



Children, Youth, and Their Families Oversight and Advisory Committee

Pre-Meeting Packet



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Children, Youth, and Their Families Oversight and Advisory Committee



Agenda

Members: Carmen Sosa, Eddy Xiao Fei Zheng, E'leva Gibson, Linda Martley-Jordan, Mia "Tu Mutch" Satya, Michael Wald, Mollie Matull, Rob Gitin, Vida Bonilla

Date and Time: Monday, April 17, 2017, 5:30pm

Location: 1390 Market Street, Suite 900, San Francisco, CA 94102

I. Call to Order and Roll Call

II. Adoption of Agenda

Discussion and action required

III. General Public Comments

This item allows members of the public to comment generally on matters within the OAC's purview that are not on the agenda.

IV. Review and Approval of February and March 2017 Minutes

Discussion and action required

V. Service Allocation Plan Revisions

Discussion and possible action

VI. Report of the Service Provider Working Group

Discussion only

VII. Report of DCYF's Our Children, Our Families Liaison – E'Leva Gibson

Discussion only

VIII. Report of the OAC Chair

Discussion only

IX. Report of the DCYF Director

Discussion only

X. Future Agenda Items and Member Comments

Discussion and action required

XI. Adjournment

Discussion and action required



Children, Youth, and Their Families Oversight and Advisory Committee



Minutes

Members: Carmen Sosa, Eddy Xiao Fei Zheng, E'Leva Gibson, Linda Martley-Jordan, Mia "Tu Mutch" Satya, Michael Wald, Mollie Matull, Rob Gitin, Vida Bonilla

Date: February 13, 2017

Time: 5:30pm

Location: 1390 Market Street, Suite 900, San Francisco, CA 94102

I. Call to Order and Roll Call

- A. Meeting called to order at 5:44pm.
- B. Absent: E'Leva Gibson
- C. Excused absences: Eddy Xiao Fei Zheng, Michael Wald

II. Adoption of Agenda

- A. Unanimously adopted.

III. General Public Comments

- A. No Public Comment.

IV. Review and Approval of January 2017 Minutes

- A. Unanimously approved.

V. Introduction to HOPE SF

- A. Theodore Miller, Director of HOPE SF presented [Transforming Race and Place in San Francisco](#): (1) HOPE SF Background and Context; (2) Communities of Isolation; (3) Operating Principles for Systems Change; (4) Transforming HOPE SF Communities; (5) HOPE SF 5-year Redevelopment Projections; (6) "Secret Sauce" of Integrated Community Development; (7) Lessons from Our Impact (2011-2016); (8) Opportunities for Alignment with DCYF; (9) Middle Road to "Nowhere?"; (9) Phoenix Project Program Model; (10) Phoenix Project Pilot; (11) Opportunities for Performance Alignment with DCYF
- B. OAC Comments and Questions
 - HOPE SF Director Theodore Miller responded to OAC Member Satya's question regarding the use of data driven prioritization in regards to young people who are on the verge of becoming disconnected.
 - OAC Chair Gitin asked for more information regarding the role that DCYF plays in supporting HOPE SF and requested feedback about areas where DCYF could provide more support. HOPE SF Director Theodore Miller responded stating that DCYF is unique in its position due to the age range that the department supports. Director Miller also emphasized that DCYF has the ability to show other departments what works across the life course for families.
 - HOPE SF Director Theodore Miller responded to OAC Chair Gitin's question referring to the "Middle Road to 'Nowhere?'" slide by stating that there needs to be a greater energy around transition points.
- C. Public Comment
 - HOPE SF Director Theodore Miller responded to Jodi Schwartz, Executive Director at LYRIC's question regarding community partnerships stating that collaborations are working for HOPE SF,

although they are not easy. He also stated that because leaders of organizations have lived through their own trauma and that has not been addressed as a system. This then later shows up in conflict resolution.

- HOPE SF Director Theodore Miller responded to Cass Terry, Beacon Education Director at RDNC Beacon at George Washington High School's question regarding beacon involvement and high school placement in relation to safety by stating that HOPE SF's dream is to have a school pathway for K-12. There are certain constraints that Beacon Centers have which prevent it from building into a community school model. Director Miller also acknowledged that there are safety issues with youth busing across the city.

VI. Approval of DCYF Budget for Fiscal Year 2017-2018 and 2018-2019

- A. Leo Chyi, DCYF's Chief Financial Officer and Director of Budget, Operations, and Grant Support presented the [DCYF Budget Submission](#).
- B. OAC Member Comments and Questions
 - OAC Chair Gitin asked a clarifying question regarding work orders, specifically the work order with DPH. Leo Chyi responded by stating that in the SAP process DCYF evaluates and continues to think about their work orders and making sure that everything is in the correct form. Leo provided an example of a small grant that goes directly to UCSF, stating that it could go through DPH instead to be in with DPH's other programs. He stated that it is important to remember the history of the money as well, so that DCYF does not lose ownership.
 - OAC member Martley-Jordan asked a clarifying question regarding the growth in the "Grants to CBOs" line item of Leo Chyi's presentation.
 - DCYF Director Maria Su responded to OAC member Satya's question regarding federal budget changes by stating that DCYF has set aside an estimated \$548,000 for federal reductions. DCYF collaborates with multiple initiatives that use federal dollars. Leo Chyi stated that violence prevention grants are a huge concern because of the amount of money that comes from the federal government.
 - OAC Member Matull asked about the likelihood of federal money being taken away. DCYF Director Maria Su stated that federal funding most likely will not affect this year, but there is a large concern for the following years.
 - The OAC unanimously approved the DCYF Budget for Fiscal Year 2017-2018 and 2018-2019.
- C. Public Comment
 - Jodi Schwartz, Executive Director at LYRIC asked if work order expenditures are posted online for public viewing. Leo Chyi responded by stating that these amounts can be posted online.
 - DCYF Director Maria Su stated that DCYF is currently reviewing work orders and has started having conversations with other departments regarding their relevance.

VII. Citywide Budget and Population Overview

- A. Laura Moye, DCYF's Deputy Director and Leo Chyi, DCYF's Chief Financial Officer and Director of Budget, Operations, and Grant Support presented the Citywide Budget and Population Overview.
- B. OAC Comments and Questions
 - OAC Member Matull expressed her appreciation for the budget breakdown and the flexibility of DCYF funding.
 - OAC Member Martley-Jordan expressed her concern regarding data and funding opportunities. The data presented addresses populations and just because a population is smaller does not mean that the issues are less important. It is important to be cautious when allocating money.
 - OAC Chair Gitin asked if it was possible to have a breakdown of how other departments budgets are broken down by age group or how other San Francisco departments categorize their budgets. Also, if it was possible to hear from departments what they wish they could do, if they had the ability to.
- C. Public Comment
 - No Public Comment

VIII. Preparation for the March OAC Meeting

- A. Maria Su, DCYF Director led a discussion regarding the preparation of the March 2017 OAC Meeting.
 - Director Maria Su stated that DCYF will present for 15 minutes on the Services Allocation Plan and that the rest of the time will be designated for questions and comments.
 - The OAC will not be able to give feedback at the March meeting, feedback from the OAC will be given at the April OAC Meeting.
 - The meeting will take place at 101 Grove Street at 5:30pm on March 13th. The capacity of the room is approximately 180 people.
 - April's OAC Meeting will consist of discussion about the feedback received regarding the Services Allocation Plan, as well as feedback from the OAC.
 - Each speaker will be given about 2 minutes and more time will be given for translations.
- B. OAC Comments and Questions
 - Director Maria Su responded to OAC Member Satya's question regarding the capacity of 101 Grove Street.
 - OAC Chair Gitin expressed concern regarding time constraints for public feedback and OAC members not having the ability to give feedback at the March OAC meeting.
 - OAC Chair Gitin stated that it is essential to let the public know about time constraints prior to the March OAC meeting.
 - OAC member Matull expressed concern regarding the OAC's feedback being incorporated in the SAP.
 - OAC member Martley-Jordan asked a question regarding the outreach for the March OAC Meeting.
 - OAC member Matull stated the importance of advertising the two-minute time limit on public comment, as well as allowing individuals to write down feedback.
- C. Public Comment
 - Jodie Schwartz, Executive Director at LYRIC stated that providing comments through written statements would be a creative way of getting feedback. It would also give an alternative to those who do not want to speak in public.
 - Director Maria Su responded to Jodie Schwartz stating that there will be a way for individuals to give feedback online, in addition to written feedback and public comment
 - Director Maria Su stated that individuals with children and youth will be prioritized for public comment.

IX. Report of the Service Provider Working Group

- A. Jodie Schwartz, Executive Director at LYRIC and Allison Stewart from Support with Families of Children with Disabilities, presented recommendations from the Service Provider Working Group for additional headline indicators for first draft of the Services Allocation Plan.
 - In the result statement number one would like to edit "Children and Youth are supported by Nurturing Families," to the percentage of youth and families who report feeling engaged and connected in their community.
 - In result indicator number two, we did not see a lot of stuff that discussed emotional health. Some suggestions we had are looking at rate of successful linkages of youth referred by wellness centers to mental health services. Another suggestion is looking at the rate of emergency room visits by TAY with acute mental health needs around the mental health piece.
 - In result statement three, we felt that struggles in school begin early. One area to look at is expulsion in preschool and the percentage of SFUSD 9th graders that have a D or less overall grade point average.
 - In the result statement number four, we discussed the headline indicators about the rates for remedial education courses in English and Math for new students at City College of San Francisco.
- B. OAC Comments and Questions
 - OAC member Martley-Jordan asked a question regarding the next steps for collecting data for the SPWG's recommendations.

- OAC Chair Gitin stated that if there is an indicator that does not currently have data it will go into a special category for data collection.
- In response to Jodi Schwartz's question, DCYF Director Maria Su stated that the indicators do not need to shape the RFP.

X. Report of DCYF's Our Children, Our Families Liaison-E'Leva Gibson

- A. No Report.

XI. Report of the OAC Chair

- OAC Chair Gitin thanked Director Maria Su for having HOPE SF present at the OAC Meeting.
- OAC Chair Gitin stated that there may be a presentation from DPH on the Mental Health Services Act, which has a specific focus on TAY.

XII. Report of the DCYF Director

- There was a RBA Training today and there will be one tomorrow, February 14th by Deitre Epps from Clear Impact. She has worked with SFUSD and HOPE SF.
- In regards to Sanctuary City, Maria stated that she sent out an email regarding what happened at Good Samaritan Family Resource Center. Immigration agents walked into the nonprofit agency. DCYF is currently working with Mayor's Office and City attorney's Office to develop tools for agencies when they encounter these situations.
- San Francisco is still a Sanctuary City and we do not tolerate any form of intolerance. There has been an increase of reports of abuse and harassment towards immigrant, LGBTQ, and African Americans.
- DCYF is currently working with community partners to develop a one pager on what to do when immigration does come.
- On March 11th from 10am-2pm the Summer Resource Fair will take place at the County Fair Building.
- On March 18th the Mayor's Youth Job+ Fair will take place at the Hilton Hotel in Union Square.
- March 16th is Youth Advocacy Day, young people from San Francisco meet with department heads and city leaders to provide feedback on what works and what does not work for youth in San Francisco.

XIII. Future Agenda Items and Member Comments

- DCYF's Community Engagement Associate, Emily Davis will send out a doodle to find a time for the OAC to meet prior to the March OAC meeting to provide feedback on the first draft of the SAP.
- OAC Member Martley-Jordan requested more information regarding the criteria for a meeting location for the March OAC Meeting.
- OAC Member Matull requested a presentation on the middle-aged school population.
- OAC Member Matull announced that on February 25th the Presidio Center is opening and will have a Community Day open to everyone.

XIV. Adjournment

- A. Meeting adjourned at 8:43pm.



Children, Youth, and Their Families Oversight and Advisory Committee



Special Meeting Minutes

Members: Carmen Sosa, Eddy Xiao Fei Zheng, E'Leva Gibson, Linda Martley-Jordan, Mia "Tu Mutch" Satya, Michael Wald, Mollie Matull, Rob Gitin, Vida Bonilla

Date: March 13, 2017

Time: 5:30pm

Location: 101 Grove Street, San Francisco, CA 94102

I. Call to Order and Roll Call

- a. Meeting called to order at 5:39pm
- b. Absent: Vida Bonilla

II. Adoption of Agenda

- a. Unanimously approved
- b. OAC Chair Gitin stated that the deadline to give feedback online for DCYF's Services Allocation Plan has been extended to Monday, March 20th at 9am.
- c. DCYF Director Maria Su stated the three ways to provide feedback for DCYF's Services Allocation Plan are through public comment, filling out an index card, or online at <http://bit.do/dcyf-SAPfeedback>.
- d. OAC Chair Gitin stated that for public comment young individuals and individuals with children will be prioritized.

III. DCYF Services Allocation Plan Presentation

- a. DCYF Director Maria Su thanked everyone who provided feedback leading up to the Services Allocation Plan (SAP). The SAP calls out four very bold results that DCYF is looking to achieve in the future. After the SAP, the Requests for Proposals (RFP) will be released in July. In February of 2018, award announcements will take place with all grants starting in July of 2018. Under the new SAP, DCYF wants to be more strategic and focused in our efforts to support children, youth, transitional age youth, empower families, and our communities. The SAP encompasses many of the existing service areas. However, DCYF added a few new service areas and redefined some of the old ones. Director Maria Su thanked DCYF Staff for all of their hard work in creating strategies and service areas for the most disenfranchised and disconnected populations in the city.
- b. Aumijo Gomes, DCYF's Director of Programs and Planning presented the [DCYF Draft Services Allocation Plan](#).
- c. Public Comment
 - Spencer Tolliver, Clubhouse Director at Don Fisher Clubhouse for the Boys and Girls Club of San Francisco stated the following: Is the Out of School Time (OST) going to include the Excel and Beacon Programs in the \$26 million and if so, how much is designated to the Excel program versus Non-Excel and Non-Beacon Programs? Also, now that Specialized Teen is absorbed into OST we would like OST money to be increased being that we are being asked to serve more teens. At my club, we have K-8 and we receive a certain chunk. We do not receive for Specialized Teen. Now, if we are looking at Specialized Teens that would need to be increased in the allocations. Finally, for comprehensive programs there are some challenges with tracking services. For example, with wraparound services and with tutoring and mentoring, sometimes they do go hand in hand. In many other programs, they are more wraparound versus one-offs.

Some of our youth participate in one program and go to the next; it is more of a continuum. How do we track this, looking through the lens of DCYF? How is this going to be addressed?

- Carlton Eichelberger, Area Director for the Boys and Girls Club of San Francisco stated the following: I have a couple of questions regarding the allocation for mental health. It was a predominant need in the Community Needs Assessment(CNA), but only \$2.6 million dollars is being allocated for ages 0-24. I wanted to know if I could have a bit more rationale behind this allocation for mental health. Another question I have in regards to middle school in looking at a whole continuum of 6-13 years old. I know at the Boys and Girls Club when we serve kids we break them up into elementary school, middle school, and high school. So looking at the continuum being 6-13 years old, how are we measuring for the middle school population? What are the parameters for success?
- Josette Ty from DCYF's Youth Advisory Board stated the following: On Friday, March 10th the DCYF Youth Advisory Board opened their meeting to the public, inviting youth leaders from across the city to a presentation of DCYF's Draft Services Allocation Plan. Representatives included the full DCYF Youth Advisory Board, the TAY OAC Seat, San Francisco Youth Commission, San Francisco Youthworks, and the Youth Leadership Institute. After reviewing each Service Area we took a minute to ask clarifying questions and share what stood out to us. The following includes highlights and recommendations from our discussion:
 - In Justice Services, we need services specifically for justice prevention if there are not already some. There are a lot of funds in this area and many programs applying to this grant.
 - In Youth Workforce Development (YWD), there needs to be an increase in early career exposure for younger youth and more opportunities for them to tap into their passions and realize their potential. Also, utilizing YWD programs as an opportunity to address racial and gender disconnects in specific fields/career paths.
 - In Mentorship, mentors need to reflect the youth for example race, community, youth-relatedness. Also, mentorship needs to be relevant, aware, and intentional because if it isn't it could be harmful.
 - In Family Empowerment, we found it super important for strengthening and creating meaningful connections in both family structure and programming context. We really like this service area.
 - In Emotional Well-Being, is mental health part of the emotional well-being for ages 0-5 and is that addressed in the Early Care and Education Service Area?
- Teresa Arriaga, Executive Director of Seven Tepees Youth Program and a member of the Steering Committee for Cities Connecting Children to Nature stated the following: In my role at Seven Teepees Youth Program we were very heartened to see a lot of important practices included in the SAP, including Family Engagement, the calling out of undocumented students, and the focus on mental health. I have a process request that hopefully the RFP will clearly outline-how a program like ours with wraparound can best address multiple service areas without having to apply to different areas. In my role on the steering committee of Cities Connecting Children to Nature, we were very heartened to see that there was language about getting children outdoors, moving around, and being physical. However, we would hope that there would be more specific language about connecting children to nature and what that looks like, not just playing in the outdoors.
- Matt Pemberton from the Sunset Neighborhood Beacon Center and the Child Care Planning and Advisory Council, Out of School Time Committee stated the following: I have two questions, the statement was made in the presentation that DCYF tends to develop better ways to fund agencies that offer a continuum of services. What do you mean? It's a little unclear how this will reflect in the RFP and I think there is a lot of tension considering the decrease in

prescription from DCYF, which again is a great thing, but what does that mean for agencies that might identify themselves as OST but also work with TAY and also might do some mentoring? Does that mean multiple funding streams that they have to apply for? Do we submit a proposal and are told that our funding is going to come from multiple funding streams? The other question is in the results statements there is a lot of wonderful language, and I am wondering if there is anything that can be said about citizenship and civics?

- Jennifer Berger from the Boys and Girls Club of San Francisco and the Chair of the Service Provider Working Group stated the following: We had a meeting on Thursday with about 35 service providers present and solicited system wide feedback. The first question is please explain any key shifts by priority in each service area including the creation of new service areas. How those decisions were made and why? How do the new allocations by service area compare to current allocations? How much of the allocations represent funding currently going to CBOs or work order to other departments versus unallocated? Are the funding allocations to inter-departmental partnerships versus direct grants already set? If CBO responses to the RFP present potentially more effective strategies to meet results and indicators would DCYF consider increasing the portion to community based strategies and if so how will that determination be made? The fourth is since all TAY services are now a part of service areas with younger youth, is there a commitment to supporting TAY services that they will not fall below a certain percentage of the total allocations and if so, what would that be? Is the DCYF match for Excel in the SAP and if so where does it live? Does DCYF plan on providing any technical assistance to support equity within the RFP process, to support smaller community based organizations so that they can respond competitively especially around RBA? What type of data management and evaluation changes can be expected in the new cycle because I know that has been discussed and how is DCYF thinking about federal funding in relationship to the SAP, allocation ranges, and the RFP?
- Josh Leonard from the Stonestown Family YMCA stated the following: Most of my questions boil down to the mental health piece, we are hearing from all of our sites that mental health is a key need and we are not able to provide it given the general resources. It looks like a lot of the funding for mental health is already ear marked for existing programs, like health and wellness centers. Will there be space under OST to request mental health services under those funding streams, as well as are there any coordination between DCYF and other agencies that fund mental health in youth programs so that can be alluded to in the RFP that there are going to be opportunities for mental health services? Where else can we find resources for mental health because that is what we are hearing mostly from our schools?
- Daisy Ozim a San Francisco resident stated the following: I have a question regarding Economic and Workforce development. I was wondering if any of that money is ear marked for innovative strategies like social entrepreneurship for youth instead of retail careers? How are we thinking outside of the box in this area? Also for TAY systems of care, money going toward mental health, is there opportunity to fund alternatives? In order for us to really heal communities we are working with we need to think outside of the box. Lastly, for Family Empowerment is there anything addressing healing trauma for families and what that is going to look like?
- David Alexander from the Richmond District Neighborhood Center stated the following: As a long time recipient of DCYF funds the Richmond District Neighborhood Center is very excited with the direction of the new Services Allocation Plan draft to support those who are in most need of support and services. RDNC has strived to keep San Francisco youth actively engaged and employed through critical transitional ages, currently impacting 70% of our elementary and middle school program staff are TAY between the ages of 18 and 24. Nearly, 75% of these TAY are former youth employees and participants. These amazing youth workers serve over 800 elementary and middle school youth each day. In the last three years alone we've hired over 100 youth to work in our afterschool programs. Many work in the same schools and programs that

they once attended. During the same time, we've placed nearly 200 youth to volunteer opportunities with support from local food access programs, afterschool, summer programs and community gardens. We firmly believe that this in addition to many indicators of success that DCYF is examining, it should also track the percentage of how many staff and volunteers are former participants from San Francisco communities and that they place value in funding organizations that utilize this staffing strategy. Through DCYF funds, we have been able to provide increased support needed to better serve the 322 students with IEP's. In many cases equitable support for these other IEP students requires a type of one on one support that is not included in OST backed funding. Currently, from additional DCYF funding our agency can offer case management to support over 100 students with one on one academic planning, support with truancy, behavior guidance, social emotional skills, and career planning. Of these cases over 30% of students have a current IEP. Our agency hopes that the SAP funds the individualized supports needed for high need students during the OST hours in all programs throughout the city and that these funds are available whenever and wherever the need presents itself to reflect special and high needs populations that access the OST programs.

