

Consolidated Community Funding Pool

Lines of Business

LOB #251:

CONSOLIDATED COMMUNITY FUNDING POOL

Purpose

The Consolidated Community Funding Pool (CCFP) is a competitive funding process for human services programs developed and administered by community-based agencies. Through the CCFP, federal Community Development Block Grant (CDBG) and Community Services Block Grant (CSBG) funding is combined with local funds and are allocated among applicants in accordance with the priorities set by the Board of Supervisors through an open procurement competition conducted by Fairfax County using citizen volunteer review panels. Funding priorities are recommended by the Consolidated Community Funding Advisory Committee (CCFAC), with residents selected by the County Executive to serve on the Selection Advisory Committee to review proposals and forward recommendations to the Board of Supervisors. The funding allocated to community-based organizations through the CCFP program serves as an investment and catalyst for strengthening the human services network of programs available for Fairfax County residents.

Description

The formation of the CCFP began in FY 1997, when the Fairfax County Board of Supervisors approved the development and implementation of a competitive funding process to fund services best provided by community-based agencies and organizations. These organizations were formerly funded through either a contribution or a contract with an individual County agency. In accordance with the Board of Supervisors' direction, this process was operational in FY 1998 and was guided by the following goals:

- Provide support for services that are an integral part of the County's vision and strategic plan for human services;
- Serve as a catalyst to community-based agencies, both large and small, to provide services and leverage resources;
- Strengthen the community's capacity to provide human services to individuals and families in need through effective and efficient use of resources; and
- Help build public/private partnerships and improve coordination, especially within the human services regions of the County.

Fund 10020 was established in FY 1998 to provide a budget mechanism for this funding process and in FY 2000, CDBG funding for community-based organizations was incorporated to form the CCFP.

Prior to FY 2000, the CCFP grant process and the CDBG process were similar activities that operated under different time frames, with separate application requirements and different evaluation criteria. With the December 1997 approval of the Board of Supervisors, these two processes were merged under the title of Consolidated Community Funding Pool. The CCFP is funded from federal CDBG funds for Targeted Public Services and Affordable Housing; federal CSBG funds; and local Fairfax County General Funds.

Consolidated Community Funding Pool

The CCFP process reflects significant strides to improve services to County residents and to usher in a new era of strengthened relations between the County and community nonprofit and faith-based organizations. First, all programs funded through this process are required to develop and track program outcome measures. To aid agencies in meeting this requirement, the County has provided several performance measurement training opportunities for staff and volunteers from all interested community-based agencies. Second, the criteria used to evaluate the proposals explicitly encourage agencies to leverage County funding through strategies such as cash match from other non-County sources, in-kind services from volunteers or contributions from the business community and others. Third, the criteria encourage agencies to develop approaches that build community capacity and involve residents, individuals, and families in the neighborhoods being served. Fourth, the County facilitates interactions between community-based organizations, the business community, the local community and County staff with the goal of strengthening the community's capacity to provide ongoing services to meet the needs of County residents and to support the development of potential CCFP applicant organizations.

The NCS and DAHS have administrative oversight responsibility for the CCFP. Together with the Fairfax County Department of Housing and Community Development (HCD), Department of Family Services, and the Office to Prevent and End Homelessness, they are responsible for planning, implementing and overseeing all facets of the CCFP process. DAHS and HCD are responsible for monitoring contract compliance among the funded nonprofit providers.

Benefits

CCFP benefits the Fairfax County Community through the:

- Provision and coordination of relevant training and technical assistance to build community and organizational capacity and expand service delivery to meet the County's human services needs;
- Provision of contract oversight, including program activities, service delivery, contractual compliance and financial management to nonprofit recipients of CCFP funds;
- Promotion of approaches that build community capacity, leadership and the involvement of residents by, where feasible, serving the population in targeted communities;
- Review of documented service needs and demographic trends while continuing to gather relevant information from public meetings, reports and studies, as well as data from County and nonprofit human service agencies to assist in the identification of service needs and development of future funding priorities; and
- Promotion of results-based accountability measures to gain insight on the impact CCFP services have on customers and the human services system, and to gauge whether the fund is achieving its goals.

