

# Program Design for Transitional Times

Sherrice Dorsey-Smith, DCYF & Candice Wicks-Davis, e4e





# Introductions

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Sherrice Dorsey-Smith, DCYF  
Candice Wicks-Davis, e4e






# Purpose of Meeting

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To start conceptualizing the programs and projects for the next funding cycle



# DCYF Funding Process

## DCYF PLANNING CYCLE

DCYF operates according to a 5-year funding cycle that includes 3 planning phases:



[CLICK TO ACCESS: 2022 CNA](#)

## FUNDING CYCLE GOALS

- Explore ways to strengthen the CBO workforce including potentially providing larger grants
- Explore ways to increase flexibility of grant structures to allow for more fluid services
- Continue providing technical assistance to grantees and City staff
- Expand outreach and access to programming
- Improve data collection and evaluation to better determine impact
- **ACHIEVE BETTER OUTCOMES FOR CHILDREN, YOUTH, TAY AND THEIR FAMILIES!**



## OUR FORMULA



# 2024-29 DCYF FUNDING OVERVIEW

DCYF estimates having roughly:

**\$121.7M - \$135.5M**

annually, in available funding for 2024-29 funding cycle

**DCYF GRANTS:**

**TO BE DETERMINED**

including Funding Strategies &  
Initiatives

**PARTNERSHIPS:**

**TO BE DETERMINED**

with other City Agencies & SFUSD

**DCYF IMPLEMENTED EFFORTS:**

**TO BE DETERMINED**

Including evaluation & TA/CB

To learn more about DCYF's SAP please go to <https://www.dcyf.org/sap>



# DCYF Result Areas

## DCYF'S RESULT AREAS

A photograph showing a man holding a baby and a woman waving. The man is wearing a white shirt and glasses, and the woman is wearing a white shirt. The background is a light green color.

**CHILDREN & YOUTH ARE SUPPORTED BY NURTURING FAMILIES & COMMUNITIES**

A photograph showing a woman sitting at a table, looking towards the camera. She is wearing a white shirt. The background is a light green color.

**CHILDREN & YOUTH ARE PHYSICALLY & EMOTIONALLY HEALTHY**

A photograph showing a man and a woman in a classroom setting. The man is sitting at a desk, looking towards the camera, and the woman is standing next to him, looking towards the camera. The background is a light blue color.

**CHILDREN & YOUTH ARE READY TO LEARN & SUCCEED IN SCHOOL**

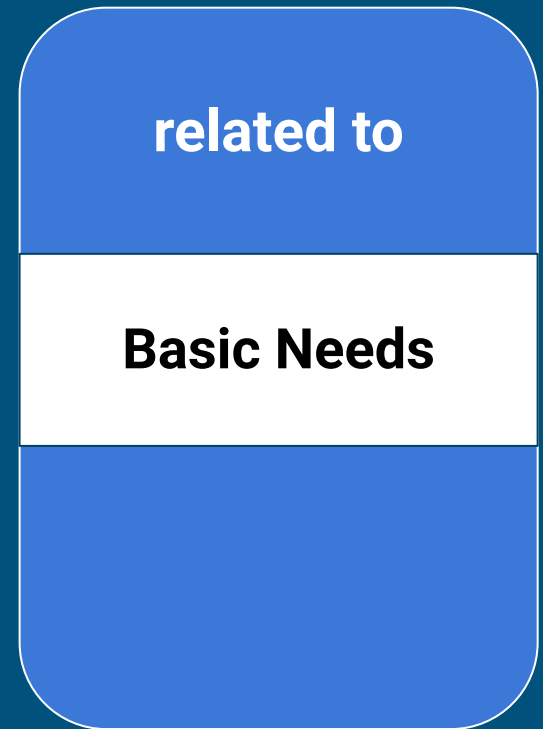
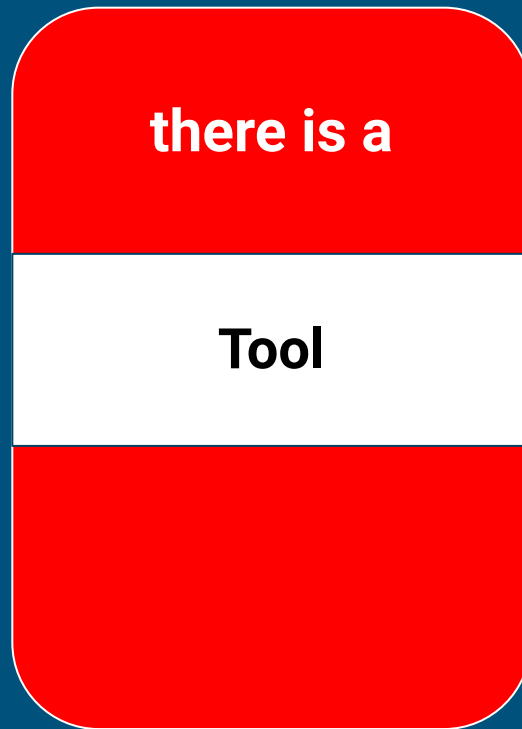
**YOUTH ARE READY FOR COLLEGE, WORK & PRODUCTIVE ADULTHOOD**



Thing from  
the Future



# Design Prompt



What is it?

