



FUTURE READY BEXAR COUNTY

*Ensuring an Equitable Recovery
for Bexar County's Young People*



From Pledge to Plan

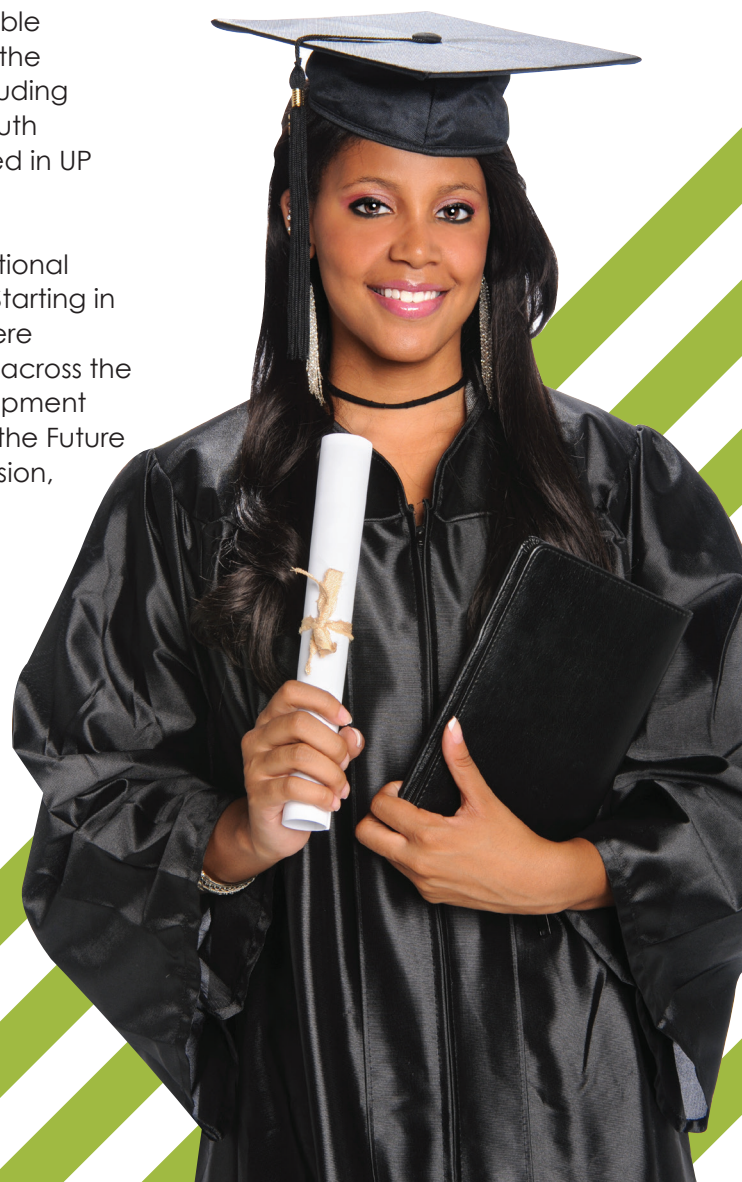
Bexar County has nearly 710,000 young people between the ages of 0 and 24. ¹Geographical, racial, ethnic, and economic disparities continue to shape far too many of their destinies. ²This is a longstanding pattern that was exacerbated by the COVID-19 pandemic. ³To counter these disparities, our community of leaders is embracing a shared mission: to ensure that all young people in Bexar County are ready for the future.

Future Ready Bexar County is a plan to guide shared action at both the countywide and community levels. It provides leaders the shared language, goals, metrics, and practices needed to drive real progress at scale. The plan's North Star is: By 2030, we will increase the percentage of Bexar County High School graduates enrolling in a postsecondary degree or credential program to 70%. Additionally, the plan advances three equity pillars that are essential for young people's success in and out of school: *healing, access, and voice*.

Future Ready Bexar County builds on the success of the Equitable Recovery Pledge advanced by UP Partnership at the onset of the pandemic, which received over 100 executive signatures, including from the Mayor and the leaders of our community's largest youth facing systems. The plan also builds on the research summarized in UP Partnership's "Interwoven Futures" report released in 2020.

