



RECOMMENDATIONS FOR RE-AUTHORIZING THE CHILDREN'S AMENDMENT **Toward improving the well-being of SF's children, youth and their families**

CREATED BY THE CHILDREN'S FUNDING COMMUNITY COALITION – Feb. 2014

COALITION GUIDELINES FOR THE RE-AUTHORIZATION OF THE CHILDREN'S FUND

- The major purpose of the Children's Fund is to improve the well-being of San Francisco's children youth and families by supporting and strengthening the community-based service delivery system, with a focus on prevention and early intervention.
- The re-authorization of the Children's Fund should promote the coordination of services at multiple levels – among city agencies, between the public and private sector, and between schools and the overall service delivery system.
- The Fund and the entire service delivery system for children, youth and families must have clear outcomes for the services rendered, and outcomes must be based on a coherent set of goals developed with broad input.
- The Fund should serve the entire city, as well as children and youth of all ages, with an emphasis on the children, youth and families in greatest need.
- Services funded (including public agency services) and the effectiveness of DCYF should be subject to a more rigorous evaluation system.
- The planning for and management of the Fund should be transparent to the public, at every level of its implementation.
- Accountability to the children, youth and families of the city should be the driver of all actions and decisions regarding the Fund and the related functions of DCYF.
- Community engagement and input, particularly that of parents and youth, regarding the Fund and the service delivery system for children, youth and families must be authentic and extensive, and integrated into the planning for and oversight of the Fund and the system.
- Children's service providers should have a role in providing input on the priorities and processes of the work of DCYF.
- Building the capacity of organizations and service providers is a priority and should be a function of DCYF and other appropriate city agencies.
- The amount of the Fund should be adequate to meet increasing community needs, populations targeted, and quality improvements in the delivery of services.

Note: The following recommendations would operationalize the guidelines listed above. The recommendations are divided into five categories: Goals and Purpose, Governance and Accountability, Services and Planning, Administration of the Fund, and Elements of the Fund that should be retained. The issues discussed under each category summarize what is in the current legislation, state a recommendation for change, and then outline the rationale for that change based on the Coalition principles. "Children" is sometimes used as an abbreviation for "children, youth and their families."



SUMMARY OF RECOMMENDED CHANGES IN CURRENT CHARTER AMENDMENT

- Increase in Fund from .03 cents of every \$100 assessed valuation of property to .05 cents.
- Addition of specific services to disconnected Transitional Age Youth, ages 18 - 24.
- Creation of a Commission on Children, Youth and Their Families as the governing and policy-making body of DCYF, which is jointly appointed by the Mayor and Board of Supervisors, promotes the coordination of services around common outcomes, ensures accountability and transparency, and is required to create a mechanism for ongoing service provider input.
- Five year planning and allocation cycle with expanded community and city department input, the development of common outcomes, the creation by the Mayor of a plan and structure for service coordination, and other new stipulations. (see attached charts)
- Specific evaluation and capacity-building requirements.
- Requirements regarding the allocation of funds, including that the current percent of funds going to community-based non-profit services (90%) be retained, and that all administrative allocations from the Fund be used to support services provided by the Fund.
- Elimination of a sunset.

I. GOALS AND PURPOSE

Replace the current language regarding goals, purpose and name of the fund with the following.

PURPOSE AND NAME OF FUND - Fund established to expand and improve children and youth services, which shall be called the **Children and Youth Fund** (referred to as the Fund).

GOALS- The goals of expenditures from the Fund and the planning process created in this section of the Charter shall be:

1. To ensure that San Francisco's children are healthy, ready to learn, succeed in school and live in stable, safe and supported families and communities.
2. To ensure San Francisco is a family-friendly city and that families are an important part of the city population and civic culture.
3. To focus on the prevention of problems and on supporting and enhancing the strengths of children, youth and their families.
4. To ensure that children and youth with the highest needs receive maximum benefit from the Fund and that equity is a guiding principle of the funding process.
5. To distribute funds based on best practices and successful and innovative models in order to ensure maximum impact.
6. To the maximum extent feasible, distribute funds equitably among services for all age groups – from infancy to transitional age youth.
7. To strengthen a community-based network of services in all neighborhoods.
8. To strengthen collaboration around shared outcomes among all service providers for children, youth and their families, including collaboration among public agencies and non-profit organizations.
9. To fill gaps in services and leverage other resources whenever feasible.



