

# Services Allocation Plan

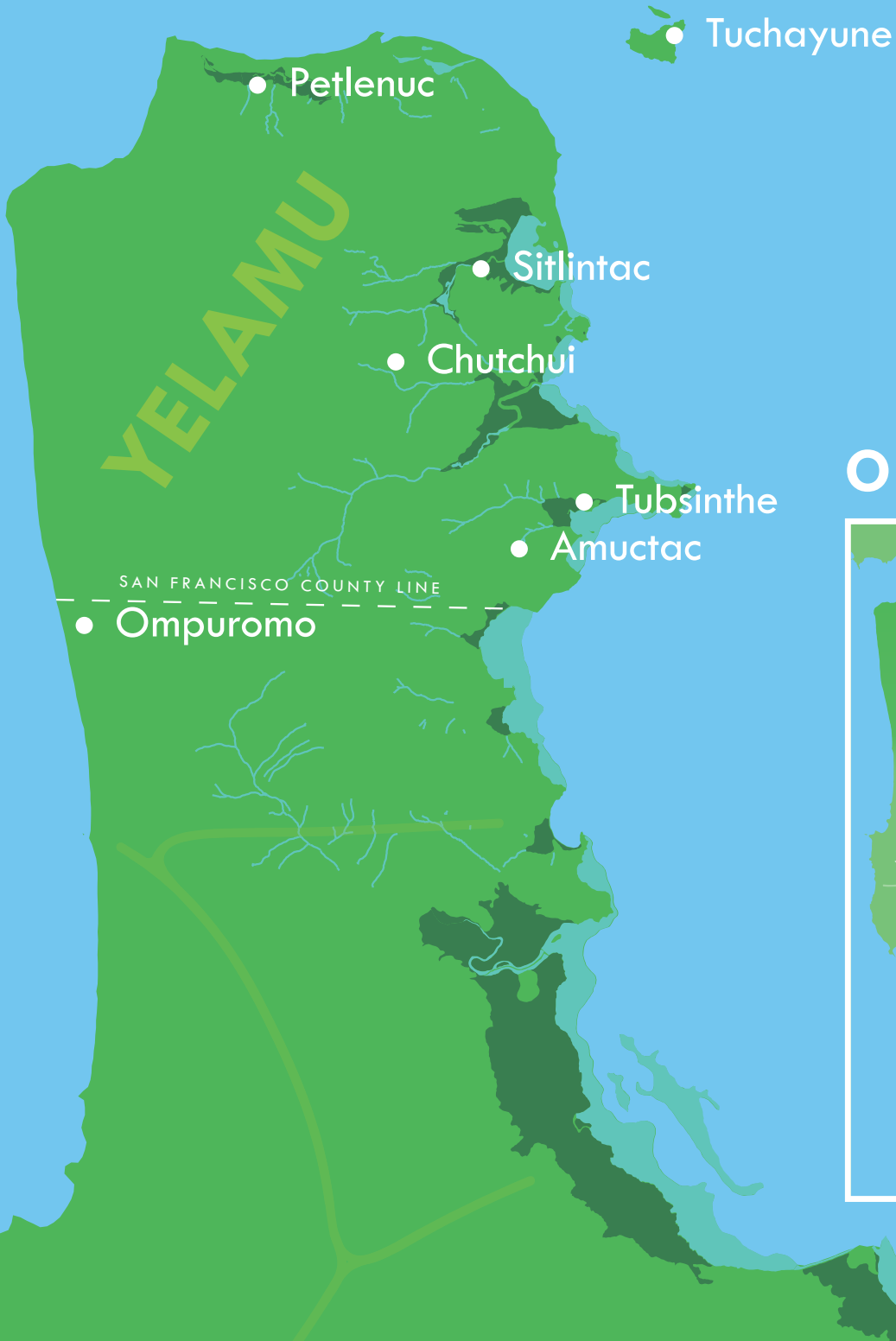
## EXECUTIVE SUMMARY

2024-2029  
FUNDING  
CYCLE



# LAND ACKNOWLEDGEMENT

The San Francisco Department of Children, Youth and Their Families (DCYF) acknowledges that it carries out its work on the unceded ancestral homeland of the Ramaytush Ohlone, the original inhabitants and stewards of the San Francisco Peninsula. As the government agency that stewards of the Children & Youth Fund, we accept the responsibility that comes with resources derived from property taxes upon unceded and colonized land. We recognize the history and legacy of the Ramaytush Ohlone as integral to how we strive to make San Francisco a great place for life to thrive and children to grow up.



