

FY 2021-22 Budget Board of Supervisor Inquiry Form

Deadline: April 30, 2021

Please email: CAO-Budget@sonoma-county.org

Board Member	
Gorin	
Rabbitt	
Coursey	
Gore	X
Hopkins	

Department: Human Services

Date: 5/3/21

Inquiry Number: BIR-89

Request/Question:

Upstream Investments: Where are we with upstream investments and results-based accountability efforts at this point in time? How is upstream doing and what other procurement options should we consider?

Response:

On April 2, 2019, the Board of Supervisors adopted a set of Contracting Principles for safety net service programs. Subsequently, the Board of Supervisors adopted Results Based Accountability (RBA) as the approach to operationalize these principles. As a result of this adoption, Upstream staff within the Human Services Department are managing the scaling of RBA for County contracts with community-based organizations (CBOs).

RBA is used for planning, reporting, and monitoring of performance measures for CBO contracts with plans for complete adoption in the next 5 years. Upstream staff are committed to using RBA to implement a collective impact approach to improving community well-being through evidence-based interventions. In addition, the adoption of the RBA approach will improve program effectiveness, support contract management, and facilitate transparent reporting for the County Safety Net Departments.

In the first year of a metered adoption of RBA, the safety net departments applied RBA to the following contracts:

- Sonoma County Workforce Investment Board – Workforce Referral Program (Child Support Services)
- COTS Mary Isaak Center Emergency Shelter – (Community Development Commission)
- On the Move/VOICES Sonoma County Services to Support Transition Age Youth (Department of Health Services, Behavioral Health Division)
- Petaluma People Services Adult Day Program (Human Services Adult and Aging Division)
- On the Move/VOICES CalFresh Outreach Services (Human Services Department, Economic Assistance Division)
- Goodwill Industries SonomaWORKS (Human Services Department, Employment and Training Division)
- Child Parent Institute Client Support Services (Human Services Department, Family Youth and Children Division)

- Child Parent Institute Positive Parenting Program (Probation Department, Juvenile Probation Division)

Accomplishments:

- 8 RBA trainings offered
 - 32 unique organizations trained in RBA
 - 19 County employees representing 9 County departments trained in RBA
 - 3 Human Services Department staff certified as RBA trainers (plus 6 working towards completion)
- 6 RBA contracts reporting positive outcomes for clients served
 - Due to COVID-19, two contracted programs had to make significant program changes that impacted their ability to report outcomes
- Created and launched a data reporting system in Apricot, a cloud-based data management system, to ease reporting requirements for non-profits and County program managers
 - At the close of each fiscal quarter, organizations using RBA send performance measure data to County contract managers. Contract managers submit data for review through Apricot creating opportunity for dual data quality checks.
- Built Sonoma County Community RBA Scorecard
 - Data from Apricot is entered into the Clear Impact Scorecard to support Turn the Curve Conversations between the County and contracted organizations as well as to ensure broader community transparency.
 - The Scorecard aggregates contract level performance measures across the Safety Net Departments. In addition to presenting an aggregate county wide image of contract performance, the Scorecard offers aggregate details on performance measures by department and can also be used to monitor and improve individual contract outcomes.
- Convened a quarterly RBA Work Group
 - Work group members represented all participating departments.
- Led integration of RBA across multiple funders to support expanded adoption and alignment of RBA across local funders.
 - Multiple funders are now using RBA which creates consistency for non-profits across the county.
 - Targeted technical assistance to First 5 Sonoma County and The Partnership with the City of Santa Rosa to increase agency capacity to integrate RBA into contracts.
- Launched active contract monitoring system through “Turn the Curve” conversations.
 - Contract managers and non-profit staff participate in these conversations to discuss factors that are either positively or negatively contributing to program performance. Adjustments can be made in real time and these changes can have an impact on program progress immediately instead of waiting until the end of the contract year to learn the program outcomes were not met.

Lessons Learned

- Common performance measures for aggregate reporting need to be committed to and clearly stated at the beginning of the contracting process.

- During the first round of RBA contracts, common performance measures for aggregate reporting were selected after contract performance measures were agreed on by County departments and non-profits. This offered the benefit of customizing performance measures for programs but created challenges for meaningful and accurate aggregate reporting.
- Contracted partners need support collecting and reporting unduplicated quarterly client data sets.
- Quarterly “Turn the Curve” conversations may be too labor intensive especially for County staff managing multiple RBA contracts.
 - Adopted work arounds included bi-annual Turn the Curve conversations, third quarter only Turn the Curve conversations and Turn the Curve reflections submitted through a quarterly reporting template.
- Across County departments and contracted partners there is a need to create shared metrics and data collection systems for demographic data. This needs to include providing a low-cost option to collect data and training on how to collect sensitive data.

Next Steps

- Integrate RBA into an additional 23 safety net department contracts in FY 2021-22.
- Maintain and consistently update the Sonoma County RBA Scorecard.
- Create policies and procedures to streamline and systematize RBA expansion.
- In partnership with the Office of Equity, Upstream staff will complete a series of trainings on how to integrate equity principles into the RBA process.
- Expand RBA training opportunities for community organizations and County departments.
- Implement mandatory RBA training for all Human Services Department Managers.
- Finalize and publish community wide indicators that are reflective of each department’s desired result.
- Provide backbone support to update the Portrait of Sonoma.
 - The updated Portrait of Sonoma uses the Human Development Index and census tract data to identify how people in our community are doing. Identified community needs inform indicator and program selection to focus investments on these critical community needs.
- Apply RBA to American Rescue Plan Act (ARPA) community and department grants to build organizational capacity, ensure reporting transparency, and improve client outcomes.
- Improve contracting expectations through clearly articulated performance measures, reporting structures, and reporting timelines informed by the RBA model.
- Board of Supervisors could consider other procurement options that base future procurement and funding allocation decisions on contractors’ current RBA performance measure progress.