

RESULT AREA GUIDE

Children & Youth Are Supported by Nurturing Families & Communities

LAND ACKNOWLEDGEMENT

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



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RESULT AREA

Children & Youth Are Supported by Nurturing Families & Communities

This Result Area is associated with programs, resources, supports and activities that increase the ability for families to nurture their children, and for children, youth, TAY/A, and their families to feel safe, connected, and engaged with their communities.

The Result Area is supported by the **Enrichment & Skill Building, Family Empowerment, Justice Services, and Outreach & Access Service Areas**. Each Service Area aims to promote accessible spaces and resources for children, youth, TAY/A, and families to feel safe, stable, and nurtured in their communities.

TARGET POPULATION

Ages 0-24



0-5



6-13



14-17



18-24

DCYF is committed to serving all ethnicities and populations in San Francisco with focused expertise to address the unique cultural needs of all San Francisco's children and youth.

This Result Area targets all children and youth ages 0-24 and their families.

Citywide/Universal Need	<ul style="list-style-type: none">• Parents & caregivers in need of support• Children, youth, TAY/A & families needing access to programs & resources
Concentrated Need	<ul style="list-style-type: none">• African American• American Indian/Alaska Native• Hispanic/LatinX• Pacific Islander• Low-income Asian• Families economically impacted by COVID
Characteristics of Increased Need	<ul style="list-style-type: none">• Justice Involved youth & their families• Communities exposed to violence, discrimination or trauma

CHILDREN & YOUTH ARE SUPPORTED BY NURTURING FAMILIES & COMMUNITIES

Service Areas, Strategies, & Initiatives

Service Areas & Strategies In This Result Area

The Service Areas and Strategies that are associated with this Result Area will have a direct impact on the conditions necessary to for healthy children, youth, TAY/A, and families to build on and thrive.

Result Area	Service Area	Strategy/Initiative
Supported by Nurturing Families & Communities	Justice Services	Whole Family Support
		School Crisis Support*
		Out-of-Home Placement
	Family Empowerment	Collaboratives*
	Outreach and Access	Community Navigators*

*DCYF Initiative

Universal Requirements

DCYF has identified the following requirements that are universal to all Service Areas and Strategies. These “Universal Requirements” serve as the baseline of what will be required for all funded programs. These requirements must be adhered to in addition to any Strategy-specific requirements that have been outlined in every Strategy.

1

Social-Emotional Learning: Programs must incorporate social and emotional learning principles into programming.

2

Outreach and Recruitment: Programs must have an appropriate strategy for outreach and recruitment for all proposed populations that will be served.

3

Support for Youth with Disabilities: All programs must try to accommodate youth with disabilities. Programs and services must be accessible to persons with disabilities (to be in compliance with the [American with Disabilities Act https://www.ada.gov/law-and-regs/](https://www.ada.gov/law-and-regs/)). Programs must have an established process for supporting participants with disabilities through an accommodation process. This accommodation must be well defined. What support and accommodations are built into the program and what will the agency do if the program cannot accommodate the participant? All programs must participate in a mandated Inclusion Training.

4

Cultural Responsiveness: Programs must take a culturally responsive approach, which is defined as enabling individuals and organizations to respond respectfully and effectively to people of all cultures. This means programs must understand and include the diversity of customs and representation of the participants (i.e., languages, races, ethnic backgrounds, disabilities, religions, genders, sexual orientations) and other diversity factors in a manner that recognizes, affirms and values their worth.

5

Behavioral Health and Wellness: Programs must provide or broker partnerships with behavioral health and wellness providers to support children and families with access to care. Partnerships should be inclusive of culturally responsive practices.

6

Data Collection and Evaluation: Programs are required to participate in all DCYF Evaluation efforts. Program must submit required data by set deadlines. Data to be submitted includes, but is not limited to Contract Management System (CMS) workplans, activities, attendance, invoices, Program Quality Assessment (PQA), Program Improvement Plan (PIP), and youth experience surveys. Data collected supports DCYF in measuring the impact of our Results and Service Areas.

7

Family/Caregiver Engagement/Partnership: Programs must create opportunities for families and caregivers to be connected to the program, as appropriate, based on the types of services offered. Partnership opportunities should be open to all family members that support students. Family partnership activities include, but are not limited to, parent orientations, volunteer opportunities, family events, parent workshops, connections to resources, etc.

8

Meetings and Convenings: Programs must adhere to policies of DCYF and participate in activities that include, but are not limited to grantee meetings, site visits, and annual conferences.

9

Continuous Quality Improvement: Programs must participate in the Youth Program Quality Intervention process as outlined by DCYF. This includes conducting self-assessments using the appropriate Program Quality Assessment (PQA) tool, hosting external observers, attending PQA trainings, planning with data meetings, and Program Improvement Plan (PIP) process.

10

Youth Leadership and Voice: Programs must provide opportunities for youth voice and/or leadership at appropriate grade and age-level for participants to lead, facilitate, and provide feedback within program. Funded agencies should work toward having at least one youth member in their organization's board of directors through appropriate training and support (SF BOS Resolution No.490-21).

11

Internet Safety & Cyberbullying: Social media is increasingly exposing youth to bullying and unsafe interactions with minimal supervision, especially given the escalation of social media use during the pandemic. To counter/respond to/support students in this landscape, programs are required to have a cyber-bullying, internet-safety policy/plan outlined in their handbook.

12

Barrier Removal: Programs must provide or have the ability to connect participants to services and supports that include, but is not limited to, financial and other material resources that are responsive and help participants and their whole families gain or maintain access to basic needs, including childcare, food, water, clothing, technology, internet access, transportation, educational vouchers, legal services, and more.