## Ramaytush Ohlone Territory



## LETTER FROM THE DIRECTOR

On behalf of the Department of Children, Youth and Their Families (DCYF), I am honored to present our 2023 Services Allocation Plan (SAP). This plan serves as our strategic roadmap for the 2024-2029 funding cycle. Building upon the foundation laid by our 2022 Community Needs Assessment (CNA), it is a testament to our deep commitment to address the experiences, needs, and disparities affecting the children, youth, transitional age youth (TAY), and their families in San Francisco.

After the reauthorization of the Children and Youth Fund in 2017, our previous SAP outlined bold new approaches to addressing these needs. Over the last six years, our increased investment in technical assistance and capacity building has significantly improved the quality of the programs implemented by our grantees. The impact of our funding is evident through participant experience surveys and evaluation research. However, our CNA revealed a different narrative. While surveys offer insight into the experiences of young people in our programs, the CNA provides a citywide perspective on how communities are faring as a whole. We are accountable not just to our program participants but to every child, youth and family in SF. This is measured against our four population-level results: that children and youth are supported by nurturing families and communities; that children and youth are physically and emotionally healthy; that children and youth are ready to learn and succeed in school; and that youth are ready for college, work and productive adulthood. Unfortunately, across all four results, we found stark disparities that existed before the COVID-19 pandemic and have been significantly exacerbated by it.

As I often say, this is data one cannot unsee. Our CNA echoes many of the same socioeconomic, racial, and geographic inequities we have seen in the past. Yet, we can no longer tolerate these injustices, not when our mandate is to make San Francisco a great place to grow up for all.

We are not the same department we were before the pandemic. Through the Emergency Child and Youth Care, Summer Together and the Community Hub Initiative, we—a small but mighty funder—have transformed into an influential force that leads citywide efforts. By aligning our efforts with partners across various sectors including community-based organizations, city agencies, the school district and private sector partners, we are forging a united front for change. We will not forget the lessons learned during the pandemic, nor will we relinquish the mantle that fell upon our shoulders when the Shelter-In-Place Emergency was declared. We want our next CNA to show what San Francisco looks like when we lead with the needs of children, youth, TAY and their families first.

Together, with our sights set on a transformed future, we embrace the complexity and challenges to make change happen. Our SAP provides the strategic framework for our leadership in the coming funding cycle to guide our journey, but it is the unwavering dedication, collaboration, and hope within each and every one of us that will authentically drive the transformation we seek. Let us forge ahead, united in our deep commitment to make San Francisco a great place to grow up.

