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# *Core Investments in Today's Youth (CITY)* 2013-2016

**Department of Children, Youth & Their Families**

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Request for Proposals for Available Funds  
*for Children and Youth Services in San Francisco:*  
Out of School Time &  
Youth Leadership, Empowerment, and Development

**Issued November 16, 2012**

**Online Proposal Submission Due:  
January 17, 2013 at 5:00 pm Pacific  
Time**

Edwin Lee, Mayor  
City & County of San Francisco

Maria Su, Psy D., Director  
San Francisco Department of Children, Youth & Their Families

November 16, 2012

Dear Colleagues,



I am pleased to release this Request for Proposals to fund critical services to San Francisco's children, youth, and families for the next three years. This RFP represents approximately \$17 - 22 million to be allocated in two Services Areas: **Out of School Time** and **Youth Leadership, Empowerment, and Development**. Other Service Areas may be awarded funds in separate competitive solicitation processes at a later time.

This document represents years of work to determine our city's needs, set our allocation goals, and establish funding parameters. Even in these precarious economic times, we are making every effort to continue to fund the vital services we know are important to our community. Given that there are unknown financial factors at this point in time, all of the funding allocations listed in this RFP are provided in ranges.

As with the last RFP, applications for this RFP are being accepted online only. We will provide training on how to use the online application system for those who need it, and we have established a technical help line—

**866 469-6884**—if you require assistance for the online process.

I urge everyone to read the Children Services Allocation Plan and other resources provided on the 2013-2016 RFP page of [www.DCYF.org](http://www.DCYF.org) in order to present a Proposed Program that fits the goals and vision we have set forth. For ease of use, this RFP is divided in three chapters:

- **Part 1:** Introduction - everyone should read this general overview
- **Part 2:** Out of School Time overview and funding strategies
- **Part 3:** Youth Leadership, Empowerment, and Development overview and funding strategies

I want to thank the hard-working staff at DCYF and the community members who serve on DCYF's Citizen's Advisory Committee, Youth Empowerment Fund Advisory Board and the Youth Council of the Workforce Investment Board for all their special efforts to make this process work, especially in these difficult times.

We very much appreciate the work of our community partners. I encourage all community-based organizations that provide services to children and youth in San Francisco to review this RFP with a careful eye toward how your mission fits the priorities we have outlined for future funding.

I look forward to reviewing the creative and innovative programming ideas that will be generated in response to this RFP. Remember the deadline is January 17, 2013!

Thank you for your interest in serving San Francisco's children, youth, and families.

Sincerely,



**Maria Su, Psy. D.**

Director, Department of Children, Youth & Families

**The Department of Children, Youth & Their Families**  
1390 Market Street, Suite 900 San Francisco, CA 94102 415 554-8990 [www.DCYF.org](http://www.DCYF.org)

## Core Investments in Today's Youth

The purpose of the San Francisco Department of Children, Youth & Their Families (DCYF) issuing this Request for Proposals (RFP) is to solicit proposals from non-profit organizations that are interested in providing services for children, youth, and their families in two service areas: **Out of School Time (OST)** and **Youth Leadership, Empowerment, and Development (Y-LEaD)**.

### ABOUT DCYF

The Department of Children, Youth & Their Families (DCYF) enhances the lives and futures of San Francisco's children, youth, and families through strategic funding of programs and services in every neighborhood; in its citywide policy and planning efforts; and by sharing information to support the well-being of young people and families. Formed in 1989, DCYF's work is driven by its vision, mission, goals, and values.

**Vision:** All San Francisco children and youth should reach adulthood having experienced a safe, healthy, and nurturing childhood, prepared to become responsible and contributing members of the community. Families should be supported by each other, their neighbors, their community, and government in realizing this vision. Families with children must be able to thrive in all San Francisco neighborhoods, in a city where they are welcomed as integral to the city's culture, prosperity, and future.

**Mission:** The mission of the Department of Children, Youth & Their Families is to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every San Francisco neighborhood.

**Goals:** DCYF goals are based on Quality of Life Goals adopted by the Board of Supervisors and Mayor:

- Children and youth are healthy
- Children and youth are ready to learn and are succeeding in school
- Children and youth live in safe, supported families
- Children and youth live in safe, supported, and viable communities
- Children and youth contribute to the development and vitality of San Francisco
- San Francisco retains and begins to grow its child, youth and family population

## YOUTH DEVELOPMENT FRAMEWORK

In addition to DCYF's vision, mission, goals, and values, DCYF embraces a nationally accepted Youth Development Framework and encourages agencies funded through this RFP to use this positive approach to interacting with youth.

