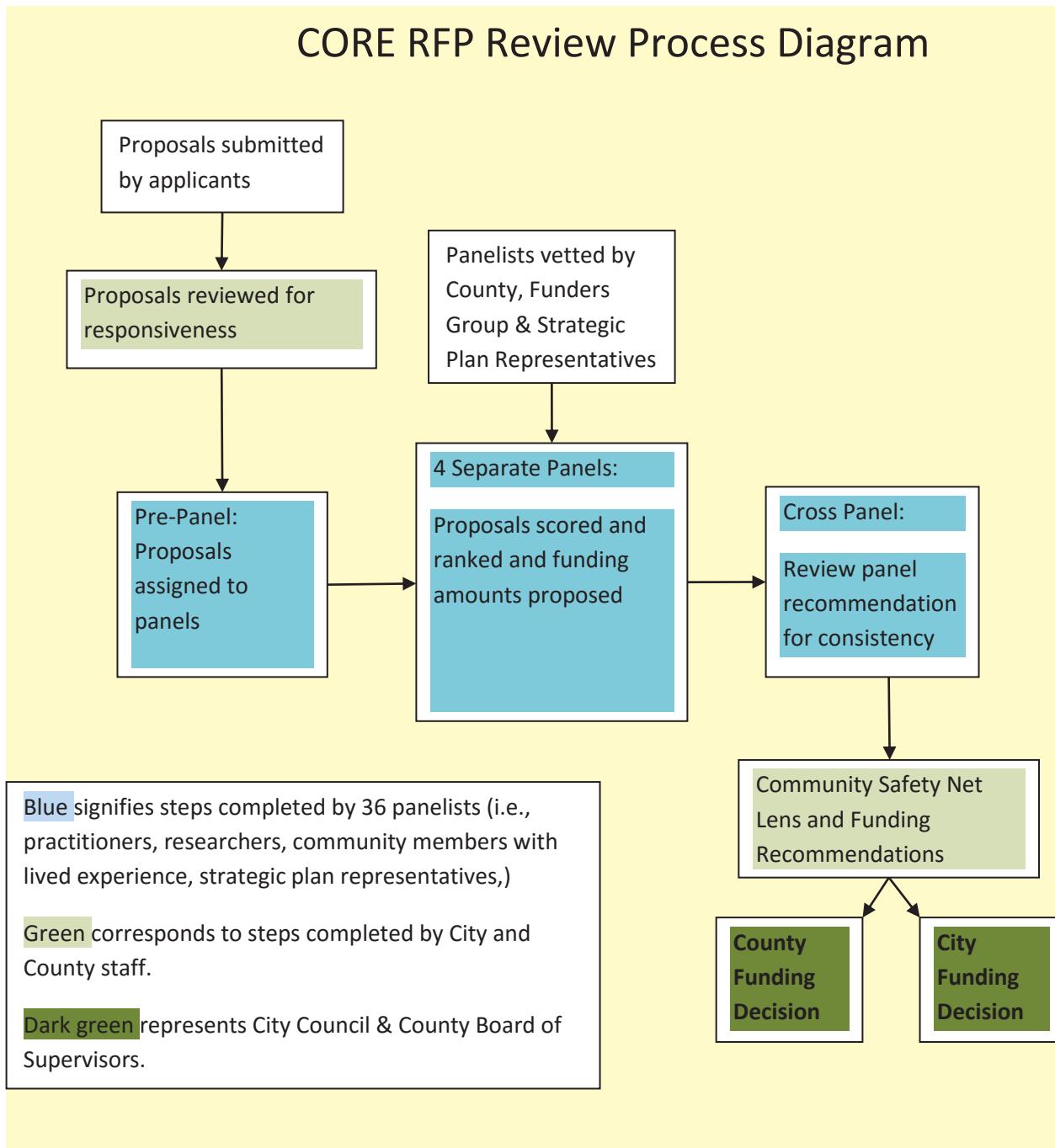


ATTACHMENT 2: CORE INVESTMENTS PROPOSAL REVIEW PROCESS

The diagram below represents the deliberative CORE Investments proposal review method that involved a transparent process with a large variety of stakeholders. This process is described in detail below.



Proposal Submission

Proposals were received via email, flash drive, or hard copy. HSD staff reviewed for completeness and requested any missing documentation immediately. All 95¹ proposals submitted were deemed responsive.

Identification of Expert Reviewers

The reviewers were selected intentionally to include people with subject matter expertise who would objectively and fairly review and score proposals and serve on one of four panels (i.e., children/youth, health, homelessness, seniors). The nominees included practitioners, researchers, community members, and people with lived experience. Several potential reviewers were from other jurisdictions outside Santa Cruz County.