II. ADMINISTRATION OF THE FUND

AMOUNT OF THE CHILDREN'S FUND

The current legislation

The Children's Fund is created by setting aside revenues from the property tax levy, revenues in the amount equivalent to an annual tax of \$.03 per one hundred dollars of the assessed valuation each fiscal year (or approximately 3% of the property tax revenue).

Proposed changes

Recommendation 10: Increase amount of Fund in order to fund services for transitional age youth, evaluation and capacity-building, unmet needs in childcare, youth employment and other services.

Increase the property tax set-aside to \$.05 per one hundred dollars of assessed valuation each fiscal year (or approximately 5% of the property tax revenue.)

Rationale for proposed changes

Additional funding is needed to meet our goals for a high quality service delivery system that meets the most urgent needs. For instance, it would cost \$30 million to provide services for families on the waiting list for childcare subsidies; \$4 million to serve youth on only two of the waiting lists for summer and after-school jobs; and \$10 million to meet the most immediate needs of disconnected transitional age youth. The process and report conducted by LFA on behalf of the Mayor and Superintendent in preparation for the reauthorization of the Fund confirms the scope of unmet need, both in input from all participants in the process and in the report which states "Critical programmatic gaps remain: basic needs, family supports, early care and education, caring adults/role models, mental health supports, out of school time programs, teen empowerment programs, jobs and career pathways for transitional age youth, post-secondary support, and violence prevention." The report concludes that the City needs "a greater level of resources dedicated to supporting our children and youth." Furthermore, community based non-profit agencies have long had inadequate funding for infrastructure, cost-of-living, and staff compensation.

ADMINISTRATIVE COSTS

The current legislation

The costs of administering the Fund are not mentioned in the current legislation

Recommendation 11: Administrative costs of managing the Fund can be paid for through the Fund. Other city administrative costs cannot be supported through the Fund.

Rationale for proposed changes

This ensures that the Children and Youth Fund is used for its stated purpose, and that general administrative costs of the City are not taken from the Fund.



SUNSET

The current legislation

The current legislation sunsets 15 years after it was enacted; the previous legislation had a 10 year sunset.

Proposed changes

Recommendation 12: End the sunset of the Fund, but require the Controller to audit the Fund every 5 years, and to conduct a thorough evaluation of the Fund and DCYF every 10 years. Require the Board of Supervisors to hold hearings on the audit and the 10 year assessment in order to develop enabling legislation as needed.

Rationale for proposed changes

This ensures sustainable and stable funding and therefore a stable service delivery system for families. Ongoing accountability is provided for through required audits and evaluations.

IMPLEMENTING POLICIES

The current legislation

The current legislation allows the Board of Supervisors to pass an implementing ordinance regarding the Fund and its related planning processes.

Proposed changes

Recommendation 13: Require the Commission to adopt policies after the passage of the ballot initiative related to the following:

- Developing common outcomes for all children's services through a broad city-wide engagement process
- Evaluating services funded through the Fund
- Creating a common data system
- Creating an equitable allocation and fair appeals process for the Fund
- Creating a process for program improvement
- Providing for robust community engagement in planning and evaluating services
- Building the capacity of agencies to evaluate services provided through the Fund
- Creating criteria for public agencies to receive grants from the Fund
- The role of the Fund as a catalyst for new ideas and opportunity to leverage other dollars
- Building the capacity of the Commission to perform its functions



Rationale for proposed changes

The Board of Supervisors has never used its authority to create an implementing ordinance. The implementation issues listed above are of great importance in ensuring high quality services, and can be most efficiently and effectively addressed through a Commission dedicated to these issues. In order to ensure that these important issues are addressed, particularly in light of the fact that they are currently inadequately addressed, there should be specific requirements in the Charter.

BASELINE BUDGET

Current legislation

The current Children's Baseline covers only services for children under age 18. There are no specific requirements for transparency or public input in the preparation of the Children's Baseline.

Proposed changes

Recommendation 14: Add transitional age youth services to the baseline budget in following areas: supportive housing, mental health, career and college support, employment, and health. Require the Controller to conduct a public meeting on the Baseline annually. This shall be called the Children and Youth Baseline.

