Foundation may terminate this Agreement or amend the grant amount or terms if, in the reasonable determination of the Foundation, a change or event with respect to Grantee has had, or could reasonably be expected to have, a material adverse effect on (A) the Grantee, (B) the program funded by the grant, or (C) the validity or enforceability of this Agreement or remedies of the Foundation hereunder.

8. No Pledge. Neither this Agreement nor any other statement, oral or written, nor the making of any contribution or grant to Grantee, shall be interpreted to create any pledge or any commitment by the Foundation or by any related person or entity to make any other grant

or contribution to Grantee or any other entity for this or any other project. The Grant contemplated by this Agreement shall be a separate and independent transaction from any other transaction between the Foundation and Grantee or any other entity.

9. **Representation and Warranty Regarding Tax Status.** By entering into this Agreement, Grantee represents and warrants that Grantee is an enterprise fund of the City and County of San Francisco, a governmental entity and political subdivision of the State of California and therefore is exempt from federal income taxation as a governmental entity under the Internal Revenue Code, and that Grantee is not a private foundation as defined in IRC Section 509(a) or a supporting organization described in IRC Section 509(a)(3). Such representation and warranty shall continue through the completion date of this grant.
10. **Notice.** Grantee shall give the Foundation immediate written notice of any change in Grantee's governmental status or tax-exempt status under applicable federal or state law. Grantee shall also give the Foundation immediate written notice of any change in Grantee's executive staff, other key staff responsible for achieving the grant purposes, or the members of its governing body.
11. **Publications; License.** Any publications, including underlying data, funded by this grant shall be made available to the public through the Grantee's open access repository or a similar online repository in accordance with reasonable requirements or procedures as the Foundation may establish from time to time. Grantee also grants to the Foundation an irrevocable, nonexclusive license to publish any publications, studies, or research funded by this grant at the sole discretion of the Foundation.
12. **Grant Announcements.** Grantee may cite "*The Ignite Fund of The Roberts Foundation*" as a donor in its annual reports, donor lists, and tax returns. Grantee must obtain the Foundation's prior written approval of any other publications or communications referencing the Foundation or the grant, which the Foundation may withhold in its complete and sole discretion. The Foundation may include information on the grant in its periodic public reports.
13. **Indemnification.**
 - a. Grantee irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless the Foundation, its officers, directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly, indirectly, wholly, or partially arising from or in connection with any act or omission of Grantee, its employees, or agents, in applying for or accepting the grant, in expending or applying the grant funds, or in carrying out any project or program to be supported by the grant. The provisions of this paragraph 13(a) and Grantee's obligations hereunder shall survive any termination, expiration, or rescission of this Agreement.
 - b. The Foundation irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless the Grantee, its officers,

directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly or wholly arising from any act or omission of the Foundation, its employees, or agents in funding the grant. The provisions of this paragraph 13(b) and Foundation's obligations hereunder shall survive any termination, expiration, or rescission of this Agreement.

14. **No Agency.** Grantee is solely responsible for all activities supported by the grant funds, the content of any product created with the grant funds, and the manner in which any such product may be disseminated. This Agreement shall not create any agency relationship, partnership, or joint venture between the parties, and Grantee shall make no such representation to anyone.
15. **Further Acknowledgments of Grantee.** Grantee acknowledges that it understands its obligations imposed by this Agreement, including but not limited to those obligations imposed by reference to the IRC.
16. **No Waivers.** The failure of the Foundation to exercise any of its rights under this Agreement shall not be deemed to be a waiver of such rights.
17. **Remedies.** If the Foundation determines, in its sole discretion, that Grantee has substantially violated or failed to carry out any provision of this Agreement, including but not limited to failure to submit reports when due, the Foundation may, in addition to any other legal remedies it may have, refuse to make any further grant payments to Grantee under this or any other grant agreement, and the Foundation may demand the return of all or part of the grant funds not properly spent or committed to third parties, which Grantee shall immediately repay to the Foundation. The Foundation may also avail itself of any other remedies available by law.
18. **Captions.** All captions and headings in this Agreement are for the purposes of reference and convenience only. They shall not limit, expand, or otherwise affect the meaning of any of the provisions of this Agreement.
19. **Exhibits.** The Exhibits to which this Agreement refers are an integral part of this Agreement and are incorporated herein by reference. Any of such Exhibits that are not attached to this Agreement when it is executed and delivered by any party shall be prepared and supplied by the appropriate party and, upon the approval of the other party in writing, shall be attached to this Agreement and become a part hereof.
20. **Entire Agreement.** This Agreement supersedes any prior or contemporaneous oral or written understandings or communications between the parties and constitutes the entire agreement of the parties with respect to its subject matter. Except as otherwise provided in paragraph 7 of this Agreement, this Agreement may not be amended or modified, except in a writing signed by both parties.

21. **Severability.** The invalidity or unenforceability of any provision of this Agreement in any circumstances shall in no way affect the validity or enforceability of that provision in other circumstances or of any other provision hereof in any circumstances.
22. **Successors.** This Agreement shall bind and inure to the benefit of the parties and their respective successors, assigns, legatees, designees, legal representatives, executors and administrators, but no party shall assign or delegate this Agreement or any rights, interests or obligations hereunder without the prior written consent of the other party and any attempted or purported assignment or delegation without such consent shall be void.
23. **Governing Law; Venue.** This Agreement shall be governed by the laws of the State of California applicable to contracts to be performed entirely within the State. For the purpose of any action or proceeding arising out of or relating to this Agreement, each of the parties hereto irrevocably (a) submits to the exclusive jurisdiction of the state courts of California and to the jurisdiction of the United States District Court for the Northern District of California and (b) agrees that all claims in respect of such action or proceeding shall be heard and determined exclusively in any California state or U.S. federal court sitting in the City and County of San Francisco, California.

