



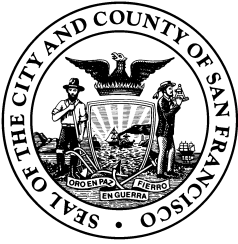
Children, Youth, and Their Families Oversight and Advisory Committee



Pre-Meeting Packet

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Children and Youth Fund Oversight and Advisory Committee

Meeting Agenda



Members: Andre Torrey, Aaron Yen, Jada Curry (Chair), Jon Henry, Julie Roberts-Phung, Lesly Simmons, Mollie Matull (Vice Chair)

Date and Time: Tuesday, January 17, 2023, 3:00 PM – 5:00 PM

Zoom Meeting Link: [Click to Join](#) or join by Telephone; Dial + 1-669-444-9171, Passcode: 615728
Webinar ID: 848 7071 2160

I. Call to Order and Roll Call (2 mins)

II. General Public Comments (5 mins)

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

III. Approval of the November 2022 Minutes (5 mins)

Action required

IV. Resolution Making Findings to Allow Teleconferenced Meetings Under CA Gov Code Section 54953(e) (5 mins)

Action required

V. DCYF Budget Presentation (30 mins)

Discussion only

VI. Coordinated Communications for Children, Youth, and Families Presentation (10 mins)

Discussion only

VII. Report of the Service Provider Working Group (10 mins)

Discussion only

VIII. Report of the OAC Chair (10 mins)

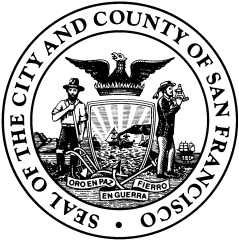
- Updated Bylaws – action may be required

IX. Report of the DCYF Director (10 mins)

Discussion only

X. Action Items (5 mins)

Discussion only



Children and Youth Fund Oversight and Advisory Committee

Meeting Agenda



Providing Public Comment

Instructions:

- Wait for Public Comment to be announced (by Item # or for General Public Comment)
- When the Clerk calls Public Comment,
 - From your screen: Select "RAISE HAND" and wait to be introduced.
 - From your phone: Press *9 to raise your hand on the phone and wait to be introduced.
- Please wait until it is your turn to speak.
- When it is time for you to speak, you will be brought into the conversation by the Zoom Administrator.
- You will have the standard 2 minutes to provide your comments.
- Once your 2 minutes have ended, you will be moved out of the speaker line and back to listening as an attendee (unless you disconnect).
- If you wish to speak on other items on the Agenda or for other comment periods, please listen for the Clerk's next prompt and follow the same set of instructions.

Best Practices:

- Call from a Quiet location.
- Speak slowly and clearly.
- Turn down any televisions or radios around you.
- Address the Oversight and Advisory Committee as a whole. Do not address individual Members.

KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance (Chapters 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, please contact: Sunshine Ordinance Task Force Administrator

City Hall – Room 244 1 Dr. Carlton B. Goodlett Place

San Francisco, CA 94102-4683

415-554-7724 (Office); 415-554-7854 (Fax)

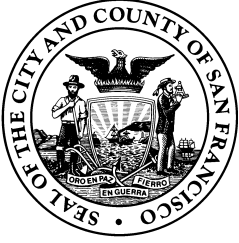
E-mail: SOTF@sfgov.org

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.sfgov.org. Copies of explanatory documents are available to the public online at <http://www.sfbos.org/sunshine> or, upon request to the Commission Secretary, at the above address or phone number.

LANGUAGE ACCESS

Per the Language Access Ordinance (Chapter 91 of the San Francisco Administrative Code), Chinese, Spanish and or Filipino (Tagalog) interpreters will be available upon request. Meeting Minutes may be translated, if requested, after they have been adopted by the Commission. Assistance in additional languages may be honored whenever possible. To request assistance with these services please contact Emily Davis at 415-554-8991 or Emily.Davis@dcyf.org at least 48 hours in advance of the hearing. Late requests will be honored if possible.

ACCESSIBLE MEETING POLICY



Children and Youth Fund Oversight and Advisory Committee

Meeting Agenda



Per the Americans with Disabilities Act and the Language Access Ordinance, Chinese, Spanish, Filipino (Tagalog), and/or American Sign Language interpreters will be available upon request. Additionally, every effort will be made to provide assistive listening devices and meeting materials in alternative formats (braille or large print). Minutes may be translated after they have been adopted by the Commission. For all these requests, please contact Emily Davis, Community Engagement Associate at least 72 hours before the meeting at 415-554-8991. Late requests will be honored if possible. The hearing room is wheelchair accessible.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

LOBBYIST ORDINANCE

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: www.sfgov.org/ethics.

CHINESE

如對會議有任何疑問，請致電415-557-9942查詢。當會議進行時，嚴禁使用手機及任何發聲電子裝置。會議主席可以命令任何使用手機或其他發出聲音裝置的人等離開會議場所。

了解你在陽光政策下的權益

政府的職責是為公眾服務，並在具透明度的情況下作出決策。市及縣政府的委員會，市參事會，議會和其他機構的存在是為處理民眾的事務。本政策保證一切政務討論都在民眾面前進行，而市政府的運作也公開讓民眾審查。如果你需要知道你在陽光政策 (San Francisco Administrative Code Chapter 67) 下擁有的權利，或是需要舉報違反本條例的情況，請聯絡：

陽光政策 專責小組行政官

地址：City Hall – Room 244 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
電話號碼:415-554-7724；傳真號碼415- 554-5163
電子郵件: SOTF@sfgov.org

陽光政策的文件可以通過陽光政策專責小組秘書、三藩市公共圖書館、以及市政府網頁www.sfgov.org等途徑索取。民眾也可以到網頁<http://www.sfbos.org/sunshine>閱覽有關的解釋文件，或根據以上提供的地址和電話向委員會秘書索取。

語言服務

根據語言服務條例(三藩市行政法典第91章)，中文、西班牙語和/或菲律賓語(泰加洛語)傳譯人員在收到要求後將會提供傳譯服務。翻譯版本的會議記錄可在委員會通過後透過要求而提供。其他語言協助在可能的情況下也將可提供。上述的要求，請於會議前最少48小時致電415-557-9942或電郵至 Brandon.Shou@dcyf.org 向委員會秘書Brandon Shou提出。逾期提出的請求，若可能的話，亦會被考慮接納。

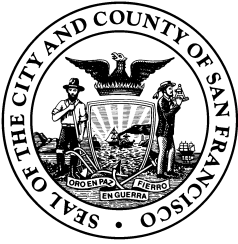
利便參與會議的相關規定

根據《美國殘疾人士法案》(Americans with Disabilities Act)與「語言服務條例」(Language Access Ordinance)，中文、西班牙文、菲律賓文和/或美國手語傳譯員，須應要求，提供傳譯服務。另外，我們會盡一切努力予以提供輔助性聽力儀器及不同格式(點字印製或特大字體)的會議資料。翻譯版本的會議記錄可在委員會通過後予以提供。如有這些方面的請求，請在會議前七十二(72)小時致電415-557-9942與Brandon Shou聯絡。逾期所提出的請求，若可能的話，亦會接納。聽證室設有輪椅通道。

為了讓市政府更好照顧有嚴重過敏、因環境產生不適、或對多種化學物質敏感的病患者，以及有相關殘疾的人士，出席公眾會議時，請注意其他與會者可能會對不同的化學成分產品產生過敏。請協助市政府關顧這些個別人士的需要。

遊說者法令

依據「三藩市遊說者法令」(SF Campaign & Governmental Conduct Code 2.100)能影響或欲影響本地立法或行政的人士或團體可能需要註冊，並報告其遊說行為。如需更多有關遊說者法令的資訊，請聯絡位於Van Ness街25號220室的三藩市道德委員會，電話號碼:415-252-3100，傳真號碼415-252-3112，網址: www.sfgov.org/ethics。



Children and Youth Fund Oversight and Advisory Committee

Meeting Agenda



SPANISH

Para preguntas acerca de la reunión, por favor contactar el 415-934-4840. El timbrado de y el uso de teléfonos celulares, localizadores de personas, y artículos electrónicos que producen sonidos similares, están prohibidos en esta reunión. Por favor tome en cuenta que el Presidente podría ordenar el retiro de la sala de la reunión a cualquier persona(s) responsable del timbrado o el uso de un teléfono celular, localizador de personas, u otros artículos electrónicos que producen sonidos similares.

