

CITY OF EAST PALO ALTO

**COMMUNITY RETREAT #2 WITH THE CITY COUNCIL
AND MEASURE C OVERSIGHT COMMITTEE
SUMMARY REPORT
SEPTEMBER 15, 2011**

PREPARED BY

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<p style="text-align:center">CITY OF EAST PALO ALTO COMMUNITY RETREAT REPORT SEPTEMBER 15, 2011</p>
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Overview

On Thursday, September 15, 2011, East Palo Alto (EPA) City Council members and staff, Measure C Oversight Committee members and staff, organizational leaders, clergy and community members-at-large convened at the EPA Government Center for a second community retreat to continue their discussion of strategy for Measure C funding. More than forty people attended the meeting which was held from 6:30 pm – 9:15 pm and facilitated by Omowale Satterwhite (President, Applied Management and Organizational Services (A-MOS)).

Goals

The primary goals of the community retreat were:

- To review the Measure C Community Retreat Summary Report from July 23, 2011
- To define target funding areas for Measure C funds
- To determine the grant range for strategic and individually funded projects
- To gather best thinking around ratio of funds for strategy areas and individually funded projects

Agenda

The agenda for the community meeting was as follows:

- *Opening Session:* Welcome/Purpose of retreat and introduction of facilitator.
- *Roles:* Review of the agenda, the “facilitator”, “recorder” and “group” roles, and ground rules for the retreat.
- *Review Community Retreat with City Council and Measure C Oversight Committee Summary Report from July 23, 2011:* A review of the main activities and outcomes for the first Measure C Community Retreat by Carlos Romero, Mayor.
- *Measure C Funding Strategy: Defining Target Funding Areas:* A working session to define target funding areas for Measure C funds.
- *Measure C Funding Guidelines: Defining Grant Range for Strategic and Individually Funded Projects:* A working session to define the funding pools and grant ranges for strategic and individually funded projects.
- *Summary of the Day’s Outcome:* A review of the main outcomes of the community retreat.
- *Next Steps and Closing Remarks:* Closing comments by Carlos Romero, Mayor, and Laura Martinez, Vice Mayor and Council Liaison to Measure C Oversight Committee.

This report presents a summary of the main activities and outcomes of the community retreat. Copies of all handouts referenced in this report can be gotten at the City Manager’s Office in the City of East Palo Alto.

REPORT ON THE COMMUNITY RETREAT PROCEEDINGS

Call to Order (*Carlos Romero, Mayor*)

The retreat was called to order at 6:50pm by East Palo Alto Mayor Carlos Romero.

Welcome/Purpose of Meeting, Introduction of the Facilitator (*Laura Martinez, Vice Mayor*)

Mayor Romero welcomed the group, briefly sharing the purpose of the evening and providing a warm introduction of the facilitator, Omowale Satterwhite.

Roles: Facilitator, Recorder, Group, Ground Rules (*Omowale Satterwhite, Facilitator*)

Omowale thanked the Mayor for his introduction and began by talking about his special connection with the East Palo Alto community. He noted that East Palo Alto is the most engaged community he has ever worked with and that it is always an honor to work in the community that he calls home. Following these remarks, Omowale reviewed the goals and ground rules for the meeting.

Roles

- **Facilitator:** Be neutral; create a space for fair, open discussion where all voices are heard; summarize information when needed; assist with developing group consensus where desired; and keep the meeting on schedule
- **Recorder:** Document the meeting and assist with preparing the meeting report
- **Group:** Do your best thinking; Have a candid dialogue; and Develop recommendations for the Measure C Commission and City Council

Ground Rules

- Be Open to New Ideas
- Show Mutual Respect
- Participate actively – Share information, ask questions & be fully engaged
- Agree to disagree, but look for common ground
- Turn cell phones to vibrate or off

Introductions

After reviewing the retreat roles and ground rules and receiving the approval of the group to continue, the facilitator invited everyone to do a self-introduction by stating her/his name and organizational affiliation. He then shared an important tenet that guides his work in communities around the country-- “in order to build to community, you have to be community” – and asked retreat participants to turn to a neighbor and greet and introduce themselves. After this exercise, the facilitator reviewed the goals, agenda and materials for the retreat..

Community Retreat with City Council and Measure C Oversight Committee Summary Report from July 23, 2011: Carlos Romero, Mayor

The facilitator invited Mayor Romero to review the main activities and outcomes of the first community retreat that are summarized in the Measure C Community Retreat Summary Report for July 23, 2011.

