

File No. 100348

Committee Item No. \_\_\_\_\_

Board Item No. 27

**COMMITTEE/BOARD OF SUPERVISORS**  
AGENDA PACKET CONTENTS LIST

Board of Supervisors Meeting

Date March 23, 2010

**Cmte Board**

- |                          |                                     |  |
|--------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/>            | Motion                                       |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/> | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/> | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/> | <input type="checkbox"/>            | Budget Analyst Report                        |
| <input type="checkbox"/> | <input type="checkbox"/>            | Legislative Analyst Report                   |
| <input type="checkbox"/> | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/> | <input type="checkbox"/>            | Introduction Form (for hearings)             |
| <input type="checkbox"/> | <input type="checkbox"/>            | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/>            | MOU  |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/> | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/> | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/> | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/> | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/> | <input type="checkbox"/>            | Public Correspondence                        |

**OTHER** (Use back side if additional space is needed)

<input type="checkbox"/>	<input type="checkbox"/>	_____
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<input type="checkbox"/>	<input type="checkbox"/>	_____

Completed by: Annette Lonich Date March 18, 2010

Completed by: \_\_\_\_\_ Date \_\_\_\_\_

An asterisked item represents the cover sheet to a document that exceeds 25 pages.  
The complete document is in the file.

**INTRODUCTION FORM**

By a member of the Board of Supervisors or the Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2010 MAR 16 PM 2:57

Time Stamp or  
Meeting Date

I hereby submit the following item for introduction:

- \_\_\_ 1. For reference to Committee:  
An ordinance, resolution, motion, or charter amendment.
- 2. Request for next printed agenda without reference to Committee
- \_\_\_ 3. Request for Committee hearing on a subject matter.
- \_\_\_ 4. Request for letter beginning "Supervisor \_\_\_ inquires..."
- \_\_\_ 5. City Attorney request.
- \_\_\_ 6. Call file from Committee.
- \_\_\_ 7. Budget Analyst request (attach written motion).
- \_\_\_ 8. Substitute Legislation File Nos.
- \_\_\_ 9. Request for Closed Session
- \_\_\_ 10. Board to Sit as A Committee of the Whole

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

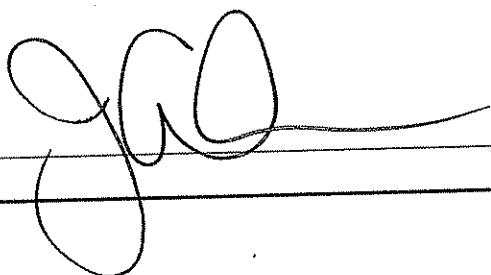
Note: For the Imperative Agenda (a resolution not on the printed agenda), use a different form.]

Sponsor(s): Supervisor Supervisor Avalos

SUBJECT: \_\_\_\_\_

The text is listed below or attached:

Accept and Expend Resolution for the San Francisco Foundation Grant to support the Department's Youth Stewardship Program.

Signature of Sponsoring Supervisor: 

For Clerk's Use Only:

1 [Accept and Expend Grant - Youth Stewardship Program - \$20,000]

2 **Resolution authorizing the San Francisco Recreation and Park Department to accept**  
3 **and expend a grant in the amount of \$20,000 to support the San Francisco Recreation**  
4 **and Park Department Youth Stewardship Program 2009-2010.**

5  
6  
7 WHEREAS, The San Francisco Foundation's environmental fund provides funding to  
8 non profits organizations and public agencies to promote sustainable practices and equitable  
9 development that guarantee livable communities and healthy environments; and,

10 WHEREAS, The Youth Stewardship Program has been engaging youth, 3<sup>rd</sup>-12<sup>th</sup> grade  
11 in habitat restoration and environmental education projects in parks city-wide for the past the  
12 twelve years; and,

13 WHEREAS, The Youth Stewardship Program meets the objectives of the San  
14 Francisco Foundation environmental fund; and,

15 WHEREAS, The San Francisco Foundation's grant will be allocated to non-profit Urban  
16 Service Project for Contractual services; and,

17 WHEREAS, The grant does not include indirect funds to maximize the use of the grant;  
18 and,

19 WHEREAS, The grant does not require an ASO amendment; and

20 WHEREAS, The Recreation and Park Commission by Resolution number **0703-007** did  
21 recommend the San Francisco Board of Supervisors to apply, accept and expend a grant in  
22 the amount of up to \$30,000 from the San Francisco Foundation for the Recreation and Park  
23 Department's Volunteer Services Division; now, therefore, be it

FILE NO.

