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**WORKING  
TOGETHER  
FOR GREATER  
IMPACT**

**community human service partnership**



# COMMUNITY HUMAN SERVICE PARTNERSHIP **PROGRAM MANUAL**

FY 2022/23 - FY 2023/24 Funding Cycle



# The Community Human Service Partnership Program Manual

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## SECTION 1: INTRODUCTION

In 1997, the City of Tallahassee (City) and Leon County Government (County) collaborated to form the Community Human Service Partnership (CHSP), which was granted a Best Practice award by the U.S. Department of Housing and Urban Development. The overall purpose of the partnership is to provide a more efficient and effective method for allocating human services grant funds. This initiative, which requires greater coordination and cooperation between funding partners and agencies, affords easy recognition of duplication and gaps in service delivery and provides the ability to target funds accordingly.

Agencies providing direct human services to Tallahassee/Leon County residents may apply for funding to support a specific program. Biennial funding is allocated through a grant review process that utilizes teams of citizen volunteers, referred to as Citizens Review Teams (CRT), to review, rank and award funding to applicant agencies. Volunteers are solicited through partnerships with neighborhood associations, local universities, area businesses, churches, civic groups and professional associations, among others. Extensive efforts are made to ensure that each Citizens Review Team is representative of the community's demographics.

The CHSP grant process requires agencies to submit funding proposals that address at least one of the 11 following human service categories: Children's Services; Community Support Services; Services for Persons with Disabilities; Basic Needs and Emergency Services; Family Support Services; Health Services; Senior Services; Youth Recreation, Character Building and Mentorship Services; Youth Education, Employment and Training Services; Promise Zone (PZ) and Homeless Services. CHSP staff makes the final decision regarding program placement on a particular team.

The City and County provide funding to non-profit human services organizations to provide safety net services to vulnerable citizens. The primary mechanism for supporting human services is through the CHSP providing investment in a broad range of human service programs implemented by local nonprofits. The City and County fund human services programs with general funds, supplemented by federal and state grants such as the Community Development Block Grant (CDBG) from the U.S. Department of Housing and Urban Development (HUD), American Rescue Plan Act from the Department of Treasury and Change for Change (CFC), a utility customer donation program.

## SECTION 2: GOALS AND OBJECTIVES

The goal of CHSP is to support the local human services delivery system through a citizen-led, streamlined and performance-driven funding process.

The City and County maintain the following mutually adopted objectives for CHSP:

1. Ensure that a majority of CHSP funds are used to provide direct client services to the lowest socioeconomic areas where the most difficult social conditions exist.
2. Through the Citizens Review Teams, ensure that 100% of the funds are allocated toward the areas of greatest need and opportunity.
3. Support and maintain the optimal level of human services possible with the resources available.
4. Provide a service delivery system that best matches identified community needs.
5. Target spending of CHSP funds toward a long-range perspective, which incorporates changing needs and trends relative to how needs should be met.
6. Provide a means for an ongoing review of the program and the financial needs of agencies participating in the CHSP process through program monitoring.
7. Provide a method for measuring the cost and effectiveness of the programs addressing multiple community needs.
8. Use CHSP funds to complement and supplement the agencies' budgets for the provision of comprehensive services, including all tax-supported and voluntary agency activities.
9. Ensure that funds are distributed to human services agencies without unnecessarily duplicating program funding at the expense of others.
10. Eliminate duplicate preparation of applications, reviews or interviews by agencies.
11. Maximize the level of state and federal funds coming into the community through match opportunities.
12. Provide a forum for information sharing and an opportunity to find common ground in defining terms, goals and objectives.
13. Ensure that CHSP funded agencies adhere to the American Institute of Certified Public Accountants (AICPA) standards of accounting for non-profits.

