



FINAL REPORT

**City of Roseville
Community Needs
Assessment**

PREPARED FOR
City of Roseville
April 2020



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Executive Summary

The City of Roseville and Koné Consulting have conducted a community needs assessment for the purpose of guiding the use of Citizens Benefit Funds (CBF) and Roseville Employees Annual Charitable Hearts (REACH) funds. As next steps identified during the Historical Assessment of the Roseville Grants Program in 2013, the focus of this assessment includes: 1) revisiting the policy of **serial requests**, 2) discussion and recommendation on whether to establish **focus years**, 3) discussion and recommendation on **measures of success**, 4) opportunities to increase **money available for grants**, 5) policy discussion and recommendation on whether the **administrative costs** of administering the Grant Program be supported by the General Fund or covered by Grant Funds, 6) ways **to improve efficiencies and determine effectiveness** of grant funding, 7) exploration and recommendation on the use of **funding priorities**, 8) exploration of opportunities to streamline and determine **scope and ranking methodology** based on local community needs.

To achieve the objective, a mixed-methods research approach was utilized, thus ensuring findings represent a broad perspective. The approach included 26 key informant interviews, two community workshops with a total of 39 participants, an online survey garnering 673 responses, and analysis of extant data/reports to identify community needs, resources, and opportunities.

What became clear early on during this assessment is that the Roseville grants program is a unique municipal funding program that represents a commitment to the community and part of what makes Roseville a special place. That said, the community-at-large is not aware of the grants program, so there is an opportunity to promote the work of the Grants Advisory Commission (GAC) as well as the work of the organizations that are utilizing CBF funding to serve the community.

*"The Roseville Grants Advisory Commission offers a resource to **make a difference in our community** – the kind of thing that **makes Roseville a special place** – continuing the legacy."*

There was general consensus amongst stakeholders that grant funding priorities should align with the initial intention and the sale of the hospital. This includes a broad definition of health and aligns with the City Council goal of maintaining a healthy community. Stakeholders also agreed that there is an opportunity to streamline current service categories and that the GAC should work to recommend full funding of grant requests in priority areas to make a greater impact rather than funding smaller amounts across applicants.

Roseville is also a rapidly growing community and is experiencing the benefits and the challenges that comes with rapid growth. When asked about community needs, stakeholders most frequently mentioned the need to address an increase in people experiencing homelessness in the community, as well as a need for more affordable housing to address rising housing costs. Stakeholders also reported a need for more mental health services and addressing the needs of youth who are currently

underserved. There are other city and county efforts addressing these needs, so stakeholders acknowledged that grant funding could not resolve these needs alone but could supplement other efforts. There also remains a dilemma amongst stakeholders about whether the funds should be used to address a specific need in the community or used to benefit as much of the community as possible.

Based on community feedback from the community workshops, the highest priority issues were identified (in no particular order) as: 1) improved access to **safe and affordable housing** for all, 2) a **kinder, more inclusive & connected community**; 3) improved **physical, mental, and behavioral health and wellness**, 4) more **education and training opportunities** for all ages; 5) improved access to **quality arts and cultural resources** for all, and 6) increased access to **healthier food options** for lower income communities. There is agreement around using a mixture of qualitative and quantitative data to measure the success of the grant program and an opportunity to improve the metrics through standardizing and clarifying funding priorities.

Based on what was learned through the assessment, our recommendations are as follows.

Regarding **Serial Requests**, our recommendation is to:

- Fund new projects, innovative ideas, or one-time requests (**strategic grants**) differently than ongoing services
- Set aside a percentage of funds for strategic grants
- Require current grantees to report on measurable results and consider performance when considering requests for renewed funding
- Make grants for ongoing services (**operational grants**) on a biennial basis

Regarding **Focus Years**, our recommendation is to:

- Focus grants on one goal - to **make Roseville healthier** – defining health broadly through the social determinants of health framework
- Coordinate with other city and county health efforts

To better define **Measures of Success**, our recommendations include:

- Implementing **measures and targets** for each funding priority based on input from workshops
- Developing a logic model or theory of change that supports each funding priority
 - o Either GAC could create these or request applicants to describe in their proposals
- Use a **Collective Impact Model** to convene a community-wide collaboration on priorities and results
 - o Support a common agenda, collaboration and shared measures

Regarding **Administrative Costs** and opportunities for **Additional Funds**, our recommendation is to:

- Continue to support administrative costs of the grant program through City general funds

- Consider requiring real and in-kind matching funds when awarding operational grants to organizations to increase purchasing power

Regarding opportunities to **Improve Efficiencies and Determining Effectiveness**, our recommendation is to:

- Transition to **biennial granting** for operational grants to decrease paperwork for grantees and the GAC, freeing up time to focus on strategic grantmaking opportunities
- Develop stronger **relationships** with grantees post grantmaking
 - o Invite grantees to present at Commission meetings
 - o Formalize site visits
 - o Support relationships and collaboration between grantees through quarterly meetings or other venues
- Share grantee performance results so they can be used to improve services provided

Regarding **Funding Priorities**, our recommendations are to:

- Align grant program funding priorities with the **original intent** and sale of the hospital
- **Connect** Citizens' Benefit Fund (CBF) priorities with the City's strategic plan goals related to healthier community
- Increase **communication** about CBF, **promote outcomes** of the program, and **convene** on priority issues

Regarding opportunities to streamline and determine **Scope and Ranking Methodology** based on local community needs, our recommendation is to:

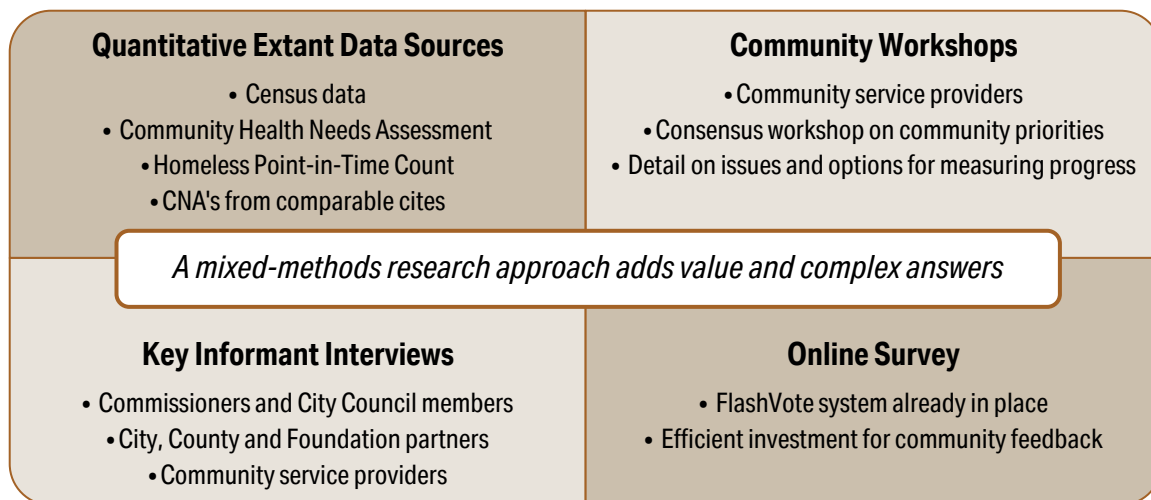
- Focus on **social determinants of health** in next grant cycle and the priorities identified by the community in workshops
- During the next grantmaking cycle, GAC should recommend **full funding of grant requests** in priority areas to make a greater impact
- **Streamline** current service categories

These recommendations provide a framework that will remain a relevant guide for GAC recommendations and City Council funding decisions for years to come while also allowing the flexibility to adapt to changing needs in the community. More details on the findings and recommendations can be found in the body of this report.

Approach

To achieve the objective of this assessment, a mixed-methods research approach was utilized, thus ensuring findings represent a broad perspective. We conducted the following activities:

- 26 Key Informant Interviews – see Attachment A for interview protocol and Attachment B for coded themes
- 2 Community Workshops (39 participants) – see Attachments E and G for the outcomes
 - The first workshop was conducted using the **Institute of Cultural Affairs (ICA) Technology of Participation (ToP)** methodology to facilitate group processes through a consensus-based approach that focuses on including all points of view, perspectives and experiences.
 - The second workshop was a performance measurement workshop using the **PuMP Blueprint** developed by Stacy Barr. The PuMP Blueprint is a deliberate step-by-step performance measurement process, wherein participants map measurable results, design meaningful measures, and build buy-in to measures, leading to interpreting signals from measures, reporting performance measures, and ultimately reaching performance targets.
- Flash Vote Survey (673 respondents) – Attachment C
- Extant Data/Reports Synthesis



Background

The City of Roseville and Koné Consulting have conducted a community needs assessment for the purpose of guiding the use of Citizens Benefit Funds (CBF) and Roseville Employees Annual Charitable Hearts (REACH) funds.

In 2013, the City prepared a Historical Assessment of the Roseville Grant Program. The Historical Assessment evaluated the program since inception and made recommendations for continued

implementation of the program. Phase one included a historical assessment of the grant process including agencies funded, how many years, how many consecutive years, total awards for each recipient and years requested vs. years granted. Phase two was a recommendation that the City have a community needs assessment conducted that examines the process for awarding grants, along with nonprofit and grant funding sources.

