



Gavin Newsom
Mayor

Maria Su
Acting Director

To: Children's Fund Citizen's Advisory Committee

Through: Maria Su, Acting Director

From: September Jarrett, Director of Budget, Operations, and Policy

Date: February 5, 2009

Subject: FY 2009 – 2010 Budget Reduction Proposal

Introduction

This memorandum and attached documents explain the Proposed Budget Reduction Plan for the Department of Children, Youth & Their Families (DCYF) Fiscal Year 2009-2010 budget for consideration at the February 5, 2009, CAC meeting. FY09-10 represents the third and final year of the current three-year funding cycle established by *Forging A Network of Services: The 2007 – 2010 Children's Services Allocation Plan* published January 2007. A brief summary of the plan is provided as **Appendix A**. While the plan is a guiding framework for our funding strategy, it never contemplated the scale of reductions required by the unprecedented economic crisis we are all facing.

In developing this Proposed Budget Reduction Plan for FY09-10, DCYF sought to propose reductions utilizing a set of inter-related principles:

- Develop practice and program improvements that create efficiencies
- Preserve programs and services that meet core service needs
- Minimize reductions to services that do or can leverage outside revenue
- Consider program effectiveness (performance, utilization) when making reductions in specific programs or initiatives
- Consider neighborhood need, agency size, and the impacts of other funding streams supporting programs
- Minimize impacts on vulnerable populations
- Develop and enhance relationships with public and private sector partners who together forge a system of support for San Francisco's children, youth, and families
- Address grants made outside the RFP process
- Continue efforts to improve program quality and promote accountability
- Involve grantees and constituents in the process to the greatest extent feasible

Current Year Reductions

In the current year, Fiscal Year 2008-2009, the City is facing a deficit of almost \$125 million. To meet its share of the deficit, DCYF implemented \$1.8 million in General Fund reductions impacting grants to 30 community based programs as well as children, youth, and family services provided by six other public departments and the San Francisco Unified School District. The FY09-10 Proposed Budget Reduction Plan was developed on a base budget reflecting these current year reductions.

Proposed Budget Reduction Plan for FY 2009 - 2010

The DCYF budget is comprised of funding from two major sources: General Fund and Children’s Fund. The Controller and Mayor’s Office currently project a citywide deficit of \$575 million for the next fiscal year. The Mayor has asked city departments to prepare General Fund reduction plans of up to 25% — 12.5% required and an additional 12.5% contingency. While revenue projections for the Children’s Fund are not yet available, the judgment has been made to budget for a reduction in the magnitude of 8.5%. The total impact on the core of DCYF’s budget may be:

Source	08-09 Budget	FY 09-10 Proposed Reductions		09-10 Budget
	\$ Amount	%	\$ Amount	Total Remaining
General Fund	\$ 26,573,776	12.5%	\$ 3,321,722	\$ 23,252,054
Children's Fund	\$ 46,548,128	8.5%	\$ 3,965,090	\$ 42,583,038
Total	\$ 73,121,904		\$ 7,286,812	\$ 65,835,092
General Fund Contingency Reduction		12.5%	\$ 3,321,722	
Total			\$ 10,608,534	\$ 62,513,370

DCYF staff used multiple sources of information to develop the Proposed Budget Reduction Plan presented below, while retaining the essential funding framework established in the Children’s Services Allocation Plan adopted by the Board of Supervisors. The foundation for decision making included staff analysis of program effectiveness (performance and utilization) as informed by available data and site visits. This was complemented with feedback generated at two public meetings of the Citizen’s Advisory Committee and an interactive session held at an all grantee quarterly meeting on January 21, 2009 (summary of these findings are available at www.dcyf.org). To the extent time allowed, possible reductions were then analyzed in the context of neighborhood need, agency size and funding level, and other funding streams available or being reduced for similar services.

The Proposed Budget Reduction Plan employed four strategies for reaching the reduction targets:

- 1) Increasing revenues
- 2) Reducing organizational operating costs
- 3) Reducing non-direct service funding
- 4) Reducing direct services as a last step meeting the needed reductions

The Proposed Budget Reduction Plan Summary is provided as **Attachment One**. A summary of each component of the reduction plan is described briefly below.