## SECTION 3: ELIGIBILITY AND FUNDING RESTRICTIONS

### A. Applicant Eligibility

1. An agency must attend one of the mandatory workshops in order to apply for funding in the two-year grant cycle. The agency's official representative in attendance must be an employee or board member.
2. The agency must be a non-profit corporation, incorporated in Florida or authorized by the **Florida Department of State** to transact business in Florida, pursuant to Chapter 617, Florida Statutes.
3. The agency must have obtained a **501(c) (3) status** from the **U.S. Department of Treasury**.
4. The agency must be authorized by the **Florida Department of Agriculture and Consumer Services** to solicit funds, pursuant to Chapter 496, Florida Statutes.
5. The agency must have obtained a sales tax exemption registration from the **Florida Department of Revenue**, pursuant to Chapter 212, Florida Statutes.
6. The agency must have a **local board of directors and/or a local advisory board**.
7. The agency must have **by-laws** adopted by the board of directors.
8. The agency must have a comprehensive **Fiscal Management Policy** that includes appropriate internal controls to protect the fiscal integrity of the agency.
9. The agency must have a **Check Signing Policy** that requires two or more signatures based on certain fiscal thresholds approved by the agency's board of directors. This policy must specify that no agency staff, including the executive director, can sign a check written to themselves or written for cash. The policy must also include specifications and internal safeguards (direct board oversight) regarding making withdrawals from the agency's account(s).
10. The agency must demonstrate that it has adequate internal fiscal controls in place to clearly document how grant funds are spent and it has the appropriate personnel (including volunteers) capacity to carry out the stated program goals and objectives.
11. If required by federal or state law, the agency must have its books and records audited annually by an independent certified public accountant who has no affiliation with the agency and whose examination is made in accordance with generally accepted auditing standards. The audit report must be no more than two years old. The **audit report** must include a management letter and financial statements showing the following: all the agency's income, disbursements, assets, liabilities, endowments, and other funds, as well as the agency's reserves and surpluses during the period under study, and be consolidated with the statements of any affiliated foundations or trusts.
12. If the audit contains a schedule of findings, a corrective action plan must be included with the audit.
13. The agency must show proof of filing an IRS Form 990, 990EZ, Postcard or extension within the last fiscal year.
14. The agency must have an **administrative cost of 25%** or less as evidenced by the IRS Form 990 and/or audit.
15. The agency must have a **Nondiscrimination and Equal Opportunity Policy**.
16. The agency must have **proof of general liability** insurance coverage.
17. The agency must have a **Records Retention Policy**.
18. The agency must have a **Conflict of Interest Policy**.
19. The executive director and board president (or vice president) must sign the application.

## **B. Funding Restrictions**

CHSP funds can only be used to provide direct client services to Tallahassee/Leon County residents. For programs serving school-age children, CHSP funds can only be used to serve children and youth who are currently or were formerly enrolled in Leon County schools (grades K-12). Likewise, programs targeting students enrolled in college can only use CHSP funds to serve college students who document graduation from a Leon County school. CHSP funds awarded to university-based programs cannot be used to pay for student waivers or indirect costs.

All funding is subject to the annual appropriation by the City and County Commissions. Program grants are awarded for a two-year funding period. The contracts, however, are issued annually, with the fiscal year starting October 1 and ending September 30.

CHSP funding for new agencies shall be limited to 7.5% collectively for each funding category. A new agency is defined as an organization that has not been awarded CHSP funding in the previous two funding cycles. The conditions regarding the application of this policy are as follows.

1. Previously funded agencies that miss two or more consecutive application cycles for CHSP funding are subject to the 7.5% cap.
2. Agencies that have never received funding from the CHSP process are subject to the 7.5% funding cap.

### **CITY OF TALLAHASSEE FUNDING RESTRICTIONS**

The City's CHSP budget comes from several sources including general revenue, Change for Change and Community Development Block Grant (CDBG). To be eligible for CDBG funds, program activities must meet one of the three national objectives: benefit low- and moderate-income persons, prevent or eliminate slum and blight or meet an urgent need as defined by the U.S. Department of Housing and Urban Development (HUD). Please note, due to federal regulations and other applicable policies that govern the City's Human Services Division, agencies that receive City funds are required to enter into a contract, submit proof of expenditures for reimbursements, submit quarterly and year-end progress reports and maintain client and fiscal record keeping systems, which are subject to on-site monitoring by CHSP staff.

### **LEON COUNTY FUNDING RESTRICTIONS**

CHSP is funded from the County's general revenue account. Agencies that receive County funds are required to enter into a contract, submit quarterly and year-end progress reports, submit proof of expenditures for reimbursements and maintain client and fiscal record keeping systems, which are subject to on-site monitoring by the CHSP staff.