Positive youth development is an approach, a way to think about young people that focuses on their assets (capacities, strengths, and developmental needs) and not solely on their deficits (risks, negative behaviors, and problems). This approach calls for shifting attention away from a crisis mentality that concentrates on stopping problems, to developing careful strategies that increase young people's exposure to positive and constructive relationships and activities that promote healthy, responsible, and compassionate choices.

It is imperative that young people have diverse opportunities for learning, for guidance, for meeting challenges, for exploring limits, for experiencing consequences, for developing self-confidence and self-control, for helping others, and for improving their communities.

There are several schools of thought that view positive youth development from different perspectives. Listed below are the main principles of positive youth development. They should be considered when incorporating a positive youth development approach into youth-serving programs.

**Strengths More than Risks or Deficits:** Instead of focusing solely on reducing problems, risks, or deficits, youth development focuses on building strengths. A focus on positive outcomes does not eliminate the need to address problems or provide services; rather, it complements those efforts.

**Youth Engagement is More than Services for Youth:** Programs can too quickly focus on how to "serve" youth or "meet young people's needs." This approach assumes that young people are the consumers or recipients of services. A youth development approach requires youth program staff to view young people as resources, contributors, and leaders in their program.

**Youth/Adult Relationships is More than Programs:** Agencies often assume that simply providing new programs will lead to positive outcomes for young people. However, what is often overlooked is the importance of the relationships between young people and adults that are created and strengthened as a result of the programs. **Youth Voice is Not Controlling or Directing:** Viewing young people as partners in your program and enabling them to have meaningful roles in your agency will boost your program's authenticity, energy and ultimate effectiveness.

**Community Involvement is More than Family Members and Professionals:** Positive youth development emphasizes inspiring, inviting, and equipping all community residents from all segments of the community to contribute to the well-being of young people.

## **FUNDING SOURCES**

Funding awarded through this RFP comes from both the Children's Fund and the General Fund. All Out of School Time (OST) strategies plus Youth Leadership, Empowerment, and Development (YLEaD) strategies 3 through 11 utilize DCYF administered funds. Y-LEaD Strategies 1 and 2 are funded through the Youth Empowerment Fund portion of the Children's Fund (YEF).

## **DCYF Administered Funds**

DCYF administers funds from San Francisco's General Fund and the Children's Fund. The Children's Fund was first established by Proposition J, known as the Children's Amendment, approved by San Francisco voters in 1991, and renewed by Proposition D in 2000. The current Children's Fund will be in effect until June 30, 2015, when it will have to be renewed by San Francisco voters. The Children's Fund utilizes a portion of property taxes each year—three cents per one hundred dollars of assessed value. Three percent of the Children's Fund is held as the Youth Empowerment Fund. Community guidance for the Children's Fund is performed by a volunteer 15-member Citizen's Advisory Committee (CAC) appointed by the Mayor. The CAC meets regularly. The Children's Fund is now considered one of the City's major assets, and is often recognized as a national model.

## **FUNDING ALLOCATION PROCESS**

One of the key provisions of the Children's Amendment of 2000, which governs the use of the Children's Fund, is a three-year funding cycle. This RFP is the culmination of a planning cycle started in July 2010.

In the first year of the cycle, DCYF is required to complete a Community Needs Assessment (CNA), which presents information by neighborhood, citywide, demographic group, and age. Find the CNA at [www.DCYF.org](http://www.DCYF.org). Paper copies are also available upon request at DCYF.

The CNA is followed by a Children's Services Allocation Plan (CSAP), which establishes funding allocations and outcomes. We highly recommend reading the CSAP. The CSAP resulted from a year-long, strategic process involving our community stakeholders. It communicates our priorities in these Service Areas:

- Early Care and Education
- Out of School Time
- Youth Leadership, Empowerment, and Development
- Foundational Support (Family Support, Beacon Initiative, Health & Nutrition, and Violence Prevention and Intervention)
- Systems Development

Find the full CSAP at [www.DCYF.org](http://www.DCYF.org). Paper copies are also available upon request at DCYF.