- **Increasing Revenues - \$1,005,000 Total (\$1,005,000 proposed budget)**

The plan includes replacing \$1,000,000 in general fund investments in child care facilities with less than 50% of the accumulated balance in the Child Care Capital Fund. This is a one time solution.

Additionally, DCYF proposes charging a modest sliding scale fee for trainings offered such as CBO 101 and Core Competencies, projected to generate \$5,000 in FY09 -10.

- **Reductions to Organizational Operating Costs - \$500,423 Total**

Cuts to internal operations and administrative functions were identified by a detailed analysis of spending patterns complemented by feedback from Grantees and DCYF staff. Cuts to administrative

were sought to minimize reductions to grants and work orders for services to children, youth and families. The Proposed Budget Reduction Plan includes cutbacks in all areas of operational spending including but not limited to rent, cell phones, food, printing, grantee meetings, and salaries. Reductions in most areas are significant—from 12.5% to 25%—and will be implemented March 1, 2009. Voluntary staff furloughs are being explored aggressively as a strategy. Reductions to our modest professional development budget (\$250 annually per employees) and evaluation budget (\$350,000) were considered but rejected given our organizational commitment to our staff as our core resource, and to accountability.

- **Reductions to System Wide Strategies/ Non-Direct Services - \$2,890,104 Total (\$2,460,104 proposed budget; \$430,000 contingency reductions)**

While the CSAP identified the need for strategic investments to forge an effective system of services for all San Francisco families, these innovations will be eliminated or scaled back in response to the economic crisis. The Proposed Budget Reduction Plan includes large reductions in this area including:

- Elimination of the Anchor Institution Initiative (\$1,000,000)
- More than a 50% reduction in the Community Convener Initiative (\$505,000) and our own Capacity Building work (\$55,000)
- Non-renewal of Access grants designed to train all grantees to successfully include LGBTQ participants in their programs (\$200,000)
- Elimination of 2 , and significant reduction of 10 remaining field building grants designed to seed innovation of service providers in each core services area supported (\$283,828)
- 33% reduction in Family Events (Family Festival, Family Appreciation Day, and Summer Resource Fair)
- Reductions representing \$261,500 in four educational partnerships focused on implementation of the Partnership for Achievement including the middle school wellness pilot, non direct services associated with SF TEAM, Youth Vote, and a new Science and Technology School in Mission Bay

The Contingency proposal includes further reduction to the TAYSF Initiative (\$80,000), less than a 10% reduction in support for school athletics (\$100,000), and elimination of the Safety Network (\$250,000).

Lastly, reductions to direct services were considered as the final step toward meeting the reduction targets. Each service is unique, and the approach within each area varied in response to the nature of funding sources. A brief summary of each area and the related reductions in provided below.

- **Early Care and Education - \$539,765 Total Funds (\$70,594 proposed budget; \$469,171 contingency reductions)**

Reductions represent scaled back investments in system wide initiatives focused on technical assistance, quality assessment and related mini-grants, and a 10% reduction to an initiative focused on inclusion of children with special needs in child care (\$25,000 of this reduction is hoped to be offset by a new investment from First Five SF

- **Out of School Time - \$1,229,977 Total Funds (\$1,054,884 proposed budget; \$175,093 contingency inductions)**

Given the scope of DCYF's out of school time investments, as well as standing policy goal of providing universal access to high quality afterschool programs for all elementary and middle school

children by 2010, the entire portfolio was examined and reduced by some amount. Significant reductions were made to grants made outside the three year funding cycle as well as those with performance issues and utilization deficits. Next, all grants that augment the services provided within another afterschool program were reduced by 10%. Finally, any program not impacted above is proposed to receive a reduction of 0.5% to 2.25% depending on their grant size.

- **Youth Workforce Development - \$1,601,804 Total Funds (\$906,250 proposed budget; \$695,554 in contingency reductions)**

The core aspect of the budget proposal here presumes negotiations to improve efficiencies with DCYF's three signature employment programs all operated by the Japanese Community Youth Council. The core functions of MYEEP, YouthWorks, and the New Directions Employment Program for youth involved in the juvenile justice system will be retained. A \$600,000 reduction in these programs is presumed in the budget proposal. An additional \$614,000 in reductions is included in the contingency plan, in the event that public department contributions to YouthWorks are lower than projected. It is anticipated that this reengineering may position JCYC to secure youth workforce dollars anticipated from San Francisco's share of the federal stimulus package as well a possible \$1 million in juvenile justice funding for employment.