## SECTION 4: HUMAN SERVICES FUNDING CATEGORIES

### Team 1: Children's Services

Direct client services provided to children from infancy through elementary school. Brain development is most rapid during the early childhood years and sets the stage for learning and development later in life. Providing quality early childhood intervention, including education support, helps children develop essential skills to reach their greatest potential.

### Team 2: Community Support Services

Seamless continuum of care; a network of wraparound supportive services to bridge gaps, eliminate barriers, and increase safety and financial security for the general population. Services may include information and referrals, rape and crisis intervention, legal assistance, literacy services, financial education, homeownership services, technology accessibility and employment and training for adults.

### Team 3: Services for Persons with Disabilities

Direct client services provided to persons who have a temporary or permanent disability. These services assist people diagnosed with a disability attributable to an intellectual, psychiatric, cognitive, neurological, sensory, physical or medical impairment. Services include help with special needs, social development activities, assistance with medical equipment and supplies, therapeutic interventions and accessibility and independent living support, such as ramps and visual aids.

### Team 4: Basic Needs and Emergency Services

Direct client services providing safety-net relief for essential and emergency needs. Overall, services in this category help individuals and families meet their basic needs during a disaster or crisis such as food, supplies, counseling and other services to support households to transition out of crisis. Housing related emergency needs are addressed through Team 11.

### Team 5: Family Support Services

Direct client services provided primarily to families in an outpatient setting or within a family-focused residential setting, as opposed to serving individuals. Family support services address the safety and well-being of children and families and may include counseling and other interventions to strengthen family relationships and long-term shelter or transitional living for youth and young adults.

### Team 6: Health Services

Direct client services provided to individuals, families or the community at large, either for general health/mental health or specific health-related conditions. Programs in this category may include direct care/treatment, preventative care, testing and assessments, wellness programs and end-of life planning.

### Team 7: Senior Services

Direct client services provided to elder residents (age 55 and above) that promote physical, emotional, cognitive and social functions of seniors at risk of chronic health conditions, poverty or social isolation. Services in this category may include assisting seniors with managing a disability, daily living, health and safety, basic needs, in-home care, nutrition, social involvement and end of life planning. In addition, these services include caregiver supportive services, such as respite care for persons diagnosed with Alzheimer's and related dementia disorders.

### **Team 8: Youth Recreation, Character Building and Mentorship Services**

Direct client services targeting middle school through high school age youth, with an emphasis on cultivating the youth's social, physical, emotional and behavioral development. The goal of positive youth development is to build and strengthen assets that enable youth to grow and flourish throughout life. Services in this category enable youth to minimize risk factors and enhance protective factors that lead to successful life outcomes.

### **Team 9: Youth Education, Employment and Training**

Direct client services targeting middle school through high school age youth, with a focus on academic performance, career exploration, social development, employment and training and job placement. To help youth reach their academic and career potential, programs in this category also holistically address the needs of the youth by minimizing barriers that impede success and strengthening the protective factors that lead to successful outcomes.

### **Team 10: Promise Zone Services**

Direct client services to improve the lives of residents living in the Promise Zone. The program must demonstrate the provision of services in approved census tracts: 4, 5, 6, 10.01, 10.02, 11.01, 11.02, 12, 14.01, 14.02, 19.01, 19.02, 20.03, 20.04, 20.05, 20.06, 21.03 and 21.04. The City Commission has adopted Neighborhood First Plans for each neighborhood developed by residents in the community to address poverty and inequity. The plans can be found at <https://www.talgov.com/neighborhoodservices/neighborhoodfirst.aspx>. Programs applying for CHSP Promise Zone funding must identify the priority areas, strategy and action items to be addressed. See Appendix C for a map of the Promise Zone area.

### **Team 11: Homeless Services**

Direct client services to homeless individuals and those at risk of homelessness to transition them to stable housing. Eligible services include homelessness prevention and diversion, street outreach, shelter operations, essential services, permanent supportive housing and rapid rehousing. Effective programs in this category decrease chronic homelessness, decrease the length of time someone experiences homelessness, decrease returns to homelessness and increase collaboration efforts to address needs of special populations.

The Homeless Services Category will be administered in coordination and collaboration with the Big Bend Continuum of Care (BBCoC). Applicants must follow the federal definition of "Homeless" and "At Risk of Homelessness" as defined in Appendix B. Funded agencies will be required to become a member of BBCoC, participate in the BBCoC Coordinated Entry System and use the Homeless Management Information System (HMIS) for data reporting.