SERVICE AREA

Justice Services

Result Area

Children & Youth Are Supported by Nurturing Families & Communities

Strategy/Initiative

Whole Family Support

School Crisis Support*

Out-of-Home Placement

*DCYF Initiative

The Justice Services Service Area establishes a continuum of services for justice system-involved youth and TAY/A. The service area aims to divert system-involved youth and TAY/A away from further engagement in the juvenile and adult justice systems and reduce rates of recidivism. Connection to adult allies, enriching and responsive programming, ongoing case management, access to positive activities, training, and whole family support will be foundational to this Service Area's success in diverting youth and TAY/A away from system-involvement. Services will be provided in partnership with the juvenile and adult justice systems and take place in both in-custody and community-based settings. Given the unique contexts and needs of youth and TAY/A involved in justice systems, programs funded under this service area are expected to demonstrate advanced knowledge in youth and young adult development principles as well as advanced practice in providing culturally responsive services.

The Justice Services Service Area consists of five (5) strategies that may work in conjunction with three (3) City-led initiatives for structured and coordinated service delivery: Justice Services Care Coordinators, Custody-Based Services, Credible Messenger Life Coaches, Whole Family Supports, Out-of-Home Placement Strategies, and School Crisis Support, Community Assessment and Referral Center (CARC), and Young Adult Court Case Management (YACCM) Initiatives. Funding strategies under Justice Services address needs for education, employment, and economic support among not only justice-involved individuals, but also their direct households. Funding strategies in this area will support youth and young adults in multiple stages of their case flow, including in-custody, pre-trial release, awaiting adjudication, upon adjudication, awaiting sentencing, alternative to detention, out-of-home placement, or while in school.

The Justice Strategies and Initiatives highlighted in this section are: **(1) Whole Family Support, (2) Out-of-Home Placement, and (3) School Crisis Support.** The funding strategies outlined under Justice Services represent DCYF's aim to partner with justice-system leaders to provide systems-level interventions for justice-involved youth and TAY/A. These strategies are grounded in equity and are designed to ensure access to quality services and supports. As the foundation of this Service Area's core work rests on collaborations for systems-level interventions, programs funded under this Service Area must be well-versed in the local juvenile and adult justice systems and committed to ongoing communication and collaboration with justice systems staff. In addition to the Children's Fund, this Service Area incorporates additional funding streams, including multiple juvenile-justice related annual state allocations that enable the city to fund all of the strategies as set forth in this document. Each agency awarded under the Justice Services Service Area strategies and initiatives will be expected to develop an implementation plan in partnership with DCYF and relevant justice partners to specify agreements and reviewed annually for adjustment.

NOTE: Core activities for the Justice Services Care Coordinators strategy will be heavily influenced by and closely intertwined with foundational services under the CARC Initiative. For the 2024-2029 Funding Cycle, DCYF and SFJPD have re-envisioned CARC as the central hub for the intake, assessment and referral of all youth who come into contact with law enforcement in San Francisco. After completing the first steps of intake, assessment, and referral, the new CARC initiative is responsible for transferring system-involved youth to Justice Services Care Coordinators for ongoing case management and additional service linkages. Additional service linkages may entail system-involved youth engaging in programs under any other strategy within the Justice Services Service Area, as well as relevant programs in other Service Areas (e.g., Youth Workforce Development, etc.). This model consolidates case management and service linkage activities for system-involved youth within a limited number of organizations

and ensures that all system-involved youth will have a source of support, resources, and information. As this model emphasizes service coordination for system-involved juveniles, DCYF also plans for justice-involved TAY/A to have entry points into Justice Services independent of CARC, as noted in strategy descriptions below.

Service Area Need

Over the past decade, juvenile arrests, petitions, and detentions have declined across the country—and roughly 90% in San Francisco. In the past four years since the Board of Supervisors voted to replace Juvenile Hall, the footprint of San Francisco’s juvenile justice system has grown significantly smaller: SFJPD reports that from 2018-2022, referrals have declined by 40%, and juvenile hall’s average daily population declined by 66%. The San Francisco Sherriff’s Office (SFSO) reports that bookings of TAY/A from 2018-2022 decreased by 53%. With roughly 400 youth referred to SFJPD in 2021 and approximately 1500 TAY/A booked by the San Francisco Sherriff Office (SFSO) in 2022, local trends align with wider data that finds declining rates of youth and TAY/A involved with justice systems. Despite this important progress, there remains much more to do to build a racially equitable system that promotes community safety by helping young people and their families to thrive.

DCYF’s 2022 CNA notes that in addition to facing higher likelihoods of experiencing poverty and falling off-track in K-12 education pathways, youth of color experience disproportionately high rates of justice-system involvement. In turn, justice-system involvement introduces a number of short-term and long-term harms over the life course of impacted individuals, especially among Black youth. Even brief experiences of being placed under arrest can re-define a young person’s sense of self toward a self-fulfilling pattern of “delinquency.” Extended terms of detention and court proceedings additionally disrupt a young person’s presence in school and community, disconnecting them from supportive relationships and resources needed for a thriving adulthood. Compared to youth who have not experienced justice-involvement, young people with histories of justice-involvement face heightened challenges in fulfilling basic needs ranging from maintaining general mental wellbeing to obtaining livable wages. As justice-involved TAY/A find themselves transitioning into early adulthood, and potentially “aging-out” of supportive services, targeted supports to redirect future trajectories away from system-involvement are an especially urgent need to address for ensuring productive adulthoods.

Whole Family Supports

The Whole Family Supports strategy is designed to support families and caregivers of young people in the juvenile justice and adult criminal justice system, young parents who are in the juvenile justice system, and children with incarcerated parents or caregivers. In 2022, DCYF partnered with SFJPD to begin funding community-based organizations to provide families with the tools and resources needed to navigate the juvenile justice system, understand their child's justice involvement and advocate for their needs, and address justice system impacts to youth with incarcerated parents or caregivers. DCYF recognizes that the family structure is critical to the growth, development, and success of justice involved and impacted individuals and will therefore continue funding strategy for 2024-2029. The Whole Family Supports strategy aims to eliminate gaps in services and ensure that families have what they need to address the challenges of the justice system such as access to basic needs, legal services, and court support.