Mayor Romero began his review of the Measure C Community Retreat Summary Report by noting that the retreat was held on July 23, 2011, and attended by a wide spectrum of residents and stakeholders. Of the 33 retreat participants, he observed that there were representatives from the City Council, Measure C Oversight Committee, local nonprofits, clergy and residents. He further noted that all of these individuals came together with the expressed purpose of developing an implementation strategy recommendation for Measure C. The Mayor continued his summary by sharing the following strategic goals and target areas, which were developed at the first retreat:

Strategic Goals

- Develop and implement a collaborative community policing, training, crime suppression and investigations strategy
- Outreach, engage and provide services to high/at-risk youth, families and young adult populations
- Expand youth prevention and early intervention care
- Monitor and evaluate funded care to track progress and improvement
- Develop seamless and integrated delivery system by funding components of a comprehensive plan or strategy
- Develop and implement a capacity-building strategy working with high/at-risk youth and adults re-entering our community
- Break down silos that hinder success and overall goals
- Leverage Measure C funding to expand the available resources for strategic plan/strategy implementation

Target Areas

- Improving educational outcomes for middle/high school youth
- Providing support services for families of high risk/at-risk youth
- Providing youth development services
- Providing services to promote senior safety¹
- Reducing negative gang impacts on the community
- Fostering re-entry into and reunification with the community

The Mayor concluded his report by sharing that he looked forward to continuing discussions begun at the first retreat and even more so to figuring out how to strategically make investments that all can agree to.

¹ The facilitator noted that this target area was added after the retreat.

<p style="text-align: center;">Measure C Funding Strategy: Defining Target Funding Areas Omowale Satterwhite, Facilitator</p>

Following the Mayor’s overview, the facilitator outlined the next goals of the meeting – defining Measure C target funding areas. He noted that this task was begun at the July 23rd retreat; however, discussion was still required. With this in mind, he introduced the small group process that would soon commence by reviewing the following proposed target funding areas:

STRATEGIC GOAL

Outreach, engage & provide services to high/at-risk youth, families and young adult populations

TARGET AREAS

- 1. Improving educational outcomes for middle/high school youth**
 - Increase high school graduation rates
 - Reduce suspension and dropout rates

- 2. Providing support services for families of high risk/at-risk youth**
 - Provide parent education programs (e.g., parenting, financial literacy, etc.)
 - Provide case management and counseling services

- 3. Providing youth development services**
 - Provide job training and career education programs for youth
 - Provide educational, recreational and social services for youth

- 4. Providing services to promote senior safety**
 - Sponsor/conduct intergenerational programs
 - Provide violence prevention services

STRATEGIC GOAL

Expand youth prevention and early intervention care

TARGET AREA

- 5. Reducing negative gang impacts on the community**
 - Provide gang prevention programs/services
 - Provide gang intervention programs/services

STRATEGIC GOAL

Develop & implement a capacity-building strategy working with high/at-risk youth and adults re-entering our community

TARGET AREA

- 6. Fostering re-entry into and re-unification with the community**
 - Provide re-entry educational and support services for youth
 - Provide re-entry educational and support services for adults

After reviewing the proposed funding priorities, the facilitator divided the participants into small groups; asked each group to identify a facilitator and recorder and directed the small groups to their respective meeting areas. The small groups were asked to have an open discussion of the proposed target areas and told that it was not necessary for group members to reach a consensus since there would be individual voting after the small groups to set funding priorities for Measure C.

The small groups met for an hour before taking a short break. After the break, the facilitator reconvened the entire group, opening with some key remarks. He noted that this is an open process and that anytime there is a community gathering, each participant has the opportunity to provide input. He further noted that the opinions and ideas of those who were just joining the process are welcome and would be heard. Though certain recommendations were developed at the July retreat, he advised participants to think of the first retreat as part A of the process and of this meeting as part B.

Following the facilitator's remarks, each small group was invited to share its ideas and recommendations with the full group. Below are recommendations made by the small groups regarding where funds should be targeted which were overwhelmingly approved by the full body.

- Organizations with a proven track record
- Organizations who can provide evidence-based/quantitative proof of their impact
- Collaborating Organizations that are working together to address a strategic priority area (Note: need to clearly define "collaboration" and the eligibility criteria)

It was also suggested and approved that the term "entrepreneurship" be added to the first bulleted statement for Target Area #3 – i.e., "Provide job training, *entrepreneurship* and career education programs for youth".

Finally, it was suggested that funding be targeted for low cost or free summer opportunities for youth, but there was no vote taken on this idea.

