

**Council Meeting: June 7, 2011**

**SUBJECT:** Reconsideration of Human Services Awards for FY 2011-12 (portion of RTC 11-094 regarding 2011 Action Plan) **Public Hearing**

**REPORT IN BRIEF**

On May 10, 2011, the City Council reviewed and took action on RTC 11-094, *Approve Housing and Urban Development (HUD) Action Plan for FY 2011-12*. That Report contained two staff-recommended alternatives: 1) Approve 2011 Action Plan; and 2) provide \$100,000 in supplemental General Funds for Human Services Grants. Council approved Alternative 1 as recommended, and approved a modified version of Alternative 2, providing approximately 50% of the General Fund supplement recommended by staff. This new Report to Council has been prepared in response to Council's request to reconsider Alternative 2, which may or may not trigger the need to amend the Action Plan and/or resubmit the amended Action Plan to HUD for approval, as explained below.

This report clarifies issues related to using the criterion of cost per client, which Council used as the primary factor in selecting grantees in their action on May 10th, and highlights the impact to the General Fund of various funding alternatives. Staff has provided several new alternatives for consideration, several of which are modified slightly from those originally provided in RTC 11-094. These alternatives are provided in **Attachment A** to this RTC.

Staff recommends **Alternative 2**, which uses the pro-rata allocation method recommended by the HHSC, except for "full funding" of Sunnyvale Community Services at \$75,000, consistent with Council's action on May 10th. If approved, **Alternative 2** would require a Substantial Amendment to the Action Plan, as it would reduce funding to five of the CDBG-funded agencies by more than 30% compared to the allocations provided in the Action Plan.

**BACKGROUND**

The 2011 competitive process for human services grants began with issuance of a Request for Proposals (RFP) by staff in January 2011, followed by public hearings before the Housing and Human Services Commission (HHSC) in February and March 2011, consistent with City policies and the citizen participation requirements in the Consolidated Plan. A total of 29 proposals were received. One agency was determined ineligible for funding. The HHSC recommended awarding grants to 18 of the 28 eligible proposals. The 18

proposals recommended for funding are listed on the Funding Alternatives Table provided in **Attachment A**.

The HHSC used a maximum funding amount of \$347,000 to determine “ideal” award amounts for the 18 selected proposals, and directed staff to reduce the award amounts as needed based on the actual amount of funds available, keeping the percentage of funds awarded to each proposal constant, or in other words to pro-rate the awards based on the amount of funding reduction. The actual grants to human services agencies are awarded conditionally, subject to the final allocation from HUD and City Council action to approve the final budget for FY 2011-12. A summary of the staff and Commission recommendations from the March and April 2011 Commission meetings is provided in **Attachment B**.

On May 10<sup>th</sup>, Council acted to award human services grants to those programs for which the “cost per client” does not exceed \$1,000 (rounded to the nearest \$100), according to data provided in a staff memo on May 10<sup>th</sup>, and waived the Council Policy limiting the maximum grant to any single program to 25% of the total funds available in order to provide \$75,000 to Sunnyvale Community Services. This action reduced the General Fund supplement to \$48,283 from the \$100,000 recommended by staff, and resulted in eleven grants being awarded, rather than the eighteen recommended by staff and the Housing and Human Services Commission.

Following that meeting, a number of agencies sent letters, made phone calls and/or visits to Council regarding their grant proposals which were not funded. A number of the agencies spoke during the public comment period of the May 24<sup>th</sup> Council meeting. The HHSC chair also spoke in support of the Commission’s recommendation. Staff received new data from one of the agencies regarding client service utilization rates for the FY 2009-10 year. During the May 24, 2011, City Council meeting, Council voted to reconsider the human services grants at their June 7<sup>th</sup> meeting.

On May 24<sup>th</sup>, staff provided a Modified Agency Cost Analysis table (**Attachment C**) that showed additional information about the 18 human service agencies that were originally recommended for funding by the Housing and Human Services Commission (HHSC), such as program location and total Sunnyvale clients served by the program, regardless of funding source. Some confusion was expressed concerning the data on number of clients served by a program. This table shows client numbers in two different columns: the fourth column from the left “SV Clients Served” shows the number of clients that could be served *by the proposed City grant amount*. This number is calculated by dividing the proposed City grant amount by the agency’s “cost per client,” and is required by HUD for annual CDBG reporting purposes. The fourth column from the right shows “Total Sunnyvale Clients Served” by the

program. This number is provided by the agency based on whatever annual reports they have available, and counts all Sunnyvale residents that are served by the program, regardless of what funding source is paying for that service. Generally most of these services are paid for by non-City sources, because the City grant generally represents just a fraction of the cost to provide these services to Sunnyvale residents. In addition, many programs serve residents of other cities. The column third from the right shows "Total Clients Served Annually, All Locations". This counts all clients of the program, regardless of where they live, where they received the service, or which funding source was used to provide the service. According to the City grant terms, Sunnyvale grant funds may not be used to serve non-Sunnyvale residents.

On May 10<sup>th</sup>, Council chose which grants to approve based largely on a criterion of cost per client. Subsequently, the Director of the Senior Nutrition Program provided additional data to staff that showed a lower rate of service usage per Sunnyvale resident (fewer meals eaten per year), which results in a lower cost per client. Another agency clarified a slightly lower average number of service hours per client.

- o Sunnyvale Senior Nutrition: Average number of meals eaten by Sunnyvale clients in FY 2009-10 was actually 65 meals per client (not 162 as originally calculated.) This significantly drops the cost per client to \$455 and number of clients served increases to about 34. The unit cost of \$7 per meal has not changed.
- o Family and Children Services - The cost per client dropped slightly from \$981 to \$910 because of a slight refinement to the calculation, and number of clients served increases to about 23.

### **EXISTING POLICY**

#### **2010-2015 Consolidated Plan:**

Goal B      Alleviation of Homelessness

Objective: Help people who are currently homeless or at imminent risk of homelessness.

Goal C      Community Development

Objective: Support provision of essential human services, particularly for special needs populations.

### **Human Services Policy 5.1.3**

*Policy Purpose:* The City shall make its best efforts to provide supplemental human services, which include but are not limited to emergency services, senior services, disabled services, family services, and youth services.

*VIII. Evaluation Process:* The Housing and Human Services Commission shall develop evaluation criteria, which criteria must be consistent with adopted Council policy. Staff and the Commission will apply these criteria uniformly to all applications reviewed.

### **DISCUSSION**

Council Policy 5.1.3, "Human Services", adopted in 1981 and last amended in 2006, establishes funding policies, eligibility and evaluation criteria, and procedures for the City and applicants to follow regarding human services funding for eligible non-profit agencies. (**Attachment D**) The criterion of cost per client is not included anywhere in C.P. 5.1.3, nor in the RFP which was reviewed and approved by the Commission, which included evaluation criteria consistent with the Council Policy. Factors such as cost per unit or per client are, to some extent, implicitly embedded in some of the broader evaluation factors, such as cost-effectiveness, and were evaluated to the extent possible under those categories, given the amount of information available, but it was not used as the sole criterion for funding recommendations by staff or the Commission.

While cost per client is one comparative indicator, the type of services provided and the corresponding unit cost vary significantly among agencies. For instance, a meal or a bag of groceries is considerably less costly than more intensive counseling services. It is a philosophical or subjective opinion regarding which service is a more critical safety net social service. Staff and the HHSC evaluated a broad list of criteria listed in the RFP to determine the value of services to Sunnyvale residents and the larger community.

There is also a requirement associated with the CDBG funds that proposals for CDBG public services funds address the priority needs stated in the City-adopted 2010-2015 HUD Consolidated Plan, which include basic needs assistance for lower income residents, such as food, shelter, health/mental health care, transportation, and supportive services for seniors, disabled people, homeless people, families with children, and at-risk youth. Finally, some of the criteria are not easily quantified such as Commissioners' overall impression of the agencies based on extensive site visits.

Agencies usually receive only a small fraction of their total program budget from the City grants, so the portion proposed for Sunnyvale funding is highly flexible. If agencies knew prior to submitting a proposal that cost per client would be a key criterion in the decision-making process, most of the agencies

could have easily submitted a different proposal to fund a narrower scope or smaller unit of services to lower the unit cost and thereby lower the per client cost. For instance, Live Oak offers multiple day care and referral services for seniors, but benefited from only proposing funding for their meals program which has a low unit and per client cost. Conversely, Abilities United provides a range of services for the special needs population and could have proposed funding for their aquatics program only which has a considerably lower cost per client of \$530 (per their cost breakdown in their application.)

### **CDBG Action Plan Amendment Requirements**

If the grant amounts to any single agency previously included in the Action Plan are reduced by 30% or more compared to the amounts previously approved on May 10<sup>th</sup>, a substantial amendment will be required in accordance with HUD requirements and the City's Citizen Participation Plan, which is part of the Consolidated Plan. A substantial amendment requires publishing a notice in the newspaper describing the proposed amendment, providing a thirty-day public comment period, and holding a public hearing before the Commission or Council prior to submitting the amended Plan to HUD for approval. Of the alternatives provided in this Report, Alternative 2 would require a substantial amendment because five of the agencies currently listed in the Action Plan would receive funding reductions in excess of 30% compared to the amounts currently provided in the Action Plan. The other Alternatives would require either no amendment or a minor amendment, which does not require submittal to HUD for advance approval, nor a 30-day public notice or additional public hearing.

