

<p style="text-align: center;"><b>ACTION SHEET</b></p> <p style="text-align: center;"><b>ITEM FROM QUALITY OF LIFE COMMITTEE MEETING OF 10/21/2020</b></p> <p style="text-align: center;"><b>FOR CITY COUNCIL MEETING OF 10/28/2020</b></p>
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**ISSUE:**

Request for the Approval of Multiple Service Agreements in the Total Amount of (\$3,749,652.00) for (Prevention and Intervention Services for the Youth of Santa Fe for three (3) years); (Multiple Vendors). (Julie Sanchez, [jjsanchez@santafenm.gov](mailto:jjsanchez@santafenm.gov) and 505-570-7355)

**COMMITTEE REVIEW:**

Finance Committee: 10/19/20

Quality of Life Committee: 10/21/20

Governing Body: 10/28/20

**QUALITY OF LIFE COMMITTEE ACTION:** approved on consent

**SPECIAL CONDITIONS OR AMENDMENTS:**

**SEND TO:**

Governing Body

VOTE	FOR	AGAINST	ABSTAIN
CHAIRPERSON ROMERO-WIRTH	X		
COUNCILOR VILLARREAL	X		
COUNCILOR RIVERA	X		
COUNCILOR GARCIA	X		
COUNCILOR CASSUTT-SANCHEZ	X		

<p style="text-align: center;"><b>ACTION SHEET</b></p> <p style="text-align: center;"><b>ITEM FROM FINANCE COMMITTEE MEETING OF 10/19/20</b></p> <p style="text-align: center;"><b>FOR CITY COUNCIL MEETING OF 10/28/20</b></p>
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i. Request for the Approval of Multiple Service Agreements in the Total Amount of (\$3,749,652.00) for (Prevention and Intervention Services for the Youth of Santa Fe for three (3) years); (Multiple Vendors). (Julie Sanchez, [jjssanchez@santafenm.gov](mailto:jjssanchez@santafenm.gov) and 505-570-7355)

**COMMITTEE REVIEW:**

Finance Committee: 10/19/20

Quality of Life Committee: 10/21/20

Governing Body: 10/28/20

**FINANCE COMMITTEE ACTION:**

Approved on Discussion

**FUNDING SOURCE:**

**SPECIAL CONDITIONS OR AMENDMENTS**

**Direction to staff to present Aspen report and additional info to Councilors**

<b>VOTE</b>	<b>FOR</b>	<b>AGAINST</b>	<b>ABSTAIN</b>
COUNCILOR ROMERO-WIRTH	x		
COUNCILOR CASSUTT-SANCHEZ	x		
COUNCILOR LINDELL	x		
COUNCILOR VILLARREAL	x		
CHAIRPERSON ABEYTA	x		

9-19-20



# City of Santa Fe, New Mexico

## Memorandum



**DATE:** September 29, 2020

**TO:** Alan Webber, Mayor and City Council

**VIA:** Mary McCoy, Finance Department Director  
Fran Dunaway, Chief Procurement Officer  
Kyra Ochoa, Community Services Department Director

**FROM:** Julie Sanchez, Youth and Family Services Division Director

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### ITEM AND ISSUE:

Request for the Approval of Multiple Service Agreements in the Total Amount of \$ (3,749,652.00) for (Prevention and Intervention Services for the Youth of Santa Fe for three (3) years); (Multiple Vendors); (Julie Sanchez, jjsanchez@santafenm.gov and 505-570-7355)

### BACKGROUND AND SUMMARY:

The Children and Youth Commission is one of the City of Santa Fe's oldest standing committees, which was formed by Resolution and then Ordinance to serve in an advisory capacity to the City Council concerning policy recommendations related to child development and youth issues. The founding Ordinance stipulates that the Committee shall make funding recommendations to the City Council from the Children and Youth Commission Fund to support nonprofit organizations that provide programs and/or services to children and youth throughout the City of Santa Fe. The Commission in partnership with the County wishes to ensure that essential services, which include primary health care, access to basic material goods and services like food and shelter, mental health counseling and related crisis services, are available to our residents. This year and beyond, we also intend to more directly support the people in agencies who help Santa Feans navigate a complex, sometimes challenging system of care, and to strengthen that system by supporting agencies in tracking and collecting data to show the scope of our community need and our collective impact on that need.

The Commission works cooperatively with the Community Services Department and Youth and Family Services Division staff throughout the year and advises on how to effectively plan, coordinate or support health and human issues in our community. The Commission has completed the process to review and recommend funding for contracting with nonprofit organizations.

### PROCUREMENT METHOD:

On March 6, 2020, RFP#20/21/P was issued through the Purchasing Office with an amended receipt date of April 10, 2020.

The Commission reviewed each request individually based on the following variables: complete proposal packet, program summary; data collection; collaboration, fiscal and organizational stability.

On April 29, 2020 the Commission, split into subcommittees made their final funding recommendation, which will be presented to the Quality of Life Committee, Finance Committee and Governing Body for FY 2021-23 **(Please reference Appendix A and B for recommendations and descriptions of programs being recommended for funding)**. All contracts will expire on June 30, 2023.

### CONTRACT NUMBER:

Multiple award recommendations were made by the Children and Youth Commission **(Please reference Appendix A for the Munis contract numbers)**

**FUNDING SOURCE:**

The funding source is:

**Fund Name/Number:** Children and Youth Fund/Fund 256

**Munis Org Name/Number:** Children and Youth/2560122

**Munis Object Name/Number:** Grants and Services/510400

**ACTION REQUESTED:**

The Community Services Department and the Youth and Family Services Division respectfully requests your review and approval.

## APPENDIX A: Children and Youth Commission Recommended Funding for FY21-23

Name of Nonprofit Organization		Name of Potential CYC Funded Program	Applicant Status	Tier Selected	Recommended Yearly Funding	Funding Category/Goal Area	MUNIS
1	Big Brothers Big Sisters Mountain Region	BBBS Mentoring SF	Previous Applicant	Tier II	\$ 50,000.00	Early Childcare and Supplemental Education	3202188
2	Communities in Schools of New Mexico	CIS Site Coordinator	Previous Applicant	Tier II	\$ 50,000.00	Early Childcare and Supplemental Education	3202189
3	Cooking With Kids	Cooking With Kids	Previous Applicant	Tier III	\$ 20,000.00	Early Childcare and Supplemental Education	3202191
4	Esperanza Shelter	Seeds of Hope	Previous Applicant	Tier II	\$ 37,000.00	Youth Wellness	3202192
5	Georgia O'Keeffe - Community Educators Network	CEN Out of School Time	Previous Applicant	Tier III	\$ 37,000.00	Early Childcare and Supplemental Education	3202212
6	Gerard's House	Nuestra Jornada	Previous Applicant	Tier II	\$ 80,000.00	Youth Wellness	3202193
7	Girls Inc.	Girls Inc. Experience	Previous Applicant	Tier II	\$ 40,000.00	Youth Wellness	3202194
8	New Mexico Suicide Intervention Project	Youth Suicide Prevention	Previous Applicant	Tier II	\$ 75,000.00	Youth Wellness	3202195
9	New Vistas	Early Intervention	Previous Applicant	Tier I	\$ 20,000.00	Early Childcare and Supplemental Education	3202196
10	PIE - Fathers New Mexico	Fatherhood Services	Previous Applicant	Tier II	\$ 30,000.00	Early Childcare and Supplemental Education/Youth Wellness	3202197
11	PIE - Parent Involvement Program	Strengthening Families	Previous Applicant	Tier III	\$ 10,000.00	Youth Wellness	3202208
12	Santa Fe Recovery Center	Women and Children	Previous Applicant	Tier II	\$ 40,000.00	Early Childcare and Supplemental Education	3202198
13	SFCC - Kids Campus	Mixed PreK Extend Day	Previous Applicant	Tier III	\$ 70,000.00	Early Childcare and Supplemental Education	3202199
14	SFP - Breakthrough Santa Fe	Academic Enrichment	Previous Applicant	Tier III	\$ 27,000.00	Early Childcare and Supplemental Education	3212201
15	SFPS - Adelante Program	Expanded Liaison	Previous Applicant	Tier II	\$ 74,000.00	Early Childcare and Supplemental Education/Youth Wellness	3202202
16	SFPS - Restorative Justice Program	Restorative Justice	<b>New Applicant</b>	Tier III	\$ 50,000.00	Youth Wellness	3202209
17	SFPS - Teen Parent Program	Teen Parent Program	Previous Applicant	Tier II	\$ 96,328.00	Early Childcare and Supplemental Education/Youth Wellness	3202203
18	SITE Santa Fe	Art Education	Previous Applicant	Tier III	\$ 35,000.00	Early Childcare and Supplemental Education	3202204
19	United Way of Santa Fe County	Family and Community	Previous Applicant	Tier II	\$ 80,000.00	Early Childcare and Supplemental Education	3202205
20	Youth Shelters and Family Services	Homeless Youth Project	Previous Applicant	Tier II	\$ 100,000.00	Youth Wellness	3202206
21	YouthWorks	YouthWorks	Previous Applicant	Tier II	\$ 48,556.00	Youth Wellness	3202207
Innovation Fund					\$ 100,000.00		
Unite Us Licenses					\$ 20,000.00		3202210
Data Consultant					\$ 60,000.00		
			<b>Total:</b>		\$ 1,249,884.00		

### Tier Definition:

**Tier I** will focus on safety net services delivery, e.g. # of individuals served with units or items of service delivery such as food, clothes, hours of counseling, etc. and **sending and closing referral loops**.