In Community,



Maria Su, Psy.D.  
Executive Director

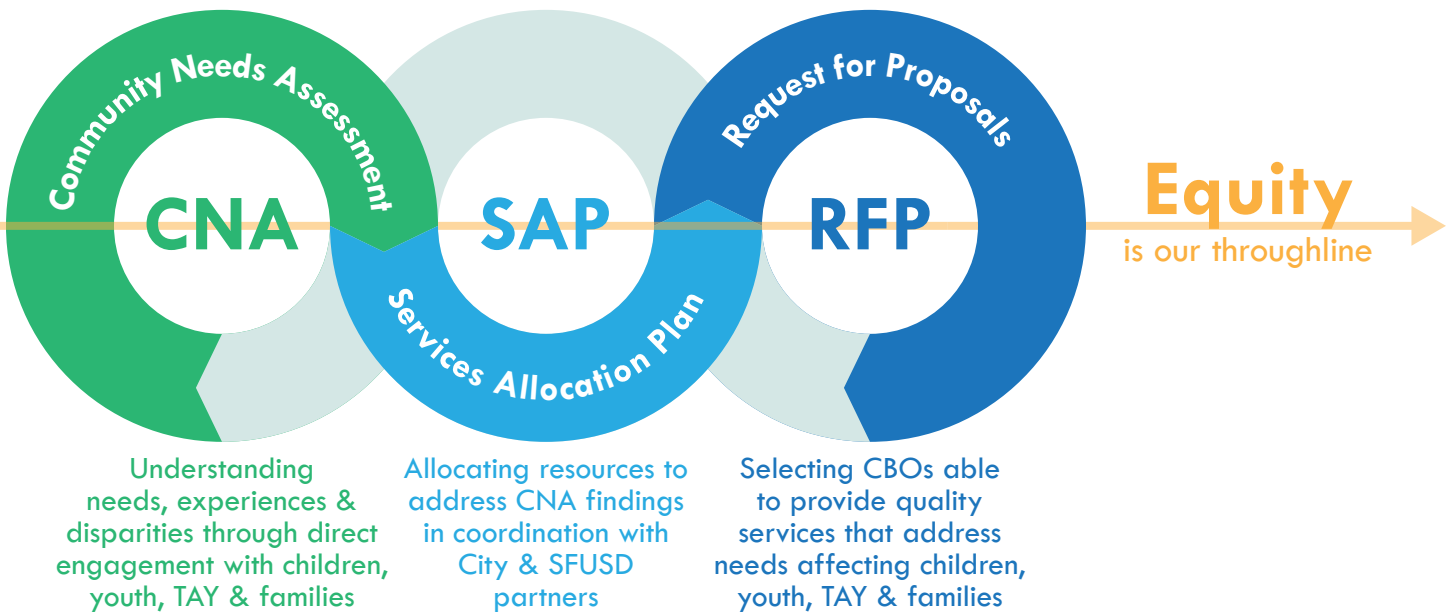
# 2024-2029 SERVICES ALLOCATION PLAN

The Department of Children, Youth and Their Families (DCYF) has administered San Francisco’s powerful investments in children, youth, transitional age youth (TAY) and their families through the Children & Youth Fund since 1991. Our work brings together City agencies, schools and community-based organizations (CBOs) to help the City’s youth and families lead lives full of opportunity. DCYF and our partners have a proud history of funding high-quality, culturally-relevant and empowering services with a deep commitment to advancing equity and healing trauma.

The Services Allocation Plan (SAP) articulates DCYF’s funding priorities and commitments for the 2024-29 funding cycle in support of achieving the outcomes we seek. This Executive Summary provides an overview of our planning process, a description of our four prioritized Results Areas, and 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](http://www.dcyf.org).

## DCYF’S Funding Planning Cycle



DCYF operates on a five-year funding cycle that includes three major planning phases that are grounded in equity. The **Community Needs Assessment** (CNA), completed in 2022, showed that the COVID-19 pandemic significantly impacted communities throughout the city and exacerbated existing needs and disparities. The **Services Allocation Plan** (SAP), released in 2023, articulates DCYF’s strategic plan for addressing the needs and disparities highlighted in the CNA, describes the service areas and partnerships we intend to support and allocates resources to them. Finally, DCYF’s **Request for Proposals** (RFP) and subsequent awards of five-year direct service grants, is the competitive funding process used to select the CBOs that will implement the services outlined in the SAP.