Rationale for proposed changes

A new service population/category requires the same protection against supplantation, so that new services are funded, not existing services.

The requirement for a public meeting allows greater transparency and public input for a key part of the legislation, the Baseline. This will ensure greater consistency and accuracy.



III. GOVERNANCE AND ACCOUNTABILITY

COMMISSION ON CHILDREN, YOUTH AND THEIR FAMILIES

The current legislation:

There is a Children's Fund Citizen Advisory Committee composed of 15 members appointed by the Mayor, at least 3 are to be under age 18, at least 3 are to be parents, and there should be representatives from the major service areas. The Committee must be at least quarterly. It has only advisory power, and no specified functions except to offer advice about the Children's Fund and receive copies of the Community Needs Assessment and the Children's Services and Allocation Plan.

There is no legislatively-mandated or formal structure in city government through which to plan and coordinate services to children, youth and families city-wide.

Proposed changes

Recommendation 1: Replace the Children's Fund Citizen Advisory Committee with a Commission on Children, Youth and Their Families with a city-wide scope of responsibilities regarding policies and coordination, and greater authority vis-à-vis DCYF. (This body will be referred to as the "Commission" in this document.)

A Commission on Children, Youth and Their Families shall be created as the governing and policy-making body of the Department of Children, Youth and Their Families.

Purpose. The Commission will ensure that DCYF effectively implements its mission, vision and goals. In addition, the Commission shall advise the Mayor and the Board of Supervisors on citywide goals and outcomes for children and youth services, and may advise the Mayor and the Board of Supervisors on any issues of concern related to children, youth and their families.

Composition. The Commission shall be comprised of 15 members – with the Mayor appointing 7, and the Board of Supervisors appointing 8. All candidates for the Commission shall be presented to the Board of Supervisors Rules Committee. There shall be a minimum of 4 members with expertise in the field of children and youth services, 2 youth selected from nominations made by the Youth Commission, and 3 parents, at least one of whom must be a parent of children age 5 or under. Five members must be from districts with the highest percentage of children in San Francisco. Five members must be from districts with the highest poverty rates in the City. Commissioners shall be appointed for a four year term, allowing for staggered terms at the creation of the Commission. Youth members of the Commission shall be trained and mentored by members of the Youth Commission.

Responsibilities. The Commission shall develop policies regarding common outcomes for children and youth services, the evaluation of services, common data systems, an appeals process for funding decisions, program improvement and capacity building of service providers, community engagement in planning and evaluating services, leveraging dollars of the Fund and the use of the Fund as a catalyst for innovation.

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The Commission shall ensure transparency of the Fund, approve the planning process for and the final Community Needs Assessment, approve the Children and Youth Services, Coordination, Policy and Allocation Plan, approve DCYF's budget expenditures (including the approval of grants, as a package), and review the Data and Evaluation report.

The Commission shall evaluate the Director of DCYF, and support the hiring process by overseeing the recruitment for the Director position, and providing the Mayor with a minimum of 3 names from which he/she must select a Director.

The Commission shall have one staff position who is responsible to the Commission and who is hired by the Commission. The Commission shall meet a minimum of 10 meetings per year.

Rationale for proposed changes:

This creates a first-ever formal body that will address several important city-wide functions regarding policy-making and coordination of services for children, youth and families. These responsibilities are advisory, in that the Mayor has legal responsibility for coordination and the Board has legal responsibility for policy-making. These responsibilities are combined with those responsibilities regarding oversight of DCYF and the Children and Youth Fund, therefore giving DCYF a broader perspective and putting the Fund into a broader context.

Accountability to the public and transparency are increased by creating a body with specific authority and power, by expanding those making appointments, by requirements of public meetings, and by giving the body independent staff. Youth and parent engagement is increased by involvement of the Youth Commission and by creating designated youth and parent seats. When nominated by the Youth Commission, which will then be required to provide the young people with the necessary support and training, youth members will be better prepared to be active participants. Joint appointment by the Mayor and the Board of Supervisors ensures greater oversight and investment in the Children's Fund and the functioning of DCYF. Community engagement is increased through a more diverse body that addresses a greater scope of issues.