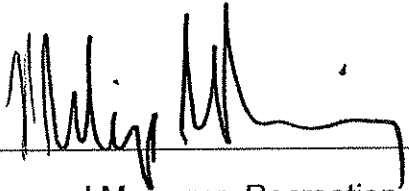
RESOLUTION NO.

1 RESOLVED, That the Board of Supervisors authorizes the General Manager of the  
2 Recreation and Park Department to retroactively accept and expend a grant in the amount of  
3 \$20,000 for the Youth Stewardship Program from the San Francisco Foundation; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors waives inclusion of indirect  
5 costs in the grant budget; and, be it


6 FURTHER RESOLVED, That the Board of Supervisors appoints the General Manager  
7 of the Recreation and Park Department, or his designee, to conduct all negotiations, execute  
8 and submit all documents including, but not limited to, applications, agreements, and so on,  
9 which may be necessary for the completion of the aforementioned program.  
10

11 Recommended:

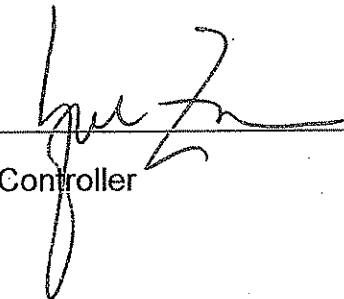
12  
13   
14 \_\_\_\_\_

15 General Manager, Recreation and Park Department  
16

17 Approved:

18  
19   
20 \_\_\_\_\_

21 Mayor  
22

23   
24 \_\_\_\_\_  
25

Controller

File Number: \_\_\_\_\_  
(Provided by Clerk of Board of Supervisors)

**Grant Information Form**  
(Effective March 2005)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to apply, accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: Youth Stewardship Program
2. Department: San Francisco Recreation and Parks Department
3. Contact Person: Kristin Bowman Telephone: 831-6325
4. Grant Approval Status (check one):  
 Approved by funding agency  Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$20,000
- 6a. Matching Funds Required: \$ NA  
b. Source(s) of matching funds (if applicable):
- 7a. Grant Source Agency: San Francisco Foundation  
b. Grant Pass-Through Agency (if applicable):
8. Proposed Grant Project Summary: To provide San Francisco students with hands-on conservation opportunities and environmental education to foster their interest in healthy natural and social communities
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: May 1, 2009 End-Date: June 1, 2010
- 10a. Amount budgeted for contractual services: \$20,000  
b. Will contractual services be put out to bid? no  
c. If so, will contract services help to further the goals of the department's MBE/WBE requirements?  
d. Is this likely to be a one-time or ongoing request for contracting out? On-going
- 11a. Does the budget include indirect costs?  Yes  No  
b1. If yes, how much? \$  
b2. How was the amount calculated?  
c. If no, why are indirect costs not included?  
 Not allowed by granting agency  To maximize use of grant funds on direct services  
 Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs?

12. Any other significant grant requirements or comments:

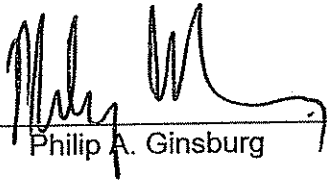
**\*\*Disability Access Checklist\*\***

13. This Grant is intended for activities at (check all that apply):

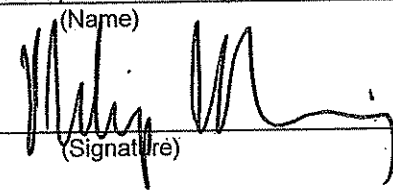
- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Existing Site(s)      | <input type="checkbox"/> Existing Structure(s)      | <input checked="" type="checkbox"/> Existing Program(s) or Service(s) |
| <input type="checkbox"/> Rehabilitated Site(s) | <input type="checkbox"/> Rehabilitated Structure(s) | <input type="checkbox"/> New Program(s) or Service(s)                 |
| <input type="checkbox"/> New Site(s)           | <input type="checkbox"/> New Structure(s)           |   |

