

City of Santa Fe
Children and Youth Commission
Strategic Plan FY 2023-2026



CITY OF
Santa Fe

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I. EXECUTIVE SUMMARY

In the fall of 2022, after successfully developing and implementing funding priorities through the Ends Framework, the Children and Youth Commission (CYC) gathered to evaluate and recommit to its role and responsibilities from FY23-26.

The Children and Youth Commission is pleased to present an updated and revised Strategic Plan for 2023, which reflects key decisions made in the strategic planning sessions. The strategic planning sessions were held in the fall of 2022 and the following three priority areas were identified:

1. Safety and Basic Needs
2. Early Childcare and Supplemental Education
3. Youth Wellness

The CYC Strategic Plan for FY23-26 also presents key goals, next steps and an implementation plan, as well as a proposed date for the next annual Strategic Plan update.

A. HISTORY

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

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

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

The newly merged Commission strives to see positive results in the lives of community members - including improved health, improved behavioral health, improved sense of safety, and more equitable access to the kinds of opportunities that allow all constituents to achieve their full potential. The Commission is working towards affecting the overall health, safety, and quality of life of all children in Santa Fe.

During the 2019 Children and Youth Commission Strategic Planning Retreat, the Commission developed an Ends Framework and also identified shared values, guiding principles and a vision and mission statement. The Commission also identified and adopted a new strategy to address some of the

community's most urgent needs. The new strategy is navigation services and is based on the Accountable Health Community model, which is a well-coordinated system of care. Navigators screen individuals for needs related to the social determinants of health and make referrals to partner agencies. The model is made up of youth and adult health and human service providers brought into alignment, not only by their desire to help clients and patients, but also by local funders and the alignment of funds to support this streamlined, effective strategy. The goal is to provide easy access to safety net or navigation services so children, youth and their families can thrive.

B. SHARED VALUES

Connection

Equity

Imagination

Gratitude Compassion

GUIDING PRINCIPLES

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

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

VISION

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

MISSION

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

ACKNOWLEDGMENTS

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

CHILDREN AND YOUTH COMMISSION MEMBERS

Andrea Sandoval, Co-Chair
Crystal Ybarra, Co-chair
Sarah Amador-Guzman
Kendal Chavez
Chanelle Delgado
Mark Dickson
Richard Lindahl
Jennifer Romero
Lisa Salazar

YOUTH AND FAMILY SERVICES DIVISION STAFF AND CONSULTANTS

Kyra Ochoa, Community Services Department Director
Julie Sanchez, Youth and Family Services Division Director
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Natalie Skogerboe and Ana Coghlan, Aspen Solutions, Data Development Consultants

II. CHILDREN AND YOUTH COMMISSION GOALS

A. Strategic FY23-26 GOALS

1. Continue to increase understanding of community needs and status of progress on priority indicators and data development agenda.
2. Partner with funders to discuss and align funding priorities around shared goals.
3. Partner with nonprofit organizations and partners/community members to expand the network to improve the coordination of the system of care, as well as encourage collaboration.
4. Align the City's committees, commissions, and task force work where possible and increase communication and coordination on shared goals.
5. Develop and engage sub-committees for the Commission, as needed.
6. Plan and implement professional development initiatives to prepare Commission members for policy and funding advisory roles and responsibilities.
7. Increase understanding of grantee services and shared learning from grantee performance measures/data collection by conducting site visits.
8. Present proposed CYC strategic framework, priorities, and rationale and framework for funding decisions to the Governing Body or other committees for input and refinement.
9. Continue to work closely with community stakeholders and partners; update and revise an inclusive community engagement plan to enhance this work.
10. Create more opportunities for grantees and community partners to make presentations to the commission.