During the plenary session, the group posed questions and had a great deal of dialogue, which included further clarification about use of the term "strategic" as it relates to defining a funding area. It was noted that proposals submitted for funds within the strategy areas would need to match up with criteria that would be defined later.

Following this discussion, every participant was given 3 post-it dots to vote their individual preferences regarding target funding areas. The dots were used to record/tally responses and ultimately identify the top three target funding areas. Below are the results of the group polling process:

- Improving educational outcomes for middle/high school youth: 18 votes
- Providing support services for families of high risk/at-risk youth: 31 votes
- Providing youth development services: 22 votes
- Providing services to promote senior safety: 6 votes

- Reducing negative gang impacts on the community: 3 votes
- Fostering re-entry into and reunification with the community: 16 votes

Following the polling process, the group decided that “Improving educational outcomes for middle/high school youth” and “Providing youth development services” were related enough to be combined into one category. As such, the top 3 funding areas that were chosen by the group are as follows:

- Providing support services for families of high risk/at-risk youth
- Improving educational outcomes for middle/high school youth and providing youth development services
- Fostering re-entry into and reunification with the community

This part of the retreat ended with a suggestion from long-time resident and community leader, Bob Hoover, that “family development” be a key strategy in the implementation of a community development plan.

Measure C Funding Guidelines: Defining Grant Range for Strategic and Individually Funded Projects

The purpose of this session was to further define parameters around the allocation of Measure C funds (i.e. Ratio: Strategy Areas vs. Individual Projects, Program Grant Size, and Strategy Area Grant Size). Similar to the group polling exercise in the previous session, participants had the opportunity to state their individual preferences on each of the below topics through a hand count conducted by the facilitator. Below are the polling results:

Strategy Areas vs. Individual Projects

Participants were asked to vote on the desired ratio of funds to be allotted towards strategy areas versus individual projects. Results are below:

- 80%-20%: 1 vote
- 85%-15%: 0 votes
- 90%-10%: 16 votes
- 100%-0%: 0 votes

In summary, the group decided that strategy areas would receive 90% of Measure C funds and individual projects would receive 10% of Measure C funds.

(Individual) Program Grant Size

Participants were asked to vote on the desired range of (individual) program grants. Results are below:

- Option A – \$5,000-\$10,000: 5 votes
- Option B – \$10,000 --\$15,000: 11 votes
- Option C –\$15,000-\$20,000: 4 votes

In summary, the group decided the desired range of (individual) program grants would be \$10,000 - \$15,000.

Strategy Area Grant Size

Participants were asked to vote on the desired range of strategy area grants. Results are below:

- Option A – \$50,000-\$100,000: 10 votes
- Option B – \$75,000-\$125,000: 0 votes
- Option C – \$100,000-\$150,000: 10 votes

With the first vote resulting in a draw, a second vote was taken with the following results:

- Option A – \$50,000-\$100,000: 8 votes
- Option C – \$100,000-\$150,000: 12 votes

After a bit of discussion and at the suggestion of the City Manager, the group decided that the desired range of strategy area grants would be \$50,000- \$150,000.

Following the above group polling process, Chief Davis suggested that it might be good to prioritize the 3 target funding areas. Participants agreed with this suggestion and were soon guided through a final group polling exercise by the facilitator, where each person was asked to select their top priority amongst the three priority funding areas. Below are the results:

- Option 1 – Improving Educational Outcomes for Middle/High School Youth & Providing Youth Development Services: 9 votes
- Option 2 – Providing Support Services for families of High/At-Risk Youth: 9 votes
- Option 3 – Fostering Re-entry into and reunification with the community: 1 vote

Based on the vote, Options 1 and 2 were given the highest priority, followed by Option 3.

Summary of the Days' Outcomes: Omowale Satterwhite, Facilitator
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Following the final polling process, the facilitator gave a recap of the day's activities and outcomes, noting that the goals outlined at the beginning were all accomplished. He thanked the group for their thoughtful engagement and relinquished the floor to Mayor Romero and Martinez for next steps and closing remarks.

Next Steps and Closing Remarks: Mayor Carlos Romero and Vice Mayor Laura Martinez

Vice Mayor Laura Martinez thanked everyone for their participation. She then noted the following next steps:

- The meeting report will be prepared by the facilitator, Omowale Satterwhite.
- Dr. Ellis, Measure C consultant, will incorporate the actions taken into his overall report to the Measure C Committee and City Council.
- Dr. Ellis will schedule a meeting with the Measure C Committee.
- The Measure C Committee will make a recommendation to the City Council.

The Vice Mayor thanked the facilitator and all participants for their presence and adjourned the meeting.

ADJOURNMENT at 9:15 PM.