



Making San Francisco a great place to grow up



SAN FRANCISCO DEPARTMENT OF YOUTH, CHILDREN AND THEIR FAMILIES

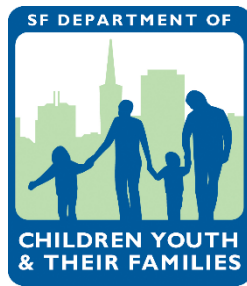
Services Allocation Plan

EXECUTIVE SUMMARY

2018-2023 FUNDING CYCLE



*Making San Francisco a
Great Place to Grow Up*



DCYF

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Children, Youth & Their Families
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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 was released in July 2017. 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



2018-2023 SERVICES ALLOCATION PLAN

The Department of Children, Youth and Their Families (DCYF) has a proud history of stewardship of the Children and Youth Fund, bringing together City government, schools and community-based organizations to support programs that help San Francisco's children, youth and families lead lives full of opportunity and happiness.

With the Services Allocation Plan (SAP), DCYF sharpens its focus on funding the services that are most likely to improve the lives of the children, youth and families in our community over the next five years. This Executive Summary provides an overview of our results-based planning process and a description of our four prioritized Results, followed by a summary of the Service Areas that DCYF believes will improve the lives of children, youth and families in San Francisco.

The full SAP is available at www.dcyf.org



THE CHILDREN AND YOUTH FUND PLANNING CYCLE

A Community Needs Assessment (CNA) was completed in the fall of 2016 and identified the most pressing needs of children, youth and families in San Francisco.

Developed through extensive engagement with City departments, community-based organizations (CBOs) and community members, the SAP describes DCYF's funding priorities and allocation amounts based on the needs identified by the CNA, and lays out the key desired results for San Francisco's children, youth and families.

In summer 2017, a Request for Proposals (RFP) was released, which presents more detailed descriptions of the services that will be funded for the next five years.



A report on the needs of children, youth and their families

Allocation of Children and Youth Fund to address service needs

Solicitation for services prioritized in the SAP



PRIORITY POPULATIONS AND COMMITMENT TO EQUITY

With equity as a guiding principle in our funding process, DCYF is committed to ensuring that San Francisco’s most vulnerable children, youth and families receive maximum access to and benefit from services. An Equity Analysis was conducted as part of the CNA, which identified neighborhoods and racial/ethnic groups with the greatest need for services. The table below describes the populations identified through the CNA and Equity Analysis as having the greatest needs:

CITYWIDE/UNIVERSAL NEED All San Francisco children, youth and families	
<p>CONCENTRATED NEED</p> <ul style="list-style-type: none"> • Low income neighborhoods • African American, Hispanic/Latino, and Pacific Islander children, youth, and families • Low income Asian American children, youth, and families • Disconnected transitional age youth 	<p>CHARACTERISTICS OF INCREASED NEED</p> <ul style="list-style-type: none"> • English Learner • Foster youth • LGBTQQ • Academic underperformance or disconnected from school • Exposure to violence, abuse, or trauma • Children of incarcerated parents • Justice-system involvement • Mild to severe mental and behavioral health challenges • Teen Parent • Under-housed • Undocumented • Special needs

RESULTS

In the fall of 2016, DCYF began using the Results-Based Accountability (RBA) framework to narrow in on the most impactful results that investments from the Children and Youth Fund will support. The sharp focus on Results will also help DCYF measure the impact of funded services, in order to better understand what works and what does not in improving the lives of San Francisco’s most vulnerable children, youth and families.