14. The Departmental ADA Coordinator and/or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

Departmental or Mayor's Office of Disability Reviewer:  \_\_\_\_\_  
Philip A. Ginsburg

Date Reviewed: February 9, 2010

Department Approval: Philip A. Ginsburg, General Manager, Recreation and Park Department  
(Name) (Title)  
 \_\_\_\_\_  
(Signature)

- Donor Center
- Grantee Center
- Contact
- The San Francisco Foundation

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Golden Gate Bridge

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- o [Employment Opportunities](#)
- o [Contact & Directions](#)

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- o [Arts & Culture](#)
- o [Community Development](#)
- o [Community Health](#)
- o [Education](#)
- o [Environment](#)
- o [Social Justice](#)
- o [Koshland Program](#)
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- o [Special Projects & Funding Collaboratives](#)
- o [Multicultural Fellowship Program](#)
- o [Awards Programs](#)

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- o [Workshops for Grantseekers](#)
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## Preview / Submit

### San Francisco Recreation and Parks Department Vol Program

Hello, Kristin Bowman

[Home](#) [Grant Opportunities](#) [My Applications](#) [My Grants](#) [My Profile](#)

You have now reached the last step of your application. Please carefully review the complete content of your application below. If you would like to make changes, please select "Edit" in the appropriate section. At the bottom, you can save your application for later, or click "Submit Application" to complete your application now. You and the Primary Grantee Center User will receive a confirmation email that includes the content of your application; you can also view your submitted application content at any time from the My Applications tab. You may also use the print feature in the upper right of the page to print your application for your records.

#### Application overview

Tracking Id: 59579  
 Contact: Kristin Bowman  
 Grant Amount 27,000.00  
 Program Area Environment

Grant Purpose: The SFRPD's Volunteer Program is requesting funds to help sustain and develop the Youth Stewardship Program (YSP). YSP is a conservation program that serves SF's underserved youth at no cost. The funds requested from TSFF will support two, full-time environmental educator interns.

Request Duration: 12

#### Part I Static Info



Please enter the email address for the primary grant contact.

kristin.bowman@sfgov.org

\*Please Select the Type of Support this request is for:

Project Support

\*What is your organization's total budget for the current fiscal year?

441,000.00

\*Please tell us what your total project budget is. (If you are requesting Core Operating Support please enter your total organization budget.)

142,347.00

\*Is this a new project or continuing support?

#### Narrative

\*Please provide a **narrative** that describes why your work matters to the community you serve. It should

include the scope, impact, history, and need/niche for your request. If relevant, also describe briefly the

role of partners and/or volunteers. Your answer will be limited to two pages (7500 characters).

#### History

The San Francisco Recreation and Park Department's (SFRPD) Youth Stewardship Program (YSP) is in its 12th year of providing dynamic, hands-on environmental education, habitat restoration and youth empowerment activities to urban youth in the city's natural areas and parks. The program was started by Kristin Bowman, the current Director of the SFRPD's Volunteer Program, as one of her first initiatives with the Department. YSP's mission is to foster in youth their important role in building healthy natural and social communities. YSP's hands-on conservation activities for youth and teachers develop a more ecoliterate San Francisco community. According to a peer-review evaluation conducted by Pathfinder International Consulting in 2007, the only recommendation is for YSP to increase staff and expand the program.

#### Scope

YSP is highly successful because it benefits many sectors of the San Francisco community. The habitat restoration work provided by student and teacher volunteers is invaluable to the maintenance, enhancement and protection of San Francisco's unique park lands inhabited by rare and endangered native flora and fauna. YSP youth and teachers gain a deeper understanding of nature in their own backyards, learn the importance of protecting open space and engage in hours of standards-based science and environmental education. YSP also nurtures environmental education interns. Interns gain skills in leading habitat restoration projects, engaging students in multidisciplinary hands-on activities, and developing and coordinating service learning projects—a full year of career development and leadership training. This internship provides a stepping stone to careers in natural resource management, volunteer management, and education.