The Whole Family Supports strategy will fund three types of programs:

1. Parenting programs that offer instruction and coaching for:
 - a. Young parents that are involved directly in the justice system, and for
 - b. Parents and caregivers of justice-involved youth and TAY/A.
2. Flexible and direct funding for juvenile justice involved young people, TAY/A, and their families.
3. Mentoring for children and youth with incarcerated parents or caregivers.

Strategy Goals

1

To support young system-involved parents in developing the skills to parent their children.

2

To support parents/caregivers of system-involved youth as they navigate the juvenile justice system and parent their teens.

3

To meet critical needs of justice-involved youth, TAY/A and their families through direct and flexible funding.

4

To increase supports available to children of incarcerated parents/caregivers.

WHOLE FAMILY SUPPORTS

Strategy Requirements

1

Trainings and Professional Development: Programs will be required to participate in professional development and capacity building trainings, as determined by DCYF and justice partners. Additionally, staff should be provided with trainings that helps hone their skills to support young people and their families, and successfully collaborate with system partners.

2

Communication and Reporting: Programs should be prepared to communicate directly with system partners to ensure effective coordination and to actively share updates, progress reports, and referral outcomes of participants as requested by justice partners. Some agencies may be expected to provide daily, monthly, quarterly, and annual metrics regarding referrals, placements, and outcomes to Juvenile Probation Department (JPD). Reporting details will be finalized through the grant agreement process. Additionally, for JPD/JJC partnerships, agency must adhere to the [CBO-JPD Communications Agreements](#). If proposing to support TAY/A in the jails, programs must coordinate with the Sheriff's Office's Director of Programs for coordination and support and collaborate with the Sheriff's Office's One Family Program.

3

Ongoing Support and Connection to Additional Resources: Programs must provide ongoing support to help participants address the complex needs present in their lives. Programs should have an established process for connecting participants to needed resources. These connections should emphasize warm handoffs and ongoing communication between programs providing services.

4

Flexible: Personalize experience and allow for integration of youth, TAY/A and/or their families as they will be referred to agencies' programs and services at varying times and across ages.

5

Follow Court Mandates: If applicable to target population, agencies must follow all mandates and requirements of the court. In addition, programs will be required to regularly work in collaboration with the Juvenile Probation Department, District Attorney, Public Defender, Private Defense Bar, Sherriff's Office Superior Court, Schools, and other government partners and community-based providers to coordinate services and communicate about participant progress.

6

Clearance Process: If applicable to program model, agencies are required to fulfill all aspects of the Juvenile Probation Department and SF Sherriff's Office clearance processes. This includes background checks/fingerprinting, Prison Rape Elimination Act (PREA) training, and mandatory workshops in tandem with DCYF and other justice system partners.

Additional Requirements for Parenting Programs

1

Content Relevancy and System Knowledge: Agencies must sustain sufficient knowledge of parenting trends and topics that support target population. Agencies must understand the justice system overall and juvenile court process in particular in order to support parents/caregivers in their navigation. Agencies must seek to be up-to-date and adaptable to content needs of program participants.

2

Provide Trainings and Workshops: Agencies must provide developmentally appropriate parenting curriculum that supports, informs, and empowers parents/caregivers of all ages, in custody and in the community.

3

Family Connection: Agencies must provide support with kinship visitations and other supervision support for young parents in custody.

Specific Requirements for Flexible and Direct Funding Programs

1

Fiscal Policies and Procedures: Agencies should ensure that they have policies and procedures in place that guide request processes for youth and families, provide clear criteria for accessing needs, and detail processes for disbursement of funding. Additionally, if proposing services to TAY/A, must work directly with Sheriff's Office Director of Programs for coordination and support.

Specific Requirements for Mentorship Programs

1

Mentor Recruitment, Screening, Training and Matching: Programs must have (1) an established process for recruiting and screening mentors that includes background checks; (2) a process to screen prospective mentors to determine if they qualify and have capacity to be safe and effective mentors; (3) the ability to train prospective mentors; and (4) process for matching mentors and mentees that take into account key factors such as gender, experience, culture, etc. and that allow for the screening of both the mentor and the participant to ensure that both are fully engaged in the mentoring relationship.

2

Structured Activities: Programs must offer structured group and individual activities for mentees and/or mentors that foster relationship building and a shared goal. Program activities should be related to the goals and needs of the target population and may include, but are not limited to, cultural identity programming, exposure to college and careers, social and emotional.

3

Linkages to resources: Agencies should ensure access to basic needs for young parents and their children.


4

Family Connection and Visitation Support: Agencies must provide support with kinship connection by facilitating access to visitations to incarcerated parents/caregivers.

WHOLE FAMILY SUPPORTS

Performance Measures

The following table lists the outcome and evaluation requirement prioritized for the Whole Family Supports strategy in FY24-29.

Name	Measure	Target	Data Source
Agency Health	Fiscal health of grantee agency based on DCYF's Fiscal and Compliance Monitoring efforts.	 A green circle with a white border containing the word "Strong" in white text.	Fiscal Visit

JUSTICE SERVICES STRATEGY

Out-of-Home Placement

In order to reduce and minimize the use of secure detention and achieve better outcomes for justice impacted youth who are disproportionately impacted by out-of-home placement and detention, particularly Black, Indigenous, and youth of color, the Out-of-Home Placement Strategy will provide alternative residential services and services that support family preservation and reunification.