In the third year, DCYF issues Requests for Proposals (RFP) for a three-year commitment of funding.

## GUIDING PRINCIPLES IN CHANGING TIMES

Funding allocations outlined in this RFP are based on Guiding Principles outlined in the May 2012 CSAP. They are, for the most part, a continued investment in many of the same services outlined in the 2009 CSAP and funded from July 1, 2010- June 30, 2013. The 2011 CNA clearly indicated a community desire to make improvements based on evaluations made over the last three years while ensuring continuity in services. At the same time, San Francisco's economy has been impacted by the recession, and families have struggled even more to make ends meet. Over the past months, difficult decisions have been made on how to best allocate limited resources. Still, DCYF believes that its proposed investment strategies should result in positive outcomes for children, youth, and families. Now, more than ever, the Guiding Principles of the CSAP are being used in the decision-making process:

**Build on what's working.** We remain steadfast in our priorities – school readiness and school success – and in our commitment to our collaborators. We will refine and improve our work whenever possible, while maintaining our overarching goals and building on the foundation of previous investments.

**Draw on available data to illuminate and bring focus to areas of greatest needs.** The Department uses three lenses to identify the most urgent needs: We address needs within and across age groups. We consider which needs are concentrated in specific neighborhoods. Lastly, some needs are felt widely by most of our city's children, youth, and their families, while others are unique to at-risk populations who face special challenges (for example, LGBTQQ children and youth or English Learners).

**Champion strategies that advance known best practices.** We will continue in proven approaches, drawing on our successes to date and the cumulative expertise of our community-based partners to understand and promote local best practices, reflecting San Francisco's unique needs and opportunities. Simultaneously, we remain alert to emerging national trends in child and youth development, which offer new ways of thinking and innovative methods for addressing persistent challenges.

**Focus resources where they will address the most urgent gaps.** In particular, we remain committed to aligning DCYF investments to complement those of our public partners in order to prevent duplication and to mitigate the effects of state and federal cuts. DCYF resources should be leveraged to bring more coordination among our community-based and City department collaborators, resulting in greater operational efficiencies and strategic impact.

## FUNDING PRIORITIES

DCYF's investments have been designed to support all San Francisco children, youth and families, while recognizing that some of our city's young people face steeper hurdles than others in their journeys towards adulthood. The smartest use of resources ensures that everyone has essential opportunities and supports, while focusing specialized interventions to help those who are most at risk.

### Achieving Positive Outcomes

DCYF is committed to evaluating the value and impact of funding efforts. Agencies awarded funds will be required to track and report on data related to the following types of performance measures:

- Measures of participation in services
- Measures of program quality
- Measures of participant satisfaction
- Measures of participant-level outcomes

The goals, outcomes, and evaluation priorities for the 2013-2016 funding cycle are described in the 2011 Community Services Allocation Plan. DCYF will track outcome results for two of its four goals in the 2013-2016 funding cycle. These goals are: Children and Youth Are Ready to Learn and Children and Youth Are Succeeding in School. The outcomes and measures for these goals are provided in the Service Area sections of this RFP.

## **INVESTMENT PRIORITIES**

Core Investments - \$42 to \$49 Million Annually

- Early Care and Education
- Out of School Time
- Youth Leadership, Empowerment and Development

Foundation Support – \$22 to \$27 Million Annually

- Family Support
- Health and Nutrition
- Beacon Initiative
- Violence Prevention and Interventions

Systems Development - \$5 to 7 Million Annually

- School District Partnership
- Public Engagement
- Evaluation

## **TARGET POPULATIONS**

Citywide/ Universal Need – All San Francisco Children, Youth and Their Families

Concentrated Need – Neighborhoods Where Needs are Concentrated &  
Racial and Ethnic Groups with Disproportionate Need

Identified Risk Factors– At-Risk Children, Youth, and Families:

Poverty, Under-housed, English Learners, teen parents, LGBTQQ, Special needs, mental health needs including substance abuse, depression/anxiety, academic underperformance or disconnected from school

In-risk Children, Youth, and Families:

Exposed to violence/abuse or trauma, Serious mental health needs including severe depression/suicidal ideation, Chronic truancy, Negative street associations (e.g. criminal justice)

## **PURPOSE OF THIS REQUEST FOR PROPOSALS**

DCYF is issuing this RFP to solicit proposals from non-profit organizations that are interested in providing services for children, youth, and their families in two service areas: Out of School Time (OST) and Youth Leadership, Empowerment, and Development (Y-LEAD). Not all service areas or strategies identified in the CSAP are being funded through this RFP.