The purpose of having the Commission approve funding as a package (like Oakland) provides oversight on the extent to which the grant making achieves the goals of the planning processes, as well as the quality of the grant making process, but without excessive intervention in specific grants.

Giving the Commission independence and more power achieves the goal of accountability. Because the Commission will have authority, and because both branches of government will have a stake in its functioning, there will be a greater level of community engagement and a greater level of oversight from multiple stakeholders. The size of the Commission allows for a high level of diversity and types of expertise. It is the same size as several very well-functioning bodies, including the Youth Commission.



EVALUATION

The current legislation

There is a requirement that the Allocation Plan include an evaluation of services that received funding in the previous three years, and that the evaluation must involve those who use the funded services and other parents and youth.

Proposed changes

Recommendation 2: Strengthen program evaluation.

All services funded through the Fund must be evaluated in order to improve the quality of services. Evaluation shall be included in the Children and Youth Services, Coordination, Policy and Allocation Plan, as a funding area. In order to ensure objectivity, the evaluation must be done through contract with a qualified independent program evaluator. DCYF must prepare an Evaluation and Data Report on the findings of the program and systems level evaluations and submit it annually to the Commission on Children, Youth and Their Families. The results of the evaluation must inform future funding.

The evaluation process shall:

- Include both performance and outcome evaluations and measures
- Build capacity of grantees to engage in evaluation
- Ensure evaluation involves program participants
- Include an evaluation of the overall effectiveness of Fund, as well as effectiveness of specific programs funded

Rational for proposed changes

The changes add specificity to the evaluation language. They clarify that the evaluation be at the system and the program level, and that the purpose of the evaluation is to improve the programs being funded as well as to inform the funding and planning process. The changes also increase transparency and ensure objectivity and independence, as well as adequate funding. The requirements, however, are general enough to allow for flexibility in implementation, but ensure that public agencies being funded must be treated the same as community based organizations.

CAPACITY BUILDING

The current legislation

There is nothing in the current legislation related to capacity building.

Recommendation 3: Strengthen capacity building.

In order to improve the quality of services, a portion of the Children and Youth Fund shall be spent to help program providers improve their skills and capacity to meet the needs of the children, youth and families they serve. Capacity Building shall be included in the Children and Youth Services,

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Coordination, Policy and Allocation Plan as a funding area, and should include program development, data and program evaluation, staff development, strategic planning and organizational development.

Rationale for proposed changes

These changes will give DCYF greater ability to focus on assisting grantees in increasing their skills, and will lead to improvements in services.

ROLE OF PROVIDERS

The current legislation

There is no explicit role spelled out for service providers.

Proposed changes

Recommendation 4: Create a Service Provider Advisory Committee.

A Service Provider Advisory Committee shall be created by the Commission in order to advise the DCYF Director and the Commission on funding priorities, policy development, the planning cycle, and any issues of concern to Committee members related to the Children and Youth Fund or the responsibilities of DCYF or other departments receiving Children and Youth Fund dollars. The Committee is responsible for engaging a broad cross-section of service providers in providing information, education and consultation to the Commission and DCYF. All members of the Committee shall be actively providing services to children, youth and their families. The Committee shall be staffed by the Commission staff, and there shall be a minimum of four meetings a year. The Commission shall appoint two co-chairs of the Committee, who shall be responsible for developing the structure of the Committee and facilitating the meetings. The co-chairs shall serve for 2 years (except at the outset when one will serve only one year, in order to stagger the terms.) After the first year, the Committee shall select its own chairs. Committee meetings shall be open and encourage widespread participation.

Rationale for proposed changes

This ensures a strong partnership between DCYF and community service providers, as well as ensuring a voice for providers in key aspects of the running of DCYF and the Children and Youth Fund planning and implementation process. This is important since service providers are particularly well-informed about the process and influenced by it. However, the role is limited to an advisory one since service providers have a conflict of interest. This is an effort to balance the conflict of interest concerns with the deep and unique knowledge that service providers possess, a knowledge that is an asset to the work of DCYF. The flexibility in the requirements allow a variety of strategies that would ensure that the Service Providers Advisory Committee is representative, has the resources to do its work, has specific functions that ensure it will have input in key aspects of the management of the Fund and can function with adequate independence.



