

STAFF REPORT



ITEM NO. **14**
CITY OF OCEANSIDE

DATE: February 14, 2007

TO: Honorable Mayor and City Councilmembers

FROM: Neighborhood Services Department

SUBJECT: **APPROVAL TO ISSUE A REQUEST FOR PROPOSALS FOR RESOURCE MAPPING OF YOUTH AND FAMILY SERVICES IN THE NORTH SAN LUIS REY VALLEY AREA**

SYNOPSIS

Staff recommends that the City Council approve the issuance of a Request for Proposals (RFP) for resource mapping of youth and family services in the North San Luis Rey Valley area of the City, and in particular the Mesa Margarita and Back Gate neighborhoods.

BACKGROUND

Resources for youth and family services in the North San Luis Rey Valley area and in particular the Mesa Margarita and Back Gate neighborhoods are generally less available to residents than in other parts of the City. Recent events have focused attention on the area, with questions raised as to what can be done to reduce youth gang activity and delinquent behavior, and support positive development of youth and families in the area. Discussion of gang issues by various groups has pointed out the need to identify resources that are already available to the area, and to identify gaps in services to residents. One way to identify existing resources (assets) and gaps is through resource (or asset) mapping.

Resource mapping focuses on what communities have to offer by identifying their existing assets and resources that can be used for building positive communities. To do a resource mapping study, organizations complete a "capacity inventory" to assess the potential of citizens, organizations and associations, and to help "capture local institutions for community building." When completed, the inventory is used to create a picture, or *map*, of the capacities or assets existing in the community. The inventory also identifies gaps in services, and possible ways local government, institutions and agencies can fill those gaps. This approach moves away from deficit (or needs-based) community-building to an asset-based development

Resource mapping does not in and of itself solve problems, especially such longstanding problems as youth gangs. The process does help to identify ways by which to bring solutions, even as a road map shows ways toward reaching a particular point or destination. Resource mapping emphasizes community action from inside the community rather than solutions imposed from the outside.

ANALYSIS

The City proposes to issue a Request for Proposals (RFP) to do resource mapping in the North San Luis Rey Valley area. The RFP will identify the scope of work to be accomplished, the boundaries of the target area, and expectations of outcomes and recommendations from the report. The City will seek responses to the RFP from qualified nonprofit agencies, consultants and/or community-based organizations. The Neighborhood Services Department will provide direction and limited assistance to the successful respondent. No additional City staff will be required for the project. Proposals will be due three weeks after issuance; the City estimates that the project will require three to six months for completion. The City will enter into a professional services agreement with the agency or consultant selected for the project.

FISCAL IMPACT

The estimated cost of the resource mapping project is \$35,000. Approval of the funding source and allocation of funds for the project will be requested when the recommended submission is brought to the City Council for approval.

INSURANCE REQUIREMENTS

Standard City insurance requirements will apply to the project.

COMMISSION OR COMMITTEE REPORT

Proposals will be reviewed by staff of the Neighborhood Services Department upon receipt of proposals and by the Community Relations Commission at their March 15, 2007, meeting. Staff and the Commission may recommend one or more of the submissions for consideration by the City Council at the April 4, 2007, meeting of the Council.

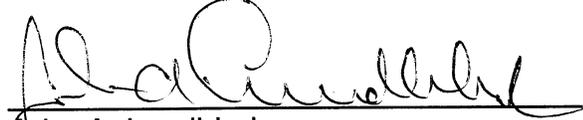
CITY ATTORNEY'S ANALYSIS

City Attorney analysis does not apply.

RECOMMENDATION

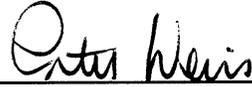
Staff recommends that the City Council approve the issuance of a Request for Proposals (RFP) for resource mapping of youth and family services in the North San Luis Rey Valley area of the City, and in particular the Mesa Margarita and Back Gate neighborhoods.

PREPARED BY:



John A. Lundblad
Management Analyst

SUBMITTED BY:



Peter A. Weiss
Interim City Manager

REVIEWED BY:

Michelle Skaggs Lawrence, Deputy City Manager



Margery M. Pierce, Director, Neighborhood Services



Nita McKay, Director, Financial Services



Attachment: Request for Proposals

City of Oceanside – Neighborhood Services Department
300 North Coast Highway, Oceanside CA

REQUEST FOR PROPOSALS

for

RESOURCE MAPPING of the NORTH SAN LUIS REY VALLEY

The City of Oceanside is seeking proposals from qualified agencies, nonprofit organizations and/or consultants to do resource/asset mapping for community development in the North San Luis Rey Valley area of the City, in particular the Mesa Margarita and Back Gate neighborhoods. The designated area includes block groups 2 and 3 of Census Tract 186.10 and block group 3 of tract 186.11 (see attached map).

