Subject

Presentation of the Caregiver Funding Task Force Report

Recommendation

Staff recommends that the Mayor and Council receive a report presented by the Caregiver Funding Task Force.

Discussion

On October 17, 2016, the Mayor and Council voted to establish the Caregiver Funding Task Force (Task Force) and tasked the group with developing a comprehensive process for reviewing and recommending City funding for human services provided by non-profit ("Caregiver") agencies. Subsequently, the Mayor and Council adopted a preliminary charter for the Task Force on December 5, 2016, with final approval and staff direction provided on May 1, 2017. The charter outlined the membership, tasks to be completed, and expectations of the members (provided in Attachment E of the Task Force report).

On June 25, 2019, City staff received the final vote required from the six-members of the Task Force to move the report and presentation forward. A compilation of their work to date is provided in the attached Caregiver Funding Task Force report (Attachment A) and PowerPoint presentation (Attachment B).

The report provides an executive summary, background of the group's formation, a summary of the subcommittee structure and work, and recommendations for the Mayor and Council's consideration. As noted in their presentation, some of the recommendations include:

- Changes to the overall grant process flow, including changes in the timeline and the points at which funding decisions are made;
- Modifications to the roles and responsibilities of the stakeholders involved in the process;
- Changes to the recruitment, membership, and role of the "Grant Review Panel";
- Inclusion of a needs assessment process to guide the Mayor and Council's determination of priority service areas to be funded through this grant process. This includes establishing a clear and narrow focus for the grant program;

- Adoption of a definition for City of Rockville human services grant programs;
- Adoption of a streamlined, GIS-compatible, online application and reporting system;
- Simplification of the grant application and instructions, making it so the application only asks for the information that is needed for the evaluators;
- Consideration of past performance on grants in the selection process;
- Require that applications must be completed and submitted by the deadline to be considered;
- Award grants for one year that are renewable for a second year based on compliance and performance; and,
- Clarity and transparency in how grant recommendations and decisions are made to ensure a fair and balanced process.

Other recommendations are also noted in the Caregiver Funding Task Force's Report.

Mayor and Council History

The Caregiver Funding Task Force was created by Mayor and Council on October 16, 2017. The final version of the charter for the Task Force was approved on May 1, 2017.

Public Notification and Engagement

This presentation and the report have been provided to the Human Services Advisory Commission. The Task Force includes current or former members of the Human Services Advisory Commission, the Financial Advisory Board, and the Caregiver's Coalition.

Boards and Commissions Review

This presentation and the report have been provided to the Human Services Advisory Commission.

Next Steps

Staff recommends following the Task Force presentation with a Mayor and Council discussion on a future agenda to provide instructions to staff on the implementation of recommendations for the FY21 budget process. Staff will also notify stakeholders of any future Mayor and Council discussion about implementing Task Force recommendations.

Attachments

Attachment 12.a: Caregiver Funding Task Force - Final Report and Attachments   (PDF)
Attachment 12.b: Caregiver Funding Task Force Report - Presentation (PDF)

Jenny Kimball
Jenny Kimball, Deputy City Manager   7/10/2019

CAREGIVER FUNDING TASK FORCE REPORT

Members:

Theresa Fritz, Human Services Provider not Currently Funded by the City of Rockville
Lesley MacDonald, Nonprofit Advocacy Group
Sylvia Pacher, City of Rockville Financial Advisory Board
Mark Pascu (Chair), City of Rockville Human Services Advisory Commission
Agnes Saenz, Caregiver's Coalition
Rachel Werner, Community Member at Large

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Caregiver Funding Task Force Report

1. Executive Summary

This report by the City of Rockville Caregiver Funding Task Force (Task Force) was prepared for the City Manager, City of Rockville City Council, City of Rockville Mayor, Human Services Grant staff and other stakeholders who are impacted by the work conducted by the Task Force. The Task Force is comprised of six appointed individuals who have worked together for more than a year to achieve the objectives outlined in the Task Force charter. This report outlines key recommendations and findings related to the existing process to fund Human Services Grants within the City of Rockville. These include recommendations related to the funding process, reporting, roles and responsibilities, and other items related to the execution of the awards. Meetings were held in accordance to the Maryland Open Meetings Act and City of Rockville policies. Decisions were made by consensus.

2. Background

a) History of Grants Process

The City of Rockville supports residents' human services needs through grants to local nonprofit organizations by allocating funding as part of the annual budget. These grants are designed to enhance the nonprofit organizations' services and supplement their funding. The City first began providing human services grants in FY1982 by administering funds for the Rockville Emergency Assistance Program. This program is a priority for the City of Rockville and showcases the Mayor and Council's commitment to support critical services.

Historically, from FY2003 to FY2017 Rockville human services grant funding increased 96% while the Rockville City General Fund Budget increased 79%. In addition, U.S. Census data reports that between 2000 to 2015 the overall number of Rockville City residents living in poverty has increased while the percentage of the City's residents living in poverty relative to the total City population has decreased.

The City does not have an ordinance governing the Human Services grants (traditionally known as Caregiver grants and hereafter referred to as Human Services grants). Consequently, the City does not strictly define the areas supported under human services, but the grants have typically funded homeless shelters, health care, cultural diversity, supportive services, emergency funds, food and clothing services, and youth and family services.
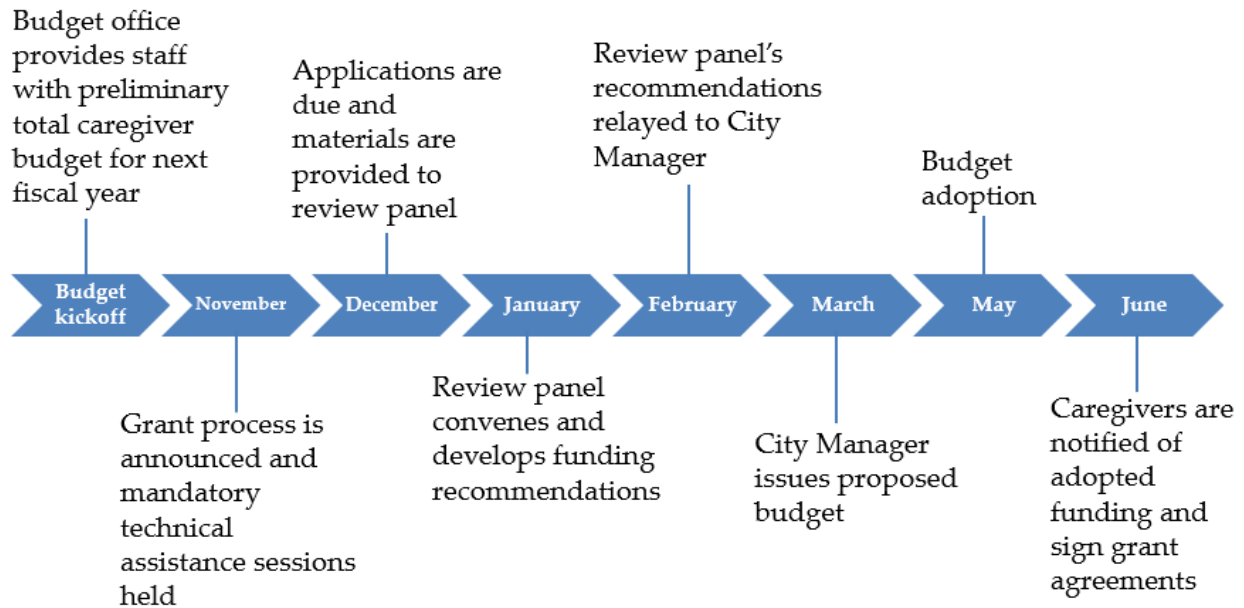
Table 1: Human Services Grants (FY1995-FY2019)

Fiscal Year	Number of Grantees	Total Human Services/Caregiver Grant Amount
FY 1995	13	$201,600
FY 1996	14	$221,600
FY 1997	14	$231,600
FY 1998	16	$279,140
FY 1999	16	$273,250
FY 2000	19	$286,800
FY 2001	17	$297,200
FY 2002	21	$324,708
FY 2003	21	$336,208
FY 2004	22	$356,725
FY 2005	23	$371,794
FY 2006	24	$400,294
FY 2007	24	$426,800
FY 2008	24	$444,500
FY 2009	25	$472,575
FY 2010	25	$513,875
FY 2011	24	$527,270
FY 2012	24	$568,240
FY 2013	24	$595,240
FY 2014	25	$606,000
FY 2015	25	$615,300
FY 2016	22	$645,050
FY 2017	21	$660,500
FY 2018	20	$670,500
FY 2019	20	$681,310

The current Human Services Funding Process is displayed in this process flow, which showcases the key roles and responsibilities and distinct processes that take place across the agency. The current City process originates with City staff, progresses through an application review by individuals recruited by the City, and finishes with Mayor and Council approving a final budget and final amounts for each human services grant.

Figure 1: Current Human Services Grant Process Flow

Caregiver Grant Application Process

Budget office provides staff with preliminary total caregiver budget for next fiscal year

Applications are due and materials are provided to review panel

Review panel's recommendations relayed to City Manager

Budget adoption

Budget kickoff → November → December → January → February → March → May → June

Grant process is announced and mandatory technical assistance sessions held

Review panel convenes and develops funding recommendations

City Manager issues proposed budget

Caregivers are notified of adopted funding and sign grant agreements

b) Creation and Charter of the Caregiver Funding Task Force

On March 14, 2016, the City Mayor and Council requested the City staff to provide a briefing regarding the City's human services grants relating to the:

- Review and award process;
- Method of fund disbursement;
- Unmet outputs and outcomes;
- Application compliance; and
- Reporting deficiencies.

The City staff conducted this briefing at the September 12, 2016 Mayor and Council session. The briefing provided a history of the City's human services funding, an overview of the current funding process and its challenges, and some options and issues of concern for the Mayor and Council to consider.

The current process starts with the City Budget office providing Recreation and Parks Community Services Division staff with a preliminary total for the Human Services grants. Applications are received and a review panel of Rockville residents is convened to develop funding recommendations. The City Manager uses those recommendations to develop a proposed budget which the Mayor and Council may amend before approving a final budget for the City of Rockville. Funding is disbursed on a quarterly basis contingent upon the grantee submitting correct and complete quarterly output and semi-annual outcome reports.