DCYF Seeks to fund three models under the Out-of-Home Placement strategy. Agencies may apply for multiple models but must submit a separate proposal for each:

1. Model 1: Short-term Residential Therapeutic Program (STRTP) located in the City and County of San Francisco that provides therapeutic, educational, rehabilitation, and recreational services in a home-like setting that is staffed 24 hours a day for youth ages 12-18 under the jurisdiction of the San Francisco Juvenile Delinquency Court, with a minimum capacity of (8) eight.
2. Model 2: Intensive Services Foster Care (ISFC) placements in the Bay Area for boys, girls, and gender-expansive youth, age 13-18, ordered to out-of-home placement by the San Francisco Juvenile Delinquency Court, available for both short-term (90 day) and longer-term placement. The program shall include resource family recruitment, 24/7 case management and services for youth and families, training and respite care for families, and reservation fees to ensure a minimum capacity of (7) seven.
3. Model 3: Intensive Family Preservation Services for up to eight (8) youth in kinship resource family placements or Home Trials to support maintaining permanency and decreasing reliance on formal support systems, including 24/7 case management and services for youth and families, crisis intervention and stabilization, behavioral interventions, and community linkages.

Strategy Goals

1

San Francisco has access to a continuum of appropriate placement options both for expedited and long term for justice-involved young people when they cannot return home.

2

Justice-involved young people are placed quickly into an appropriate placement when necessary.

3

Placements support families and actively work on transition plan for young person to return home.

4

Family members will receive support necessary to keep young people in their home wherever possible.

OUT-OF-HOME PLACEMENT

Strategy Requirements

1

Follow Court Mandates: Agencies must follow all mandates and requirements of the court. In addition, programs will be required to regularly work in collaboration with the Juvenile Probation Department, District Attorney, Public Defender, Private Defense Bar, Superior Court, Schools, and other government partners to coordinate services and communicate about participant progress.

2

Communication and Reporting: Programs should be prepared to communicate directly with system partners to ensure effective coordination and to actively share updates, progress reports, and referral outcomes of participants as requested by justice partners. Some agencies may be expected to provide daily, monthly, quarterly, and annual metrics regarding referrals, placements, and outcomes to Juvenile Probation Department (JPD). Reporting details will be finalized through the grant agreement process. Additionally, agencies must adhere to the [CBO-JPD Communications Agreements](#).

- a. **Sustain Capacity:** Agencies will provide placement and base fees to resource families as to sustain capacity for youth ordered to out-of-home placement by the San Francisco Juvenile Court.
- b. **Individualized Placements:** Placements will be made by court order. Agency staff will collaborate closely with JPD Officers and Social workers to facilitate stability and success for youth ordered to out-of-home placement.
- c. **Case Management and Support Services:** Agencies will provide culturally responsive services to youth and resource families including, 24/7 availability, and participate in Child and Family Team meetings. Agencies will support and facilitate linkages to appropriate services and maintain community and family connections for youth.
- d. **Responsiveness:** Agencies must have the ability and capacity to understand and respond appropriately to the unique combination of cultural, linguistic, and other variables of each participant and services and practices accordingly.

Additional Requirements for Model 1: Short-term Residential Therapeutic Program

1

Licensure: Agencies must be licensed by the California Department of Social Services short-term residential therapeutic program (STRTP). As licensed beds, it is expected that these placements will receive the applicable reimbursement rate from the state, based on the type of placement, per state regulations.

2

Location and Setting: Residential program must be in San Francisco and provide services in a home-like setting that is staffed 24 hours a day.

3

Implement State Required STRTP Core Services: Agencies must provide individual and family therapy; rehabilitative services; psychiatric consultation including assessment and medication management; nursing, transition services; coordination of care; recreation services; 24-hour supervision; and development of needs and services plans.

4

Group Support: Agencies must provide therapy and anger management groups and sessions, including support with community connections and independent living skills.

Additional Requirements for Model 2: Intensive Services Foster Family Care

1

Licensure: Agencies must be licensed by the state as a Foster Family Agency (FFA). As licensed beds, it is expected that these placements will receive the applicable reimbursement rate from the state, based on the type of placement, per state regulations.

2

Outreach and Recruitment: Agencies will lead outreach campaigns and lead targeted recruitment of current and former JPD kinship care resource families, as well as families from communities disproportionately impacted by the justice system.

3

ISFC Placements: Agencies will recruit, retain, and support licensed Intensive Services Foster Care (ISFC) resource family homes in San Francisco and the Bay Area including Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, Solano, and Sonoma Counties, for short- (<90 days) and longer-term placements (6 months).

4

Placement Accommodations: Placements must be available within 24 hours of Juvenile Probation Department referral and may be utilized to expedite release from Juvenile Hall; as a pre-adjudicated or post-adjudicated placement; as a transition between placements; as a respite from another placement; as a step down from a Short Term Residential Therapeutic Program (STRTP); or in the instance of an emergency.

Specific Requirements for Model 3: Family Preservation Services

1

Kinship Support Services and Linkages: Agencies will provide 24/7 case management and services for youth and families, crisis intervention and stabilization, behavioral interventions, and community linkages to youth and families in kinship resource families and Home Trials in order to promote and sustain family preservation.

OUT-OF-HOME PLACEMENT Performance Measures

The following table lists the outcome and evaluation requirement prioritized for the Out-of-Home Placement Strategy in FY24-29.

Name	Measure	Target	Data Source
Reports	Providers will be required to provide mid-year and end of year reports on expected services benchmarks.	Yes	CMS
Agency Health	Fiscal health of grantee agency based on DCYF's Fiscal and Compliance Monitoring efforts.	Strong	Fiscal Visit

JUSTICE SERVICES INITIATIVE

School Crisis Support

The School Crisis Support Initiative is a multidisciplinary team that includes the Department of Children, Youth & Their Families, San Francisco Unified School District (SFUSD), and the Juvenile Probation Department and is designed to identify, track, and monitor violent school campus incidents, including incidents of gun violence. The initiative coordinates with multiple City Departments, systems partners, and community-based organizations to provide supports for SFUSD middle and high school youth and families. The School Crisis Support Initiative model includes identifying on-campus incidents as captured by school administrators and gathering information that is shared at weekly incident coordination and support meetings. Teams work together to determine: 1) level of threat or incident severity, 2) impacted youth and/or adults involved, 3) youth and families' service needs, and then 4) follow up support until there is no longer a continued threat.

