

Leveraging Collaboration to End Domestic Violence

San Francisco Department on the Status of Women Proposal
Bayview Anti-Abuse Coalition

1. *Describe the vision and goals of the proposed collaborative.*

The vision of the Bayview Anti-Abuse Coalition (BAAC) envisions communities where the experience and resources of multiple sectors are integrated to collectively break the cycle of domestic violence. The Coalition seeks to change norms around intimate partner violence in the Bayview District of San Francisco. The BAAC will gather members from diverse sectors with the shared goal of designing strategies to encourage respectful and healthy relationships, through education around risk and protective factors and norm-changing tactics specifically focused on young adults and families in the Bayview District.

2. *Indicate what type of collaboration yours will be based on the Collaboration Spectrum in Section*

On the “Collaboration Spectrum,” our team will be Systems-Change Oriented and Collaborative by design with a shared mission, goals, decision-making, and resources. The shared mission, goals and decision-making are outlined in our proposal and would be further strengthened during the first 6 months of our project. We would leverage a Blue Shield of California Foundation grant to develop other shared resources from state, City, or private sources (to be identified and pursued during months 12-24) to sustain the BAAC’s work beyond the grant period.

3. *Identify the potential social determinant(s) and/or community conditions that this collaborative aims to address.*

The social determinants that our collaborative aims to address are harmful gender norms that support gender inequities in relationships and non-intervention in family matters. Our Coalition also aims to address conditions related to economic and housing insecurity. Bayview Hunters-Point, located in the southeast sector of San Francisco, has experienced a long history of marginalization and disinvestment. Today, employment rates in Bayview are among the lowest in San Francisco and more than 25 percent of the population spends at least half of their income on rent. According to the National Low-Income Housing Coalition, households that spend more than 50 percent of their income on their homes are classified as severely cost-burdened, reducing money available to meet other basic needs.

4. *Describe what level of prevention your proposal aims to address based on the Prevention Strategies outlined in Section 1.*

The levels of prevention that our proposal aims to address are “selective” and “universal”. Our proposal meets the definition of selective prevention because we will focus on a neighborhood that is at higher than average risk for domestic or family violence. Data that we collect for our *San Francisco Family Violence Council Report* shows that the rate of family violence in the Bayview is over 1.3 times the rate citywide, and few domestic violence service providers are located within the District. Our proposal also incorporates universal prevention strategies to deter violence through the creation of a Coalition composed of sectors which can impact the community determinants of healthy relationships. While the ultimate strategies will be determined by the coalition, we will incorporate a two-generation approach to education and norm changing tactics.

5. *Share how you plan to engage those with lived experience in your work.*

Recognizing that it is important to reimburse persons with lived experience for the expertise they bring to the coalition, our proposal has designated \$40,000 to provide stipends for four persons with lived experience to participate in our work. Our Coalition partners will help identify persons who have been impacted by domestic violence and who are active in community leadership - including current or former participants in their programs. We are particularly interested in involving young men as advisors, as we want to ensure that any strategies developed speak to the persons who are most likely to cause harm.

6. *Describe any complementary efforts, including other multisector collaboratives in your community or region that could potentially enhance or align with the proposed work.*

The BAAC will benefit from San Francisco's numerous collaboratives that work in related areas. The Department on the Status of Women staffs the [Family Violence Council](#), which for over 10 years has brought together key City departments and non-profit agencies to improve San Francisco's response to child abuse, domestic violence, and elder abuse. Safe & Sound, serving as the Child Abuse Prevention Council for San Francisco, is one of the tri-chairs of the Family Violence Council. Beginning in 2018, the Family Violence Council has focused increasingly on violence prevention: hosting a workshop by the Prevention Institute on a Multi-Sector, Health Equity Approach to Preventing Family Violence, and convening a Prevention workgroup.