## Covid-19 impacts all aspects of society

### Education



**1.6bn**  
students out  
of school

### Climate



**-30%**  
investment in clean  
energy transition

### Poverty



**+251m**  
people pushed into  
poverty by 2030

Source: ACT-Accelerator Plan and Investment Opportunity presentation.  
Data from the World Bank, market intelligence and the United Nations.  
<https://www.who.int/publications/m/item/act-accelerator-plan-and-investment-opportunity-presentation>  
SDG Integration: <https://sdgintegration.undp.org/accelerating-development-progressduring-covid-19>



**CLOSED**

**Temporary  
Due to COVID-19  
Pandemic**

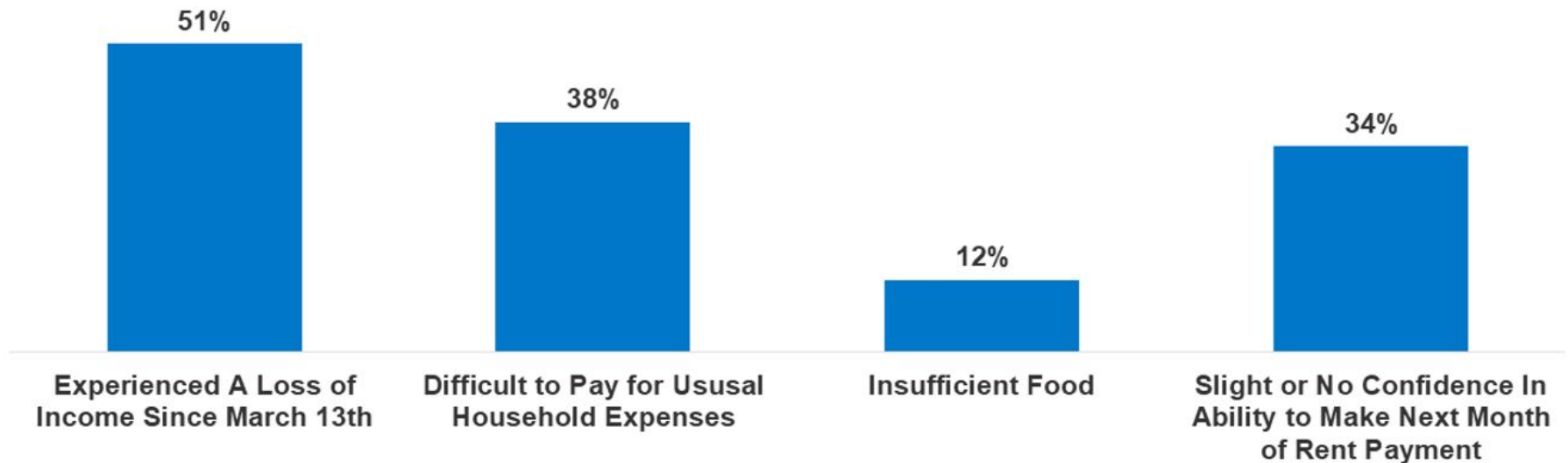
*Thank  
You!*

*Please  
Come  
Again!*

Figure 2

## Households with children report high rates of problems meeting basic needs during the pandemic.

Share of Adults in Households with Children Who Reported:



NOTES: Census Bureau Week 13 questionnaire defines "Usual Household Expenses" as food, rent or mortgage, car payments, medical expenses, student loans, and other expenses.

SOURCE: KFF Analysis of Week 13 of the Household Pulse Survey Summary Tables (August 19<sup>th</sup>-August 31<sup>st</sup>)



# The Impact of COVID-19 on California Gig Workers

The UCLA Labor Center worked with the Service Employees International Union - United Healthcare Workers West to conduct 302 surveys of gig workers in companies such as Uber and Instacart. Take a look at the major findings of this study.



**8/10**

gig workers could not cover their household expenses with their current pay



**3/4**

felt their companies were doing little to nothing to protect them



**1/2**

did not receive PPE from their companies, and **95% claimed they would not be reimbursed for purchasing PPE**



