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To: **Mayor Gavin Newsom**  
From: Margaret Brodtkin  
CC: Phil Ginsburg, Chief of Staff; Julian Potter, Deputy Chief of Staff;  
Nani Coloretti, Budget Director; Nathan Ballard, Director of Communications  
Date: November 14, 2007  
Re: **Review of DCYF progress 2005 – 2007, and goals for 2008 – 2010**

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## SUMMARY

As I have personally moved from being an advocate to being a public servant, three over-arching imperatives have guided my work at DCYF:

### Bring **community** into DCYF to enhance our ability to serve children, youth and families.

DCYF has created a vibrant partnership with the community – unique to a city department. We have hired well-respected community leaders for key DCYF positions, shared our space with community networks, developed all accountability strategies side-by-side with our community grantees, convened dozens of planning and program implementation bodies (short and long-term) in all service areas with community members as equal players, brought youth into the department in critical roles, expanded our communication strategies, and consulted with community partners on every aspect of our work. We have convened a high level community-driven Policy Council, which has framed family flight as the core issue the city must address and built a broad-based community consensus around the key recommendations of the Council. And we have adopted new civic engagement functions for the department, including our now-signature family events involving thousands of San Francisco families.

### Collaborate with **other city departments** to expand scope and accountability of services.

Literally all of the innovations that DCYF has implemented in the past three years (whether they are new program initiatives, new civic engagement strategies, or new accountability measures) have been done in collaboration with one or more city department partners. This approach is consistent with DCYF's city-wide mandate. We have developed new collaborations with JPD, MOCJ, SFPD, HSA, DA, MOCD, First 5, Public Library, DPH, Rec and Park, MOEWD, Public Housing, and the Youth Commission. We have also increased our financial support of other city departments by 35%. Though not technically a city department, we have greatly intensified our work with the SFUSD – creating mechanisms for joint planning and programming around such important issues as student health, early literacy, out-of-school time learning, career and college preparation, and truancy and violence prevention.

### Forge a **system** of services out of separate and fragmented programs and initiatives

We have implemented multiple level strategies to create a system of support to families, rather than a series of isolated programs. We have recognized the need for community hubs, and adopted program models based on that principle. We are fostering networks among service providers in order to ensure collaboration, including our new Community Convener initiative in 20 neighborhoods. We offer numerous networking and joint educational opportunities for service providers, such as our bi-annual conference attended by 1500 providers and our new grants for peer-led field building networks. We have recognized the role that anchor institutions play in creating a neighborhood-based system of services and are piloting an initiative to strengthen these critical organizations. We are increasing information to the public through our parent-to-parent website, newsletters, service guides, and Family Ambassadors. And, most importantly, we developed a comprehensive and integrated Children's Services Allocation Plan for 2007-2010.

**I strive to make DCYF an exciting hub of collaborative problem-solving and innovation. I believe we are not just a city department – we are an engine for social change.**

**Over the past three years**, DCYF has more than doubled its workload – adding 10 new program initiatives, increasing the number of grants by 31% and the amount of grant funds by 55%, and adding significant new policy making and civic engagement functions. We have established important new policy and program directions in each of DCYF's 7 service areas – many of which are considered model best practices. We have created new events and activities and developed new structures and systems for coordination. This increased work has been accomplished through departmental re-organization, as well as greater partnerships - but with approximately the same number of staff (35) as DCYF had five years ago.

**DCYF's goal over the next three years** will be to improve on the work we have started – by stabilizing the programs and initiatives we have begun, bringing pilots to scale when appropriate, increasing accountability and coordination with other public and private partners, and better monitoring and evaluating the impact of the work. We will expand the scope of our policy advisory role in the city. We will reach more San Francisco children, youth and families with information and opportunities to participate in decision-making. And we will work to build a better integrated system of services out of the many individual programs, agencies and initiatives that we support. While we are not proposing a significant increase in new initiatives, if we strengthen the work we have begun, we will be able to address the following goals:

- Increase access to quality programs and services for all San Francisco children, youth and families.
- Strengthen community hubs in all neighborhoods.
- Increase and improve the quality of childcare programs for working parents.
- Improve the education of our children and youth.
- Reduce the impact of violence and truancy.
- Ensure that all children in need have access to safe, nurturing and enriching environments while they are not in school.
- Better prepare youth for workforce opportunities.
- Increase access to developmentally appropriate health services.
- Develop accessible and appropriate services for transitional age youth with high needs.