The purpose of the resource mapping is to identify organizations and agencies that provide programs, activities and services in the target area that support and promote positive youth development, healthy family life, a safe environment, and economic opportunity for all residents. The mapping will determine the effectiveness of current programs and activities especially with regard to reducing the level of gang activity, increasing parental responsibility and accountability, and developing resident involvement in the issues of public safety and neighborhood improvement. The resource mapping will further identify gaps in services with regard to community development and public safety, and propose programs and/or strategies that would, if implemented, support overall improvements in the neighborhoods. Staff from the Neighborhood Services Department will be able to provide limited assistance.

The City proposes a time period of three to six months for the project, with a budget of \$35,000. The resource mapping project will include as a minimum:

- ◆ Information from existing sources on the demographic nature of the target area and economic status of residents
- ◆ Identification of services and programs currently available to residents, including those provided by public, private nonprofit, community-based, faith-based or other organizations
- ◆ Interviews with primary providers of services
- ◆ Interviews with neighborhood leaders and public officials
- ◆ Community meetings to receive input from residents on issues and needs
- ◆ Identification of “best practices” that could be implemented in the area
- ◆ Identification of necessary infrastructure improvements
- ◆ Preparation of an interim report on findings and a final report with recommendations for action

Proposals shall be submitted on 8.5 by 11” white paper, single-sided with 12-point font, with one original and one copy. Deadline for submission of proposals is **4:30pm on Thursday, March 8, 2007**. Proposals may be mailed to 300 North Coast Highway, Oceanside CA 92054 or delivered to the Neighborhood Services

Department – Housing Division offices at 321 North Nevada Street, Oceanside. Proposals postmarked no later than Tuesday March 6th will be accepted. Proposals sent by fax or e-mail will not be accepted. Contact John A. Lundblad at (760) 435-3393 or jlundblad@ci.oceanside.ca.us with questions.

Agencies and/or persons interested in responding to this Request for Proposals shall provide the following information in the proposal:

1. A completed and signed cover sheet with the name, address and contact information for the agency, organization or person submitting the proposal, and the name and contact information of the primary contact person for the proposal
2. Qualifications and experience of the agency/individual with regard to community outreach, resource mapping and program planning (up to two pages)
3. Proposed approach to the resource mapping project (up to three pages)
4. Proposed timeline for project, showing proposed outreach activities, community meetings, and reporting
5. Proposed expenditures for project based on a \$35,000 budget
6. List of persons who would be involved in the project with brief background showing qualifications and experience

Respondents may provide an alternative proposal in addition to the above based on a broader scope of work and/or their estimate of costs of the project. The City may choose to move forward only on the scope and budget as defined above, or may elect to support an alternative proposal. Respondents are not required to submit an alternative proposal, nor will the presence or absence of an alternative proposal affect scoring of the primary scope of work.

Proposals will be reviewed by City staff and members of the Community Relations Commission. Scoring of submissions and selection will be based on quality of the proposal, understanding of project requirements especially with regard to community outreach, experience in the community, and perceived ability of the agency or individual to complete the project successfully and in a timely manner.

Attachments:

1. Background information on resource mapping
2. Map of target area
3. Cover sheet for proposal

BACKGROUND TO RESOURCE MAPPING

Resource or asset mapping is a way to think about communities and community development. Most community-based organizations conduct needs assessments in the areas where they work. These approaches highlight what communities lack and the problems they face. Communities then are seen as needing "help" or to be "fixed," often by an outside agent. *Alternately, resource mapping focuses on what communities have to offer by identifying their existing assets and resources that can be used for building communities.* The process is outlined very well in *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets* by John Kretzmann and John McKnight. They call this approach "capacity-focused development." This approach moves away from deficit (needs-based) to asset-based community-building

To do a resource mapping study, organizations complete a "capacity inventory" to assess the potential of citizens, organizations and associations, and to help "capture local institutions for community building". The inventory collects data through a series of brief questions. It can be used in a one-on-one interview or a group setting, or can be designed as a survey for individuals to complete on their own. When completed, the inventory is used to create a picture, or **map**, of the capacities or assets existing in the community.

The word "community" can mean different things to different people. It can be defined using geographic, cultural or economic terms. For a resource mapping study, in addition to being known as a geographic area, "community" is best defined by including citizens, as well as informal organizations of people, such as neighborhood associations and local institutions like schools and libraries. The assets these groups can provide include knowledge, skills, professional and personal relationships, and more traditional donations of money, time and supplies.

Resource mapping is most useful when used to facilitate community action from inside the community. As Kretzmann and McKnight point out, community resources should not be collected just for the sake of study by outsiders, but must be matched or linked for real community development. The shift is away from building institutions and programs to a community-focused "people" development.