**3/4**

said gig work was their primary source of income



**1/2**

said they had to stop working because of the COVID-19 pandemic



**7/10**

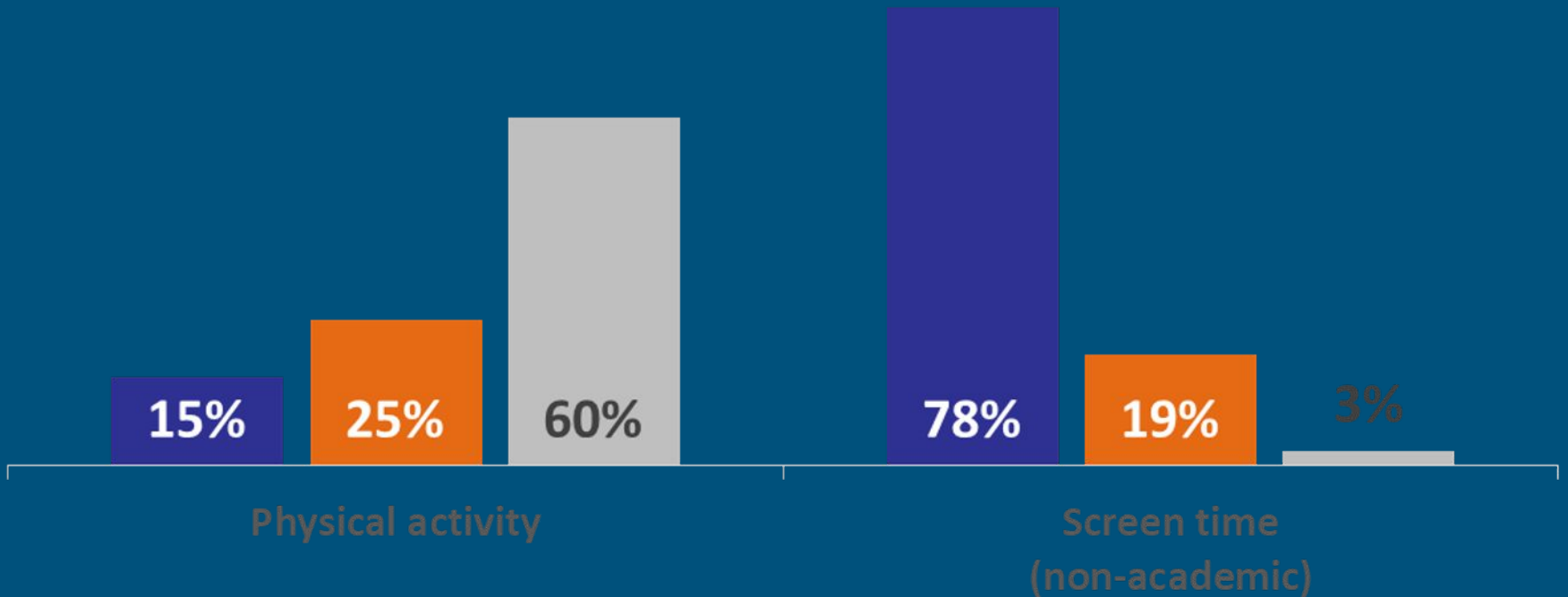
said the COVID-19 pandemic led to reduced hours





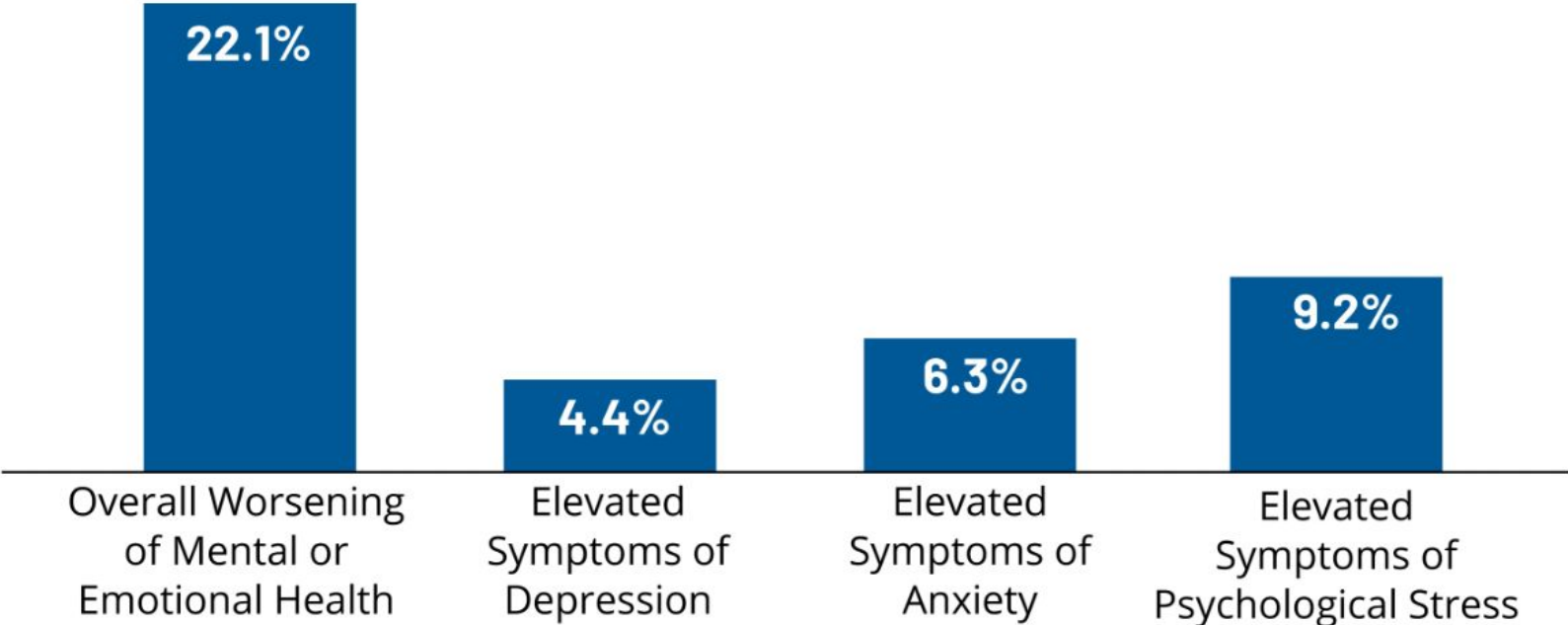
## Kids Getting Less Physical Activity and More Screen Time Due to the Pandemic

■ More than before   ■ Same as before   ■ Less than before





# Share of Parents Reporting Worsening Mental Health For Their Children Ages 5-12, October - November 2020









# VUCA

## Volatile

liable to change rapidly and unpredictably

## Uncertain

not able to be relied on; not known or definite.