- Esperanza Macias from Instituto Familiar de la Raza stated the following: I had a couple of comments and a question with regard to the categories that cross the age continuum. Many of us provide interventions that are divided by age within a particular category. How might you make decisions if we have emotional wellness groups for each age group i.e. TAY, Teen, and Middle school students? I know people have made comments about the importance of recognizing wraparound services as a way of being able to deepen our relationship with youth. It has been a benefit that has been hard to quantify. I might encourage you to consider a category that includes one or more categories together as a way of including the wraparound concept. Lastly, if we offer programs for multiple age groups within a given category, how will you make decisions based on equity across each age group, across the priority populations, or other dollar considerations for the different funding sources?
- Mounita Chakraborty from Oasis for Girls stated the following: We all really appreciated the neighborhood and the other identification breakdown in your report, but we were a little disappointed in lack of gender programming across all the pathways. We work with girls who are primarily from low-income backgrounds and neighborhoods as you have identified. However, we work across workforce development, afterschool, and civic engagement. We were also concerned that there were no focus on the investment in the community and sustainability of these programs for the people, girls, and the youth that we are serving. We are wondering what the emphasis is going to be in the RFP and also wanted to echo the remarks about how to apply across these pathways.
- Sandee Blechman, Executive Director of the Children's Council and Chair of the San Francisco Child Care Planning and Advisory Council-Policy and Legislation Committee stated the following: I am here to ask a high-level question. It is well proven that the impact of early education on vulnerable children and we know that there are tremendous needs. We have an early care workforce that is in crisis. We have families who are on a waiting list for childcare subsidies. I think the department has done a wonderful job considering the range of needs in the city, but I think at the very high level is one of the questions of whether there is enough being invested of the Children and Youth Fund that is going to in Early Care and Education. I think sometimes it is easy to solve the problems where there are smaller amounts of money that is needed to solve a problem. While in Early Care and Education the amount that is actually needed is in the tens of millions dollars to actually provide quality care and education for all. I believe one other thing that I was going to say is that there is still a high percentage of children in San Francisco who are not ready for kindergarten. I have a concern of whether enough is being invested in Early Care and Education.

- Jenna Gerry from Legal Aid at Work stated the following: I just want to make sure that in this process that Early Care and Education includes funding to ensure safe work place conditions for parents and making sure there is equity in the starting line for all children. So that parents have equal access at their job to taking time off for pregnancy and afterwards for bonding. At Legal Aid at Work this is one of our focal points and we've worked very hard particularly out in San Francisco for this past year making sure that there is full paid leave for new parents for bonding, but that still doesn't give them the right to take time off. We know that low income and minorities are disproportionately affected by these policies, so I would like to make sure that funding is going to ensure that this will improve opportunities for all children and their parents. We know that improving the work place opportunities for parents also improves children's health and you have an opportunity to really ensure that you promote early childhood brain development and that carries on throughout their lives.

IV. Adjournment

- A. Meeting adjourned at 6:37pm



Children, Youth, and Their Families Oversight and Advisory Committee



Pre-Meeting Packet

Item V

Service Allocation Plan Revisions

Recommendation

Discussion and possible action.

Background

DCYF released the first draft of the Services Allocation Plan (SAP) on March 8, and presented the SAP to the public at the March 13th OAC meeting. Public feedback regarding the SAP was accepted at the March 13 meeting and through an online feedback form that was open to the public from March 8 through March 20. DCYF created a Public Feedback Memo that includes the feedback we received, and describes how the feedback was reviewed and categorized.

At the April OAC meeting DCYF will present a brief overview of the feedback received and revisions made to the SAP in response to public feedback. Following the presentation DCYF will accept feedback from the OAC about the second draft of the SAP. The OAC may decide to vote to approve the SAP, or hold the vote at the May 2017 OAC meeting.

Attachments

1. Public Feedback Memo, PDF file
2. Revised SAP, PDF file



Maria Su, Psy.D.
Executive Director



Edwin M. Lee
Mayor

April 11, 2017

Re: Response to Public Comment on the Draft of the Services Allocation Plan, 3.07.17

Public feedback regarding the Service Allocation Plan (SAP) was accepted at the March 13 meeting of the DCYF Oversight and Advisory Committee, and through an online feedback form that was open to the public from March 8 through March 20. DCYF received a total of 51 public comments, which were reviewed by the DCYF staff and organized into seven categories. Below is a description of the seven categories. Additional responses were provided for some of questions.

RFP: Many comments and questions were coded as **RFP**. These comments were suggestions about services that DCYF should fund, questions about the general structure of the RFP, and questions about the process to apply for funding across multiple Service Areas.

- Comments related to services DCYF should fund will be taken into consideration during RFP development. Not all suggestions will be included in the RFP.
- DCYF is still determining the structure of the RFP application process.
 - DCYF is examining options to reduce the burden on agencies interested in submitting multiple proposals. Agencies with distinct programs will need to submit separate proposals for each program.
 - Programs that provide a range of services within the same program will be asked to submit one proposal for the program that describes the range of services. Given the high number of proposals we anticipate receiving, DCYF may not be able to fully fund all services a program provides.

Appendix C: Several comments were related to how DCYF's current funding aligns with the 2018-23 Service Areas. Appendix C was added to the SAP to provide more detail about how the investments in DCYF's current funding strategies map to the 2018-23 Service Areas. Please note: although DCYF's current funding strategies may correlate with 2018-23 Service Areas, this does not indicate that current funding strategies will be included in their present form in the RFP. DCYF is in the process of refining existing strategies and developing new strategies, and details related to this process cannot be discussed prior to the release of the RFP.

In addition, several commenters requested to know how the current allocation at the strategy level compared to the proposed allocation at the Service Area level. Given that there is growth in the Children & Youth Fund, new strategies are being developed, and existing strategies are being refined, this funding comparison would not offer an accurate picture of funding in the upcoming RFP.

Response to Public Comment on the Draft of the Services Allocation Plan, 3.07.17

Appendix D: Appendix D was added to the SAP in order to provide more detail about interdepartmental investments. Appendix D provides additional information about DCYF's FY 16-17 programmatic work orders, which will be referred to as "interdepartmental partnerships" going forward. While interdepartmental partnership funds are subject to annual negotiation between departments, the general expectation is that all current arrangements will continue.

API Concern: DCYF received several comments from members of the Asian Pacific Islander (API) Council about the high rate of poverty among San Francisco's API community. DCYF Director Maria Su has addressed these concerns in a memo to the Board Members of the API Council. The memo is available on the [OAC page of DCYF website](#).

ECE: Comments coded **ECE** were related to the allocation for Early Care and Education. DCYF is well aware of the myriad ECE-related issues in San Francisco, including the high cost of providing quality ECE programming, insufficient state and federal resources for ECE services, the inadequate number of childcare slots, and the effect this has on the workforce.

DCYF has increased its investment in ECE and has prioritized its funding for subsidies to help low-income families access quality care. We fully acknowledge that more resources are needed for ECE services in San Francisco, and we are committed to working with the Office of Early Care & Education (OECE) to determine how to bring more stability to the ECE system.

Mental Health: DCYF received a few comments expressing concern that the allocation for Emotional Well-Being does not reflect the level of need for mental health services that was identified in our Community Needs Assessment (CNA). DCYF recognizes that access to mental health services is a consistent concern expressed by families and service providers.

Much of DCYF's investment in mental health services is allocated to interdepartmental partnerships in Service Areas other than Emotional Well-Being. Appendix D of the SAP provides more details about these investments. DCYF's primary interdepartmental partnership related to mental health services is with the Department of Public Health (DPH), and DCYF will continue its work with DPH to improve coordination of and access to mental health services.

Some Service Areas in the RFP will include strategies for high-need populations, and will allow for a range of supportive services to address mental health needs.

Miscellaneous: Several questions did not fit into any of the other categories, and responses to these comments are provided in the Public Feedback Table provided below.

Public Feedback for SAP	Response Category	Additional response
<p>Will the Out of School Time (OST) would include the Excel and Beacon Programs in the \$26 million and if so, how much is designated to the Excel program versus Non-Excel and Non-Beacon Programs? Also, now that Specialized Teen is absorbed into OST we would like OST money to be increased being that we are being asked to serve more teens. We have K-8 and we receive a certain chunk. We do not receive for Specialized Teen. Now, if we are looking at Specialized Teens that would need to be increased in the allocations.</p>	RFP & Appendix C	Specialized Teen was not moved into OST.
<p>It would be helpful to know how the new service categories line up with the old ones and how/whether the funding allocation per area has changed (or not).</p>	Appendix C	
<p>Service Provider Working Group *Only for Justice involved youth vs. Continuum of Care. -What seems in the SAP related to the specific service area is in conflict with what you understand to be true based on your daily work? This feels like once again siloing of Justice involved youth/TAY with no secondary prevention or aftercare. And it suggests a reduction in funds (??) need comparison between last SAP, current (FY1617), new SAP by strategy. -Enrichment, Leadership & Skill Building Service Area What are we excited to see discussed in the SAP for the specific service area? Seeing the arts explicitly named as an important component; Seeing TAY included in the category, seeing the integration of leadership and other specialized programs in this category; Appreciate role of leadership in elementary ages as well as middle & high school. -What is missing that should be highlighted in the SAP for the specific service area? *Need comparison of current funding with past funding - last SAP, current (FY1617), new SAP by strategy; Need transparency re interdepartmental partnerships“ how much is work ordered to which agencies, for what purpose and any used for community grants; If an organization has not used RBA in the past, with they need to have evidence of using RBA (indicators) in the proposal?; Which outcomes will a CBO be accountable for in a merged service areas?</p>	Appendix C & D	Justice system involved youth and TAY will be able to access a range of programs across several service areas. Also a program does not have to be funded in Justice Services in order to work with youth or TAY in the justice system.
<p>Budget allocation: In terms of evaluating the current budget allocation by categories in \$ and also proportion (%) of this draft SAP, can DCYF provide a comparison with the past 5 year budget allocation breakdown by category (noting that there might be new categories in the current draft SAP.) What areas increased and what areas have been reduced, if any?</p>	Appendix C	
<p>How do the new allocations by service area compare to current allocations? How much of the allocations represent funding currently going to CBOs or work order to other departments versus unallocated? Are the funding allocations to inter-departmental partnerships versus direct grants already set? If CBO responses to the RFP present potentially more effective strategies to meet results and indicators would DCYF consider increasing the portion to community based strategies and if so how will that determination be made?</p>	Appendix C & D	
<p>The plan totally left out the Asian population who meet the poverty guideline in SF. Over 35 % Asians live in poverty and a high percentage live in the west side of the city. We just heard statistics from HSA showing over 30% of the MediCal low income families are Asians. Please review existing data that was sent to DCYF and add Asians to your priority list. Thank you.</p>	API Concern	

Public Feedback for SAP	Response Category	Additional response
<p>I see that Treasure Island has the highest percentage of children living under 300% of poverty, but the second and third are Chinatown and Tenderloin, and both neighborhoods are not in your priority plan, especially Chinese, Vietnamese, Cambodian, Laos, Mongolian, South Asian and the Arab families living in these neighborhoods. HSA has just released its data that the Chinese community has the most low income families living in San Francisco (33% Chinese) as well as Pacific Islander (over 40%). Please consider this data when planning for allocation, to include the Chinese community, Chinatown and Tenderloin neighborhoods as priorities.</p>	API Concern	
<p>I am very surprised that I do not see that Asian communities are not included in this plan. Asians make up over 30% of San Francisco and while some Asians do well, Asians also have the highest poverty rate of any racial/ethnic group in the city at 43%. Poverty is a key indicator for unmet needs of communities. Immigration status is as well and Asians have many English language learners. Please prioritize low-income Asians in the Allocation plan!</p>	API Concern	
<p>In addition, when considering "priority populations" DCYF must account for the recent data compiled by the San Francisco Human Services Agency, which found that 42% of San Francisco's low income families (100% FPL) are Asian Pacific Islander. This data is consistent with the growing trend of API families living in poverty and is particularly alarming given that less than a one-third have enrolled in CalWorks and other programs which provide support for poor families.</p>	API Concern	
<p>"Concentrated need" should also include "Asians" as part of the API (Asian Pacific Islander) community noting that that 35% of the API (Asian Pacific Islanders) population in San Francisco are living in poverty. The Human Services Agency highlighted that 32% of the SF's low-income families are Chinese and 42% of them are API. Therefore, Asians should be listed with Pacific Islanders, African American, and Hispanic/Latino as a Concentrated Need. In addition, please note that 30% of Asians living in poverty resides in the Westside neighborhoods.</p>	API Concern	

Public Feedback for SAP	Response Category	Additional response
<p>As a service provider working on the front lines of youth violence prevention in the Asian/Pacific Islander (API) community, I am extremely concerned about the exclusion of Asian youth from DCYF's priority populations. Upon review of the Draft SAP, it seems to me that research regarding the Asian American community in San Francisco was not taken into account. For instance, while APIs account for about 36% of San Francisco's population, 42% of San Francisco's low-income families are API and 32% of them are specifically Chinese. Almost 30% of Asian families in poverty live in Westside neighborhoods, though these neighborhoods do not appear densely low-income on the attached map. I am interested in hearing more about the methodology used to identify the communities in need, given that a significant portion of the Asian community is underserved but Asians were still left out of the plan.</p> <p>Statistics aside, from my work in the Asian community, I can name several community- and culturally-specific factors to assert that this population deserves resources and attention. With respect to gender-based violence (such as teen dating violence and sexual assault), Asian youth face unique cultural barriers to assistance, such as patriarchal norms, shame-oriented values, racist and gendered socialization (namely, growing up with the stereotypes that Asian women are sex objects and Asian men somehow need to prove their manhood), and stigmatization of these topics. The omission of Asian youth also seems downright contradictory when considering that several characteristics of increased need are common among Asians in San Francisco, including being English Learners, undocumented, LGBTQ, exposed to violence/abuse/trauma, and disconnected from school. Indeed, in surveys, 57% of surveyed Asian Bay Area teens reported that they would not know where to turn to for help with an abusive relationship, and 100% of surveyed agencies with services for API youth agreed that the Bay Area lacks interpersonal violence prevention services for the API community. DCYF's proposed funding areas of education, enrichment, and employment are indubitably important, but by neglecting such a pressing issue and disadvantaged population, the plan becomes problematic.</p>	API Concern	
<p>Leaving out Asian Americans living below the poverty level (30% of our population) as a priority is a terrible oversight. Although Chinatown is shown on a map as having the highest level of poverty, the neighborhood is not listed in the text, again signaling that some sort of "model minority" is at work on the part of the advisory committee.</p>	API Concern	
<p>We would like to see DCYF incorporate Asians in their concentrated need. 35% of the API population in SF are living in poverty. And nearly 30% of Asians living in poverty resides in Westside neighborhoods. HSA has highlighted that 32% of SF's low-income families are Chinese and 42% of them are API.</p>	API Concern	
<p>The Draft Services Allocation Plan does not include Asian Americans as a priority population. 35% of Asian Pacific Islanders (API) in SF are living in poverty. And nearly 30% of Asians living in poverty resides in Westside neighborhoods. HSA has highlighted that 32% of SF's low-income families are Chinese and 42% of them are API. The API population is deeply underserved. As a nonprofit that elevates underserved communities, the perception is that API communities are doing well and are a model minority, even though the data states otherwise.</p>	API Concern	

Public Feedback for SAP	Response Category	Additional response
<p>I have the following feedback regarding the DCYF's Draft Services Allocation Plan that establishes the department's funding priorities, funding allocation and strategies for the next 5 years. Currently, as the Draft SAP stands, the priority areas are listed as: low-income neighborhoods, African American, Hispanic/Latino, and Pacific Islander children, youth and families, and disconnected transitional. This however, leaves out Asian populations.</p> <p>APIs make up 33% of San Francisco. 35% of the API population in SF are living in poverty. In addition, nearly 30% of Asians living in poverty resides in Westside neighborhoods of the city. The Human Service Agency of San Francisco has highlighted that 32% of SF's low-income families are Chinese and 42% of them are API. Furthermore, the identified low-income neighborhoods of the city (Chinatown, Tenderloin, Western Addition, Visitacion Valley, McLaren Park, and Bayview Hunter's Point) are neighborhoods with large populations of Asian residents, many of whom who fit many of the characteristics of increased needs highlighted in the SAP report. By excluding Asians from the priority populations with concentrated needs, the SAP neglects the needs of Asian constituents of the city and would lead to a disadvantaged allocation of resources for this community.</p>	API Concern	
<p>Please include Asian as part of your priority area. 35% of the API (Asian Pacific Islander) population in SF are living in poverty. And nearly 30% of Asians living in poverty resides in Westside neighborhoods. HSA has highlighted that 32% of SF's low-income families are Chinese and 42% of them are API.</p>	API Concern	
<p>Please add Asians the priority areas as 35% of the API population in SF are living in poverty.</p>	API Concern	
<p>"Concentrated need" should also include "Asians" as part of the API (Asian Pacific Islander) community noting that that 35% of the API (Asian Pacific Islanders) population in San Francisco are living in poverty. The Human Services Agency highlighted that 32% of the SF's low-income families are Chinese and 42% of them are API. Therefore, Asians should be listed with Pacific Islanders, African American, and Hispanic/Latino as a Concentrated Need. In addition, please note that 30% of Asians living in poverty resides in the Westside neighborhoods.</p>	API Concern	
<p>Finally, for comprehensive programs there are some challenges with tracking services. For example, with wraparound services and with tutoring and mentoring, sometimes they do go hand in hand. In many other programs they are more wraparound versus one offs. Some of our youth participate in one program and going to the next, it is more of a continuum. How do we track this, looking through the lens of DCYF? How is this going to be addressed?</p>	RFP	

Public Feedback for SAP	Response Category	Additional response
<p>DCYF's Youth Advisory Board stated the following: On Friday, March 10th the DCYF Youth Advisory Board opened their meeting to the public, inviting youth leaders from across the city to a presentation of DCYF's Draft Services Allocation Plan. After reviewing each Service Area we took a minute to ask clarifying questions and share what stood out to us. The following includes highlights and recommendations from our discussion:</p> <ul style="list-style-type: none"> -In Justice Services, we need services specifically for justice prevention if there are not already some. There are a lot of funds in this area and many programs applying to this grant. -In Youth Workforce Development (YWD), there needs to be an increase in early career exposure for younger youth and more opportunities for them to tap into their passions and realize their potential. Also, utilizing YWD programs as an opportunity to address racial and gender disconnects in specific fields/career paths. -In Mentorship, mentors need to reflect the youth for example race, community, youth-relatedness. Also, mentorship needs to be relevant, aware, and intentional because if it isn't it could be harmful. -In Family Empowerment, we found it super important for strengthening and creating meaningful connections in both family structure and programming context. We really like this service area. 	RFP	
<p>We were very heartened to see a lot of important practices included in the SAP, including Family Engagement, the calling out of undocumented students, and the focus on mental health. I have a process request that hopefully the RFP will clearly outline-how a program like ours with wraparound can best address multiple service areas without having to apply to different areas. We were very heartened to see that there was language about getting children outdoors, moving around, and being physical. However, we would hope that there would be more specific language about connecting children to nature and what that looks like, not just playing in the outdoors.</p>	RFP	
<p>I have two questions, the statement was made in the presentation that DCYF tends to develop better ways to fund agencies that offer a continuum of services. What do you mean? It's a little unclear how this will reflect in the RFP and I think there is a lot of tension considering the decrease in prescription from DCYF, which again is a great thing, but what does that mean for agencies that might identify themselves as OST but also work with TAY and also might do some mentoring? Does that mean multiple funding streams that they have to apply for? Do we submit a proposal and we get told that our funding is going to come from multiple funding streams?</p>	RFP	
<p>I have a question regarding Economic and Workforce development. I was wondering if any of that money is ear marked for innovative strategies like social entrepreneurship for youth instead of retail careers? How are we thinking outside of the box in this area? Also for TAY systems of care, money going toward mental health, is there opportunity to fund alternatives? In order for us to really heal communities we are working with we need to think outside of the box. Lastly, for Family Empowerment is there anything addressing healing trauma for families and what that is going to look like?</p>	RFP	
<p>We are very excited with the direction of the new Services Allocation Plan draft to support those who are in most need of support and services. We firmly believe that this in addition to many indicators of success that DCYF is examining, it should also track the percentage of how many staff and volunteers are former participants from San Francisco communities and that they place value in funding organizations that utilize this staffing strategy. Our agency hopes that the SAP funds the individualized supports needed for high need students during the OST hours in all programs throughout the city and that these funds are available whenever and wherever the need presents itself to reflect special and high needs populations that access the OST programs.</p>	RFP	