School administrators at designated target schools work closely with the School Violence Interrupters and In-Field School Violence Interrupter Case Managers to offer various levels of support to youth and school staff. Staff serve as mentors that aid in critical incident or crisis situations that may occur at school and outside of school. They may also work in communities and collaborate with other community-based organizations and entities that assist in supporting youth and families.

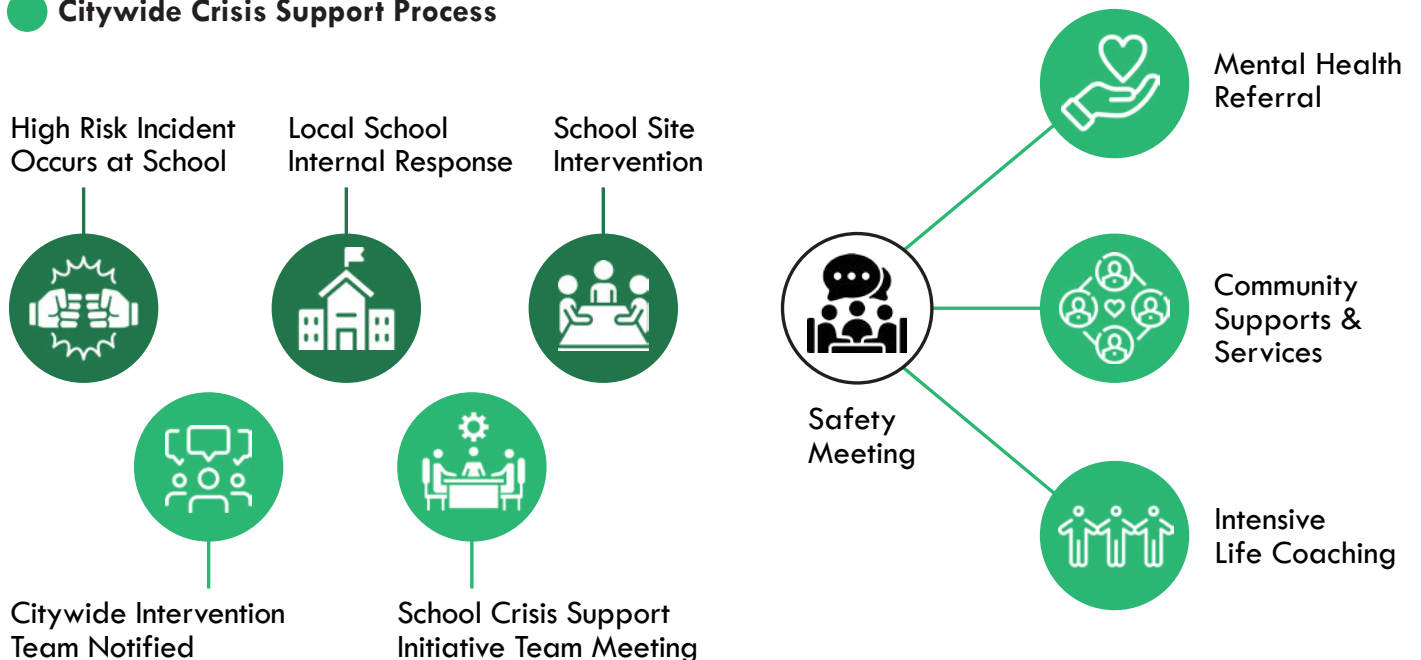
DCYF seeks to fund programs that staff the School Crisis Support Initiative by hiring School Violence Interrupters and In-Field School Violence Interrupter Case Managers that will work together and in close partnership with the Citywide School Crisis Support Initiative to provide support to at-risk youth at targeted schools.

School Crisis Support Initiative Framework

Partnership of School District, City, & Community Organizations

● School Site Process

● Citywide Crisis Support Process



Initiative Goals

1

Decrease number of violent on-campus school incidents.

2

Decrease the number of gun violence incidents amongst middle and high school youth.

3

Identify youth that demonstrate highest risks and/or gang related or have potential for higher school escalations.

4

Young people and their families have a network of support to help navigate their circumstances through systems, their challenges, and triumphs.

5

Young people build productive and healthy lives for themselves and their families.

SCHOOL CRISIS SUPPORT

Initiative Requirements

In addition to meeting the universal requirements described on page 4, applicants to this strategy must also meet the following requirements to be eligible for funding.

1

Staff Roles: Staff should have direct or indirect experience with youth, have a deep understanding of and commitment to working with at-risk youth on campus, and have sustainably transformed their lives. Agencies must propose to staff both roles or a hybrid of the two roles:

- a. **School Violence Interrupters:** Staff that intervene at the moment of crisis, work with youth day-to-day and coordinate with school campus administrators including school campus security. Staff may provide mentoring/mediation support to students during school day, provide one-on-one group sessions for youth, provide classroom observation and support, IEP meeting, expulsion hearings and reentry planning; check-ins with students and parent/guardians, and safety planning. Agencies should consider a staffing model that is capable of supporting youth based on their assessed level of risk and need up to 365 days a year, when warranted.
- b. **In-Field Case Management:** The In-Field Case Managers must be skilled in offering case management or 'service brokering' and have the ability to work in-field and be trained in de-escalation and conflict mediation. Staff lead the strengths and individual care plans with youth and then manage their engagement toward successful completion of goals and outcomes by ensuring youth are connected to and engaged in community-based services that meet their needs, build on their strengths, and support their goals; or ensure that youth are supported in meeting school reentry mandates. Agencies should consider a staffing model that is capable of supporting youth based on their assessed level of risk and need up to 365 days a year, when warranted.