- **Family Support - \$ 255,500 Total Funds (\$235,500 proposed budget; \$20,000 in contingency reductions)**

In anticipation of an interdepartmental family support alignment project, last year, all current family support grants end in the current fiscal year. DCYF has worked collaboratively with the First 5 San Francisco, the Human Services Agency, and the San Francisco Family Support Network to develop a braided funding formula as well as program model to guide a joint RFP and joint contracting. Once the RFP process is completed, all successful applicants will receive blended funding through a common contract and invoicing and evaluation process.

- **Violence Response and Truancy Prevention - \$1,971,961 Total Funds (\$940,057 proposed budget; \$940,047 contingency reductions)**

In response to the increasing epidemic of violence and declining resources to address it, DCYF has forged collaboration with the Juvenile Probation Department, the Mayor's Office of Community Investment, and The Department of Public Health to jointly fund a continuum of violence response strategies. An RFP will be issued this spring, and all current violence response DCYF grantees will be encouraged to apply. While the overall amount of funding made available through the direct RFP will be significantly less (approximately \$6 million), efforts are being made to leverage new Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Program dollars to offset some of the reduction over time.

- **Health and Wellness - \$114,000 Total Funds (\$114,000 proposed budget)**

In light of the \$100 million reduction being asked of the San Francisco Department of Public Health, only one reduction was identified in this service area. Efforts are underway to identify a 5% efficiency reduction in the San Francisco Wellness Initiative, which will be absorbed with no direct impact on services to youth.

In addition, the Children's Amendment provides that 3% of the available Children's Fund be invested in youth lead and youth initiated efforts each year. The Youth Empowerment Fund Advisory Board is currently in the process of developing a budget to address the anticipated 8.5% reduction in resources dedicated to this important component of our work.

The four core components of the plan work in concert to achieve the significant reduction targets demanded by this challenging budget time.

Immediate Next Steps

DCYF anticipates making adjustments to this Proposed Budget Reduction Plan, including *identifying an additional \$500,000 in general fund contingency reductions*, after the Citizen's Advisory Committee on February 5. Following the policy guidance received at the meeting, DCYF will produce and submit its proposed budget to the Mayor's Office on February 20, 2009. The Controller's Office, Mayor's Office, and Board of Supervisors phase of budget development will continue through July.

Reflections and Mid-Term Actions

Developing significant reductions in a short amount of time has been extremely challenging. Thus, these recommendations in large part represent an incremental approach to larger change. Current economic conditions demand a deep reflection of DCYF's core niche and resultant funding strategy for the next three-year cycle. Fortunately, we are currently in the process of developing the funding strategy for the next three year plan (2010–2013) and will have the opportunity over the next few months to engage in a process explore promising mid-term strategies in order to:

- Reduce service duplication
- Improve impact for age groups
- Address equitable distribution of services across neighborhoods
- Lower administrative costs through possible shared service models and mergers
- Explore revenue strategies involving the public and private sectors on scale, among other strategies

DCYF recognizes the multiple human impacts of the Proposed Budget Reduction Plan presented, and on our mission to improve the well being of San Francisco's children, youth, and families. We look forward to your guidance regarding how to responsibly meet the budget reductions required by these challenging economic times.

