



SAN FRANCISCO  
**Mayor's  
Children  
& Family  
Recovery Plan**







# Table of Contents

<b>Executive Summary</b> .....	<b>2</b>
Introduction to the Mayor’s Children & Family Recovery Plan.....	3
Summary of Recommendations.....	4
<b>Vision</b> .....	<b>8</b>
<b>Introduction &amp; Background</b> .....	<b>10</b>
Mayor’s Children & Family Recovery Plan Goals, Principles, & Process.....	12
Needs Categories .....	12
Task Force Role & Purpose .....	17
<b>Community Input &amp; Data Collection</b> .....	<b>20</b>
Community & Stakeholder Engagement.....	21
Landscape Analysis.....	23
Data & Research .....	24
<b>Strategies: Findings &amp; Recommendations</b> .....	<b>26</b>
Need Category Strategies Summary & Approach.....	27
<b>Contributors</b> .....	<b>90</b>
<b>Appendix &amp; Supporting Documents</b> .....	<b>94</b>
Community Voice Sources.....	95
Needs Categories Defined.....	96
Integration of DCYF Planning Processes.....	97





# Executive Summary



# Introduction to the Mayor's Children & Family Recovery Plan

In May 2021, Mayor London Breed tasked the San Francisco Department of Children, Youth and Their Families (DCYF) to lead the development of a City-wide Children and Family Recovery Plan with the intention of elevating and addressing the urgent needs of the City's children, young adults, and families who have all been impacted by COVID-19. This plan will allow leaders and community to work together to fill gaps in recovery approaches and speak with one voice about the needs and strategies needed in the near and medium terms so that our families can heal and thrive. The Recovery Plan is aimed at uplifting the many beautiful, valuable, and resilient community voices that call San Francisco home and providing solution-based recommendations to alleviate their needs at the source of the issue. The Mayor's Children and Family Recovery Plan (Recovery Plan) has **three main goals:**

1. Create a 3-5-year, City-wide strategy for children and family COVID-19 recovery to align resources, steer implementation and coordinate advocacy efforts.
2. Capitalize on collaborative and barrier-busting approach to COVID response that brings together multi-sector partners and collective strategy.
3. Leverage relationships between children, family and youth serving organizations across the City.

The Recovery Plan centered the voices of children and family. With 2,366 youth and 2,000+ parents surveyed, 300+ children voicing their needs and rights, 21 parent and youth focus groups, 33 youth participatory action responses, and 76 parent/youth intercept interviews. The Mayor convened an 18-member Task Force to guide the planning process along with hundreds of hours of stakeholder forums with formal and informal community leaders and experts.

This plan presents a list of strategies organized by a set of defined need categories as a response to the recovery needs as voiced by children, youth, and families. It includes goals of improving the coordination of cross-departmental projects and information and the collaboration of City departments and community members. It is grounded upon a commitment to equity and recognizes the plurality and intersectionality of needs that underlie specific experiences of those who call San Francisco home.

# Summary of Recommendations

The recommendations included in this plan address needs pertinent to COVID-19 recovery that were identified by San Francisco community members and local/national expertise. Many of these recommendations address family's needs from the pandemic's impact on the economy, education, and social services, while others address systemic issues that have resulted in concerns over community safety and service provision.

## Access/ Navigation & Systems Change

- **Improve systems coordination** by creating an agency to streamline and coordinate funding, services, and family service provider information and developing a range of accessible service entry points.
- **Improve service delivery** by stabilizing the non-profit workforce and developing hiring qualifications and program standards, standardizing workforce training with a pipeline and training curriculum, revising eligibility requirements, and expanding and diversifying preventative supports for mental health.
- **Reach communities and build trust** through cross-department information coordination, standardizing city-wide data formats where possible, centralizing public-facing service inventory information, and empowering communities to be a part of information-sharing through campaigns and community input efforts.

## Safety & Healing

- **Promote the ability for families to feel safe in their community by:**
  - Affirming the city and business community's commitment to safety through the expansion of "Open to All" campaign, safe space projects, and the Safe Passage model.
  - Creating safe travel opportunities by investing in safe, slow streets, particularly in dense parts of the City with many families and by investing further in safe rider programs such as the MUNI ambassador programs on routes used for school and youth access.
  - Increasing awareness and funding for programs that support LGBTQ youth, families, and dating violence.
  - Creating safety strategies to address conflict in digital spaces.
- **Prevent violence and encourage healing by encouraging neighborhood cohesion and a sense of belonging** by expanding programs that beautify physical environments, hiring and empowering youth, and continuing/expanding neighborhood events. Streamline the process for businesses to open empty storefronts and create a neighborhood by neighborhood plan for safety assets and a communications approach.

## Physical Health

- **Expand access** to free healthy food and opportunities for physical activity, co-locate primary care services, increase family resource centers to assist with family health needs, and dedicate funding for city-wide preventative health education.
- **Support the overall wellness of children, youth, and families** by working directly with youth to identify their health needs and investing in health outreach and education through creation of safe spaces and campaigns.



- Mental Health**
- **Expand mental health providers capacity** by supporting the mental health workforce, allocating flexible funding to develop community desired programming, and streamline communication and collaboration among specialty mental health systems.
  - **Increase mental health supports for children, youth, and families** by providing mental health training, integrating mental health learning into schools curriculum and after-school programming, and increasing funding for specialized services.

- Concrete/ Material Needs**
- **Affordable Housing, Housing Stability, & Shelter**
    - Continue expanded eviction prevention, problem solving and housing stabilization strategies with a focus on those most at risk of homelessness or housing instability.
    - Fund more medium-term housing resources for transitional age youth, sustain the expansion of family and TAY shelters, and create more “Moving On” options for families and TAY who are formerly homeless and living in permanent supportive housing.
    - Expand and improve the quality of housing options as part of Homelessness Recovery Plan, especially for families with children, TAY BIPOC households, and transgender folks.
  - **Food Security**
    - Sustain food support programs that expanded during the pandemic, increase the access and options for health and affordable food, partner with philanthropy to increase funding for food access, and expand urban agriculture programs.
  - **Economic Stability**
    - Expand federal tax credit locally, sustain and evaluate expanded jobs programs and employment initiatives, and reaffirm Sanctuary City policies and financial assistance services for undocumented workers with local dollars.
    - Implement a guaranteed income program with a focus on low-income populations at critical life transitions (e.g., Families with children 0-3 and parenting TAY).
    - Develop a City-wide workforce strategy focused on child, youth, and family development programs

- Family Support**
- **Increase access to family supports for parents and caregivers** by investing in culturally responsive, multi-generational family programming, advocating for extended support for family leave, and creating connections between school and family service providers.
  - **Expand capacity of family supports** by combining state Family First Prevention Services Act funding and local dollars and increasing funding to bolster access to centralized preventative navigation and referral through existing programming.

- Childcare**
- **Increase the availability of childcare options** by investing in childcare workforce and expanding the time(s) and location of childcare.
  - **Increase access to childcare for parents and caregivers** through expanded financial assistance/guaranteed income approaches and coordinated information-sharing.
  - **Increase the stability, quality, and coordination in the childcare field** by providing specialized workforce training and resources and investing adequate funding to childcare providers.

- Unfinished Learning**
- **Provide additional learning supports that children and youth need** by expanding existing OST and Rec and Park After School Programming
  - **Expand coordinated training and capacity building** for individualized academic tutoring, English learners language support, mental health support, and online engagement training.

- New & Expanded Learning**
- **Increase the effective usage of technology and digital learning tools** by promoting digital safety education and providing devices and internet connectivity to all children, youth, and families in need.
  - **Increase the opportunities for youth to participate in civic engagement** by expanding leadership and civic participation programs, providing meaningful programming that allows youth to develop decision-making skills, and supporting caregivers to raise civically engaged youth.



## Next Phase

The Mayor's Children and Family Recovery Plan is a roadmap for a city where families, youth, and children are provided the nurturing, inclusive, and equitable environment to grow and be. A city whose families and youth are strong is a city where *all* are strong.

This plan provides creative and tangible steps that the City can rely upon to guide the recovery and response to resident's more urgent needs. In the next steps of moving forward with recovery, the strategies presented can be implemented and immediately put into action.

San Francisco can and will need to come together as a community—all sectors—to build the vision and implement the strategies articulated in this plan.



**Vision**



# Recovering from the COVID-19 Pandemic

San Francisco has taken bold, collaborative and creative steps to first protect its residents from COVID-19 and then to care for its residents during the impact of the COVID-19 pandemic. As a result, San Francisco has led the nation in showing what a compassionate, data-driven approach to caring for its community, and particularly the most vulnerable, should be during a pandemic.

And yet, even with these efforts, we know children and families have been suffering, struggling, adjusting and surviving throughout and they need our whole community to re-imagine and bring our resources to bear to support their healing and recovery. Children, youth and families are strong, loving and resilient and yet, even resilience requires us to understand what has happened so we can heal, improve and move forward.

## Our Vision

Children, youth and families have shared that their recovery needs are significant, layered and interconnected. In order to support their recovery, they require a high-functioning children, youth and family system and a community which understands them and prioritizes their care and needs.

### We envision...

- A community where it is part of the social contract—our collective culture—to care for children whether or not we are parents, caregivers or work with children in our jobs. In this community, multiple sectors work collaboratively together on behalf of children, youth and families
- A community where the voices of families and young people are centered in the development of strategies and programs designed for them
- A community in which young people and families are thriving, especially the most vulnerable
- A community that understands families are multi-generation and unique in their structure, strengths and needs and that a thriving young person needs connection to a caring adult and to be understood and supported as part of their multi-generational family and unique family structure and culture
- A coordinated system for children, youth and families that is designed around the family's needs not the systems
- A community where increased space is allocated for children, youth and family needs in ways that are geographically equitable and accessible and where new spaces being developed are welcoming for families
- A recovery in which young people and families are provided with supports to heal both from the pandemic and related struggles including ongoing racial injustice

**In this plan, we articulate this bold vision and some short-term, practical steps we recommend San Francisco take to move towards that vision in addition to longer-term, systems change strategies which will be required to reach this vision.**



# Introduction & Background



# Introduction to the Mayor's Children & Family Recovery Plan

San Francisco has taken bold, collaborative and creative steps to first protect its residents from COVID-19 and then to care for its residents during the impact of the COVID-19 pandemic years. As a result, San Francisco has led the nation in showing what a compassionate, data-driven approach to caring for its community, and particularly the most vulnerable, should be during a pandemic.

And yet, we know children and families have been suffering, struggling, adjusting and surviving throughout and they need our whole community to re-imagine and bring our resources to bear to support their healing and recovery. Children, youth and families are strong, loving and resilient and yet, even resilience requires us to understand what has happened so we can heal, improve and move forward.

The COVID-19 pandemic has impacted everyone's lives in significant ways, but we are crystal clear that its short and long-term impacts have not been experienced equally across our community. Rather, this pandemic has laid bare pre-existing racial and socio-economic inequities, particularly those that exist in communities like San Francisco with significant wealth and racial inequities.

San Franciscans working with children, youth and families from every sector are committed to supporting our children, youth and families to recover and thrive as we move through and out of this pandemic. Many initiatives are already underway to this end.

**San Francisco is seeking to understand the national, local and community impact of the pandemic on families, best and culturally responsive approaches to recovery, where investments are already being made and expanded and if and what gaps remain. In May 2021, Mayor London Breed tasked DCYF to lead the development of a City-wide Children and Family Recovery Plan with the intention of elevating and addressing the urgent needs of the City's children, young adults, and families who have all been impacted by COVID-19. This plan will allow leaders and community to work together to fill gaps in recovery approaches in the near and medium terms so that our families can heal and thrive. The Recovery Plan is aimed at uplifting the many beautiful, valuable, and resilient community voices that call San Francisco home and providing solution-based recommendations to alleviate their needs at the source of the issue.**

# Mayor's Children & Family Recovery Plan Goals & Principles

The Mayor's Children and Family Recovery Plan (Recovery Plan) has **three main goals**:

1. Create a 3-5-year, City-wide strategy for children and family COVID-19 recovery to align resources, steer implementation and coordinate advocacy efforts.
2. Capitalize a collaborative and barrier-busting approach to COVID response that brings together multi-sector partners and collective strategy.
3. Leverage relationships between children, family and youth serving organizations across the City.

These goals of the recovery approach entail a commitment to several **principles** including:

- Elevating the voices of families and young people in all aspects of the plan development and its recommendations
- Promoting and striving for **equity** in the recovery plan development and process, data collection, and strategy creation and implementation
- Integrating the lessons learned during COVID
- Centering the Community Conditions that Foster Thriving (*Center for the Study of Social Policy*)
  - Essential/Basic Needs;
  - Social Support and Connection/Neighborhood Cohesion;
  - Racial and Social Justice;
  - Social Contract;
  - Support for Building Individual Protective Factors

## Recovery Plan Needs Categories

The Recovery Plan identified **11 Categories of Needs** that are critical to the recovery of parents, caregivers, and young people from the impact of COVID-19. The following categories are the result of careful deliberation and engagement with City Departments, parents, caregivers and young people, community based organizations and community leaders and stakeholders along with interviews with national experts and literature review.

Together, these areas of need create the building blocks for the Recovery Plan strategies and recommendations. Accordingly, each strategy in this plan will narrow in and address particular trends and obstacles and strategies that the community identified within these areas of need.

Further description of each category is provided in each Strategy section and in even greater detail in the Appendix.

## **Health**

(access & catch-up)

## **Mental Health**

## **Unfinished Learning**

(academic & social emotional learning)

## **New & Expanded Learning**

(civic engagement & digital citizenship)

## **Childcare**

## **Concrete/ Material Needs**

(housing/shelter, food security, financial stability)

## **Recovery from Racial Injustice; Dual Pandemic**

## **Family Support**

## **Safety & Healing**

## **Access & Navigation**

## **System Change & System Creation**



# Special Populations Focus & Equity Lens

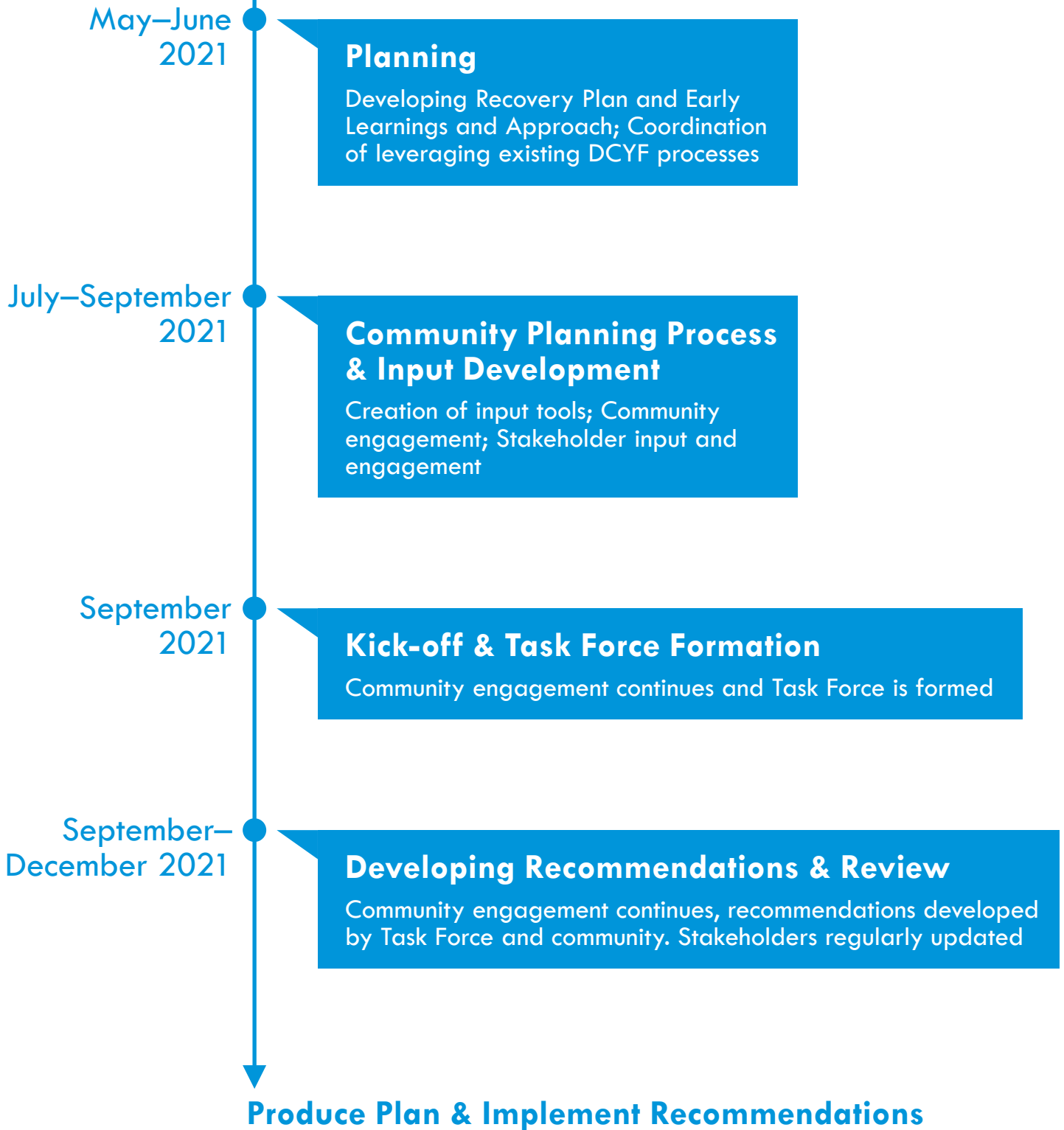
## A Commitment to Equity

*“Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential” (OCOF Outcomes Framework).*

Every young person and family in San Francisco was impacted by the pandemic but not all in the same ways. As such, the Recovery Plan focuses on all children and families with a particularly focus on special, vulnerable populations. The Recovery Plan strives to account for the distinct experiences and varying circumstances of all children and families, especially vulnerable groups and communities that have faced increased challenges during COVID-19. To exercise full inclusion of all San Franciscans, the Recovery Plan ensured that the following special populations were active participants in all aspects of the design, data collection, and strategy development of the plan.