# YOUTH LEADERSHIP, EMPOWERMENT, AND DEVELOPMENT SERVICE AREA

The Youth Leadership, Empowerment, and Development (YLEAD) service area provides intentionality and coordination among DCYF's existing Youth Workforce Development (YWD), Specialized Teen, Wellness, and Youth Empowerment Fund program areas, serving youth primarily in their teen years. As a core service area, YLEAD establishes holistic youth development strategies that include a range of specific opportunities that support San Francisco's middle school, high school, and transitional-aged youths' successful transitions into adulthood.

YLEAD seeks to provide quality programs and services that meet youth where they are, and then support them to progress toward the next step in their development. This core service area seeks to support opportunities and outlets for youth to build their individual competencies, form positive self- and group identity, increase their capacity to make healthy decisions, develop self-sufficiency skills, establish healthy youth-adult relationships, make meaningful contributions to their communities, and succeed in reaching their educational, career, and personal goals.

## 2013–16 YLEAD SERVICE AREA GOALS

### 1. **Emphasize Skill Building and Curriculum-Based Services**

In order to strengthen the quality of programs and the recruitment and retention of older youth, DCYF places great emphasis on services that work to build participant skills through a structured curriculum. Planning and preparation are keys to a successful and meaningful program, and an effective curriculum will be able to have youth succeed in learning goals and outcomes within a program.

### 2. **Create Ladders of Choice and Leadership Opportunities for Youth**

DCYF hopes to establish multiple ladders of youth participation in services that support youth leadership and voice throughout the various stages of adolescent development. Ladders can and should exist within individual programs, but they should also exist across programs so youth have options to pursue pathways that successively increase their skills, expand their responsibilities, and offer greater proficiency with content that will support their personal, academic, career, and postsecondary goals.

### 3. **Enhance Educational Attainment and Postsecondary Support**

DCYF continues to prioritize educational attainment as a primary goal of all YLEAD strategies and seeks to fund services that assist youth in completing high school and accessing further education or training needed to reach their personal, academic, career, and postsecondary goals.

### 4. **Coordinate and Align with Citywide Systems**

DCYF hopes to strengthen connections with other public systems that youth may be a part of (e.g., education, foster care, justice, mental health) to connect and coordinate services with target populations. DCYF will partner with these public entities to leverage resources and data to achieve the above outcomes for youth: DCYF's Violence Prevention and Intervention service area, SF Department of Public Health's Community Behavioral Health Services, SF Housing Authority, SF Human Services Agency, SF Juvenile Probation Department, Office of Economic and Workforce Development, San Francisco Unified School District, and SF Workforce Investment Board's Youth Council.



## FOCUS ON PROGRAM QUALITY

DCYF is committed to supporting agencies that continuously improve their quality so that San Francisco's youth have the opportunity to achieve their fullest potential. As part of this commitment to a shared understanding of quality, DCYF has done the following:

- Developed Quality Standards for YWD and Specialized Teen programs. Find all Quality Standards on DCYF's website: [www.DCYF.org](http://www.DCYF.org).
- Designed its program observation visit tool for YWD and Specialized Teen programs to assess program quality.
- Funded a variety of capacity building and training opportunities for its grantees and required them to embed DCYF's Quality Standards and program observation visit tool.

## OUTCOMES AND PERFORMANCE MEASURES

The following table lists the goals and outcomes prioritized for YLEAD funding in 2013-16. Programs will be required to administer participant surveys or other evaluation instruments to examine the outcome measures listed below.