**Tier II** will focus on not only on safety net services delivery and closing referral loops but also on **screening and navigation services**. Tier II respondents will screen for needs and connect individual clients to safety net services and navigate them to other priority community services.

**Tier III** will focus on services only. Organizations would be required to allow a city; county or partner agency navigator to be present if a need arises or participate in events for outreach and to collaborate when appropriate.



# City of Santa Fe

## Real Estate Summary of Contracts, Agreements, Amendments & Leases

### Section to be completed by department

#### 1. Munis Contract # Appendix A

Contractor: Various Non-profit Providers see Appendix A

Description: Children and Youth Commission recommended youth services for FY21-23

Contract ☒ Agreement ☐ Lease / Rent ☐ Amendment ☐

Term Start Date: 07/01/2020 Term End Date: 06/30/2023

☐ Approved by Council Date: \_\_\_\_\_

#### **Contract / Lease: CYC recommended services for FY21-23**

Amendment # \_\_\_\_\_ to the Original Contract / Lease # \_\_\_\_\_

Increase/(Decrease) Amount \$ \_\_\_\_\_

Extend Termination Date to: \_\_\_\_\_

☐ Approved by Council Date: \_\_\_\_\_

#### **Amendment is for:**

#### **2. HISTORY of Contract, Amendments & Lease / Rent - Please Elaborate** (option: attach spreadsheet if multiple amendments)

#### 3. Procurement History: RFP # 20/21/P

  
Alexis Lotero (Oct 5, 2020 09:02 MDT)

Purchasing Officer Review:

Oct 5, 2020

Date:

Comment & Exceptions: awards form RFP #20/21/P CYF closed 4/7/20

#### 4. Funding Source: Children and Youth Fund

Org / Object: 2560122.510400

  
Alexis Lotero (Oct 5, 2020 09:02 MDT)

Oct 5, 2020

Budget Officer Approval:

Date:

Comment & Exceptions: \_\_\_\_\_

Staff Contact who completed this form: Julie Sanchez Phone # 505-955-6678

Email: jjsanchez@santafenm.gov

#### To be recorded by City Clerk:

Clerk # \_\_\_\_\_

Date of Execution: \_\_\_\_\_



## CITY OF SANTA FE PROCUREMENT CHECKLIST

Contractor Name: Various Nonprofit Providers see Appendix A

Procurement Title: RFP 20/21/P

Procurement Method: State Price Agreement ☐ Cooperative ☐ Sole Source ☐ Other ☐ \_\_\_\_\_

Exempt ☐ Request For Proposal (RFP) ☒ Invitation To Bid (ITB) ☐ Contract under 60K ☐ Contract over 60K ☐

Department Requesting Community Services Staff Name Julie Sanchez

### Procurement Requirements:

*A procurement file shall be maintained for all contracts, regardless of the method of procurement. The procurement file shall contain the basis on which the award is made, all submitted bids, all evaluation materials, score sheets, quotations and all other documentation related to or prepared in conjunction with evaluation, negotiation, and the award process. The procurement shall contain a written determination from the Requesting Department, signed by the purchasing officer, setting forth the reasoning for the contract award decision before submitting to the Committees. .*

### REQUIRED DOCUMENTS FOR APPROVAL BY PURCHASING\*

YES N/A

<input checked="" type="checkbox"/>	<input type="checkbox"/>	Approved Procurement Checklist (by Purchasing)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Memo addressed to City Manager (under 60K) Committees/City Council (over 60K)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	State Price Agreement
<input checked="" type="checkbox"/>	<input type="checkbox"/>	RFP
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Evaluation Committee Report
<input type="checkbox"/>	<input checked="" type="checkbox"/>	ITB
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Bib Tab
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Quotes (3 valid current quotes)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cooperative Agreement
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Sole Source Request and Determination Form
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Contractors Exempt Letter
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Purchasing Officers approval for exempt procurement
<input type="checkbox"/>	<input checked="" type="checkbox"/>	BAR
<input type="checkbox"/>	<input checked="" type="checkbox"/>	FIR
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Executed Contract, Agreement or Amendment
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Current Business Registration and CRS numbers on contract or agreement
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Summary of Contracts and Agreements form
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Certificate of Insurance
<input checked="" type="checkbox"/>	<input type="checkbox"/>	All documentation presented to Committees
<input type="checkbox"/>	<input type="checkbox"/>	Other: _____

Julie Sanchez Youth and Family Services Division Director 09/29/20

Department Rep Printed Name (attesting that all information included) Title Date

  
 Fran Dunaway (Oct 5, 2020 10:02 MDT)

Purchasing Officer (attesting that all information is reviewed) Title Date

Include all other substantive documents and records of communication that pertain to the procurement and any resulting contract.

\*

## **APPENDIX B – FY21-23 Children and Youth Proposal Summaries**

### **1. BIG BROTHERS BIG SISTERS MOUNTAIN REGION**

**Big Brothers Big Sisters Mentoring, Santa Fe: One-to-one mentoring provides children in Santa Fe facing adversity with a change to overcome challenges through strong, long-lasting, high quality, professionally supported one-to-one mentoring relationships with caring volunteer mentors.**

Yearly service projections (unduplicated): Provide services to 600 participants ages 5-18

### **2. COMMUNITES IN SCHOOLS (CIS) OF NEW MEXICO**

**CIS Site Coordinator Project: CIS places full time, social-worker trained Site Coordinators in high poverty public schools to serve students in need. Site Coordinators work with school and community stakeholders to conduct a needs assessment and deliver supports that lead to improvements in attendance, academics, behavior family engagement and basic needs.**

Yearly service projections (unduplicated): Provide services to 150 participants ages 3-18

### **3. COOKING WITH KIDS, INC**

**Cooking with Kids Santa Fe: Cooking with Kids educates and empowers children and families to make healthy food choices, CWK's hands-on-food and nutrition activities allow students to explore, prepare and enjoy, affordable foods from diverse cultural traditions.**

Yearly service Projections (unduplicated): Provide services to 4950 participants ages 4-13

### **4. ESPERANZA SHELTER, INC**

**Seeds of Hope Children's Program: Therapists and Life Skills Coordinators work with children to access trauma and depression in children who have experienced domestic violence. The program is designed to help youth heal from trauma and build resilience.**

Yearly service projections (unduplicated): Provide services to 50 participant's ages 0-18

### **5. Georgia O'Keeffe – COMMUNITY EDUCATORS NETWORK**

**Out of School Time Programs: SFCEN Partners, including museums, gardens, environmental organizations, and others, will provide high quality out of school time programs after school and in the summer to reduce the gaps in summer learning loss and provide more equitable access to community resources, to help children and youth succeed in school and graduate.**



Yearly service projections (unduplicated): 25 participants ages 5-13

## 6. GERARDS HOUSE

**Nuestra Jornada (Our Journey) & Semicolon group:** Nuestra Jornada is a weekly immigrant support group for Latino immigrant students in Santa Fe schools who are grieving the death of—or separation from—a parent or family member. Semicolon group-suicide-prevention addressing youth attempted suicide and those who have contemplated suicide, this weekly peer support group is a collaboration between Gerard's House and the Sky Center/New Mexico Suicide Intervention Project.

Yearly service projections (unduplicated): Programming to 200 participants (Nuestra) and 30 participants (Semicolon) ages 4-21

## 7. GIRLS INC.

**Girls Inc. Experience:** The program improves the mental and physical health of low-income, underserved girls in Santa Fe and provides education and career opportunities by giving girls the knowledge, skills, and confidence they need to overcome the gender, economic and social barriers they face.

Yearly service projections (unduplicated): 500 participants ages 5-18

## 8. NEW MEXICO SUICIDE INTERVENTION PROJECT/SKY CENTER

**Youth Suicide Prevention Services:** Our purpose is saving young lives from hopelessness, fear, anxiety, isolation and suicidal risk. We believe in a life affirming approach, connecting vulnerable children and young people to their family, school and community.

Yearly service projections (unduplicated): 515 participants ages 0-21

## 9. NEW VISTAS

**Early Intervention Program:** Assists children from birth to three who are at risk for developmental delays through the provision of home and community based early intervention services. These services are provided to both the child and the family as a whole and help to support strong families, positive early learning experiences and good health for infants and toddlers enrolled in the program.

Yearly service projections (unduplicated): 300 participants ages 0-3

## 10. PIE – FATHERS NEW MEXICO

**Fatherhood Services:** Fathers New Mexico provides Dad's groups and case management for dads. Programming supports development needs of children, tools for conflict management and parenting skills. Navigation will include education options, employment, money management, child support, etc.

Yearly service projections (unduplicated): 50 participants ages 13-21

#### 11. PIE – PARENT INVOLVEMENT PROGRAM

**Parent Involvement Program (PIP): Program for teenage youth and their families. Youth are referred by Teen Court of Santa Fe County, SFPS Counselors, and school based therapists after involvement in alcohol or other drug related offenses. This program consists of youth and parent sessions that utilizes the evidence-based Strengthening Families Program curriculum. *Partially CYFD funded.***

Yearly service projections (unduplicated): 200 participants ages 10-17

#### 12. SANTA FE RECOVERY CENTER

**Women and Children's Program: SFRC Women and Children's Program: Navigation program to support Women and Children currently receiving inpatient recovery services.**

Yearly service projections (unduplicated): 60 participants ages 0-3

#### 13. SFCC – KIDS CAMPUS

**Mixed PreK Extended Day Early Childhood Education: Kids Campus continues to build a continuum of excellence in learning and development opportunities for infants and toddlers that allows children with the highest needs to progress through a program that is proven effective and is a coordinated system that is child-centered, developmentally appropriate and based on data, research and best practice.**

Yearly service projections (unduplicated): 16 participants ages 3 and 4.

