



A collaborative program of the Jefferson Union High School District and the San Mateo Medical Center

Daly City Youth Health Center

Request for Proposals (RFP): Strategic Planning

Summary

The Daly City Youth Health Center, in partnership with the Jefferson Union High School District and San Mateo Medical Center seeks proposals from qualified firms, organizations, or individuals to lead a strategic planning process for Daly City Youth Health Center, a Federally Qualified Health Center, providing holistic care to youth in Northern San Mateo County.

The selected contractor will support a strategic planning process with two core objectives:

1. **Strategic Plan.** Facilitate process of establishing renewed vision, mission, and values statements and develop strategic plan for the next 3 year period.
2. **Prepare DCYHC for rebranding.** Develop plan or recommend collaborator to facilitate rebranding strategy in order to extend understanding of access to San Mateo residents beyond Daly City.

Background

The Daly City Youth Health Center (DCYHC) was founded in 1990 in response to the health disparities among low-income youth of color in San Mateo County. DCYHC is a unique school-linked program of the Jefferson Union High School District (JUHS) and clinical satellite facility of the San Mateo Medical Center (SMMC). For 33 years, DCYHC services have included primary health care, behavioral health counseling, substance use prevention, and comprehensive sexual health education.

DCYHC is in the heart of the North San Mateo County community and serves as a Federally Qualified Health Center (FQHC), bridging together medical, behavioral health and school-based care as a one stop shop where North County residents can address needs surrounding physical and mental wellbeing, COVID resources, housing and food insecurity, and receive case management support around needs such as obtaining health insurance and connecting to community services. DCYHC's Behavioral Health clinicians provide individual, family, and group therapy to an average of 140 youth and families each month. If families cannot come to our on-site location, we bring services directly to them. The relationship with the Behavioral Health team and San Mateo County Medical Center (SMMC) under one roof as one health center, working in partnership with the Jefferson Union High School District (JUHS) enables us to reach more youth and address their needs in a comprehensive way.

The Opportunity

The center's previous strategic plan was successfully achieved, culminating in a capital improvement campaign and a move to a newly remodeled facility. The pandemic compounded already existing challenges with access to care in San Mateo County. As we increased outreach efforts, we have been met with consistent feedback from community members and partners that many believe they can only access our services if they reside in Daly City. We have come to understand that our very name is limiting access to care and have decided, in our renewed Strategic Plan, to update our mission and vision to reflect the growth in our programs and to inform our new name and brand.

Strategic Plan Priority Tasks

Programmatic Priorities

Several contextual and implementation factors will inform strategic planning for DCYHC. The key programmatic questions DCYHC needs to address are as follows:

1. **Geographic Focus.** Is DCYHC able to expand its geographic focus beyond Daly City and the Jefferson Union High School District? If so, how and what is needed to do this?
2. **Programmatic Intervention and Client Demographic Focus.** What interventions have demonstrated the greatest impact to youth wellbeing outcomes? Should DCYHC change its key pillars or interventions? Should DCYHC expand to include families and younger children in some aspects of treatment? How are the strategic priorities of DCYHC influenced by the ongoing pandemic context?
3. **Funding Landscape.** Review current fundraising efforts and identify potential new strategies to ensure long-term financial health.
4. **Integration with Other County Efforts.** Multiple organizations are leading strategic initiatives focused on increasing access to holistic care to youth in San Mateo County. How will DCYHC integrate with other initiatives in order to maximize impact? What unique role will DCYHC play?
5. **Leadership and Governance Structure.** What would be an effective executive leadership structure and who or what agencies should be represented? What meetings, processes and governance practices can best facilitate the most productive contributions from leadership and partners? What organizational processes are needed to ensure DCYHC's ongoing action orientation and progress toward its goal of third grade reading proficiency?

Organizational Structure & Governance Priorities

DCYHC executive leadership is comprised of the following backbone organizations: Jefferson Union High School District and San Mateo Medical Center. Overall DCYHC program implementation is overseen by Jefferson Union High School District, while primary care services are overseen by San Mateo County's San Mateo Medical Center Staff, partnered under the same name, DCYHC, through an MOU.

Attachment A provides information on current leadership, program structures, and roles.

Project Deliverables

Key deliverables include the following, to be completed by December 31, 2024 (applicants may propose other deliverables or interim items needed in order to meet major project deliverables):

- Renewed Mission/Vision/Values
- Three-to-five-year strategic plan for DCYHC.
- Summary report detailing the recommended organizational and funding structure, governance processes, implementation/transition plan and comprehensive review of strategic planning process and findings.
- High level PowerPoint deck and presentation of findings and recommendations to DCYHC leadership team.

Proposal Components

Applicants should submit the following proposal components, demonstrating how they will address the key questions and achieve the identified deliverables described above. Applicants should include and plan for a variety of community engagement modalities as part of project completion. Input opportunities should be facilitated with the following groups/stakeholders, at a minimum: executive leadership staff, core implementation staff, district, non-profit, and county partners, county level leaders and funders, and youth and families served in DCYHC programs. Available community data should be leveraged to the greatest extent possible, as well as research on the most impactful strategies to address youth health and wellness needs.