Consolidated Community Funding Pool

The CCFAC has organized the FY 2017/FY 2018 funding priorities according to four areas, and adopted corresponding outcome statements. The CCFAC also recommended target focus areas for each priority area, which represent growing needs within the human services system. The Board of Supervisors approved these funding priorities on June 23, 2015.

Priority Area	Outcome Statement	Target Focus Areas
Prevention	Families and individuals remain independent and have the tools and resources to prevent future dependence. Communities increase their ability to support their members in preventing dependence.	Behavioral health services for youth and older adults, including suicide prevention; Early childhood development services.
Crisis Intervention	Individuals, families, or communities in crisis overcome short-term problems (generally not more than three months) and quickly move back to independence.	Domestic violence services, particularly those that provide housing opportunities for families affected by domestic violence; Food assistance for families with children; Emergency rental and utility assistance
Self-Sufficiency	Families, individuals, neighborhoods, and communities attain self-sufficiency over a period of three months to three years.	Healthcare affordability and accessibility services, particularly behavioral health services; Housing needs identified in the Fairfax County Housing Blueprint; English proficiency services
Long-Term Supportive Services	Individuals who have continuing long-term needs and who therefore may not become self-sufficient, achieve and/or maintain healthy, safe and independent lives to the maximum extent possible.	Affordable and accessible housing with supportive social services, to include employment and mobility assistance, for very low-income individuals with disabilities and very low-income older adults.

Mandates

There is no direct federal or state mandate for the Consolidated Community Funding Pool, however, federal Community Development Block Grant (CDBG) and Community Services Block Grant (CSBG) funds are allocated to nonprofit organizations through CCFP, and programs utilizing those funds must comply with CDBG and/or CSBG regulations and guidelines.

Consolidated Community Funding Pool

Trends and Challenges

In the most recent CCFP funding cycle (FY 2015-2016), Fairfax County received 154 applications for funding, totaling \$48 million in requests. This represents an increase in both applications (up from 145 proposals) and total funding (up from \$39 million) from the FY 2013-2014 CCFP funding cycle. Nonprofit applicants have reported a decrease in funding from other sources, and statewide research indicates that nonprofits are facing increasing demand and more competitive fund-raising challenges. The *2014 State of the Nonprofit Sector Survey*, an annual survey conducted by The Nonprofit Finance Fund, surveyed 402 nonprofits throughout the Commonwealth of Virginia and found that in 2014, 74 percent of respondents indicated that service/program demand had slightly or significantly increased. Nonprofit organizations that have participated in the CCFP program appear to be addressing this trend by stretching their resources (both cash and non-cash) to meet the increasing demand for services. For example, over the past three fiscal years, total leveraging has increased, particularly non-cash leveraging:

- FY 2013: \$36.25 million in cash resources / \$16.36 million in non-cash resources
- FY 2014: \$36.33 million in cash resources / \$16.47 million in non-cash resources
- FY 2015: \$36.10 million in cash resources / \$17.49 million in non-cash resources

Residents served by CCFP programs have become increasingly lower-income, older, and more ethnically diverse. From FY 2013 to FY 2015, extremely low-income households (defined as having incomes less than 30 percent of the area median income) and very low-income households (less than 50 percent of area median income) had increased from 55 percent of total households served to 64 percent of total households served in CCFP programs. Over the same time period, elderly households have been served at a higher rate (16 percent of total households in FY 2013 to 21 percent in FY 2015) and the backgrounds of CCFP clients have become more diverse, as white, non-Hispanic households have decreased from 23 percent of total households in FY 2013, to 19 percent in FY 2015. Nonprofit organizations are challenged to respond to these changing demographics, which may increase the need for more services such as English as a Secondary Language (ESL) instruction, more elderly services, and more services that assist low-income households.

