



City Council Work Session

Monday, April 15, 2024
4:00 p.m.

Council Chambers Conference Room
88 E. Chicago St., Chandler, AZ



Work Session



Pursuant to Resolution No. 4464 of the City of Chandler and to A.R.S. 38-431.02, notice is hereby given to the members of the Chandler City Council and to the general public that the Chandler City Council will hold a WORK SESSION open to the public on Monday, April 15, 2024, at 4:00 p.m., in the Chandler City Council Chambers Conference Room, 88 E. Chicago Street, Chandler, Arizona. One or more members of the Chandler City Council may attend this meeting by telephone.

Persons with disabilities may request a reasonable modification or communication aids and services by contacting the City Clerk's office at 480-782-2181 (711 via AZRS). Please make requests in advance as it affords the City time to accommodate the request.

Agendas are available in the Office of the City Clerk, 175 S. Arizona Avenue.

Agenda

Call to Order

Discussion

1. **Presentation and Discussion of Proposed Updates to the Human Services Funding Allocation Process**

Adjourn



City Council Memorandum Neighborhood Resources Memo No.

Date: April 15, 2024
To: Mayor and Council
From: Leah Powell, Neighborhood Resources Director
Subject: Presentation and Discussion of Proposed Updates to the Human Services Funding Allocation Process

Attachments

Human Services Allocation Process Presentation

Human Services Allocations

Neighborhood Resources Department



Presentation Agenda

History of Allocations Process

Establishment of Priorities

Process Recommendations

Tentative Timeline/Next Steps



History of Allocations Process



History of Allocations Process

1987 – Formal process created to fund non-profit organizations (SSF)

1994 – Addition of Youth Enhancement Program (YEP)

2000 – Establishment of Acts of Kindness Donation Program (A-OK)

2010 – Revised process approved by City Council

2019 – Process updated by City Council

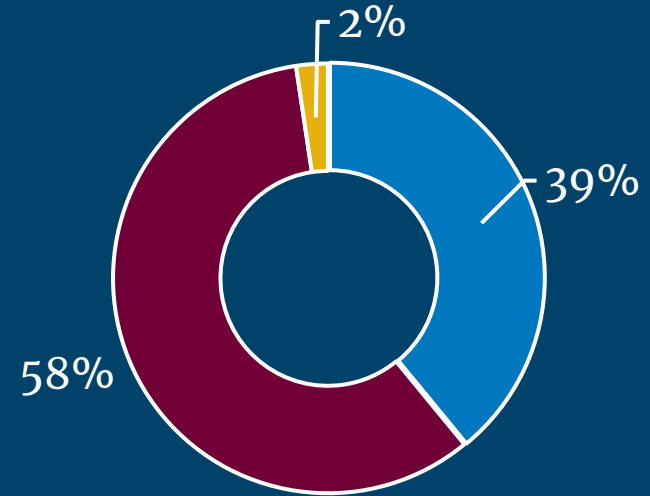
2023 – Council Strategic Framework gives direction to update Needs Assessment and Allocations Process