- Children with Disabilities
- Disengaged children, youth, transitional aged young adults (TAYA), particularly those whose engagement in school and systems decreased during the pandemic
- African American, Hispanic/LatinX, American Indian, and Pacific Islander children, youth and families; Low-income Asian American children, youth and families
- English Learners
- Foster youth and their families
- Young people and families experiencing homelessness
- LGBTQQ youth
- Teen-parents
- Children of incarcerated parents
- Young people who are justice-system involved
- Pregnant mothers and their families

# Recovery Plan Timeline



# Recovery Task Force Purpose & Process

The Recovery Task Force is responsible for providing guidance and reviewing all input and data for the Recovery Plan. The Task Force is a committee of **18 members** nominated by the Mayor from all sectors including business, government, philanthropy, community, and community-based organizations. Their role and responsibilities included:

- Reviewing and finalizing the Recovery Plan Needs Categories;
- Attending Task Force meetings to hear data collected from the community on their experiences according to each Needs Category;
- Providing recommendations for all 11 Recovery Category Strategies;
- Guiding the priority setting among the recommendations alongside community and City leaders;
- Contributing information to inform the Recovery Plan's understanding of current recovery efforts.

## Timeline & Process

- From September through December of 2021, the Task Force met to review data and input collected from the community and exercise leadership in how to address the most urgent needs facing children and families.
- Prior to Task Force meetings, the Recovery Plan team reviewed community source data with experts from the community in order to ensure that information was captured equitably and with accurate background context. Where voice or data was missing, it was added or fleshed out.
- Meetings were facilitated and led by the Recovery Plan Team utilizing an interactive combination of Miro and Zoom simultaneously.
- Each meeting was focused on Task Force recommendations for 1-2 strategies on a Recovery Plan Needs Category.



# Children & Family Recovery Plan Task Force Members

Members Appointment	Name	Organization & Title
Parent/Caregiver Voice	Mollie Matull	Chair, Oversight & Advisory Committee, Member, Our Children, Our Families Council
Parent/Caregiver Voice	Yvette Byes Edwards	Board Member, San Francisco Parent Coalition
Youth Voice	Adrianna Zhang	D7 Youth Commissioner
Youth Voice	Arsema Asfaw	Mayoral & District 5 Youth Commissioner
Community-Based Organization Representative	Kian Alavi	Deputy Director, Good Samaritan Family Services/Service Provider Working Group Tri-Chair
Community-Based Organization Representative	Carol Hill	Executive Director SF Beacon Initiative, SF RISE Working Group Member
Philanthropy	Pui Ling Tam	Program Officer, Walter & Elise Haas Foundation, Generational Recovery Fund Leader
Business + Philanthropy	Abby Davisson	Head of GAP Inc.'s Opportunity, Environmental, Social, & Governance team, President of GAP Foundation
Business	Lauren Crabbe	CEO, Andytown Coffee Roasters
Technology Education	Jamie Nunez	Bay Area Regional Manager, Common Sense Media
Department of Public Health - Health	Naveena Bobba	Deputy Director, SF Department of Public Health (Health)
Department of Public Health - Behavioral Health	Hillary Kunins	Director, SF Department of Public Health (Behavioral Health)
Human Services Agency	Susie Smith	Deputy Director of Policy & Planning, SF Human Services Agency
Office of Early Childcare & Education/First Five	Ingrid Mezquita	Director, Office of Early Care & Education
Department of Children, Youth & Their Families	Maria Su	Executive Director, SF Department of Children, Youth & Their Families
Human Rights Commission	Sheryl Davis	Executive Director, SF Human Rights Commission
Juvenile Probation Department	Katy Miller	Chief, SF Juvenile Probation Department
Recreation & Parks Department	Anne Marie Donnelley	Acting Superintendent, SF Recreation & Parks Department, Recreation & Community Services

# Continued Recovery Task Force Engagement

The Task Force members participated in six interactive meetings that included:

- A moment to foster team and relationship building
- A community voice presentation created by DCYF Research, Evaluation, and Data Team. Each presentation included an overview and analysis of current data collected through community engagement, as well as accompanying observations and data from City departments, community leaders and youth family service provider experts.
- **Issue Identification and Review:** Task force members were divided into breakout groups to reflect on the data presented and discuss recommendations.
- **Collaboration and Recommendations:** In-depth sharing and discussion on proposed ideas as a group.

After each meeting, Task Force member's recommendations, ideas, and observations were documented and integrated into the planning and development of the subsequent meeting and intersecting needs categories. In addition, Task Force members were given the opportunity to reflect and provide feedback on how to improve the Task Force meetings and Recovery Plan process in order to ensure that the Plan's process and timeline was productive.

Timeline	Task Force Meeting Topics
9/9/21	(1) Childcare
9/23/21	(2) Unfinished Learning, (3) New/Expanded Learning
10/14/21	(4) Mental Health, (5) Health-access and catch-up
10/28/21	(6) Family Support and Safety, (7) Concrete/Material Needs
11/17/21	(8) Access and Navigation, (9) Systems Change/System Creation
12/1/21	(10) Safety and Healing
12/8/21	Debrief









# Community Input & Data Collection

# Data & Information Sources

The Children and Family COVID Recovery Plan is grounded upon **three** categories of input, data, and research.

## 1. Community Engagement

- CNA Focus Groups, Surveys, Intercept interviews, and Outreach Events
- SF RISE Focus Groups and Surveys
- YPAR, Surveys

## 2. COVID Recovery Services Landscape Analysis

- A high-level analysis documenting existing and ongoing recovery strategies and efforts by children and family-serving City agencies and departments. The goal of this analysis is to create an understanding for policy makers on what strategies are currently being taken, where there is duplication and overlap, and where there are gaps and opportunities to improve on the City's efforts to recover from COVID. In addition, the landscape analysis intends to establish mechanisms for collecting and tracking this information for the City and service providers on an ongoing basis.

**2,366**  
youth surveyed

**2,000+**  
parents & caregivers surveyed

## 3. Research and Additional Data Collection

- Evaluation
- Local and National Best Practices
- Local Data
- Literature Review

**300+**  
children voiced their needs & rights

# Our Community Voices

Community voices were central to the Children and Family Recovery Plan data collection. DCYF Community Needs Assessment (CNA) outreach provided a mechanism of collecting information from parents and caregivers, young adults, and children across all of San Francisco's communities. We spoke with parents and children in person and virtually at city-wide events, schools, community-based organization programs, temporary housing and shelters, and within the comfort of their own spaces.

Community voices were captured through DCYF surveys, Focus Groups, and Intercept Interviews, all of which focused on identifying the needs of families and children. We committed time and effort to speak with special populations and document the distinct needs of our most vulnerable community members. In addition to identifying their needs, we also engaged in rich conversations to understand how the City could offer a solution-minded response in an effective way.

**44**  
youth participatory action responses

**76**  
parent & youth intercept interviews

**21**  
parent & youth focus groups conducted

# Our Stakeholder Voices

Building on the voices of children, youth and family, the Recovery Plan has engaged the expertise of community leaders and experts

“ I think this process could be an example for how multi sectors can come together while letting community voice guide us.”

“ Experience was engaging, therapeutic and needed. What started as a process gathering quickly turned into superhero change the world sessions. The team should smile before they go to bed, knowing that they walk the walk and talk the talk.”

“ This was one of the most heartfelt and real processes I have been a part of.”

“ I want to raise my kids in the SF we created in this group.”

—Recovery Plan Task Force Members reflecting on their experience on the Task Force

**500+**  
stakeholders

**100+**  
hours of stakeholder  
input meetings

**13.5**  
hours of Task  
Force meetings



# Recovery Services Landscape Analysis

## Purpose and Audience:

- A **high-level analysis** intended to inform policy makers on what recovery strategies are currently being taken, where there is duplication and overlap, and where there are gaps and opportunities to improve on the City's efforts to recover from COVID. In addition, the landscape analysis intends to establish mechanisms for collecting and tracking this information for the City and service providers on an ongoing, streamlined basis.
- The information collected is not a representation of all the recovery work that is in action. We included information specific to the C&F Recovery Plan's 11 Categories of Need and based on what has been shared with us through our stakeholder engagement and partnerships.

## Partners:

- There are many departments and organizations who serve children and families in our community. The goal of this rapid, high-level project is to focus on the departments who provide the majority of services and funding. These include the departments represented on the Task Force along with additional, children, youth and family serving departments.

## Approach:

- Identify point persons at each department
- Present to the group of departments on the purpose of the Analysis and provide a template of information needed.
- Schedule brief interviews with each lead to discuss work more in depth, share ideas for collaboration, and clarify any questions.

## Landscape Analysis Partners

The following City agencies and departments provide services and/or are involved in ongoing work that is critical to the recovery of children and families:

- Human Rights Commission\*
- Juvenile Probation Department\*
- Recreation & Parks Department\*
- SF Planning Department
- Department of Children, Youth & Their Families\*
- Department on the Status of Women
- SF Public Library
- Office of Economic & Workforce Development
- Office of Early Care & Education/First Five\*
- Department of Homelessness & Supportive Housing
- Department of Public Health\*
- Mayor's Office of Housing & Community Development
- Human Services Agency\*
- Child Support Services
- Municipal Transportation Agency

### Partner Input:

Partners contributed department information on:

- Name and type of service or strategy
- High-level expenditure
- Funding sources
- Population demographics and ages served
- CBO partnerships
- Relevance of services to the C&F Recovery Plan Needs Categories

*\*Task Force Member*

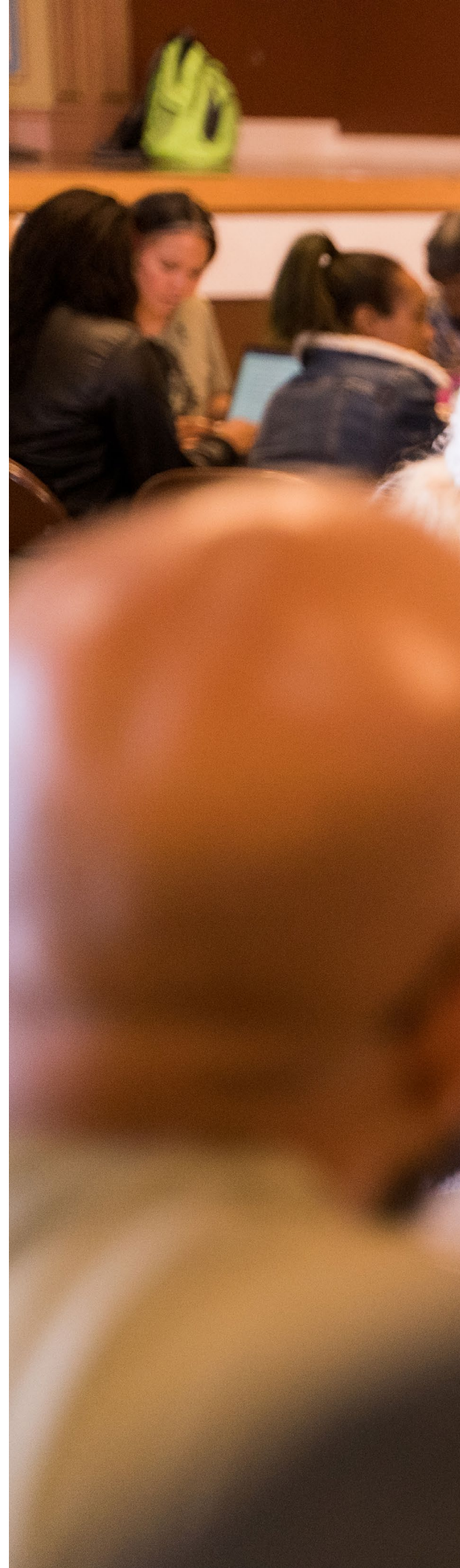


# Research & Additional Data Collection

Staff conducted a high-level national scan to establish a baseline understanding of the needs of children, young people and families to recover from the pandemic before asking local children, youth and families about their San Francisco experiences.

This scan included:

- Interviews with national policy experts, advocates and philanthropic leaders on the needs of children and families to recover from the pandemic
- Literature review focused on the needs of children and families to recover from the pandemic
- Review of the Mayor Breed's Homelessness Recovery Plan
- Review of the City and County's Economic Recovery Plan
- SF RISE Preliminary Report
- Transportation Recovery Plan
- Review of locally available data on the needs of children and families during and emerging from the pandemic











# Strategies

## **Children & Family Recovery Needs Category Strategies**

Each Recovery Plan Need Category is discussed here in the following way:

- Context and defining the category
- Inputs/finding from community and stakeholders
- Landscape review of existing recovery efforts for this need area
- Strategies for recovery
- Overlapping strategies with other need areas that point to the interconnected nature of children and families' lives and recovery





# Access, Navigation, & Systems Change

# Context

- San Francisco has a constellation of programs run by multiple City departments and community-based organizations that aim to address the needs of children, youth, and their families. The lack of an organized and coordinated approach hinders access, complicates navigation, and results in inconsistent quality of service.
- At the national level, the conversation is turning towards developing a full system of care for children, youth and their families.
- Access, navigation, and systems change cut across all needs categories. Within the specific needs categories, recurring themes related to access, navigation, and systems change were identified by youth, families, and stakeholders as problems that needed to be addressed.

**Important Note:** The identified need of Recovery from Racial Injustice was taken up in each need discussion particularly in the Safety and Healing, Concrete/Material Needs and Health topics where focus on strategies that support people of color in their layered recovery needs were surfaced consistently. There is not a strategy section on this need but rather strategies are woven throughout and demarcated with a + symbol where stakeholders concluded the approach would support healing in from racial injustice.

## Input/Findings

### Systems Change

San Francisco offers a range of services that address the needs of families, but systems level issues limit the City's ability to ensure that parents, caregivers, and young people can benefit from the range of services being offered. Youth, families, and stakeholders identified three systems issues:

- **Lack of coordination:** Siloed services force families to seek support in multiple locations. In addition, as children move into different age cohorts, families have to navigate new systems. Multi-system families are especially stressed.
- **Inconsistent quality of services:** Families expressed dissatisfaction with the level of support and customer service from programs they had enrolled in. These issues were rooted in staff turnover as well as lack of cultural understanding or awareness around generational trauma.
- **Service Gaps:** Youth and families identified gaps in service related to:
  - Special Populations (e.g. children with disabilities, Native American families, English learners, etc.)
  - Working families: Working families are often not eligible for benefits or priority enrollment
  - Preventative supports: Families and youth feel they receive services only when a crisis/problem happens



**There is no consistency in support. The [Program] is supposed to help you look for places to live with the aid of a case manager. Often the case manager does not provide consistent help and you have to go out of your way to contact them."**

*—Families experiencing homelessness, CNA Focus Group*

## Access & Navigation

Many families in San Francisco continue to have challenges accessing and navigating the range of services and resources available to them. These challenges have been exacerbated by the pandemic as families' needs have expanded. Youth and families identified three main issues around their struggles with access and navigation:

- **Lack of centralized resources and services:**
  - Families and youth had trouble easily finding information on available resources and services.
  - Families expressed a desire for case managers/navigators to help figure out the system.
- **Legal, language, and bureaucratic hurdles:**
  - Navigation of paperwork/legal system for single moms, undocumented persons, and non-English speaking justice-involved families can be challenging.
  - Language and translation supports are not always readily available. Individuals with mental health issues may also struggle with paperwork to apply for benefits.
- **Mistrust in the system:**
  - Families expressed mistrust and unhappiness with actions (or inactions) of the School District and government, which was exacerbated by COVID.
  - Families desired consistent communication and transparency.
  - Families described a stigma among communities in seeking help from government entities or stigmas around seeking certain types of services (e.g. mental health)

## Strategies

The Task Force and stakeholders made recommendations around access, navigation, and systems change within each of the needs categories in this plan. Common themes emerged and the recommendations were consolidated into three main strategies:

- **Strategy 1. Improve Systems Coordination**
- **Strategy 2. Improve Service Delivery**
- **Strategy 3. Reach Communities and Build Trust**



**Last year was hard. People felt abandoned by the government. Very hard to have faith in a lot of things. At such a young age you don't want to be pessimistic, but you can't help it sometimes."**

*—LGBTQ & TAY,  
CNA Focus Group*



**I don't know why it has to be so hard. We are working off of three different systems. Here we are two educated people. I don't even know where to start. If there was a case manager to help us fill things out it would be a lot easier than me feeling defeated every step of the way."**

*—Parent of a Child  
with Disability, CNA  
Focus Group*



# Strategy 1. Improve Systems Coordination

Efforts around systems coordination have existed in an attempt to create efficiencies, simplify access and navigation, and improve service delivery. However, alignment of strategies, goals and outcomes has proven difficult, particularly without coordinated funding and a central agency to support major overarching efforts.