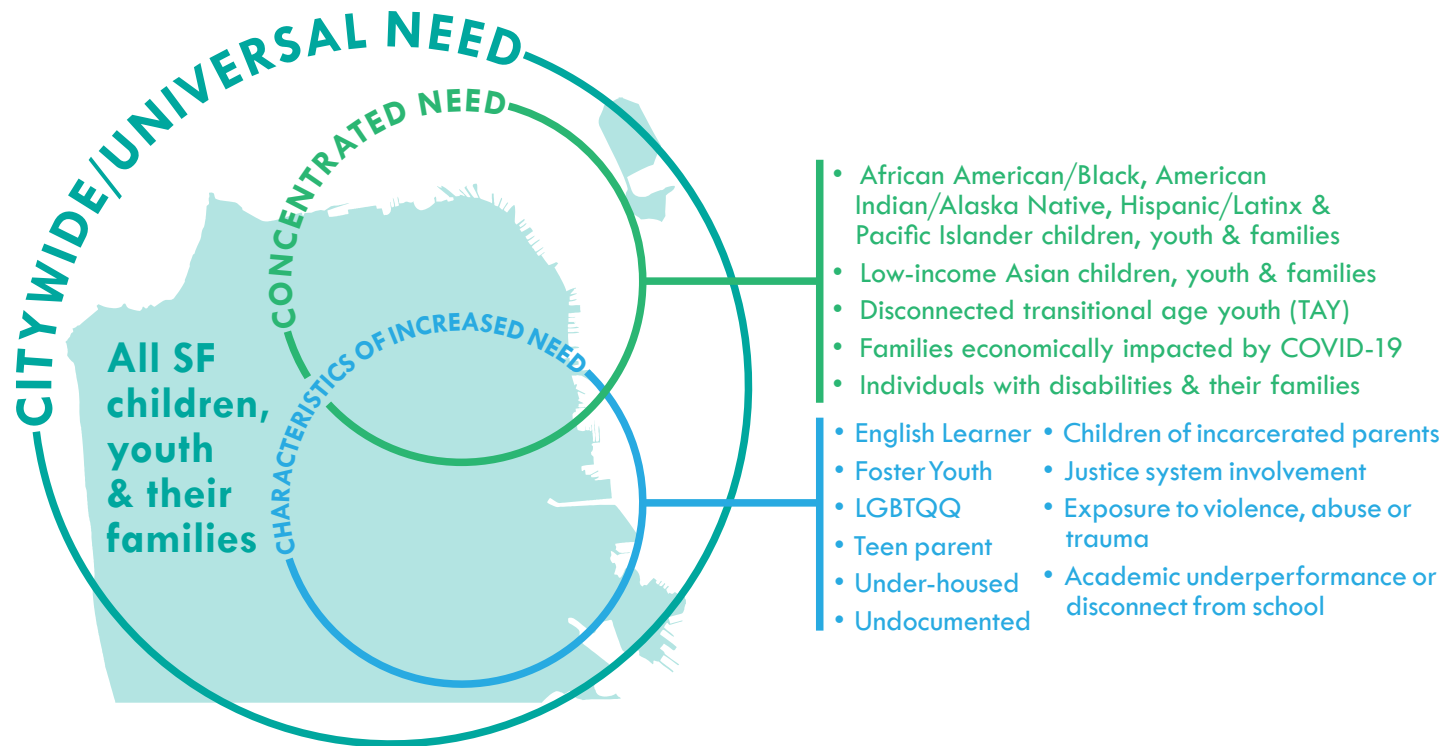
## Commitment to Equity

DCYF is committed to the equitable distribution of resources to support services and coordination that address the needs and disparities affecting our communities. As a government agency that distributes public resources, we recognize our power and role in dismantling systems of oppression that impact the communities we serve, and we

strive to ensure that our actions are accountable and equitable. DCYF puts equity and racial equity into practice through approaches that help us determine the groups most impacted by poverty and help us target services to meet the needs of these groups.

The 2022 CNA highlighted the impact of the pandemic and illustrated the ways it has exacerbated existing disparities facing our city’s children, youth, TAY, and families. Based on these findings, we observe that service needs are greatest amid populations experiencing poverty, particularly amongst people of color, immigrant or undocumented individuals, English Learners, LGBTQQ, and/or those involved with the criminal justice system.

## DCYF Priority Populations



DCYF is committed to holding ourselves accountable to our charter mandate to ensure that our funds are distributed “equitably among services for all age groups—from infancy to transitional age youth” while using equity as “a guiding principle of the funding process.”<sup>1</sup> In preparing for this SAP, DCYF conducted an equity analysis of the 2018-2023 funding cycle to help us understand how we can better meet the needs of children, youth, TAY and their families in San Francisco and to help guide how DCYF will distribute and target resources in the 2024-29 funding cycle.

## Key Themes in the 2024-2029 SAP

The development of the 2023 SAP was informed by deep engagement with DCYF staff, CBOs and grantees, and partner agencies. Lessons learned from the 2017 SAP and DCYF’s citywide response to COVID-19 and community feedback gathered in the CNA also shaped these themes:

- **A focus on coordination.** While in previous cycles DCYF operated primarily as a funder of services for children, youth, TAY and their families, for the 2024-29 funding cycle we are focused on expanding our role as a leader of citywide coordination efforts for the services we support.