The planning process was anchored by UP Partnership, the National Resource Network, and Communities in Schools-San Antonio. Starting in April 2021, in-depth institutional interviews and focus groups were conducted, yielding plan input from hundreds of stakeholders across the community, systems, and regional levels. This led to the development and ratification of the plan's equity pillars and the creation of the Future Ready Alignment Framework, which first outlined the shared vision, goals, metrics, and actions across all stakeholders.

UP Partnership is the backbone organization for the plan's implementation. It will serve as the primary convener and centralized support center, but other major intermediaries will also play active roles. These intermediaries typically do not directly serve young people, but they influence relevant practices and policies through funding, capacity building, and/or network organizing. Examples of intermediary institutions that will support the plan's implementation include the City of San Antonio's City Manager's Office, Education Service Center-Region 20, the San Antonio Area Foundation, Spurs Sports and Entertainment, and the United Way of San Antonio and Bexar County.



Future Ready Bexar County Plan Goals

What does the plan aim to accomplish?

All young people in Bexar County will be ready for the future when the systems that support their development promote healing, access, and voice rather than punishment, disconnection, and isolation. When realized, young people's pathways will not be predetermined by geography, race, ethnicity, income or household income. We are working to make this vision a reality at the community, system, and regional levels, supporting Future Ready partners while also supporting broader alignment across the PreK-12, higher education, nonprofit youth development, local government, philanthropic, juvenile justice and workforce sectors.

Goals by Equity Pillar

Healing

Young people will be future ready when they all have the developmental relationships and healing supports they need.

- ◆ Young people get the support they need in their communities to overcome trauma and elevate their strength and resilience.
- ◆ Young people remain connected to college and career pathways, even when difficult challenges arise.
- ◆ Professionals and caring adults serving young people are trauma-informed and build positive, developmental relationships with young people.
- ◆ Systems embed wellness, restorative practices, and positive youth development into their governance structures.

Access

Young people will be future ready when they can all access high quality education and career opportunities.

- ◆ Young people are supported to enroll, attend, and succeed in postsecondary programs that lead to living wage careers.
- ◆ Young people are benefitting from key resources (including internet and technology) and supports (including high-quality out-of-school time programs).
- ◆ Systems and organizations implement outreach and (re)engagement strategies to (re)connect young people to school & living wage career paths.

Voice

Young people will be future ready when their voices are heard and their leadership potential is nurtured.

- ◆ Adults, systems, & communities work with youth to prepare them to be the next generation of leaders.
- ◆ Young people are asked to identify their needs and contribute to problem-solving efforts.
- ◆ Young people are prepared to join and influence decision making tables.
- ◆ Young people's ideas are given credit & implementation support by adults.

A robust, qualified, and representative workforce is serving our young people, from cradle to career.

We referenced and directly aligned with the work of Corporate Partners for Racial Equity, ReadyKid SA, SA Digital Connects, and Greater:SATX's Regional Economic Competitiveness Plan in building the above goals, as well as their corresponding metrics and indicators. These goals are also compatible with the Workforce Solutions Alamo 2021-2024 plan and the overarching community vision held by SA2020. They are intended to reinforce major community initiatives, such as the Alamo Area Community Network, AlamoPROMISE, the ASPIRE Partnership, UTSA Bold Promise, SA Ready 2 Work, and the United Way Impact Councils.

Measuring Our Success

How will we know if the plan is working?

The North Star for Future Ready Bexar County is: By 2030, we will increase the percentage of Bexar County High School graduates enrolling in a postsecondary degree or credential program to 70%. It is an ambitious target that can only be achieved through cross-sector efforts. It is also a necessary step to achieve a postsecondary credential and, ultimately, a living wage career.

We have selected additional key metrics that will indicate whether we are making the progress we intend or whether we need to adjust strategy. The table below shows the outcomes and metrics that best capture success in each equity pillar. We also track sub-indicators and intermediary outputs that can further point us in the right direction and offer meaningful information about our progress. Visit an online dashboard on FutureReadySA.org for additional relevant metrics across the cradle-to-career pipeline. We will monitor the plan's progress as often as available data will allow, paying attention to both leading and lagging indicators of success.