#### 14. SFP – BREAKTHROUGH SANTA FE

**Academic Enrichment School Year and Summer Program: Breakthrough Santa Fe (BTSF) is a year-round, tuition free, college access program for motivated, underserved middle and high school students from SFPS. Part of a national collaborative of 25 Breakthrough sites, BTSF provides extra tutoring, intensive college and financial aid counseling and one-on-one family support to our students,.**

Yearly service projections (unduplicated): 213 participants ages 12-18

#### 15. SFPS – ADELANTE PROGRAM

**Expanded Liaison Project: Adelante staff provides direct services and navigation services to students, youth and families who are experiencing homelessness in Santa Fe County. Services provided by liaisons include access to affordable housing, access to food, clothes, and school supplies, links to academic support such as**

**tutoring and mentoring, and links to outside agencies to ensure physical, behavioral, and mental health needs can be met.**

Yearly service projections (unduplicated): 166 participants ages 0-18

## 16. SFPS RESTORATIVE JUSTICE PROGRAM

**Restorative Justice Program: Expansion of programming into grades K-9 to improve and strengthen student-teacher relationships and create safe, compassionate elementary schools.**

Yearly service projections (unduplicated): 1000 participants ages 6-13

## 17. SFPS TEEN PARENT CENTER

**Teen Parent Program: Intensive navigation services for teen parents that assist their health and academic needs, includes referrals to appropriate agencies such as: health and nutrition services, social services, relationship support services, post-secondary institutions and job readiness services.**

Yearly service projections (unduplicated): 50 participants ages 14-21

## 18. SITE SANTA FE

**Art Education Programs for Youth: Structured, high quality and engaging art programming supporting middle school and high school students that build self-confidence, learning skills, and encourage critical thinking. Programming is targeted to local schools and communities whose youth are underserved by art education opportunities, are at-risk due to poverty and other socio economic reasons, and who are typically underrepresented in the world of contemporary art.**

Yearly service projections (unduplicated): 1000 participants ages 10 to 21

## 19. UNITED WAY OF SANTA FE COUNTY

**Family and Community Connections: Provides full-day/full-year dual language PreK and Early Learning Programming to families in Santa Fe.**

Yearly service projections (unduplicated): 102 participants ages 3 and 4

## 20. YOUTH SHELTERS AND FAMILY SERVICES

**Homeless Youth Project (HYP): HYP provides supportive services for teens and young adults residing in the Transitional Living Program (TLP) apartments and the Supportive Transitions to Adulthood through Rapid Rehousing (STAR) apartments. The goal of HYP is to offer a path to sustainable and secure independent living for homeless, runaway, and in-crisis youth in Santa Fe. Youth are provided housing for**

**up to two years while they gain education, workforce opportunities, and life skills so they can live independently upon exit from the programs.**

Yearly service projections (unduplicated): 50 participants ages 17 – 21

## **21. YOUTHWORKS**

**Education Re-engagement Program: Provides safety net services to assist youth in-need of re-entering the education system from exiting juvenile detention or transitioning from being 'disconnected' while being provided tutoring, family services, and workforce preparedness.**

Yearly service projections (unduplicated): 50 participants ages 12 - 21

**City of Santa Fe  
Children and Youth Commission  
Strategic Plan FY21 and Beyond**

*December 23, 2019*



**CITY OF  
Santa Fe**

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## I. EXECUTIVE SUMMARY

The Children and Youth Commission (CYC) was formed by Resolution 1989 and is charged by the City of Santa Fe by an Ordinance in 1998 with surveying and assessing the needs of the children and youth within the city of Santa Fe, identifying and recommending to the governing body existing legislation, policies and programs that promote the healthy development of young people, determining priorities for program development, advocating in the community on behalf of children and youth, and planning short and long range improvements for young people, from birth through the age of twenty-one (21).

The Commission receives up to four percent of the gross receipts tax and administers funding to local nonprofits and Santa Fe Public Schools on a now three-year funding cycle at approximately \$1.2 million annually (funding amount varies due to GRT fluctuations). The purpose of the fund is to support community programs that promote the healthy development of children and youth, ages birth to twenty-one (21). The Commission works in partnership with the City liaison of the Youth and Family Services Division to provide advice on ways to effectively plan, coordinate and support child and youth efforts in the Santa Fe community and present a plan to the governing body for approval.

In 2019, as part of an overall strategy to create effectiveness and efficiency in the funding and community work that comes out of the Youth and Family Services Division, the Santa Fe Regional Juvenile Justice Board successfully merged with the Children and Youth Commission. The Santa Fe Regional Juvenile Justice Board brings extensive knowledge on opportunity and juvenile justice involved youth as well as \$198,000.00 in state Children, Youth and Families Department (CYFD) Juvenile Justice Prevention funding.

The newly merged Commission strives to see positive results in the lives of community members—including improved health, improved behavioral health, improved sense of safety, and more equitable access to the kinds of opportunity that allow all constituents to achieve their full potential. The Commission is working towards affecting the overall health, safety, and quality of life of all children in Santa Fe. During the FY20 Children and Youth Commission Strategic Planning Retreat, the Commission in partnership with the Data Consultants reviewed current assessments and up-to-date data within the youth services field and compared, revised and realigned their core priorities for funding. A new strategy was adopted to address some of our community's most urgent needs. This strategy is navigation services based on the Accountable Health Community model and screening for needs related to the social determinants of health. The Accountable Health Community model is a well-coordinated system of care, which is crucial for those who seek access to safety net services to allow youth and their families to thrive. The community model is made up of many youth and adult health and human service providers brought into alignment, not only by their desire to help clients and patients, but also by local funders and our alignment. The Commission and Community Services Department values people served by the system we create, having a voice in shaping and impacting the services they need.

In 2019, the newly merged Children and Youth Commission developed a strategic plan framework, referred to as the "Ends Framework" (see page 7), as well as collaboratively created Shared Values, Guiding Principles, Vision and Mission Statement as outlined below.

## SHARED VALUES

Connection  
Equity

Imagination  
Gratitude

Compassion

## GUIDING PRINCIPLES

These will lead the CYC in ANY situation that may arise. They influence performance, drive behaviors, and are ESSENTIAL in decision-making. These are front and center during every meeting, so Commissioners can refer back to them and make sure they are following them in all the work they do.

1. We believe in **connection**, therefore we will work collaboratively to make decisions to benefit our community
2. We believe in **connection**, therefore we will listen to and integrate feedback from agencies we work with and the community.
3. We believe in **equity**, therefore we will work to eliminate barriers to opportunity and value every voice at the table.
4. We believe in **equity**, therefore we will learn about disparities in our communities to promote fairness and address discrimination.
5. We believe in **imagination**, therefore we will seek creative and innovative solutions.
6. We believe in **imagination**, therefore we will think beyond what has been done previously.
7. We believe in **gratitude**, therefore we will celebrate successes.
8. We believe in **gratitude**, therefore we will be thankful for the strengths and diversity of our community.
9. We believe in **compassion**, therefore we will acknowledge hardship and meet people where they are at.
10. We believe in **compassion**, therefore we will respect differences, listen to each other, and hold the people we serve in mind.

***Vision: A connected community where all children and youth have support and opportunity to thrive.***

***Mission: We advocate for and provide resources to organizations and community projects. Together we creatively address barriers that result in outcomes by engaging children, youth, and families in Santa Fe.***

The Children and Youth Commission is pleased to present the annual Strategic Plan for 2019-2020 which reflects key decisions made in the annual strategic planning session held in the fall of 2019, as well as builds upon the planning efforts of the 2016, 2017 and 2018 Children and Youth Commission that outlined a strategic framework focused on two priority areas including:

1. Early Childcare and Supplemental Education
2. Youth Wellness

The CYC Strategic Plan also presents key goals for the commission for FY20 and beyond.



### **Acknowledgments**

The City of Santa Fe wishes to thank the members of the Children and Youth Commission who helped to create this plan and who serve as volunteers to implement the plan throughout the year.

### **Children and Youth Commission Members**

Joanne Lefrak, Co-Chair  
Richard Lindahl, Co-Chair  
Lisa Salazar, Vice Chair  
Jennifer Romero, Vice Chair  
Deacon Anthony Trujillo  
Andrea Sandoval  
Crystal Ybarra  
Heather Smallwood  
Judge Mary Marlow Sommer  
Tommy Rodriguez  
Mark Dickson  
Joseph Jordan-Berenis  
Gus Martinez

### **Children and Youth Commission Non-Voting Members**

Chief Andrew Padilla  
Teya Martinez

### **Youth and Family Services Division Staff and Consultants**

Kyra Ochoa, Community Services Department Director  
Julie Sanchez, Interim Youth and Family Services Division Director/Program Manager  
Maria Perez, Democracy Unlimited LLC, Strategic Planning Consultant  
Natalie Skogerboe and Arianna Trott, Aspen Solutions, Data Development Consultants

## II. STRATEGIC FRAMEWORK

### A. Overarching Issues

The Children and Youth Commission adopted the Ends Framework to provide a structure for establishing funding priorities and making funding decisions. The rationale for using this framework is that it addresses some of the overarching issues that have limited the degree of our impact in the past.