The Family Violence Council also convenes a Housing and Domestic Violence Committee that has met for many years, with a focus on improving the response to domestic violence survivors in public housing. One of the outcomes from this committee is the Department on the Status of Women's funding of domestic violence advocates on-site at the San Francisco Housing Authority, located in the Bayview District. This model garnered the attention of U.S. Housing & Urban Development officials who met with the advocates last year. Since the built environment can shape community determinants of healthy relationships, these existing relationships will create a strong foundation for involving the public housing sector in our coalition. Another potential partner for our Coalition is [HOPE SF](#), a large-scale public housing revitalization effort to create thriving and sustainable mixed-income communities without major displacement of current residents and families. Two of the HOPE SF developments are in the Bayview.

The Department on the Status of Women also convenes collaboration for the Domestic Violence High Risk Project in the Bayview District. Other partners are the Bayview Police Station, the District Attorney's Office, La Casa de las Madres, the Bayview YMCA, and the Glide Foundation. The Bayview High Risk Project was initially funded for a 3-year pilot by the federal Office of Violence Against Women, and was renewed this fall for another 3 years.

[Our Children, Our Families Council](#) is a 42-member advisory body in San Francisco that seeks to coordinate and unify systems of support, and leverage policies and resources, in order to improve outcomes for all children, youth and families in San Francisco. The Council has adopted a series of goals and outcomes, which include "feel[ing] safe in your neighborhood" and reducing child maltreatment rates, an effort led by Safe & Sound.

7. *Describe the outcomes you expect to achieve by the end of the **planning** phase.*

Our planning phase will take place during the first 12 months of our project (January 2019 - December 2019). We have outlined the activities or expected outcomes below:

January - March 2019:

- Identify and outreach to additional Coalition partners, with a focus on selecting partners from among the 13 sectors that have been identified as helping to shape the community determinants of domestic violence: public housing, community development, planning, zoning, business, workforce development, sports, entertainment, faith, healthcare, and social services, domestic violence services, and public health.
- Consult with prevention experts (such as Prevention Institute, Futures Without Violence) on development of a strategic planning workshop and implementation of “Collaborative Multiplier Tool.” Workshop goals will include: promoting Coalition members’ shared understanding of their roles or mandates and common understanding of domestic violence; ensuring alignment on community risk and protective factors for intimate partner violence; identifying collective strengths/missing expertise; and establishing our shared vision and joint strategies.
- As part of the retreat planning, initiate the information gathering phase of Prevention Institute’s “Collaboration Multiplier Tool”.
- Members of the Coalition will recruit and nominate community leaders/persons with lived experience for paid participation in 18-month advisory council.
- Hold orientation meeting for community leaders/persons with lived experiences.
- Community leaders/persons with lived experiences begin work to advise Coalition on planning for Collaboration Multiplier Workshop.
- Disseminate surveys and/or hold focus groups to assess community needs.

April - June 2019

- Hold workshop for Coalition participants to assess community needs, organization and community strengths and arrive at shared priorities. Workshop will be structured in line with Phase II of Collaboration Multiplier Analysis - participants will engage in discussion around information collected in Phase I.
- Coalition agrees to workgroups divided by sector (tentatively: Workforce Sector Workgroup; Media Sector Workgroup; Other sectors to be determined, but possibly: Faith/Sports/Housing)

July - September 2019

- Jointly establish and formalize collaborative structure, decision making, and shared goals into Memorandum of Understanding.
- Sector workgroups meet separately to review and finalize evidence-based prevention approaches the collaborative will implement in corresponding sectors.
- Department on the Status of Women and Safe & Sound assess existing prevention work within City and research how to incorporate assessment of prevention measures into *Family Violence Council Report*.

October - December 2019

- Convene full coalition meeting for workgroups to present on recommendations for best prevention approaches. Coalition collectively decides upon joint strategies to undertake during implementation phase (months 12-24).
- DOSW and Safe & Sound present on protective factors, existing prevention work and propose data collection and evaluation strategy to assess outcomes.