**The highlights of DCYF’s accomplishments from 2005 to 2007 & specific goals for 2008 – 2011 are listed below:**

**I. New and Expanded Program Initiatives:**

**Increasing Access, Maximizing Use of Facilities & Filling Major Service Gaps**

A) Afterschool for ALL	I) New Directions Employment Program
B) RecConnect	J) School-based anti truancy & violence prevention initiatives
C) Early Literacy	K) Special Needs Inclusion Project
D) Shape Up San Francisco	L) Communities of Opportunity
E) Community Response Networks	M) Service Learning
F) Safe Start (early childhood violence intervention)	N) Jobs for Youth
G) Wellness Centers	O) Early Childhood Mental Health, SF TEAM (literacy program), SF CARES (childcare worker stipends)
H) Beacon Centers	

A) Afterschool for ALL

*Accomplishments* – Launched After School for All for elementary and middle school youth— through formal collaboration and MOU with SFUSD. Closed the after school gap by 25% in the first two years creating 2,777 new spaces and 1,250 enrichment opportunities. Local city funds added 600 new spaces to community based programs, while SFSUD secured state and federal funding adding 2,177 new afterschool spaces in schools. In addition, we formed a citywide after school technical assistance collaborative – the first of its kind in California.

*Goals* – Strive to meet universal access to high quality afterschool programs for all elementary and middle school students by 2010, improve quality throughout the after school system, integrate SFUSD, Rec and Park and City-funded CBO services into seamless system. Expand opportunities for quality learning, social development and creativity for high school students out of school hours.

B) Rec Connect

*Accomplishments* – Co-planned initiative w. Rec and Park; 5 sites operating; served 6000 from 2006 to 2007; raised \$500,000+ from private funders

*Goals* – Complete 3 year pilot and evaluation; determine future of initiative

C) Early Literacy

*Accomplishments* – Designed and implemented Early Literacy Initiative in Bayview and Visitacion Valley – now reaching 188 pre-school children on a daily basis and 5000 family members in special events; implemented in collaboration with Jump Start and Public Library.

*Goals* – Reach children outside formal programs, expand to all preschools in Bayview and Visitacion Valley to serve 450 preschool children a day, engage USF students in Jump Start.

**DCYF Model Collaborative Initiatives**

- Early Literacy Initiative
- SF CARES
- Gateway to Quality
- RecConnect
- Beacon Centers
- Mayor’s Youth Education and Employment Program
- Wellness Centers
- Early Childhood Mental Health
- Anchor Institutions

D) Shape Up San Francisco

*Accomplishments* – Developed SF Walking Challenge with over 130 teams; played leadership role on the city’s inter-departmental food policy committee and funded school salad bars; expanded summer lunch participation by 23%; initiated healthy afterschool snack in 40 sites; developed and implemented new nutrition policy for DCYF funded programs.

*Goals* – Create model wellness polices for CBO’s serving in collaboration with the YMCA and the Boys and Girls Club. Continue partnerships with SFUSD to improve student nutrition and quality of food through expanded salad bars, increased breakfast participation, point of sale technology and incentives for meal application to maximize public reimbursements . Expand DCYF’s summer lunch and afterschool snack programs.

E) Community Response Networks

*Accomplishments* – Launched CRN’s in Western Addition and Bayview and expanded CRN in Mission and citywide Asian Pacific Islander CRN; Collaborated with MOCJ in planning and implementing San Francisco’s Call In program.

*Goals* – Launch a CRN in Visitacion Valley; evaluate impact of CRN’s on community violence and develop recommendations for future CRN efforts

F) Safe Start (early childhood violence intervention)

*Accomplishments* – Sustained a successful federally funded inter-agency pilot (involving law enforcement, mental health and CBO’s). to ensure early intervention when young children are exposed to violence. Contracted with Child Abuse Prevention Center to lead project.