III. STRATEGIC FRAMEWORK

A. OVERARCHING FOCUS

The Children and Youth Commission adopted and continues to utilize the Ends Framework (page 6-7) to provide a structure for establishing funding priorities and make funding decisions. Additionally, the commission established a list of key focus areas for FY23-26 to serve as overarching guidance on funding decisions, which includes:

- Continuous improvement/evaluation of the structure of the rationale for establishing funding priorities
- Setting targets for continuous improvement on shared goals with community partners and other funders
- Focusing efforts on increased impact
- Providing mechanisms, such as on-boarding documents and commissioner packets, for sustaining efforts and impact over time irrespective of changes in leadership or staffing
- Using a common language around population and performance accountability
- Committing to advocate for and support data collection and analysis capacity within the City and with grantees to measure and report success and impact over time

B. CHILDREN AND YOUTH COMMISSION ROLE/VALUE PROPOSITION

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

OUR CAUSE/TARGET POPULATION SERVED	OUR ACTIONS	OUR IMPACT
<ul style="list-style-type: none"> • Children and youth 0-21 including those most in need (poverty, lack of opportunities, struggling with school or mental or physical health challenges) 	<ul style="list-style-type: none"> • Funding that is focused on improving the quality of life of children and youth 	<ul style="list-style-type: none"> • Leveraged resources and more effective and impactful services
<ul style="list-style-type: none"> • Children and youth throughout Santa Fe 	<ul style="list-style-type: none"> • Supporting youth programs throughout Santa Fe especially where there is greatest need 	<ul style="list-style-type: none"> • Clearer focus and increased contribution to turn the curve on specific community issues
<ul style="list-style-type: none"> • Children and youth at risk for juvenile offenses 	<ul style="list-style-type: none"> • Having the best interest of children and youth at the forefront 	<ul style="list-style-type: none"> • A broader and deeper impact through improved collaboration
	<ul style="list-style-type: none"> • Focusing on accountability of results 	<ul style="list-style-type: none"> • Enhanced capacity of organizations to get funding from other resources
	<ul style="list-style-type: none"> • Assisting community providers with the technical support they need to collect and analyze data to improve outcomes for children and youth 	<ul style="list-style-type: none"> • Quality contract management and oversight

	<ul style="list-style-type: none"> • Streamlining and more efficient funding processes and administration 	<ul style="list-style-type: none"> • Better outcomes for Santa Feans through collective impact where possible
	<ul style="list-style-type: none"> • Adequate RFP support 	<ul style="list-style-type: none"> • Improved outcomes (both short and long-term outcomes) for the populations served
	<ul style="list-style-type: none"> • Aligning with other funders on shared goals 	<ul style="list-style-type: none"> • Enhanced capacity of organizations to demonstrate their contributions and continuous improvement in performance to help Santa Fe children and youth
	<ul style="list-style-type: none"> • Supporting programs that help children and youth with academic achievement. 	<ul style="list-style-type: none"> • A deeper understanding of what is happening in the community to better respond to those needs
	<ul style="list-style-type: none"> • Working with stakeholder, funders and partners to foster coordination and alignment as it relates to the mission of the commission 	<ul style="list-style-type: none"> • Informed Governing Body that is prepared to discuss the impact of funding allocated
	<ul style="list-style-type: none"> • Reviewing programs and services to ensure they align with outcomes 	
	<ul style="list-style-type: none"> • Providing leadership and technical assistance on best practice models 	
	<ul style="list-style-type: none"> • Working with the governing body to receive direction and guidance as brought forth by the commission through the strategic planning process and plan 	
	<ul style="list-style-type: none"> • Ensuring the program is true to the mission of the commission and serve children and youth most in need 	