As next steps identified during the Historical Assessment, the focus of this assessment includes: 1) revisiting the policy of **serial requests**, 2) discussion and recommendation on whether to establish **focus years**, 3) discussion and recommendation on **measures of success**, 4) opportunities to increase **money available for grants**, 5) policy discussion and recommendation on whether the **administrative costs** of administering the Grant Program be supported by the General Fund or covered by Grant Funds, 6) ways to **improve efficiencies and determine effectiveness** of grant funding, 7) exploration and recommendation on the use of **funding priorities**, 8) exploration of opportunities to streamline and determine **scope and ranking methodology** based on local community needs.

The community needs assessment will be presented to the City Council for review and approval with the intent of the Grants Advisory Commission to implement policy recommendations prior to the FY 2021/22 grant funding cycle.

Findings and Recommendations

Overview/Origins

*"GAC funding shows a **sense of community**. Compassion. **Heart**."*

What became clear early on during this assessment is that the Roseville grants program is a unique municipal funding program that represents a commitment to the community and part of what makes Roseville a special place. There is pride amongst those interviewed that City leadership had the foresight to turn the hospital sale into a way to benefit the community. The grant funding honors the providers in the community and shows heart.

One interesting finding learned through the FlashVote survey is that **the greater community (75%) is not familiar with the Citizens Benefit Fund**. There is an opportunity to promote the work of the commission as well as the work of the organizations that are utilizing CBF funding to serve the community.

*"GAC **honors nonprofits** and those that really lay down such an investment of time and talent and energy to **really serve other people**."*

Community Needs

This community needs assessment is different than the **community needs survey** which is conducted by the City through the Roseville Housing Authority every two years to better understand the housing and service needs of the community. The results of the community needs survey were not available at the writing of this report but should also be considered by the grants commission in the future to inform funding priorities.

Homelessness

Homelessness quickly became a theme when talking to stakeholders about community needs. Homelessness was the most frequently mentioned need during interviews and also as a write-in response on the survey. We looked into data on homelessness and found that homelessness has been increasing in the City of Roseville. 2020 data is not available at this time but should be taken into consideration during the next grant cycle. According to the 2019 **Point-in-time count** results (see attachment D) there were 258 people living homeless in the City of Roseville. Most were living in Placer County at least one year before becoming homeless and 46% are considered chronically homeless – living homeless for a year or more or having experienced four or more episodes of homelessness in the past three years.

"Homelessness is pervasive – there's a misconception that it only exists in certain areas. Anywhere there is a creek or roadway – there is an encampment."

Stakeholders also discussed the related need for affordable housing. The demand for housing is increasing as the city experiences rapid growth - 17% increase in population since 2010¹ and this has impacted the housing market as well. In 2017, 39.2% of households in Roseville were cost-burdened, meaning they spend 30% or more of their monthly income on housing.

Other frequently mentioned community challenges or areas of need include mental health, underserved youth, transportation/traffic, gentrification, community outreach, healthcare, and parks.



Figure 1: Coded themes from interviews. Size of word represents the number of times it was mentioned.

¹ https://www.roseville.ca.us/government/departments/economic_development/demographics

Health

The next data source we looked into was the 2019 Community Health Needs Assessment conducted by Kaiser Permanente for Kaiser Foundation Hospital-Roseville. According to this report, Roseville hospital service area (HSA) is doing better than the state average in the areas of **healthy eating & active living, and health access**, *except* there are **significant disparities** by race and ethnicity related to obesity, physical inactivity, receipt of Supplemental Nutrition Assistance Program (SNAP) benefits, and stroke deaths; and higher rates of cancer and people of color are at greater risk of being uninsured, not receiving preventive care, and dying from cancer. Roseville HSA is similar to the state average in **mental and behavioral health**, however, have *slightly higher* rates of suicide deaths and **fewer mental health providers** per capita.²

"We are not serving our young people. We have failed our youth. We need to support mental health for teenagers and youth experiencing homelessness."

Serial Requests

Upon revisiting the policy of awarding funds to a single organization on a regular/annual basis, the majority of stakeholders support funding programs or services year-after-year as long as the organizations are achieving results towards funding priorities. Stakeholders also believe regular grantees could be held to higher standards such as sharing budgets and sustainability plans. There is also interest in incentivizing or prioritizing new ideas or innovative programs and funding pilot projects.



Recommendation

We recommend the GAC fund new project ideas and one-time requests, referred to as **strategic grants** differently than currently funded programs. The GAC should set aside a percentage of funds for innovative projects or new programs and one-time requests. Strategic granting supports adaptive approaches to address community needs that require collaboration, experimentation and learning. An example of a strategic grant could be funding an organization that has an idea for a new program that they believe would have a great impact in the community and need financial support to pilot. Another example of a strategic grant could be an organization that needs a "big ticket" item through a one-time request such as a vehicle or a refrigerator in order to continue or expand operations.

The GAC should continue to make grants for ongoing services, referred to as **operational grants** but do so on a biennial basis. Biennial granting for operating support is a best practice in granting as it allows organizations to build a stronger base of operations, plan ahead, build capacity, and reduces the administrative burden on grantees.³ Philanthropic organizations and comparable cities that fund

² <https://about.kaiserpermanente.org/content/dam/internet/kp/comms/import/uploads/2019/09/Roseville-CHNA-2019.pdf>

³ <https://www.ncrp.org/publications/good-grantmaking-practices>

community services use the biennial granting model.^{4/5} Biennial granting also frees up GAC time (less applications to review every year) to focus on strategic grantmaking opportunities. GAC should continue to require current grantees to report on measurable results at least annually and consider performance when considering requests for renewed funding.

Focus Years

There is little interest amongst stakeholders in establishing focus years – where grant funding would be strategically directed towards a single cause. Most believe changing focus every year would not allow enough time to make a meaningful impact and would negatively impact continuity of funding for important community services. Stakeholders acknowledged that there are already other City and County efforts addressing community needs - including services for high priority needs like homelessness and health - and that even a year's worth of CBF funds cannot address these needs alone but could supplement other efforts when distributed strategically. There is interest in focusing the priority of the grant funding and establishing a structure to fund across community priorities.



Recommendation

GAC should focus grants on one goal - to **Make Roseville Healthier**. Health should be defined broadly, utilizing the social determinants of health framework as identified in the green section of Figure 3 below. The GAC should coordinate funding with other city and county health efforts to supplement funding where there may be higher needs or service gaps.

Funding Priorities

The first community workshop, survey results and stakeholder interviews provided a clear picture of constituents' feedback around funding priorities and community needs. The community workshop "sticky wall" output (as seen in the photo) may be found in Attachment E.



⁴ <https://cityoflakewood.us/community-services/human-services-grants/>

⁵ <http://www.ashland.or.us/Page.asp?NavID=15304>

The **highest priority issues** to fund based on community feedback are:

- Improved access to safe, affordable housing for all
- More vocational education and training opportunities for all ages
- Increased access to healthier food options for lower income communities
- Kinder, more inclusive & connected community
- Improved access to quality arts and cultural resources for all
- Improved physical, mental, and behavioral health and wellness

"The homeless issue itself is huge. Personally, I think it needs to be taken up at city or county level. Nonprofits wouldn't be able to take up the issue as a whole..."

The results of the survey included many respondents identifying a need to address the growing homeless issue in the community by prioritizing funding for homeless services. Additional responses to prioritizing funding included:

- 53% Improve access to physical and mental health care
- 50% Reduce personal and property crimes
- 41% A more educated community with better access to vocational training
- 35% Improve access to housing for all

When constituents were asked via survey what the best way to prioritize grant funding, there were more responses to addressing specific needs in the community (71%) versus using funding to benefit as much of the community as possible (48%). This was a dilemma that often came up during interviews as well.

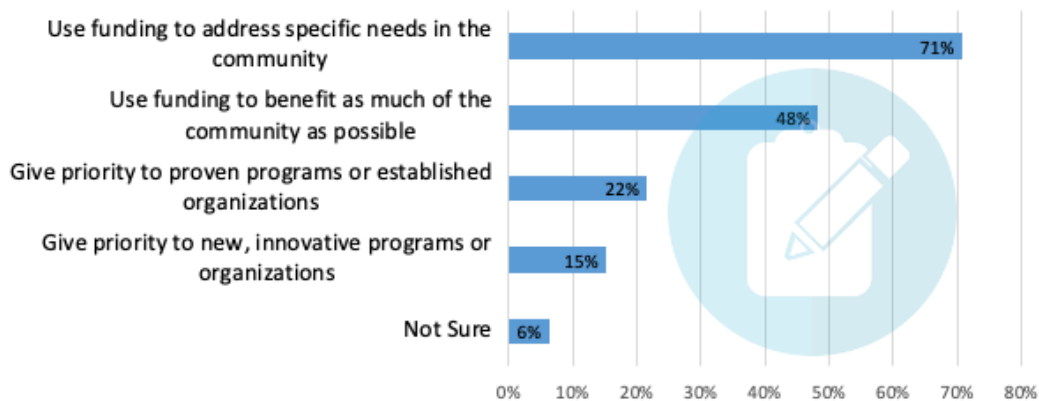


Figure 2: Survey results when asked what the best way to prioritize grant funding. Respondents could choose up to two.