Public Feedback for SAP	Response Category	Additional response
<p>I had a couple of comments and a question with regard to the categories that cross the age continuum. Many of us provide interventions that are divided by age within a particular category. How might you make decisions if we have emotional wellness groups for each age group i.e. TAY, Teen, and Middle school students? I know people have made comments about the importance of recognizing wraparound services as a way of being able to deepen our relationship with youth. It has been a benefit that has been hard to quantify. I might encourage you to consider a category that includes one or more categories together as a way of including the wraparound concept. Lastly, if we offer programs for multiple age groups within a given category, how will you make decisions based on equity across each age group, across the priority populations, or other dollar considerations for the different funding sources?</p>	RFP	
<p>I am hoping that DCYF will consider taking a broader two-generation approach that focuses on creating opportunities for and addressing needs of both vulnerable children and parents together. Research has shown that the effectiveness of two-generation approaches. The Services Allocation Plan has essential components of this; however, it would be helpful to see this approach clearly being funded in the RFP.</p>	RFP	
<p>Will the page count or character count be increased if an organization is applying under multiple categories?</p>	RFP	
<p>Is there an average grant size? Is there a maximum percentage of the program budget we can apply for? For example: if the program budget is \$600,000-can you ask for ½ or \$300,000 or is it a smaller/larger percentage?</p>	RFP	
<p>Will letters of support be needed or allowed to be turned in to make the proposal stronger?</p>	RFP	
<p>From time of RFP release, when will it be due? How much time do we have to do our proposals?</p>	RFP	
<p>1) Summer contracts have been distinct for OST as hours of service, programming and youth served are often widely different from school-year OST - how is this being thought through? 2) How is dosage being considered? More like OST where it is average daily attendance for programs OR more like specialized teen where it is dosage along a spectrum of annual hours in programming?</p>	RFP	
<p>1. This was brought up at yesterday's presentation, but I would appreciate more clarity about the anticipated revised format for the RFPs. As a provider of comprehensive services, many of our programs interweave and work together to amplify each other's effectiveness. In the past, we submitted several applications - almost as many as there are service areas. In addition to some inevitable redundancy, it's sometimes difficult to talk about the synergistic effectiveness of the programs. Can you provide some clarity about how we can better address this? Will we still need to write an application for each service area or will there be a way to consolidate our requests for funding for different service area into one (or at least fewer) proposals? 2. This question is about the funding streams and which entity manages the RFPs and applications. For example, all Early Care and Education is distributed through the interdepartmental partnerships; those allocation decisions are made by First 5 from the proposals we submitted to them in February, right? Or, in the Emotional Well-Being service area, DPH's Behavioral Health Services administer and allocate the funding from their currently active RFP 1-2017, correct? If not, could you tell us how the allocation of funds from interdepartmental partnerships is decided? 3. In a similar vein, can you explain how the EXCEL match works with the proposed Out of School Time allocations?</p>	RFP & Appendix D	

Public Feedback for SAP	Response Category	Additional response
<p>Many youth participants actually live in other areas, then where our program is based. They may have been displaced. The effect of this movement is that one may see lower number or concentrations of youth below the poverty rate living in a specific neighborhood, but with strong ties to other neighborhoods. Housing instability is mentioned on p. 7. We hope this nuance is not lost through the RFP process.</p> <p>p. 14</p> <ul style="list-style-type: none"> -Informal probation is used increasingly. However this means programs that require formal probation are not able to serve them. This may be an opportunity for DCYF to revise these limitations. -We only accept youth that have been in the system within the last 3 months. Again, this may be an opportunity for DCYF to revise these limitations. -Other branches of the justice system are not mentioned, including wards of court or foster care. -Other sources of qualified referrals are not mentioned such as Occupational Therapy and Training Program -Mental health services are also needed -Staff appreciates that case management is included in the description of necessary services. In other programs we see the value of wrap-around services and family engagement. In our Employment services, that work is absorbed into other workers' jobs and focuses on the individual. We hope that there will be consideration for formal inclusion of case management in our current work. 	RFP	
<p>This is feedback on behalf of Service Provider Working Group meeting (March 9), Youth Workforce Section.</p> <ul style="list-style-type: none"> -Excited to see included: Career focused, not just job focused; includes MYEEP, youthworks, and partnership with HSA; youth development framework as required; names TAY as a populations; context setting at start of this section. -What's missing: financial literacy; industry sector driven approach to youth workforce; trauma informed care; weak if any explicit intersection between youth workforce and education supports; no mention undocumented youth who face exceptional challenges securing paid employment; more specificity about SFUSD partnerships -Left wondering: How much of a priority are 6 - 13 year olds? How/what type of youth workforce strategies are envisioned for this pre-working age group? 	RFP	
<p>Are instructions forthcoming re: how to apply in more than one service area - for direct grant support? For example, my organization's most logical submission will be in the OUT OF SCHOOL TIME service area, although we have capacity to and are interested in providing services in either or all of the following areas: EDUCATIONAL SUPPORTS; ENRICHMENT, LEADERSHIP & SKILL BUILDING; and/or EMOTIONAL WELL-BEING.</p>	RFP	
<p>We're delighted foster youth have been identified as a priority population. We hope the SAP and resulting RFP will acknowledge that 60-65% of San Francisco's foster youth are placed outside the county on any given day, requiring San Francisco organizations to identify and facilitate programs that are often 100 miles away in order to serve them appropriately. We cannot rely only on SF-based direct service programs to serve foster youth. Wherever they are placed, foster youth remain San Francisco's responsibility and should be considered San Francisco residents. In anticipation of the RFP process, I would like to ask for a review of the reader scoring system. Many similar systems will 'toss out' outlier scores that are much higher or lower than the norm, as a quality control. There are also other ways to review readers and their scores that could be considered to maintain quality and consistency. These systems can also allow for feedback for the readers who are scoring inconsistently or outside the norm.</p>	RFP	

Public Feedback for SAP	Response Category	Additional response
<p>In addition to the Service Areas identified in the draft SAP, you will consider including access to nature as a critically important element of the services and opportunities offered to our city's families through DCYF funded programs.</p>	RFP	
<p>We encourage DCYF to consider funding opportunities for organizations supporting hard-to-reach youth by partnering with OneDegree to facilitate awareness of and linkages to critical services.</p>	RFP	
<p>The CNA sites the need for “social cohesion” and “better motional and social support in the classroom,” but does not explicitly mention the importance of arts education. The arts have been proven to build social-emotional skills and improve self-confidence, which can play a large role in one’s emotional and mental health. Overall, the need for the arts, creativity in the classroom, and/or non-traditional programming should be mentioned more explicitly in the RFP.</p> <p>We also have these questions/concerns about the specific strategies:</p> <ol style="list-style-type: none"> 1. OST: We appreciate that the OST strategy focuses on social skills and creativity. What is the distinction between OST programs and in-school programming; if DCYF values social skills and creativity in OST programs, why aren’t those same areas addressed in-school? We are concerned that arts education is valued in after-school programming but is overlooked as an in-school program. 2. Educational Supports: Does this strategy intend to include the arts as a method of encouraging education achievement? 3. Enrichment, Leadership, and Skill Building: Although not stated explicitly, this strategy seems to be the best fit for arts programming. Do the skills referenced in this area include social-emotional skills? Do curriculum-based activities include arts? The strategy includes programming that takes place “in summer and afterschool, or as a standalone” but does it also include in-school programming? 	RFP	
<p>I love the clarity of the plan, and the intentionality of matching resource allocation to outcomes along a continuum. That being said, I encourage the department to maintain this approach when it rolls out the requests for proposal. For example the Beacon initiative funding is only available to those providers that have been selected by a particular school, not necessarily those schools who need it the most or could be most effective. Similarly, the MYEEP program is a completely closed system and participation is by invitation only. If we are building a service delivery system that is accountable to our vision as a City, our processes should reflect that as well.</p>	RFP	
<p>Service Provider Working Group “ Small Group re: Justice Service Area</p> <p>-What are we excited to see discussed in the SAP for the specific service area? That DCYF is trying to measure their own impact.</p> <p>-What is missing that should be highlighted in the SAP for the specific service area? *Prevention/Secondary Prevention; *No space for High Risk Youth/TAY; *Excessively truant youth?</p>	RFP	
<p>Would like DCYF to consider including language which prioritizes replicating and/or expanding successful program models which have potential to be taken to additional scale. While innovation and new program concepts are important, there are many programs with proven track records that can benefit a lot more youth if offered at additional school sites or neighborhoods.</p>	RFP	

Public Feedback for SAP	Response Category	Additional response
<p>My purpose is to submit information to be used in the writing of the Request for Proposal scheduled for July, 2017. I am a Native SF whose family moved into San Francisco in the late 1930s. I have served the youth of San Francisco since before the first 20 years of the Children's Fund, but with absolutely no direct funding from DCYF. I am offering this contribution to the request for proposal in this, the first competitive grantwriting opportunity in this next 25 year follow up to the original children's fund which I applauded at the outset but did not see appropriately impact the most vulnerable San Francisco children, including my son, nephews and many other children from San Francisco low-income communities. When the Children's fund was enacted in 1991, my eldest son was 5 years old. I was happy that this support was happening. But my son and several of his friends and cousins and others in his peer group died before they were 25, the age of Transition-aged youth. This showed me that the Children's fund was not reaching ALL children in San Francisco. I did many years of youth advocacy and programs but all using my own very-limited financial resources, although I took children all over the nation, and coached every year since 1990, after graduating from San Francisco State University, but I never received any direct funds from the Children's fund to assist in my effort to lift children from SF's most vulnerable communities. My recommendation is that the upcoming Request for Proposal is written to include an opportunity to create a CITYWIDE early intervention for violence and academic disparities in our City. Before San Franciscan citizen children leave elementary school, they ALL should receive the OPPORTUNITY for an assessment and treatment of their capacity TO PHYSICALLY ENGAGE OTHERS CHILDREN in a safe, fair, civil way. This is to reduce the prevalence of unsafe, unfair, uncivil physical engagement in San Francisco society and the world by giving children a template to do this positively and effectively. All students should have an opportunity to meet their match in a citywide wrestling organization. Most people will immediately discount this recommendation as a sport or athletic solution, but I am talking about an ancient human violence prevention tool and cultural and educational program inherent in all indigenous and non-indigenous societies, alike. When I say ALL elementary students should have this opportunity, I specifically mean any child that goes to 1) public school, 2) private school, 3) rec and park, 4) public housing complex, or 5) community-based organization receiving DCYF support. A pilot to this CITYWIDE violence and academic intervention proposal is currently being employed at Malcolm X Academy, San Francisco's lowest performing elementary school, according to test data, as a pilot that has been in development since 1990, without direct support from DCYF. This program is Scholar Wrestling's STEM Program which cancels out physical conflicts among students in order to free the student's mental and physical resources available for science, technology, education, math, language and arts. Thank you for your advocacy and may you all write the best and most effective request for proposals in human history.</p>	RFP	
<p>We all really appreciated the neighborhood and the other identification breakdown in your report, but we were a little disappointed in lack of gender programming across all the pathways. We work with girls who are primarily from low-income backgrounds and neighborhoods as you have identified. However, we work across workforce development, afterschool, and civic engagement. We were also concerned that there were no focus on the investment in the community and sustainability of these programs for the people, girls, and the youth that we are serving. We are wondering what the emphasis is going to be in the RFP and also wanted to echo the remarks about how to apply across these pathways.</p>	RFP	

Public Feedback for SAP	Response Category	Additional response
<p>Overall, I think it's a thoughtful and nicely designed document. I appreciate your use of the OCOF framework. I am currently working on the OCOF working group on "Coordinated Services & Targeted Resources" and am confident that "nature" will become a more integrated and incorporated element in a number of its outcomes. Please note that the OCOF specifically references the San Francisco Children's Outdoor Bill of Rights as a potential metric (capitalizing on its endorsement by many stakeholder city agencies and non-profits). Here is the text from BOS resolution as some of the language might be referenced in your RFP: (Included The San Francisco Children's Outdoor Bill of Rights)</p>	RFP	
<p>Please incorporate nature experience and nature connection opportunities for programs that serve family, children and youth in San Francisco. These opportunities are vital to children's physical, mental and emotional health. Nature connection programs can utilize the many natural/naturalistic areas in San Francisco that can be found in the neighborhoods and communities in which SF children reside and attend school. Please integrate the SF Children's Outdoor Bill of Rights fully into the SAP. Thank you.</p>	RFP	
<p>Feedback from Service Provider Working Group Small Group re: OST Service Area Question: Does a comprehensive OST program submit an RFP across service areas? Or will they need to submit multiple RFPs? -What are you excited to see discussed in the SAP for OST? a. Calling out the need to support OSTs with resources & training to better support youth with special needs b. Cultural competency for programs/staff c. Socio-emotional learning is a priority d. Low-income youth in private schools e. "Explore the world" without enrichment – can this be through new partnerships with "Enrichment, Leadership & Skill Building?" f. Work with SFUSD – does this include the ExCel matching funds? -What is missing that should be highlighted in the SAP for the specific service area? a. Nothing specific re: access to nature b. Nutrition and food c. Clarity re: overlap of service areas (i.e. education, enrichment, OST, etc) d. What amount has already been earmarked? -What seems in the SAP related to the specific service area is in conflict with what you understand to be true based on your daily work? a. Living wage for staff b. Alignment of expectations between SFUSD/ExCel</p>	RFP	
<p>I have a couple of questions regarding the allocation for mental health. It was a predominant need in the Community Needs Assessment(CNA), but only \$2.6 million dollars is being allocated for ages 0-24. I wanted to know if I could have a bit more rationale behind this allocation for mental health. Another question I have in regards to middle school in looking at a whole continuum 6-13 years old. I know at my organization we serve kids we break them up into elementary school, middle school, and high school. So looking at the continuum being 6-13 years old how are we measuring for middle school population? What are the parameters for success?</p>	Mental Health	

Public Feedback for SAP	Response Category	Additional response
DCYF's Youth Advisory Board stated the following: In Emotional Well-Being, is mental health part of the emotional well-being for ages 0-5 and is that addressed in the Early Care and Education Service Area?	Mental Health	
Most of my questions boil down to the mental health piece, we are hearing from all of our sites that mental health is a key need and we are not able to provide it given the general resources. It looks like a lot of the funding for mental health is already ear marked for existing programs, like health and wellness centers. Will there be space under OST to request mental health services under those funding streams, as well as is there any coordination between DCYF and other agencies that do fund mental health in youth programs so that can be alluded to in the RFP that there are going to be opportunities for mental health services? Where else can we find resources for mental health because that is what we are hearing mostly from our schools?	Mental Health	
I am here to ask a high-level question. It is well proven that impact of early education on vulnerable children and we know that there are tremendous needs. We have an early care workforce that is in crisis. We have families who are on a waiting list for childcare subsidies. I think the department has done a wonderful job considering the range of needs in the city, but I think at the very high level is one of the questions of whether there is enough being invested of the Children and youth fund that is going to in Early Care and Education. I think sometimes it is easy to solve the problems where there are smaller amounts of money that is needed to solve a problem. While in Early Care and Education the amount that is actually needed is in the tens of millions dollars to actually provide quality care and education for all. I believe one other thing that I was going to say is that there is still a high percentage of children in San Francisco who are not ready for kindergarten. I have a concern whether enough is being invested in Early Care and Education.	ECE	
I just want to make sure that in this process that Early Care and Education includes also funding to ensure work place conditions for parents and making sure there is equity in the starting line for all children. So that parents have equal access at their job to taking time off for pregnancy and afterwards for bonding. At our agency one of our focal points and we've worked very hard particularly out in San Francisco for this past year making sure that there is full paid leave for new parents for bonding, but that still doesn't give them the right to take time off. We know that low income and minorities are disproportionately affected by these policies, so I would like to make sure that funding is going to ensure that this will improve opportunities for all children and their parents. We know that improving the work place opportunities for parents also improves children's health and you have an opportunity to really ensure that you promote early childhood brain development and that carries on throughout their life.	ECE	Funding for Early Care and Education is work ordered to the Office of Early Care & Education. OECE, in partnership with its Citizens Advisory Committee, determines how to allocate ECE fundings.
San Francisco has done a good job providing resources for early care and education services for four year olds. However, there is a great unmet need for early care and education services for infants and toddlers. If the increased funding was intended to fill the gap of unmet need for early care and education, there needs to be a much greater increase in investment of at least \$10 million to begin to address that need. Thank you.	ECE	

Public Feedback for SAP	Response Category	Additional response
<p>The SAP indicates that 38% of SFUSD students did not demonstrate the readiness skills to be academically successful by 3rd grade. At the same time, there remains a wait list for quality subsidized child care of over 3700 young children in SF eligible for early education. While receiving only 18% of the total program funds, children 0-5 make up 41% of the population of children 0-18.</p> <p>Early intervention through quality early childhood education is a proven way to give children the advantages they need to succeed. Especially given the focus on equity and access, this uneven allocation of resources to our youngest, most vulnerable children in San Francisco must be altered to reflect the values stated in this SAP. In addition, the lack of access to quality child care exacerbates the devastating cycle of chronic poverty by denying opportunity for low income parents to pursue education, training and job search activities that can support the path to economic self sufficiency and family stability.</p>	ECE	
<p>p.22 -There is a sense that the 16 key indicators focus heavily on School-based data. This may obscure the needs of TAY. -Similarly, the statistics focus on citywide populations. This may obscure the severity of certain problems within neighborhoods or specific demographic groups. It would be useful to share data by neighborhoods or demographic, for example for indicator 1 which is at 2% but may be highly concentrated within neighborhoods or demographics that experience higher incarceration rates. We suggest the same for indicator 3 when the data is made available.</p> <p>p. 24 -Finally, for indicator 16, staff would find it useful to have disaggregated data (enrolled in school, working, or both).</p>	Misc.	DCYF will release more details on the Population Indicators in June that will show the indicators disaggregated by race/ethnicity, age and other demographics where available.
<p>The other question is in the results statements there is a lot of wonderful language, and I am wondering if there is anything that can be said about citizenship and civics?</p>	Misc.	We will not be editing the Result statements; however, we consider them broad enough to allow for programming focused on promoting civic engagement.

Public Feedback for SAP	Response Category	Additional response
<p>Service Provider Working Group stated the following: We had a meeting on Thursday with about 35 service providers present and solicited system wide feedback. The first question is please explain any key shifts by priority in each service area including the creation of new service areas. How those decisions were made and why?</p>	Misc.	<p>Input received during the CNA process and a Results Based Accountability framework were used to develop the Service Areas in the SAP. The biggest changes since the last RFP are the inclusion of TAY and the focus on equity.</p>
<p>The Service Provider Working Group stated the following: TAY services are now a part of service areas will younger youth, is there a commitment to supporting TAY services that they will not fall below a certain percentage of the total allocations and if so, what would that be?</p>	Misc.	<p>We did not develop minimum or maximum allocations by age group. DCYF will make every effort to allocate funding equitably across all age groups.</p>
<p>The Service Provider Working Group stated the following: What type of data management and evaluation changes can be expected in the new cycle because I know that has been discussed and how is DCYF thinking about federal funding in relationship to the SAP, allocation ranges, and the RFP?</p>	Misc.	<p>Evaluation is discussed on page 20 of the SAP. The City is monitoring potential impacts to federal funding. If there are shifts at the federal level that significantly impact funding, the SAP can be modified with Board approval.</p>

Public Feedback for SAP	Response Category	Additional response
<p>Will there be funding for capacity building in terms of support for staff development(funding for non DCYF based workshops and professional development)?</p> <p>And for salaries to help staff deal with the high expense of working and living in San Francisco-even creative uses like helping for subsidized transportation. Too many staff are moving away and can't afford to live or work in San Francisco.</p>	Misc.	These are expenses that programs should build into their budgets when they submit proposals.
<p>Will we have another get together like this to ask questions or will we use email?</p>	Misc.	The public will have an opportunity to provide additional feedback on the SAP at the OAC meeting on 4/17.
<p>Service Provider Working Group stated the following: Does DCYF plan on providing any technical assistance to support equity within the RFP process, to support smaller community based organizations so that they can respond competitively especially around RBA?</p>	Misc.	DCYF will provide additional RBA trainings at the end of May.