At the September 12, 2016 Mayor and Council meeting, the City staff were directed to continue using the current process for awarding human services grants. In addition, based on feedback from the Mayor and Council, the City staff made the following changes to the Human Services grant process:

- Increased the avenues by which the grant program is advertised to the public;
- Reviewed the current application form for redundancy and provided more space for qualitative information; and
- Increased the program monitoring by performing at least one site visit to each program within every fiscal year.

After discussing the City of Rockville's Human Services grant funding process at the September 12, 2016 and the October 17, 2016 Mayor and Council meetings, City staff were directed to draft a recommendation creating a taskforce to:

- Review the City's current caregiver grant process;
- Evaluate best practices; and
- Provide a recommendation for the human services grant funding for FY 2020 and beyond.

City staff presented to the Mayor and Council a draft Caregiver Funding Task Force charter at the December 5, 2016 Mayor and Council meeting. After discussion and modifications, the City Mayor and Council approved a final charter at its May 1, 2017 meeting to create the City of Rockville Caregiver Funding Task Force. After the recruitment of nine members by City staff and their appointment by the Mayor and Council on February 5, 2018, the Task Force had its first meeting on March 22, 2018.

At the first meeting, Task Force members made a recommendation that the current grant funding and process be continued for an additional fiscal year to allow the Task Force to fully explore the current process and best practices and give the City Mayor and Council well thought out recommendations for the future of the City of Rockville's human services funding. The City Mayor and Council approved this recommendation at its May 7, 2018 meeting.

The City Mayor and Council approved a charter for the Caregiver Funding Task Force with an overall objective of reviewing and making recommendations to change the Caregiver funding. Specifically, the Task Force objectives were to:

1. Examine the current Caregiver grant process;
2. Consider the purpose of the City's nonprofit funding;
3. Review best practices by other government agencies including whether grants, contracts, or formal procurement process are best suited for Caregiver funding;
4. Proposing eligibility and selection criteria for applicants;
5. Discussing funding prioritization across human services areas including any duplicative efforts;
6. Reviewing the roles of the Mayor and Council, City staff, the Human Services Advisory Commission, and the application review panel; and
7. Outlining a process to review applications and recommend funding.

The charter states the ***Task Force's recommendations should seek to balance financially supporting nonprofit agencies delivering services to vulnerable residents with accountability and fiscal responsibility.***

Members of the Task Force were appointed by the Mayor and Council representing several City boards and commissions, local caregiving agencies, non-City of Rockville human services government

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employees, and members of the community-at-large. Task Force members worked towards and achieved consensus in their recommendations to the City Mayor and Council. Finally, the Task Force was tasked with creating and delivering a report with recommendations to the City Mayor and Council on ways to improve the Human Services funding awards and oversight.

3. Subcommittee Structure and Work

a) Subcommittee Groupings

In order to more effectively execute the core objectives outlined in the Task Force Charter, the Task Force developed a framework for addressing each item. The reason for this approach is that by grouping the item, the Task Force could be break into subcommittees to address each one in more depth.

Outlined below is the breakdown of each subcommittee with corresponding references to the Charter objectives:

- Administration and Roles/Responsibilities: Combine 1 and 6
  - Review administrative docs, application forms, roles and responsibilities of the City staff.
  - Assessment of how this is done at a County level or the City level.
- Needs Assessment: Combine 2 and 5
  - Review demographics and needs based on trends
  - Survey feedback review
  - Strategic plan for the City
  - Identify the City priorities in addition to the needs
- Best Practices and Award Selection: 3 and 4
  - Research best practices on what is done within other municipal/city government agencies.
  - Determine the best resources with which to gather this information
- Final Report: 7

b) Subcommittee Processes

Administration and Roles/Responsibilities Subcommittee: The subcommittee began its work by reviewing the roles and responsibilities of all applicable personnel via job descriptions and the process documentation provided by Human Services staff. Once the initial review was conducted, the group reviewed the existing process map developed in the "Caregiver Process Briefing" presentation developed on September 12, 2016. The group prepared a more robust process map in Microsoft Excel. Each column was its own month and each row was the designated group/key personnel whose work impacts the caregiver funding process. The group then met with the Human Services Grant staff to discuss the information to include, and they helped complete the table based on their experience and knowledge of the City operations. Please see Attachments A and D for the current and recommended Process map.

Needs Assessment Subcommittee: The subcommittee began by researching, reading and reviewing a number of existing needs assessment documents and resources in our community in order to compare these with current human service programs funded by the city. The purpose of this analysis was to see if

current areas of funding reflect existing community needs and/or identify needs not current covered. The subcommittee reviewed the following needs assessments and resource documents:

- Community Health Needs Assessment. Adventist Healthcare Shady Grove Medical Center 2017-2019;
- Rockville City Youth Needs Assessment (annual);
- Rockville City Senior Needs Assessment (2016);
- Healthy Montgomery Needs Assessment;
- Montgomery County Council and County Executive publish annual priorities for grants;
- City of Rockville Caregiver Agency Grants;
- City of Rockville demographic profile;
- Rockville Mayor and Council Annual priorities;
- Montgomery County Vision/Priorities;
- Montgomery Council for Adult English Literacy (MCAEL);
- Nonprofit Montgomery;
- Feedback from Members of the Caregiver's Coalition;
- FARMS Rockville areas;
- City of Gaithersburg; and
- Montgomery County Coalition for the Homeless Needs assessment

A list of the above needs assessments with a brief description of each and a link to the full report is included under Attachment B.

The subcommittee also reviewed a number of definitions of Human Services to have a better understanding of the needs included such as social services in general, healthcare in general, housing, health and behavioral health, food, seniors, diversity and culture, patient/client system navigation, etc.

- Definition of Basic Services by Education Training Unit (ETU) for Democracy and Development;
- Definition of Human Services by the National Organization of Human Services (NOHS);
- Definition of Social Services by Business Dictionary.com; and
- Definition of Health Services by The MacMillan and free online dictionaries

Best Practices and Award Selection Subcommittee: The subcommittee began by looking at current practices and selection criteria. The committee then selected several communities to compare to current Rockville processes. Communities were selected based on similar size of population and the type, number and total dollar amount of grants awarded. In addition to the municipalities of Gaithersburg MD, Frederick MD, and Alexandria VA, the Community Foundation for Northern Virginia was included. The subcommittee also reviewed the Montgomery County 2018 Office of Legislative Oversight report on Community Grants, which was prepared in anticipation of the County revising its Council and Executive Community Grant program.

The subcommittee developed a series of questions about grant processes, selection criteria, and other aspects of grant processes to be used for comparing best practices with other municipalities. Data was gathered from interviews and web site reviews and provided in Attachment C.

4. Subcommittee Task Force Recommendations

a) Administration and Roles/Responsibilities Subcommittee

The subcommittee created a recommended process map to replace the one originally developed in Section 2. This is included as Attachment D.

Overall Recommendations:

- The recommendations are based on the differences between Figure 1, Current Human Services Grant Process Flow, and Figure 2, the Recommended FY2021 Human Services Grant Process Flow;
- To ensure a fair and unbiased process, limit the number of individuals involved during key funding decision points to maintain adherence to a standard process and set of criteria;
- The process can become more balanced and merit-based, and a new structure can remove bias and preferences from funding decisions throughout the process; and
- Empowering the Caregiver Funding Reviewers to make decisions and serve as subject matter experts will help strengthen the process.

Figure 2: Recommended FY2021 Human Services Grant Process Flow*

August / September	October	November	December	January
•**Human Services Advisory Commission reviews needs assessment documents and provides the Mayor and Council with their recommended funding areas.**	•**Human Services Advisory Commission's recommendation and needs assessment information is reviewed to Mayor and Council.** •Internal budget kick-off occurs. •**City Clerk/Director of Council Operations begins recruitment for the Grant Review Panel.**	•Budget Calendar is Proposed by City Staff. •Budget Calendar is approved by Mayor and Council. •Mayor and Council review funding priorities for the human services grants as part of the budget discussions.	•As part of their budget priorities process, Mayor and Council determine the total dollar amount for the human services grants. •**Mayor and Council confirm the funding prioities for the human services grants.**	•City Staff update all grant materials. •**Expression of Interest forms for the Grant Review Panel are reviewed by the Mayor and Council.**

February	March	April	May	June
• Grant applications are released to the public. • Mandatory technical assistance sessions are held. • Mayor and Council receive information from the public via public hearings, meetings, or in writing.	• **Grant Review Panel is appointed by Mayor and Council.** • **Applications are due.** • Staff review applications for internal consistency. • Staff prepare materials for the Grant Review Panel.	• Grant Review Panel receives packet containing the grant applications and the associated materials.	• City of Rockville budget is adopted, including total funding amount. • **After the City's budget adoption, the Grant Review Panel makes funding decisions on individual grant amounts based on the total funding amount in the adopted budget.**	• Applicants are informed of the award status. • Contracting process begins so grants can be issued as soon as possible.

*Election Year Considerations If the grant cycle takes place during an election year:

- *Schedule may need to be adjusted during election years since the budget process is delayed until after the Mayor and Council are sworn in to office.*
- *Funding priorities based on the needs assessment documents may need to be delayed based on the schedule of the elections.*

I. Roles and Responsibilities

a. The City Manager determines the preliminary total grant funding amount for the Human Services grant program based on the budget projections provided by the Finance team;

b. The City Mayor and Council approve the overall grant funding amount and set priority areas without set allocation of the total funding to such areas. Their approval starts with the review of the Human Services Grantee Performance Report from prior year;

c. Based on the City Mayor and Council budget survey and decision, the City Finance Department provides Human Services Grant staff with the funding amount for the following year;

d. The Human Services Grant staff oversees and administers the Human Services grants process. This includes drafting the applications and announcing them to the public, collecting completed applications, providing support to the review panel by organizing the applications, and providing the group with output and outcome reports;

e. The grant review process has to include experts serving on the Application Review Panel. An expert is a person with strong educational and/or professional background of the field the grant is submitted in (e.g. homelessness, health care). The expert has to be able to form an independent, non-biased opinion, without possible conflict of interest. If an online application system is utilized by the City, the expert can conduct a "blinded review;" without knowing the identity of the applicant entity;

f. The Application Review Panel reviews the grant applications, past performance reports, outcomes, and outputs; scores the applications; and meets as a group to agree and provide priorities for the City Mayor and Council on granting current funding and additional ones should additional funds become available;

g. The Finance Department meets with the City Manager and other City Staff as appropriate to review the caregiver review panel's determinations;

h. The City Manager relays the reviews and approves the panel's determinations; and

i. Human Services Grant staff work with various departments on the contracting process; administers the grants, to include collecting output and outcome reports; scheduling site visits with grantees; compiling reports for the Mayor and Council (available in the Council Office); and invoicing.