<sup>1</sup> City Charter

- **The importance of caring adults and social-emotional learning.** The presence of a caring adult is a well-known protective factor in reducing risks associated with adverse childhood experiences. This cycle's approach to developing the SAP emphasized the importance of caring adults as best practices across service areas. Social emotional learning was highlighted in the CNA as a critical need following the impact of sheltering-in-place and remote learning during the pandemic and is lifted up here as a best practice across all service areas.
- **Strengthening the CBO workforce.** In engagements with CBOs, CBO staff universally called out program stability challenges stemming from staff fatigue, staff turnover and the need to pay competitive, livable wages. Absent adequate funding for increased wages, CBO staff explained that staff turnover would continue to disrupt the stability essential for program recruitment and retention.
- **Increased flexibility.** During the COVID-19 pandemic, shelter-in-place requirements and health orders limited the grantees' ability to provide services in their traditional manner, which required DCYF to lift or adapt many of our funding and strategy requirements. For the 2024-29 funding cycle DCYF is exploring ways to increase the flexibility and fluidity of the services provided by grantees, such as the development of a multi-service grant structure that would allow for several programs implemented by one grantee agency to operate under a single grant.
- **Technical assistance and capacity building.** Grantees have emphasized the importance of training incoming staff to provide the caring, reliable programming required to serve children, youth, TAY and their families. This need has grown as a result of the more frequent staff turnover currently experienced by grantees.
- **Expanded outreach.** A primary finding of both the CNA and [Mayor London Breed's Children & Families Recovery Plan](#) was that, despite a wealth of available services, the City's youth and families are not always aware that they exist. DCYF is committed to addressing this issue through the creation of a coordinated communication initiative designed to increase awareness of and promote connection to services.
- **Improved data collection and evaluation.** Data collection and evaluation are critical tools that help DCYF assess the effectiveness of our funding approaches and gather information that can be used for refinement. Entering the 2024-29 funding cycle we are committed to improving the ways we gather the data that helps us understand the impact of our work.



## RESULT AREAS

The SAP articulates DCYF’s funding priorities and commitments for the 2024-29 funding cycle in support of achieving the following Results for San Francisco’s children, youth, TAY and their families:

- **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; and**
- **Children are ready for college, work and productive adulthood.**

Taken together, these Result Areas can be conceptualized as the conditions within individuals, families and communities that are necessary to support positive outcomes over the life course. Each of these desired outcomes is supported by funding across multiple Service Areas, as described below.

### Nurturing Families & Communities

The **Nurturing Families & Communities Result Area** represents a foundational aspiration that provides the conditions necessary for healthy children, youth, TAY, and families to thrive. Caring adults form the foundation of nurturing families and communities and can promote protective factors that prevent and ameliorate the negative impacts of adverse childhood experiences that accrue over a lifespan. Emerging from the social isolation of COVID-19, nurturing families and communities characterized by the presence of caring adults has become even more critically important.

DCYF aims to promote accessible spaces and resources for children, youth, TAY and families to feel safe, stable and nurtured in their communities. The Nurturing Families & Communities Result Area is supported by the **Enrichment & Skill Building, Family Empowerment, Justice Services** and **Outreach & Access Service Areas**. Each Service Area is comprised of combinations of Grants (inclusive of funding strategies and initiatives), DCYF-implemented efforts and Partnerships, all focused on supporting families and promoting community safety and well-being.

### Nurturing Families & Communities, Service Areas

Service Area	DCYF Grants	Partnerships	DCYF Implemented	Total
<b>Enrichment &amp; Skill Building</b>	\$8.6M–\$9.5M	\$332K–\$367K		<b>\$8.9M–\$9.8M</b>
<b>Family Empowerment</b>	\$8.2M–\$9.0M	\$6.1M–\$6.7M		<b>\$14.3M–\$15.8M</b>
<b>Justice Services</b>	\$9.7M–\$10.7M	\$3.0M–\$3.3M		<b>\$12.7M–\$14.0M</b>
<b>Outreach and Access</b>			\$3.1M–\$3.5M	<b>\$3.1M–\$3.5M</b>

*Note: Service Area Allocations support multiple results areas. These figures represent the total allocation across all Results.*

### Physical & Emotional Health

DCYF envisions a San Francisco where all children, youth and families fulfill their basic right to physical and emotional health. Healthy people are more able to take on challenges, support one another and contribute positively to their communities.<sup>2</sup> Findings from the CNA and other recent citywide community engagement efforts all point to the need for physical, emotional, behavioral and, especially, mental health support. As city residents have emerged from the pandemic and reintegrated with their communities, issues around these needs have been amplified.

<sup>2</sup> *Our Children, Our Families Council. 2015. “Equity Benchmarks for San Francisco.”*

This Result Area is associated with programs, resources, supports and activities that promote physical, emotional, behavioral and mental health as well as healing from trauma. Children and youth are supported to be physically and emotionally healthy by the **Emotional Well-Being** and **Enrichment & Skill Building Service Areas** through a combination of DCYF-implemented efforts, Grants and Partnerships all aimed at providing culturally-affirming, equitable and easy access to the services and resources children and family need to promote physical and emotional health.