*Goals* – Institutionalize the lessons learned from Safe Start into our health, social service and law-enforcement systems.

**DCYF Innovative Violence Prevention Strategies**

- **New Directions Employment Project**
- **Community Response Network**
- **Center for Academic Recovery and Empowerment (truancy)**
- **Safe Start**
- **Safe Havens**
- **Family Ambassadors**
- **25 schools targeted for new violence prevention programs**

G) Wellness Centers

*Accomplishments* – Planned and expanded to 8 additional high schools, which places wellness centers in all high public schools.

*Goals* – Expand participation in all centers; expand collaborating community agencies in all centers; jointly fund a wellness center pilot at one middle school.

H) Beacon Centers

*Accomplishments* – SF Beacons selected as national model by Kellogg Foundation to study middle school participation in after school programs; Expanded Beacon sites so currently in 29 different schools

*Goals* – Stabilize Bayview Beacon; expand participation in Vis Valley, Western Addition, Mission; Have Beacons play a leadership role in turning schools into community hubs.

I) New Directions Employment Program

*Accomplishments* – Designed new employment program for youth in juvenile justice system; 400 participated over 18 months, with only 3% recidivism during participation in program.

*Goals* – Increase the scope of job placements; reduce dropout from program between recruitment and enrollment; provide skill and vocational assessment. Begin referrals to private sector employment after completion of program.

- J) School-based anti truancy and violence prevention initiatives  
*Accomplishments* – Targeted CBO partnerships established at 25 schools; first arrest-free summer school (2007) in over a decade; planned (involved SFPD, JPD, SFUSD) truancy center program and protocol.  
*Goals* – Open Truancy Center in Bayview (11/07); evaluate effectiveness in reducing truancy and truant youth on the streets; open center in Western Addition (2008)
- K) Special Needs Inclusion Project  
*Accomplishments* – Developed “inclusion” standards for SF children’s programs in order to increase access for children with disabilities; trained over 400 staff on strategies and policies for including children with special health care needs into mainstream programs.  
*Goals* – Implementation of minimum and high quality inclusion standards for DCYF grantees, continuation of inclusion training and site based technical assistance, and fostering creative new collaborative for serving special needs children in the out of school time hours.
- L) Communities of Opportunity  
*Accomplishments* – Developed Family Ambassador teams for COO communities; Ambassadors (from the community) have been trained and perform outreach daily to community members. In the first 8 months, 129 individuals received individual support and Ambassadors provided information to 3,510 family members at events throughout Bayview. Led an extensive planning process with the community for Parent University.  
*Goals* – Full implementation of Parent University with programming in all four COO public housing sites, integrate w. Family Ambassadors and early literacy initiative
- M) Service Learning  
*Accomplishments* – Planned new service learning program focused on environmental issues, in collaboration with SFUSD, Department of Environment, and leading CBO’s.  
*Goals* – Launch pilot in Jan. 2008; Full implementation of service learning curriculum and initiative by 2010, in collaboration with SFUSD; active program in all school levels
- N) Jobs for Youth  
*Accomplishments* – Led inter-departmental planning and guided implementation of new youth employment intermediary (sponsored by United Way) to increase private sector employment opportunities for youth; 300 youth placed in 2007  
*Goals* – Increase youth placed each year; improve preparation of youth in city’s subsidized youth employment programs to facilitate transition to private sector.
- O) Early Childhood Mental Health, SF TEAM (literacy program), SF CARES (childcare worker stipends)  
*Accomplishments* – Expanded sites and/or participants in all three initiatives.  
*Goals* – Continue these important high quality initiatives

## II. Policy and Planning: Developing city-wide proposals to make San Francisco more youth and family friendly

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|---|
| A) Mayor's Policy Council on Children, Youth and Their Families   |
| B) SFUSD Partnership  |
| C) Transitional Age Youth (TAY)                                   |
| D) Community Needs Assessment/Children's Services Allocation Plan |
| E) Community Response Networks                                    |
| F) Child care   |
| G) Adolescent health  |
| H) Family support   |

### A) Mayor's Policy Council on Children, Youth and Their Families

*Accomplishments* – Convened and staffed a high level policy advisory body, which is addressing key issues related to keeping families in San Francisco. Researched and produced first official report on family flight in San Francisco.