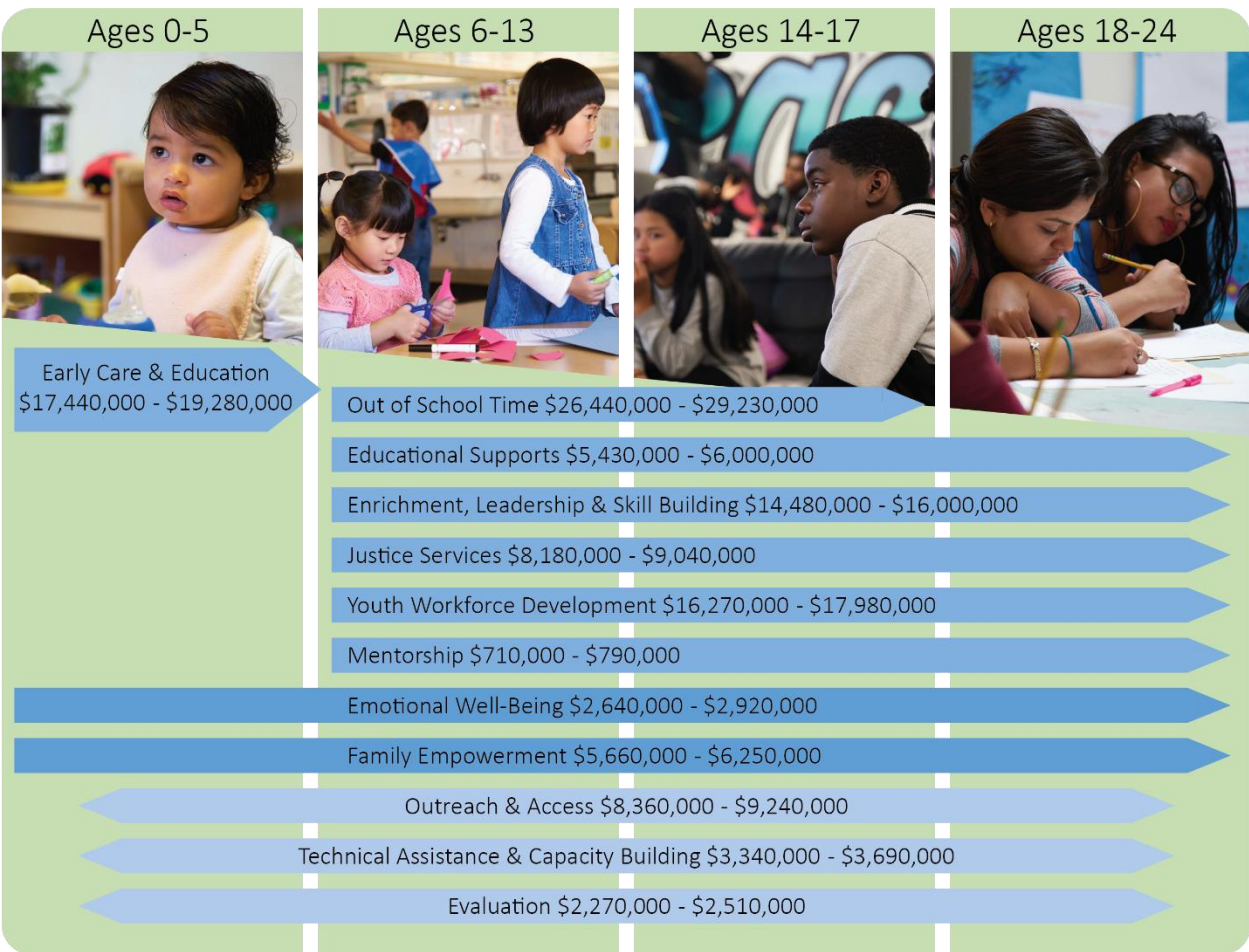
Based in research and reflecting on hopes and challenges shared by city residents, the four DCYF Results presented below represent the fundamental conditions that we believe should be present for all children, youth and families in San Francisco. It is our goal over the next five years to focus funding on the services most likely to have a positive impact on these Results:

Children and youth are supported by nurturing families and communities	Children and youth are physically and emotionally healthy	Children and youth are ready to learn and succeed in school	Youth are ready for college, work, and productive adulthood
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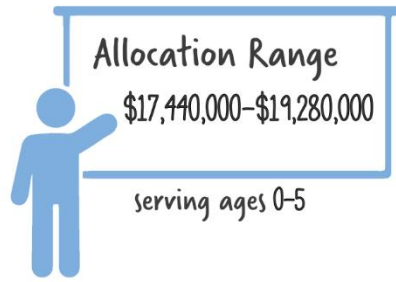
SERVICE AREAS & ALLOCATIONS

The services we believe will have the greatest positive impact on the four Results are organized into twelve service areas. Funded activities across the service areas will foster positive outcomes over the lifespan, from birth to adulthood, building on the strong foundation of work already accomplished by DCYF and our partners.

The figure presented on the opposite page provides a snapshot of the estimated allocation ranges for each service area. City, state and federal governments all face fiscal uncertainty, and this funding allocation plan is based on the best projection of available revenue, which stands at roughly \$117 million annually to be allocated across the service areas described in the SAP through Fiscal Year 2022-23. Actual funding levels may vary. The pages that follow offer overviews of each service area.