Recommendation

The GAC should prioritize funding based on the high-level goal to make Roseville healthier (center circle of Figure 3 below) which should not change over time, then use the social determinants of health framework as the broader definition of health (second, green circle of Figure 3 below) to organize and streamline the priorities identified by the community in workshops (outer, blue

circle of Figure 3 below). The funding priorities in the outer circle should change over time as the needs in the community change.

The GAC should coordinate funding in these priority areas with other City and County health efforts to supplement funding where there may be higher needs or service gaps – for instance around health disparities noted in the Community Health Needs Assessment. This could be achieved by establishing a structure that identifies percentages of strategic and operational grants for each of the funding priorities (as outlined in the next section) based on the need and service gaps in the community. For example, the City could decide to focus 50% of funding towards improving access to affordable housing for all and set aside 10% of that funding for strategic grants and the remaining 90% would go towards operational grants.

The City should also increase communication about the grant program and the identified funding priorities and promote the outcomes.



Figure 3: The center circle represents the primary focus of the GAC and will remain the same over time. The next circle, in green, represents the social determinants of health framework, and the outer circle represents funding priorities identified by stakeholders during the community consensus workshop which are anticipated to change over time as community needs change.

Measures of Success

There is agreement amongst stakeholders around using a mixture of qualitative and quantitative data to measure the success of the grant program. Survey respondents (77%) agreed that specific data should be used to measure quantity of outcomes – such as number of people served, services delivered, things built, etc). Qualitative measures such as sharing stories should be used to demonstrate impact and quality of services. Stakeholders recommend improving the metrics used to measure the impact of grant awards through standardizing and clarifying GAC funding priorities.

Workshop participants refined the funding priorities and developed a menu of possible performance measures during the performance measurement workshop. The result of the workshop and the menu of possible measures in Figure 4 below (also found in Attachment H) provides a starting point, not a final or cumulative list of ways to measure performance. Just as the needs in the community will change over time, so will the measures. The menu of measures should be refined and updated using the worksheets used during the performance measures workshop which can be found in Attachment F. The menu of possible measures provides options for applicants to choose one or two to for reporting in order to track progress towards the collective impact.

Menu of Measures

Target: Healthy Community

Measures represent ways in which grants/grantees efforts toward achieving priorities may be measured and tracked toward the Healthy Community target.

More vocational education training and training opportunities for all ages

- More educated and accepting
- More engaged & equipped parents
- Vocational training for anyone interested in work
- Higher high school graduation rates
- Increase in continuing education beyond high school
- Decrease in unemployment overall
- Decrease in unemployment among specific groups – disabled, minority, etc.

Community/Social Context:

Kinder, more inclusive & connected community

Increased Community Volunteering

- Donated items
- Donated time
- Donated funds

Acceptance of all Community Members

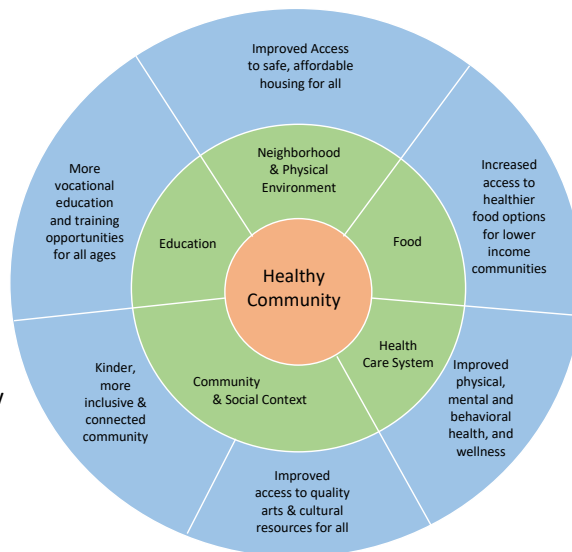
- Participants at community activities reflect local demographics
- New attendees at community activities

Connection to People & Information in the Community

- Increased Visitors to Roseville online resources (website/social media/flashvote)
- Increased relational connections with others in the community
- Increased attendance at community events

Neighborhood & Physical Environment

- Fewer police call-outs re: domestic violence, sex assault, and trafficking
- How many people retain housing
- Fewer requests for utility assistance
- Increased rental for units that accept pets
- Reduction in requests for homeless prevention shelter & housing



Food

- Nutritional food options/access for lower income communities
- Fewer kids on free- and reduced-price lunch

Health Care System

Improved Mental Health (well-being)

- Less drug overdoses
- Less DUI arrests
- Less incidences of domestic violence
- Less suicide attempts

Improved Physical Health

- Lower hypertension rates
- Lower diabetes rates
- Lower obesity rates
- Fewer ER visits

Community/Social Context:

Improved access to quality arts & cultural resources

- Proposed outcome increases organization capacity to provide relevant services
- Target audience meets or exceeds goals
- Increase of # of quality activities or events delivered
- Increased enrollment or attendance in events and/or activities
- Creation of new artistic works reflective of the community & add value to the environment

Figure 4: Funding priorities and menu of possible performance measures to track progress towards a collective impact.



Recommendations

The GAC should implement **measures and targets** for each funding priority based on input from workshops using the menu of possible measures and develop an implementation plan to refine the measures and at what frequency to do so. Measures should respond to three different levels:

- 1) Quantity – how much did we do?
- 2) Quality – how well did we do it?
- 3) Is anyone better off?

We recommend developing a **logic model** to demonstrate the **theory of change** that supports grant request.⁶ A logic model outlines: the relationship between what you have- the resources; what you do- the activities; what you produce- the outputs; and, the results- or outcomes. A logic model is one way to describe or demonstrate the underlying theory of change, which also usually includes the bigger picture like the things that can't be controlled. Logic models for each funding priority could be created by GAC, or they could be created by applicants and described in their grant proposals.

We also recommend the use of a **Collective Impact Model** – based on the observation that organizations working together towards the same goal are more likely to make progress towards solving complex problems together than if they were working on their own. A collective impact initiative surpasses collaboration in a few important ways that the grants program already has going for it – shared goals, measures, a coordinating committee (GAC), open communication, and the resources to sustain it and support activities like convening a community-wide collaboration on priorities and results.^{7/8}

Scope and Ranking Methodology

Stakeholders agreed that there is a need to streamline current service categories and that GAC should strive to make a greater impact by fully funding fewer, larger grants that serve the highest needs of the community while also considering the greater good.



Recommendations

We recommend using the social determinants of health as the framework and focusing on the priorities identified by the community in workshops in the next grantmaking cycle. GAC should establish a structure that identifies percentages of strategic and operational grants for each of the funding priorities. This could include full funding of grant requests in one priority area to make a greater impact and determining percentage for a second and third funding priority based on the need and service gaps in the community. For example, the City could decide to focus 50% of funding towards improving access to affordable housing for all and set aside 10% of that funding for strategic

⁶ https://hewlett.org/wp-content/uploads/2016/08/Outcome_Focused_Grantmaking_March_2012_0.pdf

⁷ <https://www.councilofnonprofits.org/tools-resources/collective-impact>

⁸ <https://www.sopact.com/perspectives/collective-impact-model>

grants and the remaining 90% would go towards operational grants. The City could decide to focus 30% of funding on improved physical, mental and behavioral health and wellness and set aside 20% of that funding for strategic grants and the remaining 80% would go towards operational grants.

We also recommend a blend of “transactional” and “transformational” metrics – specific data should be used to measure quantity of outcomes – such as number of people served, services delivered, things built, etc). Qualitative measures such as sharing stories should be used to demonstrate the quality of services and the impact.

Administrative Costs

GAC administrative costs are currently covered by the City General Fund, in the amount of \$28,000. This is a relatively low cost in relation to the \$360,000 in grants awarded and stakeholders agree that there are additional benefits to the City administering the grants program including learning opportunities for city staff and commissioners.



Recommendation

We recommend the City continue to support administrative costs of the grant program through City general funds.

Additional Available Funds for Grants

There aren't currently any practical missed opportunities identified by stakeholders within Roseville or the County to significantly increase money available for grants. Stakeholders report that a lot of businesses in the community are already donating to causes but there may be an opportunity to promote the CBF with new businesses moving into the community. Some suggested City-sponsored fundraisers as a way to raise funds. There is an opportunity to increase purchasing power of grants by requiring organizations that receive operational grants to document real or in-kind matching funds.



Recommendation

The GAC should consider requiring real- or in-kind matching funds when awarding operational grants to organizations.

Improving Efficiencies and Determining Effectiveness

A common theme throughout interviews and community workshops was the need for **clearer expectations, policy, and procedures** to improve efficiencies and determine effectiveness of grant funding. Stakeholders agreed it is difficult to understand and trust decision-making when policies are unclear or lack transparency.

“Transparency is very important. The GAC won't make everyone happy, but applicants deserve to know what to expect going into the process.”



Recommendation

The GAC should update the policy manual in response to the needs assessment and define policies in-writing. Transitioning to **biennial granting** for operational grants will improve efficiencies by decreasing paperwork for grantees and the GAC, freeing up time to focus on strategic grantmaking opportunities. Determining the effectiveness and impact of the grants program requires strategy, planning, collaboration, and focus on outcomes.⁹ This can be accomplished through developing stronger **relationships** with grantees; inviting grantees to present at GAC meetings, formalizing site visits, and supporting relationships and collaboration between grantees. We recommend acting on opportunities to “match” grantees and supporting peer learning and technical assistance. Sharing grantee performance results could also be used to improve services provided.