II. *Panel Selection Process (to take place every grant term)*

a. City recruits reviewers for the Human Services grant applications: City Clerk/Director of Mayor and Council Operations office recruits reviewers, some of whom are subject matter experts, to sit on the Application Review Panel. The application for review panel positions are based on submitted Expression of Interest forms due to the City Clerk and/or the Director of Council Operations. Members are appointed by the City Mayor and Council;

b. Review the grant applications: The applications are provided to the Panel by the Human Services Grant staff, and the Panel reviews them during the month of April. The Panel meets during the first week of May and provides funding determinations to be relayed to the City Manager;

c. Review previous performance report outcomes and outputs of applicants: As part of the review process, the Application Review Panel is provided by the Human Services Grant Staff with past, and the most recent, performance reports outcomes and outputs of the applicants who have previously received a grant;

d. Score the applications as a group to determine actual funding amounts through a consensus process: Using the same scoring table, each application is scored by the Application Review Panel. The scoring assists the Panel in determination of the actual funding amount for each grant;

e. Meet as a group to determine priorities should any additional funding become available or funding returned: As part of the May meeting, the Application Review Panel provides funding determinations to be relayed to the City Manager for inclusion in the budget on which the City Mayor and Council will vote. During the review process, the Human Services Grant staff also meet with the Panel to facilitate the funding determinations, compile the group's comments regarding the grants and the overall process. The Human Services Grant staff organizes the comments and recommendations in preparation to present the information to the City Manager.

b) Needs Assessment Subcommittee:

The sub-committee presented a report of the research done on the different needs assessments and human service definitions to all the members of the Caregiver Funding Task Force at the October 2018, January 2019, and March 2019 meetings. Attachment B provides information detailing content within the five recommended needs assessments, as well as the definitions that were researched.

Overall Recommendations:

- The Task Force recommends that City staff should continue review to most recent version of the five needs assessments included in Attachment B, and detailed below, on a regular basis. These needs assessments have been prepared by credible and well-established organizations in the human services area.
  - o Community Health Needs Assessment by a local hospital. Adventist Healthcare Shady Grove Medical Center (2017-2019);

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- o Rockville City Youth Needs Assessment (2017);
- o Rockville City Senior Needs Assessment (2016);
- o Montgomery County Council Adult English Literacy (MCAEL); and
- o Interagency Commission on Homelessness and a Ten Year Plan to end Homelessness in Montgomery County, Maryland

- Regarding the Human Services definition, and in order to ensure consistency in the use of funds each year and determination of organizational eligibility, the Task Force recommends the adoption of the following definition pertaining to City of Rockville Human Services Programs. *"The field of Human Services is broadly defined, uniquely approaching the objective of meeting human needs through an interdisciplinary knowledge base, focusing on prevention as well as remediation of problems, and maintaining a commitment to improving the overall quality of life of service populations." (Source: Definition by National Organization for Human Services)*

I. *Top Five Recommended Needs Assessments in Montgomery County*

a. **Community Health Needs Assessment by a local hospital. Adventist Healthcare Shady Grove Medical Center (2017-2019)**
Although it is a very comprehensive 200-page report that, of course, focuses on health care needs including cancer, cardiovascular, diabetes, obesity, maternal and child health, behavioral health, asthma, influenza, and HIV/AIDS, it also includes a chapter on social determinants of health that analyzes the healthcare needs as they relate to education attainment, food access, housing, and transportation.

In addition, a significant piece for the city is that the community served by Adventist Healthcare Shady Grove Medical Center includes a primary service area that includes eight zip codes, two of which are Rockville zip codes 20850 and 20852. 60% of the hospital's discharges are from the primary service area. The secondary service area accounts for 25% of the hospital discharges and includes sixteen zip codes, two of which are Rockville zip codes 20851 and 20854.

b. **Rockville City Youth Needs Assessment (2017)**
A 54-page report that presents needs, assets, and solutions in comprehensive categories of services included under human services. They include: education, drugs/alcohol, employment, financial, food, housing, immigration, language/culture, mental health, parenting/child care, recreation, and transportation. This document determines need within the context of direct services including information and referral, advocacy, and supportive individual and group services to at risk youth and families.

c. **Rockville City Senior Needs Assessment (2016)**
The Senior Needs Assessment and Gap Analysis study was identified as a priority by the City Mayor and Council. The aging population is growing fast, living longer, and in more need of supportive services. The major themes of the Senior Needs Assessment include barriers seniors face to participating in programs and community centers; gaps in services including home care services and geriatric case management; the need for senior affordable housing; and support for villages movement.

d. **Montgomery Coalition for Adult English Literacy (MCAEL)**

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In a diverse population like the City of Rockville with more than 30% foreign born residents, learning English is a basic human need. Although MCAEL does not have specific needs assessments, it has significant publications and resources related to the need for the immigrant to learn English for better assimilation in the community. MCAEL emphasizes, that as new immigrants acquire English language skills, they are able to participate more fully in and contribute to the local economy; become more fully informed of what is happening in the broader community and are able to voice their opinions; actively participate in their children's education; and be more knowledgeable about how and when to access healthcare. Adult English literacy helps build and strengthen communities. The MCAEL website offers information about the role English literacy plays in making stronger communities.

e. **Interagency Commission on Homelessness and a Ten-Year Plan to end Homelessness in Montgomery County, Maryland**
The Interagency Commission report is a 10-page document that describes the different levels of shelter/housing needs and links the report to the 17-page report on a ten-year plan to end homelessness in Montgomery County. The Continuum of Care (CoC) is Montgomery County's local homeless program planning network. It is a public-private partnership that includes County and other government agencies, nonprofit service providers, landlords, and others who have a role in preventing and ending homelessness. The purpose of the CoC is to coordinate the implementation of a housing and service system within the Montgomery County CoC geographic area that meets the needs of individuals and families experiencing or at risk of homelessness. The Montgomery CoC provides a full continuum of housing services to homeless persons including:

- o Outreach and engagement;
- o Emergency and transitional shelter;
- o Safe havens; Rapid re-housing;
- o Permanent supportive housing;
- o and Prevention strategies.

c) **Best Practices and Award Selection Subcommittee:**
The subcommittee analyzed data from three municipalities and one community foundation. Once the data was gathered on each of the processes, the subcommittee made best practices recommendations pertaining to the City Human Services grant process.

Overall Recommendations:

- Establish a very clear and narrow focus for the grant program that is specific about the type of services the City intends to support and the populations and community needs to be addressed (refer to Section 4b);
- Adopt a streamlined, GIS-compatible, online grant application and reporting system;
- Simplify the application and instructions, asking for only the information that is needed for the evaluators;
- Include subject matter experts on the grant review committee (refer to Section 4a);
- Consider past performance on grants in the selection process (refer to Section 4a);

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- Be clear and transparent about how grant recommendations and decisions are made to ensure a fair and balanced process;
- Award grants for one year that are renewable for a second year based on compliance and performance;
- Reduce frequency of reports to twice-yearly; and
- Limit the instances where individual names of City residents can be reported.

I.   *Electronic Application and Reporting System*

Funders of all types, including municipalities, are adopting internet-based grant systems. For example, Alexandria VA used Survey Gizmo, customized by the city's IT department, for its FY2019-2021 Human Services grants cycle; Gaithersburg MD adopted Blackbaud Grantmaking in 2018 for its Community Services Grants program; and Montgomery County implemented FluidReview several years ago. The City of TaKoma Park and Community Foundation for Northern Virginia use Foundant. Many grant application and reporting software options exist. Some of those utilized by private, corporate and community foundations include Foundant, Cybergrants, and Versaic.

Online systems streamline the application, review, and reporting process; can be remotely accessed by applicants, review panelists, and city staff; and eliminate paper throughout the process. A GIS-compatible system would allow for integration of nonprofits' reported service and client location data with the City's existing systems, which offers opportunities to analyze the data collected and could streamline reporting through accurate and expedited identification of "in-City residential" status.

Online systems also have the advantage of allowing flexible amounts of space for applicants' responses within word or character limits established by the City of Rockville.

II.   *Simplify the application and instructions. Ask for the minimum information needed for an informed decision.*

There is currently much discussion in the nonprofit field about streamlining funder practices to minimize the time required by nonprofits to request funding so they may maximize the time they have to carry out their missions. To reduce the burden on applicants, reviewers, and city staff, we recommend that the Human Services grant application and instructions be simplified to require the minimum information needed to make informed decisions.

An online grant system could eliminate many steps of the current paper-based process. For example, the eligibility requirements, which now appear within a three-page Instructions document, could be listed on a webpage; some online systems require applicants to answer Yes/No questions to determine eligibility and redirect them if they are not eligible. This could prevent ineligible organizations from applying, saving time for all parties.

The current cumbersome, full page of instructions about compiling, signing, and copying an application could be eliminated by using an online system. For example, document attachments can be uploaded to the online application and applicants can electronically "sign" it after affirming the accuracy and honesty of the information provided.

In addition, do not require the board president to sign the application as this can be difficult to coordinate between the time the organization finishes the application and the due date. Most other funders' grant applications do not require signatures other than the Executive Director/CEO's.

Another recommendation that would simplify the application is to incorporate flexibility for nonprofits to indicate their fiscal year start and end dates, which may not match the City's fiscal year, and to

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provide historical data for program measures, budgets, etc., based on their own fiscal year since they have usually already compiled information for those time periods. Projections could still be required to match the grant year, which matches the City's fiscal year.

III.   *Applications must be complete and submitted by the deadline to be considered.*

In order for all applicants to have equal access to the review process, applications must be completed and submitted by the deadline to be considered. Incomplete and late applications should not be considered. Applicants requiring assistance completing the application may contact City staff for guidance and assistance before the deadline. However, reviewers must have all the required information to compare applications and make responsible decisions. Another benefit of an online grant system is that information indicated as "required" must be provided or the user cannot submit the application.