*Goals* – Continue work of Policy Council; expand scope of issues; strengthen link between city departments and Council; review and report on the progress of the Council recommendations.

#### Council issues:

- Housing – Researched family housing policy, recommended guidelines/goals for building affordable housing, led to increased city commitment to affordable family housing.
- Schools – Convened work group of parents, SFUSD and CBO's to recommend city priorities on public schools. Council's recommended priorities were: a public education campaign for public schools, city lobbying for increased state funding; support for teachers; making schools more of a hub for community services.
- Cost of Living – Developed blueprint for range of potential programs and polices to increase supports for families to address the high cost of living.
- Transit – Led family and youth input for Transit Effectiveness Project, many recommendations being explored or implemented
- Violence Prevention – Endorsed city-wide structure for addressing violence prevention and added and children youth and family perspective.

### B) SFUSD Partnership

*Accomplishments* – DCYF led the city's efforts to improve partnerships on school-based services. This has included: Survey of all department-led school-related services; first joint meeting of department heads w. Superintendent; drafting Partnership for Achievement; negotiating MOU on after-school planning; developing protocols for CBO partnerships with SFUSD; training CBO's and school principals in best practices; developing service guide for schools on CBO partnerships; initiating planning on use of school yards. In addition DCYF has developed numerous school-based service models in past three years.

*Goals* — (Note: I have limited this list of goals to work that DCYF will lead.)

- Determine feasibility of a major educational reform called "preschool to third grade" or "Pk to 3" – which seeks to integrate pre-school into the formal education system, and create a seamless learning environment and curriculum between preschool and third grade. Because the city supports the majority of preschool and after school programs, we are in an ideal position to partner with the SFUSD on this innovation. Research is showing that this focus on the earliest possible intervention is the most significant way to lower the achievement gap created by poverty, racial inequities, & family dysfunction.
- Improve the partnerships between community organizations and the SFUSD;
- Expand use of schools as community hubs using the Beacons as a model;

- Continue to develop anti-violence, anti-truancy, workforce readiness, wellness, after-school, early literacy, and kindergarten readiness programs in partnership with the SFUSD, and develop school transition programs (transition to kindergarten, middle school, high school and post high school).

C) Transitional Age Youth (TAY)

*Accomplishments* – Convened and staffed an 18 month planning process among 37 members of the TAY Task Force; planning process involved 11 city departments, 24 organizations, 95 young people and 60 workgroup meetings. Produced groundbreaking report (first city recognition of specific needs of this age group); led recruitment and hiring of TAY Director. *Goals* – Support the continued work of the TAY Task Force, and the work of an interdepartmental committee related to transitional age youth. Facilitate the incremental implementation of Task Force recommendations in housing, workforce, support services, including the creation of at least one transitional age youth service center.

D) Community Needs Assessment/Children’s Services Allocation Plan

*Accomplishments* – Conducted extensive needs assessments, community meetings, focus groups, data collection, best practices research, public hearings, and interviews with department heads, policymakers, and community stakeholders to develop a blueprint for children’s services city-wide, as well as a detailed community-driven plan for allocating the city’s Children’s Fund. Allocations were based on the plan. *Goals* – Update the Community Needs Assessment, documenting accomplishments, changes needed, and realistic three year plans for all city-funded children’s services. Develop protocol for monitoring progress on plan and reporting to all relevant stakeholders.