## Complex

a whole made up of complicated or interrelated parts

## Ambiguous

unclear or inexact

# A VUCA Environment can...

Destablize people  
and make them  
anxious.

Sap their motivation.

Thwart their career  
moves.

Make constant  
retraining and  
reshaping a  
necessity.

Take huge amounts  
of time and effort to  
fight.

Increase the  
chances of people  
making bad  
decisions.

Paralyze  
decision-making  
processes.

Jeopardize  
long-term projects,  
developments and  
innovations.

Overwhelm  
individuals and  
organizations.

Take its toll on  
internal culture.

"Bleed" inwards and  
create VUCA  
environments within  
organizations.



**Volatility**

**Uncertainty**

**Complexity**

**Ambiguity**

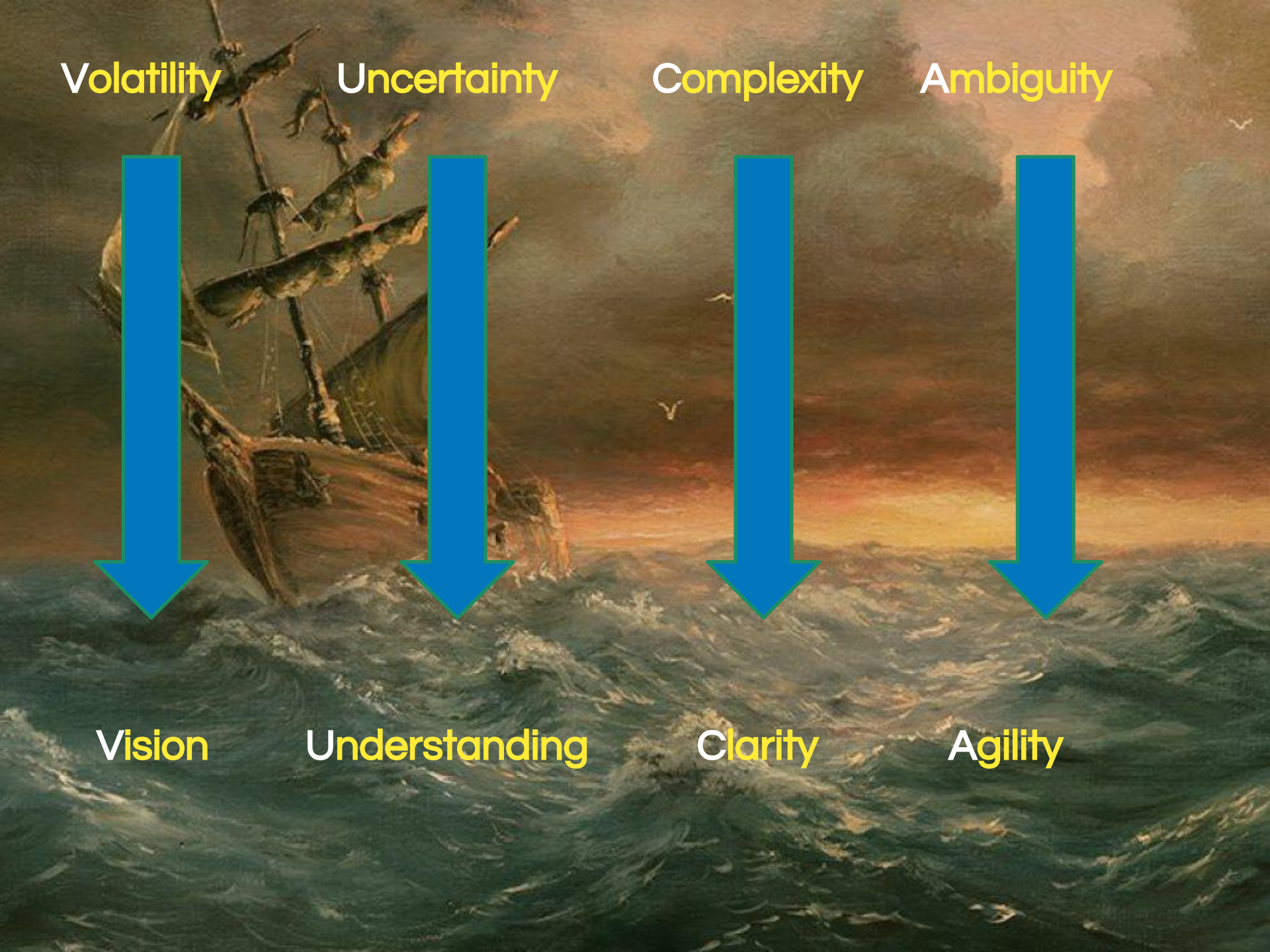


**Vision**

**Understanding**

**Clarity**

**Agility**





A painting of a three-masted sailing ship on a stormy sea at sunset or sunrise. The ship is on the left, with its sails partially set. The sea is turbulent with white-capped waves. The sky is filled with dramatic, dark clouds, with a warm glow from the sun low on the horizon. The word "vision" is overlaid in a large, bold, blue font.