Making San Francisco a great place to grow up



SAN FRANCISCO DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES

Draft Services Allocation Plan

2018-2023 FUNDING CYCLE

APRIL 11, 2017



Maria Su, Psy.D.
Executive Director



Edwin M. Lee
Mayor

A Letter from the Executive Director:

As we look to the next five years, we envision a San Francisco in which all of our children, young adults and families are leading lives full of opportunity and happiness. They will have access to high-quality care and services, build meaningful relationships with others and achieve their goals and dreams.

I am pleased to present the 2017 Services Allocation Plan (SAP) for the Department of Children, Youth and Their Families (DCYF). The SAP calls out four bold Citywide Results that we want to work to achieve over the next five years and the services and investment priorities that will help us reach them. It is the first Services Allocation Plan prepared by DCYF following the reauthorization of the Children and Youth Fund in 2014 and is a document we will rely on as we move into the final phase of our planning process. The Request for Proposals (RFP), based on this SAP, will be released in late July. Grants awarded via the RFP will start in July 2018.

Under this new SAP, DCYF will be even more strategic and focused in our efforts to support our children, youth, and transitional age youth, empower our families and strengthen our communities. This SAP encompasses many of our existing service areas, introduces a few new funding areas and refines old ones.

DCYF, with the support of our partners, strives to make San Francisco a great place to grow up. A place where everyone can benefit from the successes of their hard work and reach their fullest potential, regardless of the social inequities they may have experienced. I look forward to working with you on this mission.

Sincerely,

Maria Su, Psy.D.

Executive Director



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LIST OF ACRONYMS

CBO	Community-Based Organization
CNA	Community Needs Assessment
DCYF	Department of Children, Youth and Their Families
ECE	Early Care and Education
ELS	Enrichment, Leadership & Skill Building
FPL	Federal Poverty Level
MYEEP	Mayor’s Youth Employment and Education Program
OAC	Oversight and Advisory Committee
OCOF	Our Children, Our Families
OST	Out of School Time
PEEF	Public Education and Enrichment Fund
RBA	Results-Based Accountability
RFP	Request for Proposals
SAP	Services Allocation Plan
SFUSD	San Francisco Unified School District
TAY	Transitional Age Youth
YWD	Youth Workforce Development

INTRODUCTION

The Department of Children, Youth and Their Families (DCYF) and its partners have a proud and important history of funding high quality, culturally relevant and empowering services for San Francisco's children, youth and their families. DCYF brings together City government, schools, and community-based organizations (CBOs) to help our city's youth, birth to age 24, and their families lead lives full of opportunity and happiness.

Over the past 25 years, San Francisco has become home to some of the best practices and programs in the nation. With this Services Allocation Plan (SAP), DCYF aims to sharpen its focus on funding the services that are most likely to improve the lives of children, youth and families and on measuring key outcomes in our community.

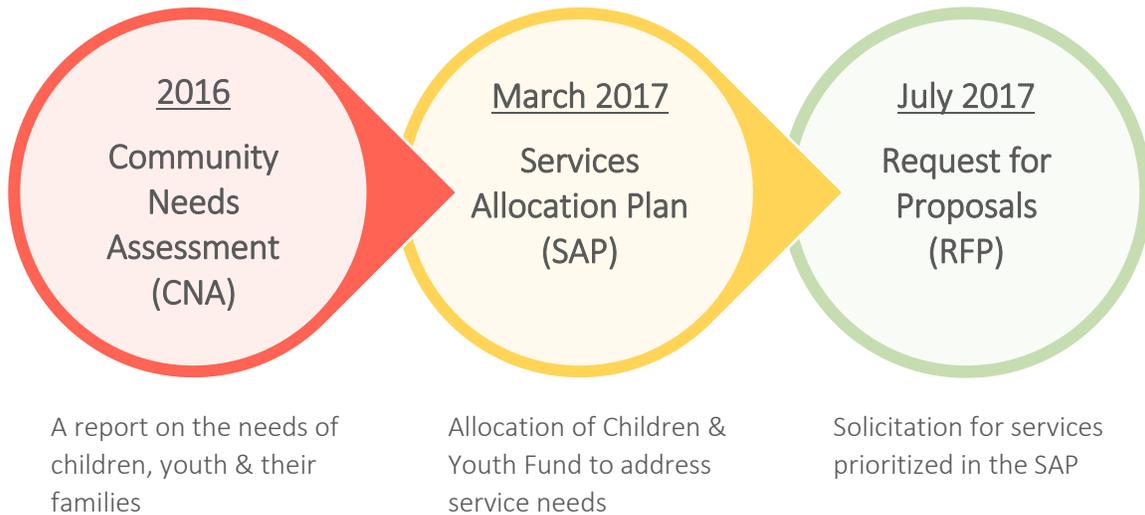
BACKGROUND: THE CHILDREN AND FAMILIES FIRST INITIATIVE AND DCYF

In 1991 the Children's Amendment to the City Charter was passed by voters, making San Francisco the first city in the country to guarantee a dedicated funding stream to children each year in the city budget. The legislation set aside a portion of annual property taxes for the exclusive funding of services that benefit children. The Children's Fund was overwhelmingly renewed by voters in 2000, then renewed again in 2014 with broad voter support for an extended 25-year tenure through Proposition C. Proposition C, also known as the Children and Families First Initiative, increased the property tax earmark for children and youth to four cents of every \$100 of assessed property value (to be fully phased in by fiscal year 2018-19), renamed the Children's Fund to the Children and Youth Fund and expanded use of the Fund to the provision of services to transitional age youth (TAY) ages 18 to 24 (see Appendix A: City Charter Amendment for a detailed definition of TAY).

DCYF administers these funds to community-based organizations and public agencies to provide services to children, youth and families. DCYF's Oversight and Advisory Committee (OAC), which was established under the 2014 legislation, helps to guide strategic planning, funding recommendations and evaluation of funded programs. In fiscal year 2015-16 DCYF provided approximately \$60 million in direct service grants to over 450 programs located across all of San Francisco's neighborhoods, helping to support over 50,000 children and youth, birth to age 24, and their families.

THE PLANNING CYCLE

The Children and Families First Initiative established a five-year planning cycle for spending from the Children and Youth Fund. The cycle begins with a Community Needs Assessment (CNA) (available at www.dcyf.org). The Services Allocation Plan (SAP) builds DCYF's strategic funding priorities and allocation amounts based on the needs surfaced by the CNA. Then a Request for Proposals (RFP) takes the SAP a step further, presenting more detailed descriptions of the services that will be funded for the next five years.



THE SERVICES ALLOCATION PLAN: HOW DCYF INVESTS IN CHILDREN, YOUTH AND FAMILIES

This document, the Services Allocation Plan, establishes funding priorities and desired outcomes for services based on needs identified in the CNA. We engaged in an intensive planning process to determine the key results for San Francisco’s children, youth and families. During this process, we gathered feedback from key stakeholders, such as community-based organizations and other city departments, to build support for our proposed plan. We also gathered and analyzed additional data to supplement information from the CNA that will be used in the Department’s ongoing planning efforts. This information includes key indicators (see Measuring Our Progress section) to identify populations of need (see Priority Populations section) and information on overall City spending on children and youth (see Appendix B).

This Plan provides details on our results-based planning process and our four key Results, followed by an overview of the services that DCYF believes will improve the lives of children, youth and families in San Francisco. The Plan ends with a presentation of the population-level indicators that will measure San Francisco’s progress toward reaching our four key Results over time.



BUILDING A PLAN FOR SUCCESS

STRATEGIC PILLARS AND COMMITMENT TO EQUITY

Four Strategic Pillars serve as the foundation of DCYF’s work. These Pillars reflect our core beliefs about how to build the strongest five-year plan that will enable us to work effectively with our many City and community-based partners to deliver the best results for San Francisco’s children, youth and families.

Figure 1. DCYF STRATEGIC PILLARS FOR ACHIEVING POSITIVE RESULTS FOR SAN FRANCISCO

Strategic Funding	Quality Services	Engagement with San Francisco’s Communities	Collaborative Partnerships
DCYF promotes practice- and research-informed programs, seeds innovation, and seeks to address inequities in access and opportunity	DCYF provides leadership in developing high quality programs and strong community-based organizations in the interest of promoting positive outcomes	DCYF prioritizes children, youth, transitional age youth and families' voices in setting funding priorities	DCYF commits to working with other city stakeholders to ensure efficient use of resources

DCYF’s commitment to equity is both fundamental to our Strategic Pillars and highlighted in the City Charter. The City Charter states that DCYF is responsible for “ensuring the children and youth with the highest needs receive maximum benefit from the Fund and that equity is a guiding principle of the funding process; and to the maximum extent feasible, distribute funds equitably among services for all age groups – from infancy to transitional age youth.”

The CNA included an Equity Analysis that defined equity as all groups having access to the resources and opportunities needed to reach their full potential. The Equity Analysis in the CNA identified low-income neighborhoods and disadvantaged populations that were faring worse on measures of well-being compared to other neighborhoods and groups. In addition to the Equity Analysis, DCYF engaged with historically underrepresented community members through input sessions, focus groups and interviews to better understand the inequities they face.

As the Department moves through the SAP and RFP processes, equity and the Equity Analysis remain key considerations in establishing Service Areas and in developing RFP content and selection criteria.

PRIORITY POPULATIONS

As discussed above, DCYF is committed to ensuring equitable access to the services and opportunities that all children, youth and families need to lead lives full of opportunity and

happiness. While a range of services are available to many children and youth in our community, one of our guiding principles specifies that we focus on ensuring access to those services for San Francisco’s most vulnerable children, youth, transitional age youth and families.

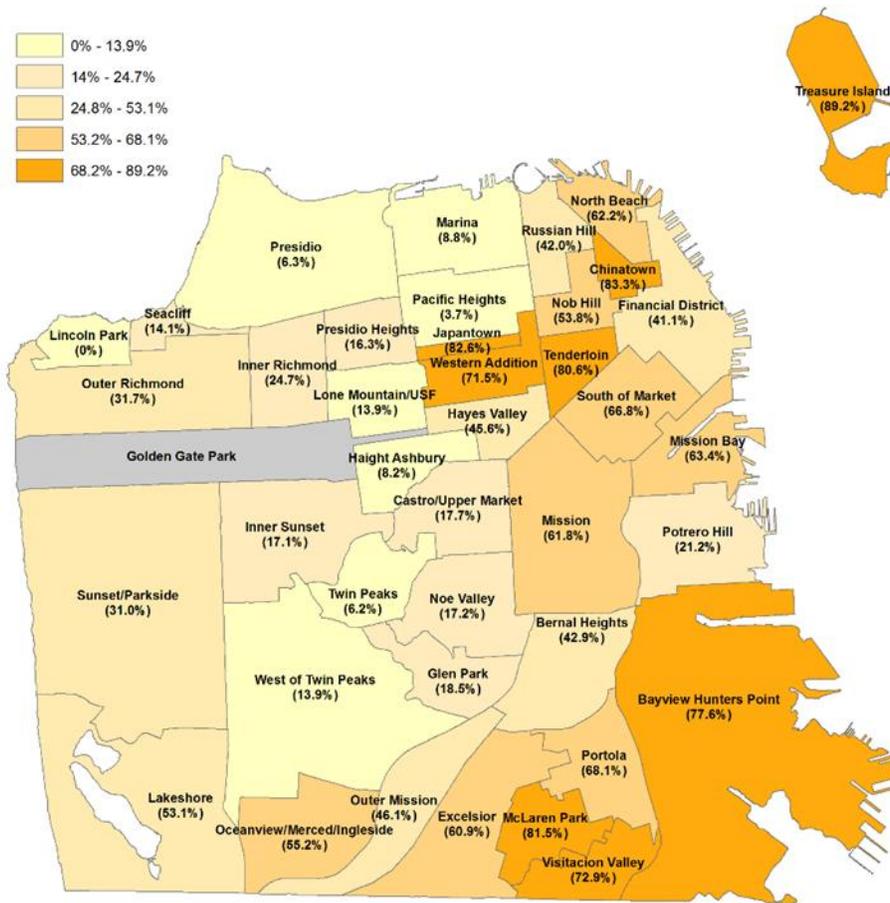
In the Equity Analysis, DCYF identified low-income neighborhoods where children and youth are likely to have the greatest level of need for services, as well as specific populations that benefit from targeted programming. The table below highlights the populations identified through the CNA as having concentrated need, as well as characteristics associated with increased need.

CITYWIDE / UNIVERSAL NEED	❖ All San Francisco children, youth and families																
CONCENTRATED NEED	<ul style="list-style-type: none"> ❖ Low-income neighborhoods ❖ African American, Hispanic/Latino, and Pacific Islander children, youth and families ❖ Disconnected transitional age youth 																
CHARACTERISTICS OF INCREASED NEED	<table border="0"> <tbody> <tr> <td>❖ English Learner</td> <td>❖ Academic underperformance or disconnect from school</td> </tr> <tr> <td>❖ Foster youth</td> <td>❖ Exposure to violence, abuse or trauma</td> </tr> <tr> <td>❖ LGBTQQ</td> <td>❖ Justice-system involvement</td> </tr> <tr> <td>❖ Special needs</td> <td>❖ Mild to severe mental and behavioral health challenges</td> </tr> <tr> <td>❖ Teen parent</td> <td></td> </tr> <tr> <td>❖ Under-housed</td> <td></td> </tr> <tr> <td>❖ Undocumented</td> <td></td> </tr> <tr> <td>❖ Children of incarcerated parents</td> <td></td> </tr> </tbody> </table>	❖ English Learner	❖ Academic underperformance or disconnect from school	❖ Foster youth	❖ Exposure to violence, abuse or trauma	❖ LGBTQQ	❖ Justice-system involvement	❖ Special needs	❖ Mild to severe mental and behavioral health challenges	❖ Teen parent		❖ Under-housed		❖ Undocumented		❖ Children of incarcerated parents	
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Given the high cost of living in San Francisco, DCYF determined that 300% of the Federal Poverty Level (FPL) is approximately the San Francisco living wage for most family types. For a family of four, 300% of FPL is about \$71,550. Nearly 40,000—or 35%— of San Francisco youth ages 0-17 are living below 300% of FPL. Figure 2 shows the proportion of youth living below 300% of the FPL by neighborhood. The neighborhoods are shaded into five equal-sized groups based on the percent of youth in each that are below 300% of FPL. The lightest shaded group represents the neighborhoods with the lowest rates of poverty, while the darkest shaded group represents the neighborhoods with the highest rates of poverty.

The 40,000 youth in poverty live all over the city, though youth in certain neighborhoods face greater odds of growing up in poverty than others. For example, 6.3% of youth in the Presidio live below 300% of the FPL compared to 77.6% of youth in Bayview Hunters Point. The neighborhoods with the highest percentage of youth below 300% of the poverty level are Treasure Island (89.2%), Chinatown (83.3%), Tenderloin (80.6%), Bayview Hunters Point (77.6%), Visitacion Valley (72.9%) and Western Addition (71.5%). Neighborhoods with more than 2,000 youth below 300% of the FPL include Bayview Hunters Point (7,330 youth in poverty), Excelsior (4,280 youth), Mission (4,050 youth), Sunset/Parkside (3,740 youth), Visitacion Valley (2,580 youth), Oceanview/Merced/Ingleside (2,160 youth), Outer Richmond (2,060 youth) and Portola (2,040 youth).

Figure 2. PERCENT OF YOUTH AGES 0-17 BELOW 300% OF THE FEDERAL POVERTY LEVEL, BY NEIGHBORHOOD



Source: U.S. Census Bureau. (2016). American Community Survey, 2010-2014 5-Year Estimates

In addition to low-income neighborhoods, the City Charter calls on DCYF to identify disadvantaged communities. Within San Francisco, African American, Hispanic/Latino, and Pacific Islander youth are disadvantaged on a broad range of measures. These youth experience higher rates of poverty, lower rates of academic achievement and higher rates of involvement with the juvenile justice system compared to other racial/ethnic groups in San Francisco. Beyond these factors of concentrated need identified through the Equity Analysis, we know that children, youth and families identifying with any of the characteristics of increased need outlined in the figure above (under-housed, English Learners, etc.) benefit from additional supports. The CNA provides statistics and graphical representations of rates of poverty, academic achievement and juvenile justice involvement by race/ethnicity.

DCYF is also dedicated to addressing needs of the most disconnected transitional age youth in the context of equity. “Disconnected TAY” are individuals who struggle with entering the workforce, creating strong support networks, and succeeding in education. Population-level data on transitional age youth are limited, and disconnected TAY individuals may be homeless, have criminal justice involvement, mental illness, lack a high school diploma, or some combination of all these challenges, rendering them a difficult-to-reach population. The TAY population is composed of 18-24 year-olds who need additional supports and

opportunities to make a successful transition to adulthood. According to Section 16.108 of the San Francisco Charter, TAY includes 18-24 year-olds who:

- ❖ Are homeless or in danger of homelessness;
- ❖ Have dropped out of high school;
- ❖ Have a disability or other special needs, including substance abuse;
- ❖ Are low-income parents;
- ❖ Are undocumented;
- ❖ Are new immigrants and/or English learners;
- ❖ Are lesbian, gay, bisexual, transgender, queer, and questioning; and/or
- ❖ Are transitioning from the foster care, juvenile justice, criminal justice or special education system.

As discussed earlier in this Plan, DCYF’s RFP will present more detailed descriptions of the services to be funded over the next five years. We will discuss priority populations in the RFP and include questions for applicants to explain how they intend to reach and serve San Francisco’s most vulnerable, and high-need children, youth and families.

ACHIEVING SUCCESS THROUGH RESULTS-BASED ACCOUNTABILITY

As stewards of the Children and Youth Fund, DCYF seeks the most effective and equitable methods of determining the services that will best improve outcomes for children, youth and families, as well as how to best measure the impact of our investments. In the fall of 2016, DCYF began using the Results-Based Accountability (RBA) framework with the goal of implementing a clear and measurable tool to help ensure that the Children and Youth Fund investments will support positive results.¹

The implementation of the RBA framework followed the completion of our Community Needs Assessment. Based on the wealth of data and community input gathered through the CNA, DCYF developed the SAP through an iterative process whereby DCYF staff (a) identified Results that reflected the aspirations shared by children, youth and families in the CNA, (b) examined existing data to understand how San Francisco is doing in regards to each of these Results, (c) researched the factors that most strongly influence the Results, (d) identified the partners with substantial roles to play in affecting Result outcomes, and (e) explored services that would positively impact the Results. This process will help DCYF better measure the impact of the services we will fund to make a positive impact in the lives of San Francisco’s most vulnerable children, youth and families. The last step of the RBA process is to develop Performance Measures associated with the services that we will fund. These Performance Measures will be detailed in the RFP, and will be used to assess grantees’ performance in the next Funding Cycle.

¹ For more details on the RBA framework, see the Clear Impact website: <https://clearimpact.com/results-based-accountability/>.

RESULTS FOR SUCCESS

DCYF began the SAP process by highlighting results that we believe reflect fundamental conditions that should be present for children, youth and families in San Francisco. DCYF’s four Results were based on the research and community input presented in our CNA and align with the major goals in the Our Children, Our Families (OCOF) Outcomes Framework.² It is the Department’s goal over the next five-year funding cycle to remain focused on funding the services most likely to positively influence these Results and to continuously measure progress toward meeting them.