CONOZCA SUS DERECHOS BAJO LA ORDENANZA SUNSHINE

El deber del Gobierno es servir al público, alcanzando sus decisiones a completa vista del público. Comisiones, juntas, concilios, y otras agencias de la Ciudad y Condado, existen para conducir negocios de la gente. Esta ordenanza asegura que las deliberaciones se lleven a cabo ante la gente y que las operaciones de la ciudad estén abiertas para revisión de la gente. Para obtener información sobre sus derechos bajo la Ordenanza Sunshine (capítulo 67 del Código Administrativo de San Francisco) o para reportar una violación de la ordenanza, por favor póngase en contacto con:

Administrador del Grupo de Trabajo de la Ordenanza Sunshine (Sunshine Ordinance Task Force Administrator)
City Hall – Room 244 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 (Oficina); 415-554-5163 (Fax);
Correo electrónico: SOTF@sfgov.org

Copias de la Ordenanza Sunshine pueden ser obtenidas del Secretario del grupo de Trabajo de la Ordenanza Sunshine, la Biblioteca Pública de San Francisco y en la página web del internet de la ciudad en www.sfgov.org. Copias de documentos explicativos están disponibles al público por Internet en <http://www.sfbos.org/sunshine>; o, pidiéndolas al Secretario de la Comisión en la dirección o número telefónico mencionados arriba.

ACCESO A IDIOMAS

De acuerdo con la Ordenanza de Acceso a Idiomas “Language Access Ordinance” (Capítulo 91 del Código Administrativo de San Francisco “Chapter 91 of the San Francisco Administrative Code”) intérpretes de chino, español y/o filipino (tagalo) estarán disponibles de ser requeridos. Las minutas podrán ser traducidas, de ser requeridas, luego de ser aprobadas por la Comisión. La asistencia en idiomas adicionales se tomará en cuenta siempre que sea posible. Para solicitar asistencia con estos servicios favor comunicarse con Prishni Murillo al 415-934-4840, o Prishni.Murillo@dcyf.org por lo menos 48 horas antes de la reunión. Las solicitudes tardías serán consideradas de ser posible.

POLITICA DE ACCESO A LA REUNIÓN

De acuerdo con la Ley sobre Estadounidenses con Discapacidades (Americans with Disabilities Act) y la Ordenanza de Acceso a Idiomas (Language Access Ordinance) intérpretes de chino, español, filipino (tagalo) y lenguaje de señas estarán disponibles de ser requeridos. En adición, se hará todo el esfuerzo posible para proveer un sistema mejoramiento de sonido y materiales de la reunión en formatos alternativos. Las minutas podrán ser traducidas luego de ser aprobadas por la Comisión. Para solicitar estos servicios, favor contactar a Prishni Murillo, por lo menos 72 horas antes de la reunión al 415-934-4840. Las solicitudes tardías serán consideradas de ser posible. La sala de audiencia es accesible a silla de ruedas.

ORDENANZA DE CABILDEO

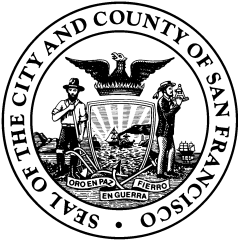
Individuos y entidades que influyen o intentan influenciar legislación local o acciones administrativas podrían ser requeridos por la Ordenanza de Cabildeo de San Francisco (SF Campaign & Governmental Conduct Code 2.100) a registrarse y a reportar actividades de cabildeo. Para más información acerca de la Ordenanza de Cabildeo, por favor contactar a la Comisión de Ética: 25 de la avenida Van Ness, Suite 220, San Francisco, CA 94102, 415-252-3100, FAX 415-252-3112, sitio web: www.sfgov.org/ethics.

FILIPINO

Kung mayroon kayong mga tanong tungkol sa miting, mangyaring tumawag lang sa 415-554-8991. Ang pagtunog at paggamit ng mga cell phone, mga pager at kagamitang may tunog ay ipinagbabawal sa pulong. Paalala po na maaaring palabasin ng Tagapangulo ang sinumang may-ari o responsable sa ingay o tunog na mula sa cell-phone, pager o iba pang gamit na lumilikha ng ingay.

ALAMIN ANG INYONG MGA KARAPATAN SA ILALIM NG SUNSHINE ORDINANCE

Tungkulin ng Pamahalaan na paglinkuran ang publiko, maabot ito sa patas at madaling maunawaan na paraan. Ang mga komisyon, board, kapulungan at iba pang mga ahensya ng Lungsod at County ay mananatili upang maglingkod sa pamayanan. Tinitiyak ng ordinansa na ang desisyon o pagpapasya ay ginagawa kasama ng mamamayan at ang mga gawaing panglungsod na napagkaisahan ay bukas sa pagsusuri ng publiko. Para sa impormasyon ukol sa inyong karapatan sa ilalim ng Sunshine Ordinance (Kapitulo 67 sa San Francisco Administrative Code) o para mag-----report sa paglabag sa ordinansa, mangyaring tumawag sa Administrador ng Sunshine Ordinance Task Force .
City Hall – Room 244 1 Dr. Carlton B. Goodlett Place



Children and Youth Fund Oversight and Advisory Committee

Meeting Agenda



San Francisco, CA 94102-4683
415-554-7724 (Opisina); 415-554-7854 (Fax)
E-mail: SOTF@sfgov.org

Ang mga kopya ng Sunshine Ordinance ay makukuha sa Clerk ng Sunshine Task Force, sa pampublikong aklatan ng San Francisco at sa website ng Lungsod sa www.sfgov.org. Mga kopya at mga dokumentong na nagpapaliwanag sa Ordinance ay makukuha online sa <http://www.sfbos.org/sunshine> o sa kahilingan sa Commission Secretary, sa address sa itaas o sa numero ng telepono.

PAG-ACCESS SA WIKA

Ayon sa Language Access Ordinance (Chapter 91 ng San Francisco Administrative Code), maaaring mag-request ng mga tagapagsalin sa wikang Tsino, Espanyol, at/o Filipino (Tagalog). Kapag hiniling, ang mga kaganapan ng miting ay maaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Maari din magkaroon ng tulong sa ibang wika. Sa mga ganitong uri ng kahilingan, mangyaring tumawag sa Clerk ng Commission Emily Davis sa 415-554-8991, o Emily.Davis@dcyf.org sa hindi bababa sa 48 oras bago mag miting. Kung maari, ang mga late na hiling ay posibleng pagbibigyan.

PATAKARAN PARA SA PAG-ACCESS NG MGA MITING

Ayon sa batas ng Americans with Disabilities Act at ng Language Access Ordinance, maaaring mag-request ng mga tagapagsalin wika sa salitang Tsino, Espanyol, Filipino o sa may kapansanan pandinig sa American Sign Language. Bukod pa dito, sisikapin gawan ng paraan na makapaglaan ng gamit upang lalong pabutihin ang inyong pakikinig at maibahagi ang mga kaganapan ng miting sa iba't ibang anyo (braille o malalaking print). Ang mga kaganapan ng miting ay maaaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Sa mga ganitong uri ng kahilingan, tumawag po lamang kay Emily Davis sa 415-554-8991. Magbigay po lamang ng hindi bababa sa 72 oras na abiso bago ng miting. Kung maaari, ang mga late na hiling ay posibleng tanggapin. Ang silid ng pagpupulungan ay accessible sa mga naka wheelchair.

LOBBYIST ORDINANCE

Ayon sa San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100], ang mga indibidwal o mga entity na nag iimpluensiya o sumusubok na mag impluensiya sa mga lokal na pambatasan o administrative na aksyon ay maaaring kailangan mag-register o mag-report ng aktibidad ng lobbying. Para sa karagdagan na impormasyon tungkol sa Lobbyist Ordinance, tumawag lamang po sa San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: www.sfgov.org/ethics.



Children and Youth Fund Oversight and Advisory Committee

Meeting Minutes



Members: Andre Torrey, Aaron Yen, Jada Curry (Chair), Jon Henry, Julie Roberts-Phung, Lesly Simmons, Mollie Matull (Vice Chair)

Date and Time: Monday, November 14, 3:00 PM – 5:00 PM

Zoom Meeting Link: [Click to Join](#) or join by Telephone; Dial + 1-669-900-6833, Passcode: 740965
Webinar ID: 816-489-2791

I. Call to Order and Roll Call (2 mins)

- A. Meeting called to order at 3:02pm.
- B. Vice Chair Matull absent. Member Roberts-Phung late.