Historically, the total amount requested by all nonprofit applicants far exceeds available CCFP funding. For example, approximately \$48 million was requested for the FY 2015-2016 funding cycle and approximately \$22 million was advertised in the FY 2015-2016 Request for Proposals. This creates a challenge for Fairfax County to provide funding to nonprofit organizations whose programs are most aligned with CCFP funding priorities and that are best positioned to effectively assist eligible households. In addition, many organizations are either small (41 percent of applicants over the last three funding cycles) or new to CCFP (15 percent over the last three funding cycles). Both types of organizations can require more support and technical assistance from Fairfax County staff in order to understand and comply with CCFP funding and reporting requirements.

Resources

As this line of business encompasses all activities of the fund, please refer to the table in the Fund Resources section above.

Consolidated Community Funding Pool

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of nonprofit programs receiving General Fund support	100	96	108	108	113
Households served by CCFP	45,101	41,411	43,097	44,000	43,500
Individuals served by CCFP	94,558	94,416	95,129	95,000	95,500
Resources leveraged by CCFP organizations	\$52,615,559	\$52,812,976	\$53,585,334	\$54,000,000	\$53,000,000
Percent of CCFP households that achieve program outcomes	100%	100%	100%	100%	95%

In the most recent CCFP funding cycle (FY 2015-2016), Fairfax County received 154 applications for funding totaling \$26,357,755 in FY 2015 requests (over twice the amount of funds available in the FY 2015 Request for Proposal process) and \$21,832,759 in FY 2016 requests. In FY 2015, 108 nonprofit organizations received \$10.6 million in General Fund contributions, an increase of 12 providers, or 12.5 percent, over FY 2014. This increase is primarily due to a \$743,388 increase in the General Fund Transfer over FY 2014. CCFP anticipates a slight increase in FY 2017 to coincide with the first of a two-year cycle.

In FY 2015, CCFP served 43,097 households, an increase of 4.1 percent over FY 2014. The total number of households served by CCFP organizations has fluctuated in accordance with the amount of total funds available. A reduction in the federal funding contribution in FY 2014 corresponds with the decrease in households served that year, but total households served increased in FY 2015 as the federal funding contribution was restored and as Fairfax County increased its General Fund contribution. It is expected that more households will continue to be served with the increase in CCFP funding in FY 2016.

The efficient use of CCFP funds has increased on an annual basis as nonprofit organizations have built up their leveraged resources. In FY 2015, CCFP organizations leveraged \$53.6 million in resources, an increase of \$1 million, or 1.8 percent, over FY 2013. This trend is expected to continue as the amount of available funds increases in FY 2016 and as Fairfax County codifies its expectation for nonprofit leveraging. In the FY 2017-2018 CCFP Request for Proposals, an expectation of an increasing leveraging amount from one year to the next is included for the first time, and it is anticipated that this new policy may lead to a lower than normal leverage amount in FY 2017.

Due to the wide variety of human services programs administered in the CCFP, organizations have had the flexibility of defining their own program outcomes, with input from Fairfax County staff. These program outcomes are reported and tracked on a regular basis, and over the course of a 12-month period, all CCFP organizations have been able to achieve the program outcomes they have defined and set. Starting in FY 2017, organizations that apply for CCFP funding and receive an award will be required to select at least one pre-defined standardized outcome. These standardized outcomes are structured within the framework of Fairfax County's Results-Based Accountability (RBA) approach. RBA is intended to emphasize customer end results and measure whether customers benefit in the long-term (are better off) from receiving services. It is expected that there will be a slight decrease in the percent of organizations that achieve their program outcomes in FY 2017 as organizations adjust to the new policy and develop systems to track their performance. DAHS and NCS will assist organizations in meeting the new standardized outcomes by clarifying as necessary prior to the execution of contracts and continuing regular technical assistance that is delivered during the course of each organization's contract.