HSD staff researched potential reviewers that included representation across sectors and experience. Once a list was compiled, County staff (from HSD,HSA, Probation), Funders (local cities, United Way, and Community Foundation of Santa Cruz County), and non-conflicted strategic plan representatives (representatives from eight plans) were asked to vet the list of potential reviewers for any known conflicts of interest prior to any staff contact. For people with lived experience, the following criteria were applied: 1) Self-identifies as a person with lived experience with one of the CORE issues, 2) Has not received services from a Santa Cruz county non-profit applicant agency within the past two years, 3) Is not a current employee nor volunteer of a Santa Cruz county non-profit applicant agency and has not been an employee nor volunteer within the past two years, and 4) Is capable of performing the duties and tasks associated with serving as an Expert Review Panelist.

HSD staff then contacted each potential reviewer and asked them to serve on one of the four review panels. Please see sample correspondence in Appendix A which outlines the request. Even though the commitment of time was substantial, the response to serve on the panel was overwhelmingly positive. Since the people with lived experience were not able to participate as part of their job, they were offered a stipend which was provided by the Monterey Peninsula Foundation.

The people serving on the review panels had considerable experience with the subject matter, were highly distinguished in their fields, and/or had direct experience as a community member. Please see Appendix B for this impressive list of 36 reviewers (the names of the lived experience reviewers are included only with their permission). The panelists were asked to sign a Conflict of Interest form and a Confidentiality Agreement before receiving the proposals for review.

Panel Meetings

In total, six panel meetings were convened and facilitated by the three Human Services Department staff and attended by one City staff. There was a Pre-Panel, four sector panels and a Cross-Panel. The panel meetings took place during February and March of 2017.

¹ There were 95 initially and one was withdrawn by the applicant

Pre-Panel

The initial panel, called the Pre-panel, was comprised of strategic plan representatives. Their task was to assign proposals to one of the four panels, ensuring equity across panels by distributing proposals with similar programs to the same panel. The Pre-panel addressed any inconsistency when multiple result areas were identified within an application.

Four Panel Meetings

Reviewers were assigned 6 to 8 proposals to review and sent a hard copy binder two weeks prior to the review panel that contained the RFP and copies of the 6 to 8 proposals. Hard copies were provided instead of electronic versions to protect the confidentiality of applicant's proposals and they were collected at the end of each panel session.

Each proposal was scored by three reviewers. Each panel meeting consisted of two parts:

- Scoring and Ranking:
 - Reviewers briefly presented each proposal, reviewed the auditor's financial assessment, and listed strengths and concerns.
 - Panelists discussed and agreed on a group score and group comments for each proposal.
 - Panelists reviewed all group scores to ensure they were ranked appropriately.
- Funding Recommendations:
 - Panelists devised and agreed to criteria and rules for funding decisions
 - Panelists decided on a cut off score for which proposals would not be recommended for funding
 - Panelists were not given prior Community Programs funding amounts

Panels were relatively consistent in their decision making processes, although there was some variation:

- Ranges of scores differed among panels (some panels had wider spread than others)
- Each panel independently decided to not recommend funding for proposals with scores less than 80
- In general, highly ranked proposals received a higher percentage of their requested funding.
- Each panel developed a staggered percent of funding based on group score.
- Each panel independently agreed to reduce high dollar amount requests in order to accommodate funding a larger number of proposals.
- Consensus was reached on all recommendations.

Cross-Panel

The Cross-Panel met after all four review panels had made their scoring recommendations. The Cross-Panel was comprised of the strategic plan representatives from the Pre-Panel. The Cross-Panel was charged with reviewing for consistency across the four review panels. They made no changes to panel recommendations except to advise staff on how to equitably reduce funding recommendations across panels in order to match the dollar amount available.

Survey of Panelists

Following the conclusion of the panels, the panelists were asked to complete an anonymous survey on the process. Of the 36 panelists, 23 completed the survey which is 64% response rate. In general the feedback was very positive and appreciative of well-organized materials and process. There was support for having panelists independently read proposals and then jointly discuss with the other panelists from a variety of backgrounds to determine group scores. Examples of typical feedback included “The process was thoughtful and well organized”, “I appreciated the opportunity to participate as a panelist and would do so again if asked” and “A collective impact funding model is a worthy effort and the County/City team made an outstanding effort to launch this year.” Suggestions for improvement included adding a short summary of the proposal in the application and dedicating more time for the panel meeting.

Staff Review – Community Safety Net Lens and Jurisdictional Funding

After the conclusion of the expert panel process, Staff reviewed the funding recommendations as an investment in preserving the county-wide safety net services in an equitable manner. Additionally, after the panel recommendations were made, one program proposal was withdrawn by the applicant and City staff finalized their recommendation on their overall CORE Investments allocation, which allowed for an additional \$175,000 beyond the panel recommendations. These additional funds, which represent 4% of the total investment of \$5,235,000, were distributed to proposals on each of the panels based on community safety net lens criteria. The safety net lens criteria used to review the portfolio included geographic representation of services for people in poverty, level of impact on programs that were the sole proposals focusing on a particular safety net need area, and level of impact on agency and program budgets. Based on these criteria, to ensure stewardship across the entire investment Staff made small adjustments to the panel recommendations representing 2.8% of the total CORE Investment portfolio.