C. ENDS FRAMEWORK

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

Funding Category	Outcomes	Priority Indicators
Safety and Basic Needs	<ol style="list-style-type: none"> Children and Youth are safe and have their basic needs met 	<ol style="list-style-type: none"> Child abuse and neglect rate per 1,000 Children Childcare availability (infants under age 2) % youth with low food security % housing instability for youth % youth that skipped school because of safety concerns
Early Childhood and Supplemental Education	<ol style="list-style-type: none"> Children are 0-4 meet developmental milestones and are ready for kindergarten Children and youth succeed in school and graduate from high school 	<ol style="list-style-type: none"> % 3-5 yr. old Pre K enrollment Kindergarten readiness High School graduation rate Outside of school, I am involved in music, art, literature, sports, or a hobby At my school, a teacher or other adult who believes I will be a success Chronic absenteeism
Youth Wellness	<ol style="list-style-type: none"> Youth are mentally and physically healthy Youth are re-engaged in traditional and non-traditional pathways 	<ol style="list-style-type: none"> % Teens Pregnant with prenatal care in the First trimester Rate of babies born to adolescents (ages 15-19) Obesity among high school youth Consumption of fresh fruits and vegetables among youth % youth 19-21 not in school or working Delinquent referrals Youth Mental Health (youth depression, attempted suicide, seriously considered suicide, frequent mental distress) Youth Substance use (Age of initiation and current use of alcohol, tobacco, vapes, marijuana, methamphetamines, heroin and misuse of prescription medication)

D. COMMUNITY-WIDE CHALLENGES

The following chart outlines the CYC’s funding priority areas with a description of the challenges that the commission seeks to address in collaboration with community partners.

Turning the curve on population level indicators cannot be accomplished by one organization. Rather, significant change requires the combined efforts of many partners and community members. The Children and Youth Commission partners with and supports organizations, institutions and community members that contribute toward the collective effort to improve the community outcomes and indicators, especially for the most vulnerable populations.

Below, we’ve gathered data to show the level of change relevant indicators are showing, either as doing well, doing okay or doing worse. The chart compares indicators across Santa Fe (SF), New Mexico (NM) and for the United States (US). The table serves to inform our funding priorities.

This table outlines county level priority indicators selected by the Commission that were updated in 2022. The table displays a comparison of Santa Fe County to the State of New Mexico and the US, where available.

Safety and Basic Needs	Santa Fe	NM	US
Outcome: Children ages 0-4 meet developmental milestones and are ready for kindergarten			
Child Abuse & Neglect CYFD 2022 / U.S. HHS 2017–Substantiated Cases - Rate per 1,000 Children	9.2 N=418	11.0 N=8,006	9.0
Childcare Availability (infants under age 2) % of need met = # children below age 2 / available slots	22.7%		
Low food security* High School YRRS 2021	12.9%	12.8%	--
Housing instability High School YRRS 2021	5.9% 2019	3.0%	--
Skipped school because of safety concerns High School YRRS 2019	10.9% 2019	14.9% 2019	6.7% 2019
Early Childhood and Supplemental Education	Santa Fe	NM	US
Outcome: Children ages 0-4 meet developmental milestones and are ready for kindergarten Outcome: Children and youth succeed in school and graduate from high school			
3-4-year-olds enrolled in Pre-K ACS 2020	54%	46.1%	
Kindergarten Readiness NM ECECD 2021 - % scoring a 4 or above on NMELG		69%	
I am involved in music, art, sports, or other hobby High School YRRS 2019 (% saying mostly true or very true)	60.7% 2019	61.3% 2019	--
At my school, a teacher or other adult believes I will be a success High School YRRS 2019 (% saying mostly true or very true)	73.4% 2019	74.0% 2019	--