## SECTION 5: ROLES AND RESPONSIBILITIES

### A. Funding Partners

The CHSP funding partners are the City of Tallahassee and Leon County.

#### Responsibilities of the Funding Partners:

1. Establish funding levels once every two years.
2. Define any funding constraints.
3. Review and approve the final funding recommendations.
4. Establish and support an online system that provides, but is not limited to, the following services: CHSP information and notification, funding request application, agency reimbursement and reporting, data collection and recruitment for Citizens Review Teams volunteers.
5. Develop and adopt the policies, goals and objectives that govern the CHSP.

### B. CHSP Staff

The CHSP staff consists of representatives appointed by the City's Department of Housing and Community Resilience and the County's Office of Human Services and Community Partnerships. The staff implements the policies, goals and objectives set forth by the City and County.

#### Responsibilities of the CHSP staff:

1. Develop the online CHSP application.
2. Develop the CHSP Description Manual, outlining the grant process and eligibility criteria.
3. Disseminate the Request for Proposal (RFP), conduct RFP workshops and any other required training.
4. Provide technical assistance to grant applicants.
5. Perform technical review of applications and ensure that all applicant agencies meet eligibility standards.
6. Train, recruit and assign volunteers to the Citizens Review Teams (CRT); select team leadership positions.
7. Coordinate the grant process, including developing the master presentation schedule.
8. Remove and change the assignment of any CRT member who has a conflict of interest on a team or who cannot effectively work within the committee process.
9. Develop the CHSP master budget.
10. Disseminate the CRT's funding recommendations to applicants.
11. Coordinate the CHSP Appeals Committee process, if warranted.
12. Present funding recommendations to the governing bodies of each funding partner for final approval.
13. Conduct contract management workshops for agencies receiving funding.
14. Provide ongoing technical assistance to build the capacity of agencies.
15. Execute agency contracts.
16. Perform all contract management responsibilities for agencies receiving funding.

## **C. Applicant Agencies**

Non-profit agencies that provide direct client services to Tallahassee/Leon County citizens.

### Responsibilities of Applicant Agencies:

1. Attend one of the mandatory RFP workshops.
2. Attend one of the mandatory CHSP Diversity Trainings. This must be completed by the agency's CEO or Executive Director (substitutions prohibited). Board Chair attendance is optional.
3. Ensure that the agency meets the CHSP eligibility criteria.
4. Complete the application as directed.
5. Review the entire application prior to submission to ensure accuracy.
6. Submit the application by the deadline in accordance with the submittal instructions.
7. Review the CRT roster and immediately notify staff of potential conflicts of interests.
8. Present the program(s) to the CRT members in accordance with instructions.
9. Present updated, accurate information in the CHSP application and program presentation.
10. Request and prepare for the CHSP Appeals Hearing by the designated time frame, if warranted.
11. Comply with the CRT's recommendations.
12. Attend the City and County's contract management workshop, if funded.
13. Comply with the stipulations included in the City and County contract(s).

## **D. Citizens Review Teams (CRT)**

As part of the CHSP process, CRTs consisting of local citizen volunteers are established to review agency applications, hear presentations and make funding recommendations for each program. The funding recommendations are forwarded to the City Commission and the County Commission for final approval. Team leadership positions, consisting of the Team Leader and Team Time Keeper, are appointed for each CRT.

### Responsibilities of the CRT Members:

1. Attend the mandatory training.
2. Immediately notify CHSP staff of potential conflicts of interest with any assigned agencies.
3. Attend all agency presentations and deliberations.
4. Maintain a professional environment that allows each CRT member to express opinions openly.
5. Review the programs and make funding decisions based on need and target population, cost effectiveness, program design, expertise and the agency's ability to effectively implement the program, etc.
6. Participate fully in the decision-making process and make impartial recommendations.
7. Complete agency evaluations and return to CHSP staff immediately after completion of team deliberations.
8. Provide information in the findings/award letter about opportunities to enhance diversity, equity and inclusion throughout the organization's structure, including but not limited to policies and programs.
9. Represent the CRT during the CHSP Appeals Hearing, if warranted.