### Physically & Emotionally Healthy, Service Areas

Service Area	DCYF Grants	Partnerships	DCYF Implemented	Total
Emotional Well-Being	\$1.0M–\$1.1M	\$3.6M–\$3.9M		\$4.5M–\$5.0M
Enrichment & Skill Building	\$8.6M–\$9.5M	\$332K–\$367K		\$8.9M–\$9.8M
Outreach and Access			\$3.1M–\$3.5M	\$3.1M–\$3.5M

Note: Service Area Allocations support multiple results areas. These figures represent the total allocation across all Results.

### Ready to Learn & Succeed in School

For children and youth in pre-kindergarten through 12th grade, DCYF strives to ensure:

- San Francisco families have access to high-quality childcare and early education programs that prepare children to enter kindergarten on equal footing;
- School communities provide students with a sense of safety and belonging; and
- Diverse academic and social-emotional supports address student needs and promote ongoing success in school.

Academic achievement and social-emotional growth in school set the course for successes and challenges that youth experience into adulthood. Yet, upon entry into kindergarten, disparities by race/ethnicity are already present.<sup>3</sup> These achievement gaps widen by the time children reach 3rd grade and persist through high school. The COVID-19 pandemic exacerbated the challenges that under-served communities face: early research finds that students returning to school present with delayed abilities in both reading and math, and that gaps between vulnerable students and their peers have widened.<sup>4</sup>

The Ready to Learn & Succeed in School Result Area is focused on programs, resources, supports and activities that provide opportunities for youth to learn, gain social emotional learning skills, engage educationally and have access to needed supports. This work is supported by DCYF Grants and Partnerships in the **Early Care and Education, Educational Supports, Enrichment & Skill Building** and **Out of School Time Service Areas**.

### Ready to Learn & Succeed in School, Service Areas

Service Area	DCYF Grants	Partnerships	DCYF Implemented	Total
Early Care & Education		\$17.0M–\$18.8M		\$17.0M–\$18.8M
Educational Supports	\$6.0M–\$6.6M			\$6.0M–\$6.6M
Enrichment & Skill Building	\$8.6M–\$9.5M	\$332K–\$367K		\$8.9M–\$9.8M
Out of School Time	\$27.7M–\$30.6M			\$27.7M–\$30.6M

Note: Service Area Allocations support multiple results areas. These figures represent the total allocation across all Results.

<sup>3</sup> Huang, Penelope. 2017. "SFUSD Kindergarten Readiness Longitudinal Study 2017". Applied Survey Research report prepared for First 5 San Francisco and SFUSD.

<sup>4</sup> Goldstein, Dana, "The Pandemic Has Worsened the Reading Crisis in Schools," The New York Times, March 8, 2022, <https://www.nytimes.com/2022/03/08/us/pandemic-schools-reading-crisis.html>.



## Ready for College, Work & Productive Adulthood

DCYF envisions a San Francisco where all youth are ready for college, work, and a productive adulthood. Youth who complete postsecondary education are more likely to gain access to high-wage jobs and to extend the benefits of those jobs to their families and communities. Higher levels of schooling are associated with lower risk of unemployment, decreased dependency on government assistance, and lower incarceration rates.<sup>5</sup> Conversely, when youth do not complete high school and are unable to obtain work, the risks of negative long-term consequences increase and compound.

This Result Area is funded through the **Educational Supports, Enrichment & Skill Building, Justice Services, Youth Empowerment, and Youth Workforce Development Service Areas** to provide a broad and varied base of support for youth to gain readiness for college and career. This Result Area is associated with programs, resources, supports and activities that help youth and TAY gain exposure, skills and abilities that prepare them for successful transitions into adulthood. The grants and initiatives in this Result Area target equitable access and outcomes and provide multiple avenues for engagement and support.

### Ready for College, Work & Productive Adulthood, Service Areas

Service Area	DCYF Grants	Partnerships	DCYF Implemented	Total
<b>Educational Supports</b>	\$6.0M–\$6.6M			<b>\$6.0M–\$6.6M</b>
<b>Enrichment &amp; Skill Building</b>	\$8.6M–\$9.5M	\$332K–\$367K		<b>\$8.9M–\$9.8M</b>
<b>Justice Services</b>	\$9.7M–\$10.7M	\$3.0M–\$3.3M		<b>\$12.7M–\$14.0M</b>
<b>Youth Empowerment</b>	\$3.7M–\$4.1M		\$237.5K–\$262.5K	<b>\$3.9M–\$4.4M</b>
<b>Youth Workforce Development</b>	\$22.6M–\$25.0M	\$764.5K–\$845.0K		<b>\$23.4M–\$25.8M</b>

Note: Service Area Allocations support multiple results areas. These figures represent the total allocation across all Results.