Potential Benefits of Resource Mapping

Most of us use maps frequently. Road maps help us with geography; site maps help us navigate web sites. Resource mapping, if focused on an organization's links to others, results in a comprehensive picture of how the organization interacts with its community. Just as road maps guide a person toward a destination, so resource maps help a community move toward its goals – and stay away from obstacles. Resource mapping develops a picture of the target community, its assets for and obstacles to positive growth and development.

This picture, or **resource map**, can be useful to public agencies and community-based organizations by:

- mining the valuable information on community links from people's heads so that it can be displayed to all staff, volunteers, visitors and board members.
- allowing staff and others to see potential new links within groups in their existing network which can help program development;
- helping an organization think about its interactions with other community-based organizations and how to capitalize on those relationships;
- supplying a way to find new sources for volunteers, board members or referrals to programs;
- being combined with other data, such as housing information and a geographic map of your area from a commercial GIS program, to give a comprehensive picture of the community;
- providing insight into the organization's goals, projects and structure for strategic planning purposes;
- orienting new staff to the center's relationship with the community;
- providing a visual representation of the community context of your work, and;
- supplying the means to create a resource database for the community.

Surely there are other beneficial ways to use the resource maps; local groups will have more to add to the list, depending upon their perspectives in communities.

The Process:

Based on the experience of others, here is one approach to resource mapping:

First, define the **purpose** of the study. This is a critical step in the resource mapping process. *What do you want to map and how do you want to do it? What do you want to get out of the process and the map?*

Next, you should define the **scope of the project**. This is another important step in order to keep the research manageable and to ensure that the study will be completed. The project can be as large or as small as you need. For example, do you want to map resources only for technology access or for any community development activity? Do you want to map only your immediate geographic community or your entire city? Also, think about whether you want this to be an exhaustive study listing every current link or just enough so you get a general idea of what links exist.

Data from the interviews accumulates quickly. The scope should take into account the staff and other resources you can dedicate to the project.

Although it is helpful to have someone with a research background conduct the study, it is not necessary. The critical skills are communication for interviewing and analytical skills for developing the maps. A person who is familiar with the community and has relationships with some of the existing partners may have an

easier time collecting data and therefore will reduce the amount of time needed for the project. An outsider will need time to understand the community and build trust with the interview subjects. Paid staff, volunteers, or interns from a nearby college or high school can conduct (with appropriate guidance) a resource mapping study.

The most useful information will be gleaned from interviews with staff, volunteers, board members, visitors, local businesses and organizations, collaborators/partners and funders. Depending on identified needs this list should be reduced or expanded. Questions for the interviews should be tailored to the types of people with whom you are speaking.

Field notes are another useful tool for resource mapping. Essentially, field notes are a log of activities, impressions, and observations taken during the course of the study. Information from field notes can be analyzed and included in the final product and actions taken as a result of the resource map. Field notes should include transcripts of interviews with subjects.

At any time during the information gathering process, the actual resource map – the document detailing available assets and identified gaps - can be started. A study may be limited to mapping links to organizations, not individual assets, and thus be organized by type of institution. In this instance groups would be categorized as community-based organizations, nonprofit agencies, individuals, business, government, schools/universities, and associations.

After you've successfully mapped your resources, how should you use the map? *The power of resource mapping comes with what happens after the resources have been identified.* As Kretzmann and McKnight point out, the information gained by resource mapping should not be collected as an end in itself; it should be used to create new partnerships for community building and development.