II. General Public Comments (5 mins)

- A. No public comment.

III. Approval of the September 2022 Minutes (5 mins)

- A. Minutes approved. Member Andre Torrey abstains.

IV. Resolution Making Findings to Allow Teleconferenced Meetings Under CA Gov Code Section 54953(e) (5 mins)

- A. Resolution approved unanimously.

V. Services Allocation Plan (SAP) Update & Exploring Our Results (30 mins)

- A. DCYF Deputy Director of Strategic Initiatives Aumijo Gomes shared the presentation.

VI. Report of the Service Provider Working Group (10 mins)

- A. SPWG Co-Chairs Madison Holland and Frederique Clermont shared updates.
 - Currently recruiting for SPWG Leadership Team
 - Passage of Prop G Student Success Fund: SPWG requests to work with DCYF and be involved in process
 - Listening sessions/focus groups for SAP process to take place

VII. Report of the OAC Chair (10 mins)

- A. Chair Jada Curry presented the Updated OAC Bylaws to the committee. No vote was taken; tabled for the next committee meeting pending the following suggested changes:
 - Member Roberts-Phung suggested adding language to always maintain virtual option, if possible (page 4), maintain five days in regards to changes in the agenda (page 5), and to maintain action items on agenda (page 6)

VIII. Report of the DCYF Director (10 mins)

- A. Director Su shared the 2023 OAC Meetings Calendar and announced the passage of Prop G.

IX. Action Items (5 mins)

- A. Vote on Updated Bylaws at the January 2023 meeting.
- B. Meeting adjourned at 4:20pm.

**RESOLUTION MAKING FINDINGS TO ALLOW TELECONFERENCED
MEETINGS UNDER CALIFORNIA GOVERNMENT CODE SECTION
54953(e)**

WHEREAS, California Government Code Section 54953(e) empowers local policy bodies to convene by teleconferencing technology during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met; and

WHEREAS, In March, 2020, the Governor of the State of California proclaimed a state of emergency in California in connection with the Coronavirus Disease 2019 (“COVID-19”) pandemic, and that state of emergency remains in effect; and

WHEREAS, In February 25, 2020, the Mayor of the City and County of San Francisco (the “City”) declared a local emergency, and on March 6, 2020 the City’s Health Officer declared a local health emergency, and both those declarations also remain in effect; and

WHEREAS, On March 11 and March 23, 2020, the Mayor issued emergency orders suspending select provisions of local law, including sections of the City Charter, that restrict teleconferencing by members of policy bodies; those orders remain in effect, so City law currently allows policy bodies to meet remotely if they comply with restrictions in State law regarding teleconference meetings; and

WHEREAS, On September 16, 2021, the Governor signed AB 361, a bill that amends the Brown Act to allow local policy bodies to continue to meet by teleconferencing during a state of emergency without complying with restrictions in State law that would otherwise apply, provided that the policy bodies make certain findings at least once every 30 days; and

WHEREAS, While federal, State, and local health officials emphasize the critical importance of vaccination and consistent mask-wearing to prevent the spread of COVID-19, the City’s Health Officer has issued at least one order (Health Officer Order No. C19-07y, available online at www.sfdph.org/healthorders) and one directive (Health Officer Directive No. 2020-33i, available online at www.sfdph.org/directives) that continue to recommend measures to promote physical distancing and other social distancing measures, such as masking, in certain contexts; and

WHEREAS, The California Department of Industrial Relations Division of Occupational Safety and Health (“Cal/OSHA”) has promulgated Section 3205 of Title 8 of the California Code of Regulations, which requires most employers in California, including in the City, to train and instruct employees about measures that can decrease the spread of COVID-19, including physical distancing and other social distancing measures; and

WHEREAS, Without limiting any requirements under applicable federal, state, or local pandemic-related rules, orders, or directives, the City’s Department of Public Health, in coordination with the City’s Health Officer, has advised that for group gatherings indoors, such as meetings of boards and commissions, people can increase safety and greatly reduce risks to the health and safety of attendees from COVID-19 by maximizing ventilation, wearing well-fitting masks (as required by Health Officer Order No. C19-07), using physical distancing where the vaccination status of attendees is not known, and considering holding the meeting remotely if feasible, especially for long meetings, with any attendees with unknown vaccination status and where ventilation may not be optimal; and

WHEREAS, On July 31, 2020, the Mayor issued an emergency order that, with limited exceptions, prohibited policy bodies other than the Board of Supervisors and its committees from meeting in person under any circumstances, so as to ensure the safety of policy body members, City staff, and the public; and

WHEREAS, [DCYF’s Oversight & Advisory Committee (OAC)] has met remotely during the COVID-19 pandemic and can continue to do so in a manner that allows public participation and transparency while minimizing health risks to members, staff, and the public that would be present with in-person meetings while this emergency continues; now, therefore, be it

RESOLVED, That [DCYF’s Oversight & Advisory Committee] finds as follows:

1. As described above, the State of California and the City remain in a state of emergency due to the COVID-19 pandemic. At this meeting, DCYF’s Oversight & Advisory Committee] has considered the circumstances of the state of emergency.
2. As described above, State and City officials continue to recommend measures to promote physical distancing and other social distancing measures, in some settings.

3. As described above, because of the COVID-19 pandemic, conducting meetings of this body in person would present imminent risks to the safety of attendees, and the state of emergency continues to directly impact the ability of members to meet safely in person; and, be it

FURTHER RESOLVED, That for at least the next 30 days meetings of [DCYF's Oversight & Advisory Committee] will continue to occur exclusively by teleconferencing technology (and not by any in-person meetings or any other meetings with public access to the places where any policy body member is present for the meeting). Such meetings of [DCYF's Oversight & Advisory Committee] that occur by teleconferencing technology will provide an opportunity for members of the public to address this body and will otherwise occur in a manner that protects the statutory and constitutional rights of parties and the members of the public attending the meeting via teleconferencing; and, be it

FURTHER RESOLVED, That the clerk/staff of [DCYF's Oversight & Advisory Committee] is directed to place a resolution substantially similar to this resolution on the agenda of a future meeting of [DCYF's Oversight & Advisory Committee] within the next 30 days. If [DCYF's Oversight & Advisory Committee] does not meet within the next 30 days, the clerk/staff is directed to place a such resolution on the agenda of the next meeting of [DCYF's Oversight & Advisory Committee].