Proposal Narrative. Please submit a proposal narrative describing the process and activities you will use to achieve project deliverables and address the key questions above. Please also describe the experience and skills that make you qualified to perform the work.

Budget. Please submit a line-item budget detailing all applicable costs to achieve project deliverables. Please specify any subcontractors you will use, if planned.

Scope of Work. Please submit a Scope of Work that details key project tasks and milestones, who will be responsible, and applicable timelines.

RFP Timeline

DCYHC and SMMC have established the following target dates for the issuance and evaluation of proposals, and the award of an Agreement in response to this RFP. The following dates are tentative, non-binding, and are subject to change without prior notice:

Action	Date
Release of RFP	September 25, 2023
Letter of Intent to Apply (<i>optional, but recommended</i>)	October 10, 2023
Proposal Submission Deadline	November 1, 2023
Consultant Selection	December 15, 2023
Award of Services Contract	December 22, 2023



A collaborative program of the Jefferson Union High School District and the San Mateo Medical Center

Frequently Asked Questions

1. What is the project budget?

Despite technically being fiscally sponsored by a school district, DCYHC is a small community-based organization with a stand-alone budget and as such we do not have a lot of means for non-direct care related projects. We have budgeted a maximum of \$30,000 for this project.

2. The RFP states that the deliverables are due December 31, 2023. I assume this is a typo, and you meant for this to be December 31, 2024. Can you confirm?

This is indeed a typo. Our original intent was to complete the project by December 2023 but alas, the RFP process took longer than anticipated. Our new target completion date is December 31, 2024.

3. Do you have a preference for virtual versus in-person meetings? Would you be open to us proposing a mix of meeting types?

We are absolutely open and hoping for a mix of meeting types. We imagine there would need to be a retreat-like in person meeting to develop renewed agreed upon mission/vision/values with leadership and staff and constituent input could be gathered in virtual forums.

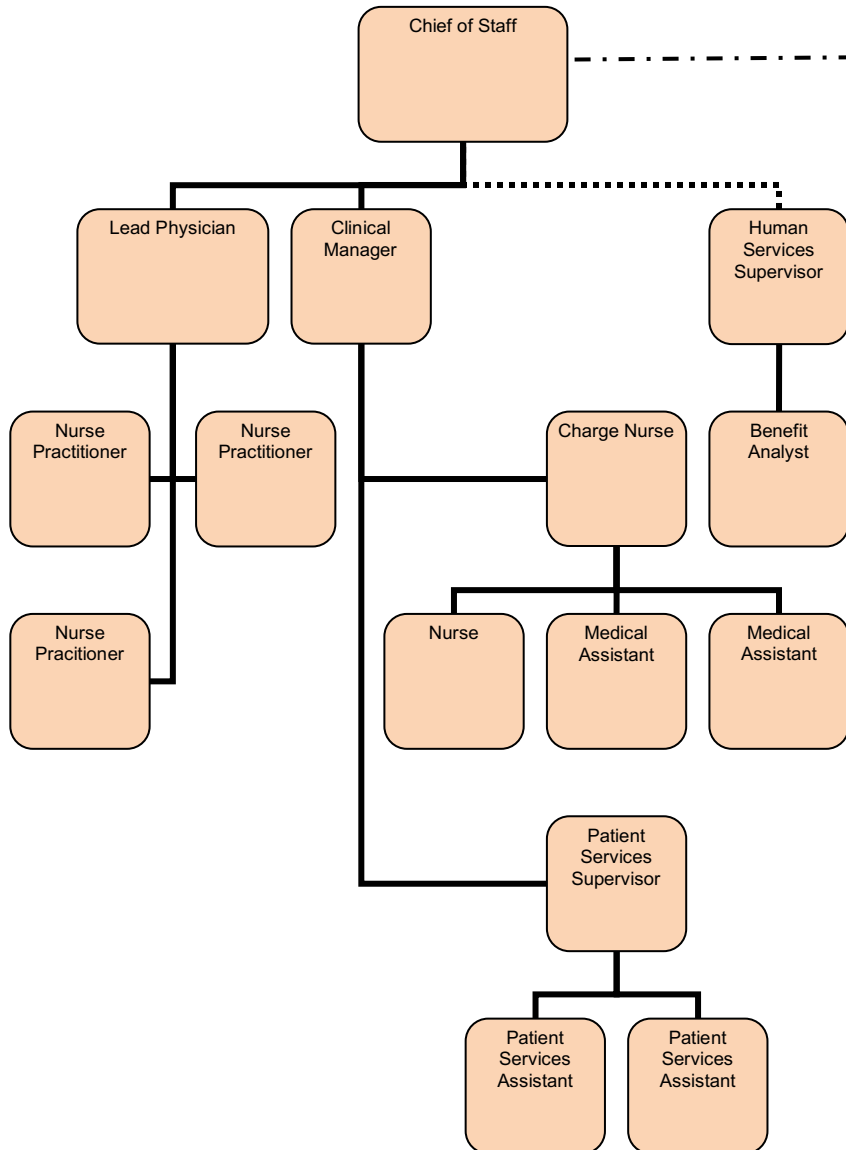


Daly City Youth Health Center

Organizational Chart

2023-2024

San Mateo County



Jefferson Union High School District