## 2024-29 FUNDING CYCLE ALLOCATION & SERVICE AREAS

This Services Allocation Plan represents DCYF’s commitment to both meeting the needs of the city’s children, youth, TAY and their families and ensuring that those with the greatest needs receive maximum benefit. DCYF estimates having roughly **\$127.2M–\$140.6M in available funding per fiscal year for the 2024-29 funding cycle**, inclusive of dollars from the City’s General Fund, the Children & Youth Fund and federal and state grants. This total includes roughly **\$87.3M–\$96.5M in DCYF Grants, \$30.7M–\$33.9M in Partnerships with other City agencies and \$9.2M–\$10.1M in DCYF Implemented Efforts.**

### Service Area Allocations

The 2023 SAP allocates funds to Service Areas, or groupings of similar service delivery approaches related to a target population or type of programming. The following figure details DCYF’s 2024-29 Service Area Allocations.

<sup>5</sup> Vilorio, Dennis, “Education Matters: Career Outlook,” U.S. Bureau of Labor Statistics, March 2016, <https://www.bls.gov/careeroutlook/2016/data-on-display/education-matters.htm>; King, Michael D., “Those With a High School Diploma or Less Make Up Majority of Government Assistance Recipients,” U.S. Census Bureau, May 12, 2021, <https://www.census.gov/library/stories/2021/05/more-than-one-in-seven-social-safety-net-recipients-in-2017-were-college-graduates.html>; Lochner, Lance, and Enrico Moretti, “The Effect of Education on Crime: Evidence from Prison Inmates, Arrests, and Self-Reports,” THE AMERICAN ECONOMIC REVIEW 94, no. 1 (2004): 65.

## Service Areas

DCYF funds twelve Service Areas through **Grants** to programs that align with DCYF's Service Areas; **Partnerships** to help fund programs and initiatives implemented by other City Agencies and SFUSD; and **DCYF Implemented Efforts** to provide services to grantees, such as evaluation and technical assistance.

Service Area	Allocation	Result(s)
Early Care & Education	\$17.0M–\$18.8M	●
Educational Supports	\$6.0M–\$6.6M	● ●
Emotional Well-Being	\$4.5M–5.0M	●
Enrichment & Skill Building	\$8.9M–\$9.8M	● ● ● ●
Evaluation	\$2.1M–\$2.3M	●
Family Empowerment	\$14.3M–\$15.8M	●
Justice Services	\$12.7M–\$14.0M	● ●
Out of School Time	\$27.7M–\$30.6M	●
Outreach & Access	\$3.1M–\$3.5M	● ●
Technical Assistance & Capacity Building	\$3.7M–\$4.1M	●
Youth Empowerment	\$3.9M–\$4.4M	●
Youth Workforce Development	\$23.4M–\$25.8M	●
<b>Total</b>	<b>\$127.2M–\$140.6M</b>	

- Nurturing Families & Communities
- Physical & Emotional Health
- Ready to Learn & Succeed in School
- Ready for College, Work & Productive Adulthood
- Supporting Our Results

## Early Care & Education

Partnerships	Total
\$17.0M–\$18.8M	\$17.0M–\$18.8M

The Early Care & Education Service Area expands access to high-quality early care and education that prepares children for success in school by supporting physical well-being and motor development, social emotional learning, communication and language usage.

## Educational Supports

DCYF Grants	Total
\$6.0M–\$6.6M	\$6.0M–\$6.6M

The Educational Supports Service Area includes educational opportunities that help children and youth who are struggling academically get back on track with their education and achieve individualized goals. Services support academic achievement in core subjects, post-secondary enrollment and success, and provide academic and life skills assistance during key educational transition periods.

## Emotional Well-Being

DCYF Grants	Partnerships	Total
\$1.0M–\$1.1M	\$3.6M–\$3.9M	\$4.5M–\$5.0M

The Emotional Well-being Service Area aims to address behavioral and mental health needs and the impact of trauma on children, youth, TAY and their families. Services can occur in a range of settings including in schools, system facilities and at community organizations and include approaches tailored to address the needs of specific populations.

