

The DCYF FY2018-2019 Grantee Survey Summary of Results

Introduction

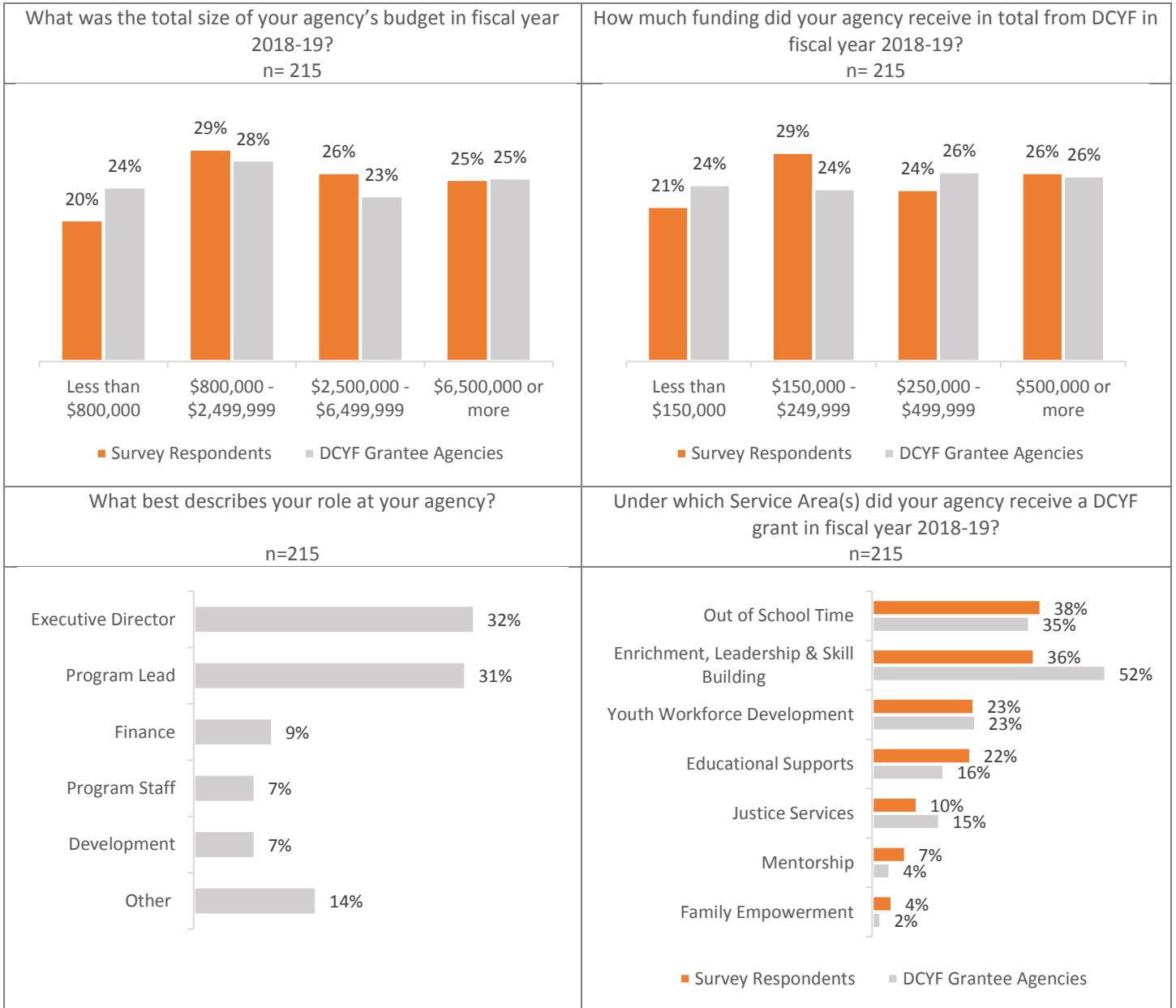
This document provides a summary of results of the FY2018-2019 DCYF Grantee Survey. Administered annually to DCYF grantees, the survey primarily focuses on grantee interactions with DCYF staff. Several questions on DCYF's planning process and commitment to advancing equity were included in the FY2018-2019 survey to support work in these areas.

DCYF is committed to using the results of the Grantee Survey as a tool in guiding its policies and practices towards continuous improvement. Survey responses around satisfaction with the various teams at DCYF will be used to inform each team's plan for improvement in their respective areas. Results from the Overall Satisfaction section will be reported to the Controller's Office for year-end departmental performance measures reporting, which are indicators of the department's performance as a public-serving agency. DCYF's internal Equity Committee will partner with relevant DCYF teams and managers to determine ways to address the feedback on potential equity-related offerings and DCYF's cultural competency and responsiveness.

Respondent Backgrounds

A total of 269 grantee staff responded to the survey. The aim was to receive at least one response from each grantee agency, and grantees were invited to submit multiple responses if multiple staff at the agency interacted with DCYF. Two-hundred and fifteen (215) respondents provided background information on themselves and the agency they represent. As the charts below indicate, grantees of various budget sizes and DCYF grant amounts were pretty evenly represented, with some slight underrepresentation from smaller agencies and agencies that received smaller grants. Most respondents were either Executive Directors (32%) or Program Leads (31%), which aligns with the guidance given to grantees— that those who are familiar with all the DCYF grants their agency should complete the survey. DCYF's grant portfolio was also accurately represented, with the most responses coming from agencies that received an Out of School Time (OST) and/or Enrichment, Leadership and Skill Building (ELS) grant (38% and 36% respectively).