#### Impact and Need

San Francisco's landscape has been drastically altered over the last 250 years. The remaining fragmented native habitat is compromised by invasive non-native plants and erosion. Under the leadership of YSP, students from underserved schools across San Francisco are taught about the importance of the natural area located in their own backyard. Students engage in habitat restoration activities to protect and enhance the land to support the rich biodiversity found in these areas. During the 2007-2008 school year, 13 classes contributed more than 1500 hours of habitat restoration and received over 3,000 hours of science and environmental education in their local parks. YSP leads youth in service-learning projects within the following natural areas: Bayview Hill, Mount Davidson, Lake Merced, Pine Lake, Oak Woodlands in Golden Gate Park, McLaren Park, and Glen Canyon. YSP offers a comprehensive program tailored to meet San Francisco teachers' needs. The

comprehensive program consists of an initial class visit, followed by five field trips to a local park. YSP exposes students to an outdoor service-learning environment that is physically engaging and challenging. Half of each trip is dedicated to hands-on habitat restoration projects while the other half focuses on a specific education theme. Themes include: Sense of Place, Plant Adaptations, Water & Soil, Animal Adaptations and Interdependence.

YSP participants take ownership over their local park and become invested in nurturing the habitat for the greater good of native plants and animals, and their community as a whole. Students build upon essential life skills, such as teamwork, empowerment and leadership. Service-learning sandwiched with classroom activities enhances students' understanding and respect for the environment. Students, who otherwise struggle in the traditional classroom, often excel within YSP. The program is designed to help classes meet California State Board of Education content standards in fun, hands-on, creative ways. The program culminates with a youth-led community action project. The community action project serves as an opportunity for students to reflect and to build community awareness. Teachers' positive feedback and an overwhelming desire to continue working with YSP year after year are proof of the program's success.

The following are teacher quotes:

"Each component builds on the others to make YSP a strong program. The restoration work is certainly the hook for the students and what they often remember the most. However, the other activities, particularly those with a critical thinking focus, are also important. I also can't overlook the full day of activity: there is a solid physical education component, as well. Thank you for offering such a gem of a program to our students." —Kay Kirman, Miraloma Elementary

"I see an increased concern about the environment and the place in which we live among my students. This is evident in their conversations during Science and in their concern about the types of plants planted in the school's garden." —Sandra Camp, Byrant Elementary

"My students took ownership of "their park," and were especially proud of all their hard work. They were always excited to see the changes or progress every time we had a field trip. I love this program!" —Cheryl McCue, West Portal Elementary

Research demonstrates the importance of youth spending time in nature for healthy development. Unfortunately, opportunities for youth to spend time in nature continue to diminish. The SFRPD is committed to offering this youth conservation program because of the multi-dimensional benefits to the land, youth and SF neighborhoods.

#### Partnerships

YSP is part of the Stewardship and Environmental Education Collaborative of San Francisco (SEEC-SF). YSP, the Green Schoolyard Alliance, Literacy for Environmental Justice, California Academy of Sciences, Kids in Parks, Golden Gate National Parks Conservancy and the Presidio Trust collaborate to provide innovative environmental education and stewardship opportunities to as many youth as possible. The following themes unite these organizations: restoration & stewardship, biodiversity, place-based learning, and environmental justice. A major goal of SEEC-SF is to produce high school graduates that respect and understand the amazing diversity and uniqueness of the natural San Francisco environment. Current goals of SEEC-SF include: to map and track schools being served by SEEC-SF to determine the greatest area of need; and to coordinate with the new SFUSD Sustainability Director to assess service learning needs of the District.

YSP's success is also highly dependent on a strong collaboration created in 1998 between the SFRPD and the SF Urban Service Project (USP). USP hires, trains, and supports young adults to work with youth empowerment programs at local public schools and community organizations. USP places two very talented college graduate interns with YSP to lead classroom visits and field trips each year. With the Recreation and Park Department's Volunteer and Education Coordinator position filled, YSP will serve 20 classes during the 2008-2009 school year, compared to the 13 classes served in 2007-2008. The Volunteer and Education Coordinator will develop the program, supervise interns, lead projects, oversee evaluation, fundraise and collaborate with additional partners in 2009-2010. New goals for 2009-2010 include: increasing partnerships with after school programs, piloting a teen stewardship program, and adopting REIs' PEAK program to teach students open space leave no trace principles.