## Strategy 1a. Create a continuum of care

- Create an agency to streamline how the City delivers funding and services from birth through transitional age youth, require one City Plan across all Departments for how it will serve youth and family, and bring a new level of transparency to the \$200 million dollars the City spends on children and youth services.
- Create a coordinated information exchange: Develop a care/service coordination system to allow communication and information sharing between providers and with the individual receiving services. This would create efficiencies where individuals receiving services would know what they are eligible and not have to retell their stories and relive traumas, providers will know what services or interventions have already been received, and supports could be provided before a crisis occurs.

## Strategy 1b. +Make every door the right door

Shift the paradigm from “Come to us” to “Be where families are” and create a systemwide approach to service delivery that prioritizes making every door the right door for families to access services and supports. Develop an array of entry points.

- Co-location of services: +Utilize trusted places, such as family support organizations, libraries and Rec and Park sites to serve as one-stop shops. Existing models include Anchor Institutions, hubs at community schools, and HopeSF.
- Expand mobile services: Leverage the pandemic response where the City was able to get food to where people were. The City should integrate supports, such as stabilizing housing, health, and mental health into systems where youth and families already are. Other models of mobile services that should be continued or supported include the 24/7 Mobile Response Team for behavioral health crisis and the Pregnancy Pop-Up Village.

# Strategy 2. Improve Service Delivery

Families indicated that varying levels of quality in the services they receive from the myriad of community based organizations. Stakeholders indicate this is often due to staffing issues like low wages, inadequate training and a lack of standardization in qualifications which leads to inconsistent service delivery. Improving servicing delivery has four components:

## Strategy 2a. +Stabilize the workforce and develop hiring qualifications and program standards

Non-profit providers are struggling to hire and retain staff due to wages that don't meet the high cost of living in San Francisco. In addition, hiring qualifications and program standards vary across providers, which can lead to uneven service delivery.

- Provide additional funding for wages and benefits for low-wage nonprofit providers
- Provide more flexibility for reallocation of City grant funding to shift towards wages and benefits
- Address administrative burdens: Increase funding limits for administrative costs and explore ways to lower CBO costs with shared administrative and fiscal operations that could support multiple providers
- Develop qualifications for positions. Qualifications should be developed in a way that does not create exclusionary standards. For example, minimum qualifications such as a college degree often excludes those trusted by the community. Qualifications should include lived experience.
- Develop program standards: Build shared expectations. Define the services and environment we want for our children, youth, and families. Connect to system-wide training approaches discussed herein.

## Strategy 2b. Standardize workforce training

- **Train to Build Pipeline:** Develop a pipeline and training curriculum to build a workforce that meets a set of standards and qualifications.
  - Recruit from community and elevate lived experience.
  - Bolster resources for training to providers seeking to serve special populations, such as children with disabilities, Native Americans and English-learners.
  - Leverage DCYF existing technical assistance approaches to train its workforce
- **Train to improve Customer Service**
  - Mandatory cultural humility and trauma-informed systems training for all service providers
  - Mandatory baseline training for working with children with disabilities
- **Basic training for every City worker:** Train every City worker with basic training in Trauma-Informed Systems and Family and Youth Development so they can effectively engage with young people and families in ways that are developmentally appropriate

## Strategy 2c. Revisit eligibility requirements

Adapt eligibility requirements or (where required) advocate at the State and Federal level to adapt eligibility requirements to reflect the populations of San Francisco. Revisit income limits and have a tiered approach

## Strategy 2d. +Expand and diversify preventative supports

- Invest in non-traditional supports. In mental health, this could include art therapy, peer-to-peer supports, outdoor activities. In childcare, this could include family-based or community care.
- Make non-traditional supports eligible for City dollars and continue to advocate where needed at the State and Federal level for these reforms. For example, preventable behavioral health services are often not eligible for government funding.
- Providing services upstream from crisis response means that families of color who are disproportionately pulled into crisis response systems would be able to avoid that level of system interaction which brings with it biases inherent in all institutions

# Strategy 3. Reach & Communities & Build Trust

Siloed service provision and lack of coordinated messaging has created a situation where both providers and families are unaware of programs/services that are available. Lack of trust in government makes it difficult to reach certain communities to provide the information needed. In addition, departments within City government are often unaware of what other departments are doing. Reaching communities and building trust has two components:

## Strategy 3a. Information and Messaging Coordination

- **Cross-Department Information Coordination**
  - **Message Coordination:** During the pandemic, the City exercised greater efforts around information and messaging coordination, which led to high rates of local support for covid safety measures like masking, testing and vaccination. This component of Strategy 3 looks to model a cross-department messaging coordination targeted towards children, youth, and family services, with proper resourcing for staff needed to implement and to lift up strong language translation. This coordinated message would then become the backbone of Navigation Training, Trusted Messengers, Service Inventories and other implementation approaches discussed here. Children and Family Serving departments would tie their annual communication approaches to these messages along with other partner communicators. Requires strong mandate for the entity tasked with coordinating the effort.
  - **Navigators and Navigation Training:** Families desired navigators to help them figure out systems. The City already has navigators who are expert within certain systems (e.g. housing navigators, human services navigators, mental health, etc.). However, these navigators are not aware of services available across systems. Navigators should have basic cross-training and meet basic, established standards of knowledge, so they can provide support outside of their systems of expertise. This training, once created could be provided to additional workforces such as libraries and Rec and Park partners for further reach into communities
- **Data Improvement**
  - **Service Data:** Standardize data formats wherever in control of City and advocate alongside community for simplification and standardization of state and federal eligibility requirements
  - **Standardize** collection of program and service information across all City departments wherever possible and within the City's control
  - **Service Inventory:** Several efforts to centralize program/service information already exist. In the short-term, leverage existing efforts such as SF Families run by DCYF and SF Service Guide run by MOHCD. Support a Citywide entity such as Digital Services to develop a Citywide and coordinated approach to organizing and publishing program and service information.



### **Strategy 3b. Empower communities with information**

Mistrust in government makes it difficult to reach certain communities. The City needs to empower the “people that reach people” to spread accurate information and to create awareness more effectively.

- **+Empowering Communities:** The City must build a network of trusted messengers. These messengers vary across communities and often “word of mouth” is still most effective. Trusted community members come from spaces such as churches, hair spots, or the informal community leaders who are not engaged in community based organizations or City efforts but who everyone knows. Model community-based messaging after Promotores (community health workers who work in Spanish-speaking communities). Rely on existing and emerging networks such as the Campaign for Solidarity to reach local community leaders
- In addition to trusted members within the community, certain service providers that provide critical touch-points for families can also serve as trusted messengers. Pediatricians, PTA, school counselors, after-school programs, librarians, Rec and Park staff, and family resource centers. The City could also evaluate the feasibility of partnering with the Fire Department’s Neighborhood Emergency Response Team (NERT) as a way to provide messaging training and get messages out into the community while it simultaneously establishes a network of children and family messengers.
- **Awareness campaigns and community events:** Campaigns and community events are ways to reach large groups of people and raise awareness of services and programs that are available. Relying on the coordinated messages established, fund community events that are uplifting and relevant, and hosted by credible institutions. Utilize these campaigns and events to destigmatize the need for government services and raise understanding by providing education on needs such as mental health and signs of trauma.
- **Coordinated Community Input:** Government-led community input efforts are often extractive and uncoordinated leading to multiple government entities surveying the same families over and over again. Create a coordinated Citywide effort to structure consistent and meaningful community engagement into policy-making.
  - The first step is to launch the “RAPID” Survey in partnership with Stanford University and the University of Oregon. Children, youth and family serving departments will come together to build on RAPID’s existing survey bank and ensure a balance of questions for this quarterly parent/guardian survey. This collaboration, speed of information flow and meaningful community engagement will help ensure that community voices are central to decision making while not overly surveying families.



A woman wearing a green hoodie, blue face mask, and a bright yellow safety vest. She is holding a cell phone to her ear with her right hand. She is wearing blue jeans and is standing in a parking lot.

A woman wearing a green hoodie, blue face mask, and grey sweatpants. She is handing a brown paper bag to a car. She is wearing orange sneakers and is standing in a parking lot.

An orange traffic cone with a white reflective band. On top of the cone is a square sign with a black border and two black arrows pointing left and right.

A person in the background wearing a yellow safety vest and a black face mask, standing in a doorway of a building.





# Safety & Healing



## Context

- Findings from community input sources show that safety is a major concern for families in San Francisco. Families in San Francisco want to feel safe and free from violence in their communities and neighborhoods.
- The pandemic has increased concerns about violence as a result of a perceived increase in crime, incidents of violence against Asian Americans, a potential uptick in underreported family violence and concerns about safety on public transportation and City streets. Collected data on incidents does not reflect these experienced increases, likely due to underreporting which makes it difficult to design approaches to create safety.
- Safety is at the top of Maslow’s Hierarchy of Needs and building a community where children and young people feel safe is both the Mayor’s top priority and requires all sectors of our community to be involved. Without a sense of community safety, other expansions or recovery efforts will not be fruitful.
- To prevent the violence that contributes to feelings of being unsafe, parents, caregivers and young people need approaches that promote neighborhood cohesion, inclusion and a sense of belonging and efforts that encourage healing.

## Input/Findings

The needs and recommendations for safety identified by youth, caregivers, and stakeholders can be broken out into two areas—response and prevention/healing:

- **Response to Violence:**
  - Safe environment and hygienic spaces,
  - Safety at home and the pandemic’s impact on family violence,
  - Safety for the queer community, particularly trans individuals,
  - Dating violence and
  - Safe travel
- **Prevention and Healing:**
  - Creating belonging and inclusion,
  - Creating neighborhood structure and cohesion,
  - The need for healing conversations, spaces and opportunities
  - Addressing root cause



Seeing things on the news, things get scary. So, every time when there’s people behind us or a car coming kind of close, I get kind of anxious because I’m wondering am I going to get hurt.”

—Youth, ST Focus Group



I would feel more safe if people helped each other and we could depend more on one another.”

—Middle Schooler

# Perceptions of Safety

## Parents/Caregivers

- Parents and caregivers report not feeling safe in their communities.
- These feelings are impacted by perceptions of an increase in crime, concerns about safety when traveling and a desire for the spaces where children’s services are located to be safe.
- **44.7%** of parents/caregivers agree that they “feel safe from violence” in their neighborhood, meaning more than half of parents/caregivers do not feel safe.
- **56.7%** of caregivers feel safe from violence in their workplace.
- **62.8%** of caregivers feel safe from violence at home.
- Stakeholders acknowledge this experience and also that they are struggling to respond with strategic approaches as data city-wide is often inconsistent in this area

“ I bike alone a lot. I would like to feel safe biking by myself.”

“ I’d like to feel safe and BE safe in my community because I walk home alone or take the bus alone when I come home from school or extracurricular classes.”

—Middle School Youth, CFCI Youth Engagement

“ I do not feel safe now, we used to feel safe and have a sense of belonging to SF, but not anymore. I witnessed an elderly woman was pushed to the ground for no reason.”

—Families in SROs, CNA Focus Group

## Children & Youth

- The Child-Friendly Cities Initiative (CFCI) youth engagements were focus groups with children and youth that had smaller sample sizes. However, their input supported findings from the larger parent/caregiver surveys.
- Focus groups with children and youth for CFCI yielded a number of recurring themes related to safety that included perceived increase in crime, lack of neighborhood cleanliness, and not feeling safe traveling in their neighborhoods.
- During the CFCI youth engagements, less than half of the children said they felt safe in their community.
- During CFCI engagements with middle schoolers, the youth identified “Feeling safe in my community” as a top priority when asked about topics around Safety and Inclusion.



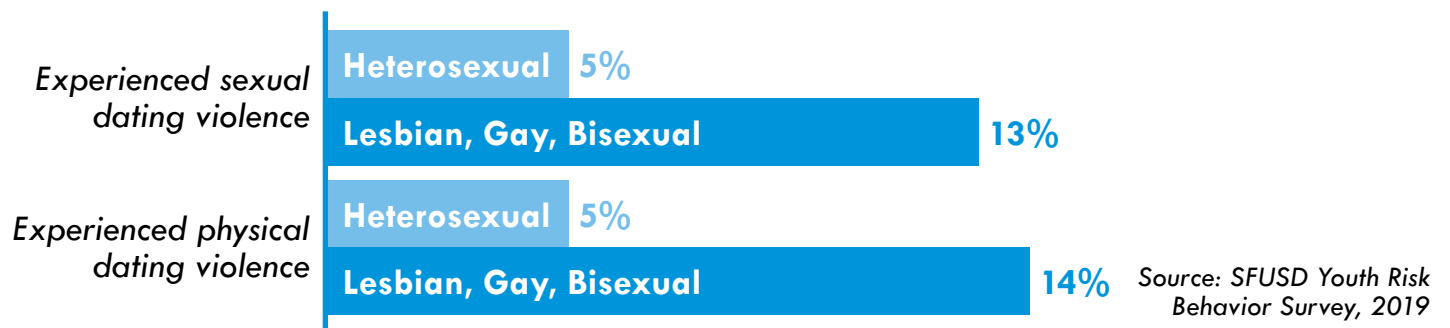
Sources: CityKids Fair, Dancing Feathers Powwow

## Intimate Partner and Family Violence

Unlike other need areas, our community voice data did not reveal community experiences in the area of intimate partner and family violence. This is attributable to the profound privacy and shame often associated with interpersonal violence. Evaluating need in this area remained critical so data and community voice was sourced from other local data.

In addition to more generalized concerns about safety in community, girls and gender-expansive youth, violence experienced by LGBTQ individuals in intimate relationships and intimate partner violence generally may have intensified during the pandemic.

- A small number of girls overall say that violence at home has been an issue since the start of the pandemic. Certain girls, however, including gender expansive and those involved in the juvenile justice or child welfare system experience family safety issues at a higher rate
- SFUSD LGB high school students are more likely to have experienced physical and sexual dating violence than heterosexual students

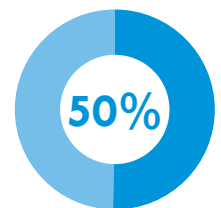
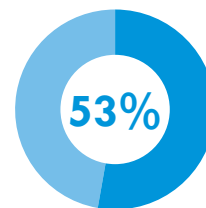


- DOSW’s annual Family Violence Council Report says that it is difficult to point to the pandemic’s effect on the prevalence of family violence through the quantitative data collected. There was a **4.79%** increase in 911 calls related to FV in March-May 2020, but this is also inclusive of seasonal changes, and can possibly be attributed to additional outreach conducted by SFPD/DEM.

## Safe Travel

- Safe travel was a recurring theme with youth, caregivers, and stakeholders. In focus groups and surveys, some youth and families did not feel safe walking, biking, or using public transit to get around.
  - In particular, the public transit experience can be scary due to negative interpersonal encounters on the bus or being victims of theft/robbery
  - Substance use also occurs on the bus
  - Some expressed fears about anti-Asian encounters on Muni
  - Not feeling safe walking around the city in a “girl” body
- Other themes came up around related to built environment concerns regarding road and traffic safety such as pedestrian safety, street lighting, and bus stop safety.
- In a survey of youth, only **53%** felt safe on their walk to school, and only **50.4%** felt safe taking public transportation.

*I feel safe on my walk to school*      *I feel safe taking public transportation*



Sources: MOHCD, CityKids Fair, Dancing Feathers Powwow surveys



**Worry that Muni is not safe, especially with the anti-Asian crimes.”**

—Parent (translated), Summer Together Focus Group



# New & Adapted City Initiatives

- During the pandemic, the City found ways to create new programs or adapt existing programs to address the needs of children and youth and their families and build sense of safety which tie to SOME of the response and prevention/healing needs identified by community.
- Notable initiatives include the Welcome Ambassadors program that employees people to make the downtown area safer and more hospitable.
- Ambassadors on MUNI transit were hired from the community, often Transitional Age Youth, trained and placed strategically on routes used frequently by families to support outreach and de-escalation and a sense of safety in transit
- During the pandemic, the City significantly expanded and created initiatives addressing response to violence, crime, unhygienic spaces, and mental health. In addition to the Welcome Ambassadors program, the introduced at least 11 additional response initiatives.
- The City also introduced additional upstream initiatives related to family support and juvenile justice.

## Response Initiatives

Category	Initiative	Description
Safe Environment & Hygienic Spaces	Slow Streets Program	The City opened Slow Streets during the pandemic to create COVID and community safety. Many slow streets have become community gathering places and safe spaces for people to share the roadway. The SFMTA has identified recommendations for post-pandemic slow street and designing slow street corridors.
	Environmental Justice Framework	The City's environmental justice work will set clear goals and actions to advance health in communities of color and low-income communities that face higher pollution and other health risks.
	Community Safety Teams Program	Community safety teams will serve as a proactive presence providing outreach, support, and engagement in key neighborhood corridors throughout the City. An expansion of the Street Violence Intervention Program (SVIP) and partnership with API community organizations.
	Mid-Market Vibrancy & Safety Plan	Aims at creating a safer and more welcoming environment in the Mid-Market and Tenderloin area by increasing police presence to deter criminal activity and a community ambassador program to welcome and connect people in need with services.
	Welcome Ambassadors Program	Deploys 50 Welcome Ambassadors to create a safer and more hospitable environment for returning employees, commuters, visitors, and residents to the City's downtown and tourist areas.
	Downtown Recovery Plan	Investments to support beautification and reactivation of key public spaces throughout Downtown and Union Square by expanding Ambassadors in Downtown areas.