Additional responsibilities of the Citizens Review Team Leader:

1. Ensure that agency presentations are conducted in accordance with the CHSP Program Description Manual.
2. Maintain order and ensure that the team discussions focus solely on information obtained from agency materials and presentations.
3. Remove any CRT member who cannot effectively work within the committee process.
4. Facilitate team deliberations.
5. Represent the CRT during the CHSP Appeals Hearing, if warranted.

Additional responsibilities of the Citizens Review Team Time Keeper:

1. Assume duties of the Team Leader in their absence.
2. Manage the agency presentation schedule, ensuring that the agency adheres to the subject matter and time allocated for each segment of the presentation.
3. Ensure that the agency presentations are conducted in accordance with the CHSP Program Description Manual.
4. Maintain order and ensure that the team discussions focus solely on information obtained from agency materials and presentations.
5. Remove any CRT member who cannot effectively work within the committee process.
6. Facilitate team deliberations.
7. Represent the CRT during the CHSP Appeals Hearing, if warranted.

# SECTION 6: APPLICATION PROCESS

## A. Timeline

The timeline is subject to periodic modifications to enhance the program.

### FEBRUARY 2022

- The Request for Proposals (RFP) is released, and RFP workshops are advertised.
- RFP workshops are conducted.
- The application is available online at [www.CHSPPortal.org](http://www.CHSPPortal.org).
- Staff is available to provide technical assistance.
- The City and County Commissions establish the funding levels for FY 2022/2023 - 2023/2024.

### MARCH 2022

- The grant application deadline is **5 p.m., Friday, March 25**.
- Staff recruits volunteers to serve on the Citizens Review Teams (CRT).
- Staff conducts technical review of applications to ensure each agency meets eligibility criteria.
- Staff develops the agency presentation schedule.

### APRIL 2022

- Staff conducts CRT training sessions.
- Staff notifies agencies of the presentation schedule with the assigned CRT members.

### MAY/JUNE 2022

- Agencies conduct their program presentations to CRTs.
- CRTs complete the agency/program assessments, deliberate and make funding recommendations.

### JUNE/JULY 2022

- Staff develops the CHSP budget.
- Staff compiles agency award letters that include the CRT comments, program allocations recommendations and notice of an agency's right to appeal the funding decision.
- Staff emails the award letter(s) to each agency's executive director and chairperson of the Board of Directors.

### AUGUST/ SEPTEMBER 2022

- The CHSP Appeals Committee conducts appeals hearings, if warranted.
- The City and County Commissions approve the CRT funding recommendations.
- Staff conducts contract management workshops and issues agency contracts.

### SEPTEMBER/OCTOBER 2022

- The CHSP staff executes agency contracts for the current fiscal year starting October 1, 2022, and ending September 30, 2023. The second year of the grant cycle is October 1, 2023, through September 30, 2024.

## B. Application Submission Requirements

*Applications must be received by 5 p.m. EST on March 25, 2022.*

- All applications must be completed and submitted via the CHSP Portal by the deadline. All required legal documents must be included.
- The application submission deadline is final. No extensions shall be granted.
- **Applications for fiscal years 2022/2023 and 2023/2024 will only be accepted from agencies that meet the Eligibility Requirements outlined in Section 3 and have documented attendance at one of the mandatory RFP workshops.**

## C. Grant Review Process

After the grant submission deadline, staff reviews each application to confirm eligibility compliance. A Citizens Review Team (CRT) is assigned to each human service funding category based on skill sets, occupation, areas of specialization, potential conflicts of interest, previous review team experience, scheduling availability and other factors. CHSP staff appoints the team leadership positions for each CRT.

The list of review team members is forwarded to the applicant agencies. If an agency perceives that a team member has a conflict of interest, the team member will be removed and placed on a different team. It is the responsibility of the agency to immediately notify CHSP staff if a member assigned to its team poses a perceived conflict of interest.

Agencies will conduct a program presentation virtually. During the agency presentation, the team leaders guide the review team through a three-step process: 1) program review, 2) budget review and 3) question and answer period. CRT members participate in a consensus-driven deliberation process and determine funding recommendations, which are forwarded to the City and County Commissions for final approval.