**Policy Contributions since 2005**

- Framed, researched and recommended policies re: family flight
- Drafted Partnership for Achievement
- Transitional Age Youth report
- After school for all city-wide plan and MOU w. SFUSD
- Adolescent Health Toolkit, a national model
- State and local childcare legislation to increase revenue
- Comprehensive funding allocation plan for children’s services
- Collaboratively developed Shape-Up San Francisco

E) Cluster on Children, Youth, Families, Arts and Education

*Accomplishments* – Convened productive, well-attended cluster, involving 15 departments; shared information on new city-wide initiatives, organized work groups on employment and homeless families, addressed budget, program, data, and contracting issues. *Goals* – Focus cluster on inter-departmental strategies for monitoring program quality of grants with community agencies – develop and implement shared action plan for joint monitoring on truancy, joint training of program officers, and joint strategy for targeting agencies in trouble

F) Child care

*Accomplishments* – Continued and improved San Francisco’s innovative partnerships to provide high quality child care to working families working in formal collaboration with the Human Services Agency and First Five San Francisco. New activities included: Producing an economic impact report on benefits of childcare to SF, establishing a Standardized Reimbursement Rate pilot for 34 subsidized child care centers to increase funding; formation of a focused technical assistance system to reach 400 providers annually; creation of the ACCESS homeless child care program providing child care for nearly 200 homeless children. These new activities complement the continuation and expansion of San Francisco’s system of child care including: Gateway to Quality (which provides quality assessments city-wide); Preschool for All (which will create universal access to half day programs for all four year olds by 2009); Child Care Facilities Fund; child care subsidies; and an array of strategic supports for child care workers including wage supports, educational supports, and stipends for professionalization.

*Goals* – Expand local developer's fee for childcare facilities to include all office development (in progress); legislative advocacy to allow more creative blending of public funding streams to create full day care; expanding child care subsidies; feasibility study of a shared back office function for child care providers to reduce administrative burdens.

G) Adolescent health

*Accomplishments* – The Adolescent Health working group completed and published its Adolescent Health Toolkit which is already identified as a national best practice.

*Goals* – Continue support of Adolescent Health working group; Ensure that all children, youth and transitional age adults have access to health insurance.

H) Family support

*Accomplishments* – Increased DCYF's funding of family support by 40%. Formalized data sharing, planning and coordination with Human Services Agency and First Five, including goal of aligned funding by July 1, 2009. Collaborated with the Family Support Network and public partners to develop and adopt family support program standards.

*Goals* – Formalize public funding to leverage all available state and federal dollars, expand focus on prevention, infuse best practices, and establish efficiencies in contracting and shared outcomes. Launch the Parent University and have comprehensive programs in 4 locations.

### III. Grant making: Expanding programs, improving quality and accountability

- A) DCYF grant making
- B) Contract Management System (CMS)
- C) Standards
- D) Program Evaluation
- E) Peer Support & Field Building
- F) Technical Assistance
- G) Anchor Initiative

#### A) DCYF grant making

*Accomplishments* – DCYF is the city’s major grant maker for services to children and youth. Grants provided services to 35,000 unduplicated children and youth in 2006-07. We completed RFP for 2007-10 funding cycle, made allocation decisions and completed contracts for new funding cycle. 211 agencies received total of \$60 million in grants - an increase in programs funded by 25%, increase in funds allocated by 54%, and increase in agencies funded by 17%.

*Goals* – Maintain high standards in grant making. Improve training of program officers and protocols for identifying and addressing grantee problems before they reach a crisis.

#### B) Contract Management System (CMS)

*Accomplishments* – The CMS developed at DCYF is now a national best practice, and is being replicated throughout the country, including in Washington, DC, Providence, and Chicago. We increased the capacity of CMS system to collect data; analyzed CMS data on a regular basis, and shared results with policymakers (including dozens of requests from the Board of Supervisors and the Mayor’s Office), grantees, and other stakeholders; trained 150 organizations on CMS; provided TA to other city departments adopting CMS (JPD, MOCJ)

*Goals* – Conduct deeper analysis of program participation using the 4 years of data; improve system’s ability to track key data such as “dosage” of services; track outcomes for initiatives targeting youth at-risk; build a case management module to better monitor this service strategy; launch data sharing project (in collaboration with the Gardner Center at Stanford University) with other city agencies to determine how participation in community-based programs supports the well-being of children, youth and families.