Conclusion

The challenges that the City of Roseville faces are not necessarily unique, but the foresight of city leaders to develop CBF, the generous spirit of REACH funds, and the compassion and dedication of community organizations are special. The recommendations in this report provide a framework that will remain a relevant guide for GAC recommendations and City Council funding decisions for years to come while also allowing the flexibility to adapt to changes and needs in the community.

Attachments

- A. Interview Protocol
- B. Interview Themes
- C. Flash Survey Data
- D. Roseville 2019 Point-in-Time Report
- E. Community Workshop Results “Sticky Wall”
- F. Performance Measurement Worksheets “How to Measure Impact”
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⁹ <https://results4america.org/what-works-toolkit/>



City of Roseville Community Needs Assessment Interview Protocol

Introduction: Thank you for your willingness to be interviewed today. We are working with the City of Roseville on a community needs assessment. This is the second phase of work that began with the historical assessment of the grant program in 2013. Our role is to further explore policy and funding topics identified during the historical assessment. The results of this assessment will be used to develop recommendations for a Grants Strategic Plan and is anticipated to be implemented in the FY2021/22 grant funding cycle.

We have a list of prepared questions, and will be taking notes, but nothing you say will be attributed to you by name to encourage candid responses. Do you have any questions before we begin?

Attendees:	Date:
Question	Response
Please tell us a little more about yourself, your position/role and your organization.	
What is your experience with the grant program and/or Grants Advisory Commission?	
In your opinion, what is the most important accomplishment achieved with the grant funding?	
What do you think is the best way to measure success of the grant program?	
In what ways do you think the GAC could improve the metrics used to measure the impact of the grant awards on the community? (ex: transactional/ quantitative, transformational/ qualitative, etc)	
What opportunities do you see to increase yearly grant funds? (ex: solicit businesses, fundraise, philanthropic partnerships, etc)	
What opportunities do you see to improve efficiencies and determine effectiveness of grant funding?	
Do you think the administrative costs of administering the Grant Program should be supported by the General Fund or covered by Grant Funds?	



The current grant service categories are: At-Risk Populations, Arts & Education, Capital Projects, Community Building, Environment & Animal Services, Health and Human Services. Do you think these are still the right categories? Are there ways to streamline?	
What are your thoughts about funding by service category – for example rotating annually on focus areas and/or setting aside percentages of funds to each category?	
What are your thoughts about revisiting serial requests – the policy of awarding funds to a single organization on a regular/annual basis?	
Do you see a need for prioritizing funding? If so, how would you go about determining what service category should be prioritized?	
What are your thoughts on establishing focus years – where grant funding would be strategically directed towards a single cause or a focused set of causes.	
Conclusion	
Are there any reports or data sources you think are important for us to be aware of in this process?	
Anything else you think is important for us to know?	
Anyone you think we should be sure to interview?	

Roseville CNA Stakeholder Interview Coding

Totals

In your opinion, what is the most important accomplishment achieved with the grant funding?	
Makes Roseville special/Shows a sense of community/making a difference serving needs of community	8
Who are we serving - larger & smaller grants; breadth of service	3
Gives funding to small grassroots orgs/seed money	2
Using both GAC funds and CDBG funds	1
Focus on "better" work, new projects	1
Discretionary funding is possible/available	1
Tangible things in community everyone uses - i.e. universally accessible park	1
Moving toward funding larger grants and big impact projects and fewer small grants/orgs	1
Has encourage great partnership/philanthropy with area businesses	1
What do you think is the best way to measure success of the grant program?	
Mixture of qualitative and quantitative/follow up	8
arts programs, parks)	5
Measurable data aligned with mission	3
Impact and number of citizens it affects	3
Social determinants of health - outcomes	2
Determining identity of GAC	1
Telling stories is important	1
In what ways do you think the GAC could improve the metrics used to measure the impact of the grant awards on the community?	
Standardize/make clear what GAC is prioritizing for funding	6
How many people minimally are being served (by particular program)	4
Come to agreement with grantees on how to measure success/clear about what data GAC is requesting	2
Provide training for potential grantees (ideas to include: match funding, data collection, using public reports to identify/prove need)	2
Determine extent funding is being used for purpose (Mid-cycle check)	2
Request data bi-annually (every other year)	1
Provide in-service training for GAC commissioners to ensure consistent scoring	1
Don't have stringent reporting requirements - GAC members arent trained to read them.	1
Best if grantee raises some of the needed funds - not exclusively reliant on public funding/grants	1

What opportunities do you see to increase yearly grant funds?

Matching fund	6
Business community (may need to see tax benefit)	4
Challenging to ask for more funds from already philanthropic community	2
City fundraisers - Quilt fundraiser, festival proceeds; new fundraisers like Rose Planter Sculptures around town	2
Big project - i.e. healthcare w Kaiser or Adventis Health	1
Sacramento Regional Foundation	1
Placer Community Foundation	1
Development agreements with new developers/City Manager	1
Expand REACH program	1
Placer Land Grant	1
Council discretionary fund	1

What opportunities do you see to improve efficiencies and determine effectiveness of grant funding?

Clearer expectations, policy and procedures for applicants	7
Annual reports added to website for accountability and transparency	3
Funding by function - hone in on categories	2
Should grants go to Roseville organizations or those serving the greater community	2
Two tracks: 1) big projects, 2) operations	1
Storytelling showcase/educational event - w/ voting on prioritized need/service category through purchased tickets	1
Invite applicants to present on org during GAC mtg	1
Favorably score matching funds	1
Don't score down if org doesn't have matching funds	1
Grants to orgs that are collaborating together	1
Provide multi-year (3 yr) operating support grants - which reduces annual reporting	1

Do you think the administrative costs of administering the Grant Program should be supported by the General Fund or covered by Grant Funds?

Costs s/b supported by general fund, not grant funds	3
City offers grant writing workshop	2
Ask grantees their methods for measuring success/what resources they have to measure	1
Believe orgs have capacity to collect data/doesn't need to be burdensome. Just need direction.	1
Start factoring in the overhead cost of administering the grant program	1

The current grant service categories are: At-Risk Populations, Arts & Education, Capital Projects, Community Building, Environment & Animal Services, Health and Human Services. Do you think these are still the right categories? Are there ways to streamline?

Yes, streamline. Need fewer categories/not duplicate or overlapping	9
Since fund originally came from hospital, should be applied along similar lines; look at original intent of GAC	4
Community Needs Assessment should guide before determining categories	3
What is the definition of need or benefit?	3
Categories creates creative writing on behalf of agencies to fit into prioritized service categories.	2
Would prefer funding arts, music, culture - see bigger benefit - quality of life	2
Need parameters for what it's NOT intended for	1
Embedded social work at Police Dept - Adults and children	1
Seniors aging.	1
Focus limited funds on core neighborhoods and non-profits that serve them.	1

What are your thoughts about funding by service category – for example rotating annually on focus areas and/or setting aside percentages of funds to each category?

Better; able to do more/full funding, fewer grantees	5
Need a framework for grants vs. discretionary; non-subjective scoring	3
Required paperwork must be done to be eligible	1
Orgs getting funding from multiple pots of city money - possibly adjust scoring?	1
Thinks a community survey could help determine priorities	1

What are your thoughts about revisiting serial requests - the policy of awarding funds to a single organization on a regular/annual basis?

Fund smaller, startup, more innovative programs; new ideas	3
Caution orgs that expect/rely on annual grant	3
Look at additional funding groups receive - orgs must be transparent about their budgets	2
Need to implement return on investment reporting	1
Consider if org provides unique (only) service in community	1
Don't punish old standbys - if prgram is doing good things, continue to fund	1

Do you see a need for prioritizing funding? If so, how would you go about determining what service category should be prioritized?

Funding c/b allotted by percent of target; critical, less critical, not critical - Developmental Model of prioritizing (strategic/innovative vs annual/operational/sustainable); different "pots"	7
Yes	3
Catching people "on the way down" - before becoming homeless/procrative programming; i.e. youth program	2
Project budget vs. operating budget - not rec'ing fund shouldn't impact project.	1
Score higher for collaborative projects	1
Focus on City council goals and community feedback.	1
Difficult dilemma arts vs hot meals (value both)	1
Need a clear ruberic for decision making	1
Prioritize underservd categories such as environment or animals	1
Score higher for projects which cover multiple categories	1

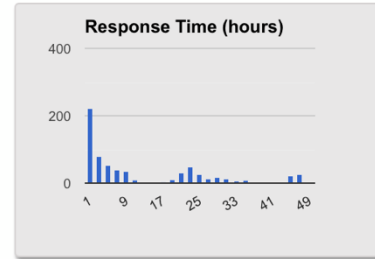
What are your thoughts on establishing focus years – where grant funding would be strategically directed towards a single cause or a focused set of causes.

Focus priority, plus structure for some funding for other things	3
Good if after a year meant able to get data/learn outcome and impact	1
2-year cycle	1
Possibly align focus with REACH program	1
If focus years, would depend on expecations of results and clear on decision to do so?	1
More focused funding leads to more success within those categories and city could fund smaller categories that need funding.	1

What are constituents concerned about? Biggest need?