**In order to
ensure young
people have...**

...we aim to

...by

Healing

Increase youth mental health & high school completion

- Increasing high school completion
- Increasing participation in quality out-of-school time programs
- Reducing suspensions and expulsions
- Reducing juvenile referrals, detentions, and supervisions

Access

Increase postsecondary success & living wage careers

- Increasing postsecondary enrollment in a degree or credential program
- Increasing number of students completing a degree or credential program at 2- and 4-year institutions
- Decreasing percentage of disconnected young people
- Increasing household access to affordable, high speed broadband Internet and technology

Voice

Increase youth voice leadership & power-sharing professionals













- Increasing number of young people contributing to problem solving and/or policy making in their communities
- Increasing number of young people reporting more influence and power at decision-making tables

...always with a commitment to Eliminate disparities by race, ethnicity, and geography

Strategies by Equity Pillar

What shared actions will be taken?

Below is a summary of the cross-sector action framework was created through the planning process. You can see the detailed Future Ready Alignment Framework on the UP Partnership website. The framework provides many ways for institutions to enter this work and make a difference, from changing programmatic practices, to forging productive partnerships, to passing (or repealing) policies, and making material changes to investments and resource allocations that advance the goals of each equity pillar. Lasting change for our young people will require commitment at each level – practice, partnership, policy, and investment – from institutions within each youth-serving sector. The strategies named below are grounded in research and have been designed with young people and practitioners at the center.

	Educational Institutions	Youth Development Agencies	Government & Justice	Business & Philanthropy
Healing Integrate restorative practices in institutions, replacing punitive approaches	 Increase training for personnel in restorative justice, trauma-informed care and developmental relationships.	 Train program staff and caring adults in restorative justice, trauma-informed care, and developmental relationships.	 Routinely monitor the school to prison pipeline and evolve interventions / supports to reduce harmful systems contacts.	 Invest in schools committed to ending the school to prison pipeline through inclusive discipline practices and policies.
Access Advance equitable enrollment practices in secondary and postsecondary institutions	 Create bridges between high schools and postsecondary partners to help students transition between systems.	 Collaborate with Future Ready partners to find solutions to access barriers within existing programs.	 Scale re-engagement centers and support their ability to reconnect young people with an education and/or career path.	 Help to sustain last-dollar college affordability initiatives.
Voice Grow institutions' capacity for centering youth voice and relationships	 Include students on governing bodies and create student advisory committees to engage diverse perspectives on key decisions.	 Provide staff professional development opportunities to learn best practices in sharing power with young people.	 Grow infrastructure for hearing from young people from groups for whom gaps in outcomes persist.	 Include young people on (advisory) boards, commissions, and/or task forces.

 Practice
  Partnership
  Policy
  Allocation

Countywide Implementation

How will this plan get put into action?

UP Partnership will serve as the backbone organization supporting the plan's implementation, including data measurement and coordination, collaborative improvement supports, leadership coaching, and convening. All partners will participate in the following ways from 2022 through at least 2025:

- Collect and share data needed to evaluate progress towards Future Ready outcomes.
- Use data to develop and refine programs and policies that drive towards equity and Future Ready outcomes.
- Work with other Future Ready partners to strengthen community resources and postsecondary / career pathways for young people.
- Work with other Future Ready partners to advocate for policy changes where relevant, allowable and beneficial.
- Involve an intergenerational team from each organization to support the implementation of the Future Ready plan.
- Leverage financial and/or in-kind institutional resources to support the implementation of the Future Ready plan, especially as it relates to the institution's formal commitments.
- Celebrate the progress of the Future Ready plan by spreading awareness about our efforts and advocating for others to get involved.