## D. Agency Presentations

Presentations will be conducted virtually. CHSP staff will develop and distribute the presentation schedule and arrange virtual meeting logistics. **If using PowerPoint slides or other visual aids, please upload them in PDF format to the CHSP portal in the “Notes and Communications” section two business days prior to the agency’s presentation.** See Appendix A for tips on effective program presentations.

*The chart below describes the presentation format for the agency presentations. To ensure equity, under no circumstances will the team leaders allow any agency to deviate from the official site review format.*

Presentation Site Review Format Based on Number of Programs Submitted for Review	
Number of Programs for Review	Presentation Format
Applying for <b>three (3) or fewer</b> programs	Program review: 15 minutes, Budget: 5 minutes, Q/A: 10 minutes
Applying for <b>four (4) or more</b> programs	Program review: 20 minutes, Budget: 10 minutes, Q/A: 15 minutes

### **Program Presentation Requirements:**

- Clearly document the need for the program, including providing local and current information detailing the prevalence of the social problem that the program proposes to address.
- Provide an overall description of the program that includes:
  - a. Client demographics, including age, gender, race and ethnicity, household income, geographic service area and neighborhoods, census tracts, schools and other client eligibility criteria
  - b. Number of participants served at a given time frame
  - c. Days and hours of operation
  - d. Specific activities conducted with the participants
  - e. Staffing capacity and skill sets
  - f. Justification regarding how the program is designed or structured to address the needs of the target population. For example, if the program was designed based on research or a best practice model, explain how the program has been adapted to meet the needs of the program's target population.
  - g. Collaborative partnerships that support and strengthen the program
- Highlight the program's client outcomes accomplished in FY 2020/2021 and discuss the program's progress in meeting the anticipated outcomes during the current fiscal year (2021/2022). If applicable, provide data on the program's Social Return on Investment (SROI).
- Highlight how the organization internalizes and operationalizes diversity, equity and inclusion through policies, programs and trainings for staff and agency leadership.
- If this is a new program, discuss the program's anticipated client outcomes and Social Return on Investment (SROI).
- If the agency received a programmatic finding from the CRT in the last funding cycle (2020/2021-2021/2022), discuss the agency's progress toward correcting the applicable finding.

### **Budget Presentation Requirements:**

- **Optional:** Summarize the overall agency budget by detailing the specific sources of income and expenditures, including administrative/fundraising costs. Focus this discussion on the projected budget.
- Describe the program's budget by detailing the specific sources of income and expenditures. Focus this discussion on the **proposed fiscal year budget**.
- If the agency and/or program has experienced significant budget changes, please explain.
- Provide a fiscal explanation of how CHSP funds will be used to support the program's implementation.
- If you are requesting a funding increase compared to the program's current CHSP funding level, provide a justification for your request.
- Specify how the lack of, or reduction of, CHSP funds will impact the program, its participants and the community.
- If there are serious concerns, particularly findings, noted in the agency's audit, demonstrate how the agency has corrected or is currently addressing those concerns/findings.
- If the agency received fiscal findings from the CRT in previous funding cycles, demonstrate how the agency has corrected or is addressing those findings.

Upon completion of the agency presentations, each CRT member completes the Assessment Scoring Guide, deliberates agency requests, develops priority rankings and makes funding recommendations for each program reviewed. Some of the factors considered in the assessment process include:

- The documentation of need for the program and its compatibility to the funding partners' priorities
- The agency's ability to execute and administer the program
- The Board of Directors' ability to provide adequate leadership and oversight (e.g., meets regularly, sets internal fiscal controls and policies)
- The program design and its ability to effectively address the needs of the target population
- The agency's past performance, including client outcomes
- The projected program outcomes for the proposed funding cycle
- The agency's ability to collaborate and leverage its resources
- General comments, recommendations and findings included in the FY 2020/2021 – 2021/2022 CHSP award letter

## **E. Awards**

The CRTs prepare an award letter for each agency, which includes a list of general comments, funding recommendations or findings. General comments include constructive feedback and suggestions. The focus of these comments and recommendations includes program design, fiscal management, organizational structure and leadership, capacity and sustainability, service delivery, participant outcome measurements and positive aspects of the agency and program. Findings are programmatic or administrative concerns documented by the CRTs. Findings not remedied may affect the level of funding that an organization receives in current or future funding cycles. If an agency receives a finding or serious concern, conditions prescribed to correct those findings will be specified in the City and County contracts.