2

Source of Referrals: Agency must accept referrals of youth identified by the Citywide School Crisis Support Initiative.

3

Individual Care Plans: Based on assessments, develop a youth-focused and family-centered holistic care plans that build on personal strengths and addresses their needs as to provide wrap-around support that considers, but is not limited to their basic needs; education; vocational; behavioral health; skill building; positive youth development; and pro-social enrichment.

4

Program Linkages: Based on assessments and individual care plans, make direct referrals and linkages to appropriate and relevant city and community-based programs, classes, agencies, resources, and services that are available throughout San Francisco with the goal of creating a sustainable network of support for each youth and their family.

5

Coordination Meetings: Actively participate in weekly coordination meetings, summer school coordination support meetings and San Francisco Unified School District's Coordinated Care Team meetings.

6

Partner Communication: Ability to sustain communication and ensure effective coordination with multiple community-based and city agencies as to provide regular updates and referral outcomes as requested by Citywide School Crisis Support Initiative.

7

Trainings and Workshops: Those funded in this strategy must attend all mandatory trainings by the Citywide School Crisis Support Coordination Initiative. Trainings may include youth development, group facilitation, conflict management and wellness/self-care.

8

Hours of Operation: Staff must be available to youth after school until at least 8 PM, on weekends, on holidays, and school breaks. In addition, staff must have the capacity to be mobile and flexible, so they are able travel to meet youth, TAY/A and their families across the city, as needed. This includes the capacity to provide safe passages to youth, as appropriate.

9

Transportation: Safe and guaranteed transportation to/from home, school, and agency location as to provide safe passages.

SCHOOL CRISIS SUPPORT

Performance Measures

The following table lists the outcome and evaluation requirement prioritized for the School Crisis Support Initiative in FY24-29.

Name	Measure	Target	Data Source
Reports	Providers will be required to provide mid-year and end of year reports on expected services benchmarks.	Yes	CMS
Agency Health	Fiscal health of grantee agency based on DCYF's Fiscal and Compliance Monitoring efforts.	Strong	Fiscal Visit

SERVICE AREA

Family Empowerment

Result Area

Children & Youth Are Supported by Nurturing Families & Communities

Initiative

Collaboratives

The Family Empowerment Service Area includes a range of funding strategies and initiatives that emphasize community-centered, culturally affirming practices focused on high-need, multi-system-involved youth, TAY/A, and families, providing opportunities for children, youth, and TAY/A to connect and build relationships with caring adults, and supporting parents and caregivers with the resources they need to be their children's best teachers and role models. Family Empowerment programs support parents and caregivers in their efforts to advocate on behalf of their families, learn about their children's social emotional development, access supports to meet basic needs and build community with other parents and caregivers. The Family Empowerment Service Area includes DCYF's Collaboratives Initiative.

Service Area Need

Nurturing families are necessary for the appropriate development of children and youth. Without family stability and security, children and youth may encounter adverse childhood experiences (ACEs) which increase their risk of negative health, education, and career outcomes. The Mayor's Children & Family Recovery Plan calls for an increase in access to family supports for parents and caregivers, recommending that the City invest in culturally responsive, multi-generational family programming. This is particularly urgent as the pandemic and recent economic stressors have placed enormous strain on families and elevated parent/caregiver stress. In multiple focus groups and surveys conducted by DCYF, parents and caregivers expressed their struggles and desire for expanded parenting education, respite from caretaking responsibilities, family counseling, and opportunities to connect with other parents and caregivers for support.

FAMILY EMPOWERMENT INITIATIVE

Collaboratives

The Collaboratives Initiative is designed to support agencies that address crises within disenfranchised racial/ethnic communities through a Collaborative Model. DCYF seeks one non-profit organization for each target population. Applicants will be asked to provide a scope of work that details how they will work collaboratively with partner agencies to achieve better outcomes for high need, multiple system involved African American, Asian, Latinx, and Pacific Islander youth and families in San Francisco.

Significant disparities across a range of indicators continue to exist for the African American, Asian, Latinx, and Pacific Islander communities in San Francisco. DCYF seeks to address these disparities in partnership with community-based organizations and City agencies by providing funding through our Collaboratives Initiative. This initiative uses a collaborative approach, rooted in collective impact, to provide a range of services that meet the needs of the community. Our approach seeks to utilize the collective expertise, knowledge, wisdom, services, resources, and opportunities offered by our community-based organizations to provide a coordinated, culturally competent network of services for children, youth, TAY/A, and their families.

This Initiative requires a lead agency that will be responsible for convening a group of multiple partner agencies that will collectively provide services to target population children, youth, TAY/A, and their families. While the scope of work performed under this initiative may be carried out jointly by a number of collaborative partners, the ultimate responsibility for program outcomes lies with the lead agency to be selected through this RFP. The lead agency will be responsible for effectively planning and managing the delivery of services described in this RFP. The lead agency must also demonstrate the management and financial capability needed to oversee the delivery of the proposed programming and account for the grant funds for all collaborative partners.

The lead agency selected for this initiative will have the following duties:

- Overall coordination and management of the collaborative including all DCYF reporting requirements.
- Hiring or appointing a Lead Coordinator with the requisite knowledge, experience, and leadership skills to effectively manage the operations of the collaborative.
- Ensuring that the lead agency's fiscal staff are sufficient to develop the systems and oversight required to manage the collaborative's financial operations.
- Selecting project subcontractors and managing the programmatic and fiscal relationship between them and the lead agency.
- Reporting, including providing required reports (1) at the end of the planning period, (2) at the end of each fiscal year of services, and (3) prior to the close of the grant period, to DCYF that details the lessons learned from this project, including successes, challenges, and the effectiveness of approaches to collaboration and service delivery.
- Filing monthly invoices, including data entry, to DCYF for grant reimbursement.