# vision

Knowing where you are going or the greater purpose for the change.

# Create a Compelling Vision!

As things change, your team can stay focused on the destination. They may trip up or fall down a stair, but their hearts are invested in the vision, so they feel compelled to stay the course.





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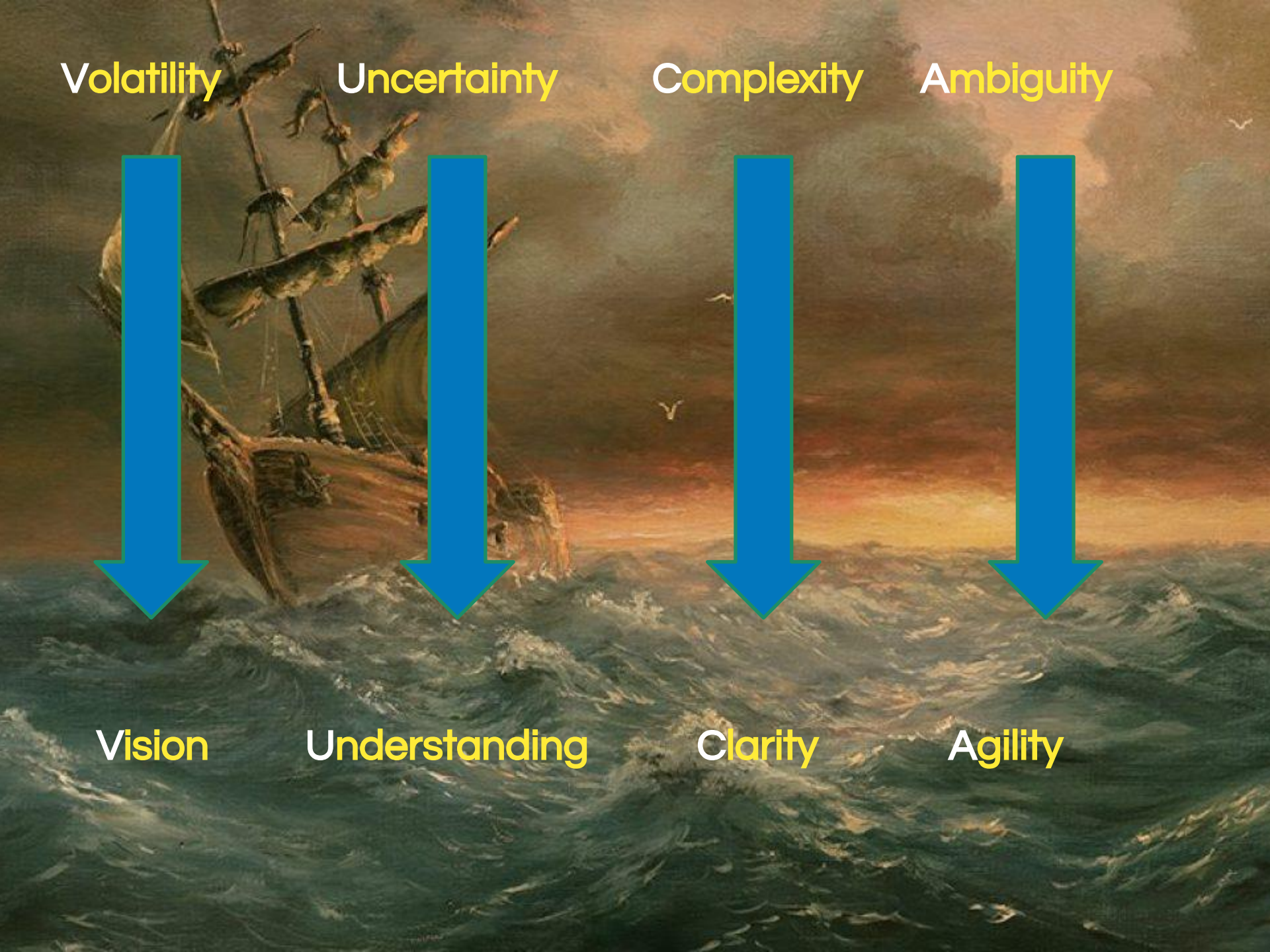