IV.   *Award grants for one year that are renewable for a second year based on compliance and performance.*

In order to reduce the burden on applicants, reviewers, staff, and elected officials, some local jurisdictions have adopted multiple-year grants. For example, Alexandria VA awards three-year Human Services grants; Gaithersburg MD invites applications in different categories each year and awards grants for one year with an option for the city to renew funding for an additional year without a new application. The Task Force recommends that the City award grants for one year that are renewable for a second year based on compliance and performance. This saves time when the City is receiving the services it seeks from a reliable organization yet allows for discontinuation of funding if the grantee is not fulfilling the City's need.

V.   *Funds should continue to be allocated in the Community Services Division's budget; awards are grants and do not go through procurement. Funds are subject to annual appropriations. Grants paid in two installments, the first at the start of the City's fiscal year (July 1) and the second either mid-year or at completion (Jan. 1 or June 30).*

Allocating funds for the grants to the Community Services budget allows more flexibility in the timing of the awards and selection process. It also will increase the expert and City resident participation in the selection process. The Task Force recommends that half of the funds for each grant be paid at the beginning of the City's fiscal year, with a second payment either midway through the year or at the conclusion of the grant period. Paying funds upfront reduces the risk of cash flow problems for nonprofits and allows programs to get started. Additional payments would be contingent on compliance with grant reporting requirements and satisfactory performance.

Eligibility and selection criteria:

Nonprofit 501c3 organizations in good standing with the State of Maryland will be eligible to apply as long as:

   a.   the nonprofit demonstrates that it provides, or is capable of providing, services to Rockville residents;
   b.   the nonprofit has satisfactorily completed previous City of Rockville grants (unless the applicant is new to the process); and
   c.   the service to be provided meets the criteria and priorities established in the Request for Proposals.

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Selection criteria should include alignment with the stated purpose and focus of the grant program, clarity of the proposal, evidence of sound financial management, demonstrated track record in providing the service for the population identified, and proposed program outcomes. More specific criteria may be determined once the focus for the Human Services grant program has been determined. A scoring system similar to the one currently used and appropriate to the focus should be used by those reviewing the applications.

VI. *Twice-yearly reporting on numbers of residents served and program outcomes in general.*
Rockville grantees are currently required to submit reports in differing formats corresponding to quarterly, mid-year, and year-end deadlines. To streamline the process, we recommend reducing the required reports to mid-year and year-end.

VII. *Offer flexibility about requiring the names of Rockville clients in reports.*
In order to reduce potential conflicts with privacy regulations under which some nonprofits operate, the City should offer flexibility regarding grantees being required to provide the names of Rockville clients in reports. The City of Gaithersburg only requests street addresses and the initials of the names of city residents served with grant funds. A household address within the city and/or a record number from the nonprofit's client management system may be sufficient for reports. The nonprofit may be required to maintain sufficient records of Rockville residents served in case the City decides to audit grantee. Also, the required reports could include a statement that the nonprofit certifies City of Rockville funds were only spent on city residents.

5. Conclusion

While the Task Force realizes that these recommendations need to be reviewed, analyzed, and prioritized with full consideration of financial and resource capacity issues, these recommendations will strengthen the Human Services Grant Program in the long-term. In addition, it will ensure a standardized and continuous process that can reflect the needs and challenges faced within the City of Rockville community and allocate funding to the organizations where it is needed most.

The Task Force appreciates your consideration of our analyses and recommendations.

Attachments

Attachment A: Current Human Services Grant Process Flow – Long Form

Attachment B: Needs Assessments and Human Services Definitions

Attachment C: Best Practices Questions and Answers

Attachment D: Proposed Future Human Services Grant Process Flow

Attachment E: Caregiver Funding Task Force Charter

Attachment 12.a: Caregiver Funding Task Force - Final Report and Attachments (2593 : Caregiver Funding Task Force Report)

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	Roles and Responsibilities Related to Caregiver Process (General)	Budget Kickoff	November	December
Mayor	**Provide City Staff with direction in terms of how the funding amount for the grants should be handled for the next fiscal year.**	Mayor and Council Provide City Staff with priorities for the next Budget Cycle. Approve the calendar for the next fiscal year's proposed budget review process.	Discuss the budget schedule and budget priorities	Discuss the budget priorities
City Council	**Provide City Staff with direction in terms of how the funding amount for the grants should be handled for the next fiscal year.**	Mayor and Council Provide City Staff with priorities for the next Budget Cycle. Approve the calendar for the next fiscal year's proposed budget review process.	Discuss the budget schedule and budget priorities	Discuss the budget priorities
City Manager	**Review the panel's recommendations, report summaries from previous fiscal years, if available for the grantee, and provide the Mayor and Council with the recommended grant funding as part of the annual budget process.**	Works with staff to formulate the overall proposed budget.	Works with staff to formulate the overall proposed budget.	Works with staff to formulate the overall proposed budget.
City Finance Department	**Based on the Mayor and Council surveys and their discussions, provide Community Service Staff with the funding amount for the next fiscal year.** **Meet with the City Manager and other City staff to review the caregiver review panel's recommendations**	Staff provided with preliminary budget for next fiscal year's Caregiver Grants. Announce the Mayor and Council's adopted budget schedule.	Provide support to the City Manager and City staff as they prepare a proposed budget.	Provide support to the City Manager and City staff as they prepare a proposed budget.

	January	February	March	April	May	June
Mayor	Discuss the budget priorities	Discuss the budget priorities	Receive and review the City Manager's Proposed Budget. Deliberate the proposed budget. Discuss budget priorities.	Budget Deliberations Receive information from the public via public hearings, meetings, and in writing.	The Mayor and Council approve and adopt the City budget, which includes the funding for the Caregiver and non-human services grants.	
City Council	Discuss the budget priorities	Discuss the budget priorities	Receive and review the City Manager's Proposed Budget. Deliberate the proposed budget. Discuss budget priorities.	Budget Deliberations Receive information from the public via public hearings, meetings, and in writing.	The Mayor and Council approve and adopt the City budget, which includes the funding for the Caregiver and non-human services grants.	
City Manager	Works with staff to formulate the proposed budget.	in Early February, review panel's recommendations	Issues proposed budget, including the recommended funding for the Caregiver Grants	Meets with the Mayor and Council in their regularly scheduled meetings to provide support through the budget process.	Meets with the Mayor and Council in their regularly scheduled meetings to provide support through the budget process.	
City Finance Department	Provide support to the City Manager and City staff as they prepare a proposed budget.	Are invited to the City Manager's review of the panel's recommendations.	Provide support to the Mayor and Council as they deliberate the City Manager's proposed budget.	Provide support to the Mayor and Council as they deliberate the City Manager's proposed budget.	Provide support to the Mayor and Council as they deliberate the City Manager's proposed budget.	

	Roles and Responsibilities Related to Caregiver Process (General)	Budget Kickoff	November	December
Caregiver Grants Staff	**Oversee and administer the caregiver grants process. This includes drafting the applications and announcing them to the public. Collecting completed applications, Provide support to the review panel by organizing the applications and providing the group with output and outcome reports. Provide the recommendations to the City Manager for the City's budget process. Work with various departments on the contracting process.** **Administer the grants, to include collecting quarterly output reports, and semi-annual and annual outcome reports. Scheduling site visits with programs, compiling reports for the Mayor and Council (available in the Council Office), and Invoicing.**	Community Service Staff begin preparing the proposed budget for the Division for next fiscal year. Community Services staff update all grant materials.	Announces grant process for upcoming fiscal year. Coordinate two Technical Sessions to review the grants and application process. In Late November/Early December, review the submitted grants for internal consistency, typically number errors. Staff provide the grantees 3-4 business days to make any corrections to those specific items. Create reports, tables and charts for the review committees, based on quarterly and annual reports, and the information provided by the grantees in their application.	Read the grant applications in order to provide support to the panel.
Application Review Panel	**Review the human services grant recommendations. Included in this process are the following:** **-Review the grant applications** **-Review previous performance reports, outputs and outcomes** **-Score the applications and provide funding recommendations** **Meet as a group to come to a consensus and provider priorities for the Mayor and Council should additional funds become available.**	None	Members of the Human Services Advisory Commission (2), Human Rights Commission (1), and the Recreation and Park Board (1) nominate and approve a member of their group to review and score the grant applications.	Members are provided with application materials. Panel members are provided one month to review the grant applications.
Human Services Advisory Commission	**Advocate on behalf of Human Services to the Mayor and Council.** **Two member serve on the review panel.**	Discuss the advocacy strategy for the following fiscal year Receive updates from Community Services Staff	Advocate to the Mayor and Council based on their strategy.	Advocate to the Mayor and Council based on their strategy.

	January	February	March	April	May	June
Caregiver Grants Staff	Meet with the panel members to review recommendations, and compile comments they may have about the grants. Organize the comments and recommendations in preparation to present the information to the City Manager.	Convene a meeting with the City Manager to review the panel's recommendations. Also included in the invitation to this meeting the Deputy City Manager, The Director of Recreation and Parks, The Deputy Director of Recreation and Parks, the Director of Finance, the Deputy Director of Finance, and the grant administration staff (Community Service Manager and Community Service Program Analyst) Provide a copy of the applications to the Mayor and Council (A binder is delivered to the City Clerk's Office who places it in the Council Office).	Send notifications letters on behalf of the City Manager informing the applicants of his recommendations to the Mayor and Council.		Notify the successful applicants of the Mayor and Council allocation for their program.	Notifies caregivers of adopted funding budget and begin the contracting process.
Application Review Panel	Panel convenes and develops funding recommendations	none	none	none	none	none
Human Services Advisory Commission	Advocate to the Mayor and Council based on their strategy.	Advocate to the Mayor and Council based on their strategy.				

ATTACHMENT B
HUMAN SERVICES DEFINITIONS

Definitions of Basic Services

One of the key features of a developmental state is to ensure that all citizens – especially the poor and other vulnerable groups – have access to basic services. The Constitution of the country places the responsibility on government to ensure that such services are progressively expanded to all, within the limits of available resources. Government policy on most of these issues is therefore to progressively move towards Universal Access. Basic services include:

- Housing,
- Education,
- Health care,
- Social welfare,
- Transport,
- Electricity and energy,
- Water,
- Sanitation and Refuse and waste removal.