EARLY CARE & EDUCATION SERVICE AREA



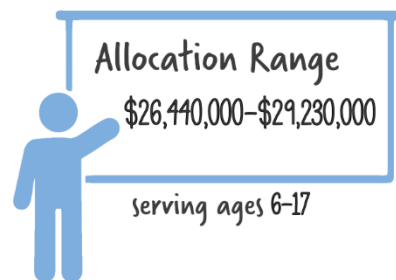
Programs providing early care and education are a primary driver for school readiness. From birth, Early Care & Education (ECE) settings prepare children for success in school by supporting

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 continue to support ECE through an increased investment focused on expanding access to high quality ECE programs. Notably, we will work in partnership with the Office of Early Care and Education and First 5 San Francisco to ensure that the highest-need families are prioritized for Early Learning Scholarships in an effort to reduce the waiting list for ECE programs.

OUT OF SCHOOL TIME SERVICE AREA




Out of School Time (OST) programs provide meaningful and relevant learning opportunities that foster curiosity, build social skills and creatively reinforce and expand on what children and youth learn during the school day. OST programs have been

shown to increase school connectedness and are uniquely positioned to engage families in their children's academic success and to provide positive connections to school and community.



DCYF has been a primary funder of OST programs for over two decades. Since 2005, we have worked with system partners to expand the availability of affordable, quality programs. Although much progress has been achieved, many families still identify access to quality OST programs as a challenge. DCYF will increase its investment in OST to continue to close this service gap and deepen supports for children struggling to succeed in school.

EDUCATIONAL SUPPORTS SERVICE AREA




Allocation Range
\$5,430,000–\$6,000,000
serving ages 6–24

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



Through the Educational Supports Service Area, DCYF is making a targeted investment to address the needs of academically at-risk children, as well as youth who did not complete high school. DCYF will support a range of age-appropriate, culturally relevant programming options that support academic achievement, assist in navigating key educational transition points and that support disconnected youth to complete their education.

ENRICHMENT, LEADERSHIP & SKILL BUILDING SERVICE AREA



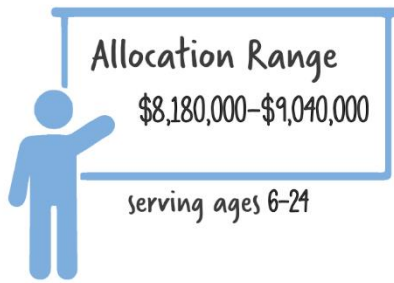
Allocation Range
\$14,480,000–\$16,000,000
serving ages 6–24

Enrichment, Leadership & Skill Building (ELS) programs engage and inspire young people and offer them the opportunity to build skills while learning more about themselves and their community. ELS programs benefit all children and youth but have been shown to be especially impactful for youth at risk for poor developmental outcomes.



DCYF seeks to support opportunities for children, youth and young adults to engage in programming that teaches specialized skills across 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.

JUSTICE SERVICES AREA



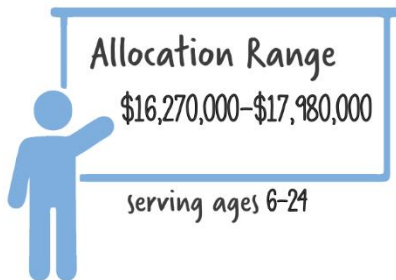
Over the past decade, juvenile arrests have reduced dramatically in San Francisco. Yet, racial and ethnic disparities remain in both the criminal and juvenile justice

systems, and many youth face persistent challenges to successful transition out of system involvement.



DCYF seeks to support programs that provide comprehensive services to youth throughout their involvement in the justice system to help stabilize their lives, reconnect with their education and focus on achieving necessary steps for a successful future. These programs will be well-versed in youth development and will support justice-involved youth with culturally relevant programming to provide ongoing case management, connections with adult allies, access to positive skill-building activities and whole family engagement.

YOUTH WORKFORCE DEVELOPMENT AREA



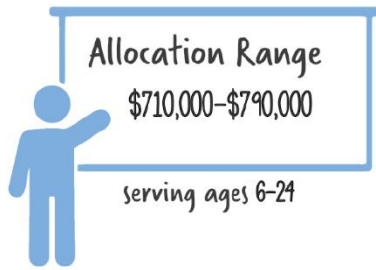
Youth Workforce Development (YWD) programs help to prepare young people for adulthood by providing opportunities for exposure to career options, teaching skills and competencies that are relevant to both education and employment and ensuring that young people have the ability to navigate the labor market. For youth who are struggling academically or disconnected from work or school, YWD

programs have been shown to be effective at connecting them to work and/or school.

