

MEMORANDUM

TO: Mayor and Town Council
FROM: Human Services Advisory Board
SUBJECT: **Board Recommendations – Process and Comments for Recommendations Not to Fund**
DATE: May 22, 2019

For the 2019-20 funding cycle the Town received \$1.2 million in funding requests, nearly three times the amount of funding available in the Human Services Program budget and significantly more requests than prior years. The members of the Human Services Advisory Board (HSAB) worked to evaluate funding requests and develop a recommended funding plan that aligned with the strategic objectives outlined in the Town's new Human Services Results Framework (**Attachment A**). The Mayor and Town Council have received those recommendations and this memo serves to outline our process and briefly comment on those agencies for which no funding was recommended.

The time commitment to the evaluation and recommendation process by each Board member is substantial – it includes not only reading, evaluating, and scoring—using a newly developed rubric—nearly 60 separate applications but also spending approximately 15 hours in agency hearings over a period of several weeks. This investment of time is needed to properly evaluate agencies and prepare for funding deliberations. Board deliberations occurred over two separate evenings, culminating in nearly six hours of discussion. This year's deliberation were particularly difficult for two reasons: 1) the Board had funding for only 34%, or \$446,500, of the total requested; and 2) the Board was evaluating and making funding recommendations on the new Community Impact Award Program pilot (**Attachment B**). The Board made difficult decisions in order to adequately and reasonably fund organizations that presented a compelling and important funding proposal to serve the Chapel Hill community.

The Board focused on funding agencies that submitted proposals to support the following three strategic priorities for FY 2019-20. These priorities were based on a spring 2018 comprehensive analysis of [demographics and community need data](#) and a [community needs focus group](#). These data informed the Human Services Results Framework (**Attachment A**). The supporting data and Results Framework was approved by Council on June 20, 2018.

The Board identified the following three objectives to guide its FY 2019-20 funding recommendations:

- **Strategic Objective 1:** To support programs that improve educational outcomes for children.
- **Strategic Objective 2:** To support programs that increase livelihood security of residents.
- **Strategic Objective 3:** To support programs that improve health outcomes of residents.

Organizations listed below did not receive a funding recommendation not necessarily because they failed to provide needed services to the Town, but rather, a result of prioritizing the Town's limited resources to other agencies that more closely align to the Town's Results Framework or the Board felt would achieve a greater community impact. As you can imagine, these were not easy decisions.

The Human Services Advisory Board does not recommend funding for:

Book Harvest
Bridge II Sports
FPG-Elementary School-PTA
Grow Your World
Kidzu Children Museum
Orange County Disability Awareness Council
Orange County Veterans Memorial
Rebuilding Together of the Triangle
The Arts Center
The Mildred Council Annual Dinner
Triangle Bike Works
Youth Community Project

Below is a brief summary.

Book Harvest

This is the first year Book Harvest has requested funding from the Town. Though we believe the agency provides a valuable service, given competing priorities no funding is recommended at this time.

Bridge II Sports

Bridge II Sports applied only for the Community Impact Award Program (CIAP) and the Board determined it was not reasonable/feasible to partially fund the application. It was not selected for the CIAP given stronger applications that the HSAB determined were more feasible, served a larger number of residents, and demonstrated evidence-based approaches to evaluation.

FPGB-Elementary School-PTA

The HSAB does not recommend funding for FPGB-Elementary School PTA due in large part to competing priorities within the overall budget. Given the large number of PTA's within our community the Board determined that funding individual PTA's was not the best use of limited resources, rather we would encourage FPGB to pursue other funding options, like the Chapel Hill Carrboro Public School Foundation.

Grow Your World

This non-profit was only recently incorporated (January 2019) and has not yet launched programming. Given the large number of established applicants, the Board does not recommend funding at this time.

Kidzu Children's Museum

The HSAB does not recommend funding for Kidzu Children's Museum due in large part to competing priorities within the overall budget. The Board felt that the Town's limited resources could be better leveraged by increasing support to other agencies that have similar goals/objectives and had more sustained interaction with target population.

Orange County Disability Awareness Council

We consider the overall viability and feasibility of the agency and note that, though an important service, almost the entire operating budget (83%) for FY2017-18 was provided by local government grants (Town of Carrboro, Town of Chapel Hill, and Orange County). The HSAB prioritized agencies that have a broader mix of funding support. The HSAB also found that other agencies in the community (e.g., The Arc of the Triangle) complement the services proposed in this application.

Orange County Veterans Memorial

Though an important project, the objectives did not align to our Results Framework as well as other agencies. No funding is recommended.

Rebuilding Together of the Triangle

The services offered are valuable but the number of residents impacted is low, only five projected in Chapel Hill, and is provided at a high cost per person. The Board felt that the Town's limited resources could be better leveraged by increasing support to other agencies that have similar goals/objectives.

The Arts Center

The HSAB does not recommend funding for the Arts Center at this time. The Board felt that this funding would not have as direct or deep an impact on advancing our educational objective as other organization's initiatives, plus the effort did not appear to be designed to target the children in the community who might most need support.

The Mildred Council Annual Dinner

Though an important event, the objectives did not align to our Results Framework as well as other agencies. No funding is recommended.

Triangle Bike Works

The services offered are valuable but the number of residents impacted is low, only five in Chapel Hill in 2017-18. The Board felt that the Town's limited resources could be better leveraged by other agencies.

Youth Community Project

The services offered are valuable but the number of residents impacted is low, only two in Chapel Hill for 2017-18, and is provided at a relatively high cost per person. The Board felt that the Town's limited resources could be better leveraged by other agencies.

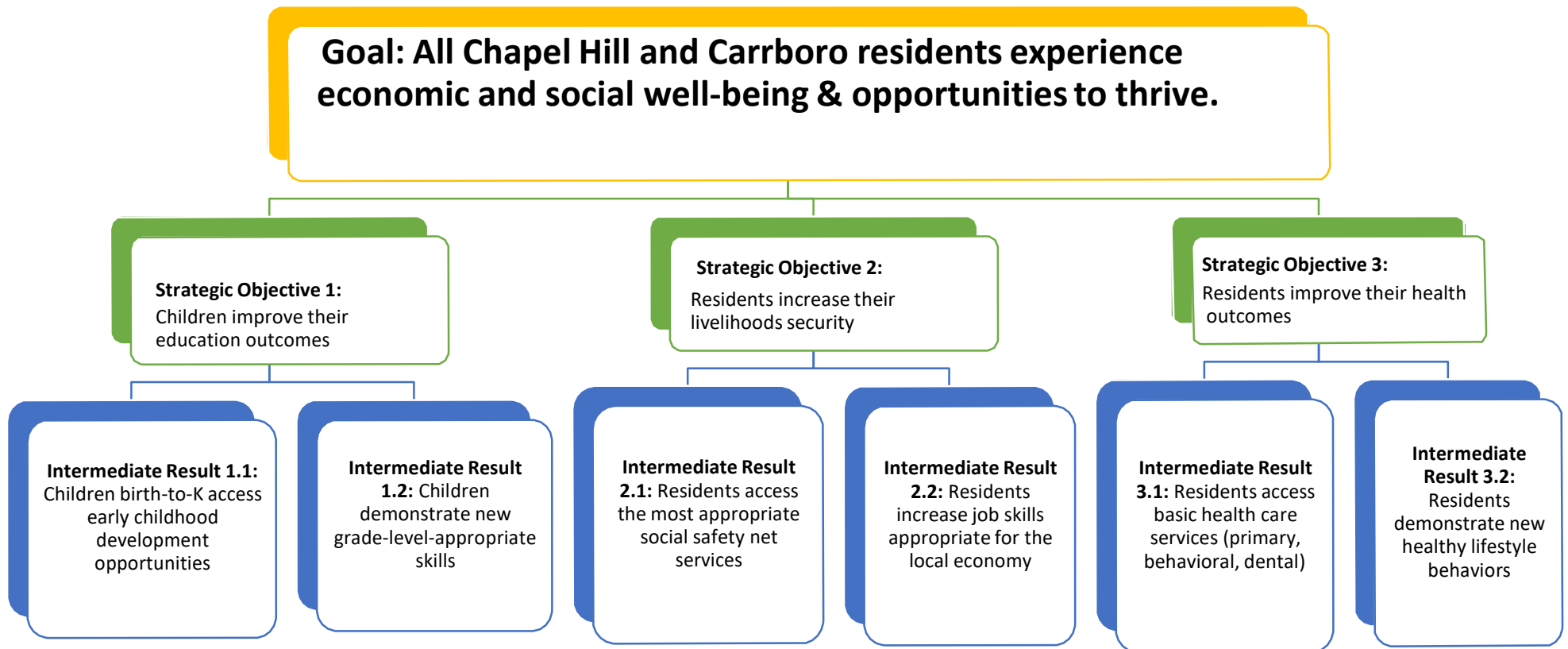
Human Services Advisory Board members

Kate Henz, Chair
Josh Ravitch, Vice Chair
Mary Andrews
Sammy Bauer
Tisha Buelto
Carolyn Fanelli
Amy Liu



Human Services Program Results Framework

The Town of Chapel Hill and the Town of Carrboro's Human Services Program funds programs that improve education, livelihood security, and health outcomes for all residents. The program's overarching goal is to achieve economic and social wellbeing and opportunities to thrive for all residents, particularly those who are low-income or otherwise disenfranchised.