- Planning meetings held as appropriate among organization and community leaders to address joint strategies and create implementation plans (Workforce Sector Workgroup, Media Sector Workgroup, etc.)
- Community leaders and Coalition members present to San Francisco Family Violence Council on progress and any policy recommendations, including best methods for capturing existing prevention measures and suggestions for expanding the Family Violence Council Report's focus on health equity, social and racial justice.

8. *Describe the outcomes you expect to achieve by the end of the grant term.*

By the end of our grant term we expect to achieve the following implementation milestones and outcomes:

- A formalized collaborative structure, governance, and decision-making process that centers members of the community and those impacted by family violence.
- Expansion of Coalition membership; our goal is to grow from four sectors to at least six of the thirteen sectors that have been identified as helping to shape the community determinants of domestic violence: public housing, community development, planning, zoning, business, workforce development, sports, entertainment, faith, healthcare, and social services, domestic violence services, and public health.
- Implementation of evidence-based or innovative prevention approaches, which tentatively include, but are not limited to:
 - Media Sector Workgroup holds ideation meeting with BAYCAT Studio and Crew on concept for public awareness campaign to change harmful gender norms. Videos will be produced by BAYCAT Studio (young adults ages 18-24) and "Crew" (high school students ages 16-18), This project will enable youth to gain valuable on-the-job experience and exposure to violence prevention strategies.
 - Young Community Developers will implement healthy relationship programming into their workforce development programs.
 - Safe & Sound will work with participating organizations to provide technical assistance and training around protective factors, including: measurement through evidence-based assessments that prioritize the client experience; using data to inform intervention and support; and available tools and resources to support this strengths-based, two-generation approach. The form of training and tools will be determined during the planning phase depending on the needs of the participants.
- Compile and disseminate learnings from Coalition members and improve data collection processes, including for the [Family Violence Council Report](#).
- Organize members to engage in coordinated policy advocacy efforts at state and local level around legislation and policy impacting community determinants of intimate partner violence.
- Identify and pursue a shared funding source (Government, Public-Private Partnership, Foundations, etc.) to build Coalition capacity and sustain prevention work.

9. *Describe how the collaborative will be convened and governed.*

The Department on the Status of Women will provide the backbone staffing for the BAAC, relying on our experience with staffing collaboratives such as the Family Violence Council and

the Mayor’s Task Force on Anti-Human Trafficking, and the Bayview Domestic Violence High Risk Program. The funded partners in the BAAC will spend the first few months identifying and reaching out to other potential partners for the coalition, with a goal of engaging 10-15 active partners from a range of sectors and several representatives with lived experience. The BAAC will together agree on rules of governance and frequency of meeting.

10. *Identify the convening entity (also called a backbone or integrator) that will lead and manage the overall collaborative.*

The Department on the Status of Women will be the backbone agency.

11. *Describe the governance structure.*

The Coalition will meet as a whole, and also have working committees or workgroups to build out sector-specific strategies for influencing harmful gender norms and increasing awareness and skills around protective factors, with an emphasis on young adults and families.

12. *Provide a list of committed or potential collaborative partners (specifying which are committed vs. potential).*

Partner	Sector or Expertise	Committed or Potential
BAYCAT	Media/Workforce Development	Committed
Department on the Status of Women	Government/Policy Development	Committed
Safe & Sound	Social Services: Child Abuse Prevention	Committed
Young Community Developers	Workforce Development/Housing	Committed
3 rd Street Youth Center and Clinic	Healthcare	Potential
APA Family Support Services	Social Services/ Domestic Violence Prevention	Potential
B Magic	Community Organizing	Potential
Bayview Hunters-Point YMCA	Social Services/Sports	Potential
Bayview Merchants Association	Business	Potential
Center for Youth Wellness	Healthcare	Potential
Domestic Violence Consortium	Domestic Violence	Potential
GLIDE	Faith/ Social Services	Potential
Housing Authority	Public Housing	Potential
Hope SF	Public Housing	Potential