#### **DCYF: San Francisco’s Major Grant Maker**

- Creator of city’s signature Contract Management System – a national model
- Funded programs serve 35,000 children & youth – an increase of 23% over 3 years
- 211 agencies receive grants totaling \$60 Million
- Developed program standards for all service areas, made compliance a requirement for funding
- Initiated a professional development program for grantees
- New strategies to involve youth in grant making and program evaluation

#### C) Standards

*Accomplishments* – Developed minimum and high quality standards in 6 service areas, in collaboration with 100 community-based organizations; launched “Standards Initiative” by evaluating all grantees against standards; for first time ever, required meeting minimum standards as a basis for funding; assisted after-school and youth employment grantees in self assessment on high quality standards.

*Goals* – Improve monitoring of standards; develop standards for violence prevention service area; have all grantees complete self assessments on high quality standards

- D) Program evaluation  
*Accomplishments* – Conducted independent evaluations of key initiatives, including Wellness, RecConnect, Beacons, SF Team; conducted annual consumer and grantee surveys; developed new agency performance measures and SF Stat measures; Developed and implemented a strategy for youth-driven evaluation; created and trained a Youth Team to evaluate programs from a youth perspective. The Youth Team conducted an assessment of employment needs of youth in public housing and launched an evaluation of MYEEP.  
*Goals* – Have youth evaluate youth employment programs and report to DCYF, other departments and grantees. Conduct a process and outcome evaluation of truancy and violence response efforts in collaboration with key city departments and SFUSD; conduct an outcome evaluation of the department’s initiative to improve quality in child care settings; improve and expand the youth and parent satisfaction survey.
- E) Peer support and field building  
*Accomplishments* – Developed a strategy to facilitate peer support among service providers; funded peer networks in five service strategies – child care, family support, youth employment, after-school, juvenile justice.  
*Goals* – Strengthen service provider peer networks in their ability to build the capacity of the field. Develop a strategy, in collaboration with other departments and private agencies, to improve the quality of the youth workforce and retain them in the field.
- F) Technical Assistance  
*Accomplishments* – Developed a DCYF technical assistance program that included a monthly Core Competencies Academy, intensive technical assistance to agencies in trouble, and two major conferences (attended by 1500 service providers) to educate and inspire the field; Re-organized and integrated the early childhood technical assistance programs.  
*Goals* – Expand technical assistance programs; develop a fellowship for young leaders doing violence prevention work; develop a TA collaboration with foundations interested in capacity building; coordinate with other city departments doing training and professional development of community grantees.
- G) Anchor Initiative  
*Accomplishments* – Analyzed need for city government to provide core organizational support to key neighborhood agencies that provide multi-services and are community anchors; issued RFP and selected 5 pilot organizations. We engaged HSA, MOCJ, MOCD and First Five representatives in the planning and RFP process, along with dozens of CBO’s.  
*Goals* – Develop a learning community for the 5 pilots and other neighborhood anchor institutions; evaluate benefits to the city of core investments in anchor institutions.

#### IV. Civic engagement, a new direction for DCYF: Increasing coordination, information and community involvement

A) Family and community events	D) SF Kids
B) Conveners	E) Access projects
C) Youth Empowerment Fund	F) Service guides