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# Understanding

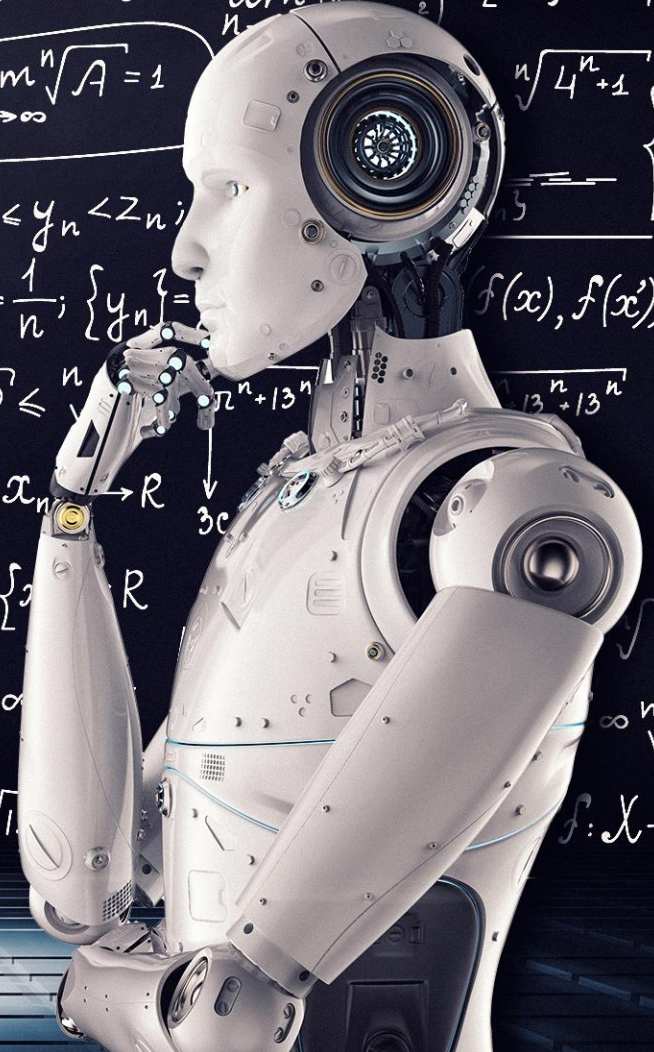
- Build durable relationships and prioritize building trust and spending non-work time together
- Gathering information. Understanding signals, patterns, cycles and systems



$\{x_n\} \subset \mathbb{R}$   
 $\{y_n\} \neq 0 \Leftrightarrow y_n \neq 0$   
 $N \rightarrow \mathbb{R} x: \rho$   
 $\sqrt[n]{5^n} = \frac{1}{n}$   
 $\{1 + \frac{1}{n}\}$   
 $f(x) \Leftrightarrow \exists q \in [0, 1) : \forall x, x' \in X$   
 $(x_n - q) < \epsilon \quad n \geq n_0 : (x_n - q) < \epsilon$   
 $\left\{ \frac{1}{n} \right\} = \left\{ \frac{1}{n+1} \right\}$   
 $\epsilon \in [0, 1)$   
 $\frac{1}{n}$

$\lim_{n \rightarrow \infty} \sigma^n$   
 $\forall n \in \mathbb{N}, \text{ to } \left\{ \frac{x_n}{y_n} \right\} \stackrel{\text{df}}{=} \left\{ \frac{x_n}{y_n} \right\};$   
 $x + \frac{3n-4}{n^2-2n+x}$   
 $\lim_{n \rightarrow \infty} \sqrt[n]{A} = 1$   
 $\sqrt[n]{4^n \cos 2n}$   
 $(\frac{n^2+n-1}{n^2-2n+3})^5$   
 $n \geq n_0 : (x_n)$   
 $\forall n \in \mathbb{N} x_n \leq y_n < z_n$   
 $\text{lokal. } \{x_n\} : x_n = \frac{1}{n}; \{y_n\} =$   
 $\text{max;}$   
 $\sqrt[n]{0+0+0} \leq \sqrt[n]{+13^n}$   
 $\lim_{\min}$   
 $\text{lok. min}$   
 $\sqrt[n]{4} \cdot \sqrt[n]{13^n} \cdot \sqrt[n]{13^n}$   
 $\{x_n\} + \{y_n\} \stackrel{\text{df}}{=} \{x_n + y_n\};$   
 $\{x_n\} \cdot \{y_n\} \stackrel{\text{df}}{=} \{x_n \cdot y_n\};$   
 $x_n \leq y_n \leq z_n$   
 $\downarrow n \rightarrow \infty$   
 $g$

$\lim_{n \rightarrow \infty} \frac{n^2-x}{3}$   
 $\lim (1 + \frac{\pi}{n})$   
 $\sum_{n=0}^{\infty} 4^n$   
 $\sqrt[n]{4^{n+1}}$   
 $\left\{ \frac{x_n}{y_n} \right\}$   
 $f(x), f(x') \leq c$   
 $\sqrt[n]{13^n + 13^n}$   
 $\sqrt[n]{4^n}$   
 $\sqrt[n]{5^n}$   
 $f: X \rightarrow X$



# ANTHROPIC

## Compensation and Benefits\*

Anthropic's compensation package consists of three elements: salary, equity, and benefits. We are committed to pay fairness and aim for these three elements collectively to be highly competitive with market rates.

Salary - The expected salary range for this position is \$250k - \$335k.