(Source: www.etu.org.za/toolbox/docs/government/basic.html)

Definition of Human Services

The field of Human Services is broadly defined, uniquely approaching the objective of meeting human needs through an interdisciplinary knowledge base, focusing on prevention as well as remediation of problems, and maintaining a commitment to improving the overall quality of life of service populations. The Human Services profession is one which promotes improved service delivery systems by addressing not only the quality of direct services, but also by seeking to improve accessibility, accountability, and coordination among professionals and agencies in service delivery.

(Source: Definition by NOHS: National Organization for Human Services)
https://www.nationalhumanservices.org/

Definition of Social Services

Benefits and facilities such as education, food subsides, health care, and subsidized housing provided by a government to improve the life and living conditions of the children, disabled, the elderly, and the poor in the national community.

(Source: http://www.businessdictionary.com/definition/social-services.html#ixzz2NxLvLTgp)

Definition of Health Services

A public service that is responsible for providing health care. All services performed, provided, or arranged by the Services to promote, improve, conserve, or restore the mental or physical well-being of personnel. These services include, but are not limited to, the management of health services resources, such as manpower, monies, and facilities; preventive and curative health measures; evacuation of the wounded, injured, or sick; selection of the medically unfit; blood management; medical supply, equipment, and maintenance thereof; combat stress control; and medical, dental, veterinary, laboratory, optometric, medical intelligence services .

(Source The MacMillan and Free Online Dictionaries)
https://www.macmillandictionary.com/us

Top Five Recommended Needs Assessments in Montgomery County:

Community Health Needs Assessment. Adventist Healthcare Shady Grove Medical Center (2017-2019)
Although a very comprehensive 200-page report broken down in 10 chapters that of course focuses on healthcare needs including cancer, cardiovascular, diabetes, obesity, maternal & child health, behavioral health, asthma, influenza, and HIV/AIDS, it also includes chapter 10 with social determinants of health that analyze the healthcare needs as they relate to education attainment, food access, housing and transportation.

In addition, a significant piece for the city is that the community served by Adventist Healthcare Shady Grove Medical Center includes a primary service area which includes eight zip codes, two of which are Rockville zip codes 20850 and 20852. 60% of the hospital discharges are from the primary service area. The secondary service area accounts for 25% of the hospital discharges and includes sixteen zip codes, two of which are Rockville zip codes 20851 and 20854.

Rockville City Youth Needs Assessment (2017)
A 54-page report that presents needs, assets and solutions in comprehensive categories of services included under human services. They include: education, drugs/alcohol, employment, financial, food, housing, immigration, language/culture, mental health, parenting/child care, recreation and transportation. This document determines need within the context of direct services including information and referral, advocacy, and supportive individual and group services to at risk youth and families.

Rockville City Senior Needs Assessment (2016)
The Senior Needs Assessment and Gap Analysis study was identified as a priority from the Mayor and Council. The aging population is fast growing and living longer and in more need of supportive services. The major themes of the Senior Needs Assessment include barriers seniors face to participate in programs and community centers, gaps in services including home care services and geriatric case management, need for senior affordable housing, and support for villages movement.

Montgomery County Council Adult English Literacy (MCAEL)
In a diverse population like the City of Rockville with more than 30% foreign born learning English is a basic human need. Although MCAEL does not have specific needs assessments, it has significant publications and resources and the need for the immigrant to learn English for a better assimilation in the community. MCAEL emphasizes, that as new immigrants acquire English language skills, they are able to participate more fully in and contribute to the local economy; become more fully informed of what is happening in the broader community are able to voice their opinions; actively participate in their children's education; and be more knowledgeable about how and when to access healthcare. Adult ESOL helps build and strengthen communities. The MCAEL website offers information about the role English literacy plays in making stronger communities.

Interagency Commission on Homelessness and a Ten Year Plan to end Homelessness in Montgomery County, Maryland
The Interagency Commission report is 10-page that describes the different levels of shelter/housing needs and links the report to the 17-page report on a ten-year plan to end homelessness in Montgomery County. The Continuum of Care (CoC) is Montgomery County's local homeless program planning network. It is a public-private partnership that includes County and other government agencies, non-profit service providers, landlords and others who have a role in preventing and ending homelessness. The purpose of the CoC is to coordinate the implementation of a housing and service system within the Montgomery County CoC geographic area that meets the needs of individuals and families experiencing or at risk of

homelessness. The Montgomery CoC provides a full continuum of housing services to homeless persons including: • outreach and engagement, • emergency and transitional shelter, • safe havens, • rapid re-housing, • permanent supportive housing and • prevention strategies.

Community Health Needs Assessment and Resource Documents:

- Adventist Healthcare Shady Grove Medical Center 2017-19
  https://www.adventisthealthcare.com/about/community/health-needs-assessment/

- Rockville City Youth Needs Assessment (annual)
  https://www.rockvillemd.gov/DocumentCenter/View/18890/FY-2017-Youth-Services-Needs-Assessment?bidId=

- Rockville City Senior Needs Assessment (2016) **– NOTE: BROKEN LINK. Could not find one that worked/ any pertaining information on the website.**
  https://www.rockvillemd.gov/DocumentCenter/View/15546/City-of-Rockville-Senior-Citizen-Needs-Assessment-and-Gap-Analysis?bidId=

- Healthy Montgomery Needs Assessment
  https://www.montgomerycountymd.gov/healthymontgomery/?module=Tiles&controller=index&action=display&id=46187274561166799

- Montgomery County Council and County Executive publish annual priorities for grants
  https://www.montgomerycountymd.gov/COUNCIL/grants/council_grants.html

- City of Rockville Caregiver Agency Grants (Page 370 of the link)
  https://www.rockvillemd.gov/DocumentCenter/View/34627/Fiscal-Year-2019-Adopted-Budget-

- City of Rockville Demographic Profile
  https://www.census.gov/quickfacts/rockvillecitymaryland

- Rockville Mayor and Council Annual Priorities
  https://www.rockvillemd.gov/1919/Priorities-Initiatives

- Montgomery County Vision/Priorities
  https://www.montgomerycountymd.gov/Government/visionStatement.html

- Montgomery County Council Adult English Literacy (MCAEL)
  https://www.mcael.org

- Non-profit Montgomery
  https://www.nonprofitmoco.org/

- FARMS Rockville areas
  https://www.montgomeryschoolsmd.org/about/

- City of Gaithersburg (Do they use their own Needs Assessment)
  https://www.gaithersburgmd.gov/home/showdocument?id=1940

- Interagency Commission on Homelessness and a Ten Year plan to end Homelessness in
  Montgomery County, Maryland
  https://www.montgomerycountymd.gov/Homelessness/.../2017AnnualICHReportFIN...

Attachment 12.a: Caregiver Funding Task Force - Final Report and Attachments (2593 : Caregiver Funding Task Force Report)

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City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
Demographics	Population: 151,331 (2018-from city's website) Poverty rate: 9.8% (10/29/18 datausa.io)	Population: 69,769 (7/2018 est.) Poverty rate: 8.9% (2016 Amer. Community Survey)	Fairfax, Loudoun, and Arlington counties, City of Alexandria
Form of Government	Mayor/City Council-City Manager, with the City Manager as the executive.	Mayor/City Council-City Manager, with the City Manager as the executive.	n/a
How do you structurally work and fund your non-profits? Contracts? Grant Program? Something else?	**The Alexandria Fund for Human Services (AFHS), administered by the Department of Community and Human Services**, supports **human services programs** vital to meeting the needs of the Alexandria community with **broadly defined service priorities for young children, youth, families, immigrants, seniors and persons with disabilities.** This is the only way the city funds human services nonprofits. (There are separate Arts grants for nonprofits.) AFHS makes grants. **Grants may be made to nonprofit AND for-profit organizations.** For-profits may only compete for child-related outcome grants: Children and youth are school and career ready and Children and youth are socially connected, emotionally secure, and culturally competent. **However, no for-profits have applied in the last 15 years.**	Community Services Grants support nonprofit 501(c)(3) agencies that provide program opportunities that **address identified social service needs and that offer educational and empowerment opportunities to residents of the City of Gaithersburg** through collaborative nonprofit partnerships. ***Contracts are signed with the grantees.*** **There are also separate grant programs for** nonprofit organizations offering **youth programs in schools**; grants directly to **schools to supplement funding of school program initiatives**; and Nonprofit Opportunity **Grants to help organizations meet unexpected challenges or opportunities** in the delivery of services to City of Gaithersburg residents. The Nonprofit Opportunity Grants are limited to organizations that are not currently under contract with the City of Gaithersburg. Total funding available for these grants is $10,000, and the purpose must be outside the scope of the Community Services Grants.	Several grant cycles throughout the year – some on specific topics and one larger cycle for Health and Aging, Support for Veterans, Children and Youth, Basic Needs, Education –. Priority given to programs serving those in greatest need. ***No contracts, funds awarded as grants with a signed letter of agreement.***

City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
		All partnerships with nonprofits are through the grant programs except for one contract.	
Do you conduct a needs assessment for services provided by non-profits? How often?	In December 2014, the Alexandria City Council improved **alignment of AFHS grant priorities with a variety of goals and indicators from the approved city Master and Strategic Plans**. The Strategic Plan, currently FY17-FY22, is updated approximately every five years.

Proposals must be aligned with a City outcome statement and goal statement for one of five outcomes the city seeks. Sample indicators are provided for each goal statement, but organizations may propose different ones. | Gaithersburg **relies on assessments done by the county government, MCAEL, and others** in the area. The City's Community Services Division surveyed 450 residents at its Holiday Giving event in 2017. Also, school principals provide information about the needs of children and their families.