Department of Children, Youth & Their Families							
Proposed Budget Reductions FY 09 -10							
		Budget Reduction Proposal					
REVENUE		FY09-10	Children's Fund	General Fund	General Fund Contingency 12.5%	Total Proposal and Contingency	% of Total
Revenue Category	Description	Total	Amount	Amount	Amount		
Child Care Facilities (replace GF investment with less than 50% of Affordable Child Care Capital Fund Accumulated Balance As A One Time Solution		\$ 1,000,000		\$ 1,000,000	\$ -	\$ 1,000,000	
Charge modest fees for DCYF trainings	Explore sliding scale fees of \$5 - \$20 per training to offset food costs	\$ 5,000	\$ 5,000			\$ 5,000	
Total Revenues		\$ 1,005,000	\$ 5,000	\$ 1,000,000	\$ -	\$ 1,005,000	
OPERATING COSTS		FY-09-10 Reduction	Children's Fund Amount	General Fund Amount	General Fund Share		
Reduction Category	Description						
Administrative reductions in DCYF operations including cell phone, food, printing, rent, salaries, IT, grantee meetings	Reductions in most areas between 12.5% and 50%	\$ 500,423	\$ 289,418	\$211,005	0	\$ 500,423	10%
Subtotal Administrative Reductions		\$ 500,423	\$ 289,418	\$ 211,005	\$ -	\$ 500,423	
SYSTEM WIDE INVESTMENTS		FY-09-10 Reduction	Children's Fund Amount	General Fund Amount	General Fund Share		
Reduction Category	Description						
Eliminate Anchor Initiative	Not direct service	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	
Community Conveners & Safety Network							
Eliminate Family Action Grant Allocation		\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000	
Create efficiencies within existing initiative including broadening geographic areas covered	Chinese Newcomer (merge telegraph hill); CAPC/Haight (merge w/ Western Addition)Treasure Island, Noe Valley, Tenderloin (Safety Network), Visitacion Valley (only if Safety Network preserved)	\$ 305,000	\$ 305,000	\$ -	\$ -	\$ 305,000	
Eliminate Safety Network	Not direct service	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	
Subtotal Community Conveners & Safety Network		\$ 505,000	\$ 505,000	\$ -	\$ 250,000	\$ 755,000	
Field Building Organizations							
Elimination of 2 Field Building Grants, Reduction of 10 remaining	Not direct service	\$ 283,828	\$ 216,700	\$ 67,128	\$ -	\$ 283,828	
Various Capacity Building							
DCYF /ROOTS Capacity Building Budget		\$ 55,000	\$ 55,000	\$ -	\$ -	\$ 55,000	
Eliminate ACCESS Grants	Original term only thru June 30	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000	
Additional Capacity Building Grant	Not direct service	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000	
Subtotal ROOTS and Various Capacity Building		\$ 355,000	\$ 355,000	\$ -	\$ -	\$ 355,000	
Reduce Family Events 33%; Eliminate Entirely with Contingency	Combination of eliminating one or more events and increasing revenues	\$ 54,776	\$ 54,776	\$ -	\$ -	\$ 54,776	

Transitional Age Youth Initiative		\$ -		\$ -	\$ 80,000	\$ 80,000	
Partnership for Achievement/ Educational Partnerships							
Athletics		\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	
Middle School Wellness Pilot		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000	
SF Team - non direct service components		\$ 71,500	\$ 71,500	\$ -	\$ -	\$ 71,500	
Youth Vote		\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 75,000	
Science and Technology School Mission Bay		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000	
Subtotal Educational Partnerships		\$ 261,500	\$ 261,500	\$ -	\$ 100,000	\$ 361,500	
Total System Wide Investments		\$ 2,460,104	\$ 2,392,976	\$ 67,128	\$ 430,000	\$ 2,890,104	66%
DIRECT SERVICE		FY09-10	Children's Fund	General Fund	General Fund Contingency 12.5%	Total Proposal and Contingency	
Early Care and Education							
Citywide Technical Assistance System	56% reduction in DCYF investment to citywide technical assistance which will remain a \$1.2M initiative from other sources	\$ 70,594		\$ 70,594	\$ 184,530	\$ 255,124	
Quality Assessments and Associated Quality Grants	Not direct service	\$ -	\$ -	\$ 0	\$ 209,641	\$ 209,641	
Child Care Inclusion Challenge Project	10% reduction to \$500,000 joint funded initiative. DCYF reduction partially offset by new \$25,000 contribution from First Five	\$ -		\$ 0	\$ 75,000	\$ 75,000	
Subtotal Early Care and Education		\$ 70,594	\$ -	\$ 70,594	\$ 469,171	\$ 539,765	5%
Out of School Time							
Reductions to All Grantess	Four primary approaches: address effectiveness, performance, enrichment and, if none other, across the board adjustments of 0.5% - 2.5%	\$ 1,054,884	\$ 906,946	\$ 147,938	\$ 175,093	\$ 1,229,977	6%
Youth Workforce Development							
Increase efficiencies in citywide initiatives with goal of minimizing direct service impact and hope of leveraging new resources	Primary reductions impacting youth employment partner and lead agency JCYC	\$ 906,250	\$ 81,250	\$ 825,000	\$ 695,554	\$ 1,601,804	14%
Family Support							
Term of Grants Expires June 30th. Funding will be issued via Joint RFP with HSA and First Five.	Will leverage First 5, Human Services funding	\$ 235,500	\$ 175,500	\$ 60,000	\$ 20,000	\$ 255,500	6%
Violence Response and Truancy Prevention							
Reorganization of CRN and other violence and truancy prevention strategies through interdepartmental collaborative RFP with JPD, MOCI, DPH and others.	Will leverage EPSDT funding and clinician services from DPH	\$ 940,057	\$ -	\$ 940,057	\$ 1,031,904	\$ 1,971,961	26%
Health and Wellness							
5% Reduction in Wellness Center Initiative	Reduction will not impact direct services	\$ 114,000.0	\$ 114,000.0	\$ -	\$ -	\$ 114,000	1%
Total Direct Services		\$ 3,321,285	\$ 1,277,696	\$ 2,043,589	\$ 2,391,722	\$ 4,435,311	
Total Revenue, Operating, System-Wide, Direct Service Reductions		\$ 7,286,812	\$ 3,965,090	\$ 3,321,722	\$ 2,821,722	\$ 10,108,534	
Target		\$ 7,286,812	\$ 3,965,090	\$ 3,321,722	\$ 3,321,722	\$ 10,608,534	
Reductions Remaining To Be Identified					\$ (500,000)		