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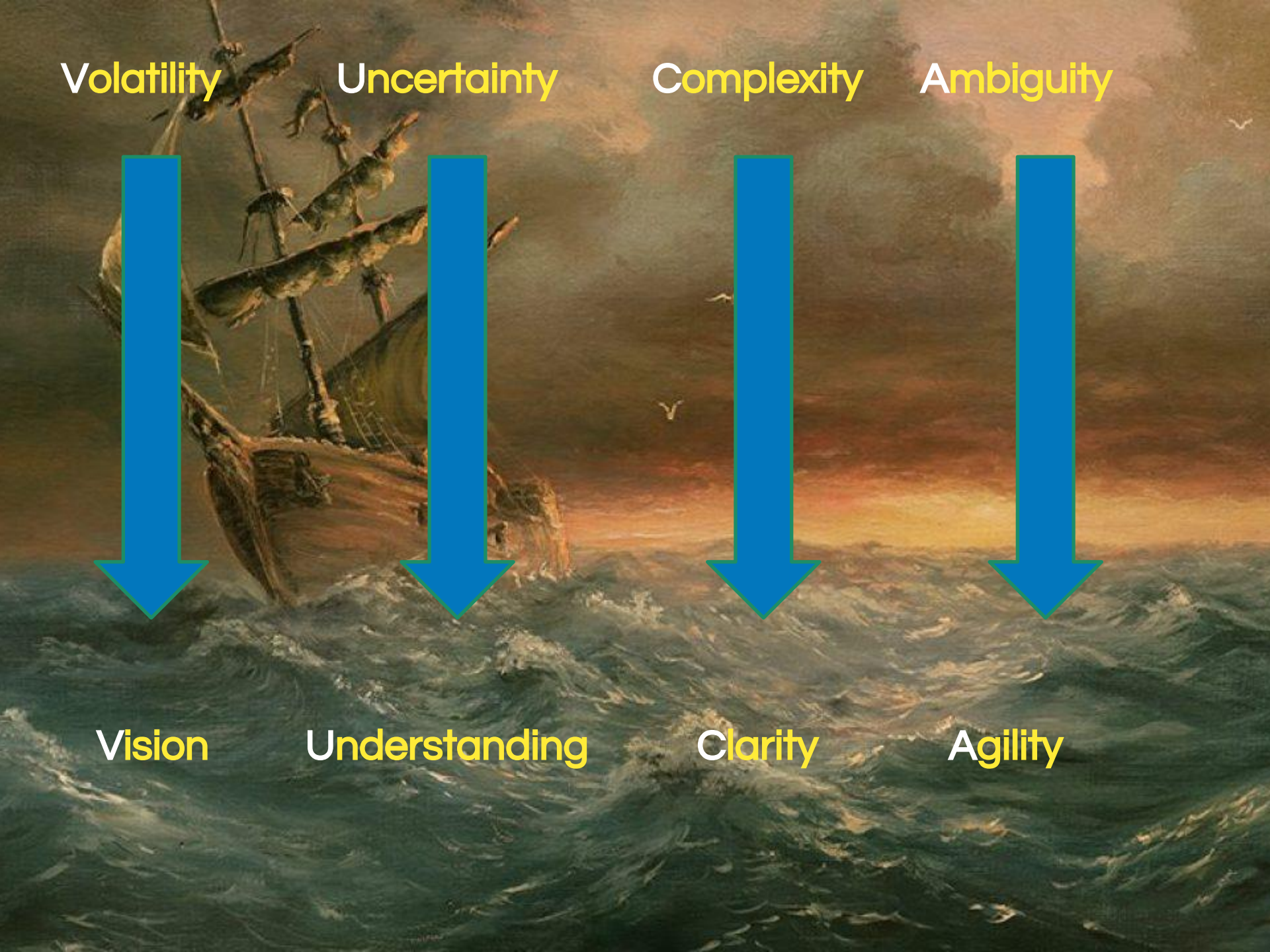


**Vision**

**Understanding**

**Clarity**

**Agility**







# Clarity

Clear, regular, honest & transparent communication. Articulate parameters, limitations and employ group problem solving.