Category	Initiative	Description
Safe Environment & Hygienic Spaces	Community Guardians	Street Violence Intervention Projects (SVIP), API community-based organizations in neighborhood commercial corridors, and senior escort program with Self Help for the Elderly.
	MUNI Ambassadors	Trained ambassadors ride MUNI routes with particular focus on those frequented by children, youth and families. Hired from the community and often transitional age youth themselves, ambassadors provide de-escalation on transit, covid safety reminders, outreach and service connection for those in need.
Mental & Behavioral Health	Street Crisis Response Team	First alternative to police response for behavioral health crises in public spaces. Comprised of community paramedic, peer advocates, and clinicians. Specifically for 800B calls.
	Street Wellness Response Team	A non-police alternative response to provide support during situations involving unhoused residents who need care and services.
	Street Overdose Response Team	Aims to get individuals struggling with substance use into treatment and diverted from criminal justice system.
Crime	SFPD Community Liaison Unit	Supports prejudice-based crime victims
	Organized Retail Crime Initiative	SFPD in partnership with local retailers and regional law enforcement agencies will increase reporting, investigating, and solving of retail theft cases and the upstream criminal enterprises that fuel them.
	Auto Burglary & Fencing Operations Award	Privately funded cash reward system to provide monetary incentives in exchange for information regarding high-level leaders of organized auto burglary fencing operations.
Family Support	Elimination of municipal fines & fees	The elimination or reduction of numerous municipal fines and fees that have an adverse, disproportionate impact on people with low incomes and communities of color.

## Prevention & Healing Initiatives

Category	Initiative	Description
Criminal Justice & Inclusion	Roadmap for Criminal Justice Reform	Creates alternatives to armed police response, economic investments in marginalized, high-justice involved communities, divests from military-grade weapons, and addresses bias.
	Young Defenders Program	Paid youth internship to educate and provide real-life opportunities for young people in Public Defender's Office. Targets Black youth in high school to illuminate realities of criminal legal system.

Category	Initiative	Description
Criminal Justice & Inclusion	Coordinating Responses to Prevent Repeat Offenses	A partnership between the Sheriff, SFPD, District Attorney, and Adult Probation designed to promote public safety and prevent repeat offenses by improving communication on repeat offenders and coordinating a collaborative system of oversight and review of booking charges and arrest status.
	Gun Violence Intervention Program & California Violence Interruption Program	The gun violence intervention program aims to help reduce shootings, break the cycle of recidivism, and to build trust between the community and the SFPD. In addition, SFPD and SVIP will be leading a state-funded program that will identify individuals most likely to be a victim or perpetrator of gun violence and provide life coach mentoring, job services, and wraparound support.
Family Support	Abundant Birth Program launch	UBI program targeting Black and Pacific Islander pregnant women and their infants for guaranteed income from pregnancy to age 5.

## Strategies

The ability to promote feelings of safety for families and to prevent future violence and heal our community is limited by multiple barriers including perception of increased crime, non hygienic spaces, negative interactions in public with people in crisis, less feelings of belonging and inclusion, rising racial violence, negative experiences on public transportation and fear of being targeted due to identity characteristics like gender, race or sexual orientation, lack of focus on root causes of violence, environmental concerns like empty storefronts and limited number of youth and family focused spaces

The Recovery Plan identified strategies to address both gaps in response to safety issues and gaps in prevention and healing approaches all of which build a sense of safety and healing in community.

- **Strategy 1. Response: Promoting the ability for families to feel safe in their communities**
- **Strategy 2. Prevention & Healing: Encouraging neighborhood cohesion, healing and a sense of belonging**



# Strategy 1. Response

## *Promoting the ability for families to feel safe in their communities*

The City has expanded and created a number of initiatives around Safety Response. While the Recovery Plan will focus more on prevention and healing, community and stakeholders identified some recommendations related to Response.

### **Strategy 1a. +Improve Neighborhood Safety**

Short Term:

- Engage the business community in expanding the “Open to All” campaign which focuses on safety and inclusion for trans residents to be “Open to All” young people and teens seeking safety and wanting to feel welcome. Explore existing approaches for creating safe spaces, such as La Cocina Marketplace in the Tenderloin.
- Expand the Safe Passage model from the Tenderloin to other densely populated neighborhoods, build on the MTA guides on how to create neighborhood safety programs
- Expand MUNI ambassadors program which often hires transitional age youth from the community and target expansion to additional routes frequented by children, youth and families
- Sustain/expand slow streets particularly in dense parts of San Francisco with high number of families

Long Term:

- Provide a recurring, quarterly forum for the City-funded and business and neighborhood funded ambassadors to connect, receive training and learn about City and community services and to coordinate in neighborhoods

### **Strategy 1b. Improve Safety at Home/Sexual Safety**

- Short term: Increase awareness and support related to LGBTQ youth and families and dating violence.
- Long term: Fund programs on toxic masculinity and healthy masculinity

### **Strategy 1c. Improve Digital Safety**

- Long term: Expand definition of safety to include the digital dilemmas kids face. These digital conflicts are damaging to safety in the online space and are often the root cause for escalation of actual violence in community. For safety online, partner with an existing 24/7 line that can call/text young people who reach out when they are in challenging online dilemmas

# Strategy 2. Prevention & Healing

## *Encouraging neighborhood cohesion, healing and a sense of belonging*

The ability to encourage neighborhood cohesion, healing and a sense of belonging is limited by multiple barriers including a lack of focus on the root causes of violence, environmental concerns like empty storefronts and dirty streets, challenges putting on events the build cohesion and a limited number of youth and family focused safe spaces.

### **Strategy 2a. +Creating neighborhood cohesion and belonging**

#### Short Term:

- Expand programs which beautify physical environments through street cleaning and murals, engaging youth artists in leadership
- Hire and empower youth: Employ youth and young adult artists to perform at parklets/public spaces
- Continue expansion of neighborhood recovery approaches which activate communities and neighbors to safely come together including multiple block parties City-wide each year, culturally relevant events by neighborhood, Sunday Streets, neighborhood clean ups, access to nature and nature-based volunteering. Remove any and all barriers to hosting these types of events

#### Long Term:

- Streamline the process for businesses to open in empty storefronts to re-activate streets and neighborhoods
- Create a neighborhood by neighborhood plan and guide for safety assets to tie together safe passage, street activation, safe spaces for children and families and then promote with a community-driven communications approach

### **Strategy 2b. +Creating healing Spaces**

#### Short Term:

- Create spaces which are affirming and provide additional space for healing conversation, community building by partnering with existing parklets, City-owned facilities by funding youth and family programming to use those spaces when not otherwise used by business. This provides a funding source for small businesses, creates more outdoor space for youth programming and activates streets and neighborhoods providing a sense of belonging and safety.
  - Host City-wide mental health conversations by inviting providers to come out of their offices and institutions to facilitate community conversations about healing
  - Utilize nature for healing by expanding funding for healing events in parks such as neighborhood field trips to green spaces, silent hikes, planting more trees in community, taking care of green spaces together as a community

#### Long Term:

- Hire and empower youth: Create a youth-led hotline addressing safety issues
- Allocate more funding to grantees that have specific programming with a focus on mental health healing.
- Support caregivers with training and their own wellness

# Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified two recommendations related to Safety that mainly addressed root-cause issues.

- **Mental Health:** The need for additional mental health supports and better training for providers around mental health are recurring themes that are addressed in both the Mental Health strategy and the Systems Strategy.
- **Concrete/Material Needs:** Fund economic empowerment programs (e.g. Abundant Birth) so youth and families have resources and agency that is part of SF's safety culture

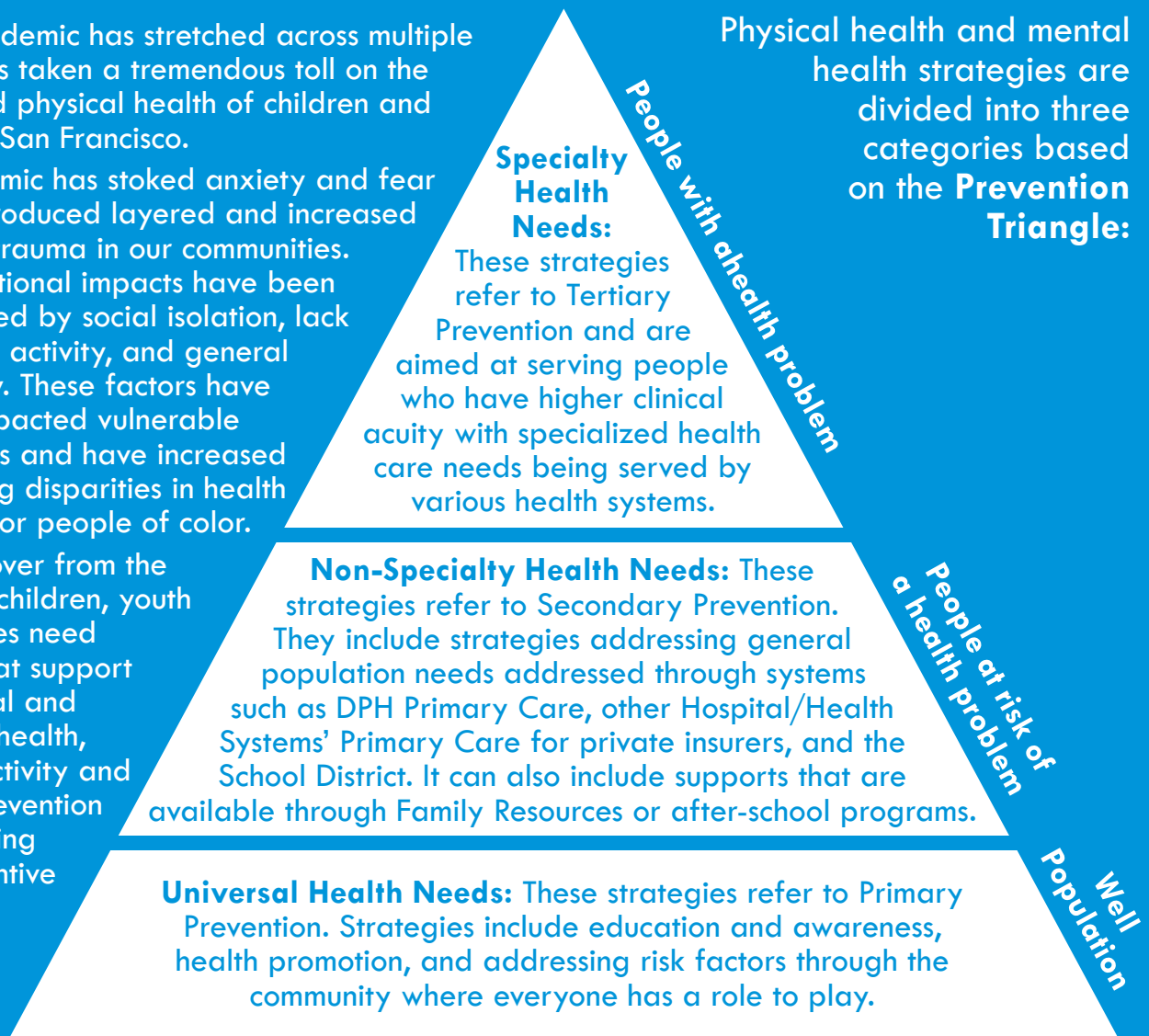




# Physical Health

# Health Context

- As the pandemic has stretched across multiple years it has taken a tremendous toll on the mental and physical health of children and families in San Francisco.
- The pandemic has stoked anxiety and fear and has produced layered and increased grief and trauma in our communities. These emotional impacts have been exacerbated by social isolation, lack of physical activity, and general uncertainty. These factors have greatly impacted vulnerable populations and have increased pre-existing disparities in health outcomes for people of color.
- As we recover from the pandemic children, youth and families need services that support their mental and emotional health, physical activity and obesity prevention programming and preventive care and screenings.



## Input/Findings

Caregivers expressed concerns over declines in their children's physical health. Findings from community and stakeholder engagement can be summarized as:

- Delayed well-child visits and lack of screening, particularly for STI/Ds.
- Less physical activity/Decline in physical fitness. Obesity/Type 2 diabetes is on the rise.
- Lack of outside home stimulation has led to increased speech and developmental delays. This is exacerbated by already inadequate service for children relying on speech and occupational therapy



**They're sedentary right now and eating a lot. It was important for me for them to move with physical activity. They only wanted to be on screens and eating. Even if we as parents wanted to push, they needed structure and program."**

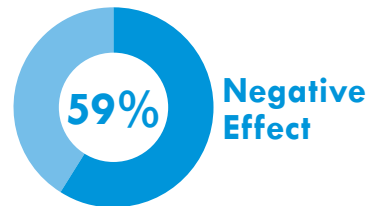
—Parent, ST Focus Group

*Her daughter was hospitalized twice during COVID, but she mostly didn't want to bring her child in for visits to avoid being in the hospital. Her child's medical care has been impacted and delayed, making the child's condition more life threatening.*

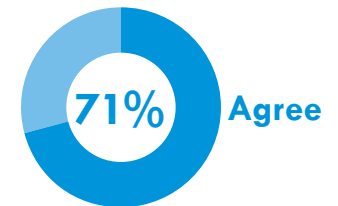
—Parent of child with a disability, CFCI Interview

- **58.8%** of caregivers felt that the pandemic had a negative effect on their child's health.
- **71.1%** of caregivers either agreed or strongly agreed that they were worried about their child's health returning to school.
- Community and stakeholders have described increased needs for children with **Special Health Needs:**
  - Obesity/Type 2 diabetes is on the rise.
  - There is an increase in speech and developmental delays
  - Children with seizure disorder and highly restricted medicines are unable to get medication delivered to home during the pandemic.
  - Dental care for children with special health needs have worsened, particularly for TAY.

What effect did the COVID-19 pandemic & virtual school have on your child's physical health?



I am worried about my child's health returning to school



Source:  
Summer Together  
Parent/Caregiver Survey



**Our older son has ADHD and does not like writing. He will need extra support from an occupational therapist.”**

—Parent, Parent Caregiver Survey

## Strategies

The pandemic has had wide ranging impacts on the physical health of children and youth in San Francisco. Many young people have experienced decreased physical fitness and increased obesity and Type 2 Diabetes due to closures of schools, parks and other recreation facilities. Children have accessed less preventative care including delayed well-child visits and developmental screenings. Youth who rely on speech and occupational therapy have been unable to receive adequate services during the pandemic while teens have had reduced access to health services due to the closure of schools. These issues as well as other pressures on healthcare systems have generally widened racial disparities and lowered access to specialized services for children and youth with developmental disabilities. Recommendations addressing access, navigation, and systems issues are central to the physical health strategies and include:

- Co-location of services
- Coordination of information and communications
- Reaching communities through peer outreach and awareness campaigns
- Coordinating across systems, in particular with Kaiser and SFUSD
- Improving navigation



# Strategy 1. Universal Health Needs

**Strategy 1a. Expand funding for physical fitness/sports for youth and programs that access movement and nature via Rec and Park and other programs**

**Strategy 1b. Improve Medi-Cal Navigation**

- Provide dedicated FTE for eligibility to bridge families in SFUSD with medi-cal/gateway applications and appointments in doctor networks

**Strategy 1c. Expand network of supports for speech and occupational therapy**

- Current level of services are inadequate for children need speech and occupational therapy

# Strategy 2. Non-Specialty Health Needs

**Strategy 2a. Catch-up for well-child visits and screenings**

- Expand service hours to be more youth and family friendly, particularly for sexual health screenings.

**Strategy 2b. Integrate nutrition support and obesity prevention into primary care**

- Increase nutritionist staffing and health coaching programming

# Strategy 3. Specialty Health Needs

**Strategy 3a. Expand obesity treatment programs**

- Fund conveniently located evidence-based childhood obesity treatment programs

# Overlapping Strategies

**Strategy 1. Universal Health Needs**

- **Access/Navigation/Systems Strategy 1 Improve Service Delivery:**
  - Align and coordinate information sharing approaches across systems to make it easier for families to access age and developmentally appropriate services
- **Access/Navigation/Systems Strategy 3 Reaching Communities and Building Trust:**
  - Reduce language barriers.
  - Employ young people to conduct peer outreach to teens to help them gain awareness and connection to services
  - Awareness campaign with health and wellness information, services, and supports. Education around mental health, obesity, preventative health screenings, etc. Hosted by trusted organizations.
  - Empower communities with information: Survey youth to identify their health needs

- **Concrete Material Needs: Continue or expand access to free healthy food**
  - Increase access and funding for healthy food including to CBO's that distribute in the community.
  - Increase funding and eligibility of EatSF vouchers.

## **Strategy 2. Non-Specialty Health Needs**

- **Access/Navigation/Systems Strategy 1. Improve Systems Coordination:**
  - Co-locate primary care services like screening, immunizations, and physical exams in places already accessed by the communities least engaged in care. For example, existing trusted providers such as family resource centers, schools, community centers. Target communities with the highest need and ensure drop-in options are available.
  - Increase coordination with private health providers like Kaiser to reach all youth
- **SF RISE:**
  - Increase coordination and communication between schools and the City to ensure that low-income students are prioritized for programming.