2024 – Requesting Council approval to update process

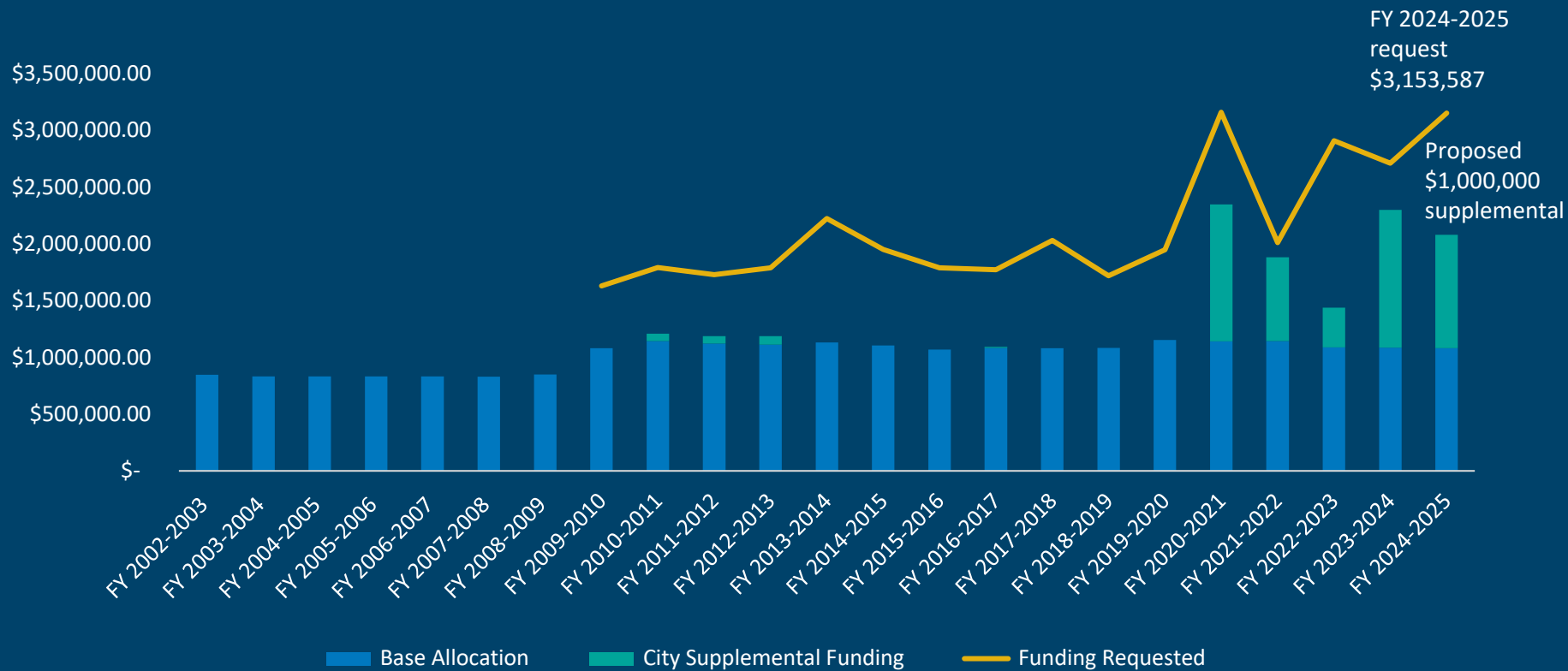
Funding History

- In FY 2001-02, base funding was \$832, 811.
 - SSF \$183,851
 - YEP \$648,960
- City Council increased YEP funding from 1997-2002 through ongoing funding and Base Adjustment Factors (BAF). SSF was not increased year to year.
- In 2009, SSF received an increase of \$246,201 bringing the total base to 1,081,401.
- Minor fluctuations are created by A-OK donations and carryforward funding.