### **New Alternatives:**

**Attachment A** to this RTC provides five alternatives, of which three are new, one was included in the prior RTC, and the other does not change the Council Action on May 10<sup>th</sup>. All alternatives include \$197,717 in CDBG funds, and all are within the planned budget allocation of \$100,000 in supplemental General Funds, as provided in the Adopted 2010-11 Projects Budget (see Fiscal Impact section for details). The General Fund savings identified are calculated based on comparison to the current adopted 20-year Financial Plan, which includes a maximum General Fund supplement of \$100,000 per year. City Council policy allows for annual review and adjustment of this amount by the Council to consider available CDBG funds and larger budget issues. **Attachment A** provides the grant amounts that each program would receive under each alternative.

**Alternatives per Attachment A**

Alternative Description		General Funds Savings
1. Original HHSC/Staff Recommendation	Award grants to 18 programs in the pro-rated amounts recommended by the HHSC, using the available CDBG funds (\$197,717) as submitted in the Action Plan and \$100,000 in General Funds.	\$0
2. Amended Staff Recommendation	Award grants to the same 18 programs, reducing the grants to 17 agencies by 62.9 % from the “Full Funding” amounts recommended by the HHSC to accommodate the reduction in General Funds and a proportionally larger award to Sunnyvale Community Services, which shall receive \$75,000 with a waiver of the 25% maximum set by Council.	\$51,629
3. May 10 <sup>th</sup> Decision (No Action)	This alternative makes no change from the grant amounts approved by Council on May 10 <sup>th</sup> , as shown on the Table in Attachment A.	\$51,717
4. May 10 <sup>th</sup> grants plus two new agencies with cost/client < \$1,000 at Full Funding	Maintain the grants approved on May 10 <sup>th</sup> and add grants for Sunnyvale Senior Nutrition Program and Family and Children Services at the “full funding” amounts (requires additional \$42,000 in General Funds).	\$9,717
5. Cost per Client under \$1,000k at pro-rated level	Fund the 11 grants approved on May 10 <sup>th</sup> plus those for the Senior Nutrition Program and Family and Children’s Services, but reduce funding for all agencies to the “Pro-rated” amounts listed in Alternative 1 (this is nearly 15% less than the full funding amounts).	\$50,620

Alternatives 3, 4 and 5 rely on cost per client as the primary criterion for reducing funding from 18 agencies as recommended by the HHSC to 11 or 13 agencies. Staff cautions against reliance on this criterion for the following reasons:

- While this criterion was considered by the HHSC and staff in the evaluation of proposals, it was not emphasized as a defining criterion in the Request for Proposals (RFP) for rating and determining agency funding. If it was defined upfront in the RFP as a critical evaluation factor, many agencies could have easily redefined their scope of services in their grant proposal to increase the number of clients served and to reduce the cost per client.
- Cost per client is a difficult criterion for a comparative analysis of agency proposals because of significant differences in the scope, type and cost of services between agencies. Some agencies priced out a more

comprehensive and expensive unit(s) of service for funding, whereas other agencies that also offer multiple services defined a narrower or more specific portion of their program for city funding. This can significantly affect the calculation of “cost per client” among agencies.

- Reliance on this criterion diminishes consideration of other equally important factors that were evaluated by HHSC and staff in their final recommendations for funding. For instance, the evaluation process considered: the convenience and accessibility of agency facilities proposed to serve Sunnyvale residents; past agency experience, performance and reporting; the diversity and amount of expressed “safety net” needs in the community during the public hearing process; the importance of city funds for leveraging other potential agency funding; and overall impressions of the agencies’ programs based on site visits and interviews by HHSC commissioners. The evaluation criteria in Council Policy are provided in **Attachment D**, Council Policy 5.1.3, Human Services.

### **FISCAL IMPACT**

All of the alternatives recommended in this Report are within the planned budget allocation for this project (#819720 “Outside Group Funding Support - GF”) for FY 2011-12 in the 2010-11 Adopted Budget and Resource Allocation Plan, Volume III, Projects Budget, which provides up to \$100,000 in General Funds annually for the life of the Twenty-Year Financial Plan. All of the alternatives listed above are within this allocation, therefore none of them would create any new impact to the General Fund. Alternative 1 provides no change from the Twenty-Year Plan. Alternatives 2 through 5 would range in savings from approximately \$10,000 to \$52,000 compared to the Financial Plan. However many of the human services programs funded ultimately create savings in the form of fewer calls for assistance from Public Safety, reduced vandalism, truancy, homelessness or other emergencies which often require more costly city interventions, therefore it is unknown exactly how much savings would actually be realized by reducing the budget for human services.

### **PUBLIC CONTACT**

Public Contact was made by posting the Council agenda on the City’s official notice bulletin board outside City Hall, in the Council Chambers lobby, at the Sunnyvale Senior Center, Community Center and Department of Public Safety; and by making the agenda and report available at the Sunnyvale Public Library, the Office of the City Clerk, and on the City’s website. Human service agencies were also informed that the City Council would be reconsidering its May 10 decision. Correspondence received from several grant applicants and their clients and the HHSC Chair since May 10<sup>th</sup> is provided in **Attachment E**.

**ALTERNATIVES**

1. Award grants to 18 programs in the pro-rated amounts recommended by the HHSC, using the available CDBG funds (\$197,717) and \$100,000 in General Funds.
2. Award grants to the 18 programs in the amounts listed on Attachment A, Alternative 2, and direct staff to prepare a Substantial Amendment to the Action Plan, and arrange for the required public notice and hearing.
3. Take no action. Grants approved on May 10<sup>th</sup> will be included in the Recommended Budget for Council approval in June.
4. Fund up to two additional agencies with General Funds that are currently unfunded but have a cost per client of less than \$1,000: Sunnyvale Senior Nutrition Program and Family and Children Services.
5. Fund the 11 grants approved on May 10<sup>th</sup> plus those for the Senior Nutrition Program and Family and Children's Services, but reduce funding for all agencies to the "Pro-rated" amounts listed in Alternative 1.

**RECOMMENDATION**

Although staff had originally recommended **Alternative 1** in its RTC to the City Council on May 10, given Council's action on May 10<sup>th</sup> to reduce the General Fund supplement by approximately fifty percent, staff now recommends **Alternative 2**. This alternative distributes on a pro-rata basis (except full funding for Sunnyvale Community Services) the available CDBG funds and \$48,371 in General Funds to the same 18 agencies recommended by the HHSC. **Alternative 2** is consistent with Council Policy on Human Services, the Council-adopted Five-year HUD Consolidated Plan, and the HHSC recommendations and desire to fund a larger number of agencies. It also maximizes the leveraging of city funds to address the diverse human service needs in Sunnyvale. **Alternative 2** requires a Substantial Amendment to the Action Plan, which staff would process subsequently if approved by the City Council.

Reviewed by:

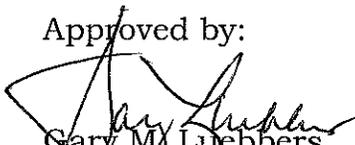


Hanson Hom, Director, Community Development

Suzanne Isé, Housing Officer

Prepared by: Katrina L. Ardina, Housing Programs Analyst

Approved by:



Gary M. Luebbbers  
City Manager

**Attachments**

- A. Funding Alternatives Table dated 5/31/11
- B. Summary Table of Prior Recommendations
- C. Modified Agency Cost Analysis Table dated 5/24/11
- D. Council Policy 5.1.3, Human Services
- E. Written comments received from applicants and HHSC Chair