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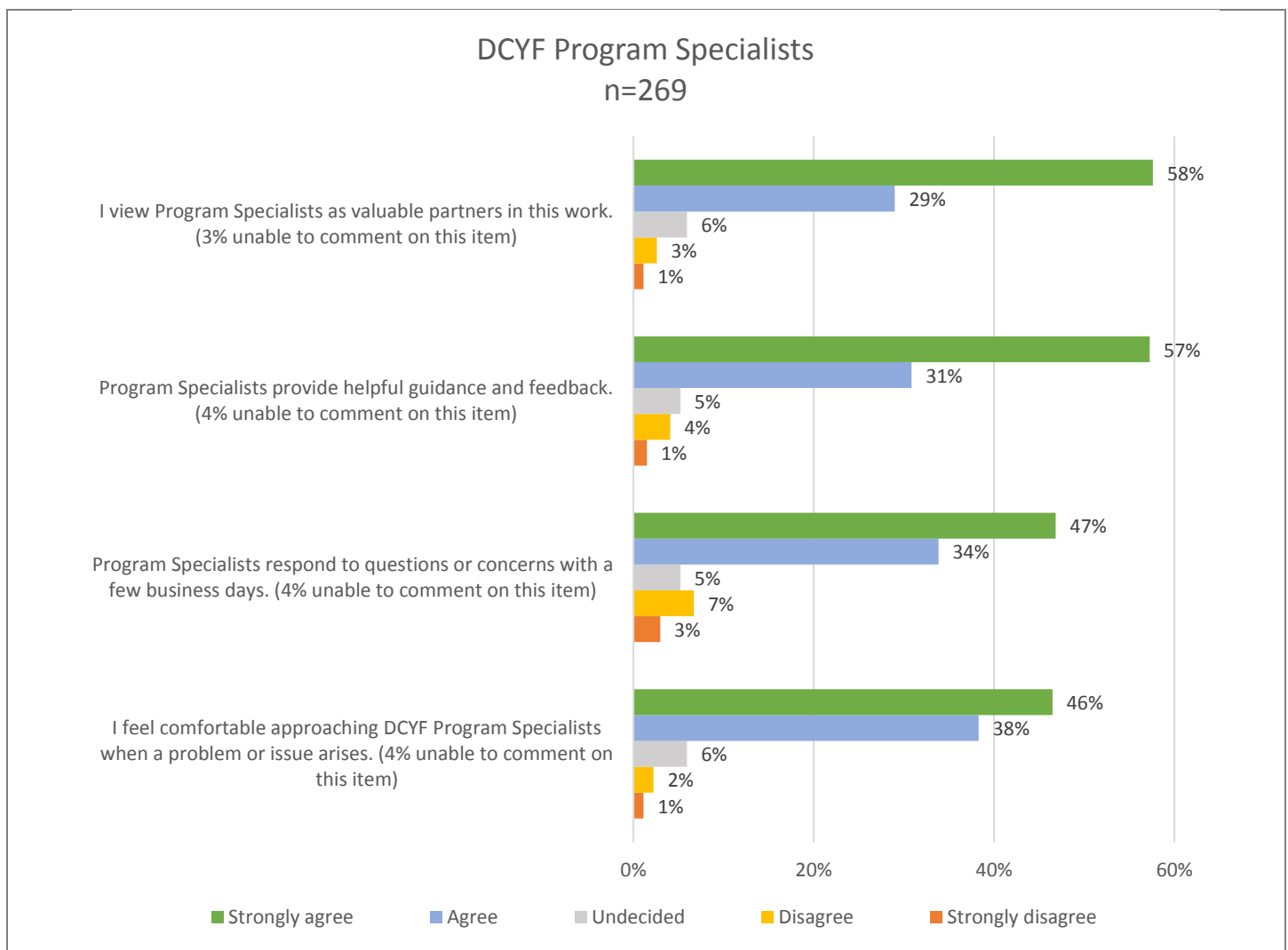
Satisfaction with DCYF Services and Support

Survey respondents gave feedback on the quality of services and support provided by the various teams at DCYF. Below is a summary of this feedback by team.

DCYF Program Specialists

Program Specialists serve as grantees' primary point of contact at DCYF, reviewing and approving grantee workplans and invoices, observing and assessing grantee programs, and providing referrals to training and technical assistance opportunities.

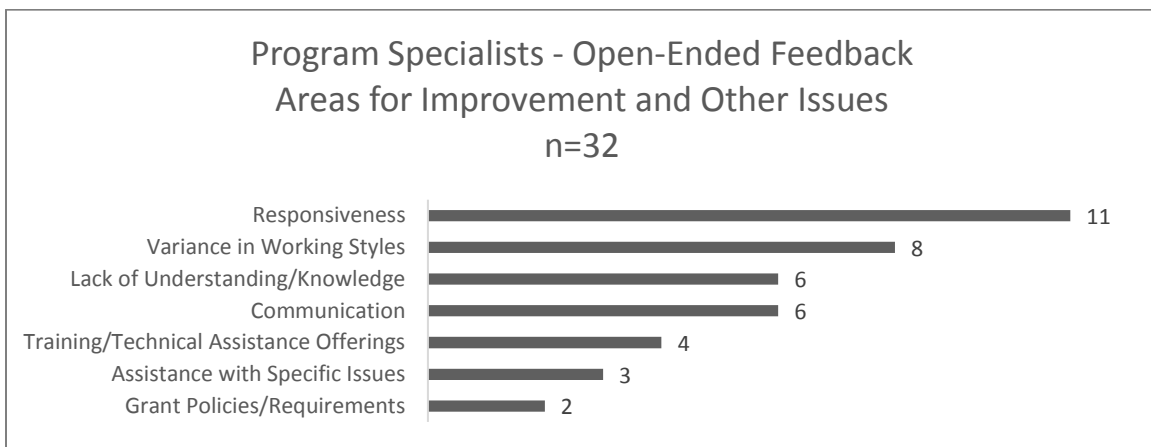
All 269 survey respondents provided feedback on their Program Specialist(s). For the most part, feedback was very positive. The vast majority indicated that their interactions with their Program Specialists were comfortable, helpful, valuable and Program Specialist communications, responsive.