IV. SERVICES AND PLANNING

TRANSITIONAL AGE YOUTH

The current legislation

Services are limited to persons under age 18 years old, except for family support services for the parents of children otherwise being served by the Fund.

Proposed changes

Recommendation 5: Expand services for disconnected transitional age youth up to age 24.

Services eligible for funding will be expanded to cover support services to provide access to housing, health, education and employment for disconnected youth up to age 24 defined as youth who are homeless/marginally-housed/at-risk of homelessness, are transitioning from the foster care or juvenile justice systems, have dropped out of high school, are unemployed, are victims of violence, are young parents, and/or are LGBT-identified.

The expansion of services to disconnected transitional age youth is dependent on the proposed increase in the Children's Fund, and shall not be funded at the expense of existing services.

Rationale for proposed changes

Transitional age youth are an underserved population of young people with specific needs that must be met to ensure successful transition to independent adulthood, for which there is no clear funding strategy. This is currently one of the greatest gaps in the service delivery system.

COMMUNITY BASED SERVICES

The current legislation

There is no reference to the type of agencies that should be funded.

Recommendation 6: Retain current proportion of the Fund to be allocated to community-based non-profit services.

The current percent of the Children's Fund allocated to community-based non-profit services (90%) of the Children and Youth Fund monies shall be retained. This can include allocations work ordered to other departments and agencies that are then contracted out to community-based non-profit providers.

Rationale

Currently about 90% of the Children's Fund supports community based organizations. The purpose of the Children's Fund has been to support a network of services beyond officially mandated public services because the needs of children, youth and families far exceed what public agencies are able to provide. The community based network of services complements and supplements the work of city departments, at a much lower cost. The community-based non-profit agencies need greater stability.



Wages are extremely low; there are minimal adjustments for the increasing cost of doing business; often resources to ensure evaluation, staff training, and program infrastructure are not in place. These agencies are relied on by thousands of children. They are neighborhood-based, provide flexible and responsive services that can be adapted to changing needs and populations, and offer opportunities for innovation and leveraging private dollars.

SELECTION OF CONTRACTORS

The current legislation

All funds must be granted through an RFP process, except for funds that support staff from public agencies.

Recommendation 7: All allocations of \$15,000 or more be subject to an RFP.

All services (public and non-profit) provided by the Fund shall be expended through contracts based on a response to an RFP. The only exception to an RFP are grants under \$15,000, expanded grants to programs which have already competed successfully in an RFP process, or grants that fall under the City's requirement for sole source contracts. In all cases, grantees of the Fund shall comply with all reporting, meeting and evaluation requirements.

Rationale

It is essential that all services funded through the Children and Youth Fund collect needed data and are subject to evaluation. This is currently inconsistent with regard to public agencies receiving funds. It is also important to provide some level of flexibility in terms of the most rigorous RFP requirements, so to respond to emerging needs and changing circumstances.

PLANNING CYCLE: COMMUNITY NEEDS ASSESSMENT, CHILDREN'S SERVICES AND ALLOCATION PLAN, RFP

The current legislation

There is currently a 3 year planning cycle, starting with a Community Needs Assessment, with a Children's Services and Allocation Plan two years later, and with the opportunity for the Board of Supervisors to modify the existing documents after a public hearing. The charter also states that in implementing this process "facilitating public participation and maximizing the availability of information to the public shall be primary goals."

The CNA must be in writing, made public for 3 months for comment, presented to 5 Commissions (Health, Social Services, Probation, Rec and Park, Youth) and approved by the Board of Supervisors. There shall be one public hearing in each supervisorial district. There shall be opportunities for parents, youth and agencies to provide information. The Controller shall include in its regular survey input from parents and youth and this should be included in the CNA. DCYF shall consult with 9 (specified) city agencies and the SFUSD in preparing the CNA.

The Children's Services and Allocation Plan must be in writing, made public with 3 months for comment, presented to 5 Commissions (Health, Social Services, Probation, Recreation and Parks, Youth), and approved by the Board of Supervisors. It shall include all services funded or administered by the city. It shall be outcome-oriented, include goals, measurable and verifiable objectives and



measurable and verifiable outcomes. It must include specific amounts of funding to be allocated from the Children's Fund, toward achieving specified goals and measurable and verifiable objectives and outcomes; citing specific service models that will be funded; and specific populations and neighborhoods that will be served. It must also state the reasons for the allocations and demonstrate how the allocations are consistent with the CNA, as well as how the services will be coordinated with other children's services in the city.