Figure 3. DCYF RESULTS



It is important to note that through our CNA process, DCYF heard from many families about their struggles to maintain housing and make ends meet despite San Francisco’s overall economic prosperity. DCYF did not create a unique result for economic security and housing stability due to limitations placed on the Children and Youth Fund by the City Charter that prevents spending on property and land (see Appendix A for the text of the City Charter amendment). Because economic security and housing instability have such a large impact in San Francisco and because DCYF specifically cannot use the Children and Youth Fund to address these issues, we did our best to recognize and consider these circumstances in our planning process when determining the supportive services, programs and initiatives that will help children, youth and families achieve the four Results listed above.



² In addition to reauthorizing the Children and Youth Fund, Proposition C charged the Our Children, Our Families Council with creating an outcomes framework to outline the milestones the City, the San Francisco Unified School District, and community want all children, youth, and families in San Francisco to reach.

SERVICE AREAS & ALLOCATIONS

In the 2018-2023 Funding Cycle, Service Areas will build on the strong foundation of work already accomplished by the Department and our partners. Through our recent planning efforts we have determined a group of core services that DCYF is confident will have the greatest impact on our four Results. It is important to highlight DCYF's commitment to ensuring an equitable allocation of funds. During our planning, we focused not only on understanding the greatest service needs in our community, but also on ensuring San Francisco's most vulnerable children, youth, transitional age youth and families reach these services. These Service Areas together aim to achieve a continuum of developmentally meaningful outcomes, from birth to adulthood.

This section outlines priorities and funding ranges to guide the expenditures of DCYF's budget, which includes a combination of the Children and Youth Fund, the General Fund, and state and federal dollars. The city, state and federal governments all face fiscal uncertainty, and this funding allocation plan is based on the best projection of available revenue. Today we estimate that DCYF will have roughly \$117 million available annually between Fiscal Years 2018-19 and 2022-23 to allocate toward the Service Areas described in this plan. Actual funding levels, however, may vary. For an overview of how DCYF's current funding strategies relate to the Service Areas, see Appendix C.

Figure 4 on the following page summarizes the Service Areas, ages to be served, and range of funding allocations. The pages that follow offer summaries of each Service Area, including an explanation of the services, additional details on the allocation range, and the role each Service Area plays in supporting positive results. For each Service Area, we divide the funding into (1) the amount available for Direct Grants, which will be made competitively available through DCYF's RFP process, and (2) the amount available for Interdepartmental Partnerships. The Interdepartmental Partnerships funds will be allocated to other City departments, and the majority of these funds will be contracted by other City departments to community-based organizations to provide direct services that will help us achieve our Results (see Appendix D for a list of these partnership investments). Of the \$117 million projected to be available annually, we allocate approximately \$73 million toward Direct Grants and \$44 million toward Interdepartmental Partnerships.

The Service Area summaries are the result of careful review of the factors and evidence-based practices that most strongly influence our Results. The summaries also incorporate the many voices of children, youth and families who engaged in our planning processes (see Appendix E and F for a list of input sources).

While we have grouped types of services under discrete Service Areas, DCYF recognizes that there is interconnectedness across all of our Results and Service Areas. Meeting the complex and varied needs of children, youth and families in San Francisco requires a continuum of services and approaches.

In developing this SAP we made every effort to select Results and create Service Areas that build on each other so that together they will help target inequities and improve outcomes for the city’s most vulnerable children, youth and families.

Figure 4. SERVICE AREAS AND ALLOCATION RANGES



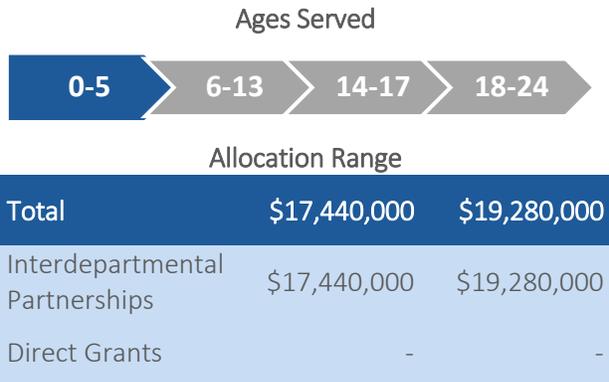
EARLY CARE & EDUCATION SERVICE AREA

Studies find that high-quality pre-K programs, like San Francisco’s Preschool for All program, benefit all children, but have the greatest impact on disadvantaged and minority children, helping to narrow achievement gaps as they boost learning for all participants.

Preschool enrollment in the city is on the rise, with 71% of three- to five-year-olds in San Francisco attending preschool in 2013, compared to only 48% in California overall. Despite the fact that licensed center capacity in San Francisco grew by 1,147 slots from 2006 to 2012, as of May 2015, 3,370 eligible children ages 0-5 remain on a waiting list for subsidized early care and education.

Programs providing early care and education (ECE) are a primary driver for school readiness. From birth, ECE settings begin to prepare children for success in school by supporting physical well-being and motor development, social and emotional development, communication and language usage. Access to affordable, high quality ECE programs also provides low-income parents the opportunity to develop greater financial stability.

DCYF will support the Early Care & Education Service Area through continued investment to expand access to high quality ECE settings in funding partnership with the Office of Early Care and Education and First 5 San Francisco.



WHY IS THIS IMPORTANT?

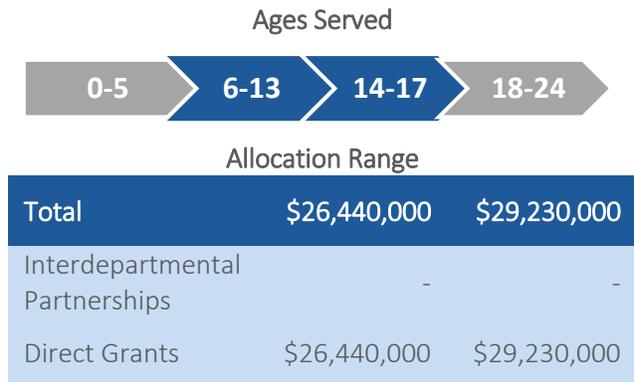
- ❖ In a survey about the needs of the families they serve, 56% of service providers of children aged 0-5 ranked affordable childcare in the top three areas of need. Providers highlighted the challenge for families of finding available infant care and care that accommodates their schedules.
- ❖ In community input sessions discussing children aged 0-5, participants prioritized the need for access to high-quality ECE programs, recommending “more transitional kindergarten with teachers with ECE backgrounds,” “more affordable high-quality childcare arrangements,” and “drop-in community centers with childcare.”
- ❖ Chinese immigrant parents identified a high cost of childcare and limited availability of subsidized care, which impacts financial stability because the lack of childcare prevents parents from working.
- ❖ Fathers in the justice system also highlighted the need for easier access to childcare, particularly for probationers who are actively participating in programs to better their lives for their children.



OUT OF SCHOOL TIME SERVICE AREA

Out of School Time (OST) programs provide meaningful and relevant learning opportunities that foster children’s curiosity, build their social skills, and creatively reinforce and expand on what they learn during the school day. OST programs also provide opportunities for youth to be physically active, enjoy healthy foods, explore the world around them and develop relationships with caring adults and peers. Research demonstrates that high quality out of school time programs benefit youth, their families and communities.

In the OST Service Area DCYF seeks to support comprehensive programming that occurs both on school campuses and at community sites. These programs will provide comprehensive afterschool and summer programming that operates during business hours so that parents can rely on these programs to provide quality care for their children while they are at work. These programs will be rooted in youth development, provide culturally competent services and include a focus on competencies like literacy and social emotional skill building. DCYF will continue to work closely in partnership with the San Francisco Unified School District (SFUSD) to offer OST services.



WHY IS THIS IMPORTANT?

- ❖ Youth development research shows that having one or more caring adults in a child’s life increases the likelihood that they will flourish and become productive adults. Surveys of youth in DCYF afterschool programs show that more than 90% believe that there is an adult at their program who really cares about them.
- ❖ In surveys of school principals and afterschool and summer program providers, almost half of the respondents ranked affordable afterschool and high-quality summer activities as a top area of need for the families they serve. Providers indicated that sports and fitness, outdoor activities and extended programming were the summer program elements most requested by the families they serve.
- ❖ Low-income parents of children in private schools reiterated this need, and were concerned about access for families earning above “low-income thresholds.”
- ❖ Hispanic/Latino and Pacific Islander students in particular talked about the need for culturally specific supports and services, including groups, clubs and classes at school and afterschool settings, and at cultural centers in the community.
- ❖ Families of children with special needs discussed the barriers families face accessing after-school and summer programming, as many current programs provided on school sites and at community organizations do not have capacity to accept children with special needs.

EDUCATIONAL SUPPORTS SERVICE AREA

Providing youth and families with access to services and resources they need at their schools is a proven way to improve attendance, school engagement and in some cases academic performance. While 62% of the entering SFUSD kindergarten class in 2015 demonstrated the readiness skills needed to be academically successful by the third grade, disparities in academic achievement persist. African American and Hispanic/Latino youth have lower levels of kindergarten readiness, as well as lower rates of high school graduation.

Programs providing Educational Supports encourage achievement by supporting the academic progress of participants. These programs provide a range of services designed to help support academic achievement, engage young people in their education, introduce youth to future educational possibilities and assist in mitigating barriers.

In the Educational Supports Service Area DCYF seeks to support a range of programming that helps youth and young adults remain on track with their education while also working towards future educational goals. These services will include programs that support academic achievement; assistance navigating key educational transition points including elementary to middle, middle to high and high school to post-secondary; and programs that support post-secondary enrollment and success. These programs will be age appropriate, culturally competent and rooted in youth development. For this Service Area DCYF will work in partnership with the SFUSD, City College of San Francisco and San Francisco State University.

Ages Served				
	0-5	6-13	14-17	18-24
Allocation Range				
Total		\$5,430,000	\$6,000,000	
Interdepartmental Partnerships		\$615,000	\$680,000	
Direct Grants		\$4,815,000	\$5,320,000	

WHY IS THIS IMPORTANT?

- ❖ Surveyed principals indicated that academic support and tutoring are top programming needs outside of the instructional day for elementary, middle and high school students, and are often requested by parents.
- ❖ Students shared a desire to be seen as more than a racial/ethnic stereotype and to be truly understood within their school community. TAY, students, parents, and service providers alike highlighted the need for culturally responsive programming.



ENRICHMENT, LEADERSHIP & SKILL BUILDING SERVICE AREA

There is strong evidence supporting the value of project-based learning as a teaching model that allows for children and youth to acquire knowledge through hands on experience and engagement. Enrichment, Leadership and Skill Building (ELS) programs provide a curriculum-based sequence of activities designed to enhance learning, build skills, offer exposure to new ideas and concepts and engage young people in active and fun learning. ELS programs are varied and cover a range of topics, approaches and concepts such as art, music, theater, dance, sports and athletics, science and technology, cultural empowerment, leadership and life skills activities.

In the ELS Service Area DCYF seeks to support a continuum of services that offer opportunities for children, youth and young adults to engage in programming that teaches specialized skills. These services include programming during afterschool and summer times or as a standalone offering of project-based programming, culturally based skill building or the ability to build leadership. The City Charter requirement of a minimum three percent of the Children and Youth Fund for youth-initiated projects will be encompassed by the ELS Service Area.

Ages Served				
	0-5	6-13	14-17	18-24
Allocation Range				
Total		\$14,480,000	\$16,000,000	
Interdepartmental Partnerships		\$1,115,000	\$1,230,000	
Direct Grants		\$13,365,000	\$14,770,000	

These programs will be implemented in an age appropriate manner that is both culturally competent and rooted in youth development approaches. For this Service Area DCYF will work in partnership with the SFUSD, the Arts Commission, the Youth Commission, and the Public Utilities Commission.

WHY IS THIS IMPORTANT?

- ❖ In a survey of middle and high school SFUSD students asking what types of summer and afterschool programming they were interested in, over 35% of middle school students expressed a desire for “art, music, theater or dance” and “sports and athletics” programming, and over 30% expressed a desire for “science and tech activities”. High school students had similar priorities with the addition of “community service” activities.
- ❖ Middle and high school girls emphasized the need for girl-specific spaces in and out of school to engage in sports, art, and other extracurricular activities. Newcomer youth also expressed the desire for specialized programming and sports as a way to help them better integrate into their communities.
- ❖ TAY and service providers alike stressed the need to develop life skills and independence, with a particular emphasis on financial literacy.

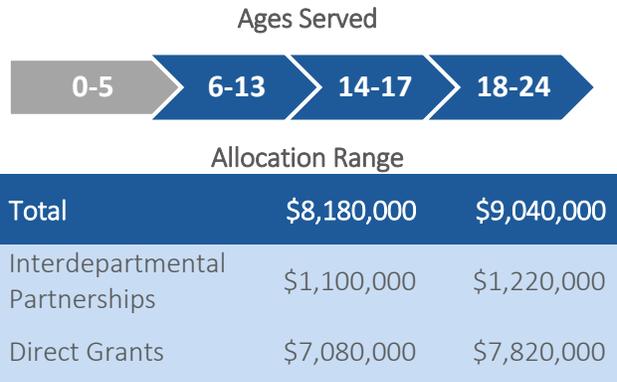


JUSTICE SERVICES SERVICE AREA

Programs offering Justice Services provide the support needed to help youth and young adults in the justice system stabilize their lives, reconnect with their education and begin to focus on achieving the steps needed for a successful future. San Francisco saw nearly 70% fewer juvenile arrests in 2014 compared to 2000. This profound shift away from arrest as a solution to delinquent behavior is the result of the tremendous work San Francisco has done to reduce reliance on the juvenile justice system and incarceration. Despite this significant drop in juvenile arrest and incarceration, racial and ethnic disparities persist in both the criminal and juvenile justice systems.

In the Justice Services Service Area DCYF seeks to support programs that provide comprehensive services to youth throughout the time they are engaged in the justice system. These programs will focus on meeting the complex needs of justice involved youth as well as prevent deeper involvement with the justice system through connection to adult allies and culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. These programs will be expected to

be well-versed in youth development and able to provide culturally competent programming that takes into account the unique needs of those involved in the justice system. DCYF will also continue to support initiatives such as the Community Assessment and Referral Center as well as work in partnership with the Juvenile and Adult Probation Departments, the Department of Public Health, the District Attorney and the Public Defender to ensure system coordination. Services for high-risk youth and TAY who are at risk of entering the justice system continue to be a priority for DCYF, and fund will be allocated in other Service Areas in order to ensure access to services for this population.



WHY IS THIS IMPORTANT?

- ❖ Research has shown that detention is harmful for young people, and that formal processing is not always effective in reducing delinquent behavior. Comprehensive youth centered programming mitigates negative impact and supports young people in their successful transition to adulthood.
- ❖ Young people and system partners alike expressed the need for programming that offers enrichment (arts and music), life skills, anger management, conflict resolution and exposure to a greater diversity of environments.
- ❖ Many young people mentioned feeling isolated from friends and family while incarcerated or when in out-of-home placements. DCYF’s system partners recognized this and stressed that including and engaging families in every step of the juvenile justice process is imperative for a child to transition successfully out of the system.
- ❖ Stakeholders, system partners, and youth alike offered suggestions focused on ensuring we have a well-trained and well-supported workforce. Young people expressed their feeling that bias existed in systems with which they interacted. Additionally, youth suggested that law enforcement can and should make stronger connections to the communities they serve.

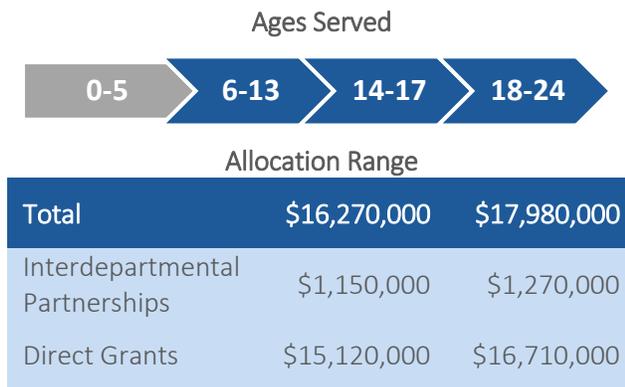
- ❖ Many stakeholders and youth identified the need for additional detention alternative and community supervision options to ensure a continuum of supervision services.

YOUTH WORKFORCE DEVELOPMENT SERVICE AREA

For young people to thrive as adults they need a strong academic foundation and the knowledge, skills and abilities to succeed in the workplace. Given the economic realities of San Francisco, youth in the city face unique pressure to develop the skills necessary to compete for jobs in the local economy. In 2015, DCYF funded programs that placed over 3,000 youth in work-based learning opportunities, helping them meet their educational and career goals and achieve economic self-sufficiency.

Youth Workforce Development (YWD) programs help to prepare young people for adulthood by providing opportunities for exposure to career options, teaching skills and competencies that are relevant to both education and employment and ensuring that young people have the ability to navigate the labor market.

In the Youth Workforce Development Service Area DCYF seeks to support a continuum of tiered career exposure and work-based learning opportunities that are developmentally appropriate, culturally competent and meet the needs of youth. This continuum will encompass a range of services including opportunities for early career exposure, programming targeted towards high need youth and access to private sector and career oriented employment. DCYF will also continue to support initiatives like the Mayor’s Youth Employment and Education Program (MYEEP), San Francisco YouthWorks and Jobs+ and will continue to engage with partners from the Recreation and Parks Department, the Office of Economic & Workforce Development, the Human Services Agency and the San Francisco Unified School District.



WHY IS THIS IMPORTANT?

- ❖ Research shows that youth need to hear early and often about career and educational options, which suggests the importance of programs for younger youth that focus on career exploration and employment readiness. For older youth, evidence demonstrates that YWD programming and employment opportunities targeted to special populations and disconnected youth are essential.
- ❖ Surveys of SFUSD principals, CBOs and youth revealed a high demand for YWD services. Eighty percent of providers serving youth ages 14-17 and 96% of providers serving youth ages 18-24 ranked access to jobs, job training, and internships as one of the top three desires of youth.
- ❖ Disconnected TAY expressed interest in job-training programs combined with college degree programs that focus on developing a direct career path to prepare them for an effective launch into adulthood upon completion. They also felt leadership opportunities that empower youth and build practical skills would help set them on a successful path.

MENTORSHIP SERVICE AREA

Research suggests that youth and young adults who meet regularly with mentors have improved academic, psychosocial and career outcomes. Mentors are able to help signal when a young person is in trouble, offer advice, share life experience, and help them navigate challenges and achieve goals. Studies have shown that high quality mentorship has a positive impact on absenteeism, college enrollment rates, career success, relationships and mental health.

Mentorship programs connect young people with caring adults who work with them over time to provide motivation, guidance and support. Mentoring programs can operate using a diverse set of practices and approaches but are found to be most effective when they focus on the goals and interests of the youth, include a professional youth worker to coordinate program experiences and connection to resources and ensure that mentors are trained and supported.

Ages Served			
0-5	6-13	14-17	18-24
Allocation Range			
Total	\$710,000	\$790,000	
Interdepartmental Partnerships	-	-	
Direct Grants	\$710,000	\$790,000	

In the Mentorship Service Area DCYF seeks to support programs that provide mentorship over an extended period of time and focus on helping youth build self-esteem and confidence, explore new possibilities and achieve positive goals. These programs will provide comprehensive mentorship experiences using practices and approaches that are culturally competent and rooted in youth development.

WHY IS THIS IMPORTANT?

- ❖ Over the past thirty years, studies have linked caring non-parental adult relationships to a broad range of positive outcomes for youth including experiencing increased emotional resiliency, self-esteem, development of social skills, and decreased symptoms of depression, anxiety, sexual risk behaviors and drug use. Caring adult relationships have also been found to have a positive impact on school connectedness and academic outcomes.
- ❖ Many surveyed providers indicated the need for gender-responsive programming and positive role models and mentorship programs for both boys and girls. Youth also felt that mentoring, peer support and counseling were essential to helping newcomer youth transition to their new schools.
- ❖ Transitional age youth expressed interest in pathways to upward mobility and mentorship with adults in their communities who have successfully transitioned out of public housing, off public assistance and into gainful employment and independent living.