**FORGING A
NETWORK OF SERVICES
THE 2007 – 2010 CHILDREN’S SERVICES ALLOCATION PLAN OF THE SAN FRANCISCO
DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES**

**Executive Summary
January 2007**

San Francisco is home to 112,800 children and youth—one of the most ethnically and culturally diverse child populations in the nation.

The Children’s Services Allocation Plan Budgets the Children’s Fund

The San Francisco Department of Children, Youth and Their Families (DCYF) is required by the City Charter to develop a plan every three years for the expenditure of the Children’s Fund. The 2007–2010 Children’s Services Allocation Plan (CSAP) presents the DCYF overall funding plan to meet the needs of the City’s child population. DCYF’s funding represents approximately 17.6% of the City’s overall funding for children and youth, and approximately one third of the local dollars spent on children.

Planning Process Began by Assessing Needs of All San Francisco Children

The starting point for this CSAP was the DCYF Community Needs Assessment, published in 2005. In it, San Francisco’s population ages 0 to 8 is characterized by extreme disparities in health and well-being. These disparities, which appear to be increasing, are often related to ethnicity, social class, and immigrant status. Furthermore, the City has been losing its family population steadily since the mid 1960s. In the end, this CSAP addresses these key issues and more, not only by outlining a funding strategy, but also through:

1. Effectively stewarding the Children’s Fund and other public investment in children, youth, and family services for maximum impact.
2. Convening stakeholders and innovating policy recommendations.
3. Collaborating with the 16 other City departments serving the children, youth and their families of this City.
4. Forging a responsive network of services in neighborhoods and citywide that make the whole stronger than the sum of its parts.

Year-long Planning Process Engaged Community Stakeholders

This Children’s Services Allocation Plan reflects a year-long development process involving over 1,000 individuals and organizations. The process included 23 community meetings held throughout the City, 10 sessions with content experts, 5 public hearings before City Commissions, 2 meetings with all DCYF grantees, and 2 public hearings conducted by the Children’s Fund Citizens Advisory Committee. It culminated in the unanimous approval by the Board of Supervisors on January 9, 2007.

New Goals Add Value to Existing System of Services

DCYF is proud of its strong track record in supporting effective, culturally competent, and innovative services. This CSAP adds value by:

- Building on the strengths of the current system. While recognizing the importance of improving accountability, this CSAP places a high value on program continuity and proposes to continue all of the 20 special initiatives that DCYF currently funds.
- Serving all neighborhoods, but focusing on those with the greatest need. Resources will be distributed across all age groups and to all neighborhoods to ensure that each neighborhood will have an essential infrastructure of services to support families.
- Increasing access. All funded agencies will be required to increase access by expanding outreach, improving language capacity, and re-evaluating service hours.
- Forging a system. This CSAP aims to progress from funding hundreds of single, isolated programs to forging a network of services that are responsive to individual and community needs. The goal is to promote collaboration, foster inter-departmental relationships, improve cross-system accountability and training, and create community networks.
- Setting standards. Only organizations that have met the DCYF Minimum Compliance Standards will be qualified for funding. To ensure that these dollars have the greatest possible impact, DCYF will consult community and government partners to develop performance measures against which all activities will be monitored.