The overarching issues that the framework will help to address include the following:

- Improved structure on the rationale for establishing funding priorities;
- Setting targets for continuous improvement on shared goals with community partners and other funders;
- Focusing efforts on continuous improvement and increased impact;
- Providing a mechanism for sustaining efforts over time irrespective of changes in leadership or staffing;
- Using a common language around population and performance accountability; and
- Committing to support data collection and analysis capacity within the City and with grantees to measure and report success over time.

## B. Children and Youth Commission Role/Value Proposition

At the strategic planning retreat, Committee members were asked “What does/should it look like when we are doing our best work?” The following is a compilation of ideas shared that help to define the committee’s role and their potential value to the community.

OUR CAUSE/TARGET POPULATION SERVED	OUR ACTIONS	OUR IMPACT
<ul style="list-style-type: none"><li>• Children and youth 0-21 including those most at need (poverty, lack of opportunities, struggling with school or mental or physical health challenges)</li><li>• Children and youth throughout all parts of the city</li><li>• Youth at risk for juvenile offenses</li></ul>	<ul style="list-style-type: none"><li>• Funding that is focused on improving the quality of life for children and youth</li><li>• Support youth programs throughout the City especially where there is greatest need</li><li>• Have the best interest of children and youth at the forefront</li><li>• Focus on accountability to results</li><li>• Assist community providers with the technical support they need to collect and analyze data to improve outcomes for youth</li><li>• Streamlined and more efficient funding process and administration</li><li>• Adequate RFP support</li><li>• Alignment with other funders on shared goals</li><li>• Support of programs that help kids read and have more enrichment opportunities</li><li>• Work with stakeholders, funders and partners to foster coordination and alignment as it relates to the Mission of the commission</li><li>• Review of programs and services to align with outcomes</li><li>• Provide leadership and technical assistance on best practice models</li><li>• Work with the governing body to receive direction and guidance as brought forth by the commission through their strategic plan</li><li>• Ensure the program is true to mission and serve children most in need</li></ul>	<ul style="list-style-type: none"><li>• Leveraged resources and more effective and impactful services</li><li>• Clearer focus and increased contribution to turn the curve on specific community issues</li><li>• A broader and deeper impact through improved collaboration</li><li>• Enhanced capacity of organizations to get funding from other resources</li><li>• Quality contract management and oversight</li><li>• Better outcomes for Santa Feans through collective impact where possible</li><li>• Improved outcomes (both short and long-term outcomes for the populations served)</li><li>• Enhanced capacity of organizations to demonstrate their contributions and continuous improvement in performance to help Santa Fe children and youth</li><li>• Deeper understanding of what is happening in our community will help us better respond to those needs</li><li>• Governing body is informed and prepared to discuss impact of funding allocated.</li></ul>

### C. Ends Framework

The purpose of the Children and Youth Commission Fund is to support community programs that promote the healthy development of children and youth, ages birth to twenty-one (21). The Children and Youth Commission identified two categories based on an analysis of critical community needs as directed in the Ordinance.

***The chart below is the Ends Framework adopted by the Children and Youth Commission for FY20 and beyond.***

Funding Category	Priority Indicators/Desired Results
Early Childcare and Supplemental Education	<p><b>Indicator:</b></p> <ol style="list-style-type: none"><li>1. % 3-5 yr. old Pre K Enrollment</li><li>2. % Increase in 7 Pre-K Domains: NM Pre-K Observation Assessment; KOT</li><li>3. High School Graduation Rate</li><li>4. Outside of school, I am involved in music, art, literature, sports, or a hobby</li><li>5. At my school, a teacher or other adult who believes I will be a success</li><li>6. Habitual Truancy</li></ol> <p><b>Outcome:</b></p> <ul style="list-style-type: none"><li>• Children 0-4 meet developmental milestone and are ready for kindergarten</li></ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"><li>• Children and youth succeed in school and graduate</li></ul>
Youth Wellness	<p><b>Indicator:</b></p> <ol style="list-style-type: none"><li>1. % Teen Pregnant with Prenatal Care in the First Trimester</li><li>2. Rate of Babies Born to Adolescents Per 1K (ages 15-17)</li><li>3. Skipped School because of Safety Concerns</li><li>4. % of Youth 19-21 Not in School or Working</li><li>5. Juvenile Arrests per 1K (ages 10-17)</li><li>6. Housing Instability Percentage</li></ol> <p><u>Mental Health</u></p> <ol style="list-style-type: none"><li>7. Youth Depression</li><li>8. Youth Attempted Suicide (9-12 grade)</li></ol> <p><u>Alcohol Use</u></p> <ol style="list-style-type: none"><li>9. Current Alcohol Use</li><li>10. Reported Binge Drinking (Past 30 Days)</li></ol> <p><u>Other Substance Use</u></p> <ol style="list-style-type: none"><li>11. Current Use of Painkillers to get High</li><li>12. Current Methamphetamine Use</li><li>13. Current Heroin Use</li><li>14. Tried Marijuana for the First Time before age 13</li></ol> <p><b>Outcome:</b></p> <ul style="list-style-type: none"><li>• Youth are mentally and physically healthy</li></ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"><li>• Youth are re-engaged in traditional or non-traditional academic pathways</li></ul>

**\*\*A further data breakdown, which includes Opportunity Youth is found on page 16; appendix A**

#### D. Community-wide Challenges

The following chart outlines the CYC's funding priority areas with a description of the challenges that the commission seeks to address in collaboration with community partners. The first column shows the four CYC funding categories; the second column describes the community-wide challenges that have been identified as critical needs in each area.

Turning the curve on population level indicators cannot be accomplished by one organization, but will take the combined efforts of many partners and community members. The Children and Youth Commission is looking to partner with and support organizations, institutions and community members that would like to contribute toward the collective effort to improve the community outcomes and indicators, especially for the most vulnerable populations.

#### Community-wide Challenges (2019)

Funding Category and Outcome	Community-wide Challenge: How we are doing as community on child and youth outcomes?
<b>Early Childhood and Supplemental Education</b>  <i>Outcome: Children 0-4 meet developmental milestones and are ready for kindergarten.</i>  <i>Outcome: Children and youth succeed in school and graduate</i>	<ul style="list-style-type: none"><li>• The percent of women receiving prenatal care in the first trimester has decreased from 76.1% in 2015 to 65.9% in 2017.</li><li>• Only half of all four-year olds were attending PreK or Head Start in 2014. In 2017, only 26% of need was met for PreK slots (NMECDP).</li><li>• Population data are currently not available on children 0-4 meeting developmental milestones. Proxy data from the NM Kindergarten Observation Tool on the seven domains, and statewide data has yet to be released. <i>Updated data TBD from the Santa Fe Data HUB.</i></li><li>• Evidence-based early intervention/education efforts are shown to make a difference in ensuring that young children are nurtured and better prepared to learn and succeed in school. However, Santa Fe does not have access to universal 3- and 4-year old early childhood education or universal home visiting. There remains a shortage of quality full-day programs with before- and aftercare that working families need.</li><li>• The four-year graduation rate in 2017 was 68.9%, down slightly from the 71.3% rate in 2016. However, the graduation rate trend has increased over time from the rates in 2009 through 2013 that ranged at or below 60%. In 2018, graduation rates for high schools in Santa Fe ranged from 38.1% to 87.6%.</li><li>• The SFPS district wide truancy rate was 29.3% in the 2017-2018 school year.</li></ul>

<p><b>Youth Wellness</b></p> <p><i>Outcome: Youth are mentally and physically healthy</i></p> <p><i>Outcome: Youth are re-engaged in traditional or non-traditional academic pathway</i></p>	<ul style="list-style-type: none"> <li>• A significant number of youth are struggling with mental health issues. As of 2016-2017 48.9% of youth statewide age 3-17 had an issue with accessing mental health care (National Survey of Children’s Health). Almost 40% of High School Youth in Santa Fe struggle with depression (39.8%, YRRS 2017), and 8.8% report attempting suicide in the past year (YRRS 2017). <i>2019 YRRS data was just collected and will be released in 2020.</i></li> <li>• As of 2017 there has been a decrease in the rate of alcohol and some drug use among youth. For example, binge drinking decreased from 14.6% in 2015 to 10.9% in 2017. However, youth substance use continues to be a concern and it is linked with other risky behavior. Marijuana use has increased from 25.3% in 2015 to 27.3% in 2017; painkiller and heroin use has decreased; but inhalant and cocaine use increased from 4.5% to 5.1%. While reported painkiller and heroin use is down, youth at high risk for drug use continue to be those unstably housed, transgendered or gender non-conforming and youth identifying as LGBT (2017 YRRS). <i>2019 YRRS data was just collected and will be released in 2020.</i></li> <li>• In 2016, 24.8% of children in Santa Fe County were living in poverty. As of 2017 that number has decreased to 18.2%. Meal gaps exist including on weekends, holidays and summer for families with high rates of food insecurity; 12.6% of Santa Fe residents report having insufficient food, 2016.</li> <li>• Though more students are graduating high school overall, there has been a downward trend in the number of youth pursuing college or certificate programs, as well as an equity gap in post-secondary enrollment for males and Hispanic females.</li> <li>• Chronic truancy is considered a predictor for adolescents dropping out of school and in the 2017-2018 school year 29.5% of students were chronically truant.</li> <li>• The number of disconnected youth living in Santa Fe County has increased, with 1 in 6 of teens and young adults now disconnected from school or work (Santa Fe Community Baseline Report, 2016). Engaging students to stay in school and graduate with a pathway to college or a career (through certification, alternative education or job training) continues to be a significant challenge.</li> <li>• In 2017 61% of disconnected youth were not enrolled in school, and not taking high-school equivalency coursework. Of this subpopulation, 26.9% were between the ages of 14-18. The largest challenges related to school for respondents were housing insecurity, inadequate transportation, other family responsibilities, poor grades, or having to work rather than going to school (Reconnecting Youth Survey).</li> <li>• The incidence of juvenile arrest in Santa Fe County has steadily declined since 2011 with crimes by youth ages 12-17 dropping from 1,141 to 810 in 2017.</li> </ul>
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*Data Sources: Further data and details about community-wide needs for children and youth can be found in the Santa Fe Community Baseline Reports for Early Childhood, K-12, and Re-engagement of Disconnected Youth, developed by the Opportunity Santa Fe Backbone team in 2016, as well as NM PED and SFPS data reports, the*

*Youth Risk and Resiliency Survey 2017, the Reconnecting Youth Survey and CHRISTUS St. Vincent Regional Medical Center Community Health Needs Assessment. 2019 YRRS data was just collected and will be released in 2020.*

#### **E. FY20 Data Development Agenda**

Reliable and valid data collection has been a challenge for many of the CYC grantees to collect. The Data Development Project was initiated to support CYC grantees with collecting data to show program impact. The Results Based Accountability (RBA) framework and methodology was used to look at the quality and efficiency of these services. Three simple questions are posed to get at the most important performance measures:

- How much did we do?
- How well did we do it?
- Is anyone better off?