Proposed changes

Recommendation 8: Extend the planning cycle from 3 to 5 years.

Create a 5 year planning cycle, starting with a Community Needs Assessment, followed the next year with a Children and Youth Services, Coordination, Policy and Allocation Plan, which shall be the basis of all RFP's for the Fund.

Details of Planning Cycle

Note: The planning process and cycle is detailed on the attached 3 charts.

The City shall appropriate monies from the Fund according to a five-year planning process. This process is intended to (1) increase transparency, accessibility, and public engagement; (2) provide time and opportunities for community participation and planning, (3) ensure program stability, and (4) maximize the effectiveness of the services funded.

Year 1 - Community Needs Assessment. During every fifth fiscal year beginning with Fiscal Year 2015-2016, DCYF shall conduct a Community Needs Assessment (CNA) to identify services to receive moneys from the Fund. DCYF shall use the following process to develop the CNA:

(A) By August 15, DCYF shall develop a plan for how to conduct the CNA. The process for conducting the CNA shall include:

- (i) Community meetings in each Supervisorial District;
- (ii) A review of major planning documents for children and youth services;
- (iii) The results of a citywide survey of parents and youth to be conducted by the Controller;
- (iv) Opportunities for parents, youth, nonprofit agencies, and other members of the public, to provide input; and,
- (v) Public notice and outreach to places where parents, children, and youth regularly go, such as recreation centers, bus stops, pediatrician offices, and schools.

(B) By September 1, DCYF shall present its plan for conducting the CNA to the Commission, the Service Provider Advisory Committee, and Board of Supervisors. The plan shall be a public document.

(C) By February 1, DCYF shall complete the CNA and present a draft report on the results to the Commission, the Service Provider Advisory Committee, CPAC, the Office of Early Care and Education, First 5, Recreation and Parks, Health, Human Services, Youth, Juvenile Probation, Status of Women, Police, Library, and Arts Commissions.

(D) By May 15, DCYF shall submit a final report on the CNA to the Commission and the Board of Supervisors. The final report may incorporate any comments or suggestions made by the public or by the agencies that received copies of the draft report.



(E) By June 1, the Commission shall consider and approve or disapprove the report on the CNA. If the Commission disapproves the report, DCYF may modify and resubmit the report.

(F) By July 1, the Board of Supervisors shall consider and approve or disapprove, but not modify, the report on the CNA. If the Board disapproves the report, DCYF may modify and, with the approval of the Commission, resubmit the report, provided, however, that the City may not expend monies from the Fund until the Board of Supervisors has approved a final report on the CNA.

Year 2 – Children and Youth Services, Coordination, Policy and Allocation Plan (referred to as “SAP”). During every fifth fiscal year beginning with Fiscal Year 2016-2017, DCYF shall prepare the SAP to determine services eligible to receive moneys from the Fund. DCYF shall use the following process to prepare the SAP:

(A) By January 31, DCYF shall prepare a draft SAP in consultation with interested City departments, including First 5, Office of Early Care and Education, Recreation and Parks, Health, Human Services, Youth, Juvenile Probation, Status of Women, Police, Library, and Arts Commission, as well as CPAC, community-based service providers, parents, children, youth, and other members of the public. The SAP must:

- (i) Demonstrate consistency with the CNA;
- (ii) Include all services for children and youth;
- (iii) Be outcome-oriented and include goals, measurable and verifiable objectives and measurable and verifiable outcomes;
- (iv) Include evaluation of services and capacity building as separate funding areas;
- (v) State how services will be coordinated and have specific amounts allocated towards specific goals, service models, populations and neighborhoods
- (vi) Include funding for youth-initiated projects totaling at least 3 percent of the total proposed expenditures from the Fund for the cycle;
- (vii) Include evaluation data from the previous funding cycle and the details of the Children and Youth Baseline; and,
- (viii) Include strategies to align all services for children furnished or funded by all governmental or private entities and administered by the City, whether or not those services are eligible to receive monies from the Fund.
- (ix) Plan must include policy recommendations for improving the well-being of children, youth and their families.

