



Memorandum

TO: NEIGHBORHOOD SERVICES
AND EDUCATION COMMITTEE

FROM: Jon Cicirelli

SUBJECT: SEE BELOW

DATE: March 23, 2021

Approved

Date

4/1/21

SUBJECT: TIMELINES FOR IDENTIFYING IMPROVEMENTS TO BRINGING EVERYONE'S STRENGTHS TOGETHER GRANT PROGRAM OVERSIGHT AND ACCOUNTABILITY, AND THE COMMUNITY CRISIS RESPONSE PROTOCOL

RECOMMENDATION

Accept staff's report regarding the timelines for identifying improvements to Bringing Everyone's Strengths Together Grant Program oversight and accountability and the Community Crisis Response Protocol, as directed by the Neighborhood Services and Education committee on March 11, 2021.

OUTCOME

The Neighborhood Services and Education Committee will receive information and timelines related to addressing questions regarding oversight and accountability of BEST Grant Program providers; alternative options to existing metrics used to assess grantee performance; and improvements to be made to the Crisis Response Action Matrix, as requested at the March 11, 2021 Committee meeting.

BACKGROUND

At the March 11, 2021 Neighborhood Services and Education Committee, and at the March 23, 2021 City Council meeting, staff was directed to return to the Committee on April 8, 2021, with:

1. A memorandum¹:
 - a. Identifying BEST providers that did not reach contracted targets prior to Shelter in Place Order (Q1-Q2); and

¹ <http://sanjose.legistar.com/gateway.aspx?M=F&ID=db163fed-b9ea-488e-9627-d34899647830.pdf>

- b. Provide report of budgeted staff positions and vacancies for each BEST provider.
- 2. A timeline for a workplan:
 - a. Identifying options for improved oversight and accountability of BEST providers;
 - b. Identifying options to evaluate BEST provider performance using metrics other than Units of Service to better measure performance as it relates to overall program goals; and
 - c. Develop a Crisis Response Action Matrix to solidify criteria in which a crisis Response is required.

ANALYSIS

Identifying Options for Improved Oversight and Accountability of BEST Providers

Oversight and accountability for BEST providers is achieved in several ways. The Department of Parks, Recreation and Neighborhood Services (the Department) uses monitoring guidelines that outline a process for conducting compliance reviews of granted agencies. These steps include two annual on-site monitoring visits, a quarterly review of grantee data, and other ongoing discussions with grantees as needed. In addition to these administrative efforts, the Department has evolved the annual BEST Grant Program performance evaluation to include two approaches for assessing success, including: 1) an Implementation Study to measure and validate BEST grantees' fulfillment of contracted obligations for a given program year; and, 2) to provide an Outcome Study to identify the direct impacts BEST had on the youth and families in terms of desired psycho-social outcomes among BEST participants. At the March 11, 2021 Neighborhood and Services Education Committee meeting, the Department reported on both approaches.

Staff has also been working with Social Policy Research Associates to develop data sharing agreements with partners such as school districts to compare academic performance with BEST administrative data to further validate the direct impact of the programs on the individual youth participants. Thus far, the Department has experienced significant barriers to collecting the administrative data for a variety of reasons summarized in the March 11, 2021 report to the Neighborhood and Services Education Committee.

Prospective Improvements

In order to identify options for improved oversight and accountability of BEST providers, the Department will continue to implement the recommendations that have been identified by the City of San José's Auditor's Office in the Audit #19-04 titled "The Mayor's Gang Prevention Task Force: Better Coordination and Use of Data Can Further the Task Force's Strategic Goals."²

² The Audit can be found here: <https://www.sanjoseca.gov/Home/ShowDocument?id=38653>

Going forward, the following timeline will guide the Department's identification of options for improved oversight and accountability of BEST providers:

Timeframe	Action Item
2019 – 2022	Implement Auditor's Recommendations per Audit #19-04
April - May 2021	Departmental internal review of existing options for improved oversight and accountability as described in the Audit #19-04 and the BEST 2019-2020 Annual Report.
June 2021	Meet with MGPTF Executive Committee to review options for improved oversight and accountability and potential next steps in addressing these options at a future Policy Team meeting.
September 2021	Return to NSE Committee with a status report on improved accountability and oversight of BEST service providers.