The CYC contracted with Aspen Solutions to complete the final phase of the CYC data project which took approximately three years, and all of the CYC grantees received consultation around RBA performance measures and data development support. Although performance measures were put in place, a data system was still lacking to track outcomes and trends. As of late 2019 the Human Services Committee contracted with a software company, Unite Us to track the navigation of clients from interaction, referral to outcomes all within a simple to use system. The CYC grantees will be using this system in FY21.

Unite Us is a system that builds and scales a coordinated care network; proactively identifies service gaps and at-risk populations; tracks outcomes in real-time and views client progress in meeting needs; and can determine what works and review the impact of community interventions.

The CYC is dedicated to continuing its data project to assist agencies with both the transition into the new software system as well as to continue building baselines and tracking performance measures. Funded agencies will continue to receive these services from the CYC Data Consultant free of cost.

### **III. RATIONALE FOR DISTRIBUTION OF FUNDS**

The following section outlines the recommendations from the Children and Youth Commission related to the rationale for distributing CYC Funds. The Commission adopted the following starting in the FY21-24 funding cycle:

- Grant year expanded to an additional year of funding, total grant cycle would be 3 years v. 2 years in the previous funding cycle
- Alignment of funds to the current CYC outcomes and indicators as outlined in the Ends Framework
- Continued funding of an Innovation and Small Grant Fund to support special projects at lower funding level, with streamlined application and reporting requirements
- Navigation and grantees joining the navigation network as a strategy on getting youth connected to the services they need to thrive in the community; a tiered funding strategy needs to be developed to insure services are funded and delivered appropriately
- Priority given to programs or projects that address equity by serving those who are underrepresented and/or have struggled to access services and opportunities or address a service gap, and to programs or projects that collaborate with other non-profit organizations

#### **A. Expanded Grant Cycle**

Commission members adopted a three (3) year funding cycle in order to create a better opportunity to collect and analyze data over a longer period. This grant alignment allows funding to follow other funders in the community as well as annual assessments that are released on three-year cycles.

#### **B. Innovation and Small Grant Fund**

Commission members implemented a new Innovation and Small Grant Fund in 2017-2018 to support special projects that promote healthy child and youth development and resiliency but may not meet all requirements for CYC funding in priority funding categories. Funding will continue in the new grant cycle. Organizations can apply for smaller grants of either \$2,500 or \$5,000 to support innovation through a separate and streamlined RFP with fewer application and reporting requirements, allowing them to maximize the use of funds toward program innovation. The Innovation and Small Grant Fund has a priority deadline but also remains open throughout the two-year cycle to allow CYC to respond to emerging opportunities throughout the year.

#### **C. Navigation Strategy, Results Based Accountability and Tiered Service Delivery**

Over the past 2 years grantees of Children and Youth Commission funding have delivered an array of services and programs including but not limited to behavioral health interventions, food distribution, supplemental education classes, trauma intervention and employment programming. At the heart of these services is provision of safety net services and navigation to other needed services. When people get the help they need, we expect that we will see improved health outcomes. “Navigators”—or the people helping individuals through the system—are key to success. Over the last 2 years of the data project, we have seen initial results of the work of the safety net and the navigators working within it: increases in permanently housing the homeless, reduction of habitually truant children and youth, increased participation



in afterschool activities, and a reduction of symptoms associated with PTSD and depression, for example. In joining in a strong referral network system using RBA and navigation based services, we can track client outcomes and continue making progress for the people being served. A tiered service delivery system is being developed, while possibly modeled after the Human Services Committee funding the complexity of serving the youth population requires additional thought and consideration. Once completed the tiered system will be included in the strategic plan as an amended appendix.

#### *Results Based Accountability*

To ensure that funding is having a direct impact on the overall well-being of families and individuals within the community, the Children and Youth Commission uses Results-based Accountability (RBA) Framework and End/Results with Community Indicators. RBA is simple, intuitive and rooted in common sense. It is a process which communities, agencies and teams can use to focus on results/outcomes to make a positive change for communities and clients. RBA drives continuous improvement in teams, programs and agencies through a variety of means. As a strategic planning tool, it keeps us focused on always doing better than our own past performances.

*Population accountability* is about improving the quality of life for a whole population that is defined by geography and/or characteristics.

Other key aspects of population accountability:

- No single agency or program is responsible for population health, but the more we agree on strategies and coordinate our efforts, especially in a City the size of Santa Fe, the more we can hope to improve the condition of our population.

*Performance accountability* is about the client results/outcomes that are being achieved by a program, agency or service system. With performance accountability, we ask:

- How much did we do?
- How well did we do it?
- Is anyone better off?

#### **D. Priority to Projects Addressing Disparities and Gaps**

Priority is given to projects that address equity by serving those who are underrepresented and/or have struggled to access services and opportunities. For example, data show that a growing number of Santa Feans have obtained health insurance over recent years (CHRISTUS St. Vincent Community Health Needs Assessment, 2019). However, there is evidence that some sub-groups and neighborhoods continue to have a high number of uninsured children, youth and families. Organizations that seek to address this inequitable access to opportunity and services would be prioritized for funding in order to direct resources to areas of greatest need. Another example of funding prioritization might be to organizations that demonstrate quality programs and results and increase “Out of School Time (OST)” opportunities for children and youth from high-poverty neighborhoods and schools.

#### **E. Rationale for Funding Decisions**

##### **Funding Decisions Based on Performance Results**

The Children and Youth Commission members recommend that funding be awarded to grantees that demonstrate excellence on the CYC funding criteria. The criteria includes the following:

- Alignment with the City Children and Youth Commission priority outcomes and indicators as outlined in the Ends Framework and RFP
- Demonstration of a plan to address disparities, gaps and report on results
- Demonstration of performance accountability for services they provide (e.g. data on how children or youth are better off as a result of the service provided)
- Prior history on grants awarded over the past funding years including on-time reporting, progress on performance measures, appropriate and timely use of past awards
- Effectiveness of collaboration with other non-profit organizations, partners and the City Youth and Family Services Division
- Project budget rationale
- Qualifications of personnel
- Completion, timeliness of application materials

A revised RFP and scoring rubric will be used to score applicants on the criteria above and funding amounts will be awarded according to the formula below. The chart below is based on 100-point total score on criteria and is flexible per funding needs:

*Final Approved Funding Matrix for FY21*

<b>Evaluation Score Range</b>	<b>Evaluation Score Range Level</b>	<b>Project/ Program Funding Ceiling</b>
89 and above ↑	High	Award ceiling \$100,000 ↑
79 and above ↑	Medium	Award ceiling \$80,000 ↑
69 and above ↑	Low	Award ceiling \$60,000 ↑
<60	Below	No funding recommendations

- *Exception: Innovation and Small Grant fund awards would not be determined by above formula but determination is two set amounts, either \$2,500 or \$5,000.*
- *Criteria includes assessment of project budget (does budget make sense?)*
- *Assumption – City is supporting a higher level of funding for projects that align to priorities and support agencies with high potential to make an impact/contribute toward turning the curve.*

#### **F. Analysis of Pros and Cons/Benefits and Concerns for Funding Rationale**

Children and Youth Commission members identified the following potential benefits and concerns related to the new recommendations related to funding rationale.

##### Potential Benefits

- Structure and clearer guidance for distributing funds allows for increased consistency in funding decisions and amounts
- Improved transparency through pre-set funding amounts
- Increased impact in early childhood funding category
- Innovation and small grant funds help to decrease administrative burden on both City staff, CYC and nonprofit organizations who receive smaller grants
- Innovation and small grant fund creates a pipeline for future funding relationships

- Allows us to fund higher amounts to organizations that score higher on RFP (those who demonstrate progress on performance and outcomes, who serve underrepresented children and youth, etc.)
- Shift may result in some organizations who have been funded in the past to receive increased funding for projects that align with priorities and demonstrate results (RFP high scorers)

#### Potential Concerns and Ideas to Address Concerns

- Shift may result in some organizations who have been funded in the past to receive less or not receive funding in next cycle who do not align with new priorities or demonstrate results
  - Organizations may adapt future funding requests to areas where their services better align with CYC priorities
  - Some organizations may elect to apply for Innovation and Small Grant Funds
- Need to be aware of impact on areas that will experience a decrease in total amount of funding available in that area
  - Organizations may adapt future funding requests to areas where their services better align with CYC priorities
  - Some organizations may elect to apply for Innovation and Small Grant Funds
  - CYC will work with other funders to explore strategies to address gaps
  - Scores on proposals do not necessarily reflect the caliber or effectiveness of an organization's work. Therefore, smaller agencies that cannot afford to hire professional grant writers may be disproportionately penalized through this approach.