<b>Goal:</b> Children and Youth Are Ready to Learn	
<b>Outcome:</b> Children and youth demonstrate motivation and readiness to learn.	
<b>Outcome Measures by Strategy Area</b>	
<b>Strategy</b>	<b>Survey-Based Outcome Measures</b>
YLEAD 1, 2, 3, 4, 5, and 6	75% of participants report learning something new that they wanted to know about  60% of participants report enhanced enjoyment and engagement in learning as a result of the program  60% of participants report enhanced time management or goal setting skills
YLEAD 7, 8, and 10	75% of participants report learning something new that they wanted to know about

<b>Goal:</b> Children and Youth Are Succeeding in School	
<b>Outcome 1:</b> Children and youth demonstrate confidence in applying critical thinking and problem solving skills to real-life, hands-on challenges.	
<b>Outcome Measures by Strategy Area</b>	
<b>Strategy</b>	<b>Survey-Based Outcome Measures</b>
YLEAD 3, 4, 5, and 6	75% of participants demonstrate that they know how to research and approach problems
YLEAD 9	65% of youth report being able to better manage real-life challenges
YLEAD 1 and 2	75% of participants demonstrate that they know how to research and approach problems  75% of participants demonstrate good teamwork and other social skills
<b>Outcome 2:</b> Youth have knowledge, skills, and opportunities to make progress toward reaching education and career goals.	
YLEAD 7, 8, 9 and 10	75% of youth report developing education or careers goals <i>and</i> can identify steps needed to achieve their goals

### Program Performance Measures

For all YLEAD strategies, program performance measures will ensure accountability for funds awarded. These measures will be finalized during contract negotiations and will focus on program services and participant engagement as demonstrated by data collected in the Contract Management System (CMS), as well as participant satisfaction as detailed in the survey-based outcome measures in the table above.

## Reporting

Funded agencies will also be asked to participate in the following activities specifically designed to support effective performance measurement and evaluation:

- Use of a standardized contract monitoring and data tracking system to capture implementation progress, participant demographics, and participant attendance.
- Use of a standardized program quality self-assessment tool to ensure compliance with standards of quality.

## Other Outcome Measures

Grantees may also be required to participate in a third-party evaluation of the strategy. Additional outcomes will be developed for these evaluations.

## CRITERIA FOR APPLYING

In addition to meeting Eligibility and Contractual Requirements, all DCYF-funded agencies must meet the criteria for applying in the YLEAD Service Area listed under the Minimum Qualifications for Applicants section in each strategy.

### **Citywide Policy Efforts Influencing DCYF Grant Making: Bridge to Success**

Bridge to Success is a partnership between the City and County of San Francisco, the San Francisco Unified School District (SFUSD), the City College of San Francisco, the San Francisco State University, and community partners to double the number of youth who achieve college credentials. Bridge to Success focuses on changing policies and practices to ensure that more San Francisco youth—especially those with barriers—achieve postsecondary success.

While most jobs in San Francisco require some postsecondary training, we know that far too many of our public school students are falling through the cracks and not completing a postsecondary degree. By bringing leaders and educators together across institutions and disciplines, Bridge to Success looks at the greatest barriers to student achievement and develops integrated solutions to overcome them. The effort currently focuses on the following areas:

- **Completing High School:** Doubling the number of SFUSD underrepresented students who graduate ready for college
- **Transitioning to Postsecondary:** Increasing the number of SFUSD graduates transitioning to postsecondary education
- **College Readiness:** Increasing the number of students placing into college-level English and Math classes
- **Completion at College:** Increasing the number of students who successfully earn a degree within five years

For more information about Bridge to Success, go to [www.sfbridgetosuccess.org](http://www.sfbridgetosuccess.org).

DCYF has begun this work by convening city departments to identify policy priorities related to transitional-aged youth (TAY) and working to align funding strategies to address gaps in service. Through this RFP, we are working towards the goal of creating a coordinated system of supports in education, employment, health/wellness, and housing services so that San Francisco's 8,000 most vulnerable youth and young adults can enjoy a healthy transition to adulthood.

In an effort to enhance DCYF's ability to target investments by highest neighborhood and/or population needs, grant amounts will be allocated for specific program sites and by specific cycles. Agencies must list separately the sites at which a given YLEAD program will occur and the cycles within each of those sites. Each program must have a least one site and one cycle, but may propose multiple sites and multiple cycles.

## **Program Sites**

Proposed Programs must note whether services are provided at one or more sites. While a given program model may apply to multiple sites, the population of youth and the delivery of the program may vary. Program sites for YLEAD programs can take place in a public school, a parochial or independent school, an SF Recreation and Park facility, the SF Public Library, a public or affordable housing site, a nonprofit's owned or leased space, at a faith-based organization, or other space.