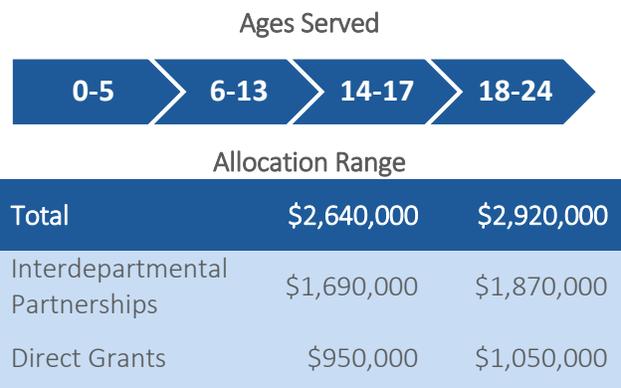


EMOTIONAL WELL-BEING SERVICE AREA

Discrimination, poverty, substance abuse, domestic violence, trauma and involvement in the justice and/or foster care system are major barriers to a fundamental state of health and well-being, and are issues that San Francisco’s most disenfranchised residents grapple with on a daily basis. Since 2001 the DCYF- and SFUSD-supported Wellness Center Initiative has expanded to become hubs for dozens of community agencies, coordinating a range of services at all 19 of the City’s public high schools to improve the health, mental well-being and educational outcomes of SFUSD high school students.

Emotional Well-Being services aim to address the impact of adverse childhood experiences on the emotional and mental well-being of children, youth and their families. Addressing the emotional and mental health needs of children, youth and families allows them to focus on their future and fully engage in home, school and community.

In the Emotional Well-Being Service Area, DCYF seeks to promote the emotional and mental well-being of youth ages 0 to 24 by increasing access to behavioral supports and mental health services through investments in school-based and community-based behavioral health programs. DCYF will continue to support the Wellness Center Initiative and will invest in systems coordination with the San Francisco Unified School District and the Department of Public Health’s Children’s System of Care and TAY Behavioral Health System of Care.



WHY IS THIS IMPORTANT?

- ❖ Researchers and leading health organizations widely recognize mental health as an integral part of overall health. Untreated mental and emotional health issues in childhood have lasting results into adulthood.
- ❖ Fifty-six percent of principals and child development center site supervisors surveyed identified mental health services as one of the most frequent areas of need for the families they serve.
- ❖ Community members reiterated the need for access to quality mental health services and increased emotional support in the classroom.
- ❖ Youth talked about a need for services in school and the broader community to help them cope with and manage stress. While youth identified school-based wellness centers as a place they can seek help, they said that the current centers could not meet the needs of all students seeking their services.
- ❖ Hispanic/Latino youth also felt that peer support and counseling services were essential to helping newcomer youth transition to their new schools.

FAMILY EMPOWERMENT SERVICE AREA

Parents are a child’s first teachers and are the primary influence on a child’s development. Children who grow up with the benefit of strong parent-child relationships have greater self-confidence, do better in school and have more positive relationships with peers. To this end, in partnership with the San Francisco First 5 Commission and the San Francisco Human Services Agency, DCYF invests in Family Resource Centers, which serve over 8,500 parents and caregivers per year, to foster strong parenting skills and practices among parents and caregivers in several San Francisco neighborhoods. Creating rich support networks for parents and caregivers enhances their ability to fulfill this critically important role in their child’s life.

Family Empowerment programs support parents and caregivers in their efforts to advocate on behalf of their families, learn about their children’s social emotional development, access supports to meet basic needs and build community with other parents and caregivers.

In the Family Empowerment Service Area DCYF seeks to fund a range of programming that is intended to create multiple pathways for families and caregivers to access the support services and engage at a level that meet the needs of their family. These services will include programming facilitated through the Family Resource Center Initiative as well as youth-serving community based programs. DCYF will also continue to work in partnership with First 5 San Francisco and the Human Services Agency and will continue to support the Roadmap to Peace and Black to the Future initiatives.

Ages Served				
	0-5	6-13	14-17	18-24
Allocation Range				
Total	\$5,660,000	\$6,250,000		
Interdepartmental Partnerships	\$5,180,000	\$5,725,000		
Direct Grants	\$480,000	\$525,000		

WHY IS THIS IMPORTANT?

- ❖ There is strong evidence that family strengthening interventions help counteract the stress that families facing financial insecurity endure.
- ❖ Forty-four percent of DCYF grantees serving children aged 0-5 surveyed reported lack of access to parent classes and other supports to help children reach developmental milestones as a barrier to entering school happy, healthy, and ready to learn. Additionally, many parents indicated a desire to be more involved in their children’s education, but were unsure about how to engage.
- ❖ Both fathers involved in the justice system and probation officers emphasized the need for more culturally responsive family-oriented programs to help keep families together.
- ❖ Young mothers discussed at length the desire for programming for fathers; specifically programs that help fathers better engage in their children’s lives and to support the relationship between mother and father.



SERVICES TO SUPPORT RESULTS

In order to achieve the Results outlined in this Allocation Plan, investments must also be made to build the overall quality of the service delivery system as well as ensure that children, youth and families have knowledge of- and access to- the services that we fund. DCYF understands that programs are better able to reach priority populations when strengthened by investments that build their capacity and when concentrated efforts are made to increase access. To meet this goal DCYF will support the Service Areas of Outreach & Access and Technical Assistance & Capacity Building.

The Outreach & Access Service Area helps to ensure that children, youth and families are both aware of available services and are able to access them. These services support all of DCYF's Service Areas by providing the underlying resources needed to inform community members about, and connect them to, services.

In the Outreach & Access Service Area DCYF seeks to support a range of efforts, initiatives and pilots designed to broadly share information and increase usage of the other services DCYF funds. These services will include DCYF's nutrition programs, the San Francisco Healthy Kids Initiative and the Street Violence Intervention Program as well as exploration of a children, youth and family focused transportation network, support for continued efforts to build a web based tool to seamlessly connect youth to programming, and other outreach and access efforts that ensure wide knowledge of our services, especially for those most in need.

Technical assistance and capacity building underlie and support all of DCYF's Service Areas. These activities and resources are provided to grantees to help strengthen and build their capacity to increase and refine the quality of the programs they provide. DCYF understands that high quality programming is bolstered by the strength of the agency providing it. Therefore our technical assistance and capacity building efforts operate on both levels by providing training and resources that strengthen CBOs' fiscal, administrative and governance systems as well as helping programs deliver services at the highest level of quality possible.

In the Technical Assistance & Capacity Building Service Area DCYF seeks to support a range of offerings that address agency and fiscal health, program quality and professional development. These offerings will include training, workshops and cohort learning opportunities on both administrative and programmatic topics, individualized coaching for both fiscal and program staff and access to resources for unanticipated and unbudgeted needs. DCYF will also champion coordination with other overlapping systems and institutions to ensure consistent and unified capacity building opportunities are offered across the youth services field.

MEASURING OUR PROGRESS

EVALUATION

Continuous investment in evaluation will increase awareness of what best supports the well-being of children, youth and families, as well as offer opportunities to reflect on accomplishments. DCYF has historically dedicated resources to evaluation of its programs, and remains committed to using data to understand outcomes at both the programmatic and community levels.

In accordance with requirements set forth in the City Charter, DCYF will continue to use evaluation to ensure program quality, support continual improvement and measure progress toward goals listed in our authorizing legislation and results identified through the Department's SAP planning process. DCYF may contract with consultants and outside experts for evaluation services to prepare the annual Evaluation and Data report required by the legislation, and to produce other evaluation materials and reports that support the Department's understanding of how DCYF-funded services are impacting the lives of children, youth and families.

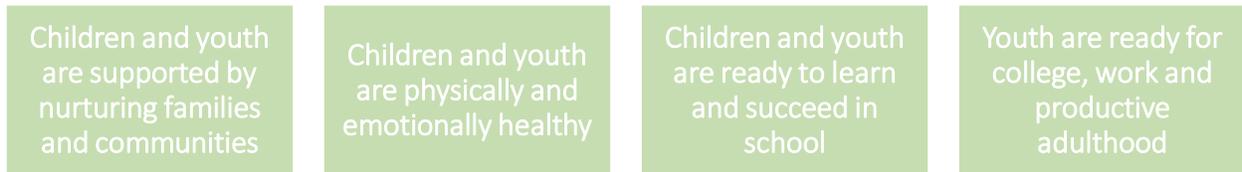
Evaluation expectations for the next five years will be mapped out in our Evaluation Plan, which we will complete before the start of the Funding Cycle. DCYF recognizes the complexity of evaluating the diverse needs of children and families in San Francisco and the impact of the systems intervention. Through our Evaluation Plan we look forward to sharing a new method of tracking the Results, Indicators and grantee Performance Measures developed through our Results Based Accountability process. The pages that follow offer a glimpse into our initial effort to understand population-level changes through identifying key indicators and exploring baseline data.



TRACKING COMMUNITY PROGRESS

DCYF recognizes that San Francisco is one of the most diverse cities in the nation. We learned through our CNA that the circumstances and needs of communities in San Francisco are as diverse as its residents are. DCYF began our SAP planning process with a careful consideration of these needs as we identified the four key results that we hope to achieve for our children, youth and families.

Figure 5. DCYF RESULTS



With these vital results in mind, DCYF utilized the Results-Based Accountability framework to select 16 key population-level indicators that we felt were strong markers of progress. These population-level indicators will become a fundamental component of DCYF’s future evaluation efforts, offering a high level view of how the city is faring in each result area over time.

DCYF will continue to measure these indicators to hold ourselves and our City partners accountable for making positive progress. The following table presents our 17 population-level indicators accompanied by a snapshot of the most recent data available, identification of whether the data shows population-level movement in a positive or negative direction, and an explanation of why each data point matters. It is important to note that while disparities were considered in the development of Service Areas (and outlined in the Priority Populations section), the data presented in support of the indicators below are not disaggregated by race/ethnicity. More detail about each indicator, including disaggregated data when available, will be made available online with the release of the final SAP.

Children & Youth Are Supported by Nurturing Families & Communities

Indicator	Latest Data	Recent Trend	Why it Matters
Percent of all San Francisco Youth Ages 10-18 Involved in the Juvenile Justice System	2% 2014	 from 3% in 2010	Justice involvement drastically reduces the odds of successful transition into adulthood.
Number of Substantiated Child Maltreatment Cases per 1,000 Children	6 2015	 from 10 in 2005	Adverse childhood experiences, such as child maltreatment, increase risks that lead to recurring victimization, and poorer long-term outcomes later in life.
Percent of Youth Ages 18-24 Who Are Arrested or Incarcerated	Data Development Agenda ¹	 Historical Data Not Available	Justice involvement drastically reduces the odds of successful transition into adulthood.
Percent of Families Who Report They Feel Engaged and Connected in Their Communities	Data Development Agenda	 Historical Data Not Available	Children and youth who live in communities lacking social cohesion are at increased risk for negative psychosocial outcomes.
Percent of Youth Who Report They Feel Engaged and Connected in Their Communities	Data Development Agenda	 Historical Data Not Available	Children and youth who live in communities lacking social cohesion are at increased risk for negative psychosocial outcomes.

¹ Data for indicators on the Data Development Agenda are not currently available. We will seek to collect data on these indicators in the future.

Children & Youth Are Healthy, Physically & Emotionally

Indicator	Latest Data	Recent Trend	Why it Matters
Percent of Public School Students Who Are at a Healthy Weight	65% of 5 th Graders 2014-15	↑ from 53% of 5 th Graders in 2010-11	Children who are overweight or obese are at increased risk for physical and socio-emotional challenges as well as negative health outcomes in adulthood.
Percent of Public School Students Who Are Physically Fit	70% of 5 th Graders 2014-15	↑ from 64% of 5 th Graders in 2010-11	Regular physical activity improves health outcomes and reduces risks of obesity, diabetes, cardiovascular disease, colon cancer, depression, and anxiety.
Percent of SFUSD Students with Caring Adult Relationships in the School Environment	36% of 7 th Graders Surveyed in 2015	↑ from 31% of 7 th Graders surveyed in 2008	Children and youth with caring adult relationships demonstrate increased emotional resiliency, self-esteem, and social skills and decreased symptoms of depression and anxiety.

Children & Youth Are Ready to Learn and Succeeding in School

Indicator	Latest Data	Recent Trend	Why it Matters
Percent of Kindergarteners Who Are Ready for School	62% 2015	 Historical Data Not Available	Children who begin school with skills such as basic numeracy and the ability to get along with others demonstrate greater academic achievement later in life compared to those who do not.
Percent of Public School 3 rd Graders Above or Near State Standards in Reading	66% 2016	 from 67% in 2015	Third grade marks the transition from learning to read to reading to learn. Children who are not reading proficiently by the end of third grade are four times more likely to drop out of school.
Percent of SFUSD Elementary School Students Who Are Chronically Absent	10% 2015-16	 from 10% in 2014-15	Chronic absenteeism is associated with lower proficiency on standardized tests and decreased likelihood of high school graduation.
Percent of SFUSD 8 th Graders Who Finish Middle School Ready for High School	66% 2015-16	 from 63% in 2014-15	Studies of student performance indicate that middle school students who are off track are less likely to succeed in high school.
Percent of SFUSD Students with Positive Results in the Social Emotional Skills Areas Assessed by SFUSD	Data Development Agenda	 Historical Data Not Available	Social emotional skills refer to a broad set of competencies that students need in order to be successful as learners. They are an important complement to academic preparation, helping students succeed in school, career, and life.

Youth Are Ready for College, Work & Productive Adulthood

Indicator	Latest Data	Recent Trend	Why it Matters
Percent of SFUSD Students Who Have Been Suspended	2% 2014-15	 from 3% in 2011-12	Time spent in school, or instructional time, is critical to learning and a significant contributor to academic success. Suspensions cut into that time and compromise students' academic outcomes.
Percent of SFUSD Students Who Graduate High School within Four Years	85% 2014-15	 from 82% in 2010-11	High school completion is an essential milestone that enables the pursuit of higher education and increases the likelihood of entering careers that pay a living wage.
Percent of SFUSD High School Graduates Who Enroll in a Postsecondary Institution and Complete within Six Years	56% SFUSD Class of 2009	 from 59% for the SFUSD Class of 2007	Individuals who complete a college degree tend to earn a higher income and enjoy greater economic stability and upward mobility than those without a college degree.
Percent of San Francisco 18-24 Year Olds Who Are either Enrolled in School or Working	93% 2014	 from 88% in 2010	Youth who are neither enrolled in school nor employed are at high risk of disconnection and detrimental long-term outcomes.

APPENDIX A: CITY CHARTER AMENDMENT

SECTION. 16.108. CHILDREN AND YOUTH FUND

(a) Preamble.

(1) By overwhelmingly reauthorizing the Children's Fund in 2000 with 74 percent approval, the people of the City and County of San Francisco found and declared that the Children's Fund (now to be known as the Children and Youth Fund) is essential in ensuring the health and success of every San Francisco child.

(2) The previous investment of the Children and Youth Fund allowed for the Department of Children, Youth, and Their Families to serve over 56,000 youth in FY 2012-2013, focusing on the children with the most need.

(3) The Fund successfully stabilized and expanded services for children, youth, and their families, while leveraging other resources.

(4) Addressing the level of unmet need among children and youth remains a significant challenge. The needs of San Francisco's children have been increasing:

(A) One-third of San Francisco's African American and Latino children live below the poverty line. The number of San Francisco children in poverty has increased by 14% in the past 5 years.

(B) The federal poverty level for a family of four is \$23,000; adjusted to San Francisco, it is \$35,000. Self-sufficiency in San Francisco for a family of four is three times that amount, and over half of all families cannot meet the self-sufficiency standard. The Children and Youth Fund provides services that support families and opportunities for children and youth that are essential to meeting their needs and providing pathways out of poverty.

(C) State and federal cuts have significantly reduced children and youth services in San Francisco, including funding for child care, youth employment and high need disconnected transitional-aged youth.

(5) The reauthorization of the Children and Youth Fund will enable the Department of Children, Youth and Their Families (DCYF) to build on the previous success of the Fund and strengthen DCYF's capacity for the future, while fostering innovation and improving transparency and accountability.

(b) **Fund for Children and Youth Services.** Operative July 1, 2001, there is hereby established a fund to expand children's services, which shall be called the Children and Youth Fund ("Fund"). Monies in the Fund shall be expended or used only to provide services for children and youth as provided in this section.

(c) **Goals.** The goals of expenditures from the Fund and the planning process created in this section of the Charter shall be:

(1) To ensure that San Francisco's children are healthy, ready to learn, succeed in school and live in stable, safe and supported families and communities;

- (2) To ensure that San Francisco is a family-friendly city and to support families as an important part of the City population and civic culture;
- (3) To focus on the prevention of problems and on supporting and enhancing the strengths of children, youth and their families;
- (4) To complement the City's community development efforts;
- (5) To strengthen a community-based network of services in all neighborhoods;
- (6) To ensure that children and youth with the highest needs receive maximum benefit from the Fund and that equity is a guiding principle of the funding process;
- (7) To distribute funds based on best practices, and successful and innovative models in order to ensure maximum impact;
- (8) To the maximum extent feasible, to distribute funds equitably among services for all age groups – from infancy to transitional-aged youth;
- (9) To ensure children are provided with gender-responsive and culturally-competent services;
- (10) To strengthen collaboration around shared outcomes among all service providers for children, youth and their families, including collaboration among public agencies and non-profit organizations; and
- (11) To fill gaps in services and leverage other resources whenever feasible.

(d) **Amount.** There is hereby set aside for the Fund, from the revenues of the property tax levy, revenues in an amount equivalent to an annual tax of three cents (\$.03) per one hundred dollars (\$100) of assessed valuation for each fiscal year beginning with July 1, 2001-June 30, 2002, and ending with July 1, 2014-June 30, 2015.

For Fiscal Year 2015-2016, there is hereby set aside for the Fund, from the revenues of the property tax levy, revenues in an amount equivalent to an annual tax of three and one-quarter cents (\$.0325) per one hundred dollars (\$100) of assessed valuation for each fiscal year.

For Fiscal Year 2016-2017, there is hereby set aside for the Fund, from the revenues of the property tax levy, revenues in an amount equivalent to an annual tax of three and one half cents (\$.0350) per one hundred dollars (\$100) of assessed valuation for each fiscal year.

For Fiscal Year 2017-2018, there is hereby set aside for the Fund, from the revenues of the property tax levy, revenues in an amount equivalent to an annual tax of three and three quarters cents (\$.0375) per one hundred dollars (\$100) of assessed valuation for each fiscal year.

For Fiscal Year 2018-2019, and every fiscal year thereafter through Fiscal Year 2040-2041, there is hereby set aside for the Fund, from the revenues of the property tax levy, revenues in an amount equivalent to an annual tax of four cents (\$.04) per one hundred dollars (\$100) of assessed valuation for each fiscal year.

The Fund shall be maintained separate and apart from all other City and County funds and appropriated by annual or supplemental appropriation.

(e) **New Services.** Monies in the Fund shall be used exclusively for the costs of services to children less than 18 years old provided as part of programs that predominantly serve children less than 18 years old and for Disconnected Transitional-Aged Youth 18 through 24 years old. "Disconnected Transitional-Aged Youth" are those who: are homeless or in danger of homelessness; have dropped out of high school; have a disability or other special needs, including substance abuse; are low-income parents; are undocumented; are new immigrants and/or English Learners; are Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning ("LGBTQQ"); and/or are transitioning from the foster care, juvenile justice, criminal justice or special education system. Monies from the Fund shall not be appropriated or expended for services that received any of the funds included in the higher of the Controller's baseline budget covering July 1, 2000-June 30, 2001 appropriations, or the Controller's baseline budget covering July 1, 1999-June 30, 2000 appropriations, whether or not the cost of such services increases. Nor shall monies from the Fund be appropriated or expended for services that substitute for or replace services included or partially included in the higher of the two baseline budgets, except and solely to the extent that the City ceases to receive federal, state or private agency funds that the funding agency required to be spent only on those services. The Controller's baseline budget shall mean the Controller's calculation of the actual amount of City appropriations for services for children that would have been eligible to be paid from the Fund but are paid from other sources.

(f) **Eligible Uses.** The City shall only use monies from the Fund for the following purposes:

(1) Services for children up to 18 years old and Disconnected Transitional-Aged Youth up to and including 24 years old, including:

- (A) Affordable child care and early education;
- (B) Recreation, cultural and after-school programs, including without limitation, arts programs;
- (C) Health services, including prevention, education, and behavioral and mental health services;
- (D) Training, employment and job placement;
- (E) Youth empowerment and leadership development;
- (F) Youth violence prevention programs;
- (G) Youth tutoring and educational enrichment programs;
- (H) Family and parent support services;
- (I) Support for collaboration among grantees to enhance service delivery and provider capacity-building, and for community development efforts; and
- (J) Services responsive to issues of gender, sexual orientation, and gender identification, including, but not limited to, services to address the needs of girls and LGBTQQ communities.