- A) Family and community events  
*Accomplishments* – DCYF has produced 3 signature family events each year, attracting increasing numbers of San Francisco’s families – from 26,000 to 30,000 attending Family Appreciation Day, and 10,000 to 20,000 attending Family Festival and 3,000 parents attending the Summer Resource Fair.  
*Goals* – Continue to improve and attract an increasing number of families to these events.
- B) Conveners  
*Accomplishments* – DCYF is launching the Convener Project to ensure coordination of services and better outreach to the public in 20 neighborhoods across the city.  
*Goals* – Fully implement and evaluate Convener Project to determine future needs. Allocate Parent Action grants through the Conveners throughout the city.
- C) Youth Empowerment Fund  
*Accomplishments* – For the first time, DCYF has established a youth-run, all-youth Youth Empowerment Fund Advisory Board (YEFAB), which meets regularly and guides the work of the department for the 3% of the Children’s Fund spent on youth initiated projects. This has become a lively, well-informed, active group – which makes grant decisions, monitors grants and organizes youth events and trainings. Innovations in this arena include: the city’s first funding of youth organizing projects, funding 4 major youth entrepreneurship projects throughout the city, organizing a violence prevention conference, and organizing the Summer of Unity, 5 events held in public housing projects, that were attended by 1500 residents.  
*Goals* – Continue active role of YEFAB in the work of DCYF.
- D) SF Kids  
*Accomplishments* – Launched the city’s first official parent-run web site for parents. SFKids.org is San Francisco’s Official Family Resource Guide. Since July 1, 2007, 13,606 unique visitors from 80 countries made 19,094 visits. On average, each stayed on the site for 3.5 minutes and sought information from 4.5 pages. While the majority of site visitors are from San Francisco, statistics on thousands of regional (plus national and international) visitors indicates that people are going to SFKids.org for information about things to do and places to go with children before visiting the City. For example, over 2,000 people have visited the site from Pleasanton, 147 from New York City, and 58 from Manila.  
*Goals* – Integrate neighborhood resource guides into the site; conduct outreach campaigns; increase information on site and number of users; develop a parent-to-parent feedback strategy. Note: The site will be multi-lingual in the next few months.
- E) Access projects  
*Accomplishments* – Funded two major projects to increase access to under-served populations – children with special health care needs and LGBTQ youth and families.  
*Goals* – Continue two-year access projects to target under-served, hard to reach populations.
- F) Service guides  
*Accomplishments* – Published 3 service guides (after school, youth employment, adolescent services) for wide distribution & a resource poster for all schools & other public venues.  
*Goals* – Continue publication and update of guides and posters on pertinent issues, as well as frequently-updated guides to 20 different neighborhoods.

## V. DCYF's Organizational structure: Increasing productivity, accountability and efficiency

### *Accomplishments:*

- Expanded planning and program partnerships with other departments. DCYF now has strong new partnerships with: JPD, MOCJ, SFPD, HSA, DA, MOCD, First 5, Public Library, DPH, Rec and Park, MOEWD, Public Housing, and the Youth Commission.
- Expanded department space to create a large, well-equipped conference room (called The MINT – for “minting” new ideas), to provide a venue for creative problem solving with community and other departmental partners. It is constantly in use, and has made DCYF a hub for lively, cross-cutting meetings and trainings.
- Organized the department into 6 service area teams, combining planners, program officers, initiative and evaluation staff. This has addressed the silos that had existed within the department (which had polarized and created significant tension in the department in the past), led to greater flexibility in work assignments, increased morale, as well as accountability and has led to more creative and effective problem-solving.
- Co-located with key community partners – RecConnect, Family Support Network, Transitional Age Youth Task Force, and Adolescent Health Working Group, in addition to ongoing co-location with the Beacon Initiative and the Childcare Planning and Advisory Council. This allows easy cross-fertilization with community partners.
- Re-organized staff positions – turning 3 administrative positions into key program and community support positions: Communications Coordinator, Coordinator of Professional Development and Training (for grantees), and a Community Builder.
- Expanded role and expertise of Summer Lunch Coordinator into a Nutrition and Physical Fitness Coordinator (by increasing participation in feeding programs and drawing down more federal admin dollars) so as to play a leadership role city-wide on this issue.
- Moved a youth organizing position from a community contract into the department to inform funding decisions and infuse a youth perspective on our work.
- Moved the Adolescent Health Coordinator from DPH to DCYF (in collaboration with DPH) to facilitate greater city-wide planning.
- Created a community violence response coordinator position to work city-wide to facilitate street outreach, case management, and crisis intervention.
- Created a part-time events coordinator to organize signature family events, as well as other department events for the public – a new function for the department.
- Created Partnership for Achievement Coordinator position to facilitate the implementation of key aspects of the partnership. (position will be moved to Mayor's Office)
- Created a new, more user-friendly web site for the department.