## **Strategy 3. Specialty Health Needs**

- **Access/Navigation/Systems Strategy 1. Improve Systems Coordination:**
  - Coordinate with private health providers like Kaiser to provide more specialized supports in community and schools.
- **Access/Navigation/Systems Strategy 2. Improve Service Delivery:**
  - Simplify system navigation for specialty care by assigning culturally responsive telehealth professional to all families
- **Access/Navigation/Systems Strategy 3 Reaching Communities and Building Trust:**
  - Provide more community events for children, youth and families with specialized healthcare needs









# Mental Health

# Input/Findings

During community engagements, youth and caregivers talked about the negative mental health impacts due to the global pandemic. Youth and caregiver input can be summarized as:

- Increased anxiety and depression among youth
- Increased stress levels for parents and caregivers
- Toxic stress exacerbated for vulnerable children and families due to negative conditions in their social determinants of health.
- Caregivers of children with disabilities were isolated and mental health took a toll because no network of support was available.

## Youth Perspective

- Pre-COVID, self-reported depression and suicidality among SFUSD high schoolers was already increasing. With “Felt sad or hopeless” increasing from 24.9% to **31.1%** between 2015 and 2019 and “Seriously considered attempting suicide” increasing from 12.6% to **16.5%** during the same period.
- In surveys and focus groups with smaller sample sizes, youth reported worsening mental health during the pandemic:
  - **63%** High School Youth participating in the Summer Together YPAR survey reported that the pandemic had a negative effect on their mental health.
  - In addition, middle schoolers participating in the Child-Friendly Cities Initiative (CFCI) focus group identified that “Knowing where to get mental health care and services” as the top priority among service needs.
- These findings were supported by increase in use of crisis services, hospitalizations, and referrals to higher level care.



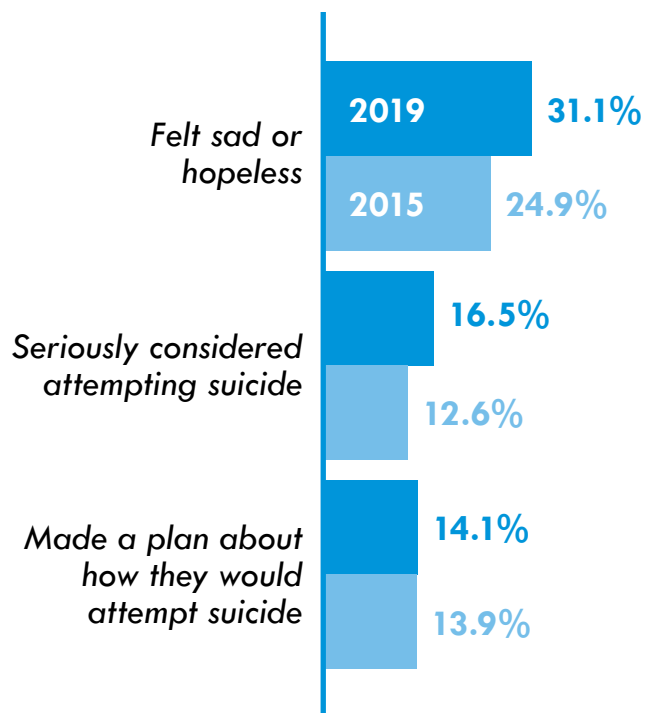
**[The pandemic] has just made me more of a sad person; I get mood swings more often.”**

—High School Youth,  
Summer Together YPAR Survey



**Parents are left out of the equation for mental health. It would be nice to get free counseling services for parents available to parents, even marriage counseling would be beneficial.”**

—Parent of child with disability,  
CNA Focus Group



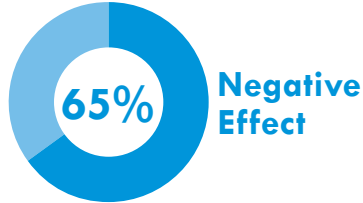
Source: SFUSD  
High School Youth Risk  
Behavior Survey, 2015 and 2019



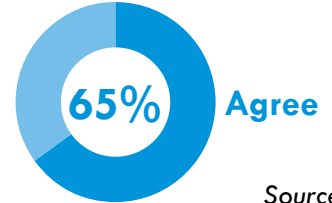
## Caregiver Perspective

- **64.9%** of caregivers reported that the pandemic and virtual school had a negative impact on their child’s mental/emotional well-being.
- **65%** Agreed or Strongly Agreed that their child will need additional mental health or emotional support this year.

What effect did the COVID-19 pandemic & virtual school have on your child’s mental/emotional well-being?



I think my child will need additional mental health/emotional supports this year



Source:  
Summer Together  
Parent/Caregiver Survey

## New & Adapted City Initiatives

- During the pandemic, the City found ways to create new programs or adapt existing programs to address the mental health needs of children and youth.
- Most notably, the City expanded its 24/7 Mobile Response Team to serve a much broader population of youth.

Initiative	Description
24/7 Mobile Response Team Expansion	24/7 Mobile Response Team works with Comp Crisis to respond to acute suicidal/homicidal risk. During COVID-19 this was expanded from serving only youth in our child welfare or juvenile justice system to referral for all BHS providers, FRCs, Family Shelters, the TALK Line, ACCESS, Primary Care Behavioral Health, and school social workers
Mental Health & Wellness Programs	Expanding Wellness Centers in 3 middle schools as a pilot
Trauma-Informed Systems Training	Restorative healing circles and training staff to be better equipped around healing and trauma

## Strategies

The pandemic has majorly impacted the mental health of children and youth in San Francisco. The stress of dealing with a global pandemic has been exacerbated by social isolation, anxiety and depression leaving many parents and caregivers concerned about the long-term impacts to the emotional health of their families.



The strategies around mental health are delineated based on the Prevention Triangle to address **Universal Health Needs, Non-Specialty Health Needs, and Specialty Health Needs.**

Recommendations addressing access, navigation, and systems issues are central to the physical health strategies and include:

- Co-location of services
- Creating a coordinated information exchange for providers
- Training and around mental health and trauma-informed systems
- Diversifying and expanding preventative supports
- Information and communications coordination
- Coordination across systems (Primary Care, First 5, DCYF, community programs)
- Workforce stabilization
- Navigation support

## Strategy 1. Universal Health Needs

**Strategy 1a. Recruit more caring adults/mentors: Youth have expressed that often they just need a caring adult to talk with**

- Provide mental health first aid trainings for parents and caregivers, family, teachers, service providers, and community members.

## Strategy 2. Non-Specialty Health Needs

**Strategy 2a. Better access to counseling/therapy services**

- Provide additional clinicians for high school Wellness Centers. Expand on pilot effort to introduce Wellness Centers to SFUSD middle schools
- Increase staffing and support for lower acuity children and families by integrating more counselors into programming

## Strategy 3. Specialty Health Needs

**Strategy 3a. Expand specialized care**

- Increase funding for specialized services including substance abuse support, beds for adolescents with acute psychiatric needs, treatment for eating disorders, intensive outpatient treatment and inpatient psychiatric hospital beds for county youth with no eject/reject policy.

**Strategy 3b. Continue Crisis Response**

- Continue DPH's expanded 24/7 Mobile Response Team and Crisis Response Team

**Strategy 3c. Expand Crisis Continuum**

- Expand crisis residential and emergency respite homes for non-system involved youth

**Strategy 3d. Simplify Specialty Care Navigation**

- Assign culturally responsive telehealth professional to all families with specialty care needs

# Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified several strategies and recommendations that overlap with other needs categories. Below are recommendations that are addressed more deeply in other strategy areas:

## Strategy 1. Universal Health Needs

- **Access/Navigation/Systems Strategy 2. Improve Service Delivery:**
  - Integrate mental health learning and practices into schools and afterschool programs:
    - Require mental health classes and seminars for students to expand awareness
    - Incorporate social emotional learning curriculum in digital spaces in afterschool programming
    - Provide trauma-informed training and expanded mental health consultation for staff
  - Diversify and increase mental and emotional health supports including different types of therapy (art therapy, being outside) mentorship programs and parent-to-parent discussions as well as other wellness activities including mindfulness, acupuncture, indigenous practices and home visits. More flexible funding for these types of services to develop programming the community wants and needs.
- **Access/Navigation/Systems Strategy 3 Reaching Communities and Building Trust:**
  - Align and coordinate information sharing approaches across systems to make it easier for families to access developmentally appropriate services
- **Safety:**
  - Increase funding for safe spaces that promote healing and community for youth including spaces where health may not be explicitly named but is addressed
- **Unfinished Learning:**
  - Integrate health focused project-based learning into schools and OST programs

## Strategy 2. Non-Specialty Health Needs

- **Access/Navigation/Systems Strategy 1. Improve Systems Coordination:**
  - Increase the sharing of data between schools and providers to streamline communication.
  - Increasing co-location of mental health services at school sites and ensuring clinicians are available during and after school.
  - Engagement of other non-specialty systems is needed to support general wellness, counseling, and other preventative supports (e.g. Primary Care, First 5, DCYF, community programs, etc.)
- **Access/Navigation/Systems Strategy 2. Improve Service Delivery:**
  - Workforce stabilization: Vacancies are impacted by pay inequities for contracted providers and HR delays for DPH leading to long wait times for service. Improve support for workforce to recruit and retain staff.
  - Continue DCYF's effort to provide Trauma Informed Systems training to grantees to support their ability to incorporate restorative healing practices into their work

- **Access/Navigation/Systems Strategy 3 Reaching Communities and Building Trust:**
  - Continue to support the Department of Public Health's SFUSD System Navigator positions. Navigators maintain caseloads of SFUSD middle school students to help assess needs, provide linkage to resources and ensure coordination with student IEPs.

### **Strategy 3. Specialty Health Needs**

- **Access/Navigation/Systems Strategy 1. Improve Systems Coordination:**
  - Coordinate with private health providers like Kaiser to provide more specialized supports in community and schools.
- **Access/Navigation/Systems Strategy 3 Reaching Communities and Building Trust:**
  - Provide more community events for children, youth and families with specialized healthcare needs
- **SF RISE:**
  - SFUSD should to build out more wellness and low threshold supports and work with the Golden Gate Regional Center to develop more supports for students/families with developmental disabilities.





# Concrete/ Material Needs

# Context

- Throughout the pandemic many of San Francisco’s families struggled to meet their basic concrete and material needs. Many families were forced to find new and creative ways to support and care for each other as they faced challenges accessing food, ensuring financial security and finding stable housing and shelter.
- The ability for a family to meet their basic, concrete and material needs is a crucial protective factor that is needed to help families thrive. The Children & Family Recovery Plan will focus on the need for family support services (covered under Family Support) and resources that address concrete material needs especially for vulnerable communities where these needs were substantial before the pandemic.
- The City and County’s Economic Recovery Plan also highlighted the need to ensure that all families could meet their basic needs such as housing, shelter, economic stability, including connections to meaningful employment and food security.

## Input/Findings

Through surveys, focus groups, interviews, stakeholder forums and youth engagement sessions, youth, caregivers, and stakeholders identified three themes related to Concrete/Material Needs (other concrete/material needs like childcare and access to health care are addressed in those sections):

### 1. Housing stability, Affordable Housing & Shelter

- The size of affordable units isn’t big enough for many families
- Families need support with significant back rent and eviction prevention but don’t know how to access available opportunities
- There is insufficient shelter for families and young people if a homeless crisis occurs

### 2. Food and Supplies

- With inflation and reduced income, families are struggling to keep basic food in their homes
- COVID-related programs for food security may be ending, but the need is still there

### 3. Financial Assistance and Employment

- There are not enough good job opportunities for caregivers and youth which earn a living wage
- Childcare and school are still unpredictable making it difficult for caregivers to work
- At a systems level, it is particularly difficult for undocumented residents in access jobs and benefits and for all residents to understand and access benefits, job training and other programs



**Housing is very hard. The one we find is very expensive and it’s difficult to get affordable housing”**

—Citykids Fair intercept interview



**Right now our greatest need is always food. [Child] is growing like a weed and loves to eat....just keeping food in the house is a huge challenge right now”**

—Parent, ST Parent Caregiver Survey



**Need a job. With a job and stable income that will ease the situation. Since the pandemic, income is less”**

—Parent of families in SRO

## Housing Needs

- In surveys and focus groups of parents, caregivers and youth, families expressed the need for more living space.
- In surveys, around a third of parents and caregivers needed housing support:
  - In combined surveys of parents and caregivers conducted by MOHCD and DCYF, **68%** said they had stable and affordable housing.
  - In a survey of families with children conducted by HSA in May 2020, **36%** of respondents that they needed help with back rent.



**If the City's housing development can provide bigger floor plan, such as two bedroom or three-bedroom houses. Currently, the available houses are mostly one-bedroom only, they are not big enough for many big families like ours."**

—Parent, Families in SROs, CNA Focus Group

## Food Insecurity & Hunger in SF

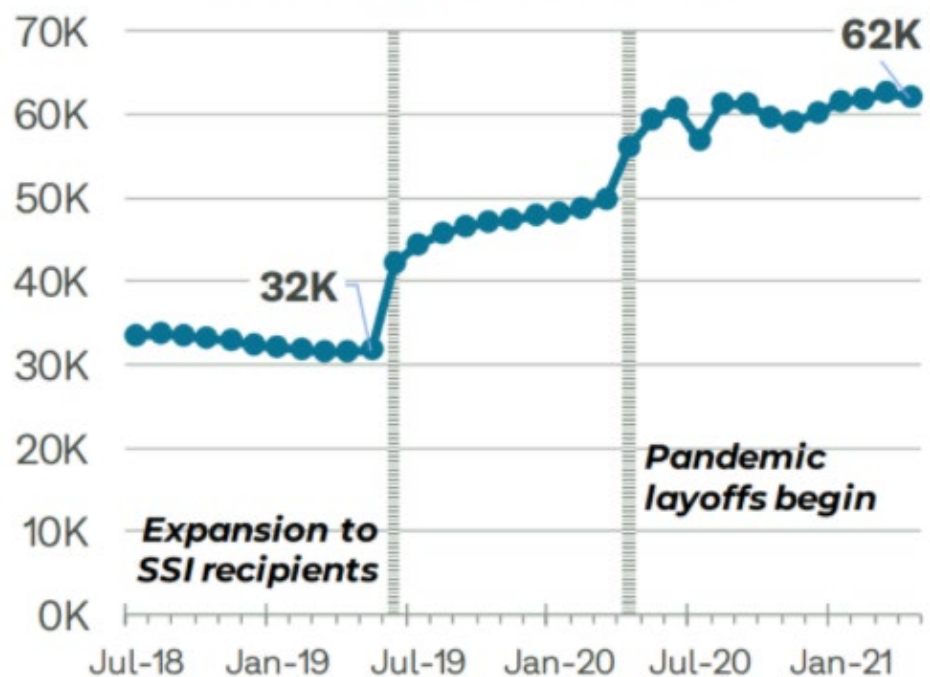
- Families stated a greater need for food and groceries. This is supported by the increase in CalFresh households and the number of individuals accessing food banks.
- There has been a **25%** increase in households relying on CalFresh since pandemic layoffs began. Maximum benefits have been extended through October, but there is no word on whether CA will be approved another waiver beyond that.
- The demand for food support has not tapered off, with almost 60,000 individuals accessing food bank pop-ups last month. Projections from Feeding America indicate food insecurity in San Francisco has increased by **22%** among the general population and **44%** among children.
- Additional vulnerable populations: SRO families, BIPOC households, City College students, Families w/children not yet in school, Households with single parents



**Housing costs are a big problem, big stress currently."**

—Youth, LGBTQQ and TAY, CNA Focus Group

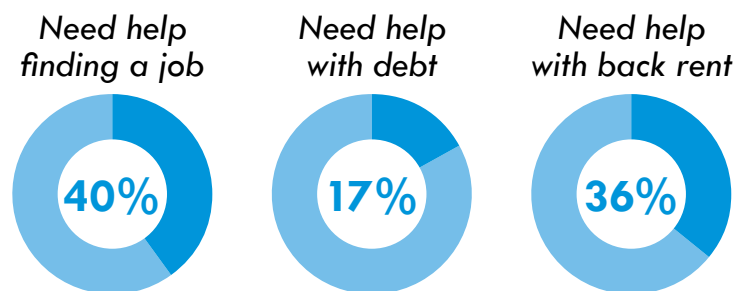
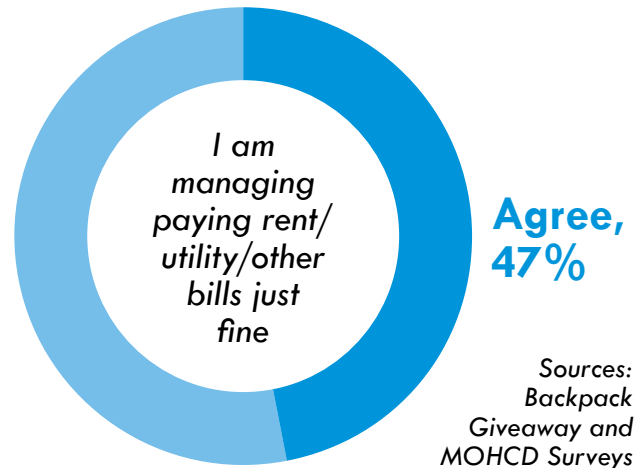
### CalFresh Households





## Financial Assistance and Employment

- In surveys and focus groups, parents/caregivers and youth felt that there were no good job opportunities (or lack of knowledge around opportunities), reduced income, minimal hours.
  - Many parents quit jobs to take care of children during the pandemic.
  - During the pandemic, over 300,000 San Franciscans filed for unemployment.
  - In a May 2020 Survey conducted by HSA of households with children, **40%** needed help finding a job.
- Financial help is needed given the rising cost of living and the impact of the pandemic on employment. Childcare and aftercare/extracurriculars are too expensive, even for dual-income families. Between 2018 and 2021, the cost of living in SF increased by **19%**.
  - In a May 2020 Survey conducted by HSA, **36%** of respondents needed help with back rent and **17%** needed help with debt.
  - And in combined surveys conducted by DCYF and MOHCD, less than half of parents/caregivers felt fine managing their rent/utility/other bills.