## Enrichment & Skill Building

<b>DCYF Grants</b>	<b>Partnerships</b>	<b>Total</b>
\$8.6M–\$9.5M	\$332.0K–\$367.0K	<b>\$8.9M–\$9.8M</b>

The Enrichment & Skill Building Service Area includes project and curriculum-based programming that provides opportunities for children, youth and TAY to learn specialized skills, build positive personal identities, improve their leadership abilities, and gain exposure to career options.

## Evaluation

<b>DCYF Implemented Efforts</b>	<b>Total</b>
\$2.1M–\$2.3M	<b>\$2.1M–\$2.3M</b>

The Evaluation Service Area helps DCYF to understand the impact and quality of our investments through data collection and evaluation efforts designed to promote program quality, support continual improvement, measure progress toward our results and better understand how our services impact the lives of children, youth, TAY and their families.

## Family Empowerment

<b>DCYF Grants</b>	<b>Partnerships</b>	<b>Total</b>
\$8.2M–\$9.0M	\$6.1M–\$6.7M	<b>\$14.3M–\$15.8M</b>

The Family Empowerment Service Area includes a range of programs that provide support services, training, access to basic needs and opportunities to build community with other parents and caregivers as well as connection to collaborative networks of culturally-based providers.

## Justice Services

<b>DCYF Grants</b>	<b>Partnerships</b>	<b>Total</b>
\$9.7M–\$10.7M	\$3.0M–\$3.3M	<b>\$12.7M–\$14.0M</b>

The Justice Services Service Area includes programs for justice system-involved youth and TAY/TAYA intended to prevent further engagement in the justice system and reduce recidivism. Services, which include culturally relevant programming, life coaching, case management, positive skill building activities, connection to adult allies and whole family engagement, are provided in coordination with system partners in system facilities and community settings.

## Out of School Time

<b>DCYF Grants</b>	<b>Total</b>
\$27.7M–\$30.6M	<b>\$27.7M–\$30.6M</b>

The Out of School Time (OST) Service Area comprehensive afterschool programs in school and community settings. Programming provides opportunities for children and youth who are low income or from working families to engage in learning that fosters curiosity and expands on the school day while building social emotional skills, providing opportunities for physical activity, access to healthy foods and relationships with caring adults.

## Outreach & Access

<b>DCYF Implemented Efforts</b>	<b>Total</b>
\$3.1M–\$3.5M	<b>\$3.1M–\$3.5M</b>

The Outreach & Access Service Area includes DCYF’s work to ensure that children, youth, TAY and their families are aware of the City’s programs and services and are able to access them. Efforts include outreach throughout the City, targeted communication and promotion, coordination of partners to centralize information, digital tools that promote connection to services and resources that help meet basic nutrition needs.

## Technical Assistance & Capacity Building

<b>DCYF Implemented Efforts</b>	<b>Total</b>
\$3.7M–\$4.1M	<b>\$3.7M–\$4.1M</b>

The Technical Assistance and Capacity Building (TA/CB) Service Area includes DCYF’s holistic approach to TA/CB to promote the quality of programs while strengthening the youth development field. Efforts include a multi-level system of training and support designed to strengthen the organizational capacity, program quality and professional development of grantees and City partners.

## Youth Empowerment

<b>DCYF Grants</b>	<b>DCYF Implemented Efforts</b>	<b>Total</b>
\$3.7M–\$4.1M	\$237.5K–\$262.5K	<b>\$3.9M–\$4.4M</b>

The Youth Empowerment Service Area contains the Youth Empowerment Allocation, DCYF’s charter mandated 3% set aside for youth-initiated projects, which supports programming that fosters authentic youth leadership and civic engagement while encouraging young people to take an active role in their communities. Programs provide opportunities for young people to increase their self-esteem and sense of belonging by focusing on the expertise of their lived experience and resiliency, strengths and assets of their personal identities.

## Youth Workforce Development

<b>DCYF Grants</b>	<b>Partnerships</b>	<b>Total</b>
\$22.6M–\$25.0M	\$764.5K–\$845.0K	<b>\$23.4M–\$25.8M</b>

The Youth Workforce Development Service Area includes a continuum of developmentally-appropriate career exposure and work-based learning opportunities for youth and TAY/TAYA. Services include opportunities for early career introductions, job skills training, exposure to private sector and career-oriented employment, and targeted programming for high-needs youth.