FY 2024-25 Base Funding: \$1,083,776



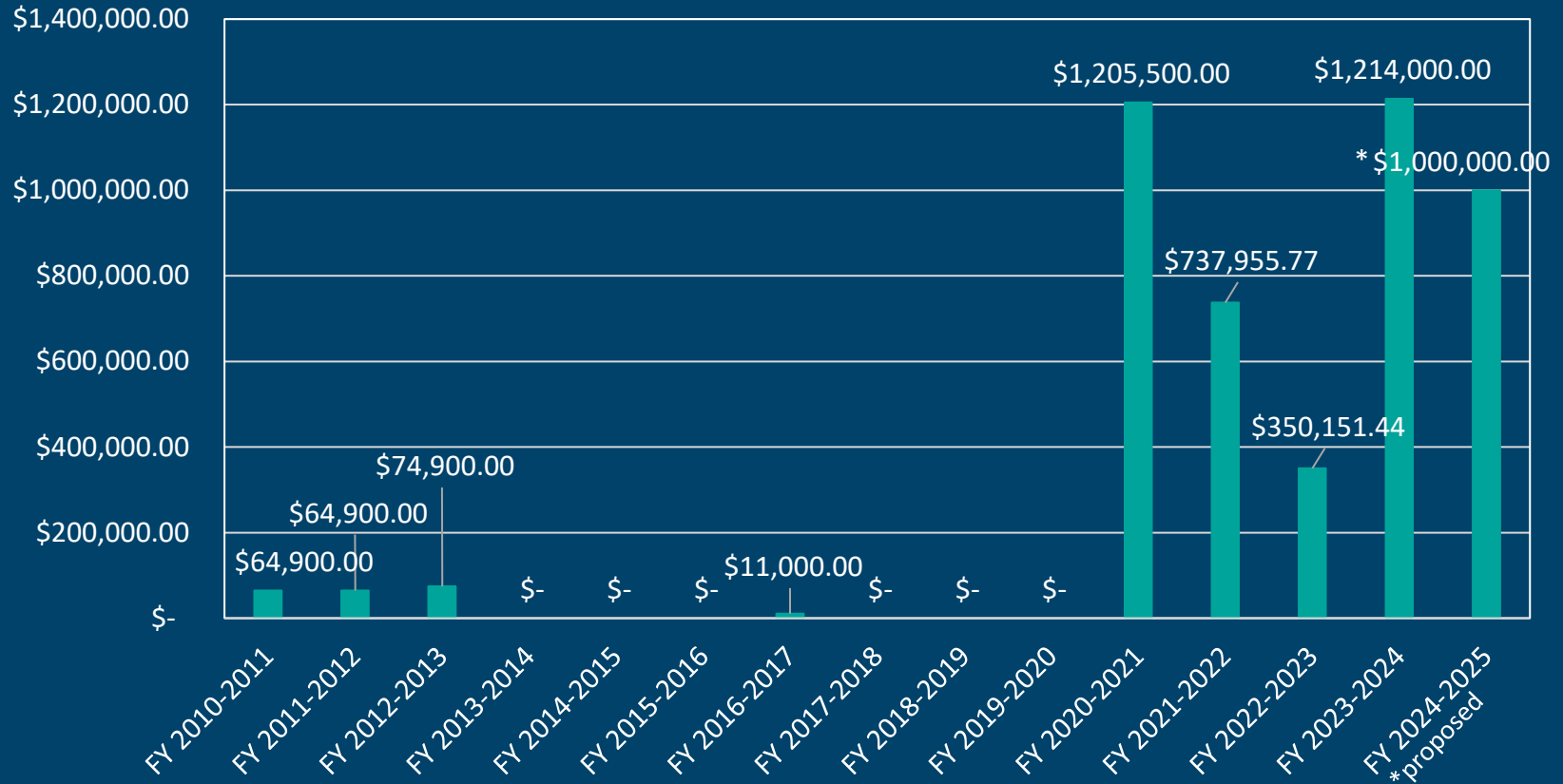
■ Social Services Fund: \$429,307
■ Youth Enhancement Fund: \$628,960
■ A-Ok Funding: \$25,509



Funding requested can only be tracked from FY 2009-2010.

Funding History with Supplemental Dollars and Request Amounts

Supplemental Funding



Community Outreach and Engagement

- ✓ Identified key non-profit stakeholders and met with them individually to share information and collect input.
- ✓ Presentations to Chandler Non-Profit Coalition on November 1, 2023, and March 27, 2024.
- ✓ Presentation to the For Our City Chandler Networking Breakfast on November 8, 2023.
- ✓ Ongoing discussions with the Housing and Human Services Commission.
- ✓ Have received positive feedback and support. Chandler non-profits are ready to modernize the process.

Establishment of Priorities





Community Needs Assessment

- Comprehensive Community Needs Assessment conducted every 10 years, update completed every 5
- 2024 update conducted by Crescendo Consulting Group
- Comprehensive data collection and analysis
- HHSC uses assessment to develop and make recommendations to Council about priority needs

2019 Priorities

Areas of Need

- Housing for all incomes
- Behavioral health
- Homelessness
- Better communications
- Transportation
- Social isolation
- Food insecurity

Populations in Need

- People experiencing homelessness and/or housing crisis
- Households with low and moderate-income
- Seniors who are isolated and/or have low household incomes
- Youth who are isolated or have low household incomes
- People living with mental health and/or substance use disorders
- People living with physical and/or intellectual disabilities

2024 Data Collection

Focus Groups



4 in person and/or virtual options

Surveys



409 surveys completed in English and Spanish

Stakeholder Interviews



15 interview with non-profit executives, neighborhood leaders and subject matter experts

Data Analysis



Census data, wage data, housing affordability data, health care data, etc.

Key Findings

1. Housing stability and homeless services such emergency shelter, eviction prevention and affordable rent was identified as the most urgent issue for residents of all ages.
2. Access to health and behavioral health services, especially for youth, was identified as a growing need.
3. Access to quality childcare, educational and afterschool programming for youth is important for the future success of the community.
4. Meeting requirements of daily living such as food, transportation and a livable wage remain essential.