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Of the 269 respondents to the survey, 119 provided open-ended feedback on their DCYF Program Specialist(s).¹ The open-ended feedback was generally positive—91 of the 119 respondents (76%) shared favorable remarks. Respondents highlighted several positive qualities about their Specialists, including helpful/supportive (84 of the 91), responsive (28 of the 91), and understanding/knowledgeable (10 of the 91). Additionally, 48 respondents identified their specific Program Specialist(s) by name in their response in order to offer kudos.

Of the 119 open-ended respondents, 32 (27%) identified issues to address and/or areas for improvement. These issues and areas ranged from DCYF’s grant policies/requirements to the variance in working styles among Program Specialists. While the majority of respondents who offered open-ended feedback found Program Specialists to be responsive and knowledgeable, a small number identified these as areas for improvement for some Specialists. The chart below provides an overview of the areas for improvement and other issues to address that respondents noted in their open-ended responses.



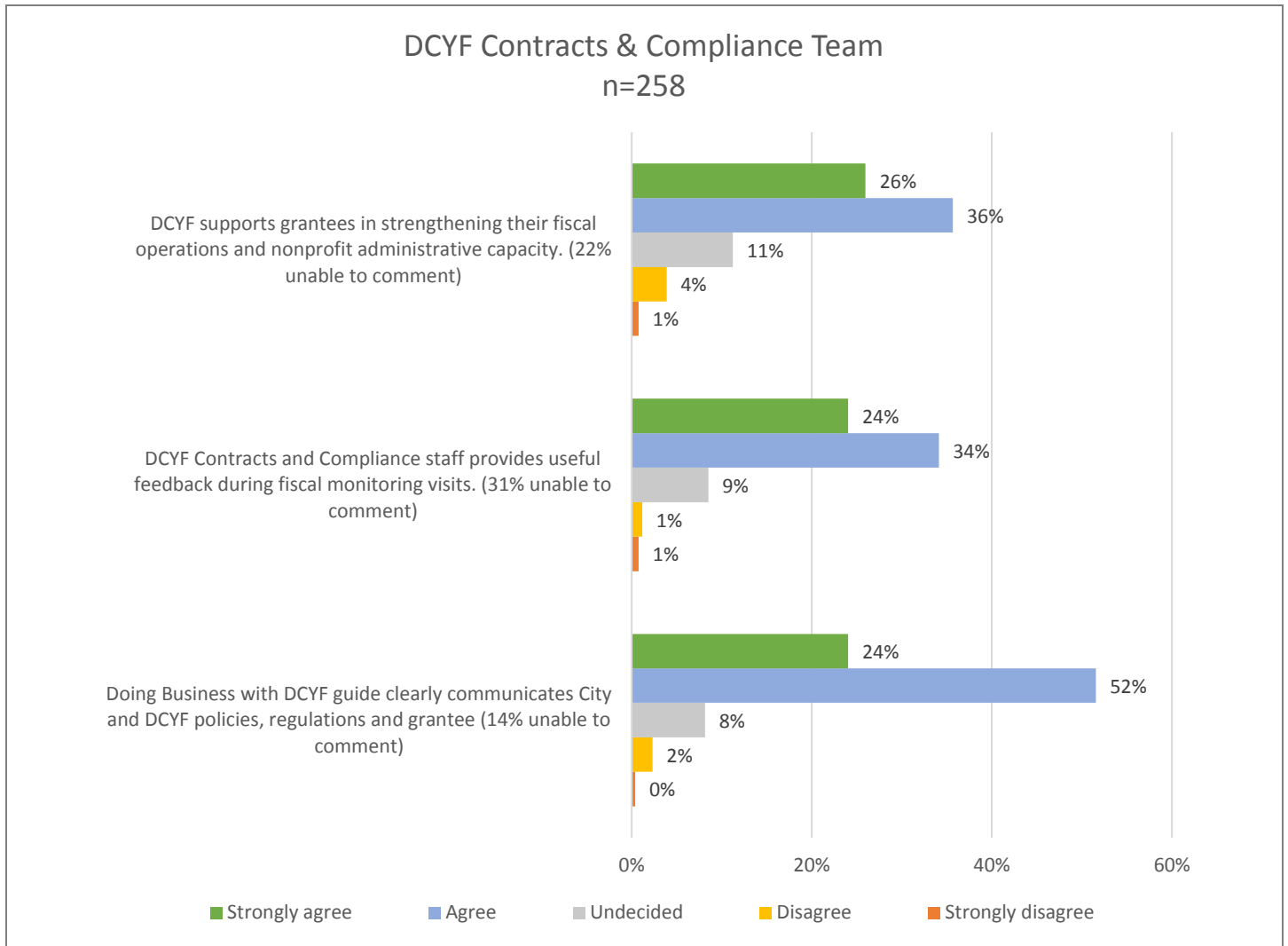
¹ While 139 respondents entered a response into the open-ended text box for Program Specialists, a review of these responses found that only 119 were relevant. Several responses were essentially a non-response (e.g. “n/a” or “I do not have on-going contact with the DCYF Program Specialist and will pass to staff who are more knowledgeable on the items”). Some responses were deemed to be more relevant to the work of other DCYF teams and analyzed as part of the open-ended feedback for those teams.

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Contracts & Compliance Team

The roles and responsibilities of the DCYF Contracts and Compliance team include processing grant agreements, reviewing grantee budgets and requests for modifications, ensuring grantee compliance with City policies and regulations, and conducting fiscal monitoring visits.

A total of 258 respondents provided feedback on their interactions with the Contracts & Compliance Team, the majority of which were positive. Unlike Program Specialists who serve as DCYF’s primary point of contact for grantees, the Contracts and Compliance Team may only interact with specific staff at each agency. This helps explain the higher percentages of respondents who felt they were “unable to comment” on these items.