SIGNATURE PAGE FOLLOWS

Please have an authorized officer of your organization sign this Agreement and return it to the Foundation. Please keep a copy of the signed Agreement for your files. Please direct all future communications concerning this grant to your program officer. On behalf of the Foundation's board and staff, let me express how delighted we are to support your organization.

Sincerely,

Linnea Roberts, Vice President

Accepted for City and County of San Francisco, SFMTA Muni by:

Authorized Signature

Date

Name

Title



Daniel Lurie, Mayor

Janet Tarlov, Chair
Stephanie Cajina, Vice Chair
Mike Chen, Director
Alfonso Felder, Director

Steve Heminger, Director
Dominica Henderson, Director
Fiona Hinze, Director

Julie Kirschbaum, Director of Transportation

SFMTA Youth Career Pathways into the Trades

Exhibit A: Planning Grant Goals

Planning Grant partners are to establish 3–4 measurable goals focused on creating or expanding earn-and-learn opportunities within their organization (e.g., internships, pre-apprenticeships, apprenticeships, or paid training roles). These goals should guide planning, partnership development, and readiness to launch sustainable work-based learning models.

1. **Program Design:** Design or expand structured, paid earn-and-learn roles with clear learning objectives and supervision.
2. **Partnership Development:** Build or strengthen partnerships with schools, training providers, or workforce organizations to support participants.
3. **Employer Capacity:** Develop internal systems (onboarding, mentorship, supervision) to effectively host and support participants.
4. **Job Role Mapping:** Identify entry-level roles suitable for earn-and-learn pathways and define advancement opportunities for permanent jobs.
5. **Measurement & Evaluation:** Develop a simple framework to track progress and outcomes (e.g., number of earn-and-learn participants hosted, hours worked, completion and conversion rates).

Select 3–4 goals from the categories above that best fit your organization’s development phase. Each goal should include a measurable deliverable or indicator of progress tied to expanding earn-and-learn opportunities. **Submit finalized goals by November 30, 2025.**

Grant Term:

January 1st, 2026 – December 31st, 2026 | Final Report Due: January 15th, 2027

The SFMTA Youth Career Pathways into the Trades planning grant focuses on building sustainable earn-and-learn pathways for youth through three core strategies:

1. **Measurement & Evaluation** – Establish a robust tracking system to monitor participation, demographics, hours worked, completion rates, and conversion to apprenticeships or permanent roles, ensuring accountability and impact.
2. **Employer Capacity** – Strengthen internal systems by training mentors, hosting site visits, and expanding career development workshops, creating a supportive environment for youth success.
3. **Program Design** – Enhance program quality through digital evaluations, continuous feedback loops, and skill recognition via badges and certificates, aligning learning objectives with industry needs.



Goal	Metrics	Deliverables	Supporting Partnerships
Measurement & Evaluation	<ul style="list-style-type: none"> • Total # of participants hosted by program type & division • Demographic breakdown (age, gender, ethnicity, school status) • Total hours worked per participant and across program • Average duration of placement • Completion rate of planned high school internship and pre-apprenticeship • Conversion rate to next-step opportunities such as apprenticeship, permanent role, and retention efforts 30/60/90 days, etc.) 	<p>Expand current database and merge into dashboard visualization segmented by:</p> <ul style="list-style-type: none"> • Participation • Engagement • Completion and Conversion Rates 	<p>SFUSD, City College, JVS</p> <p>SFMTA Teams: HR, IT, Maintenance</p>
Employer Capacity	<ul style="list-style-type: none"> • # of mentors trained • # of site visits for JVS, SFUSD and City College faculty & staff • # of new hosting site explored • Career development workshop attendance • Resume completion rate 	<p>Capacity Building for Mentors:</p> <ul style="list-style-type: none"> • Orientation for MTA supervisors co-facilitated by SFUSD, City College, and SFMTA HR team • Site visits for SFUSD and City College faculty to build trust and reinforce classroom instruction <p>Canvassing Internal Teams:</p> <ul style="list-style-type: none"> • Explore additional SFMTA sites willing to host students <p>Career Development/Team Building:</p> <ul style="list-style-type: none"> • Early career workshops on applying to City jobs and resume best practices 	<p>SMEs within Transit (Fleet/Rail Maintenance)</p> <p>Workforce Development (HR)</p> <p>SFMTA Division Reps</p> <p>SFUSD, City College of SF, and JVS</p>



Goal	Metrics	Deliverables	Supporting Partnerships
Program Design	<ul style="list-style-type: none"> • # of digital evaluations completed • Track relevant program satisfaction themes from students and mentors • # of new skills, courses completed, added and badges issued 	<p>Improve the quality, timeliness, and accessibility of feedback from students & mentors; highlight core skills achievement.</p> <p>Digital Evaluation Forms:</p> <ul style="list-style-type: none"> • Integrate SFUSD Student Intern Assessment & SFMTA paper evaluations into a comprehensive digital form • Incorporate biweekly self-assessment for continuous program improvement • Post-cohort program satisfaction evaluation <p>Skills Summary & Certificate of Completion:</p> <ul style="list-style-type: none"> • Create an SFMTA-branded “digital badge” summarizing core skills, rotations, dual enrollment courses, professional skills, OJT hours, and special projects 	<p>SMEs within Transit (Fleet/Rail Maintenance)</p> <p>SFMTA Division Reps</p> <p>Learning & Development</p> <p>SFUSD, City College of SF, and JVS</p>