(B) By February 1, DCYF shall present the draft SAP to the Commission and the Service Provider Advisory Committee. By March 31, DCYF shall present the draft SAP to the First 5, Recreation and Parks, Health, Human Services, Youth, and Juvenile Probation Commissions, CPAC and the ECE Office.



(C) By May 15, DCYF shall submit a final version of SAP to the Commission and the Board of Supervisors. The final version may incorporate any comments or suggestions made by the public or by the agencies that received copies of the draft SAP.

(D) By June 1, the Commission shall consider and approve or disapprove the SAP. If the Commission disapproves the SAP, DCYF may modify and resubmit the SAP.

(E) By July 1, the Board of Supervisors shall consider and approve or disapprove, but not modify, the SAP. If the Board disapproves the SAP, DCYF may modify and, with the approval of the Commission, resubmit the SAP, provided, however, that the City may not expend monies from the Fund until a SAP has been approved by the Board of Supervisors.

(F) During subsequent years of the planning cycle, DCYF, with the approval of the Commission and the Board of Supervisors, may amend the SAP to address emerging needs.

Years 3 – Selection of Contractors. During every fifth fiscal year beginning in 2017-2018, DCYF shall conduct competitive solicitations for services to be funded from the Fund.

Years 4 and 5 - Contracts for services shall start on July 1 of **Year 4** of the planning cycle. **During subsequent years of the planning cycle,** DCYF, with the approval of the Commission, may issue supplemental competitive solicitations to address amendments to the SAP and emerging needs. All expenditures for services from the Fund must be consistent with the most recent CNA and SAP.

Rationale for proposed changes

The purpose of lengthening the funding cycle is to allow agencies funded the time to achieve meaningful outcomes. The change also recognizes that the needs do not change sufficiently to require a more frequent assessment. The increased time interval for the Community Needs Assessment will also contribute to a greater emphasis on the quality of the process.

The changes in the planning process allow for greater accountability and transparency and will result in greater provider and public input, as well as accountability in adhering to the goals and requirements of the legislation. The changes in the Community Needs Assessment process will also ensure that the needs assessment utilizes and is consistent with other assessments, thus improving coordination and increasing the potential for common goals. The language about alignment and common outcomes and goals city-wide will increase the extent to which services are coordinated around common outcomes. The proposed language regarding policy recommendations would allow the SAP process to contribute to broader city policymaking functions.



COORDINATION OF SERVICES

The current legislation

The current legislation makes no explicit reference as to how services will be coordinated or to the role of the Mayor in coordinating services city-wide.

Proposed changes

Recommendation 9: Create a Mayor's Coordination Plan.

The Mayor's Office shall release a plan and structure for improving coordination and integration of social, health, employment, educational, law enforcement, cultural and recreation services for children, youth and their families in San Francisco. The plan shall consider the major reports and recommendations from all relevant city departments and policy making bodies, and shall be reviewed by the Commission on Children, Youth and Their Families. The plan shall be released and the structure established in **Year 2** of the planning cycle described above.

Rationale for proposed changes

Coordination of services is primarily the responsibility of the executive branch of government and responsibility for this function ultimately rests with the Mayor. Requiring the Mayor to create a formal plan and structure for coordination ensures that this responsibility will be carried out. Having the plan reviewed by a newly strengthened and diverse Commission on Children, Youth and Their Families ensures transparency and community input.