# **ATTACHMENT A**

## **Funding Alternatives Table dated 5/31/11**

**Funding Alternatives**  
6/1/2011

Agency Name and Program	HHSC Basis for Pro-Rata Allocations	ALTERNATIVE 1 Original HHSC/Staff Recommendation*	ALTERNATIVE 2 Amended HHSC/Staff Recommendation	ALTERNATIVE 3 City Council May 10 Decision	ALTERNATIVE 4 City Council Decision incl/ two agencies w/Cost per Client under \$1,000K	ALTERNATIVE 5 Cost per Client under \$1,000K	Cost per Client Rank
Allocation Type	Full Funding	Pro-Rata Distribution	Pro-rata Distribution SCS Full Funding	Full Funding	Full Funding	Alternative 1 Pro Rata Distribution	
<b>CDBG Funds</b>	\$ 247,000	\$ 197,717	\$ 197,717	\$ 197,717	\$ 197,717	\$ 197,717	
<b>General Funds</b>	\$ 100,000	\$ 100,000	\$ 48,371	\$ 48,283	\$ 90,283	\$ 49,380	
<b>First United Methodist Church:</b> Sunnyvale Senior Nutrition Program	\$18,000	\$ 15,444	\$ 11,322	\$ -	\$ 18,000	\$15,444	9
<b>Sunnyvale Community Services:</b> Emergency Food/Financial Assistance	\$75,000	\$ 64,348	\$ 75,000	\$ 75,000	\$ 75,000	\$64,348	5
<b>YWCA Silicon Valley:</b> Domestic Violence Support Network	\$21,000	\$ 18,017	\$ 13,209	\$ 21,000	\$ 21,000	\$18,017	4
<b>Friends for Youth:</b> Mentoring for At-Risk Youth	\$10,000	\$ 8,580	\$ 6,290	\$ -	\$ -		14
<b>Family &amp; Children Services:</b> Youth Counseling for At-Risk Youth	\$24,000	\$ 20,591	\$ 15,096	\$ -	\$ 24,000	\$20,591	13
<b>MayView Community Health Center</b>	\$20,000	\$ 17,159	\$ 12,580	\$ 20,000	\$ 20,000	\$17,159	8
<b>Senior Adults Legal Assistance</b>	\$8,000	\$ 6,864	\$ 5,032	\$ 8,000	\$ 8,000	\$6,864	2
<b>EHC LifeBuilders:</b> Winter Shelter at Sunnyvale Armory	\$25,000	\$ 21,449	\$ 15,725	\$ 25,000	\$ 25,000	\$21,449	6
<b>Outreach &amp; Escort:</b> Senior Transportation and Resources	\$35,000	\$ 30,029	\$ 22,015	\$ 35,000	\$ 35,000	\$30,029	7
<b>Catholic Charities:</b> Long-Term Care Ombudsman	\$10,000	\$ 8,580	\$ 6,290	\$ 10,000	\$ 10,000	\$8,580	1
<b>West Valley Community Services:</b> Haven to Home Case Management	\$9,000	\$ 7,722	\$ 5,661	\$ -	\$ -		17
<b>The Health Trust:</b> Meals On Wheels	\$8,000	\$ 6,864	\$ 5,032	\$ 8,000	\$ 8,000	\$6,864	12
<b>Bill Wilson Center:</b> Family & Individual Counseling	\$26,000	\$ 22,307	\$ 16,354	\$ 26,000	\$ 26,000	\$22,307	10
<b>Abilities United:</b> Aquatic & Occupational Therapy, early intervention & services for disabled people of all ages	\$10,000	\$ 8,580	\$ 6,290	\$ -	\$ -		18
<b>Santa Clara Family Health Foundation:</b> Healthy Kids Program	\$18,000	\$ 15,444	\$ 11,322	\$ -	\$ -		15
<b>Catholic Charities:</b> Day Break III Adult Day Care	\$12,000	\$ 10,296	\$ 7,548	\$ -	\$ -		16
<b>Live Oak Adult Day Services:</b> Senior Lunches	\$11,000	\$ 9,438	\$ 6,919	\$ 11,000	\$ 11,000	\$9,438	11
<b>Generations Community Wellness Centers:</b> Movetriton	\$7,000	\$ 6,006	\$ 4,403	\$ 7,000	\$ 7,000	\$6,006	3
<b>TOTAL</b>	<b>\$347,000</b>	<b>\$ 297,717</b>	<b>\$ 246,088</b>	<b>\$ 246,000</b>	<b>\$ 288,000</b>	<b>\$247,097</b>	

Shaded in yellow - Agencies included in  
Action Plan to HUD

\* Not including  
additional \$61K  
recommended by  
HHSC

Shaded = added  
agencies with cost/client  
<1K

If SCS provided full  
funding of \$75K, total is  
\$257,748

# **ATTACHMENT B**

## **Summary Table of Prior Recommendations**

**Attachment B: Summary of Recommendations and Prior Cycle Funding Awards**

Please see explanatory Notes on Reverse.

				March HHSC Meeting Recommendations					April HHSC Meeting	May 10th Council Meeting
Agency	Program	Prior 2-Year Cycle Awards (FYs 2009 & 2010)	Amount Requested for FY 2011	Staff Recommendation to HHSC Assuming 10% CDBG Cut	Staff Recommendation Assuming 30% CDBG Cut	HHSC Allocations based on "Full funding" scenario	HHSC Recommended Pro-Rata Shares of Available Funding	HHSC Recommendation applied to Actual CDBG Cut (17%) 4	HHSC Recommendation Using \$61k of BSF + \$100k GF	Council Approved Grants
First United Methodist Church	<b>Sunnyvale Senior Nutrition Program</b>	\$ 20,432	\$ 21,286	20,000	20,000	\$ 18,000	5.2%	\$ 15,444	\$ 18,000	\$ -
<b>Senior Adults Legal Assistance</b>	Legal assistance for Sunnyvale Elders	\$ 6,836	\$ 10,000	10,000	10,000	\$ 8,000	2.3%	\$ 6,864	\$ 8,000	\$ 8,000
<b>Outreach &amp; Escort</b>	Senior Transportation and Resources (STAR) Program	\$ 17,702	\$ 40,000	25,000	25,000	\$ 35,000	10.1%	\$ 30,029	\$ 35,000	\$ 35,000
<b>MayView Community Health Center</b>	Primary Health Care & Disease Prevention	\$ 10,644	\$ 20,580	20,000	20,000	\$ 20,000	5.8%	\$ 17,159	\$ 20,000	\$ 20,000
Catholic Charities	<b>Long-Term Care Ombudsman</b>	\$ 18,775	\$ 12,000	12,000	12,000	\$ 10,000	2.9%	\$ 8,580	\$ 10,000	\$ 10,000
EHC LifeBuilders	<b>Sunnyvale Armory Winter Shelter Program</b>	\$ 24,461	\$ 25,000	25,000	25,000	\$ 25,000	7.2%	\$ 21,449	\$ 25,000	\$ 25,000
<b>Bill Wilson Center</b>	Family & Individual Counseling	\$ 15,864	\$ 35,000	12,000	12,000	\$ 26,000	7.5%	\$ 22,307	\$ 26,000	\$ 26,000
<b>Sunnyvale Community Services</b>	Emergency Food & Financial Assistance	\$ 77,019	\$ 85,000	50,000	50,000	\$ 75,000	21.6%	\$ 64,348	\$ 75,000	\$ 75,000
The Health Trust	<b>Meals On Wheels</b>	\$ 8,520	\$ 8,840	10,000	10,000	\$ 8,000	2.3%	\$ 6,864	\$ 8,000	\$ 8,000
Catholic Charities	<b>Day Break III</b>	\$ 5,853	\$ 15,000	14,000	14,000	\$ 12,000	3.5%	\$ 10,296	\$ 12,000	\$ -
<b>Family &amp; Children Services</b>	Youth Counseling	\$ 20,057	\$ 32,000	24,000	24,000	\$ 24,000	6.9%	\$ 20,591	\$ 24,000	\$ -
<b>Abilities United</b>	Services for Disabled Sunnyvale Residents	\$ 5,258	\$ 14,150	10,000	10,000	\$ 10,000	2.9%	\$ 8,580	\$ 10,000	\$ -
YWCA Silicon Valley	<b>Domestic Violence Support Network</b>	\$ 18,842	\$ 35,000	16,000	16,000	\$ 21,000	6.1%	\$ 18,017	\$ 21,000	\$ 21,000
<b>Friends for Youth</b>	Positive Alternatives for Sunnyvale Youth (Mentoring Program)	\$ 10,913	\$ 13,096	11,000	-	\$ 10,000	2.9%	\$ 8,580	\$ 10,000	\$ -
Santa Clara Family Health Foundation	<b>Healthy Kids Program</b>	\$ 14,194	\$ 20,138	14,000	-	\$ 18,000	5.2%	\$ 15,444	\$ 18,000	\$ -
Generations Community Wellness Centers	<b>Movetrition 2</b>	did not apply / new program	\$ 10,800	10,000	-	\$ 7,000	2.0%	\$ 6,006	\$ 7,000	\$ 7,000
<b>Live Oak Adult Day Services</b>	Lunch Program	\$ 12,639	\$ 13,271	-	-	\$ 11,000	3.2%	\$ 9,438	\$ 11,000	\$ 11,000
<b>West Valley Community Services</b>	Homeless Case Management "Haven to Home" Program <sup>1</sup>	\$ 10,774	\$ 15,000	-	-	\$ 9,000	2.6%	\$ 7,722	\$ 9,000	\$ -
<b>Shelter Network of San Mateo County</b>	Haven Family House	did not apply in 2009	\$ 24,000	10,000	10,000	\$ -	0.0%	\$ -	\$ 0	\$ -
<b>Maitri</b>	Supportive services for tenants of Maitri House	did not apply / new program	\$ 5,000	-	-	\$ -	0.0%	\$ -	\$ 4,000	\$ -
<b>Senior Housing Solutions</b>	Case Management for SHS' Tenants	\$ 9,025	\$ 12,800	10,000	-	\$ -	0.0%	\$ -	\$ 8,000	\$ -
<b>TOTAL</b>	<sup>3</sup>	\$ 307,808	\$ 467,961	\$ 303,000	\$ 258,000	\$ 347,000	100%	\$ 297,717	\$ 359,000	\$ 246,000

## Attachment B: Summary of Recommendations and Prior Cycle Funding Awards

### NOTES:

1. 2009 Award was for Rotating Shelter Program, not Haven to Home.
2. This agency applied for grants for 3 programs. Staff recommended funding one (Spring Chickens) while the HHSC asked the applicant which of the 3 they would prefer to be funded and applicant selected Movetrition, a nutrition & exercise program for young children, so HHSC recommended funding Movetrition.
3. Total funding provided in FY 2009/10 Cycle was higher than total in Column D, which only includes agencies listed above. Some agencies did not reapply in 2011; also more funding was available due to Stimulus grants (CDBG-R and HPRP funds), plus a higher than usual CDBG grant
4. These amounts (shown in third column from the right) are consistent with the staff recommendation in the May 10th RTC (Alternatives 1 and 2)
5. Some agencies are more commonly known by program name, while others by agency name. The more commonly used name is shown in **bold text for easier identification**.