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La Casa de las Madres	Domestic Violence	Potential
Mayor's Office of Economic and Workforce Development	Government/ Workforce Development	Potential
Mayor's Office of Housing and Community Development	Government/ Housing/ Development	Potential
Mayor's Office of Violence Prevention Services	Government	Potential
San Francisco Police Department	Criminal Justice	Potential
San Francisco Recreation and Parks Department	Government/Sports/Planning	Potential
San Francisco Unified School District	Education	Potential
UCSF	Healthcare	Potential

13. *Explain the “track record” of committed or potential collaborative partners, noting the history of collaboration with each other or other organizations.*

The Department on the Status of Women has a history of collaborating with other City Departments and community based agencies. DOSW staffs the [Mayor's Task Force on Anti-Human Trafficking](#), which is a diverse group of participants, including service providers, law enforcement, public health, sex worker rights groups, homeless youth organizations, the San Francisco Unified School District and the Human Services Agency. In 2017, the Mayor's Task Force incorporated the input of persons with lived experience by creating a Youth Advisory Board. The Youth Advisory Board was composed of six youth (ages 18-24) who had been impacted by the sex trade, and who were paid to participate in a yearlong leadership development program and provide insight of lived experiences to the Task Force.

DOSW has a decades long track record in leading policy and protocol change to respond to domestic violence. DOSW both staffs the [Family Violence Council](#), and previously staffed the Justice and Courage Oversight Panel, founded after the 2000 domestic violence murder of Claire Joyce Tempongko. From 2010-2014, San Francisco went 44 months without a domestic violence homicide, the only major city to achieve this. We believe it was as a result of many policies, trainings, and funded services put in place through the Justice and Courage Oversight Panel, staffed by the Department on the Status of Women.

Some of the recent system changes that DOSW has helped to engender include:

- Creation of a new, victim-centered protocol for health care providers who are mandated to report domestic violence to law enforcement;
- Creation of criteria for which domestic violence cases get assigned for follow up investigation at the San Francisco Police Department;
- Creating of a Prioritizing Safety for Sex Worker policy, which allows sex worker to report rape or other violent crime to law enforcement, without fear of arrest or prosecution. (This inspired a state law signed by Governor Brown earlier this year);

- Addition of labor rights and health care options to information provided to nail technicians at businesses participating in the Department of Environment's Healthy Nail Salon program
- Domestic Violence Response Cross-Training Institute, funded by Blue Shield, that trained 435 law enforcement personnel on a victim-centered response for domestic violence cases.

The Department has a long history of collaborating with and funding community-based organizations, such as La Casa de las Madres and APA Family Support Services, organizations providing domestic violence services in the Bayview, through the Violence Against Women (VAW) Prevention and Intervention Grants Program, which the Department has managed for nearly 40 years. In FY16-17, these grant dollars funded 39 community-based that provided violence prevention and intervention services, including domestic violence, sexual assault, and human trafficking, in six core service areas: Crisis Lines, Intervention and Advocacy, Legal Services, Prevention and Education, Emergency Shelter, and Transitional Housing. During FY16-17, Partner Agencies served a total of 23,489 individuals and provided over 30,000 hours of supportive services.

Safe & Sound, as San Francisco's Child Abuse Prevention Council, brings together government and community leaders to create best practices on child abuse prevention and response. Safe & Sound supports nearly 12,000 parents and children each year, through evidence-informed direct support; instructing parents, children, and child-serving professionals how to prevent and respond to abuse; and by coordinating the city's multidisciplinary response to incidents of abuse as lead agency of the Children's Advocacy Center. Safe & Sound pioneered Integrated Family Services, an evidence-informed, two-generation approach to building protective factors in vulnerable families and provides backbone support, technical assistance and training in this model to other family-serving agencies. Safe & Sound is lead agency for the city's SafeStart Initiative, a collaboration of family resource centers providing direct services to families with at least one child aged 6 or under who has directly or indirectly experienced domestic and/or community violence. Safe & Sound would bring a wealth of experience in prevention and working with families to build protective factors to the BAAC.