Graduating high school (4-year cohort - 2021) NM PED / US 2019 (5-year cohort - 2020) (6-year cohort - 2019)	83.8% 90% 83.3%	76.8% 81.7% 81.8%	88.0%
GED Equivalency Obtained NM 2021, US 2013 Pass Rate / # of test takers NCES 2013 https://nces.ed.gov/programs/digest/d20/tables/dt_20_219.60.asp	77.0% Out of 113	72.1% Out of 1,429	75.7%
Chronic Absenteeism** NM PED 2021-2022 School Year	50.5%	40.4%	
Youth Wellness	Santa Fe	NM	US
Outcome: Youth are mentally and physically healthy Outcome: Youth are re-engaged in traditional and non-traditional pathways			
Pregnant teens accessing prenatal care in 1 st trimester (age 15-19) BRVHS IBIS (Santa Fe 2018-2020, NM 2019)	50.3%	53.8%	--
Teen Birth Rate (Mothers aged 15-19) Rate pr 1,000 / BVRHS IBIS 2020	14.6 (n=42)	21.8 (n=1,482)	15.4
Obesity High School YRRS 2019 / U.S. YRBS 2019	13.6% 2019	15.5% 2019	15.5% 2019
Five servings of fruit or vegetables daily High School YRRS 2019 / U.S. YRBS 2019	19.9% 2019	18.4% 2019	Fruit 2x day 28.9% 2019 Veggie 3x day 14.0% 2019
Youth aged 16-24 not in school and not working ACS 2020	16.3%	19.6%	12.8%
Delinquent Referrals	122	2,737	--
CYFD JJS 2021 / Santa Fe County 2022			
Mental Health	Santa Fe	NM	US
Frequent Mental Distress (past year) High School YRRS 2021	30.4%	32.7%	--
Sadness and Hopelessness (past year) High School YRRS 2021	41.9%	44.2%	31.5% 2019
Seriously Considered Suicide (past year) High School YRRS 2021	15.7%	20.1%	18.8% 2019
Attempted Suicide (past year) High School YRRS 2021/ U.S. YRBS 2019	9.7%	10.4%	7.4% 2019
Substance Use (past 30-day use)	Santa Fe	NM	US
Alcohol High School YRRS 2021/ U.S. YRBS 2019	19.8%	19.5%	29.8% 2019

Binge Drank High School YRRS 2021/ U.S. YRBS 2019	7.2%	7.6%	13.5% 2019
Marijuana High School YRRS 2021/ U.S. YRBS 2019	24.1%	20.3%	21.7% 2019
E-Cigarettes High School YRRS 2021/ U.S. YRBS 2019	25.9%	25.3%	32.7% 2019
Regular Cigarettes High School YRRS 2021/ U.S. YRBS 2019	4.9%	4.3%	6.0% 2019
Any Tobacco (e-cigs, regular cigarettes, cigars, hookah, spit) High School YRRS 2021 / *U.S. YRBS 2019 does not include hookah	27.9%	27.3%	36.5% 2019*
Painkiller Misuse High School YRRS 2021/ U.S. YRBS 2019	7.6%	11.2% 2019	7.0% 2019
Heroin High School YRRS 2021 / U.S. YRBS 2019	1.5%	1.1%	1.7% 2019 Lifetime
Methamphetamine High School YRRS 2021 / U.S. YRBS 2019	1.5%	1.4%	2.5% 2019 Lifetime
Substance Use (lifetime)	Santa Fe	NM	US
Alcohol before age 13 High School YRRS 2021 / U.S. YRBS 2019	15.6%	17.8%	15.0% 2019
Marijuana before age 13 High School YRRS 2021 / U.S. YRBS 2019	12.3%	11.1%	6.8% 2019

*Low Food Security = % who said *always, most of the time, or sometimes* went hungry in the past 30 days because they did not have enough food in their home (High School age youth who took the YRRS).

**Chronic absenteeism means a student is missing 10 percent or more of school days due to absence for any reason—excused, unexcused absences, and suspensions.

E. FY23-26 DATA DEVELOPMENT CONTINUATION

Reliable and valid data collection has become a cornerstone of the Commission. Though data collection remains an important focus, many of the CYC grantees continue to have challenges in collecting data. The Data Development Project was initiated to support CYC grantees with collecting data to show program impact via the Results Based Accountability (RBA) framework by which the following questions are posed, and then data is gathered accordingly.

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

The success of the Data Development project calls for its continuation. Therefore, the CYC is dedicated to continuing to build baselines and track performance measures. Funded agencies will continue to receive these services from the CYC Data Consultants free of cost.

IV. RATIONALE FOR DISTRIBUTION OF FUNDS

The following section outlines the recommendations from the Children and Youth Commission related to the rationale for distributing CYC Funds.