# **ATTACHMENT C**

## **Modified Agency Cost Analysis Table dated 5/24/11**

**Attachment C:  
Modified Agency Cost Analysis  
May 24, 2011**

Service Provided	Agency Name and Program	Amount Recommended (in RTC)	SV Clients served	Cost per client	Unit of service	Unit cost	Average units per client	Total Sunnyvale Clients Served Annually	Total Clients Served Annually (all locations)	Physical location of Sunnyvale-funded program	Agency Headquarters
<b>Food</b>	<b>First United Methodist Church: Sunnyvale Senior Nutrition Program</b>	<b>\$ 15,444</b>	<b>33.94</b>	<b>\$ 455.00</b>	meal	\$ 7.00	65	279	914	<b>First United Methodist Church</b>	<b>Sunnyvale</b>
Food	Sunnyvale Community Services: Emergency Assistance	\$ 64,348	367.70	\$ 175.00	bag of food	\$ 25.00	7	455	7500	725 Kifer Rd., Sunnyvale	Sunnyvale
Shelter	YWCA Silicon Valley	\$ 18,017	144.14	\$ 125.00	counseling session, shelter night, legal service	\$ 62.50	2	197	1089	1257 Tasman Dr., Sunnyvale	San Jose
Supportive Services	Friends for Youth	\$ 8,580	8.37	\$ 1,025.00	hour of service	\$ 25.00	41	26	165	Referrals from CNC	Redwood City
<b>Healthcare</b>	<b>Family &amp; Children Services: Youth Counseling</b>	<b>\$ 20,591</b>	<b>22.63</b>	<b>\$ 910.00</b>	<b>counseling session</b>	<b>\$ 130.00</b>	<b>7</b>	<b>35</b>	<b>875</b>	<b>Columbia Neighborhood Center</b>	<b>Palo Alto</b>
Healthcare	MayView Community Health Center	\$ 17,159	45.86	\$ 374.16	medical visit	\$ 124.72	3	60	878	Columbia Neighborhood Center	Palo Alto
Legal/Advocacy	Senior Adults Legal Assistance	\$ 6,864	82.39	\$ 83.31	hour of legal assistance	\$ 27.77	3	120	1195	Sunnyvale Community Services	San Jose
Shelter	EHC LifeBuilders	\$ 21,449	107.25	\$ 200.00	shelter night	\$ 12.50	16	124	4000	Sunnyvale Armory	San Jose
Transportation	Outreach & Escort	\$ 30,029	101.02	\$ 297.25	one-way trips	\$ 10.25	29	140	1900	Rides within SC Co. for Sunnyvale residents	San Jose
Legal/Advocacy	Catholic Charities: Long-Term Care Ombudsman	\$ 8,580	388.94	\$ 22.06	unduplicated resident contact	\$ 22.06	1	544	11000	Long Term Care facilities in Sunnyvale	San Jose
Supportive Services	West Valley Community Services	\$ 7,722	4.12	\$ 1,875.00	weekly supportive services	\$ 1,875.00	1	8	100	Cupertino	Cupertino
Food	The Health Trust: Meals On Wheels	\$ 6,864	10.09	\$ 680.00	daily meal	\$ 4.00	170	55	781	meals delivered to each address	San Jose
Healthcare	Bill Wilson Center - Family & Individual Counseling	\$ 22,307	44.61	\$ 500.00	counseling session	\$ 100.00	5	70	900	Peterson Middle School	San Jose
Supportive Services	Abilities United	\$ 8,580	3.70	\$ 2,321.00	school rec., aquatic services, adult services	\$ 2,321.00	1	61	2350	Palo Alto	Palo Alto
Healthcare	Santa Clara Family Health Foundation-Healthy Kids Program	\$ 15,444	14.97	\$ 1,032.00	monthly insurance premium	\$ 86.00	12	473	6155	various	Campbell
Supportive Services	Catholic Charities: Day Break III	\$ 10,296	8.24	\$ 1,250.00	hour of daycare, respite services, support group, information, referral	\$ 12.50	100	105	105	First United Methodist Church, Sunnyvale	San Jose
Supportive Services	Live Oak Adult Day Services	\$ 9,438	14.96	\$ 630.75	daily meal	\$ 4.35	145	24	300	Cupertino	San Jose
Healthcare	Generations Community Wellness Centers: Movetriton	\$ 6,005	50.04	\$ 120.00	class	\$ 15.00	8	90	660	Bishop Elementary	Sunnyvale

# **ATTACHMENT D**

## **Council Policy 5.1.3 Human Services**

### **Policy 5.1.3 Human Services**

---

#### **POLICY PURPOSE:**

The City of Sunnyvale recognizes that the supportive human services programs of the Federal, State and County governments do not fully meet the needs of all its population. The City, therefore, shall make its best efforts to provide supplemental human services, which include but are not limited to the emergency services, senior services, disabled services, family services and youth services.

The City establishes this Human Services Policy to insure that Human Services are identified and provided in the most efficient and effective manner.

This policy establishes guidelines for funding programs/services that may be provided on behalf of the City by outside groups. The intent of this policy is to:

- A. Establish a process through which outside groups can be funded to provide needed human services cost-effectively.
- B. Establish a methodology by which programs/services proposed by outside groups can be assessed.
- C. Establish an evaluation system that assures equity in the process of funding considerations by Council.
- D. Establish the type and amount of funding commitment that the City will provide.

This policy does not apply to those outside groups with whom the City contracts to provide City services other than human services. Human Services Agencies are defined as those which provide supportive services to a specific group of people, at least 51% of whom are low and moderate income (80% or less than of area median income).

#### **POLICY STATEMENT:**

- I. The City will bi-annually, prior to adoption of the two-year Resource Allocation Plan, review prevailing conditions of human needs within the City and give appropriate attention to Human Services Policies in the City. The Housing and Human Services Commission, following one or more public hearings, will recommend to City Council priority human service needs for the next two years. Following a public hearing, City Council will adopt a two-year priority of human service needs.
- II. The City seeks to meet as many Human Service needs as possible using its limited available resources. The primary resource utilized for funding human services is the Federal Community Development Block Grant (CDBG) which permits up to 15% of the annual grant entitlement to be utilized for such purposes. The City Council may choose to supplement CDBG funding of human services through the annual Operating Budget process.
- III. The City assumes an advocacy role to manage the use of its resources to meet human service needs in Sunnyvale in the following ways:

## COUNCIL POLICY MANUAL

- Encourages and advocates coordination and cooperation among organizations providing Human Services in Sunnyvale
- Advocates, encourages and wherever possible, facilitates the co-location of human service providers
- Actively pursues the cooperation of Federal, State, County and other agencies to enhance the quality and availability of human services to residents of Sunnyvale.

IV. The City *may directly provide* needed Human Services when:

- Specifically targeted intergovernmental funds (such as CDBG) are available. The City is the most cost-effective or logical provider of the service, AND
- Provision of such services by the City is compatible with the City's General Plan, policies and/or action plans.

V. The City may *fund service providers* of needed human services when:

- Specifically targeted intergovernmental funds (such as CDBG) are available,
- Another agency is the most cost-effective or logical provider of the service, AND
- Provision of such services by the City is compatible with the City's General Plan, policies and/or action plans.

### VI. PROPOSAL FUNDING CATEGORIES:

Programs requesting funding must qualify under one of the categories below:

**Operational:** Funding of programs and services to address identified community needs or problems as specified in the City's General Plans or other policies through direct financial support and/or in-kind contributions.

- Programs/services funded under this category must represent a service that can be more cost-effectively operated by the proposer than by the City, or
- Must be such that the proposer because of its role in the community is the most logical service provider.
- Funding may be provided on a multi-year basis but is not guaranteed. Continued funding is contingent upon City budget limitations and proposer's previous program performance.
- Proposer must demonstrate good faith efforts to secure funding for programs/service from other sources.

**Emergency:** Funding of operational programs offered in the community that meet an existing need for which normal funding is no longer available.

Proposers and programs qualifying under this category must demonstrate:

- Good performance of current programs;
- Current financial difficulties will largely curtail the services currently provided to City residents;
- Future funding to continue the program can be obtained from other sources with reasonable probability;
- Funding for programs qualifying under this category shall be limited to one year.

