

# City of Alexandria, Virginia

## MEMORANDUM

**DATE:** APRIL 15, 2011

**TO:** THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

**FROM:** JAMES K. HARTMANN, CITY MANAGER 

**SUBJECT:** BUDGET MEMO # 68 : BACKGROUND INFORMATION REGARDING THE ALEXANDRIA FUND FOR HUMAN SERVICES AWARD PROCESS AND FY 2011 AWARDS & FY 2012 REQUESTS

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This memorandum provides background information about the Alexandria Fund for Human Services (AFHS) grant application process, including the names of the Grant Review Committees, and the pool of grant applicants seeking funding for FY 2012 and 2013. In July 2005, the administration of the Community Partnership Fund (CPF) was transferred from the Office of Management and Budget to the former Department of Human Services (now the Department of Community & Human Services), which already had responsibility for the administration of the Children's Fund (CF) and Youth Fund (YF). Subsequent to that the Department of Human Services consolidated the Children's Fund, the Youth Fund and the Community Partnership Fund under the umbrella of the Alexandria Fund for Human Services (AFHS).

The Children's Fund assists organizations in providing quality early childhood education programs and comprehensive services for at-risk children, birth through age five. The Youth Fund supports activities that promote positive youth development and the developmental asset approach for youth, ages six to 21. The Community Partnership Fund supports human services priorities that address self-sufficiency, prevention, protection and treatment.

### **Changes, Improvements**

With the consolidation of the three funds, staff consulted with previous grant applicants, nonprofit agencies, the Early Childhood Commission (ECC), and the Youth Policy Commission (YPC) to conduct a thorough review of the procedures of the individual funds. Based on the findings of this review, staff implemented the following refinements and changes to the grant process:

- Consolidated the Children's Fund, Youth Fund and Community Partnership Fund under the umbrella name of the Alexandria Fund for Human Services (AFHS).
- Changed the fiscal year of the Community Partnership Fund and the Youth Fund to coincide with the City's Fiscal Year and the Children's Fund program year (July 1 to June 30).

- Developed a unified application process for all three grants, including a quantified rating system with specific categories and assigned points.
- Achieved cross pollination in the grant review process by having a member of the Youth Policy Commission and the Early Childhood Commission serve on all three grant review panels.
- Amended the FY 2007 priorities of the Community Partnership Fund and made them the permanent priorities, as it was felt that they were broad enough to address most human service needs, and in recognition of the fact that the priority recommendations had essentially remained the same for several years. This recommendation ended the requirement to report annually on the priorities; however, staff continues to report annually on the distribution of the funds.
- Awarded successful applications for a two-year period (funds in the second year are contingent upon City Council appropriations to the AFHS). However, the City temporarily returned to a one-year funding cycle for FY 2010 and 2011, recognizing the need to be flexible in targeting funds due to the economic downturn. For the AFHS CPF, special consideration was given to programs that provide essential safety net services for the City's most vulnerable clients. City Council was notified of this temporary change in a memorandum dated, January 30, 2009. Beginning in FY 2012, grants will return to the two year funding cycle (i.e., FY 2012 & FY 2013).
- At City Council's request, the Fund's allocation process was reviewed by representatives from other funders, including the United Way, ACT, Arts Commission and Northern Virginia Health Foundation. While this review did not identify any material changes, it did result in an agreement to work more collaboratively with these funders in order to become more consistent and identify ways to collectively lessen the administrative burdens on nonprofit organizations and the joint sponsorship of workshops to increase their capacity.
- At the request of several nonprofit agencies, staff moved up the grant notification time to May, in order to allow these organizations additional time to prepare for the next fiscal year.
- The Alexandria Budget and Fiscal Affairs Advisory Committee (BFAAC) noted in their Report on the City Manager's Proposed Budget for FY 2009 (*page 6*) that the:

*Grants from the Alexandria Fund for Human Services and from the Commission for the Arts appear to be well administered.*

### **Review Committees for Reviewing the FY 2012 and FY 2013 Grant Proposals**

The review committees for the FY 2012 and FY 2013 Fund for Human Services grants are listed below. Reviewers must not be recipients or applicants to the Fund. The members terms on the committee are staggered, and replacements occur when reviewers have scheduling conflicts, move out of the City or leave their roles as members of the Youth Policy or Early Childhood Commission if that was their role designation on the review committee. Typically reviewers serve no longer than three years.