The following decision heuristics were used to allocate funding splits between the two jurisdictions: 1) proposals focused on result areas with no City allocation were funded by the County; 2) proposals that serve no City residents were solely funded by County; 3) proposals serving a large share of City residents were prioritized for City funding; and 4) a jurisdiction’s past funding of a particular program was maintained as possible given the recommended funding amount.

APPENDIX A: Sample Invitation to Participate on Review Panel

TO: **Prospective Proposal Review Panelist**

FROM: **Madeline Noya, Director of Planning & Evaluation**

DATE: **January 25, 2017**

SUBJECT: Invitation to Participate in CORE Investments Proposal Review for the Health Sector

The County and the City of Santa Cruz would like to invite you to serve on a proposal review panel to score applicant's responses to the CORE Investments Request for Proposals (RFP). CORE (Collaborative of Results and Evidence) Investments represents a new approach to fund community based safety net services in Santa Cruz. Through this process, the County and the City will be awarding over \$5 million dollars per year for three years to community based organizations who will implement evidence based practices that impact the community's most vulnerable. If you would like to review the RFP, please click on the following link -- [CORE RFP](#).

We are asking for your help as a panelist because of your expertise in the health sector. Your role in this process will be to provide an objective evaluation of proposals addressing health-related programs and assign them a score using a set of criteria that will be provided to you and then, with other panelists, make preliminary funding recommendations. If you agree to be a panelist, we will send you materials and clear instructions.

In order to minimize conflicts of interest or the perception of such conflicts, please let us know if within the past two years you have been an employee, volunteer or recipient of services from a non-profit service provider.

We do not intend to give panelists more than eight proposals to review and they will be sent to you during the week of February 13, 2017. Each proposal will be reviewed by at least three panelists. On **March 7, 2017, from 9am to 1pm**, you will be asked to participate in a half day meeting with other panelists to discuss and finalize the ratings.

Please respond to Leslie Goodfriend at leslie.goodfriend@santacruzcounty.us or 831-454-7543 regarding your willingness and availability to serve as a panelist. Also, please feel free to contact me or Leslie with any questions you may have about the process.

Thank you very much for considering our request.

APPENDIX B: List of CORE Investments Panelists

NAME	AFFILIATION	JOB TITLE
Aimee Mangan	Santa Cruz County Senior's Commission	Program Coordinator
Amy D'Andrade, PhD	San Jose State University School of Social Work	Researcher/Professor
Carol Berg	City of Santa Cruz	Housing and Community Development Manager
Carole McPherson	Women's Commission	Commissioner
David Brody	First 5 of Santa Cruz County	Executive Director
Dena Loijos	Santa Cruz County Health Services Agency-Public Health	Health Services Manager
Diane Kaljian	Sonoma County Human Services Department	Assistant Director (former Area on Aging Director) & President of California Association of Area Agencies on Aging
Dona Putnam	Dominican Hospital	Director of Care Coordination
Elaine Henning	Voucher Project	Director
Elisa Orona	Health Improvement Partnership	Executive Director
Eric Riera	Santa Cruz County Health Services Agency-Behavioral Health	Behavioral Health Director
Fernando Giraldo	Santa Cruz County Probation Department	Chief of Probation
Gabby Rappolt-Esquivel	Youth/Children Panel	Lived Experience
Gail Goudreau	Santa Cruz County Human Services Department	Adult Services Analyst - retired
Heather Bullock, PhD	UC Santa Cruz	Researcher/Professor
Jenny Panetta	Housing Authority of Santa Cruz County	Director
Jessica Starkes	Homelessness Panel	Lived Experience
Jose Arreola	City of Salinas	Director of Community Safety Division
Julie Conway	County of Santa Cruz Planning Department and Homeless Action Partnership	Housing Manager
Katy Chevalier	Santa Cruz County Human Services Department	Program Manager
Krista Hanni, PhD	Monterey County Department of Social and Employment Services	Program Manager

Liz McDade, PhD	Education, Training and Research Associates	Senior Researcher Associate
Marcie Castro	Monterey County Social Services	Management Analyst
Matt Nathanson	Santa Cruz County Health Services Agency	Public Health Nurse
Matthew Quinlan	Driscoll's	Senior Manager Community Engagement
Mike McConnell	Santa Cruz County Human Services Department	Division Director Adult Long Term Care
Raquel Ramirez	Santa Cruz County Health Services Agency-Clinics	Senior Health Services Manager
Rayne Marr	County of Santa Cruz	Homeless Services Coordinator
Rick Martinez	City of Santa Cruz Police Department	Deputy Chief
Stan Einhorn, PhD	Health Services Agency-Behavioral Health	Mental Health Program Manager
Veronica Camberos	Pajaro Valley Community Health Trust	Director of Programs
Yuri Anderson	Monterey County Board of Supervisors	Policy Advisor to Supervisor Adams
Confidential	Youth/Children Panel	Lived Experience
Confidential	Seniors Panel	Lived Experience
Confidential	Health Panel	Lived Experience
Confidential	Health Panel	Lived Experience