DCYF seeks to fund programs that support the successful transition to adulthood by providing career-oriented, work-based learning opportunities that are developmentally appropriate and culturally competent, and that teach relevant skills to empower young adults in navigating the labor market.



MENTORSHIP SERVICE AREA



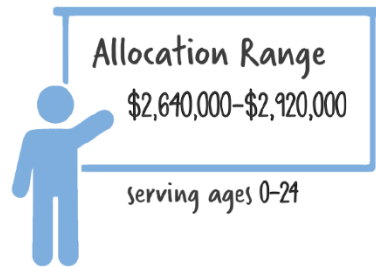
Youth and young adults who regularly meet with mentors have improved academic achievement, career outcomes and psychosocial health. Mentors are able to help identify when a young person is in trouble, offer advice, share life experience, and help them



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.

While caring adult relationships are a cornerstone of youth development programs and thousands of children and youth have developed trusted adult allies through participation in DCYF-funded programs, DCYF is allocating funds to pilot formal mentoring models for at-risk youth. These programs will 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.

EMOTIONAL WELL-BEING AREA

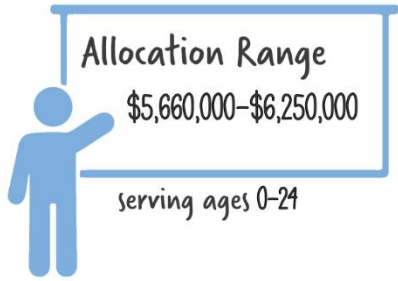


San Francisco's most disenfranchised residents face a variety of barriers to well-being including discrimination, poverty, substance abuse, domestic violence, trauma and involvement in the justice and/or foster care system. Emotional Well-Being services aim to address the impact of adverse childhood experiences on the emotional and mental well-being of children, youth and their families.

DCYF will continue its partnership with the Department of Public Health (DPH) to identify strategies to connect more children, youth and families to appropriate services to support their emotional well-being. In addition, through Technical Assistance and Capacity Building investments, DCYF will partner with DPH to train and support CBOs on the implementation of a trauma-informed system of care model to improve how we understand, respond to and heal from trauma.



FAMILY EMPOWERMENT SERVICE AREA



Parents are a child's first teachers, and children who grow up with the benefit of strong relationships with parents and caregivers have greater self-confidence, do better in school and have more positive peer relationships.

To fulfill this critically important role in their child's life, DCYF seeks to fund a range of programming designed to create multiple pathways for parents and caregivers to access support

services that meet the needs of their family. These services will include programming facilitated through the Family Resource Center Initiative as well as through youth-serving community-based programs.

DCYF will 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.



SERVICES TO SUPPORT RESULTS

DCYF understands that programs are able to make their greatest positive impact when strengthened by investments that build their capacity and increase community access to them.

In the Technical Assistance & Capacity Building Service Area, resources are provided to grantees across all Service Areas and include a range of activities 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 capacity building opportunities are offered consistently across the youth services field.

In the Outreach & Access Service Area, DCYF seeks to support a range of efforts to promote and increase usage of DCYF-funded services. These will include continued support for DCYF's nutrition programs, the San Francisco Healthy Kids Initiative and the Street Violence Intervention Program. DCYF will also explore a children, youth and family-focused transportation network, support of a web-based tool to connect youth to programming and other outreach and access efforts.

MEASURING OUR PROGRESS

Continuous investment in evaluation will help DCYF understand the implementation and impact of the Children and Youth Fund in supporting the well-being of children, youth and families in San Francisco. DCYF remains committed to dedicating resources to program evaluation and using data to understand outcomes at both the programmatic and community levels so that we can measure ongoing progress toward the four priority Results identified through the SAP planning process.

Key population-level indicators, or benchmarks, were identified using the RBA framework to help us measure how San Francisco is faring in each Result area over time. The indicators selected track changes at the broader population level that can inform how programs might be supported to achieve greater impact to help San Francisco thrive. For example, the number of substantiated child maltreatment cases per 1,000 was selected as an indicator of the “Children and Youth are Supported by Nurturing Families and Communities” Result. This indicator provides a benchmark that helps us understand how well the city is doing in that Result.

All of the selected indicators and more detailed explanations of why each data point matters can be found at www.dcyf.org. Taken together, the indicators provide a means of tracking Results, which offers opportunities to celebrate successes, reflect on accomplishments, and respond to persistent challenges in our efforts to improve outcomes for all children, youth and families in the city.



FOR THE FULL 2017 SERVICES ALLOCATION PLAN REPORT,
PLEASE GO TO DCYF.ORG



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