Source: HSA May 2020 Survey on post-SIP needs

## New & Adapted City Initiatives

- During the pandemic, the City found ways to create new programs or adapt existing programs to address the concrete material needs of children and families.
- The City received donations to the Give2SF fund, which was used on programs that addressed: (1) food security, (2) access to housing, (3) security for workers and small businesses (including supportive services for immigrant workers), and (4) youth programs.
- Notable programs include OEWD's Reconnecting All Through Multiple Pathways (RAMP), which is a youth workforce development program.
- The City also created a Homeless Recovery Plan, which is expanding housing and shelter availability across the board and also expanding access to prevention, problem solving, and eviction defense expansion.
- Other initiatives cover food security, additional supportive benefits, child tax credits, job training.

Category	Initiative	Description
Food Security	Food Security Programming, Family Support, Undocumented and Immigrant Family Support, and LGBTQ, low-income TAY, and Latinx Food Relief... (Give2SF)	HSA is working with Give2SF and trusted community partner organizations to distribute essential resources to fight hunger in San Francisco. Gift cards and meal/grocery services distributed to low income and at-need populations across the City.
	Supportive Services for Immigrant Workers (Give2SF)	Provide direct support to immigrants and undocumented children, families, and communities affected by COVID- 19.
	Support for Mothers and Infants of Color (Give2SF)	Distribute gift cards to support mothers and infants of color, leveraging culturally appropriate pregnancy and postpartum care programs to reach low-income African-American, Latinx, and Pacific Islander pregnant women.
Economic Stability	EDD Co-location	Co-location of HSA staff at EDD's office to enable HSA to help those who are timing out of Unemployment Insurance benefits to access HSA benefits and to provide employment services to those who are looking for work.
	Engagement Incentives	CalWORKs Welfare-to-Work participants in unpaid activities allowed to earn up to \$500 in incentive payments if they participant in activities for 10 weeks.
	Hardship Help	Assists CalWORKs families facing specific financial hardships but who are not eligible for assistance through other CalWORKs funding.
	Locally-funded Cash Payments for families not able to receive Federal Stimulus funds	HSA provided benefits and financial assistance to undocumented, low-income families who are clients of the Healthy SF health care program and to undocumented residents on CalWORKs.
	IRS Child Tax Credits	Families with children will receive \$300 a month in tax credits per child ages 0- 5 and up to \$250 per child ages 6-17.
	Working Families Credit	Program to help qualified families claim tax credits, benefits, and other services they may be eligible for.
Housing Stability	Housing Element 2022	San Francisco's housing plan for the next 8 years (2022-2030) and the first one that will center on racial and social equity. It will include policies and programs that express our collective vision and values for the future of housing in San Francisco.

Category	Initiative	Description
Housing Stability	Housing and Economy Recovery Strategies	The Planning Department, the Mayor’s Office of Housing and Community Development (MOHCD), and the Office of Economic and Workforce Development (OEWD) are working together to develop a coordinated recovery work program to monitor and analyze changing conditions, coordinate efforts with other agencies and departments, and provide immediate and ongoing measures that will help the City adapt in Housing Recovery, Neighborhood Business Recovery, Neighborhood Life, and Work Spaces.
	Mayor's Homelessness Recovery Plan	Creating the largest expansion of shelter and housing and other capacity of in the Homelessness Response System in twenty years
	Expansion of Homelessness Prevention Programs	HSH and MOHCD are working towards building an equity focused homelessness prevention system that centralizes flexible financial assistance to high risk populations and eviction prevention and housing stabilization services, including Tenant Right to Counsel tenant/landlord mediation, and housing retention.
Workforce Development	Expansion of JobsNOW	Expanded program to include households earning less than 300% of the Federal Poverty Level (FPL), provide 100% wage reimbursement to employers during first 3 months of hiring a JN participant, and provide jobseekers a program voucher to take to any potential employers indicating a wage subsidy is attached to hiring them.
	Expansion of YouthWorks	Expanding funds for YouthWorks paid employment positions for youth.
	Women and Families First Initiative	Provide targeted job training for 300 women in industries that are expected to grow during San Francisco’s economic recovery and childcare tuition credits.
	Young Adult Workforce Programs	OEWD's Young Adult Workforce Programs—Young Adult Job Center, Subsidized Employment Program, and Reconnecting All Through Multiple Pathways (RAMP)—are aimed at connecting youth (ages 16-24) with workforce services including a job center, personalized job placement and support plans, and job-readiness training.
	HealthCare Academy - Community Health Worker Program	Expanded Community Health Worker (CHW) Apprenticeship program and a new 6-month CHW Pre-Apprenticeship Training for those that need additional supports, training, and services to then go into the Apprenticeship program or gain employment in the community health worker field.



# Strategies

The ability to increase access to resources and supports that address families' concrete needs is limited by multiple barriers including the high cost of living in the area, limited housing supply, sustained demand for food support, a lack of living wage employment opportunities for those without degrees or who are undocumented and decreasing funding for efforts intended to respond to the pandemic.

Short and long-term strategies are needed to support children and family recovery for:

- **Strategy 1. Affordable Housing, Housing Stability & Shelter**
- **Strategy 2. Food Security**
- **Strategy 3. Economic Stability**

## Strategy 1. Provide affordable Housing, Housing Stability & Shelter

### Short Term

**Strategy 1a. Continue expanded eviction prevention, problem solving and housing stabilization strategies with focus on those most at risk of homelessness or housing instability based on evidence (e.g., past homelessness, extremely low income, children in household):**

- Deploy an all-hands-on-deck communication approach about who is eligible and how to access existing state and local resources as part of a City-wide communication push (see Access/Systems section)
- Increase the number of providers in neighborhoods with BIPOC residents
- Expand eviction prevention and housing stabilization strategies including eviction legal defense and other tenant-centric services
- Coordinate with SFUSD to identify families who need rental assistance and other housing related services and ensure that SFUSD's homeless liaison position is filled to support these efforts

**Strategy 1b. Fund more medium-term housing resources for transitional age youth**

Prioritize those at risk of homelessness including expanding the flexible housing subsidy pool for TAY and supporting the housing and economic stability of TAY emancipating from foster care after a pandemic pause in emancipation

**Strategy 1c. Sustain the expansion of family and TAY shelters implemented during the pandemic**

**Strategy 1d. Create more "Moving On" options for families and TAY who are formerly homeless and living in permanent, supportive housing who are ready for more independent living but who still need the support of housing subsidies and lighter services**

## Long Term

### **Strategy 1e. Continue Homelessness Recovery Plan efforts**

Significantly expand and improve quality of housing options with a wide range of options in terms of size, duration and location improve access for families with children, TAY, BIPOC households, and transgender folks.

## Strategy 2. Address Food Security Needs

### Short Term

#### **Strategy 2a. Sustain and expand food access**

- Sustain food support programs expanded during the pandemic and extend programs as we emerge from the pandemic including free breakfast and lunch for families, resources for groceries, additional funding for CBOs providing food and financial assistance and expanded benefits for existing food support networks like CalFresh and WIC
- Increase access and options for healthy and affordable food for families especially in food deserts by advocating at the state and federal levels to expand SNAP Restaurant Meal Program to including working families with young kids, people living in SROs alongside older adults and people experiencing homelessness who are currently eligible.
- Partner with philanthropy to increase funding for food access and delivery—the operations side of food security expansions

**Strategy 2b. Expand urban agriculture programs which provide needed childcare, connection to adults, nutrition benefits for the whole family and access to food security**

## Strategy 3. Improve Economic Stability

### Short Term

#### **Strategy 3a. +Sustain economic supports provided during the pandemic**

Financial needs persist and current support such as housing subsidies, work subsidies and cash assistance are temporary.

- Expand federal tax credits locally to help address the cost of living in San Francisco and to fill gaps for those not eligible for federal subsidies such as undocumented families.
- Sustain expanded jobs programs such as Jobs Now and other employment programs
- Evaluate the Women and Families First Initiative and consider expansion to provide employment training for mothers who left the workforce paired with childcare subsidies and/or slots

#### **Strategy 3b. Address barriers for undocumented workers**

Reaffirming Sanctuary City policies and continue funding programs and supportive services for undocumented workers with local dollars

## Long Term

### Strategy 3c. +Implement guaranteed income program

- Focus on low-income populations and target periods of critical transition. Utilize a “life course” approach to identify interventions during sensitive life stages that can shift trajectories, reduce disparities and increase wellbeing.
  - Implement guaranteed income for those on childcare waitlist and pair with wealth development approaches like 529s for the children
  - Evaluate a guaranteed income approach for disconnected TAYA paired with workforce development and financial literacy coaching
- Create a working group to coordinate citywide guaranteed income pilots and policy, and to find pathways to scale beyond pilots. Include representatives from every pilot program in addition to key city agencies to strengthen communication and align efforts.
- Support greater emphasis on community research and planning. Support and promote community planning processes that build trust and support effective design and implementation.

### Strategy 3e. Develop City-wide workforce strategy focused on child, youth and family development programs

- Provide training and access to jobs
- Support sector through business technical assistance, loans and other infrastructure to put it on a path to both sustainability and as a provider of living-wage work

## Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified several strategies and recommendations that overlap with other needs categories. Below are recommendations that are addressed more deeply in other strategy areas:

- **Access/Navigation/Systems Strategy 1. Improve Systems Coordination:**
  - Increase coordination between the City, systems and community partners who are distributing food to better target resources to meet needs via continued and expanded colocation of food resources with other social supports access by families
- **Access/Navigation/Systems Strategy 3 Reach Communities and Build Trust:**
  - Deploy an all-hands-on-deck communication approach about who is eligible and how to access existing state and local resources as part of a City-wide communication push
  - Provide better information and support to help demystifying the process of receiving aid. Provide all information in many languages and bring it to where people are



# EXCELSIOR YOUTH CENTER







# Family Support

## Context

- Throughout the pandemic, sheltering-in-place and distance learning, combined with fears about the virus, related economic strain, supporting their children through these crises and racial injustice created stress, tension and exhaustion for caregivers and young people.
- As the pandemic has worn on, these challenges have resulted in increased anxiety among caregivers which, because families are multi-generational and function as a system has impacted children's levels of anxiety and wellness.
- As a result, there is need for expanded parent/caregiver education, respite from caretaking responsibilities, family counseling, improved communication with parents and caregivers and opportunities to connect with other parents and caregivers for support.
- Parents and caregivers ability to meet their family's basic, concrete/material needs was profoundly impaired during the pandemic. The needs and recommendations in this area are discussed in the Concrete/Material Needs section, but it is critical to note that the ability to meet your family's concrete needs is a fundamental protective factor in family stability and health

## Input/Findings

Through surveys, focus groups, interviews, and youth engagement sessions, youth, caregivers, and stakeholders identified **five themes** related to family support:

- Parental support with children's behavioral issues is needed
- Need for more family engagement programming
- Parents and caregivers are burdened by additional challenges of caring for aging relatives without sufficient support
- Quality of some family support programming is inconsistent
- Families are struggling to meet their basic or concrete/material needs. The ability to meet these needs is a crucial protective factor and, as such, is discussed in the Concrete and Material Needs Strategies



**A lot more information for parents. It's hard for parents who are scared and I think parents need the support."**

*—Parent, ST Focus Group*



**I was out of work for six months during the pandemic. I was so frustrated and concerned about how much they were fighting when they were home."**

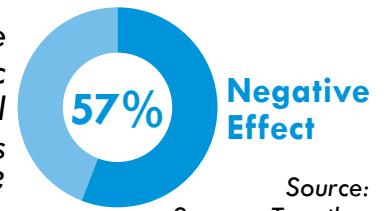
*—Parent, ST Focus Group*



Parents/caregivers are seeking more support with their children's behavioral and academic challenges.

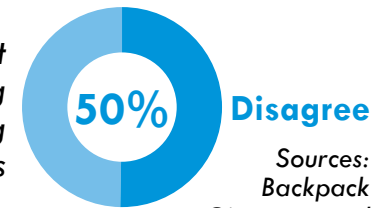
- **56.6%** of caregivers stated that COVID-19 and virtual school have had a negative effect on their child's behavior at home.
- **50.6%** of caregivers do not agree that they have the support for parenting stress or support for learning parenting skills that they need.
- They relay a need for more family engagement programming including parent education about how to support their children in uncertain times, digital safety among others.
- Parents/caregivers are seeking respite from caregiving responsibilities and more ability to connect and gain support from other parents and caregivers

What effect did the COVID-19 pandemic & virtual school have on your child's behavior at home?



Source: Summer Together Parent/Caregiver Survey

I have support for parenting stress or learning parenting skills



Sources: Backpack Giveaway and MOHCD Surveys

## New & Adapted City Initiatives

- During the pandemic, family support providers in many forms of programs sprung into action, pivoting their services to be remote. They provided parenting classes, connection and support and outreach virtually. These providers also focused on meeting the concrete/material needs of families which is was most pressing for families in the peak of the pandemic. **These new and adapted initiatives are listed in the Concrete/Material Needs section.**
- For example, The City's 26 Family Resource Centers (FRCs) which are funded by First Five, HSA and DCYF, responded to the pandemic by supplementing their usual culturally and linguistically competent services with crisis response, eviction prevention support, gift cards, parent support, virtual support, virtual therapy, navigation, advocacy, access to testing and vaccines and case management to respond to family pandemic needs
- Nationally, communities that did not have family support centers or similar models struggled to deploy federal pandemic resources and get needed supplies like diapers quickly into communities

## Strategies

- The ability to increase access to family supports for parents and caregivers is limited by multiple barriers including a need for more services to meet increased needs, system coordination issues and limited and often siloed outreach efforts.
- Family support experts and stakeholders provided considerable input on the challenges and solutions in navigating the various systems that families have to engage with to receive support and the weak communications in these areas. These strategies and recommendations are discussed in the overlapping strategies slide and more deeply in the Access and Systems Strategies section.
- The Task Force and stakeholders identified **four additional major strategies** to address the issues identified by community to support recovery by improving family support.

## Short Term

1. Increase funding to programs which provide multi-generational programming focused on family support and resources
2. Combine state Family First Prevention Services Act funding and local dollars to expand parenting education programs including both evidence-based and culturally responsive approaches.
3. Expand programs and/or increase awareness and access for programs that support getting into nature for families together. This benefits family cohesion, mental health and wellness and physical health. Connect to City-wide campaigns with simple messages about the many benefits of spending time in nature with your family

## Long Term

4. +Bolster existing resource and referral resources for parents and community so they can act as a stronger resource and referral source for all. Connect them to centrally supported navigator approaches discussed in Access/Systems Strategies such that any adult who is concerned about a child has a place they can call to receive coordinated navigation to City-wide resources ahead provided ahead of family crisis responses
5. Advocate for extended support for family leave to provide time for family bonding and reduce financial stress.

# Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified several strategies and recommendations that overlap with other needs categories. Below are recommendations that are addressed more deeply in other strategy areas:

- **Access/Navigation/Systems Strategy 2 Improve Service Delivery:** Advocate for MediCal reimbursement changes to fund behavioral health for families without need for diagnosis and in a way that allows for caregivers to be involved in the support and receive their own support
- **Access/Navigation/Systems Strategy 3 Reach Communities and Build Trust:**
  - Increase navigation support for families to help them connect with available resources that meet their needs. Utilize a range of approaches to connect navigators to families including placing them at public libraries and other facilities with family programming, creating a community-based network of navigators and increasing funding for afterschool programs to engage and support families and provide navigation support. Also partner with pediatricians to refer and connect families to navigators and utilize a family case conferencing model that leverages navigation support to prevent crisis for high needs families.
  - Conduct ongoing but quick/simple evaluation to better understand the barriers that prevent access for families and use information to improve coordination, communication and services delivery
- **SF RISE:** Create better connection between family resources centers and schools to ensure widespread knowledge about programs and supports for families





# Context

- High-quality, affordable and consistent childcare continues to be a critical need for families in San Francisco. This need has escalated during the pandemic. At the national level, there has been increasing focus on childcare as a critical form of human infrastructure. The need for childcare options that supports working families has become clear during the pandemic as parents and caregivers struggled to work and care for their children and many, especially women, have been forced to leave the workforce.
- For the Children & Family Recovery Plan, childcare includes: early care and education (0-5), before and after school programming and summer care as well as other forms of child care that were relied on during the pandemic.

# Input/Findings

Findings from children, youth and families and stakeholders yielded three major themes:

- **Expanded Childcare**

- Working parents and caregivers cannot accommodate the current school drop off and pick up times
- School breaks such as summer break, winter/spring, and early dismissal are challenges



Someone can look after the children during our working hours. I hope that the school can open early in the morning and participate in after school care."