The Community Services Division Manager is very interested in the county's OLO Racial Equity report published in September 2018. **Racial equity is now a priority for Gaithersburg.** To start with, they would like to have more diversity on the grants review committee. | **Periodic needs assessments** on specific topics; grant proposal puts the **burden on the nonprofit to use data to demonstrate need** for the program or service. |
How often is your process completed? Is it annually or some other timeframe?	The **current funding cycle is three years**: July 2018 through June 2021. Funding is **contingent upon annual City Council appropriations.**	Applications are accepted each year. **Grants are for one year with an option for the city to renew for one additional year.**	**Annually – one year grant.** One application per organization per grant cycle. No limit on the number of years an organization can apply.
Do you have staff dedicated to the process? If so, how many?	**Previously three, who all retired. Now one of the retirees runs it alone.** She had assistance from one employee in the first half of 2018 who has now left. She will continue to manage the grant program until the department can fund a position.	There are **two grant program coordinators: one for the school grants and one for the nonprofit grants. Their time is split between grants and related events.** (The events may include the provider coalitions that grantees are required to join.)	**Two part time staff who manage other work in addition** to supporting grant processes
How much is funded each year (aka: how big is the bucket)?	**FY19-FY21: $1.9 million for FY19.** It's been at the same level for	**$743,633 for FY19**. FY18 was similar. There are usually small increases each year. The Community Advisory Committee, which	**Total of all grant pools @$750,00 per year**

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City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
	several years, which is down from $2 million before about 2010. FY16-FY18: $1,996,430 annually	reviews nonprofit grant applications, makes a request to the City Manager when the budget is being developed.	
How do you prioritize the total amount of the bucket within the overall budget? How often does that change?	**Priorities come from Master and Strategic Plans.** When they are revised, priorities can change. **Changes would come every three years** when grant application cycle reopens. Nonprofits lobby the Council for increases to the grant funding available.	**Total amount is the estimated cost of the services the city wants. Changes annually.** Total allocated is about the same each year with small increases.	**Depends on funds raised, organizational priorities and the interests of donors.**
How do you prioritize and allocate the bucket?	**Depends on scoring (highest scoring applications across all goal areas get funded first) and reasonableness of request.** It is possible that some city goal areas will not have any grants funded. **$10,000 is minimum grant.**	**Depending on the scopes of services set out for each purpose.** The city has some sense of what it will cost nonprofits to provide the services, which helps set the size of the buckets.	**Depends on funds raised, organizational priorities and the interests of donors.**
How are the funds distributed? What are the reporting requirements?	Funds are allocated to the Community & Human Services Department's budget. **City Attorney-approved "grant agreements" are signed by the City Manager. They are not contracts that are run through Procurement.**	**Once contracts are signed, nonprofits receive a quarterly payment at the start of the contract. Subsequent payments are made each quarter after a report** has been submitted.	**Grants checks are mailed with an acknowledgement letter outlining the grant terms. Nonprofits sign and return the letter.** **Grant is paid up front, and a final report and budget are required at the end of the grant period.** Nonprofits who fail to complete the final report are ineligible to apply in the future.

City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
	Half of funds are distributed at execution; half at mid-year report, contingent on satisfactory progress. Reports are due twice during the fiscal year (mid-year and end). Reports document progress, data, demographics and outcomes based on the proposed evaluation plan. **Nonprofits are not required to submit client names or addresses.**		
What are your ways to evaluate providers?	**Grantees are required to participate in the AFHS evaluation process,** including attending trainings and workshops on the process, gathering and submitting data, participating in consultation meetings with staff, and hosting staff visits. The City has a post-award orientation for grantees' program directors so they understand their responsibilities and the reporting process.	Site visits, reports	**Grant application emphasizes demonstrated need and performance on program outcomes.** Evidence based practices are encouraged.
Overall, are you happy with your process?	Yes	Yes, and it keeps getting refined. **Site visit formats may change. It would be better to simplify them and rely on other entities who accredit the nonprofit for more in-depth evaluation.**	
Have you recently evaluated your process, or do you plan to do so soon?	**City Manager appointed a grant reform committee in FY14. Some changes were incorporated in current grant cycle.** The Council	Gaithersburg has gone back and forth over the years between RFPs/contracts and grants. **About five years ago, they started encouraging collaborative applications. The**	**Moving to specialized grant funds throughout the year instead of one large process.**

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City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
If you have, did you change your process? And why?	nudged the City Manager to do it because there were concerns about whether organizations were serving Alexandria residents, Council Member-favored organizations getting grants, etc. **Moved to online application and reporting this cycle.** **Also new this cycle, they will start making site visits and ask to review some client records.** **For the next grant cycle starting with FY22, they are thinking about introducing a separate process for smaller grants (<$20K). AFHS would go to $20K+.**	**way the scopes of services are presented, nonprofits have to collaborate because no organization could do everything the city wants.** The city has done this purposely so organizations must work together.	
What is the focus of the grant program?	Human services	Social services needs	Health and human services
Is it clearly articulated to nonprofits and the public?	Yes	Yes, through the published scopes of services.	yes
Number of applications	60	**The city has been receiving one application per scope of service, but each one is from a group of multiple nonprofits.** The city has advertised and done outreach but has still received one collaborative application for each purpose.	@120

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City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
% of applications % funded?	About 2/3. Some long time grantees did not get grants this cycle. The city offered feedback.	100%	Approx. 15-18% of applications are funded
How many are funded at 100%? How many funded at some other level?	None are at 100%. NPs use grant as a seal of approval to garner other funds.	Most are funded at an amount lower than the full amount requested by the nonprofits.	Most are funded at 100% Grants of up to $10,000 are awarded
Are there different application forms and reporting requirements depending on the size of the grant or other criteria?	Not currently.	There is a separate application process for the Nonprofit Opportunity Grants, which are smaller.	No – all are small grants
How are decisions made? Individuals? Panel – who is on that?	**Staff recommends and the City appoints a Proposal Review Committee** that reviews applications and makes selections. **Applications must be complete and address all required components.** 18 city residents were on the recent review committee. **Most are members of the department's appointed boards and commissions** (aging, children, women's commissions, etc.). **Staff can weigh in** on appropriateness of application, experience with applicants. **Staff looks at financial stability & budget so PRC doesn't have to try to judge that.**	**Community Services Commission reviews proposals.** There are currently five members; it can have up to 11 members. **Members are appointed by the Mayor and confirmed by the Council. They don't have to be city residents, but most have some connection to the city** such as owning a business or working in the city.	Proposals are **screened by staff for completeness and clarity, match with grant criteria and general nonprofit accountability** **Committees of volunteers (6-8 per committee) read and score grants through online application;** committees meet to discuss grants and select winners. Recommendations sent to the Board of Directors for approval. The overall committee chair is a board member, and presents the recommendations to the board. **The Board can change recommendations, but they never do.**

City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
Is subject expertise required to be on a panel?	Expertise is built in to those already serving on boards and commissions. Others may not have expertise.	No	Each panel incorporates one or more experts.
Are grants scored?	Yes	Yes	Yes – scores are not shared with applicants, but staff will read the comments to nonprofits who want to strengthen future applications.
Blind scoring?	No	No	no
Role of elected officials?	**They only appropriate the funds.** Review Committee makes selections.	**They approve scopes of services and amounts but not the nonprofit organizations.**	**See note about the Board of Directors, above**
How much information do they receive?	Very limited.	At a Mayor and Council retreat during the budgeting process, the Community Services Division presents any major changes to the grant program since the proposed budget was presented.	Short summaries of each proposal to be funded.
What is the timing for your program? When are applications due? Decisions made?	Applications for the **FY19-FY21** funding cycle were **due February 12, 2018.** **Successful applicants were notified by May 24, 2018.**	Applications are **usually due Jan. 31**. Only the total dollar amount desired for the grants program is put in the proposed budget. Dollar discussions occur in early May. The exact awardees are worked out later.	Large grant cycle takes place in **January/February**
Disbursements?	**Half of funds are distributed at execution of grant agreement; half at mid-year report,** contingent on satisfactory progress.	**Quarterly**, with the first payment at the start of the contract.	**Funds paid up front by March 1**
Reports and evaluations?	Due in January and July.	Reports are submitted quarterly and ask for actual spending in the quarter.	Final report due the following February
Multiyear grants?	Yes, three years.	Grants are made for one year with a city option to renew for one year. The amount the second year is the same amount as for the first year. Not all grants are renewed.	no

City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
Is there a category for new organizations?	No	New organizations can apply for Nonprofit Opportunity Grants at any time during the year.	no
Additional comments:	Alexandria based a lot of their current process on the Fairfax County Consolidated Funding Pool processes. Debbie Anderson said nonprofits like the 3-year cycle. She believes as more regional NPs consolidate across jurisdictional borders, they will appreciate if local government grant processes are more aligned with each other.	**Gaithersburg started using an online application and review/scoring portal this year.** They did an RFP for portal vendors and chose Blackbaud Grantmaking, which cost about $20,000. Getting it set up took a lot of coordination between Blackbaud, Community Services, and the city's IT department. Reports for the School Nonprofit and School grants are done through the portal because they are simpler than the reports required for the Community Services Grants. The Community Advisory Committee used the portal to score applications. Staff can see how the process is progressing. Scoring reports are generated from the portal, and contracts are partly generated through the portal because it draws information from the applications. The portal captures contact information that is used to send report reminders. They will be adding a feature to pull information from all grantees in the system to create comprehensive reports.	Funds are awarded with attention to geography. Staff communicate regularly with other local funders to share information.

City of Rockville Caregiver Funding Task Force
Best Practices and Award Selection Subcommittee — Research on Others' Practices

	Alexandria VA Oct. 2018	Gaithersburg MD Oct. 2018	Community Foundation for Northern VA
		Gaithersburg asks for street addresses and initials of city residents served in reports, not their full names. **Gaithersburg is considering adding a Unit of Service cost question** to their application, similar to Rockville's.	
Sources	https://www.alexandriava.gov Debbie Anderson, Interim Project Manager (703-746-5668)	www.gaithersburgmd.gov Discussion with Maureen Herndon, Division Manager, Gaithersburg Community Services (10/25/18)	
Task Force Member	Terri Fritz	Terri Fritz	Lesley MacDonald

	Roles and Responsibilities Related to Caregiver Process (General)	August	September	October	Budget Kickoff (October)	November
Mayor	Approve overall grant funding amount and set priority areas. Approve final grant amounts based on review panel's determinations.	Receive Human Services Grantee Performance Report from the previous fiscal year.		Late October, needs assessment and associated comments submitted to the Mayor and Council Approve the calendar for the next fiscal year's proposed budget review process.	Approve the calendar for the next fiscal year's proposed budget review process.	As part of the City Budget process, Mayor and Council continue the review the human services needs and priorities.
City Council	Approve overall grant funding amount and set priority areas. Approve final grant amounts based on review panel's determinations.	Receive Human Services Grantee Performance Report from the previous fiscal year.		Late October, needs assessment and associated comments submitted to the Mayor and Council Approve the calendar for the next fiscal year's proposed budget review process.	Approve the calendar for the next fiscal year's proposed budget review process.	As part of the City Budget process, Mayor and Council continue the review the human services needs and priorities.
City Manager	Determine preliminary total grant funding amount. Relay review panel determinations to Mayor and Council.				Works with staff to formulate the overall proposed budget.	