### ***Specific conditions that can result in findings:***

- Financial instability indicated by having a “going concern opinion” in the audit or other evidence of financial instability
- Audit concerns, including findings and material weaknesses, not addressed or corrected by the agency
- Lack of measurable, substantive or relevant program outcomes or results reported
- Presenting a budget consisting of errors or omissions, including not itemizing miscellaneous revenues and expenses
- Failure to follow the mandatory CHSP program and budget presentation requirements
- Verification of an egregious condition; any condition that represents a chronic and/or vital programmatic or administrative concern impacting the agency or program

The CRTs make funding recommendations in accordance with the guidelines outlined in the CHSP Description Manual. Once funding allocations are made, CHSP staff determines which partner will fund each program. The agency director and the chairperson of the Board of Directors receive the CHSP award letter, which notifies the agency of the right to appeal the CRT recommendation. If an agency meets the appeals' criteria, the CHSP Appeals Committee will conduct a hearing. The final CHSP recommendations are submitted to the City and County Commissions for approval.

## **F. Contracting**

Funded agencies will be required to enter a contract with one or both funding partners for each of the fiscal years in the funding cycle. Agencies will be required to attend a contracting workshop where guidance and technical assistance will be provided. The contracting process provides agencies with the opportunity to work with CHSP staff to determine program budgets and performance targets based on awarded funding.

## **G. Reporting and Reimbursement**

Funded agencies are required to provide quarterly reports on client demographics, accomplishments and challenges and progress made toward performance metrics. Reports are submitted through the CHSP portal ([www.CHSPPortal.org](http://www.CHSPPortal.org)). CHSP grants are reimbursable grants, thus agencies must submit monthly or quarterly reimbursement requests including documentation of all expenses. Expenses must be attributable to the funded program. Additional technical assistance on submitting reimbursement requests is provided at the contracting workshop and ongoing by CHSP staff.

## SECTION 7: APPEALS PROCEDURE

### **An agency may appeal if the following criteria applies:**

A request for an appeal must include documented evidence that the funding request was inappropriately denied or reduced due to gross misconduct, error or misinterpretation by the Citizens Review Team (CRT); a denial or reduction of the funding request alone is not a sufficient condition to appeal. **Only agencies that were awarded CHSP funding in FY 2020/2021 – 2021/2022 are eligible to participate in the appeals process.**

Requests for an appeals hearing must be submitted in writing to the CHSP staff within the time frame designated in the CHSP award letter. Limit the appeals request to a two-page letter and clearly document how the condition noted above applies to your agency. Restating the above condition is not sufficient and can result in a denial for an appeal.

If an appeal is granted, a hearing will be scheduled within a reasonable time frame to review all significant issues concerning the appeal. An independent Appeals Committee, consisting of CRT team leaders and members, will be appointed. No member of the appealing agency's original CRT can serve on the Appeals Committee. CHSP staff is available to provide technical assistance. The decision rendered by the Appeals Committee is final.

The appeals process includes the following protocols:

- Notify agencies of the CRT recommendations and timeline to submit an appeal
- Verify agency's written submission of an intent to appeal
- Appointment of an independent Appeals Committee
- Agency notification of the agenda, timeline, requirements and members appointed to the Appeals Committee
- Agency's responsibility to immediately notify staff if a member on the Appeals Committee poses a perceived conflict of interest
- The steps included in the appeals hearing are as follows:
  1. CRT members present their recommendations to the committee.
  2. The agency conducts a presentation.
  3. The Appeals Committee deliberates and renders final recommendations in accordance with the appeals criteria.
  4. CHSP staff notifies the agency of the committee's decision.
  5. If an agency wins an appeal, the program funding can be restored up to the FY 2020/2021 – 2021/2022 funding level.

CHSP staff and Appeals Committee members will make every effort to ensure that the appeals process is conducted in a manner that will yield an impartial review of each program.

## SECTION 8: UNIFORM GOALS, OUTCOMES AND PERFORMANCE METRICS

The CHSP funding process now includes the integration of uniform service goals, outcomes and performance metrics to more consistently track and communicate program impacts and return on investment. To strengthen the performance of the CHSP process, the City and County engaged the FSU Askew School of Public Administration and Policy to evaluate the performance and outcome measures and to identify uniform performance measures. As part of the evaluation, the following service goals, 12 common outcomes and 16 performance metrics for Teams 1-10 were identified.