### Outcomes

What are the **main outcomes** for which you are requesting support? *Your proposal must have at least one outcome, however there you may have up to three. (585 characters)*

#### \*Outcome 1

1) Students will help to restore vital riparian, grassland, dune and woodland communities to protect rare or endangered native plant and animal populations, address erosion issues, and improve habitat value, access and aesthetics. Students will engage in invasive plant removal, planting, plant maintenance, erosion control, and water quality sampling. Students will provide over 2000 hours of habitat restoration at seven park locations.

#### Outcome 2

2) Twenty classes will learn valuable academic lessons and life skills. YSP will help youth meet environmental education and science content standards set forth by the California State Board of Education. Content standards are tailored to grade level and teacher needs. Students will learn concepts such as plant and animal adaptations, water quality, biodiversity and conservation. Students will develop a deeper connection to the natural world and gain confidence in their ability to foster healthy social and natural communities.

#### Outcome 3

3) Environmental education interns will attain a myriad of professional skills. Interns will gain the skill and confidence to teach hands-on, inquiry based, multidisciplinary programs and lead habitat restoration projects with students in 3rd-12th grade. Interns will establish themselves within the local environmental education and service learning network, as well as within the San Francisco Unified School District. Interns will gain experience and skill in volunteer coordination and program development.

### Activities

What are the most important **activities** that will help you achieve those outcomes? Include frequency/duration of program events or services provided. *Only one activity is required. (360 characters)*

#### \*Activity 1

1) Train two recent college graduates over a 10-month period in hands-on, inquiry-based teaching techniques, natural & cultural history, habitat restoration strategies, local ecology, water conservation practices, plant and animal identification and adaptations, and program development, coordination and evaluation.

#### Activity 2

2) In Fall 2009, Volunteer and Education Coordinator and environmental education interns will plan and host a teacher welcome and orientation for new and returning teachers. Teachers will network, review curriculum, plan pre and post field trip classroom activities and schedule YSP in-class

presentations and field trips for the entire school year.

#### Activity 3

3) Engage 20 classes 3-5 times throughout the school-year at one of seven park locations. Lead school groups in habitat restoration projects and environmental education. Provide California State Board of Education content standards-based science and environmental education.

#### Activity 4

4) Conduct teacher and student evaluations and reflections to better understand the impact of YSP and to improve the program. Distribute, collect and review pre and post student surveys. Maintain records including daily narratives, monthly statistics, year-end reports and student intake forms.

#### Activity 5

5) Continue working with partner organizations including SEEC-SF, San Francisco Urban Service Project, SFRPD Natural Areas Program, SF Unified School District, REI and underserved elementary, middle & high schools to participate in, plan, support, evaluate and enrich YSP.

### Evaluation

\*Please describe how your organization will evaluate the success of the project you are proposing? *(The Foundation recognizes that it is not necessary to hire outside experts to have a solid evaluation plan. We do expect that you will know what success looks like and how you will know you achieved it.) (1045 characters)*

In 2007, independent evaluator Pathfinder International Consulting directed YSP and SEEC—SF in a peer review process. Through a series of site visits and in-depth participant interviews, partner organizations evaluated programs based on shared goals and objectives utilizing an Appreciate Inquiry approach. This peer evaluation process concluded that the YSP excels in three areas—empowering participants, engendering a sense of wonder, and revitalizing participant's connection to nature. One of the greatest strengths of the program is the use, appreciation and restoration of local parks. YSP's hands-on and meaningful work shifts students into a high level of engagement with the natural world and the community. Pathfinder's only recommendation for the program is for YSP to increase staff to reach more students.

In addition, teacher evaluations and student reflections are distributed, collected and reviewed. In 2008-2009, YSP is also conducting pre and post surveys to understand YSP's impact on student behavior/knowledge.

### Other Project Information and Impacts

Your project may have **other positive impacts or information** that are not reflected above. If so, please describe here. For example, does it have local, state, or federal policy implications, benefits to other service providers, and/or regional impact in addition to the positive impact to the Bay Area? *(1520 characters)*

The San Francisco Recreation and Park Department's Natural Areas Program (NAP) provides YSP with goals and objectives for the restoration projects. The restoration projects are guided by the Natural Areas Management Plan. In addition, NAP provides training on restoration techniques. NAP also provides the necessary materials for restoration projects including native plants. The restoration projects improve habitat value, access, aesthetics, and create natural greenways to support native plants and animals including federally listed rare, threatened and endangered species.