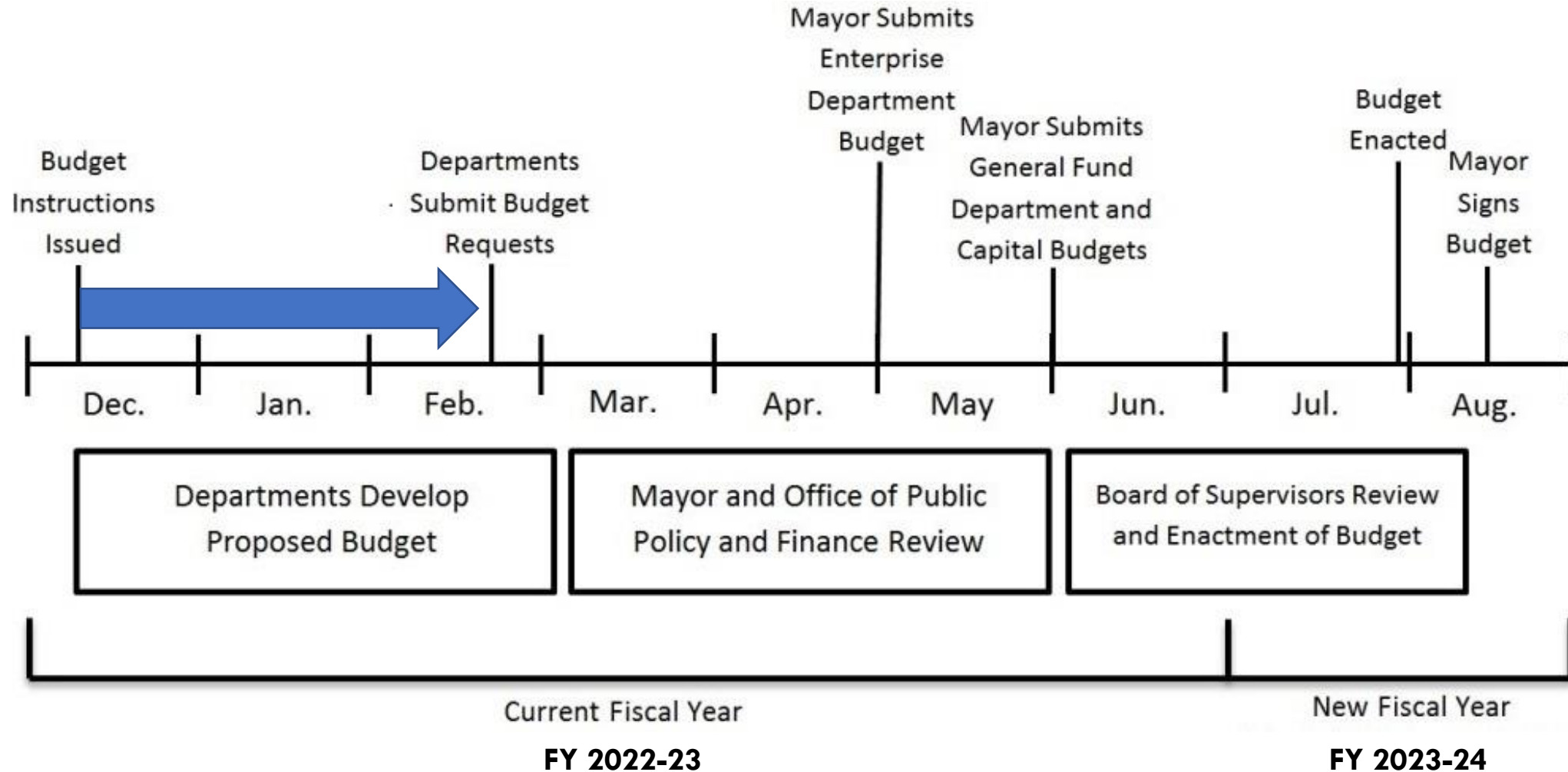


Oversight Advisory Committee FY 2023-24 & 2024-25 Budget

January 17, 2023

San Francisco Department of Children, Youth & Their Families

Budget Timeline (FY 2023-24 & FY2024-25)



Key Dates

December 15	Mayor's Budget Outlook & Instructions issued
December 19	Budget system opens to departments
Early January	Five Year Report published
January 20	Capital and COIT budget requests due
Early February	Controller's 6-Month Report
February 21	Budget submissions due
May	Controller's 9-Month Report Governors May Revise
June 1	Mayor proposes a balanced budget to the Board of Supervisors
June	Budget and Appropriations Committee hearings
July	Budget considered by the Board of Supervisors



City's Fiscal Outlook



Five Year Report – Assumptions

- Slow or no growth in major tax revenues
- Loss of federal revenues and other one-time sources
- Incorporates 2022 Election Measures, including new set-aside for schools
- Salary & Benefits – assumes CPI growth on open contracts; 7.2% rate of return on pension investments
- Citywide & Departmental Costs – CPI on non-personnel costs and IHSS wages, full funding of Ten Year Capital Plan, and other updates



City's Fiscal Outlook (continued)



Five Year Report – Financial Forecast

	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
<i>SOURCES Increase / (Decrease)</i>	(29.2)	(24.7)	49.9	105.4	206.2
Uses					
Baselines	(49.8)	(96.3)	(140.9)	(177.1)	(209.9)
Salaries & Benefits	(55.0)	(169.6)	(257.7)	(364.2)	(490.7)
Citywide Operating Budget Costs	(78.5)	(199.5)	(312.8)	(409.6)	(514.9)
Departmental Costs	11.7	(37.3)	(84.0)	(146.1)	(214.9)
<i>USES (Increase) / Decrease</i>	(171.6)	(502.8)	(795.4)	(1,097.0)	(1,430.4)
Projected Annual Surplus / (Shortfall)	(200.8)	(527.5)	(745.6)	(991.7)	(1,224.1)
Two Year Deficit	(728.3)				



City's Fiscal Outlook (continued)



Five Year Report – Revenue Detail

Selected General Fund Taxes (\$m)

	FY 23-24	FY 24-25	FY 25-26
March 2022 Forecast / Budget	4,366.3	4,575.2	4,753.9
(-) Property tax	(69.9)	(190.8)	(316.4)
(-) Transfer tax	(178.7)	(135.0)	(91.2)
(-) Business tax	(78.5)	(100.8)	(91.2)
(+) Sales & Hotel tax	53.3	72.2	74.1
Total	(273.8)	(354.4)	(424.7)
Fall 2022 5 Yr Forecast	4,092.6	4,220.8	4,329.2



City's Fiscal Outlook (continued)



Five Year Report – Expenditure Growth

- Expenditure drivers include salaries and benefits, citywide operating and other program costs
- Last budget made significant ongoing wage investments; health care costs continue to exceed inflation
- Other major costs: new baseline for schools, fully funding the updated Ten-Year Capital Plan, debt service, health and human services costs, and local housing subsidy programs
- Increased pension costs from prior projection



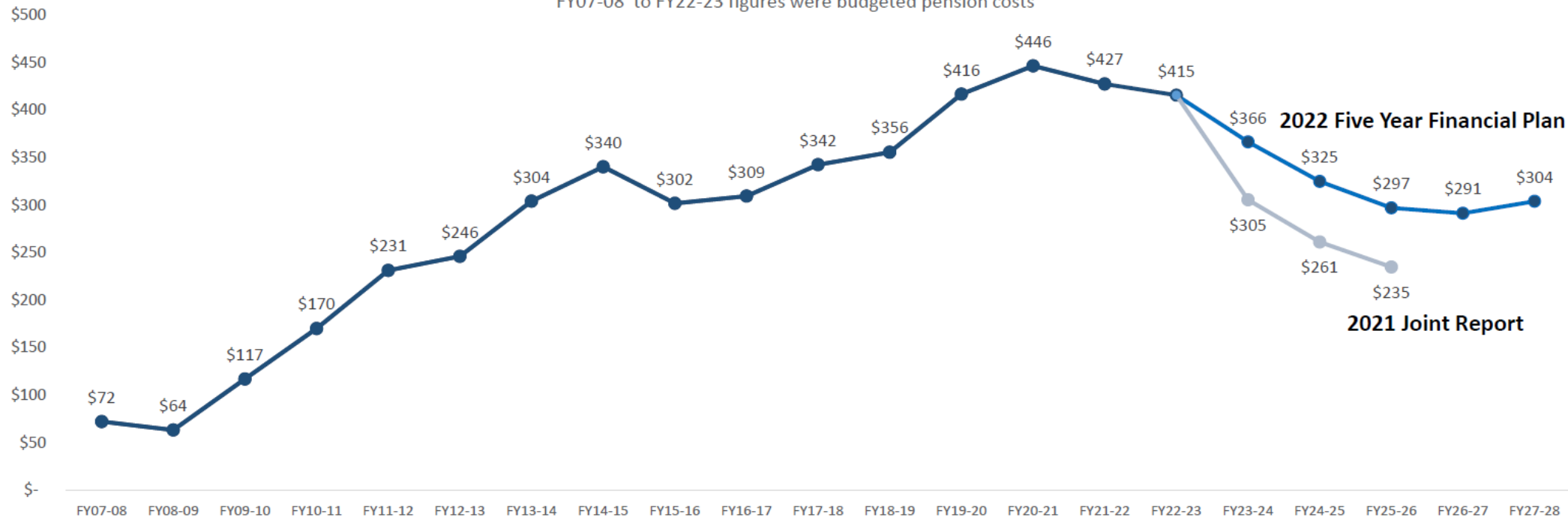
City's Fiscal Outlook (continued)



Five Year Report – Pension Contributions

**Projected Employer Pension Contribution Cost
Increases from Prior Projections (\$M)**

FY07-08 to FY22-23 figures were budgeted pension costs



City's Fiscal Outlook (continued)



Five Year Report – Risks & Uncertainties

- Pace of downtown recovery and office vacancies
- Impacts of high inflation and interest rates
- Continued cutbacks in tech sector and other local industries
- State budget and funding of excess ERAF
- Risk of a recession



Budget Instructions



Mayoral Policy Priorities

- **Recovery** of the local economy with focus on downtown and economic core
- **Improving** public safety and street conditions
- Reducing **homelessness** and transforming **mental health** service delivery
- **Accountability & equity** in services and spending



Budget Instructions (continued)

Budget Instructions to Departments



Required General Fund reductions –
5% in FY 23-24 and 8% in FY 24-25



Budget Instructions (continued)