Homelessness (although underlying issues at play also; is a symptom)	13
Mental health	3
Underserved youth	3
Transportation/Traffic	2
Ripe for gentrification	2
Affordable housing	2
Not much consituent outreach	1
Medical/Cancer	1
Safe and healthy community/parks/sports	1

**City of Roseville
Community Needs Assessment
FlashVote Survey Results**



Started:
Feb 5, 2020 11:37am
Ended:
Feb 7, 2020 11:32am
Target Participants:
All Roseville

Q1 The Citizens' Benefit Fund was established in 1993 following the sale of the city-owned Roseville Hospital. In recent years it has funded about \$350,000 of grants through a competitive grant process, to improve the quality of life for the citizens of Roseville.

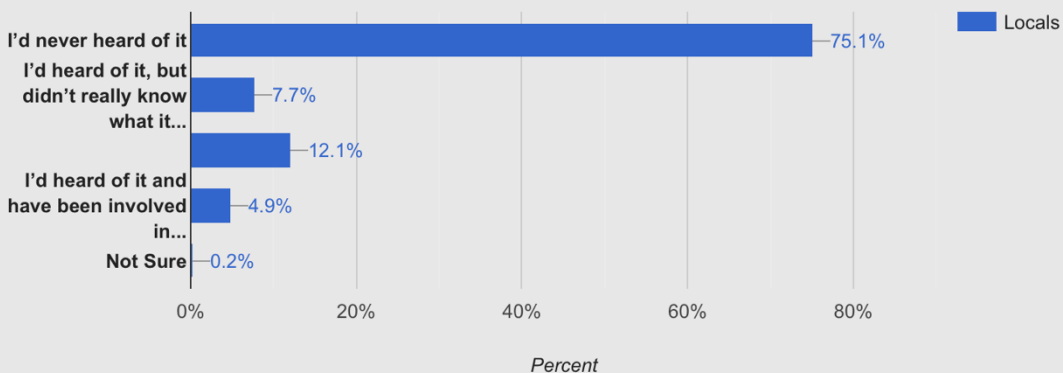
Prior to reading this, which of the following best describes what you knew about the Citizens' Benefit Fund?

(586 responses by locals)

[Touch chart bars for details]

[Show table view](#)

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Q2 Which of the following, do you think are the best ways to prioritize grant funding? (You can choose up to TWO)

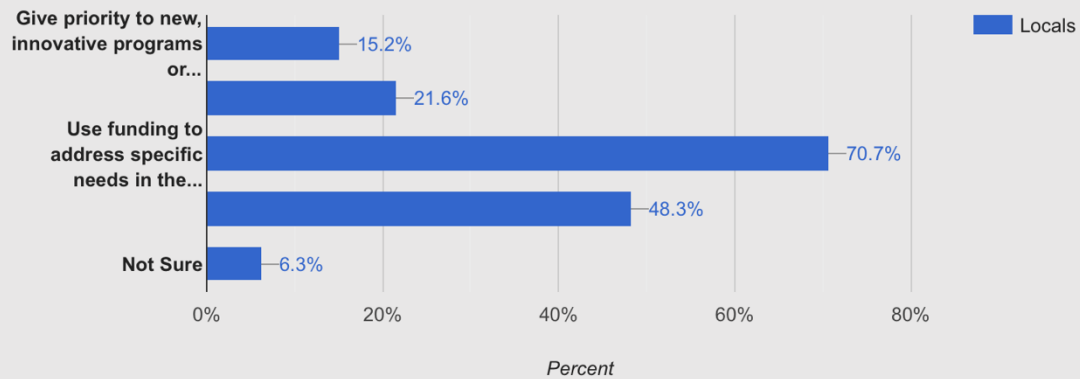
(559 responses by locals)

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Options	Locals (559)
Give priority to new, innovative programs or organizations	15.2% (85)
Give priority to proven programs or established organizations	21.6% (121)
Use funding to address specific needs in the community	70.7% (395)
Use funding to benefit as much of the community as possible	48.3% (270)
Not Sure	6.3% (35)

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Q3 What do you think are the best ways to share the results of grant funding with the community? (You can choose up to THREE)

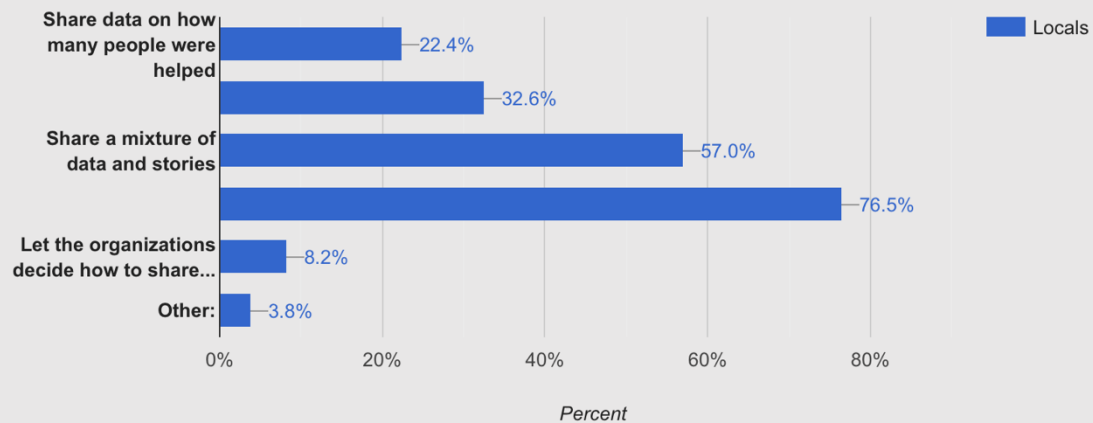
(558 responses by locals)

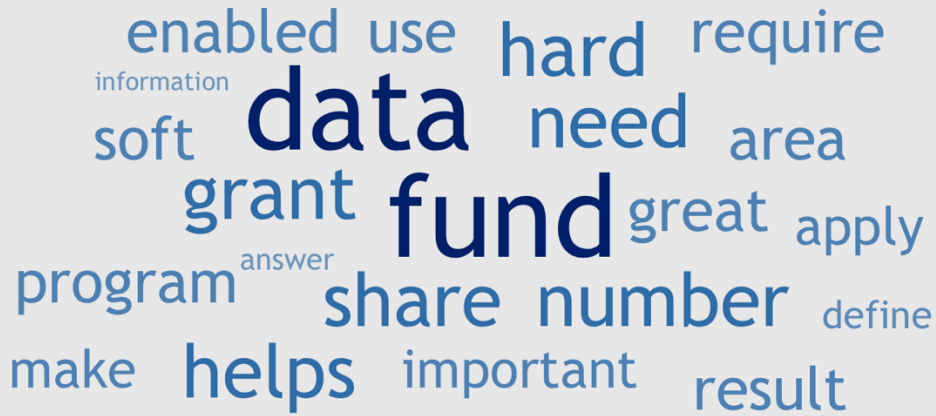
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Hide table view

Options	Locals (558)
Share data on how many people were helped	22.4% (125)
Share stories of who and how the funding helped	32.6% (182)
Share a mixture of data and stories	57.0% (318)
Share specific data on grant outcomes (number of people served, services delivered, things built, etc.)	76.5% (427)
Let the organizations decide how to share results of the funds they received	8.2% (46)
Other:	3.8% (21)

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Unfiltered responses

Show only the first 5 responses

These are difficult to answer without more information. Before this survey, had no idea about this

Make all grant information available on the web

Mixture, but do more than outputs. X number of kids who get y says nothing about impact long-term

For things hard to quantify (i.e. ease of use of public areas) share stories, otherwise data.

Think that there are a myriad of answers to this type of question!

And HOW to apply for the grant.

Transparency is important!

May not be "number of people helped" but maybe "number engaged/enjoying". Imagine art or music for

Share data on city website and continuously improve upon success metrics

Ask for specific need and require proof of spending as requested.

Publish a final report on the results of the program.

Would be great to know details of how the funds are spent. This is a great fund and opportunity.

add a new recipient and drop a former applicant every year so the fund stays vibrant

Both hard & soft data are important; hard data helps define reach & soft data helps define effect

Require some sort of longitudinal data follow up. Especially for any group that applies 2 times

all of the above

Independent audit

Never heard of this program

Enabling achievements--what indirect benefits were enabled as a result

Q4 Which of the following results would you most like the Citizens' Benefit Fund to achieve for Roseville? (You can choose up to THREE)

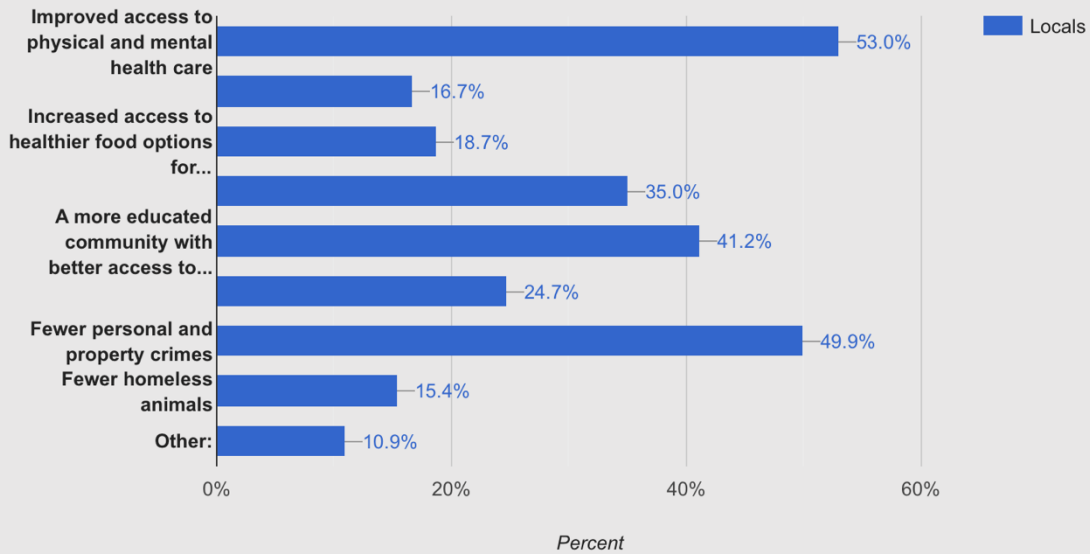
(551 responses by locals)

[Touch chart bars for details]

Hide table view

Options	Locals (551)
Improved access to physical and mental health care	53.0% (292)
A kinder, more accepting and inclusive community	16.7% (92)
Increased access to healthier food options for lower income communities	18.7% (103)
Improved access to housing for all	35.0% (193)
A more educated community with better access to vocational training	41.2% (227)
Thriving arts and cultural events	24.7% (136)
Fewer personal and property crimes	49.9% (275)
Fewer homeless animals	15.4% (85)
Other:	10.9% (60)

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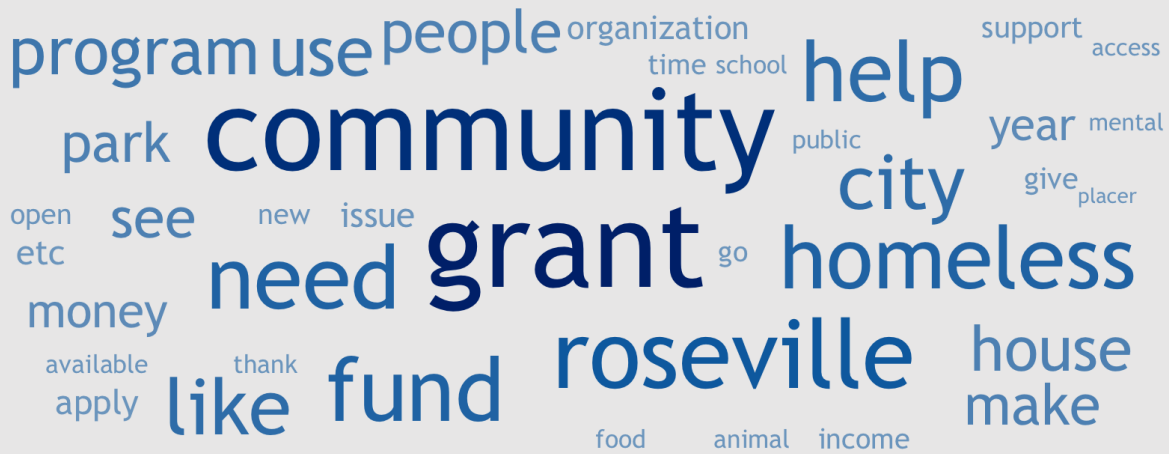


More police services
Fewer homeless people come to mind, but that may open a can of worms!
more police
LOWER TAXES!!!! No utility bill increases
Fewer homeless
Homeless population getting worse
Joint cooperative programs with other communities, to bring people together.
Fewer homeless people
Reducing homeless problem
Addressing various needs that can change each year based on annual community input
Address defined community needs identified by applicants
All of the above are handled by other programs. This fund would be redundant
Fewer homeless people
fewer homeless humans
Services for adults with developmental and intellectual disabilities
helping the homeless than want help
Fewer homeless people
expand hours for public libraries
get rid of the Republicans
Use to offset potential tax increases
How about using for homeless issues...the city seems to ignore their homeless issues
Help for the homeless
Use the funds to start beautifying areas the City has let deteriorate: Baseline Rd and Douglas Blv
fewer homeless people
For children! Put shade awnings in parks so kids can play outside!!! Makes them healthier!!!!
improved transportation for the elderly
More access to programs for learning disabled

Decrease homelessness through drug treatment and mental health services
efforts to help connect us as community to be better as a whole, better sharing, more supportive
Address the homeless situation so our natural areas are not destroyed
Services that improve quality of life for the underserved; including the elderly.
Help The Homeless re-enter
Outreach workers for the homeless/mentally ill
Cleanup Theiles Manor and Roseville Heights Neighborhoods and boost positive youthoutreach programs
Kill the rats!
Roseville centered. No city or county program
Build/create systems to get homeless off the streets and functioning in the community!
Promoting play and outdoor education for young kids
Small organizations benefiting kids or neighborhoods.
help the youth in the community thrive
Wider roads. Fewer houses.

Q5 Any other comments or suggestions about community needs or grants?

(114 responses by locals)



Unfiltered responses

Show only the first 5 responses

We need to focus on homelessness, mental health & drug addiction! It leads to property crime, diminished quality of life in the community, etc.

Open forum to discuss issues w residents. M

In the mid-1990's - Placer County HHS had a full-time staff person to liaison and assist the non-profits that focused on homeless populations and those at risk. I was that staff person!

More education about what it is and what it can do. Answering who should get the money seems lame in this survey. There should be some kind of proposal review and approval process that is transparent.

I do t believe that grants should be used towards business, that's what loans are for. Businesses assume a profit to repay loans. Grants should be used toward non-profit only and I. This instance towards something that Roseville is lacking which looks to be homeless assistance.

Let people vote on what gets done, and not a few that gives to the same over and over

Roseville is one of the best communities in California

The grants should be used to benefit the community, not to attract a group of outside people looking for a handout.

Who decides on the grant findings and how does the community get involved in that process. Not a comment, but a question :-)

Find funding solutions to widen I-80 into Sacramento. I know the majority of it lies in Sac County, but if something could set-up like the placer transportation authority that would be most beneficial.

we need to see some new models that humanize and empower aid recipients, e.g. allow food recipients to choose foods that they have facilities/knowledge to prepare, and fit in their ethnic diet, instead of being handed a generic bag of food. Low-income parents need to be included in choosing for their children, instead of marginalized. Build up the family, help them make choices, instead of telling them "if you are low-income, you obviously are incapable or unwilling to make appropriate choices for your children."

Not sure if these grants come with strings or to whom they are aimed. Greater publicity would be helpful in alerting the Roseville community of its existence and availability.

Grants should be granted for start-up, small business that is in Placer county

I'm a fan of the Tiny House communities going up around the nation and think helping our homeless and/or food insecure military vets should be a priority.

I like that you prioritize by issue type because if you just let us all vote on who gets a grant, people's answers would be biased toward their friends. We should do what works best, not what gives us the greatest political benefit.

I think that departments within the City of Roseville should NOT be allowed to apply for this very limited funding. The non-profit community has such limited resources that it is unfair for them to have to compete with the City programs. The City should be planning for these issues within the City Budget.

Apply the grant monies where it will help our community and it's residents. Look to new, innovative applications that will continue to move Roseville into the future

I am very concerned about the building of large complexes, i.e., new kaiser, adventist complex, the new health club, etc. We are being charged for water and asked to conserve water, yet you build complexes that take more water from residents. You want us to take away grass, which takes away oxygen. I am seriously concerned about decisions made by the council. Meadow Oaks has to wait for permit parking so Oakmont students won't be inconvenienced, even though they don't pay taxes. So we have to endure a crowded neighborhood until the end of the school year. These are just a couple of issues that do not make sense. I have tried on several occasions to be appointed to a board for Roseville, but I guess my resume does not compare to the residents that have been appointed. You would think that 28 years in the air force reserves and 41 years with the State of California are not enough, and processing remains from 9/11 and the thousands of dollars in charitable donations are not enough. Thank

Aging community members are struggling to afford housing medical ins and eat! We need more affordable places or assistance programs that are easy to qualify for and are prompt in payment!

Roseville is a great community, all outcomes from these funds should make it better and greener

What helps the community best is always going to be a matter of personal perspective. If you are lower income and struggling you desired results will likely include outreach and support. If you are middle to upper income it is more likely you will strive for better traffic flow, cleanliness of the community, etc. Regardless, I believe the voting questions are going to not directly appeal to everyone because most people are not going to regard the questions purely from a community perspective but through a personal perspective. "What does that grant and its results do for me?" rather than "What will that grant do for the betterment of the entire community regardless of income/social bracket?"

Housing for low and mid-level incomes must be a priority for the community.

I would like to see more policing of open spaces. Too many people trashing bike paths and walk ways. Could we get more trash cans put around town.

We need more culture and arts in Roseville.

I love that we donate, as a city, to organizations that help feed, house, etc. but I'd like to see this money going toward permanent improvements in our city for accessibility AND organizations that address the root causes of homelessness, poverty, etc. It's great to feed people (and we should do that) but let's help them get established and be able to feed and house themselves long-term.

I'd also like to see fewer homeless animals.

Develop a large soccer complex for tournaments with bathrooms and food available (could even be food trucks). This could be self supporting and bring more business to Roseville- motels, restaurants, etc. Soccer clubs could run /design it with City cooperation. My grandkids when living here went to Reno and down the valley for tournaments. Now living in Idaho they are coming to Davis for a tournament in May. This could be a big draw.

Publicize on the City of Roseville emails who got the grant, and what organization plans to do with the grant.

The CBF is such an important grant. Thank you for continuing its funding. Roseville citizens benefit significantly from its careful distribution.

Use the money to prevent utility bill increases for all!

Think that Roseville City does a great job with community needs.....maybe establishing a committee to see what are the needs of the community would be a start, which would by definition would evolve over time!

Leaving in this globally-connected world with mass online access to information, there should be not a problem to keep community aware how the funds are spent and how should be spent better by timely surveys...

thanks for letting us know about this.

Do not ignore programs and events that enhance the "Roseville experience" for those choosing to engage. Serving the needy and underserved should not be the only focus of grant funds.

More education/ on the job traing and job readiness/ apprenticeships opportunities for low income and homeless. There are jobs out there but without experience or training they won't hire people. I've tried for the past 9 years with no luck.

Grants should be given to those with the best results, do not give to existing organizations just because they exist. Provable results are needed, otherwise you end up wasting the money by giving to the guy with the next idea.

maybe just eliminate the Grant Fund, and addit back into the capital improvements fund and improve the infrastructure of Roseville for future generations.

Thank you for supporting the community with grants. Please choose a mix of new and established programs and spread the funds across a broad spectrum (rather than putting all the \$\$\$ in one basket, so to speak). Plant lots of seeds and see what develops.

The needs for alternative public transit options like maybe volunteer programs that could help disabled and seniors get to work and appointments

Attention to Communities that are in the least recognized, ie: middle income neighborhoods. As in, cleaning up and improving the edges of these communities of debris/trash, broken concrete/blacktops, trash cans and dog bag & trash posts that collect because they are on the cusp of vacant properties, parks, greenspaces, etc, ie: pathways, sidewalks, curbs, plantings... Also enforcing abandoned and unregistered vehicles on residential and business properties. AND lowering the speed limits on several roadways that have high accident incidents.

Give us monthly reports on grant effectiveness and why
Use the funding to assist the homeless relocate or help to a shelter
Education on how to apply and to what extent the community can be improved by this finding opportunity.
Affordable housing for young single, elders and people in public service jobs.
Allow the community to vote on projects.
Homelessness seems to be increasing. Sacramento County seems to have a worse problem than South Placer. Therefore, would it be wise to join with Sacramento County and City to share the cost of finding solutions that help both areas? Can we put housing in places where work could be available to pull these people back from destitution.
Housing is a huge issue all over Roseville. Anything that can be done to help with this issue is worth pursuing.
Stop babying homeless, put in mental facilities or jail....
Additional Police where needed including Home Depot as recurrent theft is an issue.
I think the issue of homelessness and real solutions to get people off the streets and helped should take the utmost priority. No one should be hungry or sleep in the freezing cold and rain or blistering heat on the streets
I think the survey would be better if we could rank all choices of grant recipient categories. Survey too simplistic. Also more information on grant details would help decision of survey response. Amount of grant, recipient reporting requirements, one time grant or only apply once every x years, current grant recipients.
It should be used for needed projects & services that don't have general funding. Something that will help the community that otherwise wouldn't happen.
Thank you. I would be interested and willing to serve on the selection committee.
More clarity on process of how awards are determined
More enforcement of speed limits in west Roseville
List Grant requests and have feedback from Community comment on pending proposals prior to awarding grants
Let's make sure everyone is housed and fed, with access to mental health services, before turning our attention to higher items on Maslow's hierarchy of needs.
I would like to learn more about the \$330k that has already been distributed.
You should promote it widely on social media to schools and nonprofits.
Please do not use the money for homeless programs.
Do not use to encourage more homeless to stay without trying to lift themselves out.
It makes sense for a multi year grant to include an increasing emphasis on helping the organization to become more self sustaining on their own fundraising.

I would love to have Roseville gain a reputation for being a place where people can Live safely. Maybe not fancy, but a roof, food, safety.

The grants should not be the primary source of funding for the entity applying for them. This creates an abusive situation where a nonprofit operating on a shoestring depends wholly on the city for its existence. It should have a broader donor base and not put elected officials in a no-win situation just because they have not diversified their funding base. If it's a great idea, then more funding sources than the city would jump on board; otherwise the nonprofit leverages ties with city council who are craving positive publicity to skew the vote.

As I have never heard of this program and have lived in Roseville since 2005, I'd love to where the funding has been given in the past. Is there a compilation of data available?

Maintain what makes Roseville the warm, welcoming community it's been while managing future growth and not forgetting the history that created this community..

as in much of California, Roseville's homeless (human) population is getting more visible and causing environmental problems with waste in our community.

Affordable housing affects all ages and it is scarce as hen's teeth. That should be a major use of grants.

Ones the also benefit rare medical diseases in the community would be nice.

we need more free activities for after school kids and skill training we need to be their for our kids to keep them safe from drugs and falling into crime we kids have mentors they are more likely to not to fall victims to drugs which lead to crime

Limit the number of times an organization can receive grant funding. They should not be dependent on the funds for their organization. They should be able to justify how they can continue their efforts when the grant funds are depleted. If organizations are granted funds every year, it makes it difficult for new organization to receive funding. Maybe allow an organization to apply every other year instead of every year.

Crime seems to be increasing! I don't feel as safe as I use to in Roseville.

fix the roads, more street traffic lights, get rid of Republicans, school board members need to be elected by district like the city council

Typically when the City asks for Input, they have already made a decision...they just like to placate us citizens!

There are certain areas like west Roseville and the Douglas Blvd corridor that are a mess. What about investing in these areas? There's trash everywhere, dead plants, broken sprinklers, and syringes on the ground.

Anything that promotes cultural diversity and global citizenship

I would like to be able to follow the grant process through how much is available each year, who applies, how much each organization gets and what benefit was achieved by the winning organization

Doing something about the increasing homeless population especially in our parks

We need to be mindful of how the traffic, homeless, parking has changed the quality of life for those that can't easily get around. Moms with more than 1 child- walking so far to get to parks or shopping. Bathrooms not accessible Or dirty these days, seniors can't walk far- available parking not close to shopping, or things they used to do. Many of us now have to stay home and can't use the trails, etc like we used too- you are creating a whole other problem with the community.

This is a great program, love it and how it comes gives back to the community. Your grant process is very labor intensive and time consuming is the only challenge.

No

Grants to improve safety for our police. Maybe education on all the ways the police help our community.

none

I would like Christian organizations and other religious organizations to be eligible for grants. Not sure if they already are or not.

Help or assist the most people possible. The needs of the many outweigh the needs of the one.

+ any efforts that help build momentum over time as 'in the long run' thriving (economy) + trade & arts community vs hand to mouth

I would like to see this grant program serve non-profits of all sizes that bring diverse enhancement to the quality of life for the most citizens of Roseville.

traffic is a community problem

Give people the support they need, especially in times of need, for them to be able to succeed. Further, lead by example (which is why I included "less homeless animals" as an important goal) rather than with rhetoric only. Overall, I believe we do a good job here in Roseville doing these things (using FlashVote being a prime example to seek community feedback). Keep up the good work. Keep things transparent (reporting+end user stories as mentioned before) and again, lead by example!

Thank you for reaching out for input. In my experience Grant money is valuable for making changes in the community.

The Maidu Museum used to have monthly Art presentations and talks. It would be wonderful if artists from a variety of Ethnic and cultural groups could be brought in to exhibit their work and make presentations.

Cleanup Theiles Manor and Roseville Heights neighborhoods. Build a community center in Theiles to help provide a location for youth outreach programs and other positive neighborhood ventures/meetings.

Can the results of the grants on the community be published as to outcomes? Or publish where the results can be found online. Thank you.

Rat population in the City of Roseville is out of control. With loss of snakes to control the rodent population, the rats will spread disease.

Increased in housing does not solve drug and alcohol problems, particularly for the homeless and mentally ill

Eliminate homeless issues

I am animal rights Conservative. When I see animals at the SPCA it breaks my heart. I'd like to see the SPCA get more funding so they can take care of more abused animals. Don't get me wrong, I have feelings for the homeless and the poor, but I think that sometimes we as a society don't treat our animals the way they should be treated.

With the high cost of housing, a grant program for young struggling families; providing healthy food choices, educational needs, and health care needs.

I heard it has recently become more difficult and restrictive to receive this grant.

Do not hire new positions like high priced boss with benefits and retirement. Instead use established director and employees to figure out how to channel the money. I feel we need more code enforcement for excessive street parking in newer neighborhoods, people should park in garages not on street or park in house driveway.

Prayers for wise choices

Reaching out to known 501(c)(3)s in the area, like Roseville Community Preschool. I am no longer at the school, but it has strong community support among its alumni and current families; would love to apply for a grant if they knew about it, I bet!

Nope

Full inclusion for people with disabilities!! Especially in Roseville schools!!!

Better publicize grant opportunities and how to apply.

Make the process easier.

