



MEMORANDUM

Date: December 20, 2016

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Grants and Data Office**

The complexity and competitiveness of grant applications as well as grant administration and performance requires significant, sophisticated oversight. For this reason, I authorized the creation of a Grants and Data Office as part of our Community and Health Services Division. The personnel within this office are essential.

Our competitive receipt of the MacArthur Foundation Grant, our Pay for Success collaboration with the Sorenson Impact Center, and our recent US Departments of Labor and Justice Grant associated with workforce development for funding jail inmates re-entering the community are valued at several million dollars. More importantly, these grants will improve health and justice outcomes for individuals in our community. These grants were received by the County, in part, because of the Grant and Data Office staff.

While winning a grant is important, it is more important to execute the performance-related aspects of the grant to change outcomes and lead the way to transformative changes across all lines of business within the community. As you can see from the attached memorandum from Deputy County Administrator Jan Leshner, our grant proposals are as varied as lead-based paint hazard control to behavioral health modification.

In terms of financial outcomes, the creation of the Grants and Data Office has been beneficial to Pima County. What is more beneficial is the improved community and individual outcomes that foster permanent positive change.

CHH/anc

Attachment

c: Jan Leshner, Deputy County Administrator for Community and Health Services
Ellen Wheeler, Assistant County Administrator
Regina Kelly, Director, Grants and Data Office



MEMORANDUM

Community and Health Services

Date: December 12, 2016

To: C.H. Huckelberry
County Administrator

From: Jan Leshner 
Deputy County Administrator

Re: Grants and Data Office – Six Months Review

In the spring of 2016, you approved the creation of the Grants and Data Office (GDO) as a part of the Community and Health Services Division. Existing, vacant positions and funding were reallocated from other Departments within the Division to create the new Office, the goal of which is to solicit, respond and manage grant funding opportunities for the Division of Community and Health Services.

Housed within Community and Economic Development Administration, the Grants and Data Office (GDO) was created to perform a variety of functions related to the development of grants necessary to supplement basic Pima County programs. The GDO facilitates the coordination, advancement and submission of grants to all outside funding sources for programs within the Community and Health Services Division. In addition, the Office is responsible for collecting, maintaining, analyzing and disseminating data in a systematic fashion, which will enable the development of grants for the Division.

The GDO works to ensure that the Community and Health Services Division is “grant-ready” and assists with the prioritization of projects, the maintenance of accurate and timely information, and provides order, stability and preparation to the grants-seeking system.

The Grants and Data Office works in collaboration with the Grants Management Division of Finance and Risk Management, which provides centralized coordination of all financial aspects of grant activity for all Pima County departments.

The GDO officially began operations on July 1, 2016. Because it is a new Office, I’ve asked staff for regular reports in order to monitor the effectiveness of the Office.

Attached please find a report prepared by Regina Kelly, GDO Director, which provides an overview of the Office and summarizes major activities conducted during the first six months of operation.

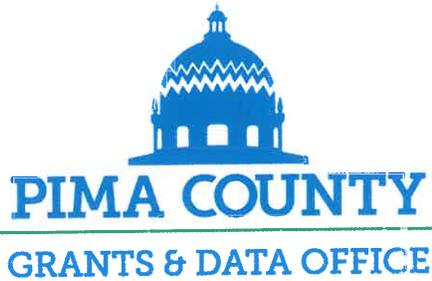
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Thank you for allowing Pima County to use existing funds to create the Grants and Data Office. The first six months of operations have been highly successful. I believe such will continue to be true and will provide you with regular updates.

JKL/cbc

Attachment

c: Regina Kelly, Director, Grants and Data Office



Report: First Six Months of Grants and Data Office

I. Overview

Housed within the Community and Economic Development Administration, the Grants and Data Office (GDO) began formal operation on July 1, 2016. GDO supports the following departments in Community and Health Services (C&H): Behavioral Health, Community Development and Neighborhood Conservation, Community Services and Employment Training, and Health.

Three principles drive overall GDO operations:

- **Strive for More Reliable Data.**
Improving C&H data fidelity, access, and exchange capabilities will result in:
 - More accurate representation of social needs;
 - More competitive grant proposals; and
 - More rigorous evaluation of programming impacts.
- **Develop Systems-Based Approaches.**
An integrated, systems-based approach that addresses a major social need is more likely to achieve significant impact versus multiple silo-based efforts. Such approaches can be developed and implemented across departments, for example, or at the intersection of human services and criminal justice systems. This approach also aligns with a major grant-making shift toward transformative change¹ funding.
- **Work Across the Grants Lifecycle.**
Best practices of grants lifecycle work include, just for example: thorough opportunity analysis weighing grant obligations against capacity; detailed project planning and grants development; and collaborative implementation work across programming and business operations.

