

Consolidated Community Funding Pool (CCFP) Process Improvement Work Team Recommendations

March 10, 2020

The Consolidated Community Funding Pool (CCFP) was established in 1997 as a competitive funding process for health and human services programs developed and administered by nonprofits and community-based organizations. The CCFP leverages the contributions of our non-profit partners, supports resident needs and recognizes the importance of the community's voice.

Over the course of a year, a work team of Consolidated Community Funding Pool Advisory Committee (CCFAC) members, nonprofit executive directors and county staff studied CCFP processes. Best practices from other jurisdictions and input from multiple voices were reviewed, including the Board of Supervisors (BOS), the CCFAC, nonprofit executive directors, community members, County leadership and County staff (see attachment 1). The review coincided with the update of Fairfax County's Health and Human Services Needs Assessment and new Countywide Strategic Plan.

During this CCFP review process, the work team explored:

- Unintended consequences and gaps in service
- A definition of essential services
- CCFP and equity
- Strategies to strengthen the overall CCFP to position it going forward

The work team synthesized all the feedback received and benefitted from the multiple perspectives. See attachment 2 for a list of reviewed items.

The team presents these recommendations to the CCFAC, the BOS and County leadership for consideration in the implementation during FY 2023. Flexibility and adjustments will be necessary to move the CCFP in this direction; we believe these steps are necessary to create sustainable changes and improvements to the overall CCFP process, and improved outcomes for our residents.

Recommendation 1: County leadership and staff commit to a periodic review of services funded through the CCFP process

Over the twenty-three years of the funding pool, there have always been services funded that are, or become, essential to how the County does business. These services align directly with County priorities and initiatives and are integral to how services are delivered.

There is agreement these services should not be administered through the CCFP, where there is risk of either being defunded or not funded at all. These services should be accommodated by using County general fund dollars, without affecting the dollars in the CCFP.

This review should occur midway through the funding cycle and look at services, not at a specific nonprofit. This would continue to be managed in a competitive process. The Interagency Team, composed of staff from Health, Housing and Human Service agencies, would develop a recommended list of CCFP provided services and receive recommendations from the CCFAC chair. CCFAC engagement is recommended to help maintain transparency and community engagement. This list would be forwarded to County Leadership for review and final decision.

Recommendation 2: Prioritize emergency food and shelter in the CCFP, proportional to need

Emergency food and shelter, and related supports, are critical to vulnerable individuals and families. Currently there is no mechanism in place to ensure these critical services are met in a consistent, equitable manner, based on need. By prioritizing emergency food and shelter in the CCFP, it recognizes the fact that if an individual doesn't have access to food and shelter, they aren't able to participate in other types of services intended to help them reach their highest level of personal achievement.

The County should explore using two Request for Proposals (RFP), a tiered process or other purchasing structure to ensure both emergency food and shelter and other category areas are defined.

Recommendation 3: The CCFP moves to a three-year cycle vs. the current two-year cycle

Moving from a two-year cycle to a three-year cycle lessens grant writing for nonprofits, eases the need for community Selection Advisory Committee (SAC) members, allows a longer time period to reach desired outcomes and lessens County staff workload involved in administering and monitoring the CCFP process. There is acknowledgement that an unsuccessful nonprofit would wait an additional year before they could apply for CCFP monies.

Additional Information

Timeline to implement these recommendations:

Recommendations presented to CCFAC	3-10-2020
Vote on recommendations by CCFAC	4-14-2020
Information to Deputy County Executive for HHHS	Spring 2020
Information to BOS	Summer 2020
Information to Procurement and Material Management	Fall 2020

Outreach calendar and notes – Attachment 1

Reviewed items – Attachment 2

CCFP Process Improvement Work Team

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Attachment 1 – Outreach calendar and notes - Review of CCFP Processes (2018-2020)

CCFP background paper (attached)	June 2018
Additional members added to Consolidated Community Funding Advisory Committee (CCFAC)	Fall 2018 and ongoing
Health, Housing and Human Services (HHHS) Interagency team formed	Fall 2018
Board of Supervisor HHHS presentations (attached)	<ul style="list-style-type: none"> • <u>June 26, 2018</u> • <u>Feb. 15, 2019</u> • <u>May 14, 2019</u>
Community Development Block Grant (CDBG) capital funding moved from CCFP to the Department of Housing and Community Development	Included in FY2021-22 cycle
CCFP work process team formed	Winter 2019
Review of similar programs from other jurisdictions	Winter 2019-2020
Grant writing workshop offered to nonprofits and community (attached)	May 13, 2019
Outreach meeting notes (attached)	<ul style="list-style-type: none"> • Sept. 10, 2019 - CCFAC • Sept. 12, 2019 – Northern Virginia Idea Exchange • Sept. 16, 2019 – Human Services Council • Oct. 28, 2019 – North County community • Nov. 4, 2019 – South County community
Technical Advisory Committee (TAC) process strengthened during Selection Advisory Committee (SAC) review	Winter 2020
CCFP work process team recommendations	March 2020

3/10/20

Attachment 2: Reviewed Items

Issue	Considerations	Recommendation(s)
One Fairfax policy and inclusion of equity principles to create systemic change.	Currently the CCFP is not administered proportional to need.	<p>Prioritization and allocation of emergency food and shelter based on need.</p> <p>Nonprofits receiving CCFP funds attend information sessions to review equity principles.</p>
Alignment with Countywide Strategic Plan.	The BOS adopted the strategic plan and 9 priority areas; the CCFP is representative of the priority area Empowerment and Support for Residents Facing Vulnerability.	Continue to align with county priorities. This review reaffirms the importance of the CCFP; it is a successful model for addressing need and leveraging resources in our community.
Sustain essential services.	Services which over the years have been funded through the CCFP and are integral to how the County delivers services should not be funded through the funding pool where they risked being defunded. This has been a topic of concern for many years.	Established HHHS team and CCFAC systematically review services which have become integral to how the County does business; these services should be accommodated by using County general fund dollars without affecting CCFP dollars, where possible.
Prioritization of emergency food and shelter.	Reviewed many definitions, processes and feedback on various approaches to address this issue.	Within the funding pool, establish a process to prioritize those services that assist vulnerable individuals and families in meeting emergency food and shelter supports to ensure survival. Competitive process, using data, will be developed to ensure this is done based on need in the County.
Hard to find Selection Advisory Committee (SAC) members.	Each 2-year cycle it is difficult to find enough SAC members; ideally there would be more than 18 SAC members.	Move CCFP cycle from 2 years to 3 years. A 3-year cycle reduces need for SAC members as often and allows for greater efficiency.
More time to achieve outcomes.	Nonprofits have approximately one year of data as they prepare a new proposal.	3-year cycle provides more time to reach outcomes.

<p>Address gaps in service.</p>	<p>When services are not funded, defunded or there is an unforeseen immediate need, the timeline is short to develop solutions to address the lack of service.</p>	<p>Food and shelter based on need throughout the county, will help eliminate critical services not being funded. Essential services review will address services directly aligned with County priorities and initiatives.</p>
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3/10/20 CCFP process work team