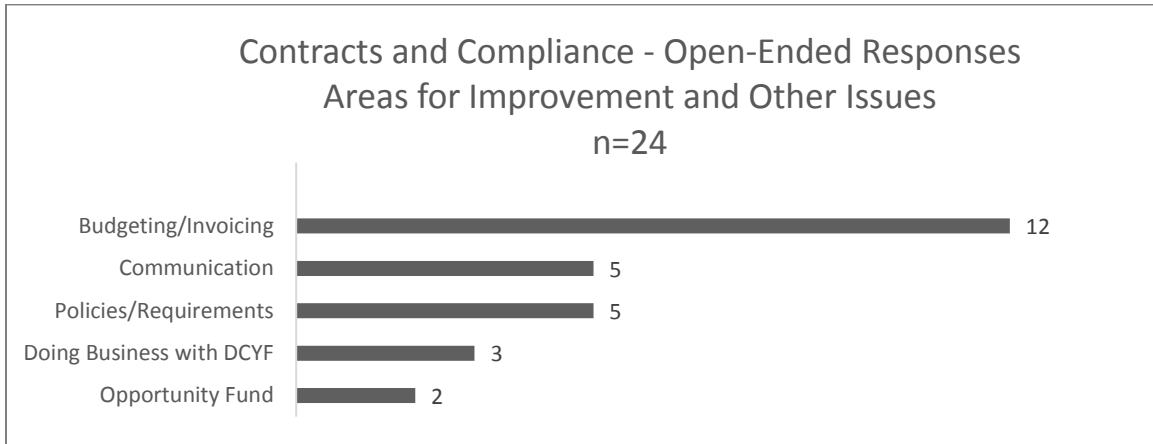
Of the 269 respondents to the survey, 42 provided open-ended feedback on the work of the Contracts and Compliance team.² About half of the respondents shared positive feedback complimenting the work of the team. Several expressed appreciation for the resources and support that the department has made available.

¹While 63 respondents entered a response into the open-ended text box for the Contracts and Compliance team, a review of these responses found that only 42 were relevant. Several responses were essentially a non-response (e.g. “n/a” or “This question should

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About half of the open-ended respondents identified issues to address and/or areas for improvement. The most frequent issue raised by respondents was budgeting/invoicing challenges in the DCYF Contract Management System (CMS). Some of the challenges specified were “slower preparation of budgets, budget [modifications] and invoices” due to the line item invoicing and budgeting structures, which have led to increased administrative costs.

The chart below provides an overview of the areas for improvement and other issues to address that respondents noted in their open-ended responses.



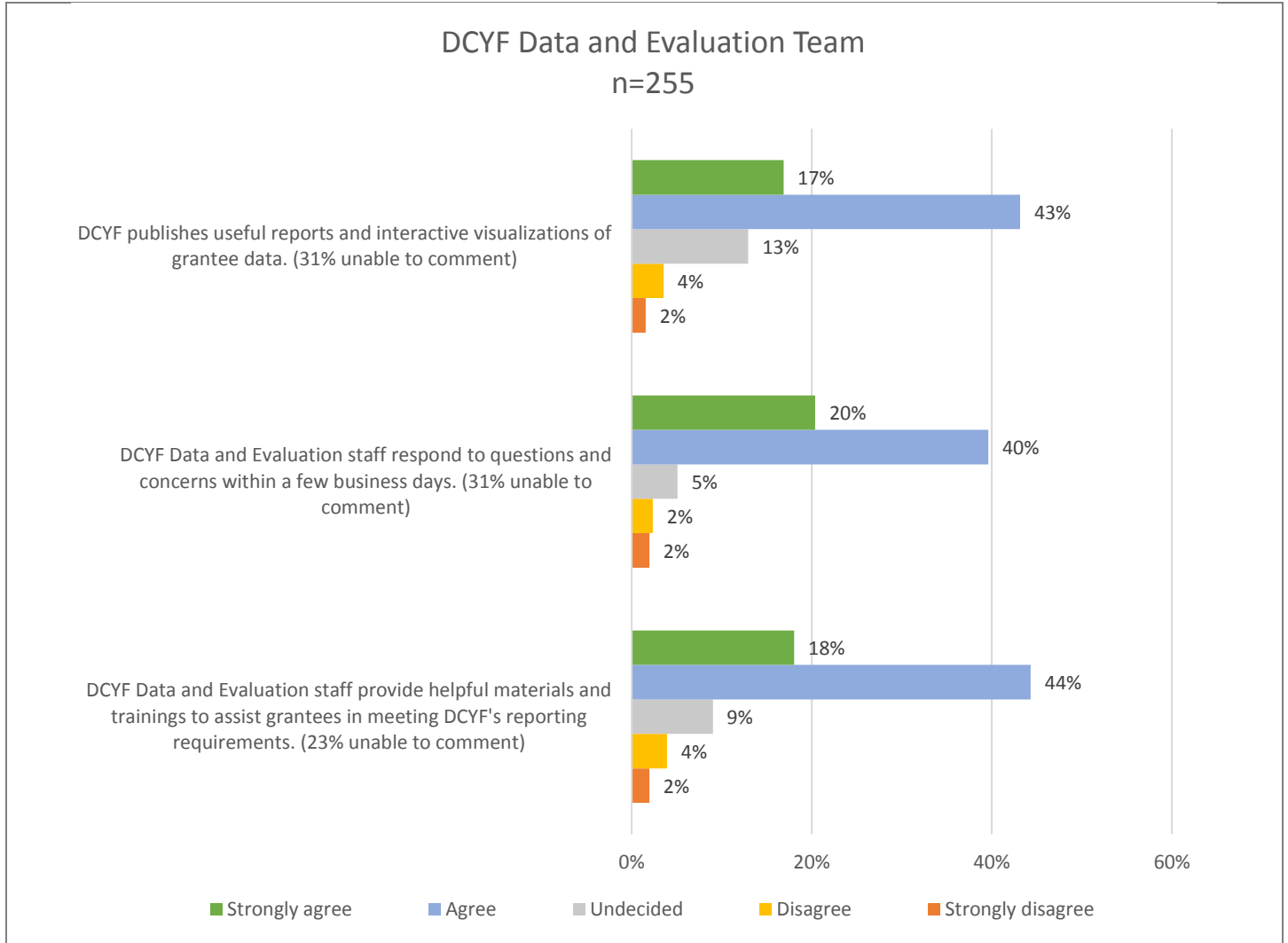
be directed to our fiscal officer”). Some responses were deemed to be more relevant to the work of other DCYF teams and analyzed as part of the open-ended feedback for those teams.