Initiative Goals

1

To engage children, youth, TAY/A, and their families in a continuum of culturally competent and community-based services.

2

To improve outcomes and lessen disparities for children, youth, TAY/A and their families across a range of areas including, but not limited to, education, health and wellness, family support, workforce development, and violence prevention.

3

To strengthen services for children, youth, TAY/A and their families through capacity building and technical assistance for collaborative partner agencies.

4

To strengthen the partnership and coordination between target populations and City agencies.

5

To strengthen the Community Collaborative funding initiative and the associated DCYF support elements by building on the learnings from both past implementation and from future work under this framework.

COLLABORATIVES

Initiative Requirements

The collaborative will be expected to develop or refine systems for providing key services that increase the likelihood of client and family success in the program. This integrated and coordinated service delivery system should ensure that access to quality services is streamlined and consistent and that clients are supported throughout their participation. These systems include:

1

Shared Vision: Collaboratives must have a strong vision for their work that is jointly developed and shared by the collaborative's network of agencies. This vision should include an understanding of what the collaborative is attempting to accomplish, established goals and potential service delivery models that support those goals.

2

Defined Focus of Services: Collaboratives will define the focus of the services to be provided through their network of community-based organizations and partners and will identify the agencies that will perform the work. DCYF will expect that the types of services provided by the collaborative will address key areas of need for the target population.

3

Client Flow Plan: Collaboratives will develop a model for how clients access services and flow through their network of providers. The Client Flow Plan will be expected to emphasize seamless experiences, relationship building, warm hand-offs and easy access that makes every collaborative member's door the right one to enter to receive services.

4

Strong Lead Agency Coordination and Support: The Collaborative grant will be held by a single lead agency that will engage a network of providers. As the backbone support for the collaborative, the lead agency must maintain a high level of oversight, fiscal and administrative operations, communication practices, technical assistance, troubleshooting and leadership to ensure successful implementation. Lead agencies must have the systems needed to handle operational, administrative, and fiscal elements of the collaborative and be able to provide technical support to their network of providers to ensure knowledge of practices and adherence to policies.

5

Collaborative Staff Team: Collaboratives will develop a team of staff that will oversee day to day operations including leading the implementation of programming, facilitating communication, troubleshooting issues, regularly reporting progress to the network and other key implementation tasks. This team must be comprised of staff that are solely dedicated to the collaborative while also including a mix of existing lead agency or network agency staff.

6

Leadership Structures: Collaboratives will create and implement leadership structures to guide the work. These structures could take multiple forms including executive leadership groups, implementation groups, groups that incorporate young people and community members and/or any other leadership structures that support the work of the collaborative.

7

Targeted Recruitment: Collaboratives will employ recruitment methods and practices that ensure the engagement of high-risk multiple system-involved youth and their families, especially those who may not respond to traditional approaches. In addition, they should engage with the various public systems and community-based organization where clients have connections.

8

Assessment: Collaboratives will use shared assessment tools and methods that allow collaborative members to accurately gauge client needs for routing to appropriate services.

9

Data System: Collaboratives will purchase, develop, or adapt a data system, used by all members of the network. The purpose of this system will be to collect data on the activities of the collaborative, the services they provide, and the clients they serve.

10

Technical Assistance and Capacity Building: Collaboratives will develop a plan to ensure continuous quality improvement of both the collaborative itself and the community-based agencies and partners that make up their network. This plan will be implemented to train the network on the practices and procedures used by the collaborative as well as to build up the fiscal, administrative, and programmatic health and strength of partners.

11

Data Collection: Collaboratives will collect data on their collaborative activities, the services they provide and the clients they serve to measure progress towards DCYF Performance Measures, to track usage of services across the network, to illuminate challenges that could benefit from technical assistance and capacity building and to inform the development or refinement of offerings. The Collaborative will use their data system to assist with the collection of data they will also be expected to enter data into the DCYF Contract Management System (CMS).

12

Ongoing Needs Assessment: Collaboratives will ensure that they remain abreast of the issues and needs affecting their selected target population of children, youth, TAY/A, and their families by conducting periodic needs assessments in collaboration with DCYF that utilize a range of methods. This approach will ensure that the collaboratives are well versed in the changing needs of their community and are well positioned to meet those needs.

13

Case Management/Mentoring: Collaboratives will use case management, mentoring or other methods that assist clients in removing barriers, navigating systems, connecting to appropriate services, encouraging skill development, and supporting positive growth and development.

14

Evaluation: Collaboratives may work closely with independent evaluators to develop plans to evaluate both the outcomes of the work and the methods used to achieve them. In addition, the Collaborative will be required to participate in all relevant evaluation projects funded and overseen by DCYF.

15

Coordinated Services: Collaboratives must meet the needs of their selected target population of children, youth, TAY/A, and their families through a coordinated approach to service delivery. This approach should leverage all of the services provided by the collaborative's network to meet the needs of clients. The coordination of the services within the collaborative should be undertaken using other elements listed in this framework including the client flow plan, collaborative staff team, leadership structures, data system and cross network communication. The coordination of services must be intentional and include established processes and procedures that increase the possibility of clients connecting to the services and supports that help them meet their needs. The coordination of services must also include shared methods for connecting clients to services within the collaborative that ensure a "warm hand-off" as well as methods for ensuring that all collaborative members are aware of all services available.

16

Collaborative Strengthening Activities: Collaboratives must regularly implement the types of structures and activities that increase the cohesiveness and ability for the network to work effectively with each other. These activities should take a range of forms including retreats, regular meetings, and opportunities to learn together.

17

Cross Network Communication: Collaboratives will ensure that communication across the network is timely, relevant, continuous, and consistent. Communication practices could take several forms including, but not limited to, case conferencing for shared clients, forums for troubleshooting issues, leadership groups, and convenings that focus on collaborative operations.