—Parent, Mandarin (translated),  
ST Parent Caregiver Survey

- **Free/Subsidized Childcare**

- Childcare needs to be free or subsidized for those who cannot afford it
- Some families do not qualify based on financial need metrics but do not earn enough to hire a regular caregiver

37%

of 94 surveyed parents were **not fully happy with the childcare** they have for their 0-5 year-old child

77%

of 1,453 surveyed parents said **childcare was a reason** for them enrolling their child(ren) in Summer Together

- **Consistent & Reliable Childcare**

- The uncertainty of accessing consistent, reliable childcare available during parents' and caregivers' work schedule is a stressor

81%

of childcare mentions were about needing after school care

7%

of childcare mentions were about needing before school care

# New & Adapted City Initiatives

- During the pandemic, the City found ways to create new programs or adapt existing programs to address the needs of childcare and support children, youth, and families.
- Most notably during the pandemic, the City led a cross-departmental partnership to provide essential workers with emergency child and youth care.
- The Office of Early Care and Education is in the process of developing a department framework to address early child care and education needs of parents, caregivers, and children from a racial-equity lens. In addition, OECE and First 5 are prioritizing building a set of strategies that incorporate direct engagement with their clients.
- Lastly, City initiatives have also promoted child care services, including the Women and Families First Initiative and Dream Keeper Initiative.

Initiative	Description
Emergency Child & Youth Care	During the pandemic, DCYF in collaboration with SF Rec and Park created emergency care centers to provide a safe place for children of first responders, health care workers, and essential City employees.
OECE & First 5 Partnership Strategy	OECE and First 5 are merging under one department to develop cross-cutting strategies for childhood support and services for children ages 0-5. New strategies include a focus on racial equity, direct parent engagement, investing in the workforce of early care teachers, and building the department's capacity to provide care.
Women & Families First Initiative	OECE will support women with children as they return to work by offering a local childcare tuition credit to moderate-income families who struggle to afford the cost of childcare. Approximately 800 children will be provided with childcare tuition credit. The new initiative also invests in workforce training for women, elaborated more in the Concrete/Material Needs Strategy.
Dream Keeper Initiative	The Children's Council's Early Childhood Education unit provides a Black Early Educator Pipeline Project, aiming to increase the number of Black Early Educators in San Francisco. The program partners with City College for training and prepares participants to enter the field in order to provide quality, culturally-competent education to children throughout the city of San Francisco.

## Strategies

The Task Force and stakeholders identified short-term and long-term solutions to alleviate the concerns of parents, youth, and children around childcare. The recommendations are based on three overarching strategies:

- **Strategy 1. Expand Childcare**
- **Strategy 2. Provide Access to Childcare**
- **Strategy 3. Increase the stability, reliability, and consistency of quality and coordination in the Childcare field**



**Our greatest need would be After school childcare. We do not have a plan for that and may have to miss school due to parent working and living too far walking by herself."**

—Parent, ST Parent Caregiver Survey

# Strategy 1. Expand Childcare

## Short Term

### Strategy 1a. Expand the hours of available Childcare

- Expand the availability of afterhours and before school care by providing additional funding for providers.

### Strategy 1b. Increase funding for Childcare workforce wages

- Increase staffing and retention for childcare operators by providing additional funding for wages and benefits.

## Long Term

### Strategy 1c. +Expand the location of Childcare centers to neighborhoods with the highest need

- Support a range of family and cultural needs by expanding childcare facilities including unlicensed and community and family-based options in neighborhoods where people need them. Consider spaces in San Francisco Public Libraries and additional spaces in Rec and Park sites to expand childcare and specific programming needs in the neighborhoods with highest need
- Prioritize space for programming for children and families in all City developed housing and facility infrastructure following the example of plans at 730 Stanyan affordable housing site

### Strategy 1d. Improve communication of Childcare providers system

- Increase coordination between school systems and childcare providers to ensure that available child care aligns with school schedules, breaks, and vacations.

### Strategy 1e. Invest in San Francisco's Childcare providers and workforce system

- Increase pool of trained youth development professionals by creating a coordinated pipeline that connects work based learning, training, education, certification and job placement.
- Encourage the creation of additional locations for childcare by increasing the childcare developers fees for facilities of new construction and by exploring potential partnerships with employers.

# Strategy 2. Ensure Access to Childcare

## Short Term

### Strategy 2a. +Support making Childcare affordable for families most at need

- Provide financial supports for families to ease the challenges of being a new parent, including guaranteed income approaches or tax credits that help families meet basic needs, spend more time bonding with their babies, and expand their range of options for child care, particularly for families with children 0-3 who aren't able to access limited slots in existing childcare settings. Pair this approach with asset building approaches for these children to develop longer term stability.
- Evaluate the feasibility of a guaranteed income approach for low income families for afterschool and summer programming to augment financial aid slots already supported in City programming.



## Long Term

### **Strategy 2b. Help more families utilize financial assistance for Childcare costs**

- Advocate strongly to adjust eligibility requirements to better align with the local cost of living by advocating for changes to state policy on childcare eligibility in alignment with HUD standards for housing based on Area Median Income (AMI) rather than the State Medium
- Provide additional tax credits and subsidies for families to help offset childcare costs

### **Strategy 2c. Incentivize employers to provide employees with Childcare**

- Provide incentives to encourage employers to offer free childcare for their employees either in place-based childcare for large companies or in shared or pooled childcare for smaller businesses

### **Strategy 2d. Streamline communication among Childcare providers in Childcare system**

- Coordinate with existing childcare systems to consolidate information about available childcare options. Explore development of systems that allow for a single registration point for families.

## **Strategy 3. Increase the stability of quality and coordination in the Childcare field**

### Short Term

#### **Strategy 3a. +Train Childcare providers on cultural needs and Special Education**

- Provide training to childcare providers to increase their cultural responsiveness and ability to work with children and youth with specialized needs. All childcare providers should have a baseline training on working with children with special needs and some childcares should have specialized staff and training similar to the Rec and Park specialized programs

#### **Strategy 3b. Incentivize Childcare providers to hire staff to support administration**

- Increase funding for childcare providers to enhance their ability to hire staff that can address administrative functions

#### **Strategy 3c. +Support educational programs that aim to expand the race/ethnicity and cultural background of Childcare educators**

- Evaluate the Dream Keeper Initiative's Black Early Educator Pipeline Project and implement lessons learned. The program seeks to increase the number of Black early educators in San Francisco by partnering with City College to provide training and education.

## Long Term

### **Strategy 3d. Create a coordinated system to equip prospective and working Childcare educators with necessary qualifications**

- +Invest in the childcare field as an industry with support for business entrepreneurship, technical assistance and supports for businesses and nonprofits especially in BIPOC communities via OEWD
- Create opportunities for those interested in child development as a profession, higher educational pathways, including tuition-discount, scholarships, and college course credit that is flexible for those already working in this sector.
- Increase the quality of the childcare field by developing a pipeline for youth development professionals that includes certifications and other standards.

### **Strategy 3e. Assist with centralizing the communication, administration, and fiscal operations of Childcare providers and school system**

- Explore the possibility of funding centralized administrative and fiscal operations that could support multiple providers
- Align grantmaking agencies to ensure that childcare providers receive adequate funding to address staffing, training and administrative needs
- Align grantmaking practices to ensure that shared standards for childcare quality are consistent across agencies
- Create tighter ongoing coordination between childcare providers and school systems to ensure that care is available for families in alignment with school start and end times and breaks

## Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified several strategies and recommendations that overlap with other needs categories. Below are recommendations that are addressed more deeply in other strategy areas:

- **Access/Navigation/Systems Strategy 3. Reach Communities and Build Trust:** Parents and caregivers expressed the value of having a centralized resource and information center to access information on services and programs more readily, especially Childcare. Increasing the information sharing effort to connect more parents, caregivers, and youth to available opportunities is a need across all of the Recovery Plan categories and is addressed under the Access and Navigation/Systems Change Strategy.
- **Concrete/Material Needs:** Stakeholders advocated on behalf of investing more funding (e.g. state and federal subsidies) to ensure that the wages and benefits of workers in the Childcare field are aligned to the local cost of living. Self-sufficient wages and financial need are covered more in the Concrete/Material Needs Strategy.
- **Safety:** Without safe passage or safe transportation, parents, youth and children will be unable to access childcare. Safe passage/transportation are addressed more deeply in the Safety Strategy.



# Unfinished Learning



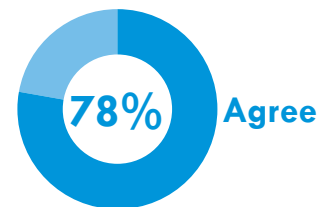
# Context

- Unfinished learning refers to the learning loss impact from COVID-19 on all children, particularly vulnerable groups.
- Local, state and national data show that the pandemic created significant unfinished learning for children and youth. For many students in San Francisco, especially youth of color, unfinished learning has meant both hindered academic progress and interrupted social emotional learning.
- The Children and Family Recovery Plan will focus on programs and services that address unfinished learning and social emotional recovery outside of the San Francisco Unified School District (SFUSD). An interrelated planning process, [Students and Families RISE \(Recovery with Inclusive and Successful Enrichment\)](#), will focus on addressing unfinished learning inside SFUSD.

# Input/Findings

- The pandemic has had a major impact on learning for the City’s children and youth. Between the uncertainty caused by a global pandemic and the challenges of school closures and remote learning many parents and caregivers are concerned about their children’s academic progress and success.
- **78%** of surveyed parents and caregivers participating in the Summer Together Initiative believe their child will need additional learning supports to succeed in school this year.
- Parents and caregivers also recognize the need for additional social emotional supports, skill building and specialized learning opportunities and believe that out of school time programs are good options for meeting this need.

*I think my child will need additional learning supports to succeed in school this year*



Source: Summer Together Parent/Caregiver Survey

Through surveys, focus groups, interviews, and youth engagement sessions, youth, caregivers, and stakeholders identified two themes related to unfinished learning:

1. Additional social emotional supports and specialized learning and skill building opportunities are needed to address the impacts of the pandemic
  - Caregivers asked for more after-school programs that provide rich social emotional opportunities, mentorship, and enrichment such as music/arts
  - In addition to SEL, caregivers also identified sports and play provide invaluable learning opportunities, particularly for interpersonal skills that were missing during the isolation of the pandemic.
  - Special Population Considerations: There is a need to teach inclusion, not having stigmas against children with differences, particularly those with disabilities.



**I think with COVID, going to [program] was the perfect opportunity to break out my shell again because I feel like with COVID a lot of people kind of lost their social skills being alone by themselves all the time.”**

—Youth, ST Focus Group

2. Out of School Time (OST) and Rec and Park after school programs as an integral option for providing the supports and specialized programming needed
  - In addition to opportunities for social emotional supports, many parents and caregivers felt their children needed additional academic supports that could be provided in after-school programs.
  - Some parents and caregivers also desired creative modes of learning and skill- building for their child(ren) through art, theater, team games, and group activities.



**My daughter needs academic support and homework help after school.”**

—Caregiver,  
Spanish (translated),  
Caregiver Survey

## New & Adapted City Initiatives

- During the pandemic, the City found ways to create new programs or adapt existing programs to address the needs of children and youth by mitigating the impact of learning loss and to support recovery from unfinished learning.
- Most notably, the City led a cross-sector partnership to launch the Community Hubs Initiative to bring in-person support San Francisco’s most vulnerable children during the experience of “distance learning.”
- In addition to this major effort, the San Francisco Public Library and the Department of Children, Youth, and their Families and Rec and Park created or significantly adapted programs and initiatives to support the recovery and children and youth from unfinished learning.

Initiative	Description
Community Hubs Initiative	Provided in-person support during the experience of "distance learning." The Hubs required a multi-stakeholder collaboration that included 119 organizations serving over 2,500 of the city's most vulnerable children.
Addressing Learning Loss	New programming for high-dose tutoring, which includes math, language, and arts for older youth, and literacy for younger kids. This program began with the Community Hubs Initiatives and was piloted over the summer through the SF Education Fund and Book Nook.
FOG Readers Program	FOG (Free Orton-Gillingham) Readers are 1:1 tutors that help struggling readers and students with dyslexia in grades 1-4. During COVID-19, the FOG Program became virtual to accomodate SIP. The program will most likely continue as a hybrid model since they received positive feedback from families and tutors.
Bookmobile Programs	SFPL Mobile Outreach offers a variety of library services beyond physical locations to connect with SF residents where they work, play, create, learn and live regardless of physical, economic, social, and geographic or other barriers. During COVID-19, this program was modified and continued at local parks.
Scholarship at Home, Summer Together, & Everybody Reads	Direct delivery of books and elevating free SFPL resources/programs.

Initiative	Description
Early Literacy Resources (Story Times)	Programs and services for young children (0-Prek) and parents/caregivers to improve their child's literacy skills. During COVID-19 these programs became virtual and SFPL now has an extensive amount of virtual story times available on their YouTube channel, which includes translated materials.
1:1 Distance Learning Support	SFPL uses BrainFuse to provide an online website for tutoring and studying services. This service was already available pre-pandemic but was elevated during distance learning.
Gaps in OST staffing	During the pandemic, staffing for out-of-school time programming became a major challenge. DCYF secured funding to help support providers in hiring and retaining full-time staff to help mitigate service level reductions.

## Strategies

The ability to ensure that additional out of school time (OST) programs are available to children and youth is limited by multiple barriers including the availability of resources for staff and training, not enough specialized or creative programming, lack of access and availability, concerns about safety and the need for additional system coordination.

The Task Force and stakeholders identified two major strategies to address the issues identified by community to support recovery from unfinished learning:

- **Strategy 1. Short Term: Expand Existing OST & Rec & Park After School Programming**
- **Strategy 2. Longer Term: Training and Capacity Building for Specialized Needs**

## Strategy 1. Short Term: Expand Existing OST & Rec & Park After School Programming

- In the short-term the City should leverage existing programming that best target the recovery of children and youth from unfinished learning. Existing programs that should be prioritized include:
  - DCYF's high-dose tutoring pilot
  - SFPL's BrainFuse online website for tutoring and support for studying
  - SFPL's FOG Reader's program that help struggling readers with dyslexia in grades 1-4.
- The City should also focus expanding resources for OST and Rec and Park programming around community identified needs which include art programs, financial literacy, music, sports, access to nature and wellness programming. Many of these types of programs have existed pre-pandemic through several City departments, but would need to be expanded to meet the need.
- In addition, OST programming should incorporate "inclusion" in their curriculums to combat stigmas against children with differences, particularly children with disabilities. Rec and Park programming has strengths in this area which can be built on and expanded.



# Strategy 2. Long-Term: Training & Capacity Building for Specialized Needs

- A major barrier to providing OST services are the lack of trained providers, particularly providers who can support individual and specialized needs. In order to address the community needs, the Task Force and stakeholders identified four areas where more and coordinated training and capacity building is needed:
  - Individualized, 1:1 academic tutoring
  - In-language services for English-learners
  - Mental health supports
  - Online engagement training

## Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified several strategies and recommendations that overlap with other needs categories. Below are recommendations that are addressed more deeply in other strategy areas:

- **Access/Navigation/Systems Strategy 2. Improve Service Delivery:**
  - Continue to provide additional funding for wages and benefits to increase staffing and retention for program providers
  - Provide training and technical assistance to providers to increase their ability to provide programming and supports that meets individual and specialized needs. Examples of needs includes tutoring, in language services and mental health support, and online engagement training.
- **Mental Health:**
  - Provide additional mental health supports for programs to help children and families process the trauma caused by the pandemic
- **Safety:**
  - Without safe passage or safe transportation, youth and children will be unable to participate in OST programs.
- **SF RISE:**
  - The Task Force emphasized the need for coordination between SFUSD and OST providers to align school day learning with OST programming, ensuring school start and end times are synced with providers schedules, to create location-based options, and to ensure widespread communication.

路勤為徑  
澁苦能丹







# New & Expanded Learning



## Context

- The effects of the pandemic on children's and youth's learning has generated a discourse around the benefits and disadvantages of the role of technology in education. The pandemic caused technology and digital learning to become integrated in the lives of children and families in ways it had never been in the past. This rapid introduction of digital learning has been challenging for students, parents and caregivers, teachers and schools. While access to devices and improvement in grades for some students has been appreciated by many families, others found using digital tools, maintaining online safety and limiting excessive screen time to be difficult. With the usage of technology for learning likely to continue in some form, caregivers, children and youth as well as educators and program providers need to increase their ability to effectively use these tools.
- In addition, distance learning has been a catalyst for exploring the potential for alternative forms of education, such as civic engagement opportunities outside of the traditional classroom. Youth in San Francisco need opportunities to grow their leadership and express their views about the issues that impact them. Many young people feel that they do not have meaningful and consequential ways to engage with their communities or City officials, both for the issues they care about and those where adults are typically the only ones engaged. The events and issues that have arisen in the past few years including the pandemic, presidential election, climate change and growing racial awareness have further activated the current generation of young people leading to a growing desire to meaningfully influence their communities.
- Building upon unfinished learning needs, the Children + Family Recovery Plan will also focus on community needs for New and Expanded learning areas created by the pandemic, specifically, the ways that digital learning and civic engagement can be used to ignite learning and promote participation in programs and services that support recovery.

# Input/Findings

Two major themes were collected from community input related to new and expanded learning including: (1) Community Views on Digital Learning and (2) Opportunities for Civic Engagement:

## 1. Parents, caregivers and youth have had mixed experiences with digital learning

- Positive views on digital learning experiences were based on valuing learning through technology as an important skill set for modern times, some youth seeing their grades improve, and some improved child's focus
- Negative views on digital learning experiences were based on concerns on excess screen-time and the addiction to screens.
  - Parents viewed increased screen time in their child's learning as having a negative impact on children's social emotional growth and mental health.
- As children are using technology more at a younger age, parents and caregivers of younger children indicated that they need more skills and knowledge to aid their children with developing a safe and healthy relationship with digital spaces.
- Many parents and caregivers expressed a need for support and training with navigating the new technology.
- English Language Learner (ELL) families found distance learning difficult, especially for those just learning to read and write.