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Data & Evaluation Team

The roles and responsibilities of the DCYF Data and Evaluation team include managing the DCYF Contract Management System, overseeing the collection of youth surveys, analyzing grantee data, preparing summary reports, supporting departmental planning efforts and coordinating evaluations of the department’s investments.

A total of 255 survey respondents replied to this section. As the chart below indicate, the majority of respondents reported positive feedback about the materials, trainings, reports and visualizations provided by the D&E team. They also felt that the D&E team responded to questions and concerns in a timely manner.

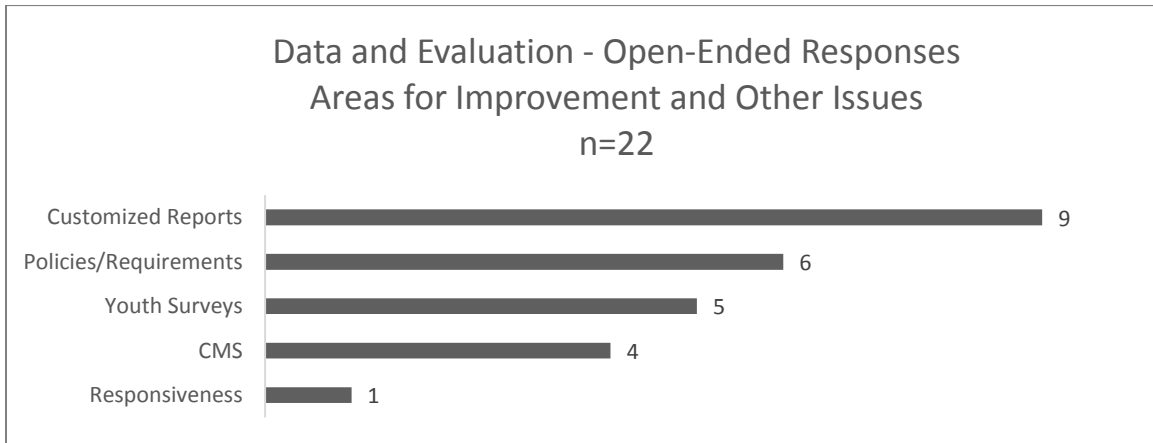


Of the 269 respondents to the survey, 31 provided open-ended feedback on the work of the Data and Evaluation team.³ While 9 of the 31 respondents offered positive feedback commending the work of the team (e.g., “I really love the program dashboard and being able to see real-time data on the different charts—very helpful!”), the majority—22

³ While 56 respondents entered a response into the open-ended text box for the Data and Evaluation team, a review of these responses found that only 31 were relevant. Several responses were essentially a non-response (e.g. “n/a” or “I have not had interactions with Data and Evaluations.”). Some responses were deemed to be more relevant to the work of other DCYF teams and analyzed as part of the open-ended feedback for those teams.

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respondents—identified issues to address and/or areas for improvement. The most frequent request was for support in creating custom reports with CMS data. For example, one respondent noted, “With a new system there are always difficulties to address. I would like more freedom in creating my own customized reports which wasn't readily available this year.” Other open-ended respondents took issue with data collection policies/requirements (e.g., consent forms, SFUSD MOUs, etc.) or noted specific issues with participant surveys or CMS. The chart below provides an overview of the areas for improvement and other issues that respondents noted in their open-ended responses.