### A. Teams 1-10

As reflected in Table 1, the six (6) service goal categories overlap multiple CHSP categories due to common goals of programs funded by CHSP in Teams 1-10.

*Table 1: CHSP Human Services Categories Aligned with Service Goal Categories*

Service Goal Category	CHSP Categories
Support Healthy Families	(1) Children Services; (5) Family Support
Support Individuals and Families in Crisis and Emergency Situations	(2) Community Support; (4) Emergency Services and Basic Needs; (10) Promise Zone
Enhance Quality of Life for Persons with Disabilities	(3) Services to Persons with Disabilities
Improve Healthcare for Vulnerable Populations	(6) Health Services; (10) Promise Zone
Enhance Quality of Life for Elders	(7) Senior Services
Strengthen Academic Performances and Reduce Risk Factors for At-risk Youth (K-12)	(8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone

The 12 outcome categories serve as subsets of the service goals. The outcomes identify the goal that a program is seeking to achieve and overlap with CHSP categories as reflected in Table 2. As part of the application process, once a service goal is selected in a CHSP category, agencies are required to select a common outcome(s). One or more common outcome(s) may be selected by an agency for a particular program.

*Table 2: CHSP Human Services Categories Aligned with Common Outcomes*

Common Outcomes	CHSP Categories
Improve early childhood development and achieve developmental milestones	(1) Children Services; (3) Services to Persons with Disabilities; (5) Family Support
Improve academic achievement	(1) Children Services; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Improve youth behavior and positive life outcomes	(1) Children Services; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone

Secure and maintain employment	(1) Children Services; (2) Community Support; (4) Emergency Services & Basic Needs; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Support family safety and self-sufficiency	(1) Children Services; (2) Community Support; (3) Services to Persons with Disabilities; (4) Emergency Services and Basic Needs; (5) Family Support; (10) Promise Zone
Improve access to health and supportive services (including physical, dental & mental health)	(1) Children Services; (2) Community Support; (3) Services to Persons with Disabilities; (4) Emergency Services and Basic Needs; (5) Family Support (6) Health Services; (10) Promise Zone
Secure and maintain stable housing	(1) Children Services; (2) Community Support; (4) Emergency Services and Basic Needs; (5) Family Support; (7) Senior Services; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Support emergency recovery	(2) Community Support; (4) Emergency Services and Basic Needs; (10) Promise Zone
Expand access to legal representation	(2) Community Support; (4) Emergency Services and Basic Needs; (10) Promise Zone
Provide nutritional stability	(2) Community Support; (4) Emergency Services and Basic Needs; (7) Senior Services; (10) Promise Zone
Support social connection and physical activity	(3) Services to Persons with Disabilities; (7) Senior Services
Provide caregiver support	(3) Services to Persons with Disabilities; (7) Senior Services

As presented in Table 3, 16 common performance metrics have been developed that are subsets of the common outcomes to evaluate the effectiveness of programs to address human services in the community. During the CHSP application process, agencies are required to select one or more metrics for programs seeking funding within a CHSP category. The performance metrics are quantifiable data that will be reported quarterly by agencies. County and City staff will review the results to evaluate a program's ability to meet the performance metrics.

*Table 3: CHSP Human Services Categories Aligned with Common Performance Metrics*

<b>Common Performance Metrics</b>	<b>CHSP Categories</b>
Youth with improved childhood development assessment score and/or meeting developmental milestones	(1) Children Services; (3) Services to Persons with Disabilities; (5) Family Support
Students promoted to next grade (Kindergarten ready / K-12)	(1) Children Services; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Students completing high school and enroll in postsecondary education	(1) Children Services; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone

Youth residing in at-risk neighborhoods have reduced negative outcomes (disciplinary and delinquency incidents, teen pregnancy, substance abuse, gang involvement)	(1) Children Services; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Youth developing management and self-protection skills	(8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Persons in at-risk neighborhoods receiving safety net and supplemental education services (households/youth)	(1) Children Services; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Persons obtaining/retaining employment (parents/youth)	(1) Children Services; (2) Community Support; (4) Emergency Services and Basic Needs; (5) Family Support; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Persons obