Human Services Program
Process Improvement Proposal

Council Business Meeting
June 20, 2018

Agenda

1. Background

2. Process and Methodology

3. Findings

4. Recommendations

Background

- Council requested a refined and streamlined funding process in the fall of 2017

- Council received an update December of 2017

- Human Services Program currently funds multiple agencies to work on a broad range of issues

- May be opportunities to deepen the impact to focus on outcomes and results

Process

- Human Services Process Improvement Sub-Committee evaluated the Human Services Program

- Process rooted in design thinking approach

- Intended outcomes:

    1. A results-driven funding process that achieves the goals of the Town and is responsive to community needs
    2. Clearly defined funding priority areas, goals, and outcome measures
    3. A streamlined funding process

Methodology

- Reviewed 2020 Comprehensive Plan and Council Goals to identify synergies

- Reviewed U.S. Census and other data sources to inform priority areas for funding

- Researched national best practices

- Conducted focus groups and surveys

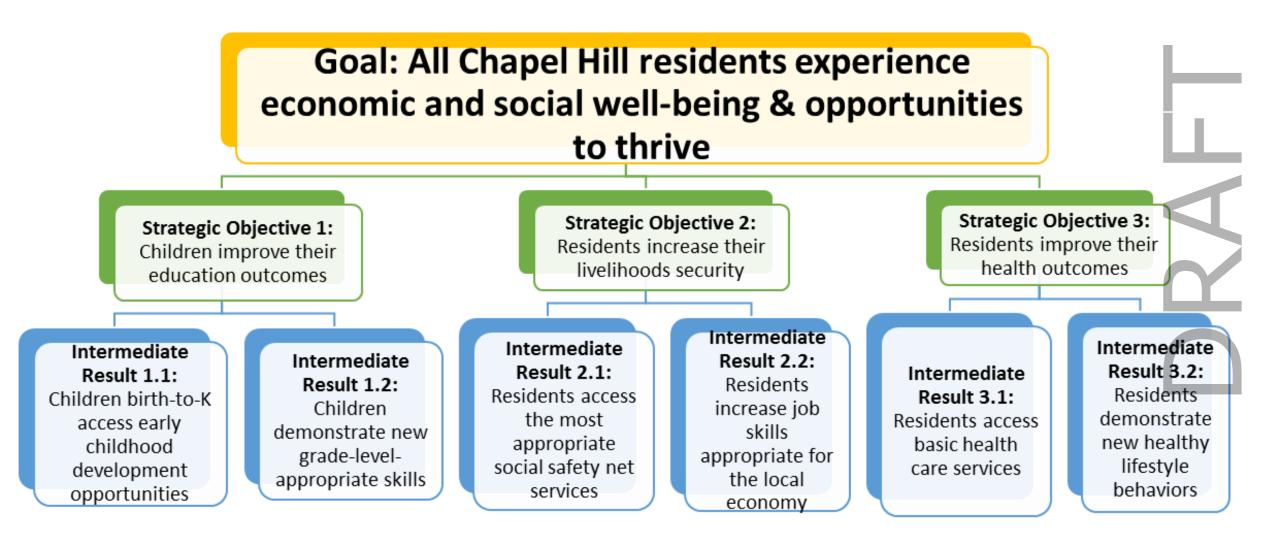- Involved Human Services Advisory Board in vetting Results Framework

Findings – What We Learned

1. Few funders implemented a holistic results oriented framework to prioritize funding and monitor outcomes

2. A Results Framework is a broadly used tool in the field of international development and public health

3. Health, education, and livelihood securities rose to the top as key community needs to be addressed

4. Housing continues to be broadly identified as a key community need

5. As the Program is currently structured, the Town's ability to deeply respond to the community's greatest needs is limited

6. The current process requires an extraordinary amount of time

Human Services Results Framework

Benefits of Using a Results Framework

1. **Greater impact**
   - Focus Town resources on human services needs identified as Town priorities in the Results Framework
   - Increase capacity to measure the impact and return on the Town's investment

2. **Greater accountability**
   - Greater accountability to taxpayers by showing the overall impact of Human Services program through both data and story-telling

3. **Greater learning**
   - Increase capacity to evaluate the overall program and make adjustments that improve relevance, effectiveness, and efficiency
   - Better assess what approaches contribute most effectively to achieving specific objectives

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Recommendations

1. Adopt the Results Framework to further focus the funding priorities and emphasis on measurable and specific results

2. Implement process changes to streamline the process:

   - Revise the funding application to align with the proposed Results Framework
   - Move to a paperless, online application process
   - Pilot abbreviated application and review process for funding requests below $5,000
   - Pilot "High Impact Award" Grant to provide up to 3 larger grants in the range of $30-50,000
   - Coordinate with Orange County and the Town of Carrboro

3. Evaluate the revised process after the first year of implementation, surveying agencies and HSAB, and making adjustments as needed

Next Steps

1. Continue to refine agency performance indicators

2. Revise the funding application to align with the Results Framework

3. Develop pilot detail for High Impact Award and Small Grant Programs

4. Conduct Results Framework orientation sessions

5. Implement prototype for FY20-21 funding cycle

Recommendation

- Council approve Resolution R-? to implement a Results Framework for the Human Services Program