## COUNCIL POLICY MANUAL

Seed \_\_\_\_\_ Program: Funding for start-up of new programs designed to meet a significant community need or problem.

- Proposers must demonstrate a high probability that funding can be sustained beyond the commitment of City funds;
- Initial funding for seed programs is limited to one year;
- Second year funding may be possible if the program demonstrated good performance or special factors related to the continued need for funding can be demonstrated;
- Prospect must demonstrate good faith efforts to secure funding for programs/services from other sources.

Project \_\_\_\_\_: Funding of capital or other one-time projects designed to address a significant community need or problem.

- Funding of such projects shall be limited to a specific time frame, usually not more than one year.

### VII. APPLICATION POLICY STATEMENT:

The City wishes to consider funding of needed and appropriate services. In order to determine which agencies should be awarded funding, the Council has adopted a formalized human services funding application procedure. All groups desiring to act as service providers, and requesting City funds to do so, must submit a complete application by specific due dates. Public notice of the availability of requests for proposals and the specified dates will be provided in ample time for applications to be prepared.

All applicants desiring a grant from the City to provide human and social services will be required to comply with the application procedure and time schedule. All applications will have to meet the following three criteria:

1. Provide a service consistent with an existing recognized City priority need, policy, goal or objective;
2. Request funds for a program or project that qualifies under one of the four previously identified funding categories;
3. Have completed the application process and the application has been determined to be accurate and complete.

### VIII. EVALUATION PROCESS:

To assure all applications for City funding of human services receive due consideration and to ensure Council is provided with the information it needs to make its funding decisions, the following evaluation process will be applied to requests received:

1. Applications not received by the due date will be rejected. Applicants submitting applications, which are materially incomplete, will have five working days from notification by staff to correct any deficiencies, or their applications will not receive further evaluation.

## COUNCIL POLICY MANUAL

2. Staff will determine proposal eligibility based on guidelines provided in this policy. Proposals not qualifying will not be recommended to Council for funding and will not receive further evaluation.
3. Staff will prepare a technical evaluation of the applications and make recommendations to the Housing and Human Services Commission based upon the priorities adopted by City Council and upon its evaluation of the applicant's ability to effectively deliver such services.
4. The Housing and Human Services Commission will conduct formal evaluations of the applications, including the opportunity for each group to present its program in public hearing for evaluation. The Commission will make recommendations to the City Manager and Council for allocation of available CDBG funds to outside groups to provide human services. The Commission may also notify the City Manager and City Council of applications where a significant need will remain unmet even if Council allocates CDBG funds as recommended. The City Manager may recommend, and the City Council may provide supplemental funding from the annual Operating Budget.
5. The City Manager will forward the Commission recommendation to Council with a staff recommendation thereon.

The Housing and Human Services Commission shall develop evaluation criteria, which criteria must be consistent with adopted Council policy. Staff and the Commission will apply these criteria uniformly to all applications reviewed. The following guidelines for general evaluation criteria include (but are not limited to):

Critical Evaluation Factors. Each of these factors must be met for the program to receive a recommendation for City funding.

- The organization must meet minimum eligibility standards to receive funding.
- The organization and its program must have demonstrated good performance and capability to effectively provide the program.
- The organization and its program must deliver services in a cost-effective manner.
- The organization must be an appropriate agency to deliver this program.
- The program must not be a duplication of services provided in the same service area.
- The organization and its programs must demonstrate strong financial management *and effective management controls*.
- The proposed program must have a contingency plan for funding if City support is limited or eliminated in the future.

Favorable Evaluation Factors. The proposed program must address one or more of the following factors to receive a positive recommendation.

- The proposed program addresses a priority adopted by the City Council and is related directly to a general plan policy.

## COUNCIL POLICY MANUAL

- The proposed program is a needed enhancement of any existing City program, and can be better performed by an outside group than by the City directly.
- The program has a diverse funding base and is not heavily reliant upon City funds to support its operation.
- The program has leveraged City funds with other funding sources to maximize service provision.

(Adopted: RTC 81-617 (10/13/1981); Amended: RTC 99-430 (10/19/1999); Amended: RTC 06-112 (4/11/2006))

Lead Department: Community Development Department

# **ATTACHMENT E**

**Written comments received  
from applicants and HHSC Chair**

May 24, 2011

Sunnyvale City Council  
Public Comment Statement

**Re: Housing and Urban Development Action Plan for FY 2011-12**

Mayor Hamilton, Vice Mayor Griffith, Distinguished Council Members:

My name is Eric Anderson, and I am here in my capacity as Chair of the Housing and Human Services Commission of the City of Sunnyvale.

On May 10, 2011, City Council approved the Housing and Urban Development Action Plan for FY 2011-2012 (the "HUD Action Plan"), albeit with a significant deviation from the plan as proposed by the Commission and as recommended by City Staff. Specifically, my understanding is that Council reduced the amount of general funds allocated to human services by approximately \$50,000 and eliminated funding for seven agencies, reallocating the available funds among the remaining 11 agencies, based primarily on a newly-created, single-criterion factor of cost per Sunnyvale resident.

While cost per resident has the potential to be a meaningful metric, it is doubtful whether this metric can be properly applied in the present circumstances. Specifically, the "unit of service" definition, which underlies the cost per resident, is a relatively flexible, somewhat-arbitrary figure, and several of the agencies excluded from funding would not have been excluded if they had reported the exact same services in a slightly different manner. As a result, the criterion has the potential to be, and we believe in some cases indeed has been, form-over-substance. In addition, it is my understanding that agencies were not informed at the time grants were solicited, nor at any time throughout the application and review process, that a \$1,000 per resident cost would exclude them from funding, or that such a metric was even being considered.

We have full confidence that Council has the very best interests of Sunnyvale residents at heart and that the decision to cut funding from certain agencies was not made lightly. However, it may be helpful to review the process the Commission went through in reaching its original recommendations, with which Staff concurred.

The Commission received approximately 29 requests for funding this year. In addition to formal presentations from applicants and extensive public hearings held, the Commissioners divided up and spent many hours visiting the facilities of each of the requesting agencies to gain greater insight into the agencies themselves, their services, community needs they address, other funding sources, and additional relevant details. Following extensive discussions and working closely with Staff, the Commission made the difficult decision to limit funding this year to 18 applicants, less than two thirds of the original applicants. These applicants were selected after carefully reviewing numerous criteria, including the agency's experience, the agency's partnering efforts with other agencies to leverage City funds provided, and, most importantly, community needs across a broad spectrum of services, including food, shelter, transportation, and demographics

served, such as the elderly, youth, and disabled. Taking all of these factors into account, the Commission approved an Action Plan for recommendation to Council.

Although we recognize Council's authority to modify the Commission's recommendations and although we do not expect nor desire Council to simply rubber-stamp Commission or Staff recommendations, the recent Council decision appears highly unusual, both in terms of prior-year precedent, as well as in terms of being a significant deviation from the Commission and Staff recommendation using a single criterion. Again, the amount spent per Sunnyvale resident may be an important criterion that Council would wish the Commission to consider in future funding cycles, but even if properly defined, if rigidly applied it would have the unintended consequence of eviscerating other important criteria, such as specific community needs across the type of service and specific demographics served.

My recommendation would be that the amount of approximately \$197,000 listed in the Action Plan submitted to HUD be applied across a broader list of agencies, and that general funds be allocated to the remaining agencies, to approximate as closely as possible the Recommended Pro-rated Awards approved by the Commission and listed in Staff's recommendation to Council (Table IV, Page 16 of 19 of City of Sunnyvale FY 2011-12 Action Plan). I understand that these actions could be taken at the June 7, 2011 Council meeting within the guidelines of HUD procedures and without jeopardizing the City's receipt of HUD funds under the Action Plan.

As Commissioners and as Sunnyvale residents we are grateful for the many hours and the tremendous dedicated service each of you provides to the City of Sunnyvale. We believe the Commission can assist Council in its many responsibilities by reviewing the matters brought before the Commission in a thorough and professional manner, and we would respectfully request that Council reconsider the recent decision and adopt an Action Plan more closely aligned with the Commission's and Staff's recommendation.

Thank you.

Respectfully,

Eric Anderson  
Chair, Housing and Human Services Commission

May 19, 2011

Sunnyvale City Council  
456 W. Olive Ave.  
Sunnyvale, CA 94086

Dear City Council Members:

Abilities United has been a vital part of the mid-peninsula community for 48 years, addressing the needs of residents in Sunnyvale who have developmental or physical disabilities. The majority of these individuals are served through our Adult Services and Aquatic Services Programs. Our programs foster independence, both financial and physical, giving people the opportunity for a full and productive life. Sunnyvale has provided funding to Abilities United each year and we are the only service provider on your list that directly impacts people with disabilities. Therefore, our Board, clients, families and staff are greatly disturbed by your recent decision to eliminate Abilities United from your list of funded agencies. This action could appear to be an unintentional discrimination against Sunnyvale residents with disabilities if they have no alternative services to meet their needs.

