

CITY OF SANTA ROSA  
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL  
SUBJECT: AUTHORIZATION OF TWO-YEAR FUNDING CYCLE  
OPTION FOR MEASURE O CHOICE GRANT PROGRAM  
STAFF PRESENTER: KHAALID MUTTAQI, PROGRAM MANAGER - MGPTF  
SERENA LIENAU, PROGRAM ANALYST - MGPTF  
CITY MANAGER'S OFFICE  
  
AGENDA ACTION: RESOLUTION

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ISSUE(S)

Should the Council authorize a two-year funding term for future cycles of the Community Helping Our Indispensable Children Excel (CHOICE) grant program beginning with Cycle VII, with the second year of funding subject to the discretion of the City Manager and contingent upon available funds, satisfactory performance of work and completion of the required outcomes?



COUNCIL GOALS/STRATEGIES

This resolution relates to City Council Goal #5: Improve the Partnerships between Neighborhoods, Community Organizations and the City to Support and Promote Thriving Diverse Neighborhoods. CHOICE grant funded agencies collaborate with existing City programs and the Mayor's Gang Prevention Task Force to enhance efforts of providing gang prevention and intervention services to high-risk youth and families in Santa Rosa.

BACKGROUND

1. In November 2004, Santa Rosa voters passed a Transaction and Use tax measure to fund critical public safety improvements in Police, Fire and Gang Prevention/Intervention Services. Expected to generate an average of \$7 million of revenue per year for 20 years, the sales tax provides Gang Prevention/Intervention Services with roughly \$1.4 million per year to fund crucial youth development programs and other activities designed to address the needs related to gangs, drugs and violence prevention in the community. This includes coordination of the MGPTF Policy and Operational Teams, and operation of after-school recreation programs that will provide safe places for children to learn and grow in schools and neighborhood centers throughout Santa Rosa. Each year, 35% of MGPTF funds granted to local community-based organizations

providing services that enhance youth asset development and reduce risk factors associated with gang youth violence.

2. As part of the 2012-2016 strategic planning process for the Mayor's Gang Prevention Task Force (MGPTF), City staff conducted a series of community forums with youth, parents, Burbank Housing property managers, schools, service providers, and the MGPTF Policy and Operational Teams. This information was used to determine the highest needs in the community for Cycle VII. In addition to information from the 2009 and 2011 California Healthy Kids Survey, the results of these community forums were utilized to assist in framing the Cycle VII Request For Qualifications (RFQ).

As part of the needs assessment process, City staff analyzed the efficiency and effectiveness of the CHOICE grant program and determined that for Cycle VII a cash match of 25% would be required, which was a 5% increase from previous funding cycles.

3. On March 15, 2013 the City of Santa Rosa released the CHOICE Cycle VII RFQ process to identify non-profit service agencies qualified to provide gang prevention and intervention services in five eligible service areas, as outlined below.
  - a. Personal Transformation Through Intervention and Case Management Services
  - b. Cognitive Behavior Change and Life Skills Education
  - c. Street Outreach Worker Services: Gang Outreach, Intervention, Mediation
  - d. Vocational/Job Training Services
  - e. Parent Awareness, Education, and Training
4. The City received 13 RFQ applications. Attachment A identifies the 10 agencies determined to be qualified to provide services in one or more of these areas. The RFQ included the criteria against which proposals would be evaluated. A complete copy of the RFQ can be found at [www.gangprevention.srcity.org](http://www.gangprevention.srcity.org). Agencies demonstrating placement of their proposed program on the Sonoma County Portfolio of Model Upstream Programs upon submission of the RFQ application, received a maximum of five bonus points per application.

A Grant Review Team of subject matter experts was formed to review each proposal based on a set of criteria outlined in the RFQ. There was a three-step process to review the grants. The first step was a blind review where each reviewer individually reviews and scores each proposal. Upon completion, City staff compiled and sorted the scores. The second step was a facilitated group discussion and review to determine qualification. Agencies deemed qualified were then moved forward to the final step to be reviewed for possible funding based upon published criteria and those that were most responsive. City staff facilitated the funding recommendation discussion and a consensus-based

decision-making process was utilized. All grant reviewers were in agreement with the final funding recommendations presented to City Council. The seven member team comprised of volunteers and city staff are listed below:

- a. Lance Badger – Lieutenant, Santa Rosa Police Department
  - b. Dan Blake – Director of Innovations & Partnerships, Sonoma County Office of Education
  - c. Georgia Ioakimedes – Director of Alternative Education, Sonoma County Office of Education
  - d. Kelley Magnuson – Deputy Director, Santa Rosa Recreation & Parks
  - e. Brad Michnevich – Director of Juvenile Probation, Sonoma County Probation
  - f. Nhan Pham – Student, Elsie Allen High School
  - g. Marcos Suarez – Community Member
5. On June 25, 2013, staff presented the Cycle VII funding recommendations to City Council for six agencies totaling \$590,000 each year for a two year funding cycle. City Council accepted the funding recommendations for only one year and directed staff to return with additional justification to extend the funding term to two years. The intended outcome of changing from a one year to a two year funding cycle was to increase the sustainability of the funded programs by lengthening the funding term and increasing the leveraged amount of funding for services provided in the City of Santa Rosa. Cycle VII grant agencies are highlighted in Attachment A.