OTHER RESOURCES

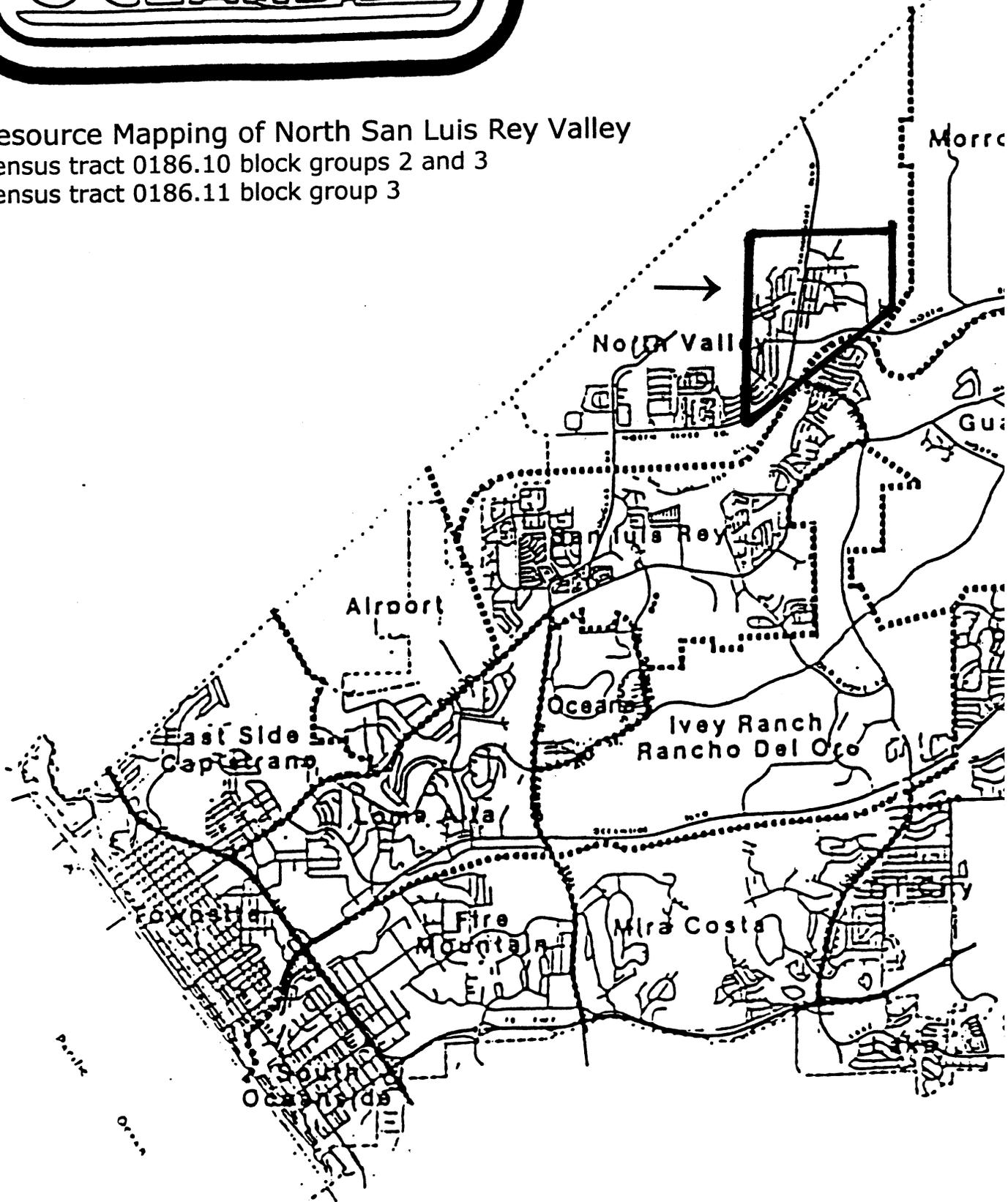
<http://www.ncset.org/publications/viewdesc.asp?id=939> (Summary material) and http://www.ncset.org/publications/essentialtools/mapping/NCSET_EssentialTools_ResourceMapping.pdf (full document) Resource mapping for youth with disabilities, but a good overview of resource mapping for all youth

<http://www.twc.state.tx.us/svcs/youthinit/materials/mapping1203.pdf>
Resource mapping for youth services

<http://www.search-institute.org/norms/>
Grading Grown-ups 2002: How American Adults and Kids Relate (12-page summary available as well as full text of report)

CITY OF OCEANSIDE

Resource Mapping of North San Luis Rey Valley
Census tract 0186.10 block groups 2 and 3
Census tract 0186.11 block group 3



City of Oceanside – Neighborhood Services Department
300 North Coast Highway, Oceanside CA 92054

PROPOSAL FOR RESOURCE MAPPING PROJECT

Name of Organization _____

Mailing Address _____

Contact Person _____ Telephone _____

Fax _____ E-Mail _____

Project Name: Resource Mapping of the North San Luis Rey Valley area

Project Manager _____

Telephone _____ E-Mail _____

Certifications: I understand that if the agency or individual submitting this proposal is awarded a contract for the Resource Mapping Project:

- The agency/individual will be able to comply with insurance requirements of the City of Oceanside and provide insurance certificates and endorsements.
- The agency/individual will be able to return a signed agreement with all required attachments within thirty days of receipt of the agreement.
- The agency/individual will be able to begin work on the project within thirty days of contract signing.

Signature of Applicant

Printed name of signer

Proposals are due to the City of Oceanside no later than 4:30pm on Thursday, March 8, 2007. Proposals with a postmark no later than Tuesday March 6, 2007 will be accepted. Faxed or e-mailed proposals will not be accepted. Proposals may be mailed to 300 North Coast Highway, Oceanside CA 92054, attn: Resource Mapping Project, or delivered to the Neighborhood Services Department – Housing Division, 321 North Nevada Street, Oceanside

Include one original and one copy of the proposal, stapled in the upper left-hand corner. Binders, letters of support or other extraneous material will be discarded.