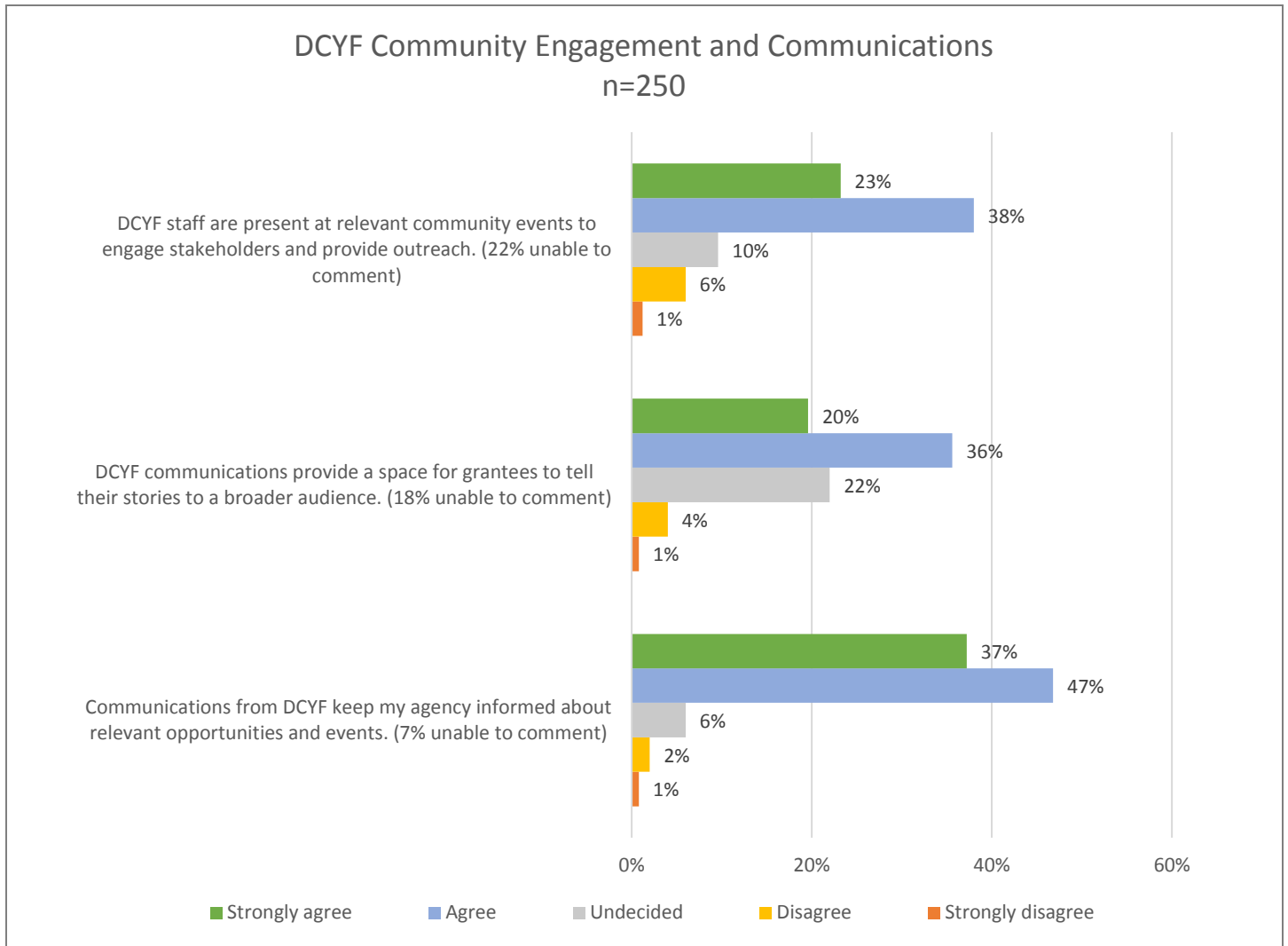


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Community Engagement and Communications

The DCYF Community Engagement and Communications Team promotes the work of DCYF grantees, conducts outreach to children, youth and families to increase awareness of DCYF-funded programs, and seeks to cultivate a sense of belonging in San Francisco.

A total of 250 survey respondents provided feedback on the work of the Community Engagement and Communications Team. Again, the vast majority felt that DCYF communications and community engagement efforts were relevant and informative. A higher number checked “Undecided” with the statement, “DCYF communications provide a space for grantees to tell their stories to a broader audience,” implying a need for more clarity around this goal.

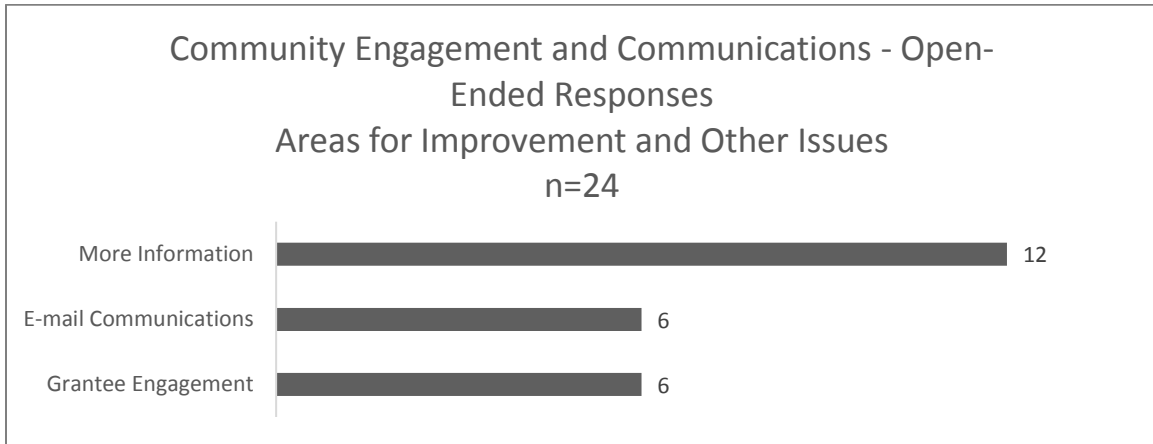


Of the 269 respondents to the survey, 40 provided open-ended feedback on the Community Engagement and Communications team.⁴ About half of these respondents shared positive feedback on the work of the team. The

⁴ While 51 respondents entered a response into the open-ended text box for the Community Engagement and Communications team, a review of these responses found that only 40 were relevant. Several responses were essentially a non-response (e.g. “n/a” or “No comment at this time.”). Some responses were deemed to be more relevant to the work of other DCYF teams and analyzed as part of the open-ended feedback for those teams.

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remaining open-ended respondents offered feedback that indicated areas for improvement or other issues to address. The most common request was for additional information on how to engage with the Community Engagement and Communications team. For example, one respondent wrote, “We would love to have DCYF share our stories or highlight our work to City stakeholders, schools, families, and other funders. This would be helpful.” Respondents also indicated issues with signing up for e-mails and requested more opportunities for grantees to engage with each other and with DCYF. The chart below provides an overview of the areas for improvement and other issues to address that respondents noted in their open-ended responses.



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Overall Satisfaction

Respondents also provided feedback on their overall satisfaction with the department. Two hundred and twenty (220) respondents completed this section. The majority of respondents indicated they find the department’s resources and supports valuable, and the processing of grant agreements and invoices “better” than other City funders. Overall, the vast majority of respondents reported they are “very satisfied” or “satisfied” with DCYCF services and support.