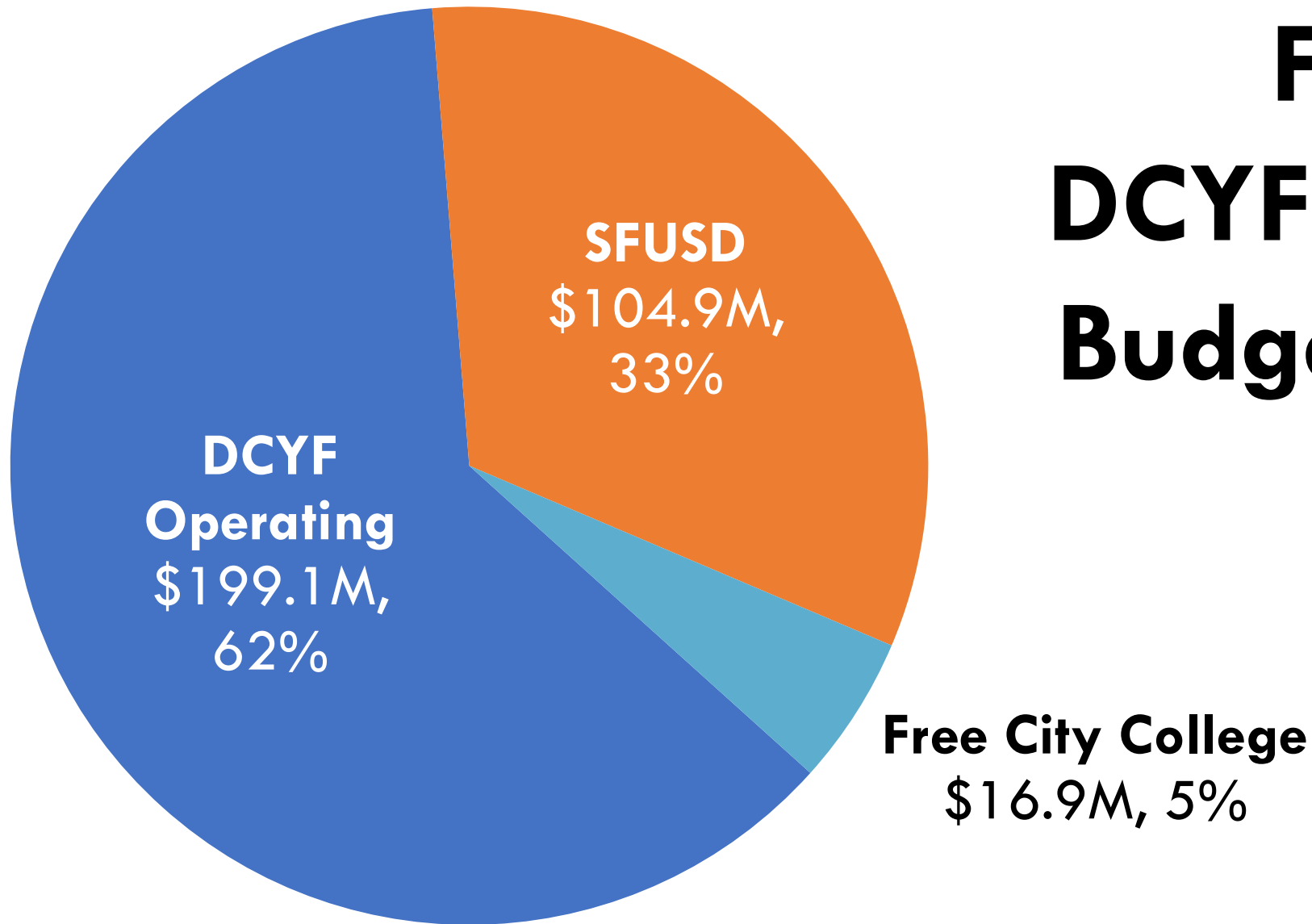


Budget Instructions to Departments

- **Prioritize filling or reclassifying vacancies** for core departmental functions and Mayoral priorities
- **Propose** remaining vacancies for budget savings
- **Maintain Mayoral initiatives** and recommend ways to fund more efficiently
- **Prepare** for outlook to worsen



FY 2023-24 DCYF Operating Budget vs Other Programs



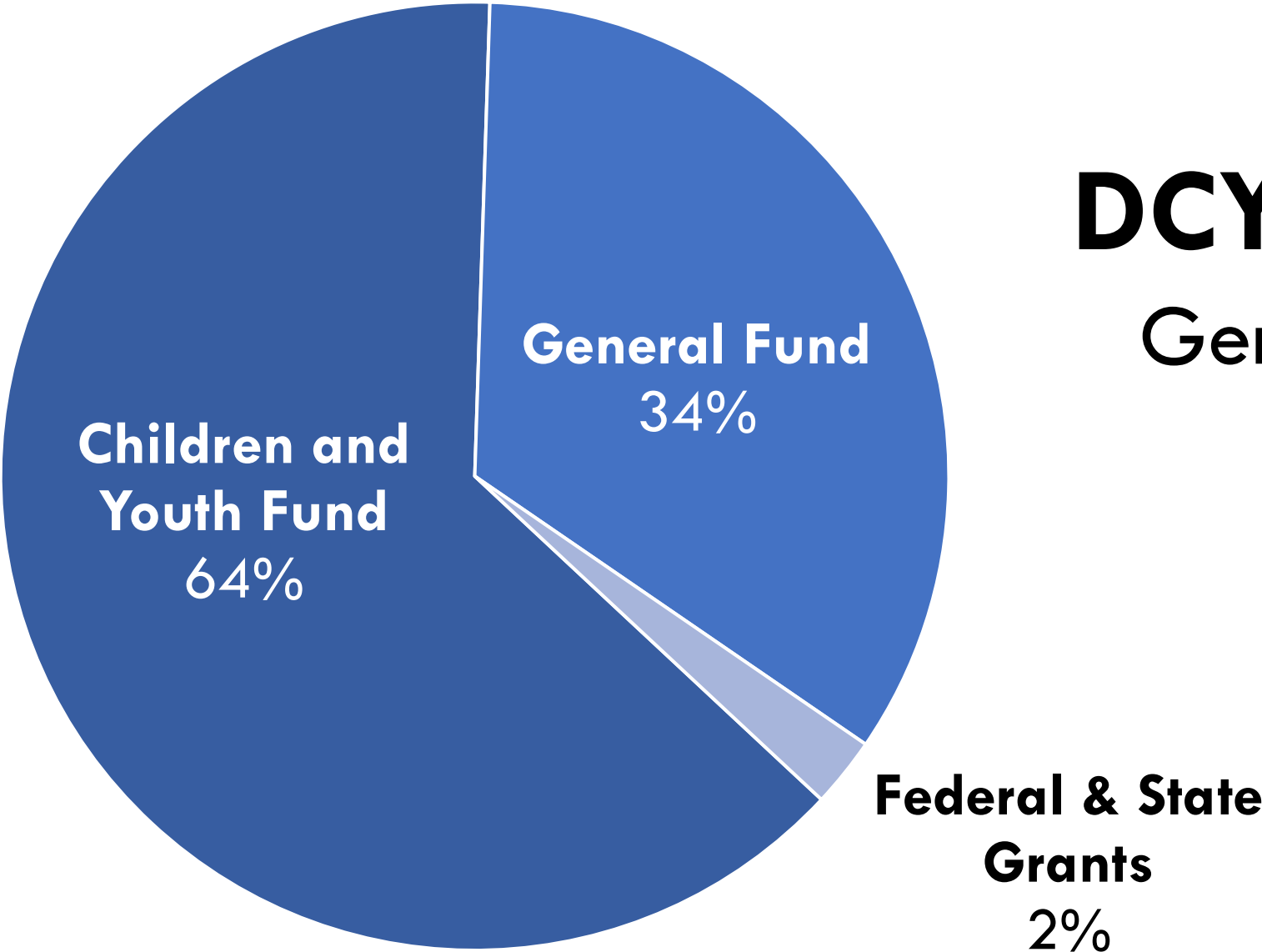
Note: This does not include Student Success Fund, which will be added in Department Phase.