Proposed FY 2025-2026 Priorities

Service Area	Description	Example Activities
Housing Stability and Homelessness	Programs and services designed to prevent homelessness, address housing crisis, build housing stability and promote long-term housing security.	Eviction prevention, emergency shelter, domestic violence shelter, transitional housing, rapid rehousing, case management, housing search and selection, housing stability services, landlord engagement, move-in deposits/fees, moving services, move-in kits. Core Service: Rent and utility assistance
Health and Behavioral Health	Programs and services designed to meet physical, cognitive, and behavioral health needs.	Medical care, dental care, dementia care, substance use disorder services, mental health services, crisis intervention, suicide prevention. Core Services: Medical, dental and mental health services for youth
Education and Enrichment	Programs and services designed to provide social-emotional development, educational attainment, and recreational and enrichment activities.	Early childhood development, school supplies, out-of-school programming, recreational and cultural opportunities, alternative education. Core Service: Childcare and after school programming at youth facilities
Basic Needs	Programs and services designed to assist with requirements of daily living, enhance employability, and increase earning potential.	Food, transportation, clothing, hygiene, diapers, workforce development, tax preparation. Core Services: Meals for older adults

Process Recommendations



Current Challenges

- Current process not aligned with the city's standard procurement process
- Post pandemic conditions; this is a good time to reassess
- Needs are growing, but must be supported in a fiscally sustainable way
- Current base budget does not meet the current level of need
- Challenging for providers to anticipate “contingent/supplemental” funding



Proposed Updates

- Align with the city's strategic framework and needs assessment
- Work with purchasing division to procure services
- Define scopes of work for core services
- Update service priorities and award amounts
- Increase base funding
- Opportunity for capacity building



Procurement Recommendations

- ✓ Initiate two RFPs, one for core services and one for general services
- ✓ Allow contracts for core services to be eligible for up to four, one-year renewals
- ✓ Identify funding to address increased costs and needs
 - \$1,000,000 in additional one-time funding included in proposed budget.
Total FY 2024-25 budget: \$2,081,401.
- ✓ Identify new funding to provide capacity building services to new or under resourced non-profit organizations
 - \$160,000 in additional one-time funding included in proposed budget for pilot program.

Allocation Recommendations

- ✓ Allocate available funding for core services and general services based on percent of total requested amount in given year
- ✓ Keep current allocation method (ability to fund less than requested) vs traditional RFP methodology
- ✓ Discretion to move up to 10% between core services and general services as determined by evaluation committee
- ✓ Core services applicant can request up to 10% of total available funding
- ✓ General services applicant can request up to 3% of total available funding
- ✓ Evaluate core services first, then general services

Example Funding Scenario

Total Available Funding	Maximum Core Services Request (10%)	Maximum General Services Request (3%)
*\$2,081,401	\$208,140.10	\$62,442.03

*Current base plus proposed supplemental

Service Category	*Request Amount	Percent of Available Funding	Allocation Amount
Core Services Request	\$1,281,521	41%	\$853,374.41
General Services Request	\$1,872,066	59%	\$1,228,026.59
Total Allocation	**\$3,153,587	100%	\$2,081,401

**FY 24-25 total requested amount

Evaluation Committee Composition



- 3 – 5 Housing and Human Service Commissioners
- 3 – 5 subject matter experts
- City staff to help facilitate process



Sample Scoring Criteria

Organizational Experience



- ☐ Length of time providing service
- ☐ Financial stability
- ☐ Staff experience and qualifications

Service Methodology



- ☐ Outreach strategy
- ☐ Well defined performance metrics
- ☐ Validity
- ☐ Strength of partnerships