## **IV. CHILDREN AND YOUTH COMMISSION GOALS**

### **A. FY21 and Beyond Goals**

1. Increase our understanding of community needs and status of progress on priority indicators and our data development agenda.
2. Partner with funders to discuss and align funding priorities around shared goals.
3. Partner with non-profit organizations and partners/community members to expand the network to improve the coordination of the system of care and encourage collaboration.
4. Align the City's committees, commissions, and task force work where possible and increase communication and coordination on shared goals.
5. Develop and engage sub-committees for the Commission as needed.
6. Plan and implement professional development to prepare Commission members for policy and funding advisory roles and responsibilities.
7. Increase understanding of grantee services and shared learning from grantee performance measures/data collection by conducting site visits.
8. Present proposed CYC strategic framework, priorities, and rationale and framework for funding decisions to the Governing Body for input and refinement.
9. Work closer with community stakeholders and partners; create an inclusive Community Engagement plan to begin this work.

\*Indicates agency has concerns about meeting contract deliverables/numbers/data for reporting  
April 15, 2020

	Agency	Brief Update	Needs
CYC	*Adelante	<ul style="list-style-type: none"> <li>- All staff are working from home</li> <li>- Directly working through e-mail and phone to serve clients with unmet needs. Continuing food distributions on Wednesdays</li> <li>- Challenges in reaching clients with phone or email.</li> <li>- Data collection and measurable outcomes may be limited or skewed during this time.</li> </ul>	<p>Data reporting for final report will be limited</p> <p>(Same service online, need to change contract?)</p>
CYC	Big Brothers Big Sisters	<ul style="list-style-type: none"> <li>- Had to adjust our program processes since we heavily rely on face-to-face contact with and between program participants. We have also had a difficulty securing funds with the cancelation and postponement of multiple fundraising events.</li> <li>- Using virtual meetings/assessments/events.</li> </ul>	These challenges we are experiencing should not impact our city contract.
CYC	*Breakthrough SF	<ul style="list-style-type: none"> <li>- May need to alter summer 2020 programming, i.e. Switching to Online concerned about reimbursement due to program changes.</li> <li>- Unable to do pre-post math and reading tests for summer 2020 (Aspen to find out more).</li> <li>- Limited data will impact final report.</li> </ul>	<p>Same service online, need to change contract?</p> <p>Aspen to offer help with online pre-post surveys?</p> <p>Final report limited data, can they bill based on numbers served.</p>
CYC	*CEN	<ul style="list-style-type: none"> <li>- Providing materials for families to have education activities for kids at home</li> <li>- Funding activities (summer camps/afterschool) are cancelled</li> </ul>	<p>Want help measure new activities</p> <p><b>Need approval to relocate money for materials to families instead of in person activities</b></p>
CYC	CIS	<ul style="list-style-type: none"> <li>- Site Coordinators are unable to meet with students face to face.</li> <li>- Created a Family Strengths Support and Needs Assessment to better support families - reaching out via phone, google hangout, zoom, etc.</li> </ul>	
HSC	*Coming Home Connection	<ul style="list-style-type: none"> <li>- Lower numbers of in-home care giving and post-operation clients and no new referrals.</li> <li>- Our main innovation is to start a volunteer run phone service to call isolated seniors 4 or 5 times a week to check in that they are safe, and have what they need, and to have friendly conversation.</li> </ul>	<b>Reallocate \$5,000 from deep cleaning grant to pay for telephone services.</b>
CYC	Cooking with Kids	<ul style="list-style-type: none"> <li>- Not able to teach final unit this year but met projected numbers in January – March.</li> <li>- Online and electric curriculum is available to families and schools.</li> <li>- Continuing to develop experiential learning activities at home.</li> </ul>	
CYC	*Fathers NM	<ul style="list-style-type: none"> <li>- No access to participants with school out and little success contacting them.</li> </ul>	Will not reach numbers
HSC	Feeding Santa Fe	<ul style="list-style-type: none"> <li>- Shifted to working with the Food Depot for the Thursday Drive thru (most volunteers are over 60/at risk). Very grateful for the collaboration.</li> </ul>	No issues at this time.

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April 15, 2020

		<ul style="list-style-type: none"> <li>- Over the last 4 weeks an average of 2,300 people received food.</li> <li>- Collected and compiled mini surveys in March.</li> </ul>	
<b>CYC</b>	*First Serve	<ul style="list-style-type: none"> <li>- Suspended in-person services, providing online tutoring in Math, English, History, and Science as-needed</li> <li>- Concerned about skewed data on grades due to online instruction</li> </ul>	<p>Aspen to support by ensuring data tracking of online tutoring</p> <p>(Same service online, need to change contract?)</p>
<b>CYC</b>	Gerard's House	<ul style="list-style-type: none"> <li>- Trying to launch our groups virtually. One struggle is that they don't have parent/caregiver contact information - currently requesting this information from CIS.</li> <li>- Holding virtual support groups, social media art &amp; self-care projects, mailing packages to families with activities, connecting families with basic needs</li> </ul>	Not concerned about meeting numbers.
<b>CYC</b>	*Girls Inc.	<ul style="list-style-type: none"> <li>- Transition to online programming, with approx. 60% participating. Hoping to collect surveys online and expand services to more girls.</li> <li>- Planning in case summer programming needs to be virtual. If use a virtual model, will not charge a fee due to the great need for services.</li> <li>- Focusing programming on SEL to support girls because fear is high</li> </ul>	<p>Switching to Online (Same service online, need to change contract?)</p> <p>Aspen to offer help with online surveys?</p>
<b>HSC</b>	Kitchen Angels	<ul style="list-style-type: none"> <li>- Challenges with personal protective equipment for volunteers including hand sanitizer and cloth masks. Additional expenses for safety of clients and volunteers, directly related to COVID.</li> <li>- Changed policies and procedures, hired additional staff to support admin and volunteer training.</li> <li>- Continued navigation, and increase demand for meals.</li> </ul>	
<b>HSC</b>	*La Familia	<ul style="list-style-type: none"> <li>- Lost Diabetes educator, unable to provide group services including cooking, CENA activities, diabetes education</li> <li>- Diabetes education and nutrition consults via phone visits, Pharmacy moving to curbside pick-up</li> </ul>	<p>Determine if they can bill for phone visits, pharmacy pick-ups?</p> <p>Will this need SOW change?</p>
<b>CYC</b>	Las Cumbres	<ul style="list-style-type: none"> <li>- Transitioning to telehealth and may see a decrease in numbers served due to access to internet or phone.</li> <li>- Purchased new telehealth accounts for all providers to support caseload.</li> <li>- Concerned about changes in data, decrease in performance measures and access to internet/phone.</li> </ul>	
<b>HSC</b>	Life Link	<ul style="list-style-type: none"> <li>- Continuing to provide services.</li> <li>- Had to move out of Inter Faith into their club house and have lost other relied-upon donations like lunches for outreach.</li> </ul>	Could use help with a better tracking system for navigation clients.

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April 15, 2020

		<ul style="list-style-type: none"> <li>- Using flex funds to house most vulnerable and working with Food Depot for meal delivery</li> </ul>	
<b>HSC</b>	*Literacy Volunteers	<ul style="list-style-type: none"> <li>- Reduction in tutoring hours and individuals served. Have moved to some phone/zoom/online mtgs. Many students have limited internet/computer access.</li> <li>- New matches cannot take place and existing students often have trouble learning new concepts not being face-to-face.</li> <li>- Still able to work with 4 inmates at a time via distance session</li> </ul>	Most tutors and students will not be physically meeting. This will make it difficult for students to make progress toward their educational goals. Reduced numbers of tutors, students and tutoring hours.
<b>CYC</b>	*MathAmigos	<ul style="list-style-type: none"> <li>- May hold their teachers' workshop online but implementation is challenging.</li> <li>- Online workshops will be piloted, and booklets for teachers and families in English and Spanish being provided virtually to families and teachers.</li> </ul>	No cost extension (?) for in person or online training at beginning of school year?
<b>CYC</b>	*NDI	<ul style="list-style-type: none"> <li>- No longer providing in-person instruction. Instructors are working to post online programming to SFPS curriculum.</li> <li>- Post-survey data may not be collected</li> </ul>	Switching to online programming  Data reporting for final report will be limited
<b>HSC</b>	*New Mexico Immigrant Law Center	<ul style="list-style-type: none"> <li>- All client interactions are now being conducted over the phone, and documents that the clients would usually sign in person are having to be mailed back and forth, which makes legal processes take longer</li> <li>- Conducting more consultations, screening, and pro se assistance online; keeping website and social media updated with information about how to access services</li> </ul>	Will not reach the anticipated 21 new clients for Q4 since Solace is not referring clients.
<b>CYC</b>	New Vistas	<ul style="list-style-type: none"> <li>- All staff are working virtually. This has disrupted some services for clients. Telehealth can be challenging due to increased demand on internet/wifi</li> <li>- Increased costs for supplies outlined in contract due to increases in prices or being out of stock.</li> <li>- Rolling out training for staff and contractors for new online case management system.</li> </ul>	
<b>CYC</b>	*NMCTR	<ul style="list-style-type: none"> <li>- Several challenges cancelled programming on March 23<sup>rd</sup> and partners have also cancelled programming. Except volunteers who assist with horse care.</li> <li>- Weekly check-ins and virtual support, this week starting videos for students to continue virtual programming.</li> <li>- Funding concerns denied grants due to funders saving funds, unable to host annual fundraiser. Concerned they will not be able to bill out for City contract. Applied for COVID-19 Relief fund at SFCEP, and SBA Payroll Protection Plan</li> </ul>	Can they still bill for the students they served this quarter? Videos? And/or BAR for taking care of the horses?
<b>CYC IF?</b>	Opportunity Santa Fe	<ul style="list-style-type: none"> <li>- Transition to online meetings and trainings</li> </ul>	Update from Julie?