FY 2023-24

DCYF Operating

General Fund vs Self Supporting



FY 2023-24 & FY 2024-25 DCYF Base Phase Operating Budget

FY24 & FY25 Base Phase Expenditures (\$ in Millions) ^A	FY21-22	FY22-23	FY23-24 Base	FY23-24 Base Change From FY22-23 Base	% Base Change	FY24-25 Base	FY24-25 Base Change From FY23-24 Base	% Base Change
Salaries	7.1	9.3	10.3	1.1	11%	10.8	0.5	5%
Programmatic Projects ^B	16.6	5.5	3.7	(1.8)	-33%	3.7	0.0	0%
Mandatory Fringe Benefits	3.3	3.6	3.6	(0.0)	-1%	3.6	0.0	0%
Non-Personnel Services ^C	7.8	10.6	12.0	1.4	13%	10.1	(1.9)	-16%
City Grant Program ^D	118.8	139.8	123.0	(16.8)	-12%	118.7	(4.3)	-3%
Materials & Supplies	0.4	0.8	0.3	(0.4)	-58%	0.3	0.0	0%
Services Of Other Depts	38.9	40.1	39.7	(0.4)	-1%	39.7	0.0	0%
Transfer Adjustments - Uses	5.6	6.3	6.4	0.2	2%	6.7	0.2	4%
Total	198.4	215.9	199.1	(16.8)		193.6	(5.5)	

% Change

9%

-8%

-3%

Notes:

- A. This does not reflect Department Phase Proposed Budget due February 21st, 2023.
- B. Programmatic Projects decrease from FY22-23 due to one-time interdepartmental service funding.
- C. Changes in Non-Personnel Services are due to a one-time fund balancing entry in FY22-23.
- D. Decreases to City Grant Program are primarily due to expiration of one-time funding.



Addressing FY 2023-24 City Grant Program Budget Decrease

1. Additional property tax revenue of \$3M in FY23-24
2. Possible backfill of JPD inter-departmental service funding
3. Fund balance in Children and Youth Fund
4. Opportunities to re-direct funds from other expenditure categories
5. Part of the Student Success Fund expenditures to be budgeted in City Grant Program

FY24 & FY25 Base Phase Expenditures (\$ in Millions)	FY22-23	FY23-24 Base	FY23-24 Base Change From FY22-23 Base	% Base Change
Salaries	9.3	10.3	1.1	11%
Programmatic Projects	5.5	3.7	(1.8)	-33%
Mandatory Fringe Benefits	3.6	3.6	(0.0)	-1%
Non-Personnel Services	10.6	12.0	1.4	13%
City Grant Program	139.8	123.0	(16.8)	-12%
Materials & Supplies	0.8	0.3	(0.4)	-58%
Services Of Other Depts	40.1	39.7	(0.4)	-1%
Transfer Adjustments - Uses	6.3	6.4	0.2	2%
Total	215.9	199.1	(16.8)	

* \$3M of the FY22-23 City Grant Program budget was one-time funds for SFUSD.



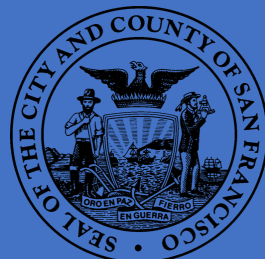
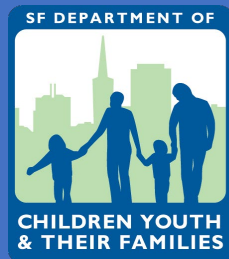
Questions?

Our 415

Coordinated Communication for Children, Youth & Families

Children, Youth and Their Families
Oversight and Advisory Committee (OAC)
January 17, 2022

Presented by
Dori Caminong



Mayor's Children & Family Recovery Plan

From the Mayor's 5/26 Press Release:

\$3.7 million investment over the two years in improving the Citywide communication, referral, and navigation of children's services.

With this funding, the City will be able to create a Service Inventory, or a database of children's programs making it easier for families to learn about and sign up for existing services.



Key Components:

Messaging coordination across the City departments that serve children, youth, TAY and families and SFUSD to centralize messages about programs, initiatives, resources and supports

Rebrand SFFamilies.org resource website where coordinated messages are centralized using a feed, calendar and searchable database for access to City and City funded programs.

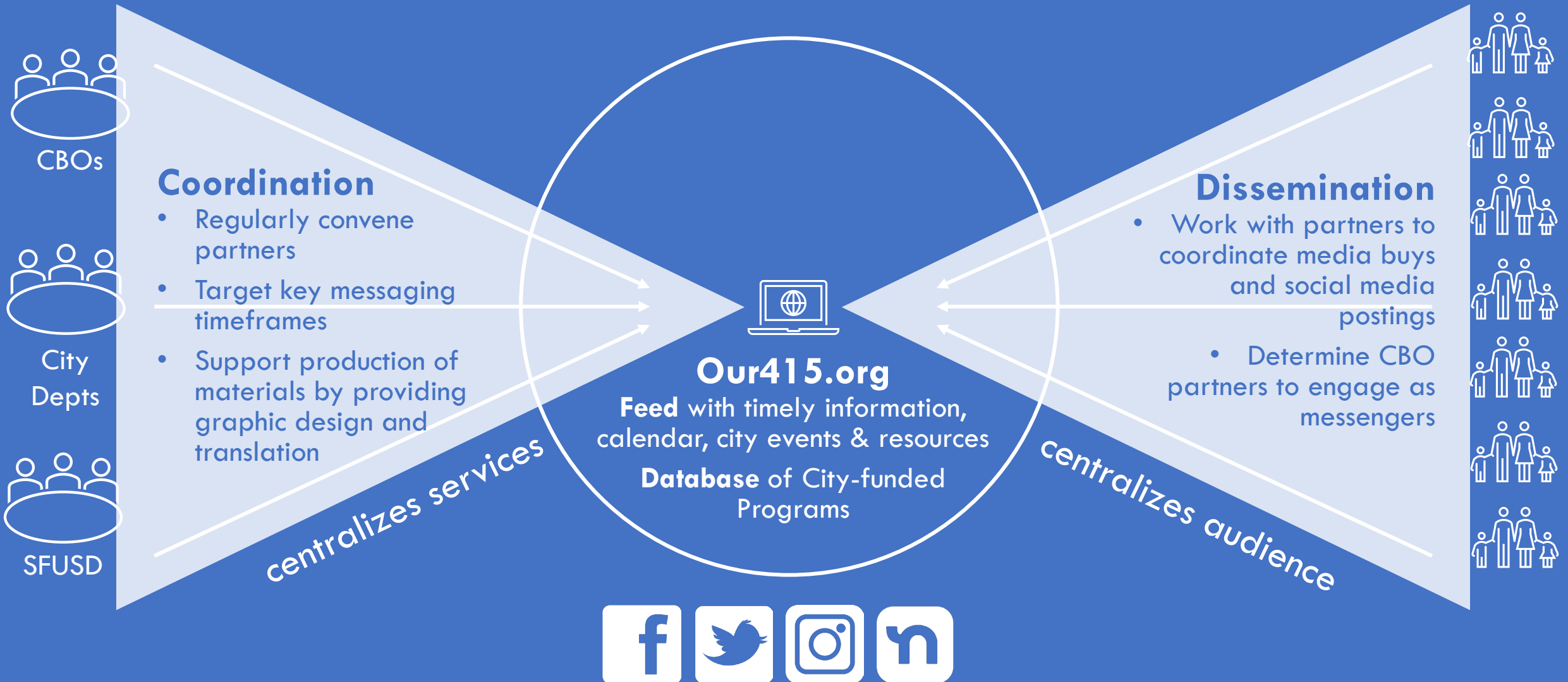
Message dissemination through social and traditional media and through community messengers to ensure wide awareness.



DCYF's role



DCYF leads **coordination**, maintains **website + social channels**, leads **dissemination**



Our 415

[News](#) [Calendar](#) [Services](#) [About](#)

For young people. For families. Get connected to what SF has to offer.

[Sign up to hear updates first](#)

Get the latest information on children, youth & family services from the City of San Francisco & its partners.



Our 415 will launch at the SF Summer Resource Fair

- Saturday, February 11, 2023, 11AM - 2PM
- Hosted annually by DCYF and the SF Recreation & Parks Department (RPD) at the County Fair Building in Golden Gate Park.
- Expected attendance between 1,500 and 2,000 families from across the City.
- Featuring many free or low cost summer programs and services. Onsite enrollment may be available on the spot. Interpretation services will be available on-site in Mandarin, Cantonese, and Spanish.
- Features 100+ summer camps, classes, programs, and services for **children in grades K-8**
- Hosting tons of family friendly games and good times hosted by RPD including a college savings workshop, interactive activities at exhibitor tables, and giveaways galore!