### Budget Information

The Foundation is interested in knowing the financial plan for the work you will conduct during our grant period. We ask that you check the projected start date for the grant you are requesting. The timeline is available on our website.

### City or University Departments

Please use the Organization column for department revenue and expenses.

Required Documents

Audited Financial Statements from Fiscal Sponsor

Document Description: If your project has a fiscal sponsor, please attach the most recent audit.

Description:

Upload:

Faxed/Mailed On:

Request Reason for Request:

Document Waiver

Document Status /

Date:

Audited Financials for Applicants

Document Description: If your organization has an annual budget of \$1,000,000 or more, please submit your most recent audit report. (We will accept an audit dated within 2 years of today's date.)

Upload:

Faxed/Mailed On:

Request Reason for Request:

Document Waiver

Document Status /

Date:

Board List

Document Description: List of board members that includes affiliations, telephone numbers, and indicates officers. Projects with fiscal sponsors please provide a list with your advisory board.

Upload: Recreation and Park Commissioners.doc

Faxed/Mailed On:

Request Reason for Request:

Document Waiver

Document Status /

Date: 1/10/2009

Financial Statements

Document Description: Please provide your organization's financial statements for the last three year's. This includes an income statement, balance sheet, and a cash flow statement. These can be zipped into one file and uploaded.

Upload: SFRPD 08-09 Budget.xls

Faxed/Mailed On:

Request Reason for Request:

Document Waiver  
Document Status /  
Date: 1/15/2009

IRS Form 990 for applicants

Document Description: Organizations with annual budgets less than \$1,000,000 please submit a copy of most recently filed IRS Form 990.

- Upload:
- Faxed/Mailed On:
- Request Reason for Request:

Document Waiver  
Document Status /  
Date:

Letter of Resolution - from Fiscal Sponsor

Document Description: The Foundation would like documentation indicating that the fiscal agent is aware that funds are being requested from TSFF. The letter should name The San Francisco Foundation. Sample text: "The [fiscal agency name] authorizes the submission of a proposal in the amount of [x dollars] to The San Francisco Foundation." We recognize that it may be impractical to get the Letter of Resolution signed by the proposal deadline. In this case, please request a waiver stating when this document will be available. Forward the Letter as soon as it is available. Your grant request cannot be recommended to the Foundation's Board of Trustees until we have the Letter of Resolution.

- Upload:
- Faxed/Mailed On:
- Request Reason for Request:

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Document Status /  
Date:

Staff Bios

Document Description: Please provide a list of key staff members and a brief biography.

- Upload: staff\_bio.doc
- Faxed/Mailed On:
- Request Reason for Request:

Document Waiver  
Document Status /  
Date: 1/10/2009

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San Francisco Foundation Grant Budget for the Youth Stewardship Program

\$20,000

Contractual environmental education services  
San Francisco Urban Service Project







Date: November 22<sup>nd</sup>, 2008  
To: Recreation and Park Commission  
Thru: Lisa Seitz, Outreach, Education and Customer Service Manager  
From: Kristin Bowman, Director of Volunteer Services

Agenda Item Wording:

Discussion and possible action to recommend to the Board of Supervisors to approve the Department's Volunteer Program to apply, accept, and expend a grant up to \$30,000 from the San Francisco Foundation to support the Volunteer Program's Youth Stewardship Program (YSP). The Volunteer Program requests to submit a grant to San Francisco Foundation to help fund the Youth Stewardship Program environmental education interns for fiscal year 2009-2010.

The Youth Stewardship Program's mission is to foster in youth an understanding of their important role in helping to build healthy social and natural communities. YSP engages up to 1000 students each year in service learning experiences. Students participate in habitat restoration, gardening and environmental education activities that support the San Francisco Unified School District and California state education standards. Students work in parks city-wide throughout the school year. YSP's award winning program is in its 12<sup>th</sup> year of operation and is highly valued by the community.

Recommendation: Apply, accept and expend grant up to \$30,000  
People notified: San Francisco Parks Trust, Jared Blumenfeld, Lisa Seitz, Katharine Petrucione,  
People opposed: none known  
Cost: no cost