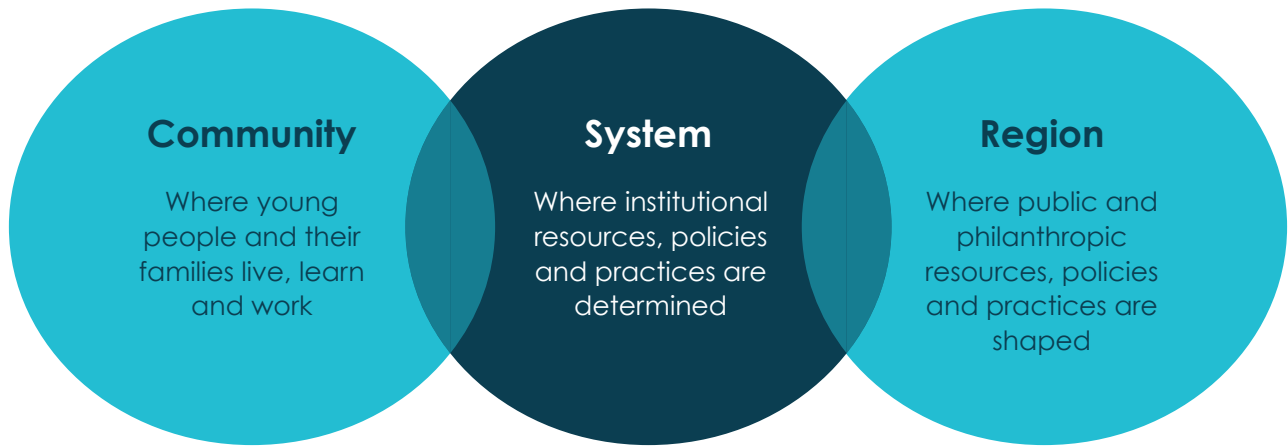
These commitments are documented in the Future Ready Bexar County Institutional Agreements signed with partners. These agreements help a broad cross-section of stakeholders will be supported to undertake new levels of coordination towards shared results, on an ongoing basis. The agreements are supported by UP Partnership staff, governed by the UP Partnership Board of Directors, and advised by the larger Future Ready Leadership Table. These agreements will also be supported by Bexar County's rich ecosystem of intermediary institutions.



Benefits of Alignment

How will this help young people and partners?

Through the aligned contributions of Future Ready partners, we will improve community and systems level outcomes across Bexar County, contributing to population-level gains at the regional level. As a result, young people will have access to better and more aligned supports, which they will be positioned to inform and help improve over time.



Community

Where young people and their families live, learn and work

System

Where institutional resources, policies and practices are determined

Region

Where public and philanthropic resources, policies and practices are shaped

Interlocking Benefits of Future Ready Bexar County by Level

Community-Level Benefits

- ◆ Youth and family leaders engaged in campus-level improvements with campus leaders providing useful data to support meaningful engagement.
- ◆ Supportive service pipelines mapped onto student journeys from early childhood through postsecondary.

System-Level Benefits

- ◆ Institutional role clarity and breaking down of silos inhibiting progress.
- ◆ New and more effective partnerships fostered across systems to close racial disparities.

Region-Level Benefits

- ◆ Proven efforts from innovative partnerships systematically scaled and sustained.
- ◆ Child- and youth-facing policies and budgets are strengthened and barriers are removed.

San Antonio and Bexar County are rich with leaders who are committed to advancing more equitable outcomes for young people. These leaders are actively working at the community, systems, citywide, and countywide levels. Institutions from all three of these levels actively informed the plan; participating in interviews, focus groups, surveys, and/or alignment conversations. Representatives from the following institutions, government departments, and actions networks have informed the plan to date:

Institutions Informing Future Ready Bexar County

Community Based Non-Profits:	Education & Workforce Systems:	Citywide/Countywide Intermediaries:
100 Black Men of San Antonio American Indians of Texas Big Brothers/Big Sisters of South Texas Black Outside Boy with a Ball San Antonio Boys & Girls Clubs of SA Children's Chorus of SA Communities in Schools-SA Culturlingua Empower House Family Service Association Gemini Ink Girls Inc. Girls Scouts of Southwest Texas Girls on the Run Good Samaritan Community Service Goodwill San Antonio Healy-Murphy Center HIS BridgeBuilders Association Kids Involvement Network Restore Education Roy Maas Youth Alternatives SA Sports SA Youth San Antonio Education Partnership San Antonio for Growth on the Eastside SAY SF YMCA YWCA YOSA	Alamo Colleges District CAST Schools East Central ISD Edgewood ISD ESC- Region 20 Harlandale ISD Judson ISD Northeast Lakeview College Northside ISD Northwest Vista College Palo Alto College Pre-K 4 SA San Antonio College San Antonio ISD Southwest ISD St. Phillip's College Texas A&M University-SA Trinity University University of Texas at SA University of Incarnate Word Workforce Solutions Alamo	Bexar County Education Coalition Bexar County Adult Probation Bexar County Juvenile Probation Bexar County School Board Coalition COSA- City Manager's Office COSA- Human Services COSA- Metropolitan Health COSA- Office of Equity COSA- Office of Innovation COSA- Office of the Mayor COSA- Workforce Development Center for Young Minds Charles Butt Foundation Corporate Partners for Racial Equity Diplomás Excel Beyond the Bell SA Firstmark Credit Union Greater: SATX / SA Worx IDRA Kronkosky Foundation My Brother's Keeper SA Our Tomorrow Network Opportunity Accelerator ReadyKid SA SA Digital Connects SA2020 San Antonio Area Foundation SA Chamber of Commerce Spurs Sports and Entertainment State Board of Education United Way of San Antonio & Bexar County USAA