DCYF Proposes Seven Service Area and System Wide Funding Allocations for 2007–2010

Early Care and Education: Over the past nine years, San Francisco has built a child care/early care and education system for children ages 0 to 5 that addresses some of the most challenging issues in a dynamic field: quality of care, wages, facilities, cost, and supply. This CSAP includes a continuation of successful programs and strategies including workforce investments, infant/toddler grants, the Child Care Facilities Fund, and an early literacy initiative, as well as a general competitive grants program for child care centers. A top community priority, this program area is planned and funded collaboratively with First 5 San Francisco and the Human Services Agency, and has become a national model.

Out of School Time: The planning process identified programming during out-of-school hours as another top community priority. To meet this need, DCYF will continue its Beacon, SF TEAM, and Rec-Connect initiatives and provide grants to agencies offering 5-day-a-week programs and those offering academic and cultural enrichment. New strategies include a

targeted allocation for teen-only and summer-only programming. These efforts go hand-in-hand with “Afterschool for All” elementary and middle school students by 2010.

Youth Workforce Development: San Francisco provides more subsidized employment opportunities for youth (per population) than any city in the country. DCYF is the major funding source of youth employment. These signature programs will continue: MYEEP, YouthWorks, Jobs for Youth, Workreation in collaboration with the Recreation and Parks Department, and the newly created New Directions program for youth in collaboration with the Juvenile Probation Department. New funding will create a service learning initiative. The goal is to create a continuum of services, so youth develop increasing levels of skill, moving from volunteering, to a subsidized employment system, and ultimately to quality private sector opportunities. Youth employment was the top priority among youth who participated in public meetings.

Family Support: DCYF will align its funding in this area with First 5 and HSA, following nationally recognized family support principles. The strategies include continued funding of Safe Start, competitive grants for family resource centers and family support agencies, and a new mini-grant program for grassroots parent groups.

Wellness Empowerment: DCYF will focus on providing health empowerment services where youth spend most of their time, in schools and afterschool programs. Wellness Centers at 11 high schools will remain funded and a middle school pilot will be initiated. The nationally recognized mental health initiative in child care centers will continue, and a replication pilot in afterschool programs will be developed. Shape Up San Francisco and the summer nutrition program, which feeds over 5,500 children daily, will remain funded.

Violence Response and Truancy Prevention: DCYF will continue funding the Community Response Network, the school-based violence initiative, anti-truancy efforts at 4 schools, as well as have an open grant program in this critical service area.

Youth Empowerment: DCYF’s Youth Empowerment Fund Advisory Board will determine how 3% of the Children’s Fund will be allocated to youth organizing, youth-to-youth philanthropy, and youth entrepreneurship.

System-wide Investments Designed to Meet Community Needs: In response to community input concerning the real challenges to San Francisco children, youth, and families, DCYF revisited its past practice of primarily funding direct services at the program level without regard to the overall agency or other services available in the neighborhood. Based on this evaluation, DCYF will shift some strategies and investments towards a coordinated, responsive network of services.

Community Building: Working through a community based organization, DCYF will fund a network of neighborhood conveners, who will bring together service providers, facilitate information and resource referrals, and plan neighborhood activities and events.

Information: DCYF will connect families in every neighborhood by funding a variety of information strategies, including both a youth-to-youth information service and a parent-to-parent web site. DCYF will continue its series of citywide events.

Accountability and Capacity Building: DCYF proposes funding for a variety of peer support capacity building strategies; technical assistance, networking, and training opportunities in each program area; and DCYF-organized training and skill building opportunities for staff of funded organizations. A Youth Team will be funded to conduct program evaluations and needs assessments.

Implementaion of Partnership for Achievement: In July 2008, the allocation plan was amended to formalize an investment strategy focused on successful city school partnership to serve the City's children.