A SHOWCASE OF SUMMER ACTIVITIES FOR CHILDREN & YOUTH IN GRADES K-8



Saturday, February 11, 2023

11am-2pm

County Fair Building

Golden Gate Park, 1199 9th Ave

2023

For more
information
visit dcyf.org or
call 628-652-7100



Discover
100
Summer
Programs!

Making San Francisco



a great place to grow up



Department of Children Youth and Their Families' Oversight and Advisory Committee
City and County of San Francisco

BYLAWS
January 11, 2019

ARTICLE I: NAME, PURPOSE AND MEMBERSHIP Section 1. Name

The name of the Committee shall be "Children, Youth and Their Families Oversight and Advisory Committee" ("Oversight and Advisory Committee" or "OAC") and shall be referred to in the bylaws as the "OAC."

Section 2. Authority and Purpose

As provided in Charter Section 16.108-1, there shall be a Children, Youth and Their Families Oversight and Advisory Committee ("Oversight and Advisory Committee" or "OAC") to review the governance and policies of the Department of Children, Youth and Their Families ("DCYF"), and to ensure that the Children and Youth Fund ("Fund") is administered in a manner accountable to the community and supports DCYF's citywide results:

- All children and youth are supported by nurturing families and communities.
- All children and youth are physically and emotionally healthy.
- All children and youth are ready to learn and succeed in school.
- All youth are ready for college, work and productive adulthood.

Specifically, the OAC shall review and approve the planning process for the Children and Youth Fund Community Needs Assessment (CNA) and final CNA; the Services Allocation Plan (SAP); and DCYF's overall annual budget expenditures (including the approval of grants as a package, work orders, supplemental funds, and add-back funds).

Other duties shall include providing input and advice, and reviewing recommendations regarding:

- outcomes for children and youth services,
- evaluation of services,
- shared data systems,
- a process for making funding decisions,
- program improvement and capacity-building of service providers,
- community engagement in planning and evaluating services,
- leverage and the usage of the Fund as a catalyst for innovation,
- transparency in the administration of the Fund.

The OAC shall participate in the evaluation of the Director of DCYF by providing a letter from the Chair and Vice Chair to the Mayor with the OAC's comments. The OAC shall assist in recruitment for the Director when the position is vacant and may recommend candidates to the Mayor.

Section 3. Membership

The OAC shall be comprised of 11 members. As provided in Charter Section 16.108-1, the Mayor shall appoint members for Seats 1, 2, 3, 4, 5, and 6, and the Board of Supervisors shall appoint members for Seats 7, 8, 9, 10, and 11.

Members of the OAC shall possess the following qualifications:

Seat 1: A youth 19 years old or younger at the time of appointment. This seat serves a 3 year term.

Seat 2: The same qualifications as for Seat 1. This seat serves a 2 year term.

Seat 3: A parent or guardian of a youth under the age of 18 and enrolled in the San Francisco Unified School District at the time of appointment. This OAC member shall have demonstrated commitment to improving access to and quality of services for children, youth and families. This seat serves a 3 year term.

Seat 4: A person with expertise or substantial experience working in services and programs for children ages 5 and younger. This seat serves a 2 year term.

Seat 5: A person with expertise or substantial experience working in the field of children and youth services in communities that are low-income or underserved. This seat serves a 3 year term.

Seat 6: A person who has demonstrated commitment to improving access and quality of services for children, youth and families in communities that are low-income or underserved. This seat serves a 2 year term.

Seat 7: A person who is a Disconnected Transitional-Aged Youth as that term is used in Charter Section 16.108, 18 through 24 years of age at the time of appointment, and who is familiar with the issues and challenges faced by Disconnected Transitional- Aged Youth and with services, programs, and systems for them. This seat serves a 3 year term.

Seat 8: A parent or guardian of a child, which child is enrolled in kindergarten through 8th grade at the time of the member's appointment for the term. This OAC member shall be from a low-income community or has expertise or substantial experience working to promote the interests of communities of color and shall have demonstrated a commitment to improving access and quality of services for children, youth, and families. This seat serves a 2 year term.

Seat 9: A parent or guardian of a child, which child, at the time of the member's appointment for the term, is under the age of 5 years and enrolled in a publicly- subsidized or City-funded program. This OAC member shall have demonstrated a commitment to improving access and quality of services for children, youth, and families. This seat serves a 3 year term.

Seat 10: A person with expertise or substantial experience working in the field of children and youth services in communities that are low-income or under served. This seat serves a 2 year term.

Seat 11: A person who has demonstrated commitment to improving access to and quality of services for children, youth, and families. This seat serves a 3 year term.

If a vacancy occurs in any seat on the OAC, the appointing authority for the vacated seat shall appoint a successor.

Members may not serve more than two consecutive terms.

ARTICLE II: OAC OFFICER AND LIASION POSITIONS

Section 1. OAC Officers

The Officers of the OAC shall be Chair and Vice Chair. All Officers are members of the OAC.

Section 2. OAC Terms of Office

The Officers shall hold offices for one year and until their successors are elected.

Section 3. Election of OAC Officers

Elections of officers shall be conducted at the first regular meeting of the OAC in each fiscal year.

In the event the Chair is unable to complete her or his term of office, the Vice Chair shall serve as Chair until the next regular meeting. At the next regular meeting, the OAC shall elect a new Chair to fill the vacancy for the balance of the unexpired term. In the event the Vice Chair is elected Chair, there shall be an election for a new Vice Chair at that meeting. If the office of Vice Chair is vacated before the expiration of a term, it shall remain vacant until the next regular meeting, at which time the OAC shall elect a new Vice Chair.

Section 4. Duties of Chair

The Chair shall preside at all meetings of the OAC. The Chair, working with the Executive Committee and DCYF staff and with input from the OAC, shall approve the agenda for the meetings and oversee the agenda's preparation and distribution. The Chair shall preserve order and decorum and shall decide all questions of order consistent with Robert's Rules of Order.

The Chair shall chair the Executive Committee and lead governance items.

The Chair with the Vice Chair shall liaise with SPWG chair(s) to maintain open communications about issues and items related to the purview of the OAC.

The Chair shall appoint all subcommittees and their chairs. The Chair shall encourage OAC members to participate on subcommittees and shall ensure broad and diverse representation of OAC members on all subcommittees.

Section 5. Duties of Vice Chair

In the event of the absence or inability of the Chair to act, the Vice Chair shall preside at

meetings and perform the duties of the Chair. In the event of the absence of the Chair and the Vice Chair, the remaining OAC members shall appoint one of the members to preside at the meeting and perform the duties of the Chair until such time as the Chair or Vice Chair is available.

The Vice Chair shall serve on the Executive Committee and support the Chair with governance items.

The Vice Chair with the Chair shall liaise with SPWG chair(s) to maintain open communications about issues and items related to the purview of the OAC.

Section 6. Our Children Our Families Council Liaison

As stated in Charter Section 16.127-7, Public Member Seat 1 of the Our Children, Our Families Council (OCOF) must be a member of the OAC. This individual will serve as the official liaison between the OCOF and the OAC. Public Member Seat 1 of the OCOF will be referred to as the OCOF Liaison.

Section 7. Duties of the OCOF Liaison

The OCOF Liaison will represent the OAC in an official capacity. The individual must have strong knowledge of programs and services for children, youth and families in San Francisco, and the collaborative work of the OCOF. The OCOF Liaison will report back to the OAC regularly regarding OCOF activities, and act as a point of contact for OAC and Services Provider Working Group Members, should they wish to communicate and/or coordinate with the OCOF.

Section 8. OCOF Liaison Appointment Process

The OCOF Liaison will be appointed by the Mayor to serve a three year term. When the OCOF Liaison's term ends or the seat is vacated, the OAC shall recommend up to three candidates to the Mayor to fill the seat. The OCOF Liaison is a member of the Executive Committee.

ARTICLE III. MEETINGS

Section 1. Regular Meetings

Regular meeting times of the OAC shall be established. The OAC may meet virtually or in-person. If the OAC meeting is in-person, the primary location for that meetings shall be the Department of Children, Youth and Their Families (DCYF) 1390 Market Street, Suite 900, San Francisco, California 94102. The OAC may meet in-person in alternate locations depending on the needs of the meeting and as determined by the Executive Subcommittee.