Identify Options to Evaluate Best Provider Performance Using Metrics Other Than Units of Service to Better Measure Performance as it Relates to Overall Program Goals

Prospective Improvements

The use of Units of Service as a legitimate measure of Outputs is common in the grantmaking world. It is important to note that it is only one measure of a spectrum of evaluation tools that staff employs. Shifting away from the relatively simple Units of Service measure of activity volume will require a sustainable alternative that can work in conjunction with the Outcome analysis staff is seeking to perform with psychosocial surveys and cross-referenced education and criminogenic data. At this point, there are no clear alternatives that will meet this criteria.

As part of Audit recommendation #14, the Department is already in the process of reassessing reported program Outcomes and Units of Service for all Task Force programs; and, staff is redefining key program outcome measures. The Department has already committed to completing this re-assessment by April 2022.

In the meantime, staff will be taking the following actions in preparation for the next BEST Grant Program triennial Request for Qualifications process.

Timeline	Action Item
Program Year 2020-2021	Assess results of participant survey, collect feedback from providers on the usefulness of survey results. Continue to implement and iterate psychosocial participant surveys as a tool for measuring BEST Grant Program performance.
Program Year 2021-2022	Continue to develop data sharing agreements with school districts.

Program Year 2021-2022	Consider recommendations for increasing the number of participants who sign consent forms and release of information.
Fall 2021	Departmental review and refinement of Eligible Service Area Theories of Change and defined Outcomes to develop Request for Qualifications for triennial period 2022-2025.
Winter 2022	Release Request for Qualifications for triennial period 2022-2025.

Develop A Crisis Response Action Matrix to Solidify Criteria in Which A Crisis Response Is Required

At the March 11, 2020 meeting, the Neighborhood Services and Education Committee also directed staff to return with a timeline in which the current Community Crisis Response Protocol would be reviewed with relevant stakeholders responding to gang-related homicides or other critical violent incidents in the community. Staff is to identify what, if any, changes are needed in the current protocol.

Prospective Improvements

To ensure that feedback on any protocol changes is received from all relevant stakeholders, staff will review the current protocol and solicit suggestions for changes with the following entities:

Timeline	Reviewing Stakeholder Group
March 30, 2021	Executive Committee —This is an internal committee that includes the MGPTF Division Manager, the PRNS Director and Deputy Director, the Chief of Police and high-level representatives from the Mayor's Office and the City Manager's Office.
June 9, 2021	Interagency Subcommittee —The subcommittee of the MGPTF Policy Committee meets quarterly, and has representatives from SJPd, County of Santa Clara Probation Department, Office of the District Attorney, County Office of Education, Public Defender's Office and school superintendents.
August 26, 2021	MGPTF Policy Team —The MGPTF Policy Team is the primary policymaking body for the Task Force. Its responsibilities are to set direction, provide resources, and break bureaucracy.

Based on this timeline for internal review of the Community Crisis Response Protocol, the Department expects to report back to this committee at its September meeting regarding any changes to be made in the protocol.

EVALUATION AND FOLLOW-UP

This report is provided in response to recommendation via Councilmember memo on item (d)5 at the Neighborhood Services and Education Committee meeting on March 11, 2021. Staff will report back on progress and recommendations at the September 2021 NSE Committee meeting.

CLIMATE SMART SAN JOSE

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

This memorandum will be posted on the City's Council Agenda website for the April 8, 2021 Neighborhood Services and Education Committee Meeting.

COORDINATION

This memo was prepared in coordination with the City Attorney's Office.

CEQA

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

/s/
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