(2) Funding for the Department of Children, Youth and Their Families ("DCYF") and the Children, Youth and Their Families Oversight and Advisory Committee created in Section 16.108-1 ("Oversight and Advisory Committee").

(3) Administration of the Fund and evaluation of Fund goals and services.

(4) Technical assistance and capacity-building for service providers and community-based partners.

(g) **Excluded Services.** Notwithstanding subsection (f), services for children and Disconnected Transitional-Aged Youth paid for by the Fund shall not include:

(1) Services provided by the Police Department or other law enforcement agencies, courts, the District Attorney, Public Defender, City Attorney; or the Fire Department; detention or probation services mandated by state or federal law; or public transportation;

(2) Any service that benefits children and Disconnected Transitional-Aged Youth incidentally or as members of a larger population including adults;

(3) Any service for which a fixed or minimum level of expenditure is mandated by state or federal law, to the extent of the fixed or minimum level of expenditure;

(4) Acquisition of any capital item not for primary and direct use by children and Disconnected Transitional-Aged Youth;

(5) Acquisition (other than by lease for a term of ten years or less) of any real property or land, or capital expenditures, or predevelopment or construction costs for housing;

(6) Maintenance, utilities or any similar operating costs of any facility not used primarily and directly by children and Disconnected Transitional-Aged Youth, or of any recreation or park facility (including a zoo), library, hospital, or housing; or

(7) Medical health services, other than prevention, education, and behavioral and mental health support services.

(h) **Baseline.** The Fund shall be used exclusively to increase the aggregate City appropriations and expenditures for those services for children and Disconnected Transitional-Aged Youth that are eligible to be paid from the Fund (exclusive of expenditures mandated by state or federal law). To this end, the City shall not reduce the amount of such City appropriations for eligible services (not including appropriations from the Fund and exclusive of expenditures mandated by state or federal law) under this section below the amount so appropriated for the fiscal year 2000-2001 ("the base year") as set forth in the Controller's baseline budget, as adjusted ("the base amount").

The Controller shall calculate City appropriations made in fiscal year 2013-2014 for services for Disconnected Transitional-Aged Youth aged 18 through 24 years. Beginning with fiscal year 2014-2015, that amount shall be added to the base amount and adjusted as provided below. The City shall not reduce the amount of such City appropriations for services for Disconnected Transitional-Aged Youth (not including appropriations from the Fund and exclusive of expenditures mandated by state or federal law) under this section below the amount so appropriated for fiscal year 2013-2014, as adjusted.

The base amount shall be adjusted for each year after the base year by the Controller based on calculations consistent from year to year by the percentage increase or decrease in aggregate City and County discretionary revenues. In determining aggregate City and County discretionary revenue, the Controller shall only include revenues received by the City and County that are unrestricted and may be used at the option of the Mayor and the Board of Supervisors for any lawful City purpose. The method used by the Controller to determine discretionary revenues shall be consistent with method used by the Controller to determine the Library and Children's Baseline Calculations dated June 20, 2000, which the Controller shall place on file with the Clerk of the Board in File No. 000952. Errors in the Controller's estimate of discretionary revenues for a fiscal year shall be corrected by an adjustment in the next year's estimate. Within 90 days following the end of each fiscal year through Fiscal Year 2040-2041, the Controller shall calculate and publish the actual amount of City appropriations for services for children and Disconnected Transitional-Aged Youth that would have been eligible to be paid from the Fund but are paid from other sources, separately identifying expenditures mandated by state or federal law.

(i) **Five-Year Planning Cycle.** The City shall appropriate monies from the Fund according to a five-year planning process. This process is intended to: (1) increase transparency, accountability, and public engagement; (2) provide time and opportunities for community participation and planning; (3) ensure program stability; and (4) maximize the effectiveness of the services funded.

(1) **Year 1 – Community Needs Assessment.** During every fifth fiscal year beginning with Fiscal Year 2015-2016, DCYF shall conduct a Community Needs Assessment (CNA) to identify services to receive monies from the Fund. The CNA should include qualitative and quantitative data sets collected through interviews, focus groups, surveys, or other outreach mechanisms to determine service gaps in programming for children, youth, and families. Subject to the budgetary and fiscal provisions of the Charter, DCYF may contract with consultants and outside experts for such services as the department may require to prepare the CNA. DCYF shall undertake a robust community process in every supervisorial district, soliciting input from a diverse cross-section of parents, youth, non-profit organizations, and other key stakeholders to develop the CNA:

(A) DCYF shall develop a plan for how to conduct the CNA. The CNA shall include an equity analysis of services and resources for parents, children, and youth. DCYF shall develop a set of equity metrics to be used to establish a baseline of existing services and resources in low-income neighborhoods and disadvantaged communities, compared to services and resources available in the City as a whole. The outreach for the CNA shall create opportunities for parents, youth, nonprofit agencies, and other members of the public, to provide input. By September 1, DCYF shall provide its plan for conducting the CNA to the Oversight and Advisory Committee, the Service Provider Working Group created in Section 16.108-1(e), and the Board of Supervisors. The plan shall be a public document.

(B) By March 1, DCYF shall complete a draft CNA and provide this draft to the Oversight and Advisory Committee and the Service Provider Working Group for review. DCYF shall also provide the draft CNA to interested City departments, including the First Five Commission, the Office of Early Care and Education (or any successor entity), the Recreation and Park Commission, the Health Commission, the Human Services Commission, the Youth Commission, the Juvenile Probation Commission, the Adult

Probation Department, the Commission on the Status of Women, the Police Commission, the Library Commission, and the Arts Commission.

(C) By April 1, DCYF shall submit a final version of the CNA to the Oversight and Advisory Committee and the Board of Supervisors. The final version may incorporate any comments or suggestions made by the public or by the agencies that received copies of the draft CNA.

(D) By May 1, the Oversight and Advisory Committee shall provide input on, approve or disapprove the CNA. If the Oversight and Advisory Committee disapproves the report, DCYF may modify and resubmit the report.

(E) By June 1, the Board of Supervisors shall consider and approve or disapprove, or modify, the CNA. If the Board disapproves the CNA, DCYF may modify and resubmit the CNA, provided, however, that the City may not expend monies from the Fund until the Board of Supervisors has approved the CNA.

(2) Year 2 – Services and Allocation Plan. During every fifth fiscal year beginning with Fiscal Year 2016-2017, DCYF shall prepare a Services and Allocation Plan ("SAP") to determine services eligible to receive monies from the Fund. DCYF shall use the following process to prepare the SAP:

(A) DCYF shall prepare a draft SAP in consultation with interested City departments, including the First Five Commission, the Office of Early Care and Education (or any successor entity), the Recreation and Park Commission, the Health Commission, the Human Services Commission, the Youth Commission, the Juvenile Probation Commission, the Adult Probation Department, the Commission on the Status of Women, the Police Commission, the Library Commission, and the Arts Commission, as well as the San Francisco Unified School District, community-based service providers, parents, children, youth, and other members of the public. The SAP must:

- (i) Demonstrate consistency with the CNA and with Citywide vision and goals for children and families;
- (ii) Include all services for children and Disconnected Transitional-Aged Youth;
- (iii) Be outcome-oriented and include goals and measurable and verifiable objectives and outcomes;
- (iv) Include capacity-building and evaluation of services as separate funding areas;
- (v) State how services will be coordinated and have specific amounts allocated towards specific goals, service models, populations and neighborhoods;
- (vi) Include funding for youth-initiated projects totaling at least 3 percent of the total proposed expenditures from the Fund for the cycle;
- (vii) Include evaluation data from the previous funding cycle and the details of the Children and Youth Baseline; and,

(viii) Incorporate strategies to coordinate and align all services for children funded by all governmental or private entities and administered by the City, whether or not those services are eligible to receive monies from the Fund.

(B) The SAP shall include an equity analysis of services and resources for parents, children and youth. Using the equity metrics developed for preparation of the CNA, the SAP shall compare proposed new, augmented, and coordinated services and resources for low-income neighborhoods and disadvantaged communities with services and resources available to the City as a whole.

(C) Subject to the budgetary and fiscal provisions of the Charter, DCYF may contract with consultants and outside experts for such services as the department may require to prepare the SAP, including the equity analysis of services and resources for parents, children and youth.

(D) By March 1, DCYF shall provide the draft SAP to the Oversight and Advisory Committee and the Service Provider Working Group. DCYF shall also provide the draft SAP to the San Francisco Unified School District and interested City departments, including the First Five Commission, the Office of Early Care and Education (or any successor entity), the Recreation and Park Commission, the Health Commission, the Human Services Commission, the Youth Commission, the Juvenile Probation Commission, the Adult Probation Department, the Commission on the Status of Women, the Police Commission, the Library Commission and the Arts Commission.

(E) By April 1, DCYF shall submit a final version of SAP to the Oversight and Advisory Committee and the Board of Supervisors. The final version may incorporate any comments or suggestions made by the public or by the agencies that received copies of the draft SAP.

(F) By May 1, the Oversight and Advisory Committee shall approve or disapprove the SAP. If the Oversight and Advisory Committee disapproves the SAP, DCYF may modify and resubmit the SAP.

(G) By June 1, the Board of Supervisors shall consider and approve or disapprove, or modify, the SAP. If the Board disapproves the SAP, DCYF may modify and resubmit the SAP, provided, however, that the City may not expend monies from the Fund until the SAP has been approved by the Board of Supervisors.

(H) During subsequent years of the planning cycle, DCYF, with the approval of the Oversight and Advisory Committee and the Board of Supervisors, may amend the SAP to address emerging needs.

(3) Year 3 – Selection of Contractors. During every fifth fiscal year beginning with Fiscal Year 2017-2018, DCYF shall conduct competitive solicitations for services to be funded from the Fund.

(4) Year 4 – Service Cycle Begins. Contracts for services shall start on July 1 of Year 4 of the planning cycle, beginning with Fiscal Year 2018-2019. During subsequent years of the planning cycle, DCYF, with the approval of the Oversight and Advisory Committee, may issue supplemental competitive

solicitations to address amendments to the SAP and emerging needs. All expenditures for services from the Fund shall be consistent with the most recent CNA and SAP.

(5) DCYF may recommend, and the Oversight and Advisory Committee and the Board of Supervisors may approve, changes to the due dates and timelines provided in this subsection (i). The Board of Supervisors shall approve such changes by ordinance.

(j) **Evaluation.** DCYF shall provide for the evaluation on a regular basis of all services funded through the Fund, and shall prepare on a regular basis an Evaluation and Data Report for the Oversight and Advisory Committee. Subject to the budgetary and fiscal provisions of the Charter, DCYF may contract with consultants and outside experts for such services as the department may require to conduct such evaluations and to prepare the Evaluation and Data Report.

(k) **Selection of Contractors.** The Oversight and Advisory Committee shall recommend standards and procedures for the selection of contractors to be funded from the Fund. It shall be the policy of the City to use competitive solicitation processes where appropriate and to give priority to the participation of non-profit agencies.

(l) Implementation.

(1) In implementation of this Section 16.108, facilitating public participation and maximizing availability of information to the public shall be primary goals.

(2) DCYF shall administer the Fund and prepare the CNA and the SAP pursuant to this Section 16.108.

(3) The Board of Supervisors may by ordinance implement this Section 16.108.

(m) **Effect of Procedural Errors.** No appropriation, contract or other action shall be held invalid or set aside by reason of any error, including without limitation any irregularity, informality, neglect or omission, in carrying out procedures specified in subsections (i) through (l) unless a court finds that the party challenging the action suffered substantial injury from the error and that a different result would have been probable had the error not occurred.

(Amended November 2000; November 2014)

APPENDIX B: CITYWIDE INVESTMENT IN CHILDREN AND YOUTH SERVICES

One of DCYF's goals is to promote greater coordination and collaboration among City departments to ensure that the dollars spent on services for children and youth are impactful. Towards this end, DCYF routinely reviews data on the City's investment in children and youth services.

The information for this analysis is from a fiscal mapping survey conducted by staff of the Our Children, Our Families Council during the summer of 2015. The survey aimed to collect data from City departments and the San Francisco Unified School District about budgeted expenditures for fiscal years 2015-2016 and 2016-2017 that were used to serve children and youth ages 0 to 24 and/or their families.¹ The survey covered all sources of funding administered by City departments and SFUSD, including local, state, federal, and private dollars. The budgeted expenditures included in the survey covered both direct programmatic expenditures, such as direct services for children and youth, as well as indirect expenditures, such as facilities, business services, and overhead.

Below are a list and OCOF's descriptions of the fiscal and programmatic information collected through the survey and presented in this section.

- ❖ **Funding Source:** The level of government or type of entity that was the source of the funding. Categories include *City, State, Federal, Blended: State/Federal, Private/Philanthropy, SFUSD, and Other.*
- ❖ **Program Type:** One of 13 program types:
 - *Direct Instruction:* Expenditures associated with the operating costs of direct classroom instruction including staff salary and benefits, facilities and material costs.
 - *Child Care and Early Learning (ages 0-5):* Funding of direct child care and/or early care and education services for children from birth through preschool age.
 - *Out-of-School Time:* Programs providing after-school, summer, or non-school day activities and programming for school aged children. Examples include programs and activities that promote the cultural enrichment of children (art, dance, music, creative expression), fitness and recreation, mentorship, youth empowerment and leadership development, etc.
 - *Employment:* Programs with a primary focus on preparing youth for employment through job readiness training, vocational/employment training, and/or work experience opportunities.
 - *Family Support/Family Engagement:* Programs that are designed to strengthen families, helping parents to raise their children, become self-sufficient and take an active role in their communities. Examples include family resource centers, respite or drop-in child care, parenting education, or family case management services.

¹ Programs and services considered to be universal services that benefit all City residents more or less equally, such as bus and transit operations or expenditures related to the maintenance of public parks, were excluded from the survey.

- *Health-Behavioral*: Programs whose primary purpose is to provide case management, general counseling and mental health services to children, youth and families as well as crisis intervention.
 - *Health-Primary Care*: Programs whose primary purpose is to provide primary health services.
 - *Shelter and Housing*: Program whose primary purpose is to provide shelter or supportive housing, and related services to populations in need.
 - *Child Protection*: Any child protection activities not included in other categories.
 - *Adult/Juvenile Justice and Violence Prevention*: Programs whose primary purpose is to address the needs of individuals involved in the justice system.
 - *Safety Net/Basic Needs*: Programs whose primary purpose is to prevent children and families from falling into poverty by offering cash transfers, in-kind transfers, price subsidies, fee waivers and exemptions to help cover the costs of food, utilities, public transport, healthcare or schooling.
 - *Transportation*: Programs whose primary purpose is to provide access to transportation services.
 - *Other Children, Youth and Family Activities*: Programs that do not fit in any of the above categories.
- ❖ **Ages Served**: The target age group of the budgeted expenditure: 0 to 5 years old, school-aged youth (6 to 17 years old), transitional aged youth (18 to 24 years old), or families with children or youth. If a program or service served more than one of these age groups, respondents reported the estimated percentage of the budgeted expenditure for each group.

To assist City departments in responding to the survey, OCOF held an information session for budget analysts and other City staff that provided background on the project and an open question and answer discussion. OCOF staff also provided one-on-one technical assistance to departments that requested support and conducted follow-up with several departments to clarify responses after an initial analysis of the survey data had been completed.

LIMITATIONS

The City's investment in services for children, youth, and their families is difficult to determine with high precision. City agencies and departments do not regularly classify the programs and services in their budgets according to their expected impact on children, youth, and families. While the information reported by City departments to OCOF can provide useful estimates of the City's overall investments in these types of services, the estimates are subject to various sources of error. For example, one budget line item in a department's response to the survey may encompass a wide range of programming for children and youth, so the Program Type may be difficult to categorize. Additionally, departments' survey responses represent 2015 point-in-time estimates of budgeted expenditures for fiscal years 2015-16 and 2016-17 and do not reflect recent changes due to budget or policy shifts. San Francisco voters passed several ballot measures during the November 2016 election that may have had an impact on departmental budgets and spending on services for children, youth, and families since the date when the survey was completed.

While these limitations are important to keep in mind, the data collected by OCOF provide a helpful overview of the City's investments in programs and services for children, youth, and their families at a high

level. Examining the data at a more granular level (i.e. by age group or program type within a City department) requires care given the nature of the collection of the data.

RESULTS

The tables on the following pages reflect only the responses of City departments reporting budgeted expenditures for children, youth, and/or families that exceeded \$10,000,000 in fiscal year 2015-16. The total amount budgeted by these departments sums to about \$780,000,000. In total, 28 City departments responded to the survey and reported budgeted expenditures for children, youth, and/or families total \$810,000,000 in fiscal year 2015-16.²

² Responding City agencies and departments with budgeted expenditures for children and youth ages 0 to 24 and/or their families include the Academy of Sciences; the Adult Probation Department; the Arts Commission; the Asian Art Museum; the Board of Supervisors; Child Support Services; First 5 San Francisco; the Department of Children, Youth and Their Families; the Department of Public Health; the Department of Public Works; the Department on the Status of Women; the District Attorney's Office; the Human Services Agency; the Juvenile Probation Department; the Mayor's Office of Housing and Community Development; the Municipal Transportation Agency; the Office of Civic Engagement and Immigrant Affairs; the Office of Early Care and Education; the Office of Economic and Workforce Development; the Office of the Treasurer & Tax Collector; the Planning Department; the Police Department; the Public Defender's Office; the Public Library; the Public Utilities Commission; the Recreation and Parks Department; the San Francisco International Airport; the Sheriff's Department; and the Port of San Francisco. Note that a small number of City departments and agencies, such as the City Attorney's Office and the Department of the Environment, reported zero budgeted expenditures for programs or services that specifically targeted children, youth, or their families.

Figure 6. CITY INVESTMENTS IN CHILDREN, YOUTH, AND/OR THEIR FAMILIES BY FUNDING SOURCE

Funding Source	FY2015-16 Investment
City	\$371,421,387
Blended: State/Federal	\$227,238,346
Other	\$102,388,290
State	\$51,640,761
Federal	\$14,094,893
SFUSD	\$8,596,000
Private/Philanthropy	\$4,079,206
Not Specified	\$155,000
Grand Total	\$779,613,884

Figure 7. CITY INVESTMENTS IN CHILDREN, YOUTH, AND/OR THEIR FAMILIES BY DEPARTMENT

Department	FY2015-16 Investment
Human Services Agency	\$255,221,309
Department of Children, Youth and Their Families ³	\$168,204,629
Department of Public Health	\$160,416,097
Office of Early Care and Education	\$59,323,006
Juvenile Probation	\$42,159,630
Sheriff's Department	\$24,638,847
Municipal Transportation Agency	\$19,216,764
Public Library	\$13,992,178
Child Support Services	\$12,926,081
Children and Families Commission - First 5	\$11,977,010
Recreation and Parks	\$11,538,333
Grand Total	\$779,613,884

Figure 8. CITY INVESTMENTS IN CHILDREN, YOUTH, AND/OR THEIR FAMILIES BY DEPARTMENT AND FUNDING SOURCE

Department / Funding Source	FY2015-16 Investment
Human Services Agency	\$255,221,309
Blended: State/Federal	\$192,609,840
City	\$26,607,161
Federal	\$10,846,530
Private/Philanthropy	\$150,000
State	\$25,007,778
Department of Children, Youth and Their Families	\$168,204,629
City	\$163,564,451
Federal	\$1,461,108
Private/Philanthropy	\$204,206

³ DCYF's budget includes \$70,414,117 in Public Education Enrichment Fund (PEEF) and PEEF Baseline funds, which support SFUSD purposes.

