



# Memorandum

**TO:** ALL CHILDREN ACHIEVE  
COMMITTEE

**FROM:** Sara L. Hensley

**SUBJECT:** CITY PARTNERSHIPS WITH CBO  
EDUCATIONAL AND YOUTH  
SERVICE PROVIDERS

**DATE:** 12-16-03

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Approved

Date

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## **PURPOSE**

The purpose of this memorandum is to report to the All Children Achieve Committee on the City partnerships with Community Based Organizations that provide educational and youth service in FY 2003-2004.

## **BACKGROUND**

The new Youth Services Master Plan, *Blueprint for Bridging the Digital Divide (Blueprint)*, as developed in 2001, outlines a broad continuum of individual, family and community service strategies for developing San José youth from “cradle to career.” The *Blueprint* Strategic Action Plan consists of six strategic goals which provide direction to City operated and funded youth-related services. These services align with the Recreation and Cultural Services Area and both Life Enjoyment and Community Strengthening Core Services goals.

The City has partnered with a large number of Community Based Organizations (CBOs) to provide educational and youth related services to San José youth and their families. The following outlines the City funding programs that fund these CBO-run services, aligned under one of the six *Blueprint* strategic goals.

## **BLUEPRINT STRATEGIC GOALS AND CITY FUNDING SOURCES**

**Strategic Goal 1:** Community planning and school safety services will be available to children, youth and families.

San José B.E.S.T.		
• Educational Enrichment	9 CBOs	\$402,357
• Law-Related Education	1 CBO	\$25,000
• Gang Awareness Trng.	3 CBOs	\$20,704
• Conflict Resolution	1 CBO	\$12,539
• Mentoring Intervention	2 CBOs	\$53,000
• Youth Leadership Trng.	11 CBOs	\$336,391

<ul style="list-style-type: none"> <li>• Services for Adjudicated Youth</li> </ul>	2 CBOs	\$83,909
<ul style="list-style-type: none"> <li>• Domestic Violence Services for Children</li> </ul>	1 CBO	\$70,000
<ul style="list-style-type: none"> <li>• Parent Involvement Srvs.</li> </ul>	5 CBOs	\$61,793.75
<ul style="list-style-type: none"> <li>• Intervention and Youth Support Groups</li> </ul>	11 CBOs	\$611,529.25
<ul style="list-style-type: none"> <li>• Gang Mediation/ Intervention/Crisis Response</li> </ul>	1 CBO	\$75,898
<ul style="list-style-type: none"> <li>• Truancy Intervention</li> </ul>	3 CBOs	\$168,406
<ul style="list-style-type: none"> <li>• Day Education/ Intervention</li> </ul>	2 CBOs	\$85,550
<ul style="list-style-type: none"> <li>• Outpatient Substance Abuse Services</li> </ul>	2 CBOs	\$275,000
	<b>B.E.S.T. Subtotal:</b>	<b>\$2,282,077</b>
S.J.P.D. (B.E.S.T. managed)	3 CBOs	\$72,021
General Fund	3 CBOs	\$174,733
Healthy Neighborhoods Venture Fund (HNVF)		
<ul style="list-style-type: none"> <li>• Education/Health</li> </ul>	17 CBOs	\$1,272,957
<ul style="list-style-type: none"> <li>• Tobacco-Free Community/Health</li> </ul>	5 CBOs	\$459,183
<ul style="list-style-type: none"> <li>• Seniors/Health</li> </ul>	3 CBOs	\$514,719
Community Development Block Grants (CDBG)	2 CBOs	\$53,012

**Subtotal: \$4,828,702**

**Strategic Goal 2:** Parents and families will have access to support services that promote skills and competency development in their children.

General Fund	1 CBO	\$42,120
HNVF		
<ul style="list-style-type: none"> <li>• Education/Health</li> </ul>	6 CBOs	\$2,432,650
<ul style="list-style-type: none"> <li>• Tobacco-Free Community/Health</li> </ul>	6 CBOs	\$328,465
<ul style="list-style-type: none"> <li>• Seniors/Health</li> </ul>	1 CBO	\$48,283
CDBG	3 CBOs	\$158,256

**Subtotal: \$3,009,774**

**Strategic Goal 3:** Parents and children will have access to quality/affordable early childhood education programs.

HNVF		
• Education/Health	1 CBO	\$60,289
• Tobacco-Free Community/Health	1 CBO	\$43,405
CDBG	2 CBOs	\$340,396

**Subtotal: \$444,090**

**Strategic Goal 4:** Children will have access to enriching before, during and after school activities.

State and Federal Funding Level 3 (21 <sup>st</sup> Century/LEARNS)	6 CBOs	\$409,964
General Fund Level 3 Match Requirement (21 <sup>st</sup> Century/ LEARNS/ASEP)	6 CBOs	\$251,086
HNVF		
• Level 1 (Homework Centers Program)	20 CBOs	\$431,240
• Level 3 (ASEP)	4 CBOs	\$428,240
• Education/Health	5 CBOs	\$284,288
• Tobacco-Free Community/Health	2 CBOs	\$349,440
CDBG	2 CBOs	\$301,926

**Subtotal: \$2,456,184**

**Strategic Goal 5:** San José youth will have access to a range of leadership, educational, technological and career services.

General Fund	6 CBOs	\$1,066,363
HNVF		
• Education/Health	3 CBOs	\$191,764
CDBG	1 CBO	\$69,036

**Subtotal: \$1,327,163**

**Strategic Goal 6:** Young adults will have access to career preparation services that assist them as they prepare to enter and compete in the 21<sup>st</sup> Century economy.

General Fund	3 CBOs	\$501,281
Workforce Investment Act	6 CBOs	\$1,760,000
HNVF		
• Education/Health	1 CBO	\$89,000
CDBG	1 CBO	\$44,477

**Subtotal: \$2,394,758**

**TOTAL: \$14,460,671**

## **MONITORING PROGRESS OF SERVICE DELIVERABLES**

The City has developed various monitoring safeguards for tracking the progress of CBO service providers in meeting their contracted service goals. While each of the City's grant programs has its own program-specific funding and compliance criteria, they all use some or all of the following monitoring tools:

- Quarterly Reports
- Site Visits
- Technical Assistance
- Mid-Year and End-of-The-Year Evaluation Reports
  - Cost-efficiency (cost per unit of service)
  - Effectiveness
- Alignment with Program Strategic Goals

When a CBO fails to comply with its service goals, the City has the following options to address the nonperformance:

- 1) Technical assistance to improve services;
- 2) Renegotiate contract for less funding to give the CBO an opportunity to improve without completely defunding the program;
- 3) Renegotiate for different, more cost-efficient or effective services provided by the CBO;  
and
- 4) Defund the CBO-run program and fund another CBO to fill the service gap.

## **NEXT STEPS**

The City is in the process of planning for a future comprehensive RFQ process for CBOs, which will create one application process for different funding streams. In addition, as a result of the PRNS re-organization, many of the grant programs have been consolidated under one Grants Unit. This merger will result in improved coordination of funding allocation among City grant programs and more targeted funding strategies for each grant program.

## **COORDINATION**

This memorandum has been coordinated with the City Attorney's Office.

SARA L. HENSLEY  
Director of Parks, Recreation  
and Neighborhood Services