## ANALYSIS

1. From July – September 2013, staff conducted additional research, as directed by City Council, to provide additional justification for a two-year funding cycle. Below is a list of the research methodology conducted by staff and the associated results of the assessment:
  - a. Assessed best practices of other funders at the local, state, and national levels, including the County of Sonoma, Board of State and Community Corrections (BSCC), Office of Juvenile Justice and Delinquency Prevention (OJJDP), as well as all participating cities of the California Violence Prevention Network (CVPN) of which the City of Santa Rosa is a member. All municipalities are in support of a two-year funding cycle and their justification is provided below.
    - The Sonoma County Human Services and Health Services Departments, along with three cities of the CVPN have similar funding systems as the City of Santa Rosa. Los Angeles, Oakland, and San Jose each utilize a three-year Request for Qualifications process with annual funding agreements for funded agencies. Each year of the three-year cycle, they seek approval without

issuing an additional annual Request for Proposals. Additional funding is contingent upon available funds, satisfactory performance of their scope of work, and completion of the required outcomes and measurements. San Jose utilizes a Recovery Plan to work with agencies that are struggling to meet their required performance measurements.

- OJJDP utilizes a three-year funding cycle and the BSCC utilizes a two-year funding cycle, with no annual renewals. Each agency requires rigorous evaluation to demonstrate performance and outcomes.
  - The County of Sonoma, Los Angeles, Oakland, Salinas, San Jose, and the CVPN's national partner The National League of Cities all agree that multi-year funding is a best-practice which is necessary to allow programs to achieve results and to support a continuous improvement model. As stated by Sara Bedford from the City of Oakland, "One year is insufficient to assess real outcome data which isn't available until year two...If you are going to be data driven, multi-year funding is essential."
  - CVPN cities also cautioned that multi-year funding "requires close monitoring as a potential downside [because] contractors can become complacent." Since the inception of the CHOICE grant program in 2006, City staff has instituted a rigorous evaluation system to monitor performance of CHOICE contractors.
  - City staff has implemented a rigorous evaluation system monitoring performance through continuous quality improvement
- b. Reviewed the 2012-2016 MGPTF Strategic Plan to ensure alignment with the overall community goal of reducing youth violence. The following strategies and initiatives, as assessed by the MGPTF Policy and Operational Teams, are in support of a two-year funding cycle. A list of the MGPTF Policy and Operational Teams is provided in Attachment B.
- Seek or increase collaborative opportunities: Programming, Funding Opportunities, Existing and/or New Partnerships
  - Develop shared accountability, measurement, and reporting system to measure and track effort of outreach, referrals, strategies, delivery and availability of services
  - Examine and align current data collection and evaluation efforts
  - Define improved data collection, analysis, evaluation and reporting system

- c. Received recommendation from the CHOICE Grant Review Team.
  - The CHOICE Grant Review Team supports moving to a two-year funding cycle based on the laborious requirements of the CHOICE grant process and the desire to be more intentional on linking investments with long-term outcomes.
- d. Assessed current staff capacity.
  - With the expanded implementation of the 2012-2016 MGPTF Strategic Plan, an increased leadership role with the state-wide CVPN efforts, and additional special projects slated for the upcoming year – City staff capacity to continue administering a robust RFQ process is limited. Maintaining a one-year funding cycle would hinder the development and implementation of new strategies and initiatives for the MGPTF and the ability to provide a broader impact for the community.
- e. Reviewed community needs assessment and surveyed grant agencies.
  - As part of the annual community needs assessment, MGPTF agencies were asked for feedback about the efficiency and effectiveness of the CHOICE grant program. A notable, resounding highlight was the request for multi-year funding, as well as full funding of proposals rather than partial funding. Each agency understood that with increased full funding, there would be less agencies funded for each cycle.
- f. Conducted focus group with the MGPTF Operational Team to assess a one-year versus a two-year funding cycle. Participants included current and past funded agencies, as well as those who have never received funding from the CHOICE grant program. The MGPTF Operational Team supports City staff's recommendation for a two-year funding cycle and provided the following justification:
  - A two-year timeframe allows programs a better opportunity to provide more evidence that link positive behavioral change to their specific program interventions and services. This is critical for demonstrating an evidenced-based evaluation approach.
  - A two-year timeframe increases the health of the agency by increasing the retention of trained employees, decreasing the investment in grantwriting, and therefore increasing the amount of funding put towards direct services.
  - An annual RFQ decreases the number of grant applicants because of a lack of staff capacity to complete an application.

2. Based on the research of best practices of other municipalities, support of the grant review team, staff capacity, and information gathered during the focus groups conducted for the community needs assessment, City staff proposes a funding term of two years, with the second year of funding subject to the discretion of the City Manager and contingent upon available funds, satisfactory performance of scopes of work, and completion of the required outcomes and measurements by funded agencies.
3. City staff will continue to present funding recommendations to City Council for consideration for future CHOICE grant program cycles of funding.
4. For qualified agencies not being recommended for funding, City staff continues to facilitate partnership opportunities that leverage resources and develop programs that provide services for high-risk youth and families in Santa Rosa.

### RECOMMENDATION

It is recommended by the City Manager's Office that the Council, by resolution, authorizes a two-year funding term for future cycles of the Community Helping Our Indispensable Children Excel (CHOICE) grant program beginning with Cycle VII, with the second year of funding subject to the discretion of the City Manager and contingent upon available funds, satisfactory performance of work, and completion of the required outcomes by funded agencies.

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#### Attachments:

- Attachment A – Cycle VII Funded Programs
- Attachment B – List of MGPTF Policy Team and Operational Team