The Department on the Status of Women and Safe & Sound (formerly the San Francisco Child Abuse Prevention Center) have a decades long track record of collaborating together on the San Francisco Family Violence Council, which DOSW staffs, and where Safe & Sound is one of the tri-chairs. Staff from Safe & Sound have been integrally involved in the Prevention Workgroup of the Family Violence Council. Safe and Sound and Department on the Status of Women are also participants in a new Child Welfare and Domestic Violence workgroup of the Family Violence Council, which is working to implement best practices at San Francisco's Family and Children's Services in responding to child abuse cases where domestic violence is present.

Since 2013, Young Community Developers has deeply collaborated with the Mayor's Office of Violence Prevention Services to provide intensive case management and employment services for transitional age youth 18-25. The Interrupt, Predict, and Organize (IPO) Initiative was launched in 2012 to reduce family and street violence. IPO is a strategy of the Mayor's Office of Violence Prevention Services. It is a diverse layer of services provided by multiple agencies. The program's goal is to decrease violence and provide tangible solutions to our most vulnerable youth. The program is designed to ensure public safety by assisting high at-risk and in-risk individuals in San Francisco's high crime neighborhoods. In addition to collaborating with the

Mayor's Office, Young Community Developers also collaborates with the following partners to administer this program: Department of Human Services, Department of Public Works, Adult Probation Department and the San Francisco Police Department.

BAYCAT has a 14+ year history of pursuing equity-driven media projects that directly benefit communities in need in the Bay Area. BAYCAT has worked with partners like UCSF's National Center of Excellence in Women's Health (NCoE) for several years to produce powerful media that builds awareness and access to health for underserved populations. BAYCAT produced the NCoE annual Young Women's Health Leaders Summit Video, which in the past few years covered topics from sexual violence to girl-on-girl bullying prevention.

BAYCAT is currently partnering with Young Community Developers to create specialized media. This project is part of a 16-week formal paid internship for BAYCAT interns ages 16-24. BAYCAT not only produces equity-driven media, but is the training ground to gain paid job experience for youth and young adults of color who are all unemployed or underemployed. The BAYCAT pathway has trained and mentored 4,000+ youth and launched the careers of 225+ diverse interns, who are now working at Netflix, Hulu, CBS Interactive, PlayStation, Microsoft, Lucasfilm and more.

14. *Please describe any challenges anticipated and any strategies for mitigation.*

A major anticipated challenge is the lack of trust between community members and government due to a long history of limited investment and police violence in the Bayview District. Possible strategies to build trust include open discussions around how racism impacts our institutions and drives the production of inequities.

To use a racial equity lens and reflect internally on our organizational structure and externally on our programs, approach to policy-making, and funding priorities, the Department on the Status of Women has recently become a member of the Government Alliance on Race and Equity (GARE), a national network of government agencies working to achieve racial equity and advance opportunities for all. The Department has convened a cohort of community based agencies in partnership to advance and better inform our work around racial equity, especially as it relates to gender equity.

15. *Please share what types of technical assistance would be most valuable to building the capacity of your collaborative during this grant (please specify needs that may be unique to the planning phase or implementation phase, if you see a distinction). The Foundation plans to use this information to shape technical assistance offerings and will not use this information in evaluating your proposal.*

For the planning phase, we would benefit from technical assistance provided by prevention experts in the field of intimate partner violence (Prevention Institute, Futures Without Violence, Kaiser Permanente, etc.) to develop pre- and post-learning assessments and planning for our Collaborative Multiplier Workshop. For the implementation phase, we would benefit from technical assistance on crafting a meaningful evaluation of our project.