- Total grant cycle is three years
- Alignment of funds with current CYC outcomes and indicators as outlined in the Ends Framework
- Continued funding of an Innovation and Small Grant Fund to support special projects at a lower

- funding level with streamlined application and reporting requirements
- Navigation and grantees join the navigation network as a strategy to get children and youth connected to the services they need to thrive in the community
 - Priority given to programs or projects that:
 - address equity by serving those who are underrepresented and/or have struggled accessing services and opportunities
 - address a service gap
 - collaborate with other non-profit organizations

A. THREE YEAR GRANT CYCLE

Commission members adopted a three (3) year funding cycle to create better opportunities to collect and analyze data over a longer period. This grant cycle model creates alignment with other funders and cycles in the community. The commission produces end-of-year reports at the end of each fiscal year sharing funding effort and impact updates.

B. INNOVATION AND SMALL GRANT FUND

Commission members implemented an Innovation and Small Grant Fund in 2017-2018 to support special projects that promote healthy child and youth development and resiliency but may not meet all requirements for CYC funding in priority funding categories. Funding will continue in the new grant cycle. Organizations can apply for smaller, one-year grants in the range of \$5,000, \$10,000, or \$15,000 to support innovative programs or projects through a separate and streamlined RFP. This application has fewer reporting requirements, allowing the grantee to maximize the use of funds toward program innovation. The Innovation and Small Grant Fund has a priority deadline but remains open until all funds are expended.

C. NAVIGATION, RESULTS BASED ACCOUNTABILITY AND TIERED SERVICE DELIVERY

The Grantees of the Children and Youth Commission funding delivers and makes accessible an array of services and programs including but not limited to behavioral health interventions, food distribution, supplemental education classes, trauma intervention and employment programming. At the heart of these services is provision of safety net and navigation services. The Commission believes when people get the help they need, they will have improved health outcomes. “Navigators”—or the people helping individuals through the system—are key to this success.

The Children and Youth Commission supports local community programs that promote the healthy development of local children and youth, ages birth to twenty-one (21). This is done through the provision of navigation and safety net services to children and youth up to the age of 21. Navigation and Safety Net Services are defined below:

Navigation Services: Grantees will be a part of the CONNECT network and will assist children, youth and their families up to the age of 21 in navigating social systems (i.e., housing, food, transportation, utilities, etc.). Navigators will make referrals based on completed screenings within the Unite Us platform. The end goal is to identify unmet social needs and support the healthy development of local children and youth ensuring their essential health and human service needs are met.

Safety Net Services: Grantees will provide social services or offer programming to children and youth up to the age of 21 (i.e. access to healthy foods, behavioral health services, health education, homeless shelters, and domestic violence shelters). The end goal is to ensure clients are receiving the needed

safety net services they are lacking and support the healthy development of local children and youth.

Applicants must select from the following tiered service delivery options:

- **Tier I** will focus on safety net services delivery, e.g., # of individuals served with units or items of service delivery such as food, clothes, hours of counseling, etc.
- **Tier II** will focus on navigation service delivery via the Unite Us platform, e.g. screening for unmet needs (via the Social Determinants of Health and Evaluation Screening Tools) and connecting children, youth and their families to safety net services or navigating them to other community services that support the healthy development of local children and youth.

Results Based Accountability

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

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

Other key aspects of population accountability:

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

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

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

D. NEXT STEPS AND IMPLEMENTATION PLAN

The Children and Youth Commission FY23-25 Strategic Plan will be presented at the City of Santa Fe's Quality of Life Committee on February 11, 2023 and also at the Human Services Committee meeting on February 13, 2023. The plan will be emailed to all current Children and Youth Commission funded grantees and posted to the Children and Youth Commission's website.

The upcoming CYC Commission meetings for 2023 are as follows:

- January 2023
- March 2023
- May 2023
- July 2023
- September 2023
- November 2023

Information about future Children and Youth Commission meetings can be accessed here:
<https://santafe.primegov.com/public/portal>.

The FY23 Children and Youth Commission Request for Application will be available in the Spring of 2023.

The FY23 Children and Youth Commission Small/Innovative Fund will be available in the Fall of 2023.

The next Strategic Plan Update for the Children and Youth Commission is planned for the Fall 2026.