Department / Funding Source	FY2015-16 Investment
State	\$2,974,864
Department of Public Health	\$160,416,097
Blended: State/Federal	\$19,143,607
City	\$35,446,940
Federal	\$1,460,509
Other	\$98,348,633
SFUSD	\$325,000
State	\$5,536,407
Not Specified	\$155,000
Office of Early Care and Education	\$59,323,006
Blended: State/Federal	\$2,558,818
City	\$55,783,497
Private/Philanthropy	\$325,000
State	\$655,691
Juvenile Probation	\$42,159,630
City	\$36,436,258
Federal	\$112,236
State	\$5,611,136
Sheriff's Department	\$24,638,847
City	\$16,150,363
Other	\$217,484
SFUSD	\$8,271,000
Municipal Transportation Agency	\$19,216,764
City	\$12,052,036
Other	\$3,672,343
Private/Philanthropy	\$3,400,000
State	\$92,385
Public Library	\$13,992,178
City	\$13,842,348
Other	\$149,830
Child Support Services	\$12,926,081
Blended: State/Federal	\$12,926,081
Children and Families Commission - First 5	\$11,977,010
Federal	\$214,510
State	\$11,762,500
Recreation and Parks	\$11,538,333
City	\$11,538,333
Grand Total	\$779,613,884

Figure 9. CITY INVESTMENTS IN CHILDREN, YOUTH, AND/OR THEIR FAMILIES BY PROGRAM TYPE

Program Type	FY2015-16 Investment
Child Protection	\$138,129,964
Health-Behavioral	\$103,708,481
Child Care and Early Learning (ages 0-5)	\$102,329,956
Safety Net/Basic Needs	\$94,807,110

APPENDIX B: CITYWIDE INVESTMENT IN CHILDREN AND YOUTH SERVICES

Adult/Juvenile Justice and Violence Prevention	\$84,868,868
Direct Instruction	\$64,600,000
Out-of-School Time	\$50,430,623
Not Specified	\$34,901,088
Shelter and Housing	\$34,694,402
Family Support/Family Engagement	\$21,663,311
Employment	\$18,064,561
Other Children, Youth and Family Activities	\$15,347,571
Health-Primary Care	\$9,615,466
Transportation	\$4,946,711
Early Learning	\$1,505,772
Grand Total	\$779,613,884

Figure 10. CITY INVESTMENTS IN CHILDREN, YOUTH, AND/OR THEIR FAMILIES BY DEPARTMENT AND PROGRAM TYPE

Department / Program Type	FY2015-16 Investment
Human Services Agency	\$255,221,309
Child Care and Early Learning (ages 0-5)	\$22,520,515
Child Protection	\$135,726,984
Employment	\$4,143,698
Family Support/Family Engagement	\$1,728,488
Health-Behavioral	\$8,069,569
Health-Primary Care	\$476,848
Safety Net/Basic Needs	\$47,086,437
Shelter and Housing	\$34,694,402
Transportation	\$774,368
Department of Children, Youth and Their Families	\$168,204,629
Adult/Juvenile Justice and Violence Prevention	\$18,057,458
Child Care and Early Learning (ages 0-5)	\$14,574,194
Direct Instruction	\$64,600,000
Employment	\$13,920,863
Family Support/Family Engagement	\$1,456,984
Health-Behavioral	\$9,245,795
Health-Primary Care	\$3,206,479
Other Children, Youth and Family Activities	\$2,453,172
Out-of-School Time	\$38,955,485
Safety Net/Basic Needs	\$1,734,199
Department of Public Health	\$160,416,097
Child Care and Early Learning (ages 0-5)	\$1,474,110
Family Support/Family Engagement	\$215,095
Health-Behavioral	\$84,548,632
Health-Primary Care	\$5,932,139
Safety Net/Basic Needs	\$33,345,033
Not Specified	\$34,901,088
Office of Early Care and Education	\$59,323,006
Child Care and Early Learning (ages 0-5)	\$59,323,006

APPENDIX B: CITYWIDE INVESTMENT IN CHILDREN AND YOUTH SERVICES

Department / Program Type	FY2015-16 Investment
Juvenile Probation	\$42,159,630
Adult/Juvenile Justice and Violence Prevention	\$42,159,630
Sheriff's Department	\$24,638,847
Adult/Juvenile Justice and Violence Prevention	\$24,638,847
Municipal Transportation Agency	\$19,216,764
Child Protection	\$2,402,980
Safety Net/Basic Needs	\$12,641,441
Transportation	\$4,172,343
Public Library	\$13,992,178
Adult/Juvenile Justice and Violence Prevention	\$12,933
Other Children, Youth and Family Activities	\$11,923,060
Out-of-School Time	\$2,056,185
Child Support Services	\$12,926,081
Family Support/Family Engagement	\$12,926,081
Children and Families Commission - First 5	\$11,977,010
Child Care and Early Learning (ages 0-5)	\$4,438,131
Family Support/Family Engagement	\$5,336,663
Health-Behavioral	\$1,844,485
Other Children, Youth and Family Activities	\$357,731
Recreation and Parks	\$11,538,333
Early Learning	\$1,505,772
Other Children, Youth and Family Activities	\$613,608
Out-of-School Time	\$9,418,953
Grand Total	\$779,613,884

APPENDIX C: RELATIONSHIP BETWEEN FY2016-17 STRATEGIES AND FY2018-23 SERVICE AREAS

DCYF projects to allocate roughly \$117 million annually between fiscal years 2018-19 and 2022-23 toward the Service Areas described in this plan. This is roughly \$8 million more than the \$109 million that DCYF currently allocates toward direct grants, work orders, and professional services contracts in fiscal year 2016-17. The growth in funding is primarily driven by projected growth in the Children and Youth Fund resulting from the final phased increases of the property tax set aside to the full four cents per every \$100 of assessed property value by FY2018-19 as per City Charter requirements.

Figure 11 shows how DCYF's FY2016-17 funding strategies relate to the Service Areas described in this plan. While our existing funding strategies can roughly be mapped onto the new Service Areas, the mapping does not imply that strategy structures (service models, requirements, etc.) will exist in their current forms in the RFP. The Service Area section of this SAP describes the types of services that we expect to fund in each Service Area. Further details about the particular service models and requirements will be provided in the RFP.

Figure 11. CROSSWALK BETWEEN CURRENT FUNDING STRATEGIES AND FY2018-23 SERVICE AREAS

Current Funding Strategy	FY2018-23 Service Area
Comprehensive K-8 Community-based Afterschool	Out of School Time
Comprehensive K-8 School-based Before & Afterschool Scholarships	Out of School Time
Comprehensive K-8 Summer Learning Programs	Out of School Time
DCYF ExCEL Match School Year	Out of School Time
DCYF ExCEL Match Summer	Out of School Time
Beacon Initiative	Out of School Time
Summer Transitions	Educational Supports
Alternative Education	Educational Supports
Specialized K-8	Enrichment, Leadership & Skill Building
Specialized K-8 Assigned	Enrichment, Leadership & Skill Building
Youth Empowerment Fund: Youth-led Organizing	Enrichment, Leadership & Skill Building
Youth Empowerment Fund: Youth-led Philanthropy	Enrichment, Leadership & Skill Building
Specialized Teen	Enrichment, Leadership & Skill Building
English Learner Leadership	Enrichment, Leadership & Skill Building
LGBTQQ Leadership & Allyship Program	Enrichment, Leadership & Skill Building
Secondary Prevention	Enrichment, Leadership & Skill Building
Diversion	Justice Services
Detention Alternatives	Justice Services
Detention-Based Services	Justice Services
Aftercare/Reentry	Justice Services
Shelter	Justice Services
Youth Workforce Development	Youth Workforce Development
Youth Workforce Development – High School Partnerships	Youth Workforce Development

APPENDIX C: RELATIONSHIP BETWEEN FY2016-17 STRATEGIES AND FY2018-23 SERVICE AREAS

Current Funding Strategy	FY2018-23 Service Area
Youth Workforce Development for Justice System Involved Youth	Youth Workforce Development
Career Awareness	Youth Workforce Development
Creating and Managing Private Sector Opportunities	Youth Workforce Development
MYEEP	Youth Workforce Development
YouthWorks	Youth Workforce Development
Transitional Age Youth, TAY Collaborative, & TAY Innovation	Youth Workforce Development & Educational Supports
Health and Wellness	Emotional Well-Being
Black to the Future	Family Empowerment
Roadmap to Peace	Family Empowerment
Family Resource Centers	Family Empowerment
System Support & Development	Outreach & Access
SF Team Continuing Site	Technical Assistance & Capacity Building
SF Team New Site	Technical Assistance & Capacity Building
Science, Technology, Engineering, and Math Infusion	Technical Assistance & Capacity Building

APPENDIX D: INTERDEPARTMENTAL PARTNERSHIPS

Figure 12 provides additional information about DCYF's FY 16-17 programmatic work orders, referred to as interdepartmental partnerships going forward. This table provides the City Department receiving funds from DCYF, the category of expenditure, a program descriptor, and a crosswalk of how the program fits into the new service areas of the SAP. While these funds are subject to annual agreement between departments, the general expectation is that these arrangements continue, and any changes should require careful discussion and planning between agencies.

DCYF currently partners with ten other City departments to provide services to the community. Of the total funding, about 80% are funds going to community-based organizations through the partner agency. Organizations can compete for these funds as part of the partner department's contracting policies, although DCYF has involvement and oversight related to its contribution of funds.

Figure 12. FY 2016-17 INTERDEPARTMENTAL PARTNERSHIPS (PROGRAMMATIC WORK ORDERS)

City Department	Expenditure Type	FY2016-17 Program	Service Area
Arts Commission	Departmental Direct Expenditures	WritersCorps Program	Enrichment, Leadership & Skill Building
District Attorney	CBO Contracts	Juvenile Restorative Justice Program	Justice Services
Department of Public Health	CBO Contracts	Adolescent Health Working Group (AHWG)	Emotional Well-Being
Department of Public Health	CBO Contracts	Early and Periodic Screening, Diagnostic and Treatment (EPSDT)	Emotional Well-Being
Department of Public Health	CBO Contracts	Street Violence Intervention Program (SFSVIP)	Outreach & Access
Department of Public Health	CBO Contracts	Early Childhood Mental Health Consultation Initiative	Early Care & Education
Department of Public Health	CBO Contracts	Community Health Programs for Youth	Emotional Well-Being
Department of Public Health	CBO Contracts	Intensive Supervision and Clinical Services	Justice Services
Department of Public Health	CBO Contracts	LGBTQ Youth Behavioral Health Services	Emotional Well-Being
Department of Public Health	CBO Contracts	Mental Health & Secondary Services for At-Risk/Juvenile Justice	Justice Services
Department of Public Health	CBO Contracts	Wellness Centers	Emotional Well-Being

APPENDIX D: INTERDEPARTMENTAL PARTNERSHIPS

City Department	Expenditure Type	FY2016-17 Program	Service Area
Department of Public Health	Departmental Direct Expenditures	Children's Oral Health	<i>Funds expected to shift to DPH</i>
Department of Public Health	Departmental Direct Expenditures	SF Healthy Kids (Ages 0-18)	Outreach & Access
Department of Public Health	Departmental Direct Expenditures	SF Shape Up	Outreach & Access
Department of Public Health	Departmental Direct Expenditures	Family Training Institute	Family Empowerment
Department of Public Health	Professional Services	Transgender Youth Services - Medical and Psychological Care	<i>Funds expected to shift to DPH</i>
Department of Public Works	CBO Contracts	Summer Youth Employment Program	Youth Workforce Development
First 5	CBO Contracts	Family Resource Center (FRC) Initiative	Family Empowerment
First 5	CBO Contracts	FRC Education Liaisons at HOPE SF Sites	Educational Supports
First 5	CBO Contracts	Inclusion Access	Family Empowerment
First 5	CBO Contracts	Outreach & Education to Parents and Caregivers - SFUSD Enrollment	Technical Assistance & Capacity Building
First 5	CBO Contracts	Quality Improvement (QRIS to ECE)	Early Care & Education
First 5	CBO Contracts	Quality Assessments of ECE Site (Rating)	Early Care & Education
First 5	CBO Contracts	SF Family Support Network	Family Empowerment
First 5	CBO Contracts	Special Needs Inclusion Project (SNIP)	Technical Assistance & Capacity Building
First 5	Professional Services	FRC Evaluation	Evaluation
Human Services Agency	CBO Contracts	Administrators - Family Childcare Network [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	Childcare Subsidies [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	ACCESS Program for homeless families [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	Childcare Subsidies for low-income families [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	C-WAGES Program [Child Care Provider Wages Plus]	Early Care & Education
Human Services Agency	CBO Contracts	Quality Gap Request [City Childcare]	Early Care & Education

City Department	Expenditure Type	FY2016-17 Program	Service Area
Human Services Agency	CBO Contracts	Reconfigured Title V Operating Grants [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	San Francisco Child Care Connections (SF3C) [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	Field Building and Peer Support Resources for Centers [City Childcare]	Early Care & Education
Human Services Agency	CBO Contracts	Commercially Sexually Exploited Children (CSEC) Response Program	Emotional Well-Being
Human Services Agency	CBO Contracts	Home Visiting Services	<i>Funds under discussion</i>
Human Services Agency	Departmental Direct Expenditures	OECE Staff Cost Share	Early Care & Education
Human Services Agency	Professional Services	Professional Development for ECE [Child Care Provider Wages Plus]	Early Care & Education
Mayor's Office of Housing & Community Development	CBO Contracts	HOPE SF Service Connection	Educational Supports
Public Defender	Departmental Direct Expenditures	Outreach and Access - Mo' Magic	Outreach & Access
Public Defender	Professional Services	Juvenile Theft Prevention Program	Justice Services
Recreation and Parks Department	Departmental Direct Expenditures	Youth Arts Programming	Enrichment, Leadership & Skill Building
Recreation and Parks Department	Departmental Direct Expenditures	Workreation - Youth Employment Program	Youth Workforce Development
City Administrator	CBO Contracts	OCEIA - Deferred Action San Francisco Program	Outreach & Access
City Administrator	CBO Contracts	Neighborhood Arts Collaborative - Grants For The Arts	Technical Assistance & Capacity Building

APPENDIX E: EVALUATION REPORTS

DCYF relied on the learnings from evaluation conducted in the 2013-2017 Funding Cycle to inform the development of our SAP. Many of these reports are available on the DCYF website at <http://www.dcyf.org/index.aspx?page=55>.

First Five San Francisco. (2016). Community Report: 2015-2016.

San Francisco Dept. of Children, Youth and Their Families & SFUSD School Health Dept. (2016). Evaluating the San Francisco Wellness Initiative: Promising Practices, Key Findings, & Recommendations. Oakland, CA: Peterson, A., & Shields, J., ETR.

San Francisco Dept. of Children, Youth and Their Families. (2013). Violence Prevention Initiative (VPI) and Youth Workforce Development- High Risk (YWD-HR): Evaluation). San Francisco, CA: O'Brien-Strain, M., Theobald, N., Gunther, K., Rosenberger, A., Marin, S. V., Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2013). Violence Prevention Initiative and Youth Workforce Development- High Risk: Reaching In-Risk Youth. San Francisco, CA: Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2014). DCYF Out-of-School Time Strategy: Analyses Conducted. Oakland, CA: Public Profit.

San Francisco Dept. of Children, Youth and Their Families. (2014). Supporting Improved Program Quality: Lessons Learned from DCYF's 2014 Capacity-Building Training Efforts for Specialized Teen, Youth-Led Organizing, and Youth-Led Philanthropy Programs. Oakland, CA: Social Policy Research Associates.

San Francisco Dept. of Children, Youth and Their Families. (2014). Does VPI Reach Students at Risk of Juvenile Justice Involvement? Violence Prevention Initiative and Youth Workforce Development. San Francisco, CA: Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2014). SFUSD Student Characteristics of Violence Prevention Initiative and Youth Workforce Development- High Risk Participants (Revised). San Francisco, CA: Theobald, N., O'Brien-Strain, M., Moody, J., Marin, S. V., Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2014). The Violence Prevention Initiative and Youth Workforce Development – Justice System Involved Referral Process Analysis. San Francisco, CA: Gunther, K., Marin, S. V., O'Brien-Strain, M., Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2015). Specialized Teen and Youth Empowerment Programs Annual Report: FY2013-14. Oakland, CA: Sinicrope, C., & Lewis-Charp, H., Social Policy Research Associates.

San Francisco Dept. of Children, Youth and Their Families. (2015). Youth Workforce Development Programs Annual Report: FY2013-14. Oakland, CA: Betesh, H., Leshnick, S., & Sinicrope, C., Social Policy Research Associates.

San Francisco Dept. of Children, Youth and Their Families. (2016). DCYF Overview Brief. San Francisco, CA.

San Francisco Dept. of Children, Youth and Their Families. (2016). K-8 Strategies Executive Brief. San Francisco, CA: Marin, S. V., Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2016). Teen Strategies Executive Brief. San Francisco, CA: Manasala, T., Mission Analytics Group, Inc.

San Francisco Dept. of Children, Youth and Their Families. (2016). Violence Prevention and Intervention Executive Brief. San Francisco, CA.

San Francisco Dept. of Children, Youth and Their Families. (2016). FY 2014-2015 Youth Workforce Development Service Area Summary. San Francisco, CA: Marin, S.V., Mission Analytics Group, Inc.

APPENDIX F: FOCUS GROUPS, INTERVIEWS, SURVEYS, AND INPUT SESSIONS

DCYF's Community Needs Assessment and Services Allocation Plan incorporated input collected from children, youth and families who engaged in DCYF and OCOF sponsored community input sessions, surveys, focus groups and interviews. This Appendix begins with a list of reports that summarize some of these qualitative data collection efforts that is followed by a list of the surveys, focus groups and interviews that were conducted. Evaluation firms Applied Survey Research (ASR) and ETR conducted some of the focus groups.

REPORTS

Our Children, Our Families (OCOF) Council. (2015). San Francisco Board of Education Parent Advisory Council (PAC): Report of Findings from Our Children, Our Families Community Conversations. San Francisco, CA: PAC.

San Francisco Dept. of Children, Youth and Their Families. (2016). Possible Service Solutions for San Francisco Children, Youth and Families: Responses Collected from Break-Out Sessions at the DCYF March 23, 2016 All-Grantee Meeting. San Francisco, CA.

San Francisco Dept. of Children, Youth and Their Families. (2016). Dept. of Children, Youth, and Their Families Community Needs Assessment Process: Findings for 11 District Meetings. San Francisco, CA: Learning for Action.

San Francisco Dept. of Children, Youth and Their Families. (2016). DCYF TAY Grant Evaluation Fall 2016 Grantee Interviews: Key Themes and Quotes. San Francisco, CA: Harder+Co.

SURVEYS

Our Children, Our Families (OCOF) Council. (2015). Survey of Low-Income Parents in Private School.

San Francisco Dept. of Children, Youth and Their Families. (2014). DCYF Principal and Provider Survey of Community Need. Survey administered by DCYF, completed by 254 principals and providers serving children and youth age 0-24.

San Francisco Dept. of Children, Youth and Their Families & SFUSD's Student, Family & Community Support Division and Research, Planning, and Assessment Department. (2016). SFUSD Student Activities, Programs, & Services Survey of Middle and High School Youth. Survey administered by SFUSD, completed by 6,094 middle school students and 3,690 high school students.

FOCUS GROUPS AND MEETINGS

Listed in chronological order

Middle School Girls, June 2014, conducted by DCYF.

Transitional Age Youth, November 2015, conducted by OCOF.

Youth age 17-20 in Case Management, November 2015, conducted by DCYF.

Middle School Boys, December 2015, conducted by DCYF.

Arab Youth, April 2016, conducted by ASR.

Chinese Immigrant Families, April 2016, conducted by ASR.

Latino/a Immigrant Families, May 2016, conducted by ASR.

Fathers Matter (fathers aged 21-25), May 2016, conducted by DCYF.

Samoan Youth, May 2016, conducted by ASR.

LGBTQQ TAY, May 2016, conducted by CBO staff and a youth advocate, ASR took notes.

LGBTQQ Middle School Youth, May 2016, conducted by CBO staff, ASR took notes.

Youth in the SF Juvenile Detention facility, July 2016, DCYF.

African American, Latino/a, and Pacific Islander students who participate in SFUSD Wellness Centers at 9 different schools, Fall 2016, conducted by ETR and DCYF.

Chinese Newcomer Youth ages 17-19, November 2016, conducted by ASR with assistance from CBO staff.

Families of Children with Special Needs, November 2016, conducted by ASR.

Latino/a Newcomer Youth, December 2016, conducted by ASR.

Young Mothers, January 2017, conducted by ASR.

Young Women, January 2017, conducted by DCYF.

INTERVIEWS

Listed in chronological order

Marlo Simmons Interview, April 2016: Evaluator Penny Huang from ASR interviewed Marlo Simmons from the Department of Public Health on transitional-age youth with mental health and substance use challenges.

Rena Ilasa Interview, May 2016: Evaluator Penny Huang from ASR interviewed Rena Ilasa, a probation officer from the Adult Probation Department, specifically to get more information on the needs of system involved Samoan TAY.

Juvenile Justice Coordinating Council Interviews, Summer 2016: Twenty-two interviews were conducted with 30 individuals from 13 agencies/organizations that serve juvenile-justice system involved youth, interviews conducted by DCYF staff.