The OAC may maintain a virtual meeting option if the "California Government Code Section 54953(e) continues to empower local policy bodies to convene by teleconferencing during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met; and whereas the Governor of the State of California and the Mayor of the City and County of San Francisco proclaim a state of emergency; and whereas the OAC holds virtual meetings in a manner that allows public participation and transparency, and that protects the statutory and constitutional rights of parties and the members of the public attending the meeting," as stated in the Resolution Making Findings to Allow Teleconferenced

Meetings Under California Government Code Section 54953(e) document.

The OAC shall meet at least six times each calendar year.

Section 2. Special Meetings

The Chair, or a majority of the members of the OAC, may for call special meetings.

Section 3. Notice of Meetings

The agendas of all regular meetings, notices and agendas of all special meetings shall be posted on the DCYF website, at the DCYF main office, and at the San Francisco Public Library. Agendas and notices shall be distributed to each OAC member and any person who files a written request for such agendas and notices with the OAC.

Section 4. Cancellation of Meetings

The Chair may cancel a meeting if the Chair is informed that a quorum of the body will not be present, or if the meeting date conflicts with a holiday or other responsibilities of the OAC members. Notices of cancellation shall be posted on the DCYF website and at the DCYF main office. If time permits, notices of meeting cancellations shall be sent to all members of the public who have requested, in writing, to receive notices and agendas of OAC meetings.

Section 5. Conduct of Meetings

(a) All OAC meetings shall be conducted in compliance with all applicable laws, including but not limited to the Ralph M. Brown Act (Government Code Section 54950 et. seq.), the California Public Records Act (Cal. Gov. Code, Section 6250 et. seq.), and the San Francisco Sunshine Ordinance (San Francisco Administrative Code, Chapter 67).

(b) Meetings shall be governed by Robert's Rules of Order, 10th edition, unless otherwise stated in these Bylaws.

(c) Cell phones shall be turned off during meetings of the OAC. The Chair may issue a warning to any meeting participant or attendee whose cell phone disrupts the meeting. In the event of repeated disruptions caused by cell phones, the Chair shall direct the offending attendee to leave the meeting.

Section 6. Setting of Agendas

DCYF staff, at the direction of the Chair, shall prepare the agenda for meetings. The Chair shall work with the Executive Committee to set the agenda for OAC meetings. The Chair shall place any item requested by a member of the OAC on the agenda provided that it is received no less than **five** days prior to a regular meeting.

Section 7. Quorum

A quorum must be present at regular, specially scheduled, and subcommittee meetings in order for the OAC or subcommittee to take official action. A quorum shall consist of a majority of the seated membership. If a quorum is not met, the members may conduct an informational discussion in which no decisions are made.

Section 8. Voting and Abstention

OAC members must be present at the meeting in order to vote. Each member present at an OAC meeting shall vote “Yes” or “No” when a question is put forth, unless the member is excused from voting on a matter by a motion adopted by a majority of the members present, or if the member has a conflict of interest that legally precludes participation in the discussion and vote.

The OAC shall take action on items on the agenda by roll call voice vote. The minutes shall reflect how each member voted.

Section 9. Standard Meeting Agenda Items

Standard items on the agendas for OAC meetings are:

1. Call to order
2. Roll call
4. Approval of meeting minutes
5. Public comment
- Report of the Service Provider Working Group
8. Report of the Chair (includes Director’s report
Future Agenda Items and member comments)
- Review of Action Items

The order of items on the agenda may be changed by action of the Chair at any meeting.

Section 10. Public Comments

The OAC and all subcommittees shall hold meetings open to the public in full compliance with state and local laws. The OAC encourages the participation of all interested persons. Members of the public may address the OAC on any matter within the jurisdiction of DCYF during public comment. The Chair may limit the time permitted for public comment consistent with state and local laws.

ARTICLE V: SUBCOMMITTEES

Section 1. Executive Subcommittee

The Executive Subcommittee shall be composed of the Chair and Vice-Chair, as well as one at-large OAC member. The Chair must appoint at least one Youth member of the OAC to the Executive Subcommittee and must fill ensuing youth vacancies of that seat on the Executive Subcommittee with another Youth member of the OAC. Youth members on the OAC are those who occupy one of the following seats: Seat 1, Seat 2, or Seat 7.

Section 2. Special or Ad Hoc Subcommittees

Upon approval by a majority of the members of the OAC, special or ad hoc subcommittees may be formed. Special subcommittees shall be formed for a specific purpose and cease to exist after completion of that purpose. Special subcommittees shall be composed of members of the OAC, DCYF staff, and other stakeholders as deemed appropriate.

Section 3. Conduct of All Subcommittee Meetings

All subcommittee meetings shall be held in compliance with all applicable laws, including but not limited to, Ralph M. Brown Act (Cal. Gov. Code, Sections 54950 et. Seq.), the California Public Records Act (Cal. Gov. Code, Section 6250 et. Seq.), and the San Francisco Sunshine Ordinance (SF Admin. Code, Chapter 67).

ARTICLE VI—ATTENDANCE

Section 1. Attendance

Members of the OAC shall notify the Chair and the Executive Assistant to the DCYF Executive Director if they are unable to attend a regular, subcommittee, or special meeting. If a member of the OAC misses three or more regular meetings in any twelve-month period of time, the Chair may notify the appointing authority of the seat the member occupies and request that action be taken to replace that member. The Chair shall notify any member who misses two meetings in any twelve month period of time that if a third absence occurs, the OAC may notify the appointing authority regarding the member's lack of attendance.

ARTICLE VII—ADOPTION AND ADMENDMENTS OF BYLAWS

Section 1. Adoption

The adoption of these Bylaws shall be made by motion and shall require an affirmative recorded vote of the majority of the members of the OAC. When adopted, such Bylaws shall remain in effect unless suspended, modified or amended as provided herein.

Section 2. Amendments

Amendments of the Bylaws shall be by a majority of the members of the OAC after presentation of the proposed amendments as an agenda item at a meeting of the OAC. The OAC shall give ten days' notice before considering any amendments to the Bylaws.

ARTICLE VIII—SERVICE PROVIDER WORKING GROUP

Section 1. Name

The name of this working group shall be the Services Provider Working Group ("SP Working Group" or "Working Group") and shall be referred to in the bylaws as the "SPWG."

Section 2. SPWG Authority and Purpose

The OAC shall establish and maintain a Service Provider Working Group as provided in Charter Section 16.108-1 and Administrative Code Section 2A.234.

The OAC shall develop initial Bylaws for the SPWG and shall appoint an initial chair and vice-chair for the SPWG who shall be responsible for developing its structure and facilitating its meetings.

The purpose of the SPWG is to advise the OAC on funding priorities, policy development, the planning cycle, evaluation design and plans, and any other issues of concern to the SPWG related to the Children and Youth Fund ("Fund") established in Charter Section

16.108, or the responsibilities of the Department of Children, Youth and Their Families ("DCYF") or other departments receiving monies from the Fund.

Section 3: SPWG Membership

The SPWG shall have at least 10 members. The SPWG shall engage a broad cross-section of service providers in providing information, education, and consultation to the OAC. All members of the SPWG shall be persons actively providing services to children, youth, and their families during the members' service on the SPWG.

The SPWG may include:

- service providers who currently receive funding from DCYF,
- service providers who have never received funding from DCYF but currently provide services for children and youth, and
- service providers who have received funding from DCYF in the past and who currently provide services for children and youth.

In addition, the SPWG shall include members with expertise or experience in the various funding areas identified in DCYF's most recent Services Allocation Plan as provided in Charter Section 16.108(i)(2).

Section 4: SPWG Officers

The initial SPWG Chair and Vice-Chair shall be appointed by the Oversight and Advisory Committee and shall serve two-year terms in those positions. Thereafter, upon the expiration of each of these terms as chair and vice-chair, the SPWG shall elect succeeding chairs and vice-chairs.

Section 5: SPWG Meetings

The SPWG shall have its first meeting by December 1, 2015. Thereafter, the SPWG shall review and amend, as necessary, bylaws governing its meetings and operations. Meetings of the SPWG shall be open to the public and its agendas shall be posted on the DCYF website, at the DCYF main office, and the San Francisco Public Library. The meetings shall be conducted in a manner to encourage widespread participation.

All SPWG meetings shall be held in compliance with all applicable laws, including but not limited to, Ralph M. Brown Act (Cal. Gov. Code, Sections 54950 et. seq.), the California Public Records Act (Cal. Gov. Code, Section 6250 et. seq.), and the San Francisco Sunshine Ordinance (SF Admin. Code, Chapter 67).

The SPWG shall meet at least four times each year.