\*Indicates agency has concerns about meeting contract deliverables/numbers/data for reporting  
April 15, 2020

		<ul style="list-style-type: none"> <li>- Difficulty obtaining up-to-date funding reports from fiscal sponsor required for quarterly invoicing</li> </ul>	
<b>CYC</b>	Planned Parenthood	<ul style="list-style-type: none"> <li>- Shifting to create lessons online – pre-recorded webinars that any SFPS teacher can use. Numbers may be lower, but reach may be wider.</li> <li>- Expanded “In Case You’re Curious” text line and reduced wait times from 24 hours to 1 hour</li> </ul>	Numbers may be lower, but reach may be wider. Ask for flexibility in being able to count online participants.
<b>CYC</b>	*Reading Quest	<ul style="list-style-type: none"> <li>- Sharing tools for online reading for tutoring and professional development. Sent via snail mail and digital links for workshop materials and recordings.</li> <li>- Created comprehensive online resource page for teaching reading online for NM Dept Ed and SFPS</li> </ul>	Workshop feedback forms but no sign-in sheets (okay for billing?) <b>BAR – Money for snacks which they won’t be able to use would like to move to teacher stipends, had more teachers signed up than originally budgeted for.</b>
<b>CYC</b>	Resolve	<ul style="list-style-type: none"> <li>- Completed majority of CYC funded programs. Still scheduling Safe Zones programming at SFPS which will be offered virtually.</li> <li>- Hoping to provide programming to more than originally planned due to increased access online. Adaptations to curriculum are substantial and time consuming.</li> </ul>	Same service online, need to change contract?
<b>HSC</b>	Santa Fe Dreamers	<ul style="list-style-type: none"> <li>- Continuing DACA application via telephone and electronically.</li> <li>- Offices and weekly legal clinics are closed because of the pandemic.</li> <li>- Very concerned about missing deadlines for application and court dates due to challenges regarding communication and contact with clients. Immigration and Customs has suspended operations – meaning delays in adjudication.</li> </ul>	Already surpassed numbers.  May need help adjusting contract in July depending on Supreme Court decisions related to DACA.
<b>*CYC and HSC</b>	*Santa Fe Recovery	<ul style="list-style-type: none"> <li>- Reduction in clients for the women and children's program, as a result of this the childcare program has been suspend. These two factors among others are going to greatly impact the numbers in our report.</li> <li>- Outpatient services are provided via telehealth</li> </ul>	Reduced numbers in women and children program.
<b>CYC</b>	SFSFAS – Reading is Magic	<ul style="list-style-type: none"> <li>- In the middle of creating remote learning and virtual school for afterschool students in Reading is Magic. Might continue programming to June 30<sup>th</sup> instead of end of May.</li> <li>- Working to provide support and connection for students as well as engaging effective instruction that do not require screen time.</li> <li>- Summer curriculum completed last July and August.</li> </ul>	Same service online, need to change contract?
<b>CYC</b>	SITE Santa Fe	<ul style="list-style-type: none"> <li>- SITE is closed and they are not able to work directly with students and had to cancel events.</li> </ul>	Desire to have dialogue with CYC and other



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		<ul style="list-style-type: none"> <li>- Education staff has created distance learning workbooks that are available for download on our website, and they are in the process of executing a plan to distribute printed copies to students. A plan is also in the works for delivering programs digitally and through internet platforms.</li> </ul>	grantees about the innovations taking place and hopes the City can be flexible with budget allocations.
<b>CYC</b>	Sky Center	<ul style="list-style-type: none"> <li>- Numbers and referrals have spiked since mid-March and they received four referrals from CSV in the last week for suicidal youth.</li> <li>- Most sessions are help via telehealth but families that do not have access to computers/internet are still coming to the office to receive therapy – the counselor sits behind a window.</li> </ul>	<p>Concerned about not being able to get the data for the final report.</p> <p>*Perhaps Aspen Could help them set up the surveys electronically? Or the Eval could do calls?</p>
<b>HSC</b>	St. Elizabeth	<ul style="list-style-type: none"> <li>- Carrying out all services (and more). Moved all guests out of two shelters and into alternative housing (first a hotel not Mid Town Campus Dorms).</li> </ul>	Staff is spread thin.
<b>CYC</b>	*Sweeney	<ul style="list-style-type: none"> <li>- No longer providing aftercare services.</li> <li>- Data collection and surveys will be limited or not collected for afterschool program.</li> <li>- Considering calling parents to collect surveys over the phone.</li> </ul>	<p>-Data for final report will be limited.</p> <p>-Can they submit funding based number of students served prior to school closure?</p> <p>-Need budget amount update.</p>
<b>CYC</b>	*United Way	<ul style="list-style-type: none"> <li>- March 16 had limited students attending center primarily to emergency for essential workers, as of April 10 no longer providing childcare due to concerns about safety for children, families, and staff.</li> <li>- Moving towards long-distance learning with care packages/activity sets. Setting up google classrooms</li> <li>- Short virtual workshops to all adults caring for children on sensory, SEL, literacy activities, etc.</li> </ul>	<p>Switching to online, and adding additional service of kits to full community</p> <p>Data reporting on 7 domains will be limited.</p> <p>Need help with BAR in support of new program goals.</p>
<b>CYC and HSC</b>	Youth Shelters	<ul style="list-style-type: none"> <li>- Still carrying out programs and transitional living facilities and homeless youth programs.</li> <li>- We are providing prepaid smart phones to clients we have no other way of contacting, we are providing more service coordination and counseling through telephone, we are limiting the number of clients allowed at any one time at our drop-in center, and we are delivering groceries or bagging groceries and putting them outside our locations for clients for pick-up</li> </ul>	
<b>HSC CYC</b>	*YouthWorks!	<ul style="list-style-type: none"> <li>- Adapting to use of google classroom and 1:1 zoom consults, culinary program is still feeding children</li> <li>- Unable to provide GED testing or host individuals for community service needs</li> </ul>	<p>Ideas to measure other impacts.</p> <p>SOW change?</p>

Funding Area	Agency	Program
Early Childhood & Supplemental Education AND Youth Wellness	<b>Adelante (SFPS fiscal)</b>	Support Services for Homeless Students
Early Childhood & Supplemental Education	<b>Big Brothers Big Sisters</b>	BBBS One-to-One Mentoring
Early Childhood & Supplemental Education	<b>Breakthrough Santa Fe (SFPS fiscal)</b>	Academic Enrichment School and Summer Program
Early Childhood & Supplemental Education	<b>Communities in Schools</b>	Communities in Schools
Early Childhood & Supplemental Education	<b>Community Educators Network (SFCF fiscal)</b>	CEN Out of School Time Programming
Early Childhood & Supplemental Education	<b>Cooking with Kids</b>	Cooking with Kids
Youth Wellness	<b>Esperanza Shelter</b>	UNSURE
Early Childhood & Supplemental Education	<b>Fathers New Mexico</b>	Young Fathers

Youth Wellness	<b>Gerard's House</b>	Nuestra Jornada (Our Journey)
Early Childcare & Supplemental Education AND Youth Wellness	<b>Girls Inc. of Santa Fe</b>	Stay Connected Initiative
Early Childhood & Supplemental Education	<b>New Vistas</b>	Early Childhood Intervention
Youth Wellness	<b>Parent Involvement Program (SFPS fiscal)</b>	Strengthening Families
Early Childhood & Supplemental Education AND Youth Wellness	<b>Restorative Justice Program (SFPS fiscal)</b>	Restorative Justice
Early Childhood & Supplemental Education	<b>Santa Fe Recovery Center</b>	Women and Children's Treatment Program

Youth Wellness

**Sky Center**

NM Suicide Intervention  
Project

Early Childhood &  
Supplemental Education

**SFCC: Kids Campus**

City of Santa Fe PreK Class

Early Childhood &  
Supplemental Education

**SITE Santa Fe**

Teen Education Program

Early Childhood &  
Supplemental Education  
AND Youth Wellness

**Teen Parent Center  
(SFPS fiscal)**

Teen Parent Program

Early Childhood &  
Supplemental Education

**United Way**

Bilingual Early Literacy  
Support

Youth Wellness

**Youth Shelters and  
Family Services**

Homeless Youth Project

Early Childhood &  
Supplemental Education  
AND Youth Wellness

**YouthWorks!**

YouthWorks!