	December	January	February	March	April
Mayor	Early December, Human Services priority areas included in the Mayor and Council's discussions of their budget survey results and fiscal priorities.	Receive information from the public via public hearings, meetings or in writing.	Receive and review the City Manager's Proposed Budget. Receive information from the public via public hearings, meetings or in writing.	Discuss the City Manager's Proposed Budget. (Optional: provide city staff with revised funding figure for the Human Services Grants Process) Receive information from the public via public hearings, meetings or in writing. Appoint members of the Human Services Grant Review Panel and possible alternates.	Receive information from the public via public hearings, meetings or in writing.
City Council	Early December, Human Services priority areas included in the Mayor and Council's discussions of their budget survey results and fiscal priorities.	Receive information from the public via public hearings, meetings or in writing.	Receive and review the City Manager's Proposed Budget. Receive information from the public via public hearings, meetings or in writing.	Discuss the City Manager's Proposed Budget. (Optional: provide city staff with revised funding figure for the Human Services Grants Process) Receive information from the public via public hearings, meetings or in writing. Appoint members of the Human Services Grant Review Panel and possible alternates.	Receive information from the public via public hearings, meetings or in writing.
City Manager	Based on discussions with the Mayor and Council, provide staff with the parameters for a preliminary grant funding total.		City Manager's proposed budget is available in February. Preliminary human services grant amount released as part of the City Manager's proposed budget.	City Manager receives report on number of applications and amount requested; total and by service area.	

	May	June
Mayor	Budget is adopted mid-may.	Meeting to review Application Review Panel funding determinations and approve amounts for human services grants.
City Council	Budget is adopted mid-may.	Meeting to review Application Review Panel funding determindations and approve amounts for human services grants.
City Manager	Provides the Mayor and Council with a breakdown of funding for the human services grants. Execute the budget based on the Mayor and Coucil's direction.	Sign contracts

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	Roles and Responsibilities Related to Caregiver Process (General)	August	September	October	Budget Kickoff (October)	November
City Clerk /Director of Council Operations	Recruit for Human Services Grant Review Panel.			Late October, begin recruitment for Human Services Grant Review Panel Members.		
City Finance Dept	Based on the Mayor and Council surveys and their budget discussions, provide Community Service Staff with the funding amount for the next fiscal year. Meet with the City Manager and other City staff to review the caregiver review panel's determinations.			Provide support to the City Manager and City staff as they prepare a proposed budget.	Announce the Mayor and Council's adopted budget schedule.	Provide support to the City Manager and City staff as they prepare a proposed budget.
Application Review Panel	Review the human services grant applications. Included in this process are the following: -Review the grant applications -Review previous performance reports, outputs and outcomes -Score the applications and determine funding -Meet as a group to come to a consensus and provide priorities for the Mayor and Council should additional funds become available.			Recruitment process for the Human Services Grant Review Panel commences.		

	December	January	February	March	April
City Clerk /Director of Council Operations		Provide Mayor and Council with expression of interest forms for the Human Services Grant Review Panel Members.			
City Finance Dept	Based on the Mayor and Council and City Manager's discussion of needs and priorities, provide a preliminary grant total to grant staff. Provide support to the City Manager and City staff as they prepare a proposed budget.	Provide support to the City Manager and City staff as they prepare a proposed budget.	Provide support to the City Manager and City staff as they prepare a proposed budget.	Provide support to the Mayor and Council as part of the City budget process.	Provide support to the Mayor and Council as part of the City budget process.
Application Review Panel		Early January, Expression of Interest forms due to the office of the City Clerk/Director of Council Operations.		Members are appointed by the Mayor and Council.	Receives applications for review first week in April. Review grant applications.

	May	June
City Clerk /Director of Council Operations		
City Finance Dept	Provide support to the Mayor and Council as part of the City budget process. Execute the budget based on the Mayor and Coucil's direction.	
Application Review Panel	Panel meets the first week in May. Provides funding determinations to be relayed to the City Manager by grant staff.	

	Roles and Responsibilities Related to Caregiver Process (General)	August	September	October	Budget Kickoff (October)	November
Human Services Grants Staff	**Oversee and administer the Human Services grants process. This includes drafting the applications and announcing them to the public. Collecting completed applications,** **Provide support to the review panel by organizing the applications and providing the group with output and outcome reports. Provide the funding determindations to the City Manager for the City's budget process. Work with various departments on the contracting process.** **Administer the grants, to include collecting quarterly output reports, and semi-annual and annual outcome reports. Scheduling site visits with programs, compiling reports for the Mayor and Council (available in the Council Office), and Invoicing.**	Prepare Human Services Grantee Performance Report for previous fiscal year.	Provide information to the Human Services Advisory Commission.	Review needs assessment and provide comment on recommendations.	Community Service Staff begin preparing the proposed budget for the Division for next fiscal year.	Community Service Staff continue working on proposed budget for the Division for next fiscal year.
Human Services Advisory Commission	**Advocate on behalf of Human Services to the Mayor and Council.**	Discuss the advocacy strategy for the following fiscal year Receive updates from Staff Review Human Services Grantee Performance Report from previous fiscal year.	Discuss the advocacy strategy for the following fiscal year Receive updates from Community Services Staff Optional: Provide feedback, advice, and information to the Mayor and Council.	Review needs assessment and provide comment on recommendations. Provide comments for Mayor and Council regarding priority areas.		Optional: Provide feedback, advice, and information to the Mayor and Council.
TBD		Needs Assessment underway by TBD	Needs Assessment finalized and submitted by TBD			

Attachment 12.a: Caregiver Funding Task Force - Final Report and Attachments (2593 : Caregiver Funding

	December	January	February	March	April
Human Services Grants Staff	Community Service Staff continue working on proposed budget for the Division for next fiscal year.	Community Services staff update all grant materials.	Grant applications are released to the public first week in February (due first week in March). Hold mandatory technical review sessions and provide additional support to applicants.	Receive grant applications first week in March. Provide City Manager with report on funding requested by service area. Review the submitted grants for internal consistency, typically number errors. Staff provide the grantees 3-4 business days to make any corrections to those specific items. Create reports, tables and charts for the review committees, based on quarterly and annual reports, and the information provided by the grantees in their application.	Grant applications are provided to the grant panel first week of April
Human Services Advisory Commission	Optional: Provide feedback, advice, and information to the Mayor and Council.	Optional: Provide feedback, advice, and information to the Mayor and Council.	Optional: Provide feedback, advice, and information to the Mayor and Council.	Optional: Provide feedback, advice, and information to the Mayor and Council.	
TBD					

	May	June
Human Services Grants Staff	Meet with the panel members to facilitate the funding determinations. Compile the group's comments regarding the grants and overall process. Organize the comments and recommendations in preparation to present the information to the City Manager. Convene a meeting with the City Manager and applicable staff to review the panel's recommendations. Mid-to-late May, staff notify nonprofit agencies regarding their grant award.	Begin contracting process.
Human Services Advisory Commission		
TBD		

Charter for the Caregiver Funding Task Force

Purpose

The overall objective of the Caregiver Funding Task Force (CFTF) is to develop a comprehensive process for reviewing and recommending Caregiver funding by:

- Examining the current Caregiver grant process,
- Considering the purpose of the City's nonprofit funding,
- Reviewing and analyzing the processes that are utilized by other government agencies and best practices in grant award processes, including examining options of awarding funding as grants, contracts, or through a formal procurement process,
- Proposing eligibility and selection criteria,
- Discussing funding prioritization across human service areas, including assessing duplication of effort/services/customers across City funded Caregiver agencies,
- Reviewing the roles of the Mayor and Council, City Manager, City Finance Department, the application review panel, and the Human Services Advisory Commission in the funding process, and
- Outlining a comprehensive process for reviewing applications and recommending funding for the city manager's proposed budget.

The Task Force's recommendations to the Mayor and Council should balance financially supporting nonprofit agencies delivering services to vulnerable residents, with accountability and fiscal responsibility.

The Task Force's work should be completed 12 months from the date of the first Task Force meeting for use in the preparation of the FY20 proposed budget. In completion of its work, the CFTF will produce a report that outlines the findings and recommendations to the Mayor and Council. The CFTF will present its findings to the Mayor and Council once the report is finalized.

Membership

The membership of the CFTF will be appointed by the Mayor and Council and will consist of nine individuals representing a variety of stakeholders and organizations.

Representative	Selection Process
City of Rockville Human Services Advisory Commission At Large or Consumer Representative member (2)	Commission nominate Mayor and Council appoint
City of Rockville Financial Advisory Board (1)	Board nominate Mayor and Council appoint
Caregiver's Coalition (1)	Coalition nominate Mayor and Council appoint
Human services non-profit provider not currently funded by the City of Rockville (1)	Mayor and Council solicit applications, select an applicant and appoint
Non-City of Rockville local government human services organization (1)	Mayor and Council solicit applications, select an applicant and appoint

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Approved 05-01-2017

Nonprofit advocacy alliance (1)	Mayor and Council solicit applications, select an applicant and appoint
Members from the community at large (2)	Mayor and Council solicit applications, select an applicant and appoint

While the CFTF members will represent their respective organizations, it is anticipated that, whenever practicable, they will also be Rockville residents.

If a vacancy occurs, it will be filled in the same manner as the initial appointment.

Functional Roles
The Mayor and Council of the City of Rockville are the authorizing body for the creation of the CFTF. Other roles include:

- *Task Force Leader:* the CFTF will select a leader who sets the meeting agendas, leads task force meetings, delegates assignments, summarizes key meeting outcomes and next steps, facilitates resolution differences of opinion, and ensures team adheres to meeting guidelines.
-
- *Staff Liaison:* a non-voting, city manager appointed staff member will coordinate administration, keep minutes and records of key meeting outcomes and activities, ensure accurate and timely distribution of team correspondence, and ensure the process is coordinated with the City of Rockville and the Mayor and Council.