Strategic Objective 1: Children improve their education outcomes

Intermediate Result 1.1: Children birth-to-K access early childhood development opportunities

Agency Performance Indicators

- % and # of children receiving scholarships who attend licensed, 4-5-star child care facilities
- % and # of program participant children who are read age-appropriate books in their home once a week
- % and # of children referred to socio-emotional health services that complete an age appropriate therapeutic or enrichment program

Intermediate Result 1.2: Children demonstrate new grade-level-appropriate skills (grades K-12)

Agency Performance Indicators

- % and # of program participants that are promoted to the next grade
- % and # of program participants that improve grades by end of program period
- % and # of program participants that improve classroom behavior
- % and # of program participants that express greater confidence in their ability to be successful at school
- % and # of program participants that express greater confidence in their leadership and pro-social abilities
- % and # of children referred to socio-emotional health services that complete an age appropriate therapeutic or enrichment program
- % and # of program participants who plan on attending post-secondary education

Strategic Objective 2: Residents increase their livelihoods security

Intermediate Result 2.1: Residents access the most appropriate social safety net services

Agency Performance Indicators

- % and # of program participants with knowledge of appropriate social services
- % and # of completed referrals
- % and # Client satisfaction rates
- % and # of program participants who meet at least 1 financial goal
- % and # of program participants who maintain or improve their housing status
- % and # of unduplicated community members who receive emergency shelter services
- % and # of program participants who are homeless or experiencing unstable housing who obtain housing
- % and # of individuals that receive abuse and neglect prevention and response services
- % and # of program participants that receive food assistance
- % and # of individuals who receive emergency financial assistance for essential needs
- % and # of individuals who receive legal information, services or referral
- % and # of participants who do not become court involved during the program

Intermediate Result 2.2: Residents increase job skills appropriate for the local economy

Agency Performance Indicators

- % and # of participants who pass ESL tests
- % and # of participants who self-report improved English language abilities
- % and # of participants who earn GEDs

- % and # of program participants who secure employment
- % and # of program participants who report improved wages and benefits
- % and # of program participants who report that services enabled employment, education or training
- % and # of participants who increase incomes (wages, disability, public benefits, or other income)
- % and # of participants who maintain incomes (wages, disability, public benefits, or other income)

Strategic Objective 3: Residents improve their health outcomes

Intermediate Result 3.1: Residents access basic health care services (primary, behavioral, dental)

Agency Performance Indicators

- % and # of program participants that report they have access to primary care
- % and # of program participants that report they have access to behavioral care
- % and # of program participants that report they have access to dental care
- % and # of program participants who report they have improved access to health care services
- % and # of preventive screenings provided
- % and # of individuals referred to health promotion and/or healthcare services
- % and # of program participants that report they have access to substance abuse treatment

Intermediate Result 3.2: Residents demonstrate new healthy lifestyle behaviors

Agency Performance Indicators

- # of people reporting healthier functionality and lifestyle behaviors (improved nutrition, conflict resolution skills, stress reduction practices, exercise at least 30min 3x a week, annual check-ups, etc.)
- % and # of program participants who demonstrate new physical skills that support their independence
- % and # of program participants who demonstrate new, improved, or restored social skills
- % and # of program participants who demonstrate new, improved, or restored life skills
- % and # of program participants who report new, improved, or restored social connections
- % and # of program participants who meet one wellness goal
- % and # of program participants who comply with treatment
- % and # of hospitalization rates among program participants with substance abuse and/or psychiatric disorders
- % and # of program participants that consume fresh food

Other Measures

- Total residents served
- % and # of agencies that pay employees a living wage
- % and # of agencies that offer health benefits to employees

Key Terms

- Goal: The longer-term, wider change to which the program contributes.
- Strategic Objective (SO): The benefit expected to occur for beneficiary groups. SOs express the central purpose of the program in a realistic, specific, measurable way.

- Intermediate Result (IR): The expected change in identifiable behaviors of a specific group or the expected change in systems, policies or institutions required to achieve the strategic objectives.
- Output: The goods, services, knowledge, skills, attitudes and enabling environment that are delivered by the project (as a result of the activities undertaken).
- Indicators: Quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Performance indicator statements should be SMART (specific, measurable, achievable, relevant, time bound).

Measurement

In a results framework, results statements are measured through performance indicators. Agency performance indicators will be measured and reported on annually by funded agencies.

The Human Services Program will report on the overall results. During the first year of implementation of the results framework, staff will determine the appropriate frequency of measurement and reporting. We anticipate being able to disaggregate measures by gender, race, ethnicity, age, and disability status.

The Town of Chapel Hill is also piloting a Community Impact Award Program for large awards for particularly impactful programs and projects that align with the strategic objectives outlined in the Town's Human Services Results Framework (see attachment A).

Community Impact Award Criteria

Eligible proposals include those which:

- Are in the range of \$30,000-50,000 and can be expended within the one-year performance agreement period.
- Demonstrate a strong evidence base for why the particular programmatic approach(es) proposed are the best fit for meeting the human services need(s) of the target population
- Demonstrate a scale of impact (in terms of numbers reached and/or long-term sustainability) that will significantly contribute towards the strategic objectives identified in the Results Framework
- Meet the additional criteria of the Town's Human Services Program, as outlined in the funding application

A maximum of up to three awards will be made for the Fiscal Year 2020 Funding Cycle.