## 2. There is a need for more civic engagement opportunities to allow youth to build skills, exercise their voice and contribute to their communities.

- Positive views on digital learning experiences were based Youth want to have accessible venues and mediums to express their voice and have their views respected and heard by decision- makers.
- Youth perception of their level of influence is that adults don't listen, and when they do, there is no commitment to act.
- Young people are seeking meaningful ways to improve the community around them and express that they can both help improve San Francisco and that would represent growth for them as well
- One student remarked feeling especially inspired by Amanda Gorman's speech at President Biden's inauguration and the national audience for a young person and wanted to see other opportunities for youth to speak out about the issues that concerned them in this way.



Everybody learns in a different way, and most of us learn through visual, and then through Zoom, it's hard to see and it's hard to understand, because you can't really get... the teachers here don't really verify what we're supposed to do through Zoom, because they expect us to already know about all this technology, just because we're older and we have phones, but we don't really know."

—Youth, ST Focus Group



Work with youth across San Francisco to promote awareness. Have conversations with students regarding children's rights. Oftentimes, children just need to be listened to."

—SFILY Leadership Camp Participant

# New & Adapted City Initiatives

- During the pandemic, the City created and led a variety of innovate programs and initiatives that adapted to the needs of a remote working and learning environment. In addition, City departments have taken leadership in creating new strategies and mechanisms of encouraging youth voice in decision-making and civic engagement.
- Most notably, the San Francisco Planning Department, the Department of Children, Youth, and Their Families, and the Municipal Transportation Agency have all taken steps to create strategies and collective spaces for youth to participate in City planning.
- In addition, the Mayor’s Office of Housing and Community Development has launched a Digital Equity Strategic Plan with the aim of building a society that helps our most vulnerable residents connect to the wealth of opportunities and resources now available through technology.

Initiative	Description
Child and Youth Engagement Strategy	San Francisco Planning Department's strategy seeks to engage with local youth into city planning conversations. By taking an active role in the city planning process, San Francisco's children and youth, especially those from American Indian, Black, and other communities of color, will have the opportunity to help shape the right choices for an inclusive and equitable future city where everyone can thrive.
Digital Divide Initiative	The Mayor's Office of Housing and Community Development's Digital Equity Strategic Plan provided \$1M in funding to equip 1,000 clients with laptops or tablets, paired with digital literacy training and technical support in order to reduce the digital divide and support clients' adjustment to the new normal of digital work.
Child Friendly Cities Initiative	UNICEF’s Child Friendly Cities Initiative (CFCI) is a child rights framework that engages local governments and organizations to prioritize the needs of children and elevate their voices in local governance and decision-making. The Department of Children, Youth, and Their Families is leading San Francisco as a pilot city in the USA CFCI pilot cohort to work towards building child's rights processes for youth in the City.
Youth Transportation Advisory Board	SFMTA's Youth Transportation Advisory Board (YTAB) aims to explicitly and intentionally elevate the lived experiences of young people from across the city of San Francisco to better inform our policies and practices.

## Strategies

The ability to increase the effective usage of technology and digital learning tools is limited by multiple barriers including limited access, varying levels of knowledge of how to use these tools, lack of awareness of online safety, lack of desire to integrate digital learning approaches with existing in-person methods and online learning fatigue.



The ability to increase opportunities for youth to participate in civic engagement programming and activities is limited by multiple barriers including youth interest, limited incentives for participation.

In response, the Task Force and stakeholders identified short-term and long-term strategies for supporting the needs of children, youth, and families with the effective use of digital tools, as well as placing a priority on increasing civic engagement opportunities:

- **Strategy 1. Increase the effective usage of technology and digital learning tools**
- **Strategy 2. Increase opportunities for youth to participate in civic engagement**

## **Strategy 1. Increase effective usage of technology and digital learning tools**

### **Short Term**

#### **Strategy 1a. Provide Digital Safety Training and Create a Response Strategy**

- Provide training for parents and caregivers, children, educators and program providers on digital safety to increase understanding of how to operate in digital spaces
- Leverage DCYF existing technical assistance approaches to support DCYF grantees with digital learning and civic engagement
- Leverage MOHCD's Digital Equity program to focus on vulnerable children and families to provide technology access and training/support for safety online
- Partner with Common Sense Media and other providers to train City staff and CBOs on digital wellness strategies and their ability to use digital learning tools
- Create strategies for addressing online conflicts between youth to prevent offline escalation (see Safety and Healing Strategies)

### **Long Term**

#### **Strategy 1b. Make a Public Commitment to Digital Safety**

- Create a Digital Safety and Wellness Day for San Francisco to highlight the City and SFUSD commitment to online safety for children and to showcase ways to promote digital wellness and online social emotional learning

#### **Strategy 1c. Increase Access to Technology and Technology Resources**

- Provide devices and internet connectivity to all children, youth and families in San Francisco who need them
- Create a technology hub (or build them into existing anchor institutions) for families that provides technical support, training and access to resources

#### **Strategy 1d. Establish a Digital Learning Environment**

- Develop shared City/SFUSD digital learning standards
- Partner with technology companies to support and promote digital learning

# Strategy 2. Increase opportunities for youth to participate in civic engagement

## Short Term

### Strategy 2a. Expand funding for civic engagement programs

- Expand funding for programs that are effective at teaching leadership and organizing skills and engaging youth, especially those less likely to participate

### Strategy 2b. Provide training and resources for program providers

- Provide training and resources to program providers to increase their ability to use digital tools to engage young people
- Provide training and resources for afterschool and summer programs to support their confidence in project-based, youth led work that focuses on improving the community around them.

## Long Term

### Strategy 2c. Standardize civic engagement and leadership programming

- Standardize expectations and requirements for civic engagement and leadership programming to ensure that all programs offer training, meaningful decision making, payment and incentives and ongoing support

### Strategy 2d. Pay youth for their participation

- Develop Citywide policy that requires young people to be paid for their participation in advisory councils

### Strategy 2e. Promote youth civic engagement

- Expand existing activities and events that promote civic engagement such as DCYF's Youth Advocacy Day which gives youth the opportunity to interact and share their concerns with the City's elected officials and department leaders

### Strategy 2f. Invest in training and education that elevates civic engagement for youth

- Provide training and education for caregivers in raising and supporting civically engagement youth.

## Overlapping Strategies

The needs of children, youth, and their families are deeply interconnected. The Task Force identified several strategies and recommendations that overlap with other needs categories. Below are recommendations that are addressed more deeply in other strategy areas:

- **Concrete/Material Needs:** Ensuring that all families, children, and youth have access to technology and internet necessary for their day to day needs is a requirement in order to ensure that we make steps towards safe and inclusive digital spaces. Access to basic needs such as internet and technology are covered more in the Concrete/Material Needs Strategy.
- **Safety & Healing:** Provide digital safety training and create a response strategy



# Contributors



The C&F Recovery Plan is the result of commitment, dedicated work, and critical thinking from several meaningful, collaborative relationships. A special thank you to the following individuals, forums and teams:

- **Mayor London Breed, Mayor’s Office**
- **Board of Supervisors + Staff**
  - District 1, Connie Chan
  - District 2, Catherine Stefani
  - District 3, Aaron Peskin
  - District 4, Gordon Mar
  - District 5, Dean Preston
  - District 6, Matt Haney
  - District 7, Myrna Melgar
  - District 8, Rafael Mandelman
  - District 9, Hillary Ronen
  - District 10, President of the Board, Shamann Walton
  - District 11, Ahsha Safaí
- **San Francisco Unified School District Leadership**
- **Recovery Plan Task Force**
  - Kian Alavi
  - Arsema Asfaw
  - Naveena Bobba
  - Lauren Crabbe
  - Sheryl Davis
  - Abby Davisson
  - Anne Marie Donnelley
  - Yvette Byes Edwards
  - Carol Hill
  - Hillary Kunins
  - Mollie Matull
  - Ingrid Mezquita
  - Katy Miller
  - Jamie Nunez
  - Susie Smith
  - Maria Su
  - Pui Ling Tam
  - Adrianna Zhang
- **Community Forums, Stakeholders, Experts**
  - All DCYF Grantees forum
  - Alliance for Strong Families and Communities
  - Aspen Institute
  - California Alliance of Children and Family Services
  - Casey Family Programs
  - Center for the Study of Social Policy
  - Child Trauma Research Program
  - Children Now
  - Children’s Partnership
  - Common Sense Media
  - District 4 Parent stakeholders
  - Family Resource Center Alliance
  - Family Resource Center Leadership in multiple forums
  - The Gap Foundation
  - HRC Community Round Table
  - The Latino Task Force
  - The Mimi and Peter Haas Fund
  - The National Alliance
  - The Oversight and Advisory Committee in three meetings (public forum)
  - The Parent Coalition
  - The Service Provider Working Group Full Members in multiple forums
  - The Service Provider Working Group Core Group in multiple forums
  - Tipping Point Community
  - Transitional Age Youth service provider in multiple forums
  - UCSF Children’s Hospital
  - The University of Oregon RAPID Early Childhood Team
  - The Walter and Elise Haas Fund
  - Youth Commissioners
  - Zellerbach Foundation

- **City & County Departments**
  - Department of Child Support Services
  - Department of Homelessness and Supportive Housing
  - Department of Public Health
  - Department of Social Work
  - Department on the Status of Women
  - Human Rights Commission
  - Human Services Agency
  - Juvenile Probation Department
  - Mayor's Office of Housing and Community Development
  - Municipal Transportation Agency
  - Office of Early Care and Education
  - Office of Economic and Workforce Development
  - Office of the Controller
  - Office of the District Attorney
  - Office of the Public Defender
  - Office of the Treasurer and Tax Collector
  - Recreation and Parks Department
  - San Francisco Public Library
  - SF Fire Department
  - SF Planning Department

- **Department of Children, Youth & Their Families**
  - DCYF Staff
  - DCYF Equity Team
  - DCYF Senior Staff
  - Recovery Plan Team
- **DCYF Partners:**
  - Walter Albrazaldo
  - Heidi Burbage
  - Jasmine Dawson
  - Sherrice Dorsey Smith
  - Sarah Duffy
  - Monica Flores
  - Ryan Sapinosa
- **Recovery Plan Team:**
  - Alecia Barillas
  - Veronica Chew
  - Simone Combs
  - Aumijo Gomes
  - Maya Lawton
  - Jay Liao
  - Abigail Stewart-Kahn



DO WHAT  
MAKES YOU  
HAPPY

the weights

DOO

GRACE





# Appendix & Supporting Documents

# Community Voice Sources

Community Engagement Input Source	Population
<p><b>Summer Together Parent/Caregiver Survey</b> (1,402 respondents)</p> <p><b>Focus Groups</b> (3 parent groups, 5 youth groups)</p>	<ul style="list-style-type: none"> <li>• Primarily parents/caregivers of children ages 5+ / Youth were in middle or high school</li> <li>• Residents of public housing, RVs, and SROs</li> <li>• Families experiencing homelessness</li> <li>• Children and youth in foster care system</li> <li>• English language learners</li> <li>• Low-income families, with a focus on historically impacted communities including people who identify as African American, Latinx, Native American, Pacific Islander, and/or Asian</li> </ul>
<p><b>Backpack Giveaway Surveys</b> (135 parent respondents, 95 youth respondents)</p>	<ul style="list-style-type: none"> <li>• Western Addition and Bayview</li> <li>• Parents/caregivers of children ages 0-5 and up, Youth and TAY</li> </ul>
<p><b>CNA Priority Population Focus Groups</b></p>	<ul style="list-style-type: none"> <li>• Families experiencing homelessness (English and Spanish), TAY experiencing homelessness</li> <li>• Parents of children with disabilities (2 groups)</li> <li>• Families in SROs</li> <li>• LGBTQQ and TAY</li> <li>• Justice-involved youth</li> <li>• Low income Asian American youth, Mayan families, Black families, LatinX parents</li> </ul>
<p><b>CFCI – Youth Engagement Sessions and Parent Interviews</b></p>	<ul style="list-style-type: none"> <li>• Balboa High School</li> <li>• Presidio Middle School, Aptos Middle School, MLK Jr. Middle School</li> <li>• Community Hubs in TL, Mission, Chinatown, BVHP, Outer Mission (6–12-year old’s)</li> <li>• Two interviews with Parents of Children with Disabilities—who were not connected with supports</li> </ul>
<p><b>Summer Together YPAR Survey</b> (44 respondents)</p>	<ul style="list-style-type: none"> <li>• 15–17-year old’s</li> </ul>
<p><b>MOHCD Surveys</b> (512 Parent &amp; Youth respondents)</p>	<ul style="list-style-type: none"> <li>• HOPE SF, RAD, and SRO residents</li> </ul>
<p><b>CNA Events: Intercept Interviews &amp; Surveys</b></p>	<ul style="list-style-type: none"> <li>• CityKids Fair (hosted by Children’s Council), parents of children ages 0-5,</li> <li>• Dancing Feathers Powwow (Native American families and youth),</li> <li>• Pregnancy pop-up village (SF Respect Initiative)</li> </ul>

# Needs Categories Descriptions

The Recovery Plan has described the needs categories based on what has been observed by national and local experts and data on the impact of COVID-19 on families, children, and youth. These categories were then vetted directly with children, youth and families living in San Francisco to evolve them and ensure they reflected the experiences of our community. During the development of the plan, these needs were understood as follows:

## **Childcare**

*Sub-topics: Childcare Access, Working Family Schedules, Lower-Wage Working Parents, Summer Programing, Before and After School Care*

- Needs of working parents and families that do not qualify for subsidies or financial aid
- Flexible and expanded timing; Reliability and consistent schedules for lower-wage employment to address childcare needs

## **Unfinished Learning**

*Sub-topics: Learning Loss, Online Learning, Social and Emotional Learning (SEL), K-12 and Post-Secondary School Readiness*

- Learning loss impact from COVID-19 on all children, particularly vulnerable groups
- Advantages and disadvantages of virtual learning
- Focus on social emotional learning (SEL) and its connections to academic success

## **Concrete/Material Needs**

*Sub-topics: Jobs and Adult Education, Family-friendly Employment, Housing, Shelter and Eviction Prevention, Food, Digital Access, Legal Services*

- Economic and housing stability
- Basic needs (food, school supplies) and self-sufficiency
- Low-income families access to legal services
- Youth workforce development and employment training opportunities

## **Mental Health**

*Sub-topics: Mental Health Education, Suicidal Ideation, Trauma, Mental Health Services*

- Heightened mental health needs of CYF during COVID-19, an increase in substance use, eating disorders, early suicidal ideation
- General community mental health education and targeted mental health crisis intervention education and services

## **Health**

*Sub-topics: Health Access, Health Catch-Up*

- Physical health, healthy bodies, oral health
- Access to sports and physical activity

## **Family Support**

*Sub-topics: Parental Support and Education, Welfare Systems Change, Transition from Response to Crisis to Preventative Solutions*

- The impact of COVID-19 on parents; support to manage the stress of parenting and learn new parenting skills
- Equitable social services
- Safe travel

## **Safety & Healing**

- Safety against discrimination; inclusion and non-discrimination
- Safety at home, school, neighborhood, community

## **New & Expanded Learning**

*Sub-topics: Civic Engagement, Digital Citizenship*

- Alternative education
- Leadership, community and organizing



## **Access & Navigation**

*Sub-topics: Complexity of system, Language Barriers, Immigrant Challenges*

- Ability for families to access and navigate systems designed to help them. Particularly difficult for families with language barriers, digital access issues, and immigration status.

## **Systems Change & Creation**

- Full system of care for CYF
- Systems improvement and alignment, change and creation
- Dismantling inequity

## **Healing from Racial Injustice**

- Learning from and accounting for the historical, systematically-rooted struggles of marginalized communities and people of color in our City whose experiences have been perpetuated during COVID-19

# **DCYF Process Integration Summary**

*“Multiple tributaries leading to the same strategic river”*

The Department of Children, Youth, and Their Families (DCYF) is currently in the process of three City-wide projects of which the C&F Recovery Plan is included. In order to create effective project communication and collaboration, the C&F Recovery Plan has integrated the research, data, and budgetary recommendations produced by DCYF 2019-2021 Community Needs Assessment (CNA). It has also shared the recommendations related to unfinished learning and San Francisco Unified School District with district leadership and the SF RISE Task Force who are conducting deeper dives in these areas.

## **Community Needs Assessment (CNA) 2019-2021**

- The CNA collects community voices of youth, TAYA, parents, and service providers, as well as an Equity Analysis of low-income neighborhoods and disadvantaged communities, to inform the development of DCYF Services Allocation Plan (SAP), strategic funding priorities, and funding proposals.

## **Students and Families RISE (Recovery with Inclusive and Successful Enrichment)**

- A plan to coordinate enrichment and retention services provided by City departments, the School District, and community partners to youth and families adversely affected by COVID-19 school closures and distance learning programs.

## **All three interrelated planning processes are learning, sharing, and leveraging community engagement from community input sources:**

- CNA Focus Groups, Outreach Events, and Surveying
- SF RISE Working Groups, Surveying, and Research
- C&F Recovery Plan Community Engagement, Surveying, Research, Recovery Services Landscape Analysis