We have been highly engaged with your CDBG process since January and provided tours to your new Housing and Human Service Commission members Hannalore Dietrich and Mathieu Pham. We were so impressed with their enthusiasm and the new process that had been developed to evaluate agencies, that we wrote to Suzanne Ise giving kudos to the commission. Subsequently, we attended three evening meetings where very difficult decisions were made in prioritizing and ranking nonprofits for funding. Over and over again, we heard members say that Abilities United was unique and that services to the disabled were important to preserve. On May 17, these recommendations were brought to the City Council, and to our dismay, we learned that the City Council had decided to fund only agencies whose cost per client was less than \$1,000.

We urge you to reconsider this decision based upon these reasons:

1. The Housing and Human Service Commission spent a great deal of time and evaluated many avenues of thought before completing their due diligence

[www.AbilitiesUnited.org](http://www.AbilitiesUnited.org)

Abilities United champions people with developmental and physical challenges and provides the training, education, and support they need to lead the lives they choose.

**Board of Directors**

David Herbst, President  
Thomas M. Brunner, Treasurer  
Brian Beckwith, Secretary  
Gil Ahrens  
Wendy Bonbehail  
Heidi Feldman, M.D.  
Geri Hadley  
Scott Hetherington  
Trish Jamison  
Pieter Karl, M.D.  
Jim Makrantz  
Karen Moore  
Judy Richardson  
Elaine Sitterson  
Joel Slack  
Ellen Smith  
Arthur Stauffer  
Elizabeth Wolf  
Wanda Wong  
Lynda Steele,  
Executive Director

Accredited by the  
Commission on Accreditation  
of Rehabilitation Facilities

Affiliated Agency of the  
United Way of Silicon Valley

525 East Charleston Rd.  
Palo Alto, CA 94305  
P11 650.494.0550  
FAX 650.855.9710

Friends, neighbors, and coworkers with disabilities  
**abilities united**

process. We believe their recommendations need to be seriously considered by the City Council.

2. The City and people of Sunnyvale have traditionally shown concern and support for people with disabilities. Residents from Sunnyvale who depend on our services need your continued support.
3. People with disabilities have made great strides in the past 50 years. The City of Sunnyvale's recognition of this is reflected in continued funding.
4. It is not an accurate measure of impact to compare the cost of services per individual. Dollars spent per individual served is just one measure of impact. The impact of our services on each client is huge and makes a massive difference to their independence and lives. We help people get back into the mainstream workforce and gain greater independence in their functioning so that they do not have to be supported for the rest of their lives
5. For the second year in a row, we will be holding our major fundraising event, our Aquathon, at the California Sports Center, at Fremont High School in Sunnyvale. Due to this event, we have been developing new partnerships in Sunnyvale. For example, the Sunnyvale Rotary Interact group will be volunteering at the event, and other members of the community have said they will donate or form teams. Funding from the City provides us with the opportunity to leverage your reputation and support for us in our fundraising.

We thank you for your time and reconsideration. Please do not hesitate to contact [Linda@abilitiesunited.org](mailto:Linda@abilitiesunited.org) or 650-618-3329 with any questions.

Sincerely,



Lynda J. Steele  
Executive Director



Linda Chin  
Director of Development

May 18, 2011

Dear Esteemed Councilmembers Moylan, Griffith, Hamilton, and Swegles,

I write this letter to you today wearing two different "hats."

First, I am the Program Director of Caregiver Services for Catholic Charities, and over the past four years, I have overseen the Day Break III Respite & Support Services program in Sunnyvale for low-income dependent seniors who are suffering from Alzheimer's disease / dementia and their family caregivers. Day Break III serves over 30 Sunnyvale low-income caregiving families (as well as several other families from surrounding cities) with affordable state-licensed adult day care (respite) and caregiver support / education – for up to 30 hours per week, 52 weeks out of the year. For the vast majority of these families, Day Break III becomes a second home, and this respite care helps to keep their dependent seniors living at home in Sunnyvale and out of expensive, undesirable nursing homes for as long as possible.

Day Break III is one of the 7 programs whose CDBG funding you decided to capriciously and arbitrarily cut last Tuesday evening, despite both the City of Sunnyvale's Housing staff members' & Housing and Human Services Commissioners' strong ranking of both our proposal and our services. Ironically, you choose to continue funding Live Oak Adult Day Services based in Cupertino, which provides an almost identical program to ours, even though the Sunnyvale Housing staff members' actually recommended *not* funding the program at all to avoid duplication of services / funding. I am heartbroken that you are cutting your support for our program in order to fund another identical program in a city outside of Sunnyvale! I seriously question your evaluation of our "cost per client," and how you decided to cut Day Break III instead of Live Oak. Adult day care is a fairly simple "business," and I'm quite certain that our expenses and cost per client should be very similar to those of Live Oak. Perhaps you did not have enough time and/or information in making your evaluation/analysis. Also, just looking at cost per client is not a fair approach to making funding cuts like this. We might have a higher cost per client compared to some other agencies, but that is because we are providing more comprehensive services over a much longer period of time.

Second, I write to you as a five-year resident of Sunnyvale. After graduating from Stanford with degree in Human Biology/Gerontology in 2006, my fiancé (now husband) and I chose to move to Sunnyvale to begin our careers / family because we believed it was a progressive, welcoming city that truly cared about the welfare of all of its members, young and old. We love this community so much, and are proud to be raising our 3-month-old daughter (I'm currently on maternity leave, which is why I could not attend the May 10<sup>th</sup> meeting) and two-year-old son here. I admit that I was a bit horrified and deeply saddened, though, to learn of your decision last Tuesday to cut two of the city's most valuable programs for Sunnyvale's low-income seniors – Day Break III and the Sunnyvale Senior Nutrition program. Ironically, both of our programs share the same home at First United Methodist Church on Old San Francisco Road, and we collaborate

on a daily basis to maximize and leverage the funding that we receive from the City. It's not even so much the loss of the CDBG money that upsets me – it's the fact that the City is negligently turning its back on some of the most vulnerable members of our community. My husband and I were planning to buy a house in Sunnyvale in the next few years, but I am no longer certain about my desire to stay and grow old here.

I bid you to please have a change of heart and reinstate our funding for Day Break III and the other agencies that you cut – please find another way to patch the hole in your general fund. The money that we receive is not very much in relation to the huge impact that our cost-effective services have for the most low-income and vulnerable members of our city. I fully understand our need for a balanced budget, but let's not balance the budget on the backs of the weakest members of our community. They're already feeling the effects of the ongoing economic pressures more deeply than anyone else.

I would be very open to sitting down with any and/or all of you to discuss this matter further – please let me know if you would be available to meet with me.

Kind Regards,

Amy Andonian  
Program Director of Caregiver Services  
Catholic Charities of Santa Clara County  
(650) 387-8045 / [aandonian@CatholicCharitiesSCC.org](mailto:aandonian@CatholicCharitiesSCC.org)  
Sunnyvale Resident – 1139 Plum Avenue



FAMILY &  
CHILDREN SERVICES

Your circle of support.<sup>SM</sup>

May 26, 2011

PALO ALTO  
375 Cambridge Avenue  
Palo Alto, CA 94306  
650-326-1340 fax

Mayor and Council  
City of Sunnyvale  
456 W Olive Avenue  
PO Box 3707  
Sunnyvale, CA 94086-3707

SAN JOSE  
950 West Julian Street  
San Jose, CA 95126  
408-287-3104 fax

Re: Housing and Urban Development (HUD) Action Plan for FY 2011-12

2226 N. 1st Street  
San Jose, CA 95131

Dear Mayor Hamilton and Members of the Sunnyvale City Council,

Sobrato House  
496 3rd Street  
San Jose, CA 95112  
408-841-4301 fax

I am writing to express my appreciation for the Mayor and City Council's decision during the meeting of May 24, 2011, to reconsider the funding decision regarding the HUD Action Plan on May 10, 2011.

408-292-9353 tel  
650-326-6576 tel

I would like to respectfully request a meeting with the City Council to discuss the HUD Action plan and the needs that Family & Children Services has observed in the neighborhood served by the Columbia Neighborhood Center.

[www.fcservices.org](http://www.fcservices.org)

Family & Children Services has provided counseling services for at-risk, very low income, underserved youth on-site at the Columbia Neighborhood Center (CNC) since we were invited to commence services in 2004. Over the years, we have enjoyed an effective collaboration with the staff and other providers serving the families in the neighborhood of the CNC, and we have been gratified to see so many families benefit from the network of services that come together to address their variety of needs.

The current expansion of the CNC will add nearly 3,000 square feet of space to the busy center. The expansion includes the addition of four counseling rooms, doubling the current number. Should Family & Children Services not be funded at the recommended award of \$24,000 or the pro-rated award of \$20,591, the availability of counseling services to be provided in these new rooms will be significantly reduced. Families in the CNC area face barriers of transportation to travel to services outside their neighborhood, reducing the likelihood that they will seek out counseling resources elsewhere.

Family & Children Services, which was recommended for renewed funding by the Housing and Human Services Commission and scored a 90 on the



evaluation scale, has served 30-36 high-risk youth annually for the last few years.

Family & Children Services is currently funded at \$20,057 and contracted to provide counseling services for 27 youth annually with a total of 202 sessions.