GDO goals related to C&H departmental support are:

- ✓ Improve reliability and sharing of data;
- ✓ Increase development of systems-based projects aligned with overall county priorities;
- ✓ Improve competitiveness of grant proposals;

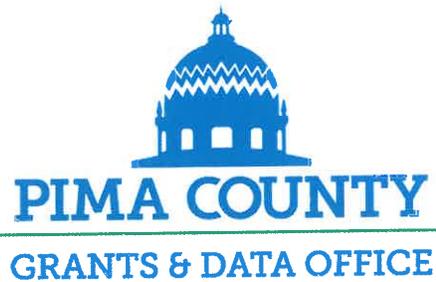
¹ For example, according to MacArthur Foundation President Julia Stasch: “[Our] next chapter will be characterized by big bets that strive toward transformative change in areas of profound concern. This is not a search for quick fixes or easy wins, but an all-in ... commitment—of talent, resources, time, and reputation—to real change for many, many people.”



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- ✓ Increase major revenue generation; and
- ✓ Improve utilization rate² of grant-funded projects developed and managed by GDO across the grants lifecycle.

² A utilization rate is the percentage of grant funds spent in a timely manner.



Performance metrics articulated with the above GDO goals include:

Metric	FY2015/2016	FY2016/2017	FY2017/2018
C&H Data Reliability Assessment	N/A	Complete	
C&H Data Integration Plan	N/A		Complete
# of systems-based initiatives developed	3	3	6
# of systems-based initiatives in roll-out	0	3	6
Grant funds generated with GDO support	N/A	\$500,000	\$500,000
Grants utilization rate	N/A	N/A	90%

II. Major Activities and Accomplishments

Project	GDO Contributions
<p>Safety + Justice Challenge</p> <p>funder: John D. and Catherine T. MacArthur Foundation</p>	<ul style="list-style-type: none"> ✓ <u>A systems-based approach to reducing unnecessary jail use.</u> ✓ Amy Fish, GDO Data Manager, and Regina Kelly, GDO Director, were core team members who developed successful planning and implementation grant applications to MacArthur Foundation (FY15/16 and FY16/17). Grants awarded: \$1.45 million. ✓ Amy Fish is initiative's lead data expert across implementation phase (FY16/17; FY17/18; FY18/19) .
<p>Pay for Success Collaboration with Sorenson Impact Center</p> <p>funder: US Departments of Housing and Urban Development and Justice</p>	<ul style="list-style-type: none"> ✓ <u>A systems-based approach to reduce high-frequency recidivism and crisis services utilization by homeless individuals with behavioral health challenges</u> ✓ GDO scrubbing feasibility data. ✓ GDO facilitating Pima County ITD and Sorenson Center collaboration to develop infrastructure for multi-year administrative data pulls necessary for "success" benchmarking. ✓ GDO collaborating with Sorenson on cost-impact research including target population high-frequency use of hospital Emergency Departments and psychiatric unit bed days.
<p>LEAP II</p> <p>funder: US Departments of Labor and Justice</p>	<ul style="list-style-type: none"> ✓ <u>A systems-based approach across county jail, workforce development, and housing systems to improve outcomes of adults re-entering community.</u> ✓ GDO worked with CSET to develop successful grant application (\$492,441 grant award).



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Project	GDO Contributions
	<ul style="list-style-type: none">✓ GDO facilitating implementation across systems including Interdepartmental Agreements and Data Use Agreements.✓ GDO developing individual-level data recidivism tracking of project participants.
<p>Lead-Based Paint Hazard Control</p> <p><u>funder:</u> US Department of Housing and Urban Development</p>	<ul style="list-style-type: none">✓ First-time Pima County has applied for this complex but critical grant opportunity.✓ GDO leading a rigorous grants lifecycle approach that has started well-ahead of the anticipated 2017 deadline with CDNC and the Pima County Housing Center subject matter experts as well as external partners including the El Rio Community Health Center and the Southwest Fair Housing Council.
<p>Behavioral Health Treatment Court Collaborative (BHTCC)</p> <p><u>funder:</u> Substance Abuse and Mental Health Services Administration</p>	<ul style="list-style-type: none">✓ GDO leading transportation gaps research related to target population of BHTCC: i.e., individuals with substance abuse and/or mental health challenges cycling through criminal justice system.✓ GDO involved in discussions of development of data exchange capabilities and case management system adoption.
<p>Data Exchange Working Group</p>	<ul style="list-style-type: none">✓ GDO = lead facilitator.✓ Initiative intended to share data developments and assure that data exchange initiatives in C&H are coordinated to maximize the collective intellectual property and avoid duplication of effort.✓ Committee will inform the development of data governance policies and procedures in collaboration with ITD to assure that data is both secure and accessible.