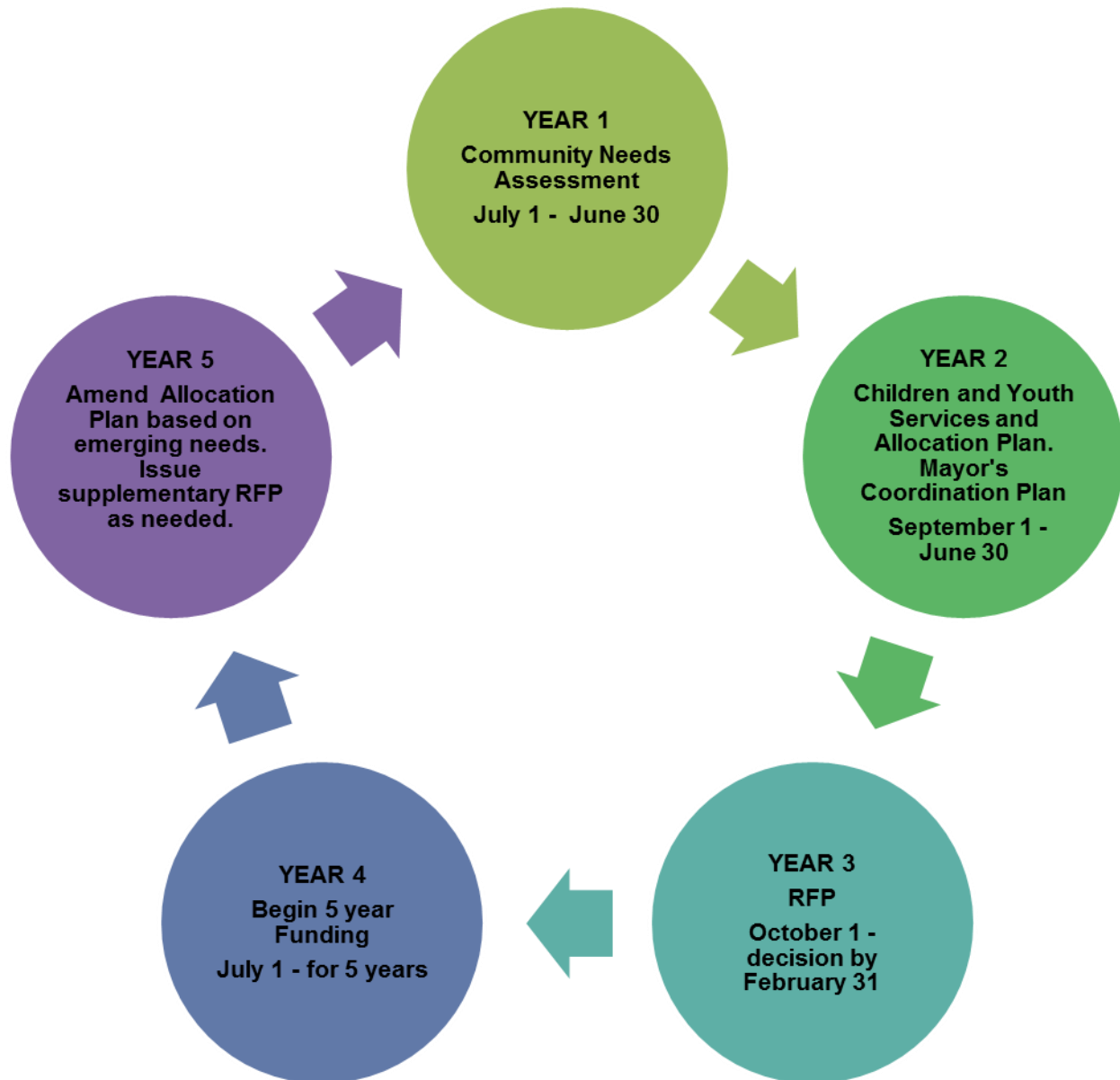
V. ELEMENTS TO RETAIN FROM THE CURRENT LEGISLATION

1. Funding source and funding mechanism
2. The requirement that the Fund shall not supplant existing services and the concept of a baseline budget which prevents cuts in the current level of funding
3. The role of the Controller in calculating the baseline and the funding amount
4. Services eligible for funding (all should remain eligible)
5. Services excluded from funding (all should remain excluded)
6. Carry-over of unspent funds
7. DCYF as the administrator of the Fund



FIVE YEAR PLANNING CYCLE FOR CHILDREN AND YOUTH FUND

Proposed by Children's Fund Community Coalition



Notes re: differences from current cycle

- Longer timeline for Community Needs Assessment and Children's Services and Allocation Plan to ensure widespread input and approval process.
- Explicit timeline for RFP process, allowing ample time for DCYF to prepare RFP, agencies to write grants, and sufficient notice to plan CBO budgets for the coming cycle.
- Explicit allowance for additional RFP process mid-cycle