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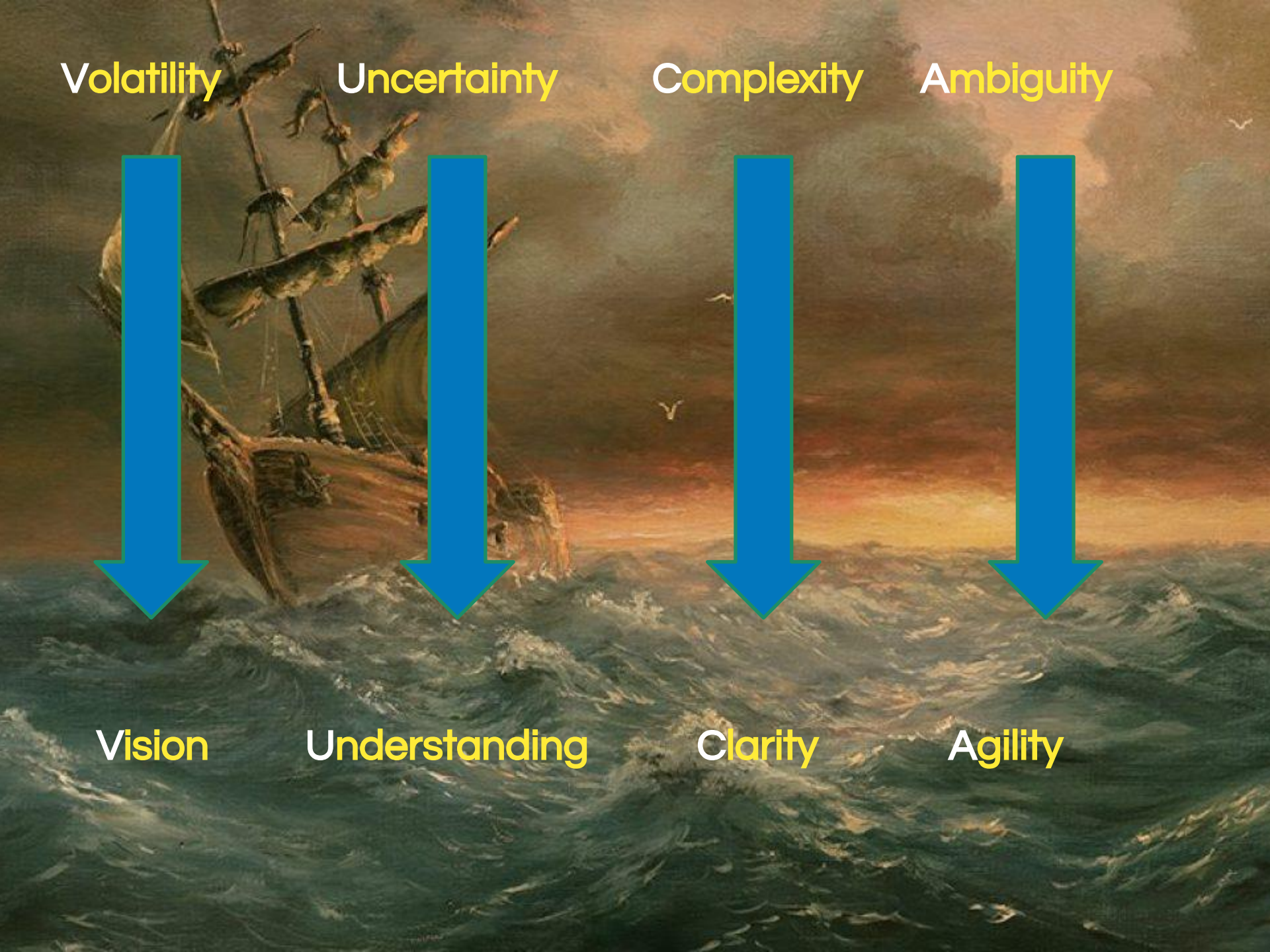


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# Agility

Adapting. Have a plan B, C, D, etc. and be willing to change course.

# Scenarios

Constraint

Collapse

Transformation

Growth

# Book bans & The fight against DEI



# Constraint



What will you do if everything stays the same?



# Constraint Scenario

Books and EDI topics, organizations, etc. are banned in some states. Some states are mandating ethnic studies.

- How would you adjust your work RIGHT NOW based on this scenario?



# Collapse



What will you do if everything falls apart?



# Collapse Scenario

The first amendment protects EDI and all books that were banned are returned to the shelves.

The constitution is amended to protect the freedom of information

- How would you adjust your life RIGHT NOW based on this scenario?





# Growth

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What will you do if this becomes the new normal?



# Growth Scenario

Books about diversity  
are banned at the  
federal level

US history is rewritten  
without racial  
designations

- How would you adjust your work RIGHT NOW based on this scenario?



# Transformation



What will you do if everything changes completely?




# Transformation Scenario

Home schooling  
become the norm and  
communities start  
their own small  
private schools.

- How would you adjust your work RIGHT NOW based on this scenario?

It's too late to change the  
times, but it's not too late to  
change your mind.

# Result/Service Areas

Result Area	Service Area	Strategies
Children and Youth Are Ready to Learn	OST	
	Enrichment and Skill-Building	
	Educational Supports	
Youth are Ready for College, Work and Adulthood	Youth Workforce Development	
	Educational Supports	
	Justice Services	
	Enrichment and Skill-Building	
	Youth Empowerment	
Nurturing and Supported Communities	Justice Services	
	Enrichment and Skill-Building	
	Family Empowerment	
Physically and Emotionally Healthy	Emotional Well-Being	

# Connect the Dots

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- What are you currently doing and how does it fit into these categories?
- What is your vision for what you can do in these service areas? **THINK BIG!**
- How do all of your services connect?

# In Groups

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- Introduce yourselves by sharing your name, organization and what part of the city you work in
- You will have 2-3 minutes each to share whatever you would like to share from your worksheet
- We will be keeping a group in the main session to be recorded. If you don't want to be recorded, please let us know and we will place you in another group.

**You have 20 minutes**



# Closing

- Please complete the evaluation (it's 4 questions!)
- Take this back to your team and continue building out your vision!
- Drop a line in the chat for how you are feeling after today's session