### Community Partnership Fund

Appointments of the community representatives are made by the City Manager, based on recommendations from the Assistant City Manager. The members of the review committee are:

- Allen Lomax, Community Representative
- Kendra Gillespie, Community Representative
- Joanna Hemmat, Early Childhood Commission Representative

### Youth Policy Commission

The YPC has empowered the review committee to act on the behalf of the full Commission in making funding decisions. The members of the review committee are:

- Heather Martin, *Review Committee Chair*, Youth Policy Commission Member
- Chad Dickerson, Youth Policy Commission Member
- Pamela Kicak, Early Childhood Commission Representative
- Pam Walkup, Community Representative

### Children's Fund

The ECC has empowered the review committee to act on the behalf of the full Commission in making funding decisions. The persons reviewing the FY 2012 and FY 2013 applications are:

- Debra Collins, Assistant City Manager, *Review Committee Chair*
- DeShuna Spencer, Youth Policy Commission Representative
- Bill Campbell, Early Childhood Commission
- Elaine Barker, Alexandria City Public Schools Representative
- Sean McEneaney, Chair, Early Childhood Commission

### **Review Process**

The deadlines for the three grants are staggered so as not to overburden organizations that may be eligible to apply to more than one fund. Staff from the Department of Community and Human Services' are responsible for receiving and processing the grant applications. Proposals submitted after the deadlines are not considered for funding.

Proposals are distributed to other DCHS and City department managers, who are the content experts in the respective human service areas addressed by the various proposals. As an example, health related proposals are also forwarded to Health Department staff for review and comment. Staff do not score or rate the proposals, but forward any relevant comments to the respective review committees. Information from the DCHS Grants and Contract Administrator regarding whether or not the previous year grant recipients have met their goals is also provided to the review committees.

Each reviewer receives copies of all of the proposals received for their respective Fund. They also receive the Request for Grant Proposal guidelines, evaluation criteria and any comments from staff. Reviewers are given approximately three weeks to read and score each proposal, before meeting together as a committee to develop consensus scores and make funding determinations.

### **Selection Criteria and Award Process**

All grants are awarded on a competitive basis. Review committees evaluate applications and make funding recommendations based on the selection criteria set forth in the Request for Grant Proposal guidelines (Attachment 1). The reviewers meet with their respective committee members to discuss individual proposals and develop a consensus score for each proposal. Once each proposal has a consensus score, the reviewers determine the amounts of each award, starting with the proposals that receive the highest scores. They distribute funds until there is no more money in the amount designated in the City Manager's proposed budget for the upcoming fiscal year or until they reach their pre-determined cut-off score.

In order for programs to begin operation at the beginning of the next fiscal year, July 1, the committees must meet and make decisions prior to City Council's passage of the City operating budget, which generally is not adopted until the first week of May. Consequently, the committee members know that their decisions are contingent upon the availability of funding in the adopted City budget. After funding decisions are made and upon the approval of the City's operating budget, the City Council is notified in a docket memorandum of the selections. Subsequent to Council notification, applicants are notified of the award decisions.

### **FY 2012 & FY 2013 Grant Applications**

There were a total of 70 applications seeking funding for FY 2012 and FY 2013, requesting a total of \$3,409,614. Of this total, 9 were submitted to the Children's Fund, 25 to the Youth Fund, and 36 to the Community Partnership Fund. Fifteen of the 70 proposals (21%) submitted were for new or previously unfunded programs.

The City Manager's FY 2012 Proposed Budget allocates \$2,033,259 for the AFHS, which is equal to the amount of funds budgeted for the AFHS in FY 2010 and FY 2011. Of the amount proposed for FY 2012, \$907,202 is for the Children's Fund, \$277,147 for the Youth Fund and \$848,910 for the Community Partnership Fund.

A list of FY 2011 Grant applicants is enclosed as Attachment 2. City Council will receive a list of applicants and a description of programs seeking funding for the FY 2012 and FY 2013 grants in May, when staff notifies Council of the grant awards.

### **Next Steps**

In the future, the grant award process will continue to evolve as it has since the inception of the AFHS. The grant award process will likely be further refined as a result of the establishment of a new commission to serve children and youth, replacing the current Early Childhood and Youth Policy Commissions. It is likely that oversight of the Funds will not be part of the responsibility of the new commission and staff will need to develop new mechanisms for reviewing grant applications. The City is also already currently planning to implement an online application process for the next grant cycle. Staff will continue to inform City Council of changes as the process evolves.

Staff understands the need to review whether or not the AFHS continues to be the best source of funding to support community organizations, especially those which provide essential human services on an ongoing basis. Staff also recognizes that the potential exists for the City to be

more strategic in its support for non-profit human services providers, and the need for more customized metrics to be developed to measure performance and outcomes. While such a review could not be done in time to impact the FY 2012 grant award cycle, moving forward staff could present to City Council options that would address how support for human services providers is provided and what changes, if any, could be implemented.

## **Attachment 1**

### **PROPOSAL EVALUATION CRITERIA AND POINTS**

#### **Demonstration of Need** (10 points)

- Program Focus and Documentation of Need: the proposal clearly describes the need of the proposed population to be served and how the identified need relates to the funding priorities selected for the proposed project
- Addresses developmental assets (Youth Fund only)
- Displays innovation where applicable

#### **Program Design** (25 points)

- Design shows clear and attainable program goals
- Proposed program replicates evidence-based or science-based program models
- Application is complete and addresses all required components of RFGP
- The proposal clearly describes a work plan for how the program will be implemented and a realistic timeline
- There is a clear connection between program resources, program activities, outputs and desired outcomes for the program

#### **Outcomes/Evaluation** (20 points)

- Evaluation design uses the established format or guidelines
- Evaluation design documents progress towards program outcomes - the measurable changes in knowledge, attitude, behavior and conditions among program participants
- Evaluation design documents the number of persons served and the quality of services provided

#### **Organizational Capacity** (15 points)

- The proposed project will have direct service, management and fiscal staff with appropriate skills, experience and/or credentials to administer an accountable and responsible project
- Proposal provides documentation of an appropriate fiscal management system

#### **Budget and Budget Justification** (20 points)

- Proposed budget is reasonable and clearly describes all costs for the project
- Proposed budget includes additional resources that will support the project

#### **Support and Collaboration** (10 points)

- Proposal documents support and strategies for collaboration with other agencies where required
- For established organizations, the proposal provides confirmed evidence of successful past project performance or success in initiating, maintaining, and completing similar projects or projects of a similar magnitude (includes references)

**Grant Priorities (15 points) (*Youth Fund only*)**

- Proposal addresses an asset or assets where Alexandria youth scored below 45 percent [A list of the 40 assets with their percentages is included as Appendix I to this RFGP.] (10 points)
- Proposal addresses an underserved population and/or geographical area of the City, as documented in Section V. Item A of the proposal (5 points)

**Additional Selection Criteria for Preschool Programs (Maximum of 100 points) (Children's Fund only)**

- Numbers of at-risk children served and percentage (%) of total population (30 points)
- Provision of a full-day, full-year option for parents who need it (20 points)
- Compliance with Child Observation Record (COR) requirements: (20 points)
- For new programs: a commitment to COR documentation of progress of children
- For currently funded projects: documentation of COR scores for participating children, including the COR scores from the most recently completed recording cycle and any scores, to date, for the current cycle
- Compliance with the National Association for the Education of Young Children (NAEYC) accreditation guidelines:
- For new programs: a commitment to applying for NAEYC accreditation as soon as the program becomes eligible, and a commitment to developing a program that meets the following NAEYC accreditation guidelines from the first day of operation: (25 points)
- A developmentally appropriate curriculum
- Appropriate staff ratios and group size
- Effective, substantial parental involvement
- Qualified staff
- Comprehensive services (i.e., psychological, speech/language, health and nutrition education, social work, transportation, vision and dental screening, and parent education)
- Or
- For existing programs and currently funded projects: documentation of current NEYC accreditation (30 points)

**Additional Selection Criteria for Non-Preschool Organizations (Total of 100 Points) (*Children's Fund only*)**

- The families and children served by the organization show documented progress i.e. changes in behavior) in the areas in which the organization provides services (e.g., child abuse prevention, health, parenting skills, incidence of teen pregnancy, etc.) (20 points)
- Numbers of at-risk parents and children served (20 points)
- Quality of program (e.g., qualified staff, appropriate supervision) and, if applicable, program accreditation (20 points)
- Based on standard professional practice, the caseload size is small enough to allow for the provision of quality services (10 points)
- Parents are involved in the development of their service plan and decisions regarding the services provided (20 points)
- Opportunities are provided for ongoing staff training and quality supervision (10 points)

**Total Maximum Number of Points**

- Children's Fund (200 points)
- Youth Fund (115 points)
- Community Partnership Fund (100 points)

Attachment 2

**ALEXANDRIA FUND FOR HUMAN SERVICES  
FY 2011 CHILDREN'S FUND GRANT AWARDS**

<b>Organization</b>	<b>Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Request</b>	<b>FY 2011 Award</b>
<b>Preschool Programs</b>				
Child and Family Network Centers	Child and Family Network Centers	\$241,937	\$455,700	\$241,937
<b>Non-Preschool Programs</b>				
Alexandria Accredited Preschools	Family Support Project	\$155,490	\$225,000	\$153,440
Capital Youth Empowerment	Fathers In Touch	n/a	\$47,260	\$10,000
Hopkins House Association	ASTAR	20,000	20,000	20,000
Northern Virginia Family Services	Healthy Families Alexandria	295,195	347,610	\$295,195
Northern Virginia Urban League	Alexandria Resource Mothers	56,630	110,000	56,630
Stop Child Abuse Now (SCAN)	Parent Nurturing Project	9,846	15,000	10,000
<b>Total</b>		<b>\$779,098</b>	<b>\$1,220,570</b>	<b>\$787,202</b>
<b>Proposals Not Recommended for Funding</b>				
New Neighbors Education Center	ESL Program with Childcare	n/a	\$30,000	0
<b>Total</b>		<b>\$0</b>	<b>\$30,000</b>	<b>0</b>
<b>Set Asides Recommended for Funding</b>				
Early Childhood Training Budget		\$25,000	\$25,000	\$25,000
Mount Vernon Headstart VPI Classroom		35,000	35,000	35,000
Virginia Preschool Initiative /Scholarships for Children		60,000	60,000	60,000
<b>Total Set Asides</b>		<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>TOTAL</b>		<b>\$899,098</b>	<b>\$1,370,570</b>	<b>\$907,202</b>

**FY 2011 YOUTH FUND GRANT AWARDS**

<b>Organization</b>	<b>Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Request</b>	<b>FY 2011 Award</b>
Alexandria Police Youth Camp	APYC Summer Camp Program	\$14,000	\$35,000	\$10,547
Alexandria Seaport Foundation	Boat Building Apprenticeship Program	18,200	18,200	18,000
Big Brothers Big Sisters of the National Capital Area	Making A Positive Difference	10,700	42,000	10,700
Capital Youth Empowerment	Teen Pregnancy Prevention Program	n/a	29,050	5,000
Carpenter's Shelter & Alexandria Community Service Board	People of Promise	11,500	15,000	10,000
Center for Alexandria's Children	Children's Advocacy Center	18,000	50,000	18,000
Community Lodgings, Inc.	Family Learning Center Youth Education Program	n/a	30,000	15,000
Higher Achievement Program	Increasing Academic Excellence	16,000	18,000	14,000
Northern Virginia AIDS Ministry	Access Advocacy for Children	7,000	7,000	5,000
Northern Virginia AIDS Ministry	HIV Prevention Program	17,500	17,500	15,000
Northern Virginia Family Services	Alexandria Intervention, Prevention & Education Elementary School Program	13,375	49,631	13,400
Northern Virginia Urban League	Grandfather's Mentoring Program	12,500	15,000	12,500
Northern Virginia Urban League	Math & Science Technology Program	10,000	25,000	8,000
Project Discovery - Alexandria	Project Discovery Program	18,000	27,000	18,000
Secondary Training & Education Program	Cyber Seniors/Cyber Teens	15,022	15,000	12,000
Stop Child Abuse Now (SCAN)	Alexandria/Arlington CASA Program	21,000	25,000	21,000
Tenants & Workers United	Alexandria United Teens	13,375	31,800	18,000
The Art League, Inc.	Space Of Her Own	10,000	10,000	10,000
The Campagna Center	Building Better Futures	14,000	20,000	15,000
Volunteer Alexandria	Youth Service Coalition	14,500	17,000	13,000

Organization	Program	FY 2010 Approved	FY 2011 Request	FY 2011 Award
<b>Proposals Not Funded For FY 2011</b>				
Liberty's Promise	Civic Engagement for Immigrant Youth	n/a	\$25,000	\$0
Wholistic Family Agape Ministries Institute	Teen Pregnancy Prevention Program	\$8,000	29,100	0
<b>Set Asides Recommended for Funding</b>				
Alexandria Youth Council	Operating Budget	7,000		\$10,000
Developmental Assets/Youth Risk Behavior Surveys	Conference/Training Budget	5,000		5,000
<b>Total Set Asides</b>		<b>\$12,000</b>		<b>\$15,000</b>
<b>TOTAL</b>		<b>\$274,672</b>	<b>\$551,281</b>	<b>277,147</b>