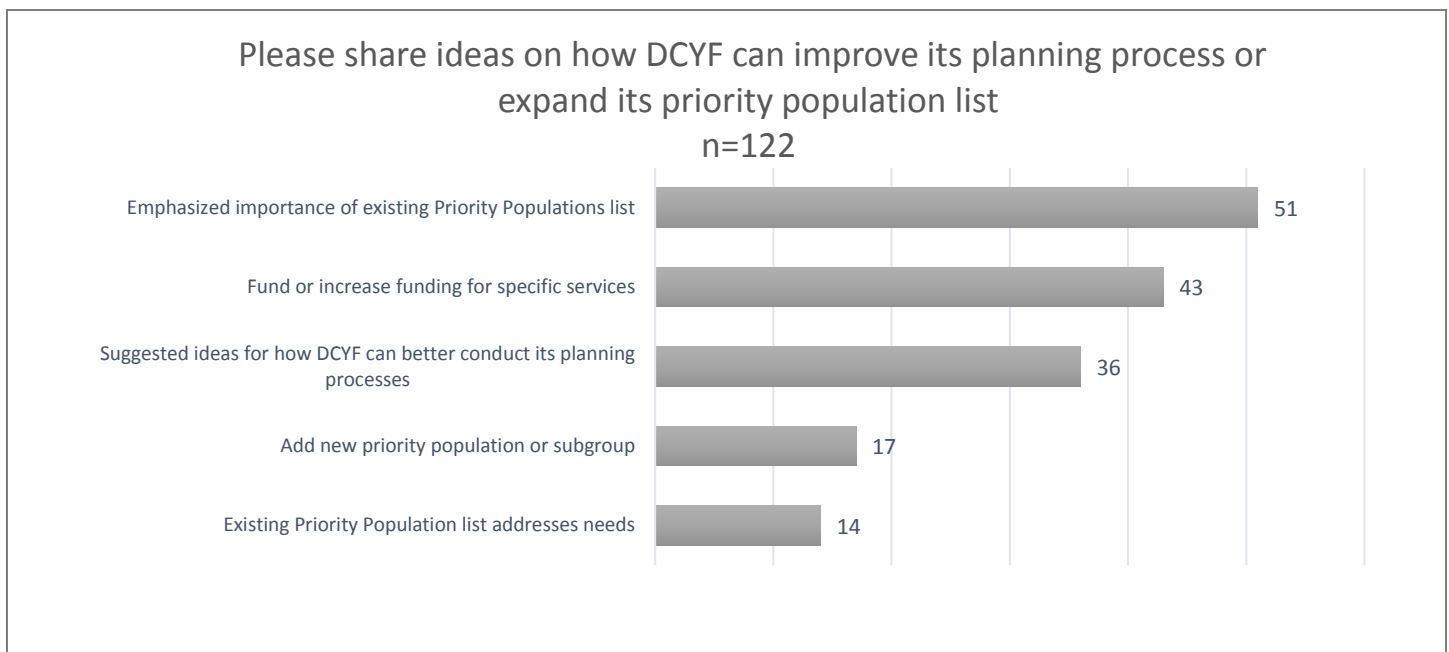
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DCYF’s Efforts to Advance Equity

DCYF is committed to advancing equity in all aspects of its work, including internal operations as well as public-facing investments and partnerships. Based on this, the survey also contained questions on these efforts. Below are summaries of this feedback.

DCYF’s Planning Process

Of the 269 respondents, 122 provided qualitative feedback on how DCYF can improve its planning process, which includes the process for conducting the Community Needs Assessment (CNA), the Services Allocation Plan (SAP) and the Request for Proposals (RFP), in ways that better ensure that DCYF’s funding reaches the children, youth and families most in need.⁵ Specifically, respondents were asked to share ideas for potential priority populations and/or reaching priority populations with concentrated needs. Below is an overview of these ideas.



In general, most of the responses reported support of DCYF’s existing Priority Population list either by emphasizing the importance of the existing list (51) or directly stating support for the list (14). Seventeen (17) responses suggested new priority populations. The suggestions for new priority populations were reflected as populations to collect information from in the CNA Plan, which was approved by DCYF’s Oversight and Advisory Committee on June 24, 2019. Thirty-six (36) responses suggested ideas for how DCYF can better conduct its planning process, and 43 suggested types of services to fund or augment.

⁵ A total of 135 respondents entered some text as a response, but 10 of those responses were non-responses, like “no comment” and “n/a” and three (3) were irrelevant to the question.

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Interest in DCYF-sponsored Equity Resources and Supports

Respondents also had the opportunity to share their interest in several equity-related resources and supports the department is considering making available. A total of 223 respondents provided feedback in this regard. As the table below shows, the majority of respondents indicated they are “very likely” and “somewhat likely” to access such resources and supports if they were offered. Only those that indicated some level of likelihood are shown in the table; for the percent of respondents that were unable to comment on the item, please refer to the question text.

How likely would your agency access the following equity-related resources and supports if offered ⁶ :	Very likely	Somewhat Likely	Not likely
A DCYF-sponsored “equity summit” in which grantees are invited to share the work they are doing to advance equity in order to raise awareness and so that DCYF grantees can begin to align their strategies with each other. N=223; 8% unable to comment	53%	34%	5%
Regular updates to DCYF’s RBA Scorecards, which disaggregate youth outcomes by race/ethnicity and other demographics. N=223; 12% unable to comment	42%	39%	7%
Regular updates around San Francisco’s changing demographics and community needs. N=223; 6% unable to comment	65%	26%	2%
DCYF-sponsored technical assistance and capacity building in applying an equity lens to program evaluations and assessments. N=223; 8% unable to comment	56%	29%	8%
DCYF-sponsored technical assistance and capacity building in applying an equity lens to youth development work. N=223; 8% unable to comment.	56%	30%	6%

Of the 269 survey respondents, 18 provided additional details on their responses to this question.⁷ The most common response (8) was an emphasized interest in the listed resources and supports. Three others (3) emphasized the need for more equity work in the city, while three (3) others expressed a desire to be more involved in DCYF’s equity work, and three (3) suggested other types of resources or supports DCYF might consider offering. One (1) respondent expressed their agency is already involved in equity efforts and implied that the potential resources and supports listed are duplicative of these efforts.