Team Meetings
Meetings will be held at least monthly, with the goal of each meeting resulting in progress toward the task force's final product. The team will identify the agenda, purpose and deliverables of each meeting in advance.

As a Mayor and Council appointed task force, the meetings will be subject to the Maryland Open Meetings Act. That will involve posting meeting agendas in advance and adopting and posting meeting minutes in advance of the next Task Force meeting.

The CFTF will choose the meeting days and times based on the availability of task force members and City resources.

Decision Making
Task force decision making will follow these guidelines:
- Engage in open discussion on topics, soliciting opinions from all members,
- Use facts to generate alternative solutions,
- Allow for feedback on unresolved issues,
- Strive for unanimity, but, if that cannot be reached, a simple majority of the members present when a decision is made will suffice.

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Approved 05-01-2017

Expectations of Task Force Members

- Communicate in a professional manner through agreed upon means, including responding promptly to messages and inquiries.
- Follow team ground rules, including start and end meeting on time, stick to the agenda, one person speaks at a time, and seek out and respect diverse opinions.
- Participate fully, including attending every meeting. If a member is going to be absent, the member is responsible for informing the Task Force leader and acquiring the missed content.
- Support the CFTF's decisions and actions.

Attachment 12.a: Caregiver Funding Task Force - Final Report and Attachments (2593 : Caregiver Funding Task Force Report)

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Approved 05-01-2017

Packet Pg. 273

Caregiver Funding Task Force Report

July 15, 2019

Theresa Fritz, Lesley MacDonald, Sylvia Pacher,

Mark Pascu, Agnes Saenz, Rachel Werner
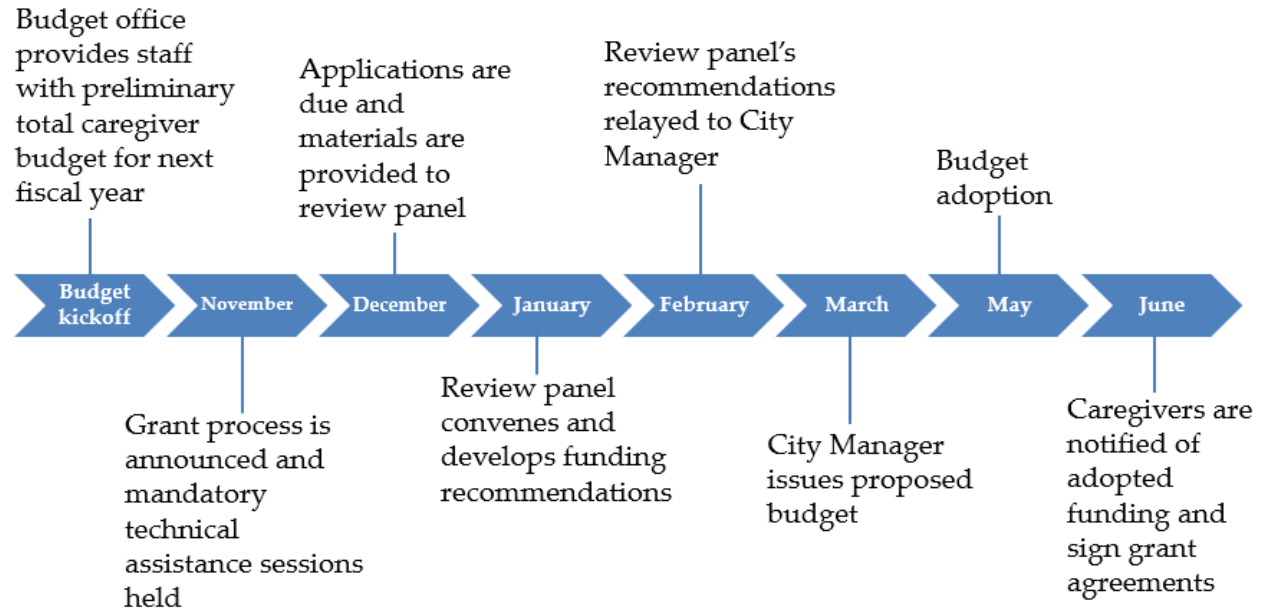
Purpose and Goal

- The report is prepared by the City of Rockville Caregiver Funding Task Force

- Prepared for the City of Rockville Mayor and Council, City Manager, Human Services Grant staff and other stakeholders

- Outlines key recommendations and findings related to the existing process to fund Human Services Grants within the City of Rockville

- The Report is designed to ensure the process is
    - Fair and equitable
    - Unbiased without preferences or political influence

Human Services Grant Process

- **History of the Grant Process**

- **Current Grant Application Process**

Caregiver Grant Application Process

Budget office provides staff with preliminary total caregiver budget for next fiscal year

Applications are due and materials are provided to review panel

Review panel's recommendations relayed to City Manager

Budget adoption

Budget kickoff → November → December → January → February → March → May → June

Grant process is announced and mandatory technical assistance sessions held

Review panel convenes and develops funding recommendations

City Manager issues proposed budget

Caregivers are notified of adopted funding and sign grant agreements

Caregiver Funding Task Force

- **Creation and Charter of the Caregiver Funding Task Force**

  - Created by Mayor and Council on December 5, 2016

  - Final version was approved on May 1, 2017

  - The first meeting of the Caregiver Funding Task Force was held on March 22, 2018

  - The adopted objective tasked the group with reviewing the current process and making recommendations for the FY 2019 budget; amended by Mayor and Council to be ready for the FY 2021 budget

Get Into It

Caregiver Funding Task Force

- **Members of the Task Force**

  - Appointed by Mayor and Council through the same process that is followed for boards and commissions

  - Representing several Rockville boards and commissions, local caregiving agencies, non-City of Rockville human services government employees, and members of the community at large

  - Originally comprised nine members

  - Six members were able to complete the work and report

Caregiver Funding Task Force

- **Subcommittee Structure and Work**

  - Subcommittee Grouping

    - Administrations and Roles/Responsibilities

    - Needs Assessment

    - Best Practices and Award Selection

    - Final Report

  - Subcommittee Process

Recommended Process Flow

August / September	October	November	December	January
•Human Services Advisory Commission reviews needs assessment documents and provides the Mayor and Council with their recommended funding areas.	•Human Services Advisory Commission's recommendation and needs assessment information is reviewed to Mayor and Council. •Internal budget kick-off occurs. •City Clerk/Director of Council Operations begins recruitment for the Grant Review Panel.	•Budget Calendar is Proposed by City Staff. •Budget Calendar is approved by Mayor and Council. •Mayor and Council review funding priorities for the human services grants as part of the budget discussions.	•As part of their budget priorities process, Mayor and Council determine the total dollar amount for the human services grants. •Mayor and Council confirm the funding prioities for the human services grants.	•City Staff update all grant materials. •Expression of Interest forms for the Grant Review Panel are reviewed by the Mayor and Council.

Recommended Process Flow (Continued)

February	March	April	May	June
• Grant applications are released to the public. • Mandatory technical assistance sessions are held. • Mayor and Council receive information from the public via public hearings, meetings, or in writing.	• **Grant Review Panel is appointed by Mayor and Council.** • **Applications are due.** • Staff review applications for internal consistency. • Staff prepare materials for the Grant Review Panel.	• Grant Review Panel receives packet containing the grant applications and the associated materials.	• City of Rockville budget is adopted, including total funding amount. • **After the City's budget adoption, the Grant Review Panel makes funding decisions on individual grant amounts based on the total funding amount in the adopted budget.**	• Applicants are informed of the award status. • Contracting process begins so grants can be issued as soon as possible.

Get Into It

Grant Review Panel

- **The City recruits reviewers for the Human Services grant applications**

    - Includes subject matter experts

    - Reviewed and appointed by Mayor and Council

- **The Members are tasked with**

    - Reviewing the grant applications

    - Reviewing previous performance report, including outcomes and outputs

    - Score the applications as a group to determine individual funding amounts through a consensus process

    - Determine priorities should additional funding become available or is returned

- **Human Services Grant staff organize their comments and recommendations to present the information to the City Manager**

Get Into It

Needs Assessment

- **City staff should continue to review the recommended needs assessments**

    - Community Health Needs Assessment: Adventist Health Care Shady Grove Center (Currently 2017-2019)

    - Rockville City Youth Needs Assessments

    - Rockville City Senior Needs Assessment

    - Montgomery Coalition for Adult English Literacy (MCAEL)

    - Interagency Commission on Homelessness and the Ten Year Plan to end Homelessness in Montgomery County

- **Needs assessment findings should be used to define a clear and narrow focus for the grant program, within the definition of Human Services**

Definition of Human Services

- **Regarding the Human Services definition, the Task Force recommends adopting the following definition for City of Rockville Human Services Grant Programs**

"The field of Human Services is broadly defined, uniquely approaching the objective of meeting human needs through an interdisciplinary knowledge base, focusing on prevention as well as remediation of problems, and maintaining a commitment to improving the overall quality of life of service populations." (Source: Definition by National Organization for Human Services)

Grant Application and Reporting

- Utilize an electronic application and reporting system

- Simplify the application and instructions

- Ask for the minimum information needed for an informed decision

- Applications must be complete and submitted by the deadline to be considered

- Award grants for one year that are renewable for a second year based on compliance and performance

- Continue to allocate funds to the Community Services budget; awards are grants and should not go through a procurement process

Get Into It

Conclusion

- **These recommendations need to be reviewed, analyzed, and prioritized, with full consideration of the financial and resource capacity issues**

- **These recommendations will strengthen the Human Services Grant Program in the long-term**

- **It will ensure a standardized and continuous process that can reflect needs and challenges faced within the City of Rockville community and allocate funding to the organizations where it is most needed**

The Task Force appreciates your consideration of our analysis and recommendations.

Get Into It

Acknowledgement

The Task Force would like to acknowledge everyone who played a role in the preparation of this report.

First of all, Councilmember Beryl Feinberg and Carlos Aparicio, Community Service Manager, who supported us with their time, their attention to our questions, and kept us focused and on task.

Secondly, all City of Rockville staff who took time to discuss their roles in the process.

Thank you all for your contributions

Attachment 12.b: Caregiver Funding Task Force Report - Presentation (2593 : Caregiver