## **Program Cycles**

A cycle is a complete experience a participant would have in the Proposed Program with a distinct beginning and end, and which culminates in the youth experiencing a complete sequence of activities. Program cycles should be categorized as school year, summer, or other. A cycle may be broken down into smaller units comprised of various activities over a set period of time that would be contained in the cycle's beginning and end. A participant in one complete cycle would experience all of the different components of the Proposed Program as the applicant designed it to be experienced from beginning to end.

Some programs design their program to have one cycle. For instance, a program cycle may span a school year, but have different activities broken into smaller weekly units in the fall and spring semesters. Although there may be different activities and curricula applied to the different semesters, they all lie within one cycle of the program. Such a program would have a new set of participants in the next cycle over the next school year to experience the same cycle of activities. Other programs design multiple cycles—for instance, a program cycle that only spans 10 weeks and enrolls a new cohort of participants four times a year to experience the same 10-week cycle.

If two or more distinct programs are proposed at a single program site, the applicant should submit separate proposals for each program. If the applicant is proposing one program at one program site that the applicant thinks could fit the description of more than one YLEAD strategy, the applicant should determine which strategy is most closely aligned with the Proposed Program and submit one proposal for that strategy.

## **PROPOSAL REVIEW**

In an effort to include greater youth voice within DCYF's decision making, several YLEAD strategies will incorporate youth reviewers who will score the program design sections of Proposed Programs. Youth reviewers will be trained and will reflect some experience with the type of services they review. This approach will be focused on Specialized Teen and Youth Empowerment Fund strategies, but may also be applied to Youth Workforce Development if deemed appropriate and necessary.

## **YLEAD STRATEGIES**

Descriptions and application questions follow for each strategy:

YLEAD 1: Youth Empowerment Fund: Youth-Led Organizing

YLEAD 2: Youth Empowerment Fund: Youth-Led Philanthropy

YLEAD 3: Specialized Teen

YLEAD 4: Specialized Teen - English Learner Leadership Program

YLEAD 5: Specialized Teen - LGBTQQ Leadership and Allyship Program

YLEAD 6: Specialized Teen: Summer Transitions

YLEAD 7: Youth Workforce Development

YLEAD 8: Youth Workforce Development - High School Partnerships

YLEAD 9: Youth Workforce Development for Justice System Involved Youth

YLEAD 10: Career Awareness

YLEAD 11: Creating and Managing Private Sector Opportunities

## YOUTH EMPOWERMENT FUND OVERVIEW

In November 2000, San Francisco voters approved Proposition D, the Children's Amendment, which reauthorized the Children's Fund through June 2015. As a part of the amendment, DCYF is required to use a minimum of three percent of the Children's Fund for youth-initiated projects, effectively establishing what is now known as the Youth Empowerment Fund (YEF). Since its inception, YEF has supported youth-led projects and programs to enable young people to define their own services and address issues that their communities face.

Through the YEF, DCYF brings youth leadership and voice in community change to the core of its funding strategies. By funding youth empowerment programs that give youth authentic power, the YEF challenges traditional youth development agencies and programs that see youth purely as receivers of services with little voice, input, and power in the decision-making process. The YEF sees youth as central players in decision making, offering youth respect, leadership development opportunities, and real information about the way the world works. Through the YEF, youth from all over San Francisco have the opportunity to apply for funding toward their youth-led projects, as well as participate in grant making, program support, and evaluation. The YEF believes the following:

1. Youth should be making decisions that affect their own lives.
2. Youth possess the knowledge and ability to be leaders in their communities.
3. Youth should have access to resources to define their own programs and opportunities.

Compared to traditional youth development programs, youth empowerment programs can develop stronger youth-adult relationships, produce greater leadership opportunities for youth, and are equally effective in building sense of safety and developing skills to be connected and engaged citizens. Beyond meeting youth development outcomes, youth empowerment programs are also able to provide youth with political knowledge and skills, an increased sense of efficacy and agency, a stronger sense of personal and civic identity, and increased democratic values (for example, empathy and appreciation for diversity). With this guiding frame, YEF-funded projects push agencies, community residents, and decision makers to change the way they perceive and interact with youth by providing a view of youth as positive contributors and caring members of the community.

Aside from the two YEF strategies within this RFP, the YEF also administers a mini-grants program, facilitates the Youth Warrior Awards and Fellowship, and sponsors citywide events such as Youth Advocacy Day. For more information on the YEF, visit [www.yefsf.org](http://www.yefsf.org).