As of April 30, our part-time therapist has exceeded this goal in terms of the number of youth served: 31 youth have received counseling and 31 intake sessions have been conducted. The 31 youth have accessed a total of 162 counseling sessions. For 27 youth so far the average number of sessions per youth has been six and additional youth received only case management services.

It is our understanding that the City Council's May 10 funding decisions were based largely on a cost per client calculation through which the total funding was divided by the number of youth projected to be served. This methodology does not factor in significant variables, including the complexity of cases of the clients being served.

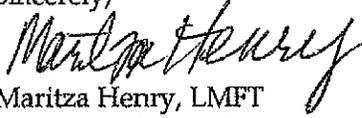
For example, Family & Children Services' youth counseling clients access an average of 1 assessment / intake, 7 counseling sessions and more than 2 hours of case management services. Assessment / intake and case management is not accounted for in the cost per client calculation because this year's application only allowed for us to provide one overall unit of service. We then chose to provide only counseling as the unit of service which made our rate appear higher.

Case management represents time that a diligent therapist spends assisting clients to access needed medical, educational, and social services to help stabilize clients. Family & Children Services' therapist at Columbia Neighborhood Center partners and collaborates with CNC staff and providers to help youth and families access wrap-around services to address a variety of critical needs, including health insurance, free immunization services for uninsured children and youth, parent education, services provided by the City's Recreation Department, support groups for women involved in domestic violence situations, diversion programs for delinquent gang interested youths like the FLY program, childcare, food banks, and mentoring programs like Friends for Youth. In addition, our therapist is in frequent communication with the Santa Clara County Department of Family & Children's Services, the Probation Department, and the faculty and staff of Columbia Middle school.

I have enclosed two client case studies that illustrates the complexity of needs that youth bring to our counseling at the CNC. I think it will demonstrate why Family & Children Services is concerned about the reduction of counseling services for this high-need neighborhood.

I look forward to the opportunity to discuss these concerns with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Maritza Henry". The signature is fluid and cursive, written over the printed name.

Maritza Henry, LMFT  
Director of School Services  
408-200-8612 | mhenry@fcservices.org

Enclosures: Client case study

## Client Case Studies: Family & Children Services' Counseling Services

### *Columbia Neighborhood Center*

#### Maria and Ana

Two adolescent sisters were referred to Family & Children Services' therapist at the CNC for support coping with the transition of a major move and significant family trauma. Maria, aged 13, and Ana, aged 14, had been removed from their home in the Central Valley by Child Protective Services and relocated to Sunnyvale to live with a maternal aunt.

Their mother had been arrested for assaulting one of the sisters and was now incarcerated. No one knew where their father, who has a history of substance abuse, was currently living.

At the beginning of the counseling sessions, Maria reported feeling suicidal. She also was not eating. Our therapist immediately provided crisis intervention involving the aunt and Ana to help stabilize Maria. Fortunately, Maria was open to establishing a no-suicide contract and creating a safety plan.

Once she was stabilized, counseling sessions were able to address other concerns and feelings that Ana and Maria were experiencing. Our therapist also assisted their aunt in learning to set appropriate guidelines and expectations for the girls given their recent trauma and parental abandonment.

Therapy sessions have worked hand in hand with services provided by the school's social work/case manager and monthly check-ins with the Children Protective Services. The sisters have been referred to Friends for Youth for mentoring and to the YMCA for team sports, which they had enjoyed in the Central Valley. This wrap-around and integrated support has helped the sisters to adapt to their new schools, where they now have excellent attendance.

Ongoing therapy sessions continue to support the teens in building coping skills and learning how to identify their emotional reactions to their traumatic experience and to avoid self-sabotaging behaviors.

#### Juan

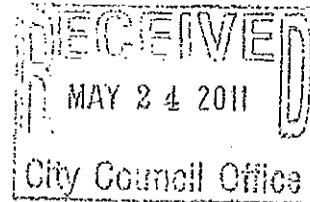
Juan was referred to counseling following multiple suspensions, fights on campus and around school and wearing gang related clothing. Juan was an aspiring gang member who was actively pursuing making a name for himself with a local gang. In therapy Juan began to open up and address some of his underlying conflicts with his father that left him feeling unwanted. Juan realized that hanging out with gang members alleviated this feeling and made him feel respected and important. Juan made a commitment to remain in counseling. Juan was a student that

received a heavy amount of collaboration between the police department, the school, his probation officer, the district continuation school teacher where he was sent for a while and his parents. Juan was also referred to Friends for Youth and an after school boxing program. Juan remained in school, graduated eighth grade and set new long and short-term goals for himself. Throughout the remainder of the school year he had good attendance and no further suspensions.

*To protect client confidentiality names and identifying characteristics have been changed or omitted.*

## SUNNYVALE SENIOR NUTRITION PROGRAM

First United Methodist Church  
535 Old San Francisco Road  
Sunnyvale, CA 94086  
(408) 739-0833--- Fax (408) 733-1476



May 20, 2011

### Sunnyvale Senior Nutrition Program

Mayor and Council  
456 W. Olive Avenue  
Sunnyvale, CA 94088-3707

Location: First United Methodist Church  
535 Old San Francisco Road  
Sunnyvale, CA 94086  
Bldg: The Great Hall

Joan Smithson  
Site Manager

Phone 408 739-0833  
Fax 408 739-3390  
Email: jasmithson42@gmail.com

Dear Mayor Hamilton and Council,

My name is Joan Smithson. I am the Site Manager for the Sunnyvale Senior Nutrition Program at First United Methodist Church located at 535 Old San Francisco Road, Sunnyvale, CA 94086. I am at a loss for words when I found out that our agency was taken completely off the list of agencies being funded by the City of Sunnyvale through the CDBG Human Services Grant monies. You cannot imagine my surprise and disappointment when our program was ranked #1 by Sunnyvale's Housing and Human Services Organization. Our program is the only hot balanced nutritious senior congregate meal program serving five days a week and 250 days a year with a confidential voluntary contribution request of \$2.50 per meal. Most importantly, "No senior is denied a meal, due to their inability to pay." Sunnyvale Senior Nutrition is currently serving approximately 275 unduplicated Sunnyvale Seniors. This program has been supporting Sunnyvale seniors since February, 1974 (37 years) at the same location. My records date as far back as 1998 (13 years) showing year after year of support for our program from the City of Sunnyvale. During the 37 years time period we have served over 1.5 million senior meals. We have served 24,577 meals so far this fiscal year (7-1-10 thru 3-30-2011), of which 12,879 meals were served to Sunnyvale residents. Or you can see that 52% of our senior meals are served to Sunnyvale residents. For next year's proposed budget our meal cost would be approximately \$6.97 per meal. This is based on doing 34,500 meals during the year. Our full program proposed budget for next year is \$240,511. This annual budget for our program is supported by a combination of funding sources:

- County of Santa Clara general funds
- Title III C Older Americans Act funds (Federal and State matching)
- Site contributions and cost-sharing
- USDA funds

-Participant contributions

This collaboration in funding provides for a cost effective program that assists older persons to maintain their health and well-being and creates a program which is strongly valued and supported by the government, the community and the participants." City of Sunnyvale is a vital part of our success, without this funding it could be a potential impact to the program now serving so many Sunnyvale residents.

"The mission of the Senior Nutrition Program is to provide high quality, cost efficient, nutritious meals to seniors and to promote the role of nutrition in preventative health and long-term-care."

Our program serves as a valuable "safety net" for Sunnyvale's low income senior population. Due to the economic downturn, many seniors in our community are experiencing financial difficulties and are turning to our services for much needed nutritious food.

Our meals provide 1/3 of the daily Recommended Dietary Allowance (RDA) for a senior. If you ask, the majority of our seniors, do not cook for themselves. Many of them receive brown bags, however, they cannot possibly cook hot nutritious meals with that alone. Our meal is their main meal of the day. Our menus are planned and prepared in compliance with the Older Americans Act requirements. Without this program many will not have the proper nutrition and the outcome could be drastic.

Nutrition Education is another key function provided by Senior Nutrition Program. Annually, four nutrition education presentations are provided to the program. Education topics include food safety, low sodium, blood pressure/hypertension, diabetes, obesity and weight control, food and drug interaction, nutrition current events and updates, exercise for older persons, osteoporosis, new dietary guidelines, whole grains, and dehydration. This is valuable training to our seniors and they apply many things to their everyday lives at home. Training and drills are performed at Sunnyvale Nutrition for fire safety, and earthquakes.

A live volunteer orchestra plays 5 days a week. This provides a great time for socialization and exercise for all to participate. Playing bingo every week and completing jigsaw puzzles are just two events that keep our seniors socially involved and mentally stimulated. We currently have approximately 50 or more seniors doing volunteer jobs everyday and this allows them to feel part of a community (family). A feeling of being needed which is so important, as you well know, for everyone. A reason to get up and dressed everyday which most of them say they rarely went out before coming to Sunnyvale Senior Nutrition. We give out donated foods for our seniors to take home. Bread and other items donated. This also helps them with their limited finances.