Future Ready partners will benefit from increased alignment with one another, improvements in shared metrics and data insights, and enhanced policymaking. Partners will be supported to better coordinate with one another at the community level. They will enjoy greater access to publicly accessible data sets and will also gain new insights from original data collection. On the policy front, they will learn from one another's implementation of changes written into the Future Ready Alignment framework, such as scaling restorative discipline policies in public school districts and adopting "Ban the Box" postsecondary admissions processes, as well as one another's approaches to engaging young people in the work of policymaking.

Change on the Ground

How will coordination at the community level happen?

Future Ready Bexar County partners are actively serving many of the areas in San Antonio / Bexar County with the greatest inequities. For example, the most commonly served zip codes, which are served by at least three Future Ready partners, are: 78201, 78202, 78203, 78204, 78205, 78207 78208, 78210, 78211, 78212, 78214, 78215, 78220, 78221, 78222, 78228, 78237 and 78242.

In the first phase of implementation, UP Partnership will host design and costing workshops for Future Ready partners who wish to deepen their coordination in communities they jointly serve. Participating institutions will strengthen their collaborative visions and be supported to name the cost of bringing their vision to life in prioritized zip codes. These community-level visions will then be shared with public and private funders for potential investment.

This approach is intended to support existing place-based strategies like the Texas A&M University-San Antonio-led ASPIRE Partnership's South Bexar County Strategy and the University of Texas at San Antonio's deepening commitment to San Antonio's West Side. The shared metrics and commitments in the plan can also support greater campus level coordination for those initiatives that span Bexar County, such as the Alamo Colleges' AlamoPROMISE and Communities in Schools-San Antonio integrated case management model.



Getting Involved

How can my institution become a Future Ready partner?

If you represent an institution that directly affects young people’s outcomes in Bexar County, or one that deeply cares about those outcomes and dedicates resources in meaningful ways, then you have an important role to play in Future Ready Bexar County. While UP Partnership will continue to play a key coordination role, UP’s efforts cannot be maximized without the involvement of your institution. Here are four key pathways to getting involved:

Involvement Pathway How?	Appropriate Partners Who?
Future Ready Bexar County Agreement: Enables broad coordination and communication.	All child- and youth-serving institutions in Bexar County willing to leverage their efforts for countywide results. Open to all relevant institutions.
Network Compact or Member Agreement: Supports the advancement of targeted results and strategies.	Child- and youth-serving institutions who are active in one or more of UP Partnership’s networks (Diplomás, Excel Beyond the Bell, My Brother’s Keeper, or Our Tomorrow), or aligned networks like ReadyKidSA.
Data Sharing Agreement: Improves strategy selection, landscape mapping, continuous improvement and select initiative reporting.	School districts and networks, youth-serving agencies, colleges and universities, foundations and government departments.
Project Level Agreement: Strengthens special campus- and/or community-level initiatives.	School campus, districts and networks, youth-serving sites and agencies, colleges and universities, foundations and government departments. By invitation only.

¹2020 American Community Survey, 5-Year Estimates, U.S. Census Bureau.

²According to the most recent data from the U.S. Census, an average of 15.4% of Latinx families with children lived in poverty and 14.4% of African-American families with children lived in poverty in Bexar County between 2016 and 2020, compared to 5% of non-Hispanic white families. Relatedly, African-American and Latinx students are proportionately most likely to attend high-poverty schools and face the greatest barriers in completing high school ready for college. According to data from the Texas Education Agency, one-third of African-American students (36%) and just under half of Latinx students (44%) in public high schools are considered “college ready” when they graduate. Within and beyond school, Black and Brown youth are most likely to be targeted by juvenile justice and exclusionary discipline systems, and African-American boys and young men experience disproportionately high rates of punitive discipline in schools and incarceration rates.

³In a special analysis of Bexar County, Opportunity Insights, a Harvard-based policy and research institute, found a decades old pattern of economic mobility being heavily determined by your racial and/or ethnic category, as well as where you live.

MUST HAVES FOR BEXAR COUNTY'S YOUNG PEOPLE





For more information please go to
FutureReadySA.org