### THE YOUTH EMPOWERMENT FUND ADVISORY BOARD

The Youth Empowerment Fund Advisory Board (YEFAB) is made up of eight to twelve youth ages 15 to 20 from throughout San Francisco and provides leadership and oversight to the YEF. YEFAB partners with the San Francisco Youth Commission to ensure that youth voices are incorporated at every decision-making level. YEFAB is responsible for providing feedback on the overall design and

### Citywide Policy Efforts Influencing DCYF Grant Making: San Francisco Youth Commission

The Youth Empowerment Fund partners with the San Francisco Youth Commission to strengthen the voice of youth in San Francisco. While the YEF can provide agencies with the funding support for youth-led community change, alignment with the Youth Commission is critical to the success of any youth-led change in San Francisco.

The Youth Commission is a body of 17 San Franciscans between the ages of 12 and 23. The commission is responsible for advising the board of supervisors and the mayor on policies and laws related to young people. The Youth Commission is also charged with providing comment and recommendation on all proposed laws that would primarily affect youth before the board takes final action. In particular, the Youth Commission is charged with "identifying the unmet needs" of San Francisco's children and youth through a variety of methods. These include researching existing government and private programs and sources of funding for such services, holding public forums, and cooperating with existing advocacy agencies.

implementation of the YEF, making decisions on funding YEF programs, and evaluating and assessing the work of the YEF's funded program. Programs funded through the two YEF strategies are expected to engage with YEFAB members and participate in various evaluations, trainings, and events sponsored by YEFAB.

## 2013–16 YEF GOALS

### 1. Build the Youth Development Field to Support Youth-Led Projects

The YEF provides youth with opportunities to develop leadership skills, and creates concrete opportunities and resources for youth to define and implement their own projects. While some agencies are equipped to support youth-led projects, many are not, and DCYF seeks to strengthen the field to authentically engage youth and give youth power.

### 2. Promote the Continuum of Youth Engagement in Community Change

DCYF recognizes the important role youth can play in shaping their communities through collective empowerment and systemic change. DCYF wishes to continue supporting not only youth development and leadership, but their critical efforts to build, improve, and provide service to the larger community throughout San Francisco.

The Continuum of Youth Engagement				
INTERVENTION	DEVELOPMENT	COLLECTIVE EMPOWERMENT		SYSTEMIC CHANGE
YOUTH SERVICES APPROACH	YOUTH DEVELOPMENT	YOUTH LEADERSHIP	CIVIC ENGAGEMENT	YOUTH ORGANIZING
		<i>Includes components of youth development approach plus:</i>	<i>Includes components of youth development and youth leadership plus:</i>	<i>Includes components of youth development, youth leadership, and civic engagement plus:</i>
<ul style="list-style-type: none"> <li>• Defines young people as clients</li> <li>• Provides services to address individual problems and pathologies of young people</li> <li>• Services defined around treatment and prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Provides services and support, access to caring adults, and safe spaces</li> <li>• Provides opportunities for the growth and development of young people</li> <li>• Meets young people where they are</li> <li>• Builds young people's individual competencies</li> <li>• Provides age-appropriate support</li> <li>• Emphasizes positive self-identity</li> <li>• Supports youth adult partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Builds in authentic youth leadership opportunities within services and agency</li> <li>• Helps young people deepen historical and cultural understanding of their experiences and community issues</li> <li>• Builds skills and capacities of young people to be decision makers and problem solvers</li> <li>• Youth participate in community projects</li> </ul>	<ul style="list-style-type: none"> <li>• Engages young people in political education and awareness</li> <li>• Builds skills and capacity for power analysis and action around issues young people identify</li> <li>• Begins to help young people build collective identity of young people as social change agents</li> <li>• Engages young people in advocacy and negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Builds a membership base</li> <li>• Involves youth as part of core staff and governing body</li> <li>• Engages in direct action and political mobilizing</li> <li>• Engages in alliances and coalitions</li> </ul>

### 3. Connect, Collaborate, and Celebrate Youth Leaders Citywide

Youth leaders are often exceptional because they serve as leaders not only of their peers but of the larger community, and the YEF honors that. The YEF strongly believes in bringing youth leaders together to network and build ties across neighborhoods and communities, which breaks down unnecessary barriers and allows for peer learning, sharing of vital information and resources, cooperative strategizing, and movement building.