Population Level Indicator(s)	Level 1 - Performance Measures
High school graduation rate; Housing instability	# of clients served with safety net services; # of clients helped by navigator; # of youth service meetings
At my school, a teacher or other adult believes I will be a success	# children served by one-on-one mentoring services, # families helped by navigator
High school graduation rate; at my school there is a teacher or other adult who believes I will be a success; outside of school I am involved in art, music, literature, sports or other hobbies	# of participants; # of contact hours with students
At my school, a teacher or other adult believes I will be a success; High School Graduation rate; Habitual Truancy	# clients helped by navigator
Outside of school I am involved in arts, music, literature, sports or a hobby	# of children participating in afterschool programming; # of children participating in summer programming
At my school, a teacher or other adult believes I will be a success	# of schools receiving nutrition education program; # of classrooms receiving nutrition education program; # of students receiving nutrition education program
Youth depression	# of clients helped by navigator
% of youth not in school and not working	# of clients helped by navigator

Youth depression; Youth attempted suicide	# of clients served by GH programming; # of clients helped by navigator
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High school graduation rate; youth depression; youth attempted suicide; youth alcohol use;	# of girls served in Girls Inc programming; # helped by navigator
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Increase in seven pre-K domains and KOT assessment	total # children served; # children served by service type
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juvenile arrest rates; current alcohol use; current binge drinking; current painkiller use to get high; current meth use; tried marijuana before age 13	# of unduplicated youth participants; # of family units participating; 3 of youth who complete a majority of the session
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At my school a teacher or other adult believes I will be a success; skilled school because of safety concerns	# of students served; # of teachers/administrators/parents trained in restorative justice; # of participants with suspensions; # of participants with detentions
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% 3-5 year olds enrolled in Pre-K	# of women with children age 0-17 receiving treatment services; # of direct services/activities provided to women with children
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	# youth assessed; # youth/families receiving counseling and hours provided; # life skills group participants and hours provided; # of Natural Helpers trained; meeting and school project implementation hours for Natural Helpers; # helped by navigator
Youth depression; Youth attempted suicide	

% 3-5 year olds enrolled in Pre-K; % Increase in seven pre-K domains and KOT assessment	# of enrolled students
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at my school there is a teacher or other adult who believes I will be a success	# of individual youth/students served; # of youth served considered to be "at risk" or "underserved"
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% pregnant teens receiving prenatal care in 1st trimester; high school graduation rate; at my school a teacher or other adults believes I will be a success	# unduplicated program participants; # of pregnant moms served; # of pregnant teens receiving prenatal care; # of youth helped by navigator
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% 3-5 year olds enrolled in Pre-K; % Increase in seven pre-K domains and KOT assessment	# of children served; # of families served; # of families helped by navigator
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Housing instability	# of clients receiving housing services; # of clients helped by navigator; # of case management hours provided; # of life skills hours provided
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% of youth age 19-21 not in school or working; juvenile arrest rates (ages 10-17); youth depression	# unduplicated program participants; # of youth helped by navigator; total number served
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<b>Population Level Indicator(s)</b>	<b>Level 1 - Performance Measures</b>
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**Level 2 - Performance Measures****Level 3 - Performance Measures**

# of eviction preventions; # of utility connections; # of homelessness preventions	# of Adelante seniors who graduate; # of students with 94% or better attendance; # of students with 84% or better attendance; # of participants reporting improved circumstances
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# of youth demonstrating positive outcomes via the Youth Outcomes Survey; # of matched mentors lasting 6 months or longer	# of youth reporting having a very important adult in their life
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% of students retained from previous year	# of students with improved reading and math scores; # of seniors who graduate; # of students with a C grade accessing tutoring services
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# of families referred to services; #/% meeting short-term and long-term goals	# served reporting improvement in circumstances or positive changes in SDOH
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% of youth who think they will do better in school this year	# of youth who build friendships; # of youth who plan to go to college after high school
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% of CWK classes using common core-aligned curriculum; average students:adult ratio in CWK classes; % of teachers wanting to participate in CWK	# of family members participating in CWK volunteer program; # of teachers who believe CWK will provide hands-on engaging programming; # of teachers who believe CWK will increase students' awareness of healthy eating
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# / % of families referred to services; # / % of families meeting short-term and long-term goals	# of youth with decreased depression scores; # served reporting improvement in circumstances or positive change in SDOH
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# / % of families referred to services; # / % of families meeting short-term and long-term goals	# of clients reporting an increase in the time spent with their children; # served reporting improvement in circumstances or positive change in SDOH
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# of clients connected to services by navigator	# who report increases in understanding how grief affects them and # with increased knowledge of how to take care of themselves when grieving; # served reporting improvement in circumstances or positive change in SDOH
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# of clients connected to services by navigator	# of surveys administered and % with improved skills, knowledge, attitudes; # of participants promoted on time to the next grade level; # of navigation clients reporting improvement in circumstances or positive change in SDOH
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# of contact hours provided by service type	# who increased their rate of growth by program exit; # of children who entered below their age expectations were functioning within their age functioning at exit
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% of youth who complete a majority of the sessions	# of youth who demonstrate an increase in protective factors (such as better communication, improved relationships, increased positive family experiences, increase in parent engagement), # of youth who report reduced substance use, # of youth with decreased arrests,
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% of participants with suspensions; % of participants with detentions;	# of disciplinary incidents that rise to administrative involvement level; # of students with improved communication skills; # of students with improved relationship building skills; # of youth with improved active listening skills; # of students who applied these skills in their personal life
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% of staff with certification / training; average time from inquiry to first appointment (wait times); % of clients who found the program helpful	# of clients off of alcohol at discharge and 6 months after discharge; # of women with children with stable housing; # of women with children working
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% of youth satisfied with Sky Center services; # of youth helped by Natural Helpers	# and % of family participants with: decreased sadness, depression, decreased suicidal ideation, and increased hopefulness; # and % of Life Skills group participants with increased hopefulness and # meeting at least one of their service plan goals this quarter;
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# of parent engagement hours	# of students who score 6 or 7 on ECERS
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% of students who report learning something new; % of students introduced to a mentor	# of students with improved SEL
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% of pregnant teens receiving prenatal care; total case management hours provided	# of seniors served who graduate; # of teens who report having an adult who believes they will be a success
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# of clients connected to services by navigator; # or % of clients meeting short-term or long-term goals	# of children with growth in all seven domains; # of students/families with improved circumstances or positive change in SDOH
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% of youth meeting at least one of their service plan goals	# of young people age 17-21 provided transitional/residential housing; # of young people 18-21 provided independent housing; # of youth with improved circumstances or positive change in SDOH
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Average # case management hours per youth; # of youth receiving job training; # of youth connected to services by navigator	# of youth employed; # of youth with reduced depression scores; # of youth with reduced arrests
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**Level 2 - Performance Measures**

**Level 3 - Performance Measures**

Level 4 - Performance Measures	Agency
% of Adelante seniors who graduate; % of students with 94% or better attendance; % of students with 84% or better attendance; % of participants reporting improved circumstances	SFPS: Adelante
% of youth reporting having a very important adult in their life; % of participants reporting improved circumstances	Big Brothers Big Sisters
% of students with improved reading and math scores; % of seniors who graduate; % of students with a C grade accessing tutoring services	SFPS: Breakthrough Santa Fe
% served reporting improvement in circumstances or positive change in SDOH	Communities in Schools
% of youth who build friendships; % of youth who plan to go to college	SFCF: Community Educators Network
% of teachers who believe CWK will provide hands-on engaging programming; % of teachers who believe CWK will increase students' awareness of healthy eating	Cooking with Kids
% of youth with decreased depression scores; % served reporting improvement in circumstances or positive change in SDOH	Esperanza Shelter
% of clients reporting an increase in the time spent with their children; % served reporting improvement in circumstances or positive change in SDOH	PIE: Fathers New Mexico

% who report increases in understanding how grief affects them and % with increased knowledge of how to take care of themselves when grieving; % served reporting improvement in circumstances or positive change in SDOH

**Gerard's House**

% of participants promoted on time to next grade level; % served reporting improvement in circumstances or positive change in SDOH

**Girls Inc. of Santa Fe**

% who increased their rate of growth by program exit; % of children who entered below their age expectations were functioning within their age functioning at exit

**New Vistas**

% of youth who demonstrate an increase in protective factors (such as better communication, improved relationships, increased positive family experiences, increase in parent engagement), % of youth who report reduced substance use, % of youth with decreased arrests.

**SFPS: PIP Program**

% of disciplinary incidents that rise to administrative involvement level; % of students with improved communication skills; % of students with improved relationship building skills; % of youth with improved active listening skills; % of students who applied these skills in their personal life

**SFPF: Restorative Justice Program**

% of clients off of alcohol at discharge and 6 months after discharge; % of women with children with stable housing; % of women with children working

**Santa Fe Recovery Center**

% of youth admitted to ER for self-injury who do not return to ER after receiving counseling from Sky Center; % of family participants with: decreased sadness, depression, decreased suicidal ideation, and increased hopefulness; % of Life Skills group participants with increased hopefulness and % meeting at least one of their service plan goals this quarter; % served reporting improvement in circumstances or positive change in SDOH

**The Sky Center**

% of students who score 6 or 7 on ECERS; Overall average ECERS score

**SFCC: Kids Campus**

% of students with improves SEL

**SITE Santa Fe**

% of seniors served who graduate; % of teens served who report having an adult who believes they will be a success

**SFPS Teen Parent Center**

% of children with growth in all seven domains; % of students/families with improved circumstances or positive change in SDOH

**United Way**

% of young people age 17-21 provided transitional/residential housing; % of young people 18-21 provided independent housing; % of youth with improved circumstances or positive change in SDOH

**Youth Shelters and Family Services**

% of youth employed; % of youth with reduced depression scores; % of youth with reduced arrests

**YouthWorks!**

Does NOT  
include CYFD  
indicators

**Level 4 - Performance Measures**