DCYF Support

Applicants must be able to work in partnership with DCYF to inform our efforts to coordinate the systems that allow the Collaborative to effectively serve their target population.

1

DCYF Staff Support: DCYF will provide dedicated staff support to help Collaboratives develop key elements especially those associated with Backbone Support.

2

System Coordination: DCYF will assist the Collaboratives by actively coordinating with other City agencies that hold the systems that CBOs operate within. This coordination can take many forms including helping to link similar efforts across agencies, aligning policies or procedures and convening key people in order to surface potential coordination opportunities.

3

Population Specific Data Tracking: DCYF already tracks a range of key indicators that have relevance to the work of the Collaboratives. This data can help the Pacific Islander Collaborative to double down or shift their focus depending on the trends seen in this data.

4

Evaluation Support: DCYF has a robust Data and Evaluation team that is already looking at both the implementation of our funding and the outcomes of our work. Our team has the ability to assist the Collaboratives in their data collection and evaluation activities including but not limited to data entry into CMS, alignment between grantee database systems and CMS, data analyses for planning and policy work, and evaluation activities.

5

Technical Assistance Coordination: DCYF also has a robust set of technical assistance and capacity building resources that provide support for grantees in the areas of programmatic development, agency and program administration and fiscal practices. DCYF can help the Collaborative develop a robust plan for training their network of providers to increase quality and strengthen cohesiveness.

COLLABORATIVES

Performance Measures

Name	Measure	Target	Data Source
Reports	Providers will be required to provide mid-year and end of year reports on expected services benchmarks.	Yes	CMS
Agency Health	Fiscal health of grantee agency based on DCYF's Fiscal and Compliance Monitoring efforts.	Strong	Fiscal Visit

SERVICE AREA

Outreach & Access

Result Area

Children & Youth Are Supported by Nurturing Families & Communities

Initiative

Community Navigators

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

Service Area Need

Making information available to families across diverse communities is a core component of DCYF's efforts to improve the lives and outcomes of children, youth, and families. The Mayor's Children & Family Recovery Plan (May 2021) reinforced the importance of systems access and navigation and the importance of reaching communities and building trust, especially in the wake of the COVID-19 Pandemic. Yet, the ecosystem of programs offered by City Departments and community-based organizations can be difficult for families to navigate and access, resulting in an inconsistent quality of services. In this service area, DCYF proposes to work hand in hand with partners and community members to improve information sharing.

OUTREACH & ACCESS INITIATIVE

Community Navigators

The Community Navigators Initiative is designed to support information-sharing and cohesion within communities to ensure that families, community organizations and neighborhood stakeholders have access to and are able to share up-to-date information on available resources and meaningful activities and events that meet their needs. Through Community Navigator services, trusted community organizations can ensure better access to and navigation of services through information-sharing to improve outreach to families. The strategy aligns with DCYF's Our415.org Initiative, which is designed to coordinate communications from City agencies and SFUSD and disseminate that information through the Our415.org website and through community messengers, such as grantees funded under this strategy.

Initiative Goals

- 1** Increase the flow of knowledge, information, and access to services for children, youth, and families in San Francisco through agencies that act as trusted messengers and liaisons between community-based service providers and city government agencies and their leaders.
- 2** Increase access to resources for people in communities that can most benefit from access to information about services and opportunities available throughout the city.
- 3** Establish partnerships with service providers, businesses, and government agencies to support dissemination of information.
- 4** Improve access to essential resources and services through trusted information sources.
- 5** Empower service providers to share, collaborate, and coordinate existing resources and support community members with accessing available services.

COMMUNITY NAVIGATORS

Initiative Requirements

Community Navigator Initiative Requirements

In addition to meeting the universal requirements described on page 4, applicants to this strategy must also meet the following requirements for eligible funding:

1

Responsive Outreach: Agencies will engage the community in alternative communication methods which may include, but are not limited to, traditional media (bus ads, radio/TV, billboards, etc.), social media platforms, and the development and usage of trusted community messaging network and methods.

2

Community Participation and Engagement: Agencies will engage regularly with community members, service providers, and community stakeholders through participating in events and public gatherings where families and youth are in attendance.

3

Participation in Mandatory Meetings: Agencies must attend mandatory quarterly meetings and trainings as determined by DCYF. These may include technical assistance and capacity-building trainings on technology platforms, message coordination, and other topics as needed.

4

Support for Community Stakeholders with Online Platform Navigation: Agencies must help increase awareness and use of existing online resource platforms, including, but not limited to, Our415.org.

5

Development and Implementation of a Resource Communication Plan: Agencies must submit an annual communication plan detailing community engagement and outreach strategies that consider community needs. These will include quarterly benchmarks for assessment and communicate about adjustments that are needed.

6

Reporting: Agencies will submit mid-year and year-end reports on the status of implementation plan and outcomes.

DCYF & City Partners

For the Community Navigator Initiative, City Partners are responsible for the following:

1

Developing and maintaining the Our415.org website and technical infrastructure.

2

Coordinating and centralizing messages that promote access to City services by the community.

3

Convening and coordinating a communication network between DCYF, SFUSD grantees, and other City agencies.

4

Providing trainings and capacity building in support of the Our415.org Initiative and the community messenger role embedded within the Community Navigator strategy.

COMMUNITY NAVIGATORS

Performance Measures

The following table lists the outcomes and evaluation requirements prioritized for the Community Navigators Initiative in FY24-29.

Name	Measure	Target	Data Source
Reports	Providers will be required to provide mid-year and end of year reports on expected services benchmarks.	Yes	CMS
Activities	Providers will provide sponsored activities.	1 or more	CMS
Agency Health	Fiscal health of grantee agency based on DCYF's Fiscal and Compliance Monitoring efforts.	Strong	Fiscal Visit

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