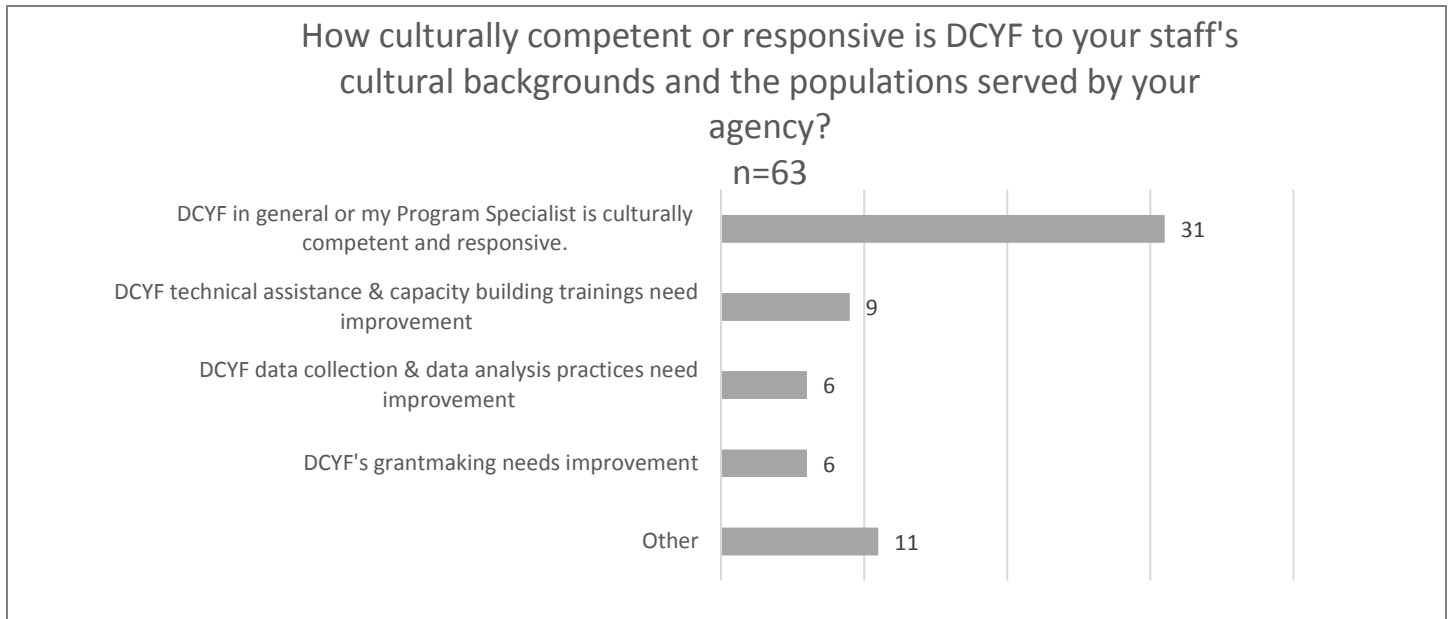
⁶ Due to automated rounding, percentages may not add up to 100%.

⁷ The vast majority of submitted responses were essentially non-responses like blank text boxes or “n/a” or “no comment” entered into the text box. Seven (7) were irrelevant to the question.

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Feedback on DCYF’s Cultural Competency and Responsiveness

As part of the department’s commitment to advancing equity, the survey invited respondents to provide open-ended feedback on the department’s cultural competency or cultural responsiveness. A total of 63 respondents provided feedback in this regard.⁸ Please see the chart below for a breakdown of the themes that emerged and corresponding number of respondents.



For the most part, most respondents (31) indicated satisfaction with DCYF’s cultural competency or responsiveness. Some of these responses specified their Program Specialist as being respectful and understanding towards their program’s unique culture and/or the populations programs served. In terms of areas for improvement, respondents noted several where they felt DCYF could be more culturally competent or responsive. The most common feedback in this regard was around technical assistance and capacity building trainings (9). In general, respondents felt that either the content of DCYF trainings could be more culturally competent or the trainings themselves be more accessible by grantee staff:

“I would like to see DCYF University come to CBOs to do workshops and seminars. It’s difficult to take time out of work days to attend...”

“It would be great to hold large training and workshops focusing on appropriate use of labels and language such as Hispanic/Latinx or African American/Black...”

“... I do think DCYF can do more to be culturally proactive in [its trainings to] ensuring support to hourly waged and part-time staff who are more likely to be people of color, from San Francisco, graduates (or drop-outs) from our public schools, recipients of public benefits, folks without a college degree, etc...”

Others noted that DCYF’s data collection, analysis and reporting practices needed improvement (6). Some specified the Youth Experience Surveys and suggested that DCYF be more inclusive of service providers in designing these surveys so

⁸ Of the 263 submitted responses, 187 gave non-responses, like blank text boxes or they entered “n/a” or “no comment.” Fourteen (14) were irrelevant to the question or unclear.

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that they are more culturally appropriate for youth. Other comments that directly referenced the Youth Experience Surveys shared ideas for what they felt were more culturally appropriate terms (e.g. “use ‘Tagalog’ instead of ‘Filipino’”) and commented that the surveys for older youth are too long and not appropriate for youth’s literacy levels. Others felt that year-end reports could be more responsive to the organizational development needs of grantees, suggesting that these reports be framed as such.

Another suggestion was to use more culturally responsive language in these reports as the reports “can be a bit daunting if you don’t speak the City language.”

Another area of improvement was DCYF’s grant making (6). These responses either reported that DCYF’s grant making could be more culturally responsive to the needs of a specific population (e.g. Latino families, Black youth in the Southeast Corridor) or grant making could be more responsive to the needs of specific types of grantees (e.g. new grantee agencies, grantees with smaller agency budgets).

Several themes comprised the “Other” category (11). Four comments suggested that DCYF communications materials, like the website, be translated in several languages and be more “youth-facing.” Some respondents felt DCYF’s staff can be more reflective of the populations served by DCYF grantees. Other respondents expressed general statements about DCYF’s need for improvement in cultural competency and responsiveness (e.g. “more improvement is needed in this area”).