We help and interact with many other agencies. Second Harvest Food Bank, Catholic Charities Day Break, SALA, and Sunnyvale Community Services to mention a few. Catholic Charities DayBreak is at the same location with us and we provide senior meals to their clients, this helps support their program. When we have too many donated food items our drivers have delivered many items to Sunnyvale Community Services to hand out with their other donations. SALA comes every year and gives an informative talk to our Seniors and we keep their

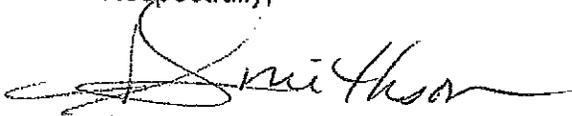
flyers available at all times for our seniors to know, who, what and where to go in order to get legal help. We have had a representative from Sunnyvale Senior Center and the Assistant City Manager visit our site and talk about how important we are to Sunnyvale seniors that cannot afford to eat other places. They refer people to us and we do the same for them when our seniors ask about various educational classes, etc offered by Sunnyvale Senior Center. We all work together to make Sunnyvale one of the best cities to live in and know you will have a support network when you become a senior. Please realize what we actually do here at Sunnyvale Senior Nutrition and what it means to our senior participants.

I would like to also mention that Fair Oaks Senior apartments (under construction) and within walking distance of our site, came to see our program and they look forward to being able to refer their seniors to our meal program, as they will not serve any meals at their facility. Since there are going to be 124 low income senior apartments available we could see a large number of them needing our nutritious meal program and all the other benefits that are here at Sunnyvale Senior Nutrition.

I hope this gives you a better understanding and insight of our program here at Sunnyvale Senior Nutrition today and over the past 37 years. Many of our seniors are heartbroken and disappointed that this could be the end of their program in Sunnyvale. They do not have another food program to go to in Sunnyvale that offers what we offer. Please take the time to review our program with the Housing and Human Services organization and see our actual numbers for the program. Also, I ask that each and every one of you please take a moment and visit our program and you will see for yourself that every penny funded to this program is money well spent and deserved, and most importantly NEEDED by Sunnyvale's senior population.

**PLEASE RECONSIDER AND FUND SUNNYVALE SENIOR NUTRITION.**

Respectfully,



Joan Smithson  
Site Manager  
Sunnyvale Senior Nutrition  
First United Methodist Church  
535 Old San Francisco Road  
Sunnyvale, CA 94086

408 739-0833

**FY 09/10**

<u>Meal Site</u>	<u>Meals Served</u>
1 Sunnyvale	35,657
2 Mt. View	34,569
3 La Comida	31,072
4 Berryessa	29,072
5 John XXIII	27,013
6 Roosevelt	26,681
7 Southside	24,537
8 Evergreen	23,567
9 Eastside	23,484
10 Yu Ai Kai	18,578

FYI

**FY 10/11**

Through April 30, 2011

<u>Meal Site</u>	<u>Meals Served</u>
1 Mt. View	28,855
2 Sunnyvale	27,112
3 La Comida	25,840
4 John XXIII	24,640
5 Berryessa	24,233
6 Roosevelt	22,110
7 Eastside	20,273
8 Southside	20,025
9 Milpitas	18,930
10 Evergreen	17,971

County has 34 sites  
here is their Top 10  
We Did 35,657 meals last  
year overall 18,206 were for  
Sunnyvale Residents that's  
51%

This is a list of 5'vale  
residents participation  
last <sup>FISCAL</sup> year

7.1.09 → 6.30.10

There are (277) residents  
and they had

(18,206) meals average  
per person 66 meals.

You can see many come  
most of the year  
and some come once  
in a while depending  
on their situation w/  
health & family & sides.

This report shows  
the 1<sup>st</sup> 3 quarters  
of this year

7.1.10 → 3.31.11

So far thru March only

we served 12,879

meals to 232

Sunnyvale residents

**Note**

The list and report mentioned by the Sunnyvale Senior Nutrition Program has been excluded due to confidentiality reasons. Staff has verified the information.

These are some of  
the letters from my  
Seniors.

May 17, 2011

MADAM MAJOR & COUNCIL  
Dear Sir,

We just recently found out that the city of Sunnyvale does not want to support the Sunnyvale Senior Nutrition Program. We are writing this letter to plead with you not to cut this very essential program for seniors. As seniors with limited mobility, we have very few places where we can go, not only to have nutritional meals but also to have some social interaction with other seniors. We have been going to the senior program every week ~~days~~, for more than 23 years and we made so many friends. Unlike other senior nutritional programs that only provide meals, our program also provides bingo games and a live band for dancing. This is a wonderful program that keeps seniors healthy both physically and mentally. (also this is our main meal of the day)

Please continue to support this  
program and give the seniors hope.  
Thank you very much.

Sincerely

Pickong Tong

Chi chik Tong

Sunnyvale Resident

To Sunnyside City Council:

Sunnyside Nutrition Center is a very good place to socialize and all kinds of activities like dancing & every good music for seniors. The meals are excellent. It would be a mistake to close it. I have made alot of friends there. I don't know what to do without it. I hope you think twice before this happens.

Verna S. Avery

City Council +  
Mayor of Sunnyvale,  
Calif.

5-17-11

The Hot Lunch Program now in progress for 37 years is a highlight of my day. There is dancing to the music of a volunteer band for exercise, eat a nutritious main meal of the day and volunteer time to the operation of the program. An average of 130 are served lunch on Mondays thru Fridays. This is a well deserved program.

Maxine McCoy  
Sunnyvale Resident

May 16, 2011

Dear City Council -

I am 87 years old. Big deal?

But - if my nutrition center ever has to close down for lack of funds, I think I would rather die than to stay home watching soap operas.

I love this place. I love to dance & Love the orchestra & Love the food & Love seeing, talking with, laughing with all my friends &

Love you too.

Be good to us.

Peggy Neal  
Sunnyvale  
Resident

---

May 20, 2011

Sunnyvale City Council,

Dear Council Members,

Please do your best to fund the Sunnyvale Nutritional Center. It is a worthwhile cause that provides me, and 250 other seniors, with nutritious, inexpensive, tasty meals and has done so for the 12-15 years that I have attended.

Its all-volunteer band has provided music for dancing which is exercise and fun.

The Center allows seniors to converse with other seniors and benefit from sharing their rich life experiences.

Please keep this nutrition center in full operation.

+

Sincerely,  
Bob Cohen



Robert Cohen

## Sunnyvale Senior Nutrition Program

*Madam Mayor + City Council member*

My name is Georgianna. I've lived in Sunnyvale since the 1970's. I've worked since I was sixteen years old. In 2004, I got cancer, then lost my job while I was going through chemotherapy. I sat around the house feeling sorry for myself. Then I found the Sunnyvale Senior Nutrition Center. It saved my life! I have new friends, activities, and now I eat well, thanks to the program. A few week ago, I was diagnosed with Alzheimer's disease. The doctor said, in addition to medication, three things can help slow the progression of the disease: seeing friends on a regular basis, exercise and activities to keep my mind active, and especially, good nutrition is vital to slow memory loss. I told my doctor that I was so thankful that all three of these needs are fulfilled at once at the Sunnyvale Senior Nutrition Program. Now I have learned that funding will be cut for the nutrition program. My diet and eating habits at home are not always the adequate, so the nutrition program ensures at least one balanced meal a day, which my doctor says is important to slow the progression of memory loss due to my Alzheimer's disease. So I am asking, please continue to fund the nutrition program. All the seniors will love you all forever!

*Georgianna Gray*

Attention; CITY OF SUNNYVALE GRANT PROGRAM

My letter concerns the Sunnyvale Nutrition Center where so many people for years have used the program and have found it so helpful in improving their way of life when in need. The program helps them to maintain a better diet, a healthy social life and an opportunity to meet others who need one another. This program for me has helped me to cope with my husband's health issues besides giving me the opportunity to be with caring people who were freindly and kind. I have a lot to be thankful for. At present, I still attend after the loss of my dear husband and volunteer where ever I,m needed. Currently, I'm a member of the band as a violinist which I enjoy doing giving pleasure to those who enjoy dancing. I find this program so helpful and needed in the Sunnyvale Community. Please continue to finance our needed grant .

Thank you kindly,  
Mrs Lopes

To: Summyvale city Council

We just recently found out the Summyvale Nutrition program will be discontinued because of budget cut. I am writing this letter to plead with you not to cut this very essential program for seniors.

As seniors with limited mobility, my husband and I have very few places where we can go not only to have warm nutrition meals but also to have some social interaction with other seniors.

We have been going to the Summyvale Senior program every weekday for almost 5 years and we've made so many friends. Our program also provides a live band for dancing. This is a wonderful program that keeps seniors healthy both physically and mentally. Going to our daily lunch at the Summyvale Nutrition lunch became a highlight of our day. Please continue to support this program and give the seniors hope. Thank you.

Sincerely

FU-TAO & SHIRLEY HSIEH

To whom it may concern,  
Please don't close the  
Nutrition Center. I enjoy  
going there very much.  
You meet the nicest people  
there, they have great  
music for dancing or  
to relax too. What ever.  
Their lunches are great  
also. Thank you.

Sincerely,  
Norma Muselman  
Sunnyvale