Traffic is the number one complaint I hear from my friends and neighbors. Stop funding pet projects and fix our transportation system. You grant building permits with no real regard to traffic impacts. Build the roads and schools first!

Be sure information about grants gets to majority of citizens, maybe through emails. I have no idea what's available nor where to go to get the information.

Unemployment/under-employment

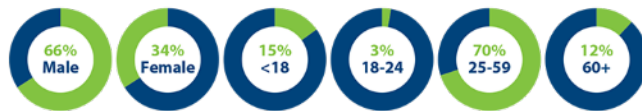
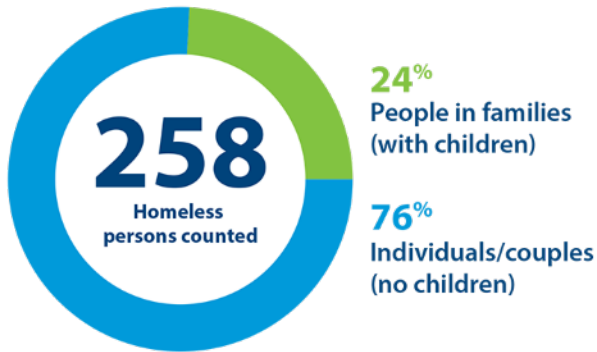
By "improved access to healthcare" I'm meaning, specifically, that we have a dearth of doctors available for our growing community. It often takes 4-6 months for new patients to see the doctor for the first time, and referral timeframes are prolonged. This appears to be an issue related to growth/expansion without the similar growth in medical service providers. I love all the new hospitals; this helps. But we need to find a way to attract talented medical professionals.

Homelessness 2019



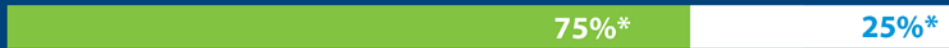
2019 Point-in-time count results

Each January, Placer County and its partners survey homeless individuals. A point-in-time count is only a snapshot reflecting those persons identified as homeless for one night and is not an absolute number. Many people move in and out of homelessness throughout a year.



Defined as currently homeless for a year or more OR 4+ episodes of homelessness in the past 3 years totaling a year or more, AND a disability of long, continued duration.

Most said they lived in Placer County at least 1 year before becoming homeless:



38%*

With a serious mental illness



29%*

With a substance abuse disorder



24%*

Who have lived in foster care or group homes



10%*

Currently fleeing domestic violence, sexual assault, dating violence or stalking situation



11%*

Veterans



Percentages marked with an asterisk (*) are calculated on the total number of responses received to the associated question(s) on the survey. Limited information was collected for people who were observed could not be interviewed.

Roseville Community Consensus Workshop

Sticky Wall

December 10, 2019



Green stickies represent column headings/descriptors created by workshop participants to classify ideas which follow in yellow/blue/orange (the latter colors have no significance other than distinguishing one column from another).

City of Roseville: Community Needs Assessment

Workshop: How to Measure Impact

Draft Goal:

Test A: Is the goal a result?	Action-oriented goals are tasks, projects, milestones, activities. They are hard to meaningfully measure. We want results-oriented goals because they are statements about how something will change for the better (<i>e.g. decrease traffic fatalities; increase graduation rates; keep projects on-time and within budget, etc.</i>).
<i>If no, write down the most important intended result(s).</i>	
Test B: Are there any weasel words?	Weasel word examples: <i>Agile, benefits, capacity, diversity, efficiency, holistic, inclusive, livability, productivity, sustainability.</i>
<i>If yes, replace the weasel words with plain language and write the new result(s):</i>	
Weasel words:	Meaning:
Test C: Is the goal multi-focused?	Multi-focused goal example: <i>Customers get their orders within the time they expected, for the cost they expected, and in as few steps as they expected.</i>
<i>If yes, write a separate result statement for each one area of focus:</i>	
Rewrite the draft goal as a results-oriented goal with no weasel words and a single focus. If you split out a multi-focused goal into more than one goal, write them all here.	
Rewrite the results-oriented goal here.	



List sensory evidence of the result (<i>When result is attained, we will see/hear/smell/taste/touch...</i>)			
Sense:		Description of evidence:	
See			
Hear			
Smell			
Taste			
Touch			
Create Potential Measures:	A performance measure is a quantification that provides objective evidence of the degree to which a result is occurring over time . <i>*See next page for strength and feasibility ratings.</i>		
Potential measure	Strength	Feasibility	Select?
1.			
2.			
3.			
4.			
5.			
Check the Bigger Picture: What could be the unintended consequences of achieving this result (<i>e.g. diverting resources away from other strategic activities, minority groups could be disadvantaged, etc.</i>)? Are there cause-and-effect or companion-or-conflict relationships to other results? What other results might you need to measure to help avoid these consequences?			
Name and describe the measures:			
Measure Name:		Measure Description:	

If our grantees were providing services and reporting on the above measures, would we know our City of Roseville community is getting healthier?



Rating	Strength	Feasibility
1	The measure could signal changes in the opposite direction to how the goal is actually tracking.	Don't have the data and it is impossible to get the data, at any cost.
2	The measure could signal changes that correlate poorly with how the goal is actually tracking.	Don't have the data and getting it is definitely more costly than we can afford.
3	The measure could signal changes that don't correlate strongly with how the goal is actually tracking.	Don't have the data, and while we can afford to get it, the benefit isn't worth the cost of getting it.
4	Could rely in part on this measure, but other measures are needed to track the goal.	Don't have the data, but we can afford to get it and the benefit is worth the cost of getting it.
5	Could rely mostly on this measure, but another measure would be useful to track the goal.	Have some of the data, and/or can easily get all the data needed.
6	Could rely solely on this measure as sufficient evidence to track the goal.	Have most of the data and can easily get the rest.
7	Could rely solely on this measure as complete evidence to track the goal.	Already have the right data for this measure.

For more information on developing performance measures, see [Practical Performance Measures](#) by Stacy Barr.

Healthier Community								
Neighborhood & Physical Environment	Education	Food	Community & Social Context				Health Care System	
Improved access to safe, affordable housing for all	More vocational education and training opportunities for all ages	Increased access to healthier food options for lower income communities	Kinder, more inclusive & connected community			Improved access to quality arts & cultural resources for all	Improved physical, mental and behavioral health, and wellness.	
Fewer police call-outs for domestic violence, sex assault and trafficking	More educated and accepting	Nutritional food options/access for lower income communities	Increased community volunteering	Acceptance of all community members	Connection to people & information in the community	Proposed outcome increases organization capacity to provide relevant services	Improved Mental Health (well-being)	Improved physical health
How many people retain housing	More engaged & equipped parents	Fewer kids on free- and reduced-priced lunch	Donated items	Participants at community activities reflect local demographics	Increased visitors to Roseville online resources (website/social media/flashvote)	Target audience meets or exceeds goal	Less drug overdoses	Lower hypertension rates
Fewer requests for utility assistance	Vocational training for anyone interested in work		Donated time	New attendees at community activities	Increased relational connections with others in the community	Increase of # of quality activities or events delivered	Less DUI arrests	Lower diabetes rates
Increased rental for units that accept pets	Higher HS Graduation rates		Donated funds		Increased attendance at community events	Increased enrollment or attendance in events and/or activities	Less incidences of domestic violence	Lower obesity rates
Reduction in requests for homeless prevention shelter & housing	Increase in continuing education beyond high school					Creation of new artistic works that are reflective of the community & add value to the environment	Less suicide attempts	Fewer ER visits
	Decrease in unemployment overall							
	Decrease in unemployment among specific groups - disabled, minority, etc.							

Menu of Measures

Target: Healthy Community

Measures represent ways in which grants/grantees efforts toward achieving priorities may be measured and tracked toward the Healthy Community target.

Neighborhood & Physical Environment

- Fewer police call-outs re: domestic violence, sex assault, and trafficking
- How many people retain housing
- Fewer requests for utility assistance
- Increased rental for units that accept pets
- Reduction in requests for homeless prevention shelter & housing

More vocational education training and training opportunities for all ages

- More educated and accepting
- More engaged & equipped parents
- Vocational training for anyone interested in work
- Higher high school graduation rates
- Increase in continuing education beyond high school
- Decrease in unemployment overall
- Decrease in unemployment among specific groups – disabled, minority, etc.

Community/Social Context:

Kinder, more inclusive & connected community

Increased Community Volunteering

- Donated items
- Donated time
- Donated funds

Acceptance of all Community Members

- Participants at community activities reflect local demographics
- New attendees at community activities

Connection to People & Information in the Community

- Increased Visitors to Roseville online resources (website/social media/flashvote)
- Increased relational connections with others in the community
- Increased attendance at community events



Food

- Nutritional food options/access for lower income communities
- Fewer kids on free- and reduced-price lunch

Health Care System

Improved Mental Health (well-being)

- Less drug overdoses
- Less DUI arrests
- Less incidences of domestic violence
- Less suicide attempts

Improved Physical Health

- Lower hypertension rates
- Lower diabetes rates
- Lower obesity rates
- Fewer ER visits

Community/Social Context:

Improved access to quality arts & cultural resources

- Proposed outcome increases organization capacity to provide relevant services
- Target audience meets or exceeds goals
- Increase of # of quality activities or events delivered
- Increased enrollment or attendance in events and/or activities
- Creation of new artistic works reflective of the community & add value to the environment