**FY 2011 COMMUNITY PARTNERSHIP FUND GRANT AWARDS**

<b>Organization</b>	<b>Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Request</b>	<b>FY 2011 Award</b>
Alexandria Neighborhood Health Services, Inc.	Neighborhood-based Mental Health & Family Support Program	\$44,650	\$44,650	\$44,650
ALIVE! Inc.	Family Emergency Program	30,000	30,000	20,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family Transitional Housing	38,000	40,000	30,400
Capital Youth Empowerment	Fathers In Touch	n/a	\$47,260	18,000
Carpenter's Shelter	Transitional Services	71,400	71,400	71,400
Catholic Charities of the Diocese of Arlington, Inc	Christ House Emergency Shelter	19,000	20,000	19,000
Catholic Charities of the Diocese of Arlington, Inc	Retired & Senior Volunteer Program	10,000	15,000	10,000
Catholic Charities of the Diocese of Arlington, Inc	St. Martins' de Porres Senior Center	32,000	35,000	32,000
Child & Family Network Center	ESL/Family Literacy Program	8,000	40,000	8,000
Community Lodgings, Inc.	Transitional Housing Program	n/a	30,000	18,000
Computer C.O.R.E.	Building Careers & Community	15,200	22,500	15,200
Crisis Link	Crisis & Suicide Prevention Hotline & Community Education & Outreach	27,800	34,280	27,800
ENDependence Center of Northern Virginia	Independent Living Services for Alexandrians with Disabilities	32,400	36,000	25,920
Ethiopian Community Development Council	Employment & Support Services	n/a	32,814	18,000
Friends of Guest House, Inc.	Guest House Residential Program	46,440	46,400	37,152
Hopkins House Association	Early Childhood Learning Institute	35,000	34,200	35,000
Legal Aid Justice Center	Immigrant Advocacy Program	8,000	40,000	7,382
Legal Services of Northern Virginia	Legal Services for Low-income, Elderly & Disabled Residents	157,678	157,678	135,000
Literacy Council of Northern Virginia	Adult Literacy & Language Education Programs	18,000	20,000	14,400
Metropolitan Washington Ear, Inc.	Multimedia Reading & Information Service for Blind & Virtually Impaired	4,000	4,000	4,000
National Rehabilitation & Rediscovery Foundation, Inc.	Support for Individuals with Brain Injuries	n/a	42,000	18,000
New Neighbors Education Center	Teaching English for Success	19,200	22,000	19,200

<b>Organization</b>	<b>Program</b>	<b>FY 2010 Approved</b>	<b>FY 2011 Request</b>	<b>FY 2011 Award</b>
Northern Virginia AIDS Ministry	Medical Transportation Support Services	19,000	19,000	19,200
Northern Virginia Dental Clinic	Northern Virginia Dental Clinic	37,800	37,800	37,800
Northern Virginia Family Services	Alexandria Medication Access Program	38,000	43,377	38,000
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	Hearing, Education, & Advocacy Resources Program for Alexandria (HEAR-Alexandria)	14,400	18,000	14,400
Parent Leadership Training Institute of Alexandria	Parent Leadership Training Institute	24,000	34,000	24,000
Rebuilding Together Alexandria	Crisis Need Fund	9,000	15,000	7,846
Stop Child Abuse Now (SCAN) of Northern Virginia	Juntos Por El Cambio Educational Parent Support Group	14,400	20,000	14,400
Senior Services of Alexandria	Meals on Wheels	14,400	30,000	10,000
Tahirih Justice Center	Legal Assistance to Immigrant Women & Girls	19,000	25,000	15,200
Tenants' and Workers' Support Committee	Healthy & Involved Communities Program	n/a	11,000	5,000
Volunteer Alexandria	Volunteer Clearinghouse	34,560	40,000	34,560
<b>Proposals Not Funded For FY 2011</b>				
Senior Services of Alexandria	Money Management	n/a	20,000	0
<b>TOTALS</b>		<b>\$811,328</b>	<b>\$1,140,559</b>	<b>\$848,910</b>