Community Need



- ☐ Demonstration of unmet need
- ☐ Target population
- ☐ Service area

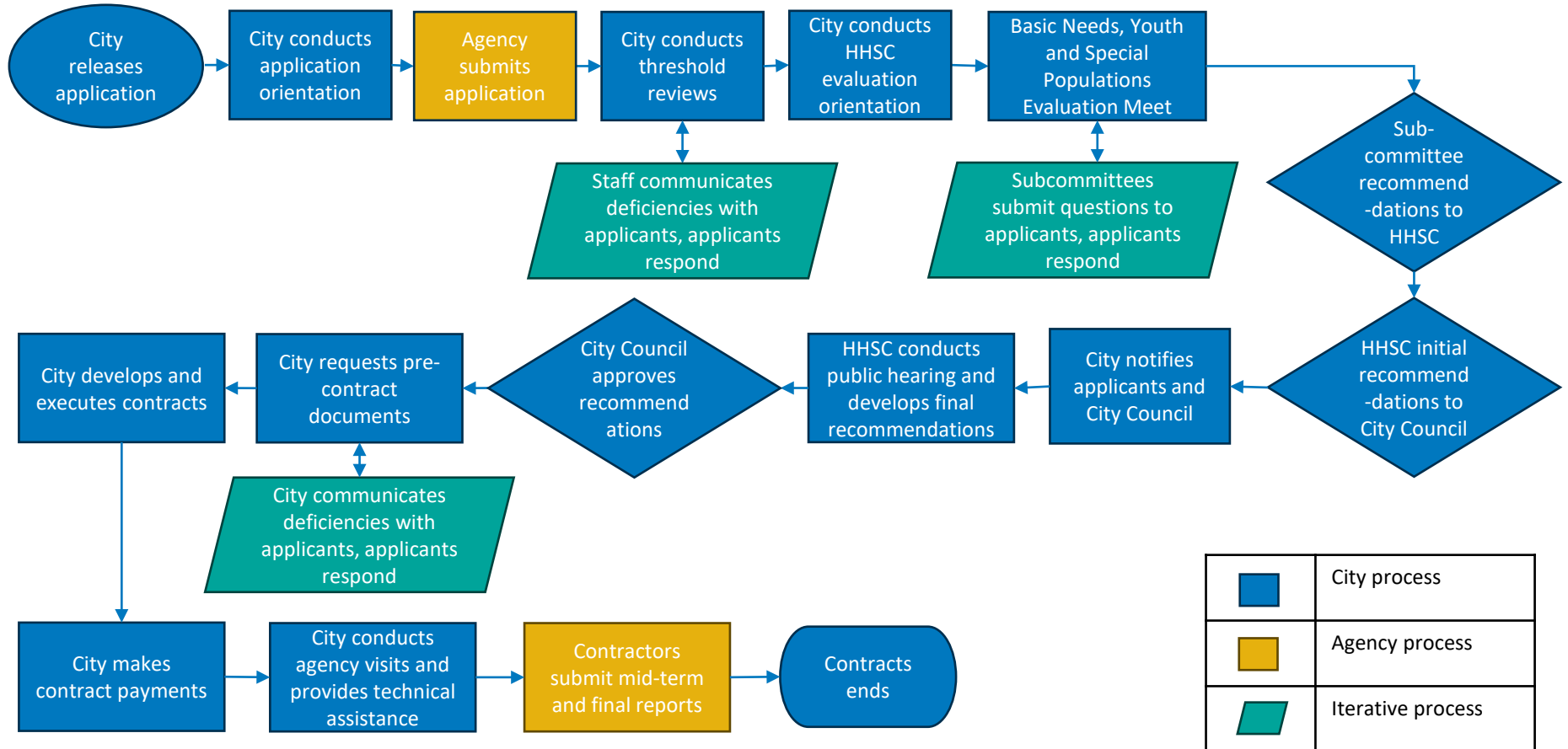
Cost Reasonableness



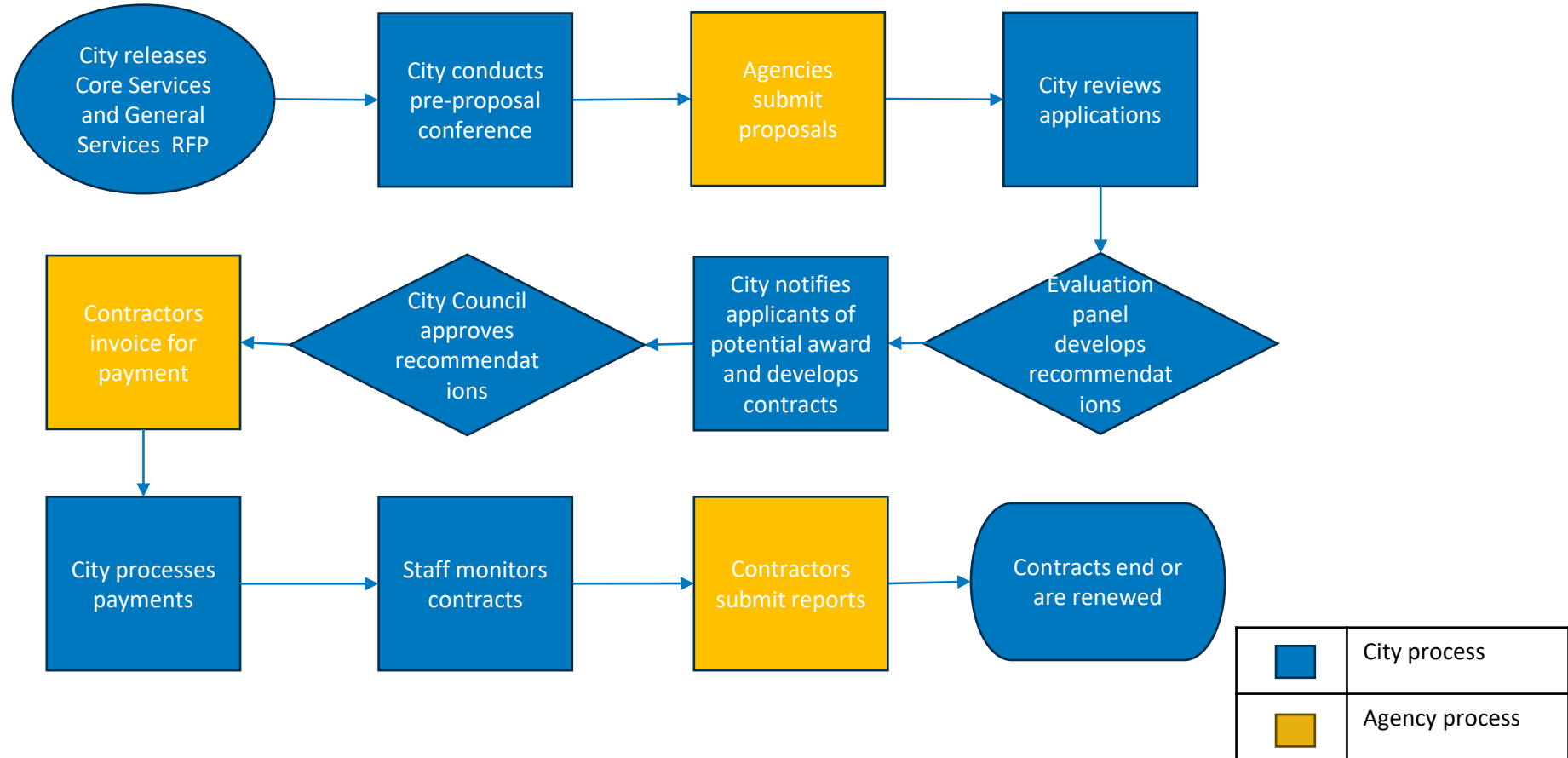
- ☐ Cost
- ☐ Diversification of funding
- ☐ Leverage/match



Current Process



Proposed Process



Proposed Non-Profit Capacity Building Pilot

- Purchase capacity building services from vendor for non-profit organizations
 - \$160,000 allocated in FY 2024-25 proposed budget for pilot program
- Services to include quarterly group training sessions and individualized technical assistance and coaching
- Vendor to provide small funding awards to agencies that complete individualized program developed for their organization
 - 15 agencies that complete their program will be awarded \$5,000
- Examples: Board development, strategic planning, evaluation, grant writing, funding diversification



Summary of Proposed Changes

Category	Current Process	Proposed Process
Eligible Entities	501(c)3 only	501(c)3 only
Technical Assistance	Application orientation	Pre-proposal conference
Service Priorities	7 priority populations and 6 areas of need	4 service areas with dedicated funding for core services
Term of Agreement	1-year service agreement with no renewal options	1-year contract; core services have renewal options
Funding Mechanism	Service agreements	Purchasing agreements
Evaluation Methodology	1 application with 3 HHSC Subcommittee panels	Multiple RFPs with one evaluation panel
Non-Profit Capacity Building	Unavailable	Available to non-profits seeking growth opportunities
Funding	Base \$1,081,401	Consideration to add to base

Benefits of Proposed Changes

- Strengthens support for core services
- Adds efficiencies to contract development process
- Provides opportunity for contract renewals for core services
- Provides availability of funding upfront
- Provides capacity building for new or under-resourced agencies



Tentative Timeline

Council Work Session	April 15, 2024
Council Study Session	TBD
Council Regular Meeting – Request for Approval	TBD
Outreach to Non-Profits	TBD – December 2024
Release Request for Proposals	January 2025
Pre-Proposal Conference	January 2025
Proposals Due	February 2025
Proposal Evaluation	March 2025
Council Approval of Purchasing Contracts	May 2025
FY 2025-2026 Base Budget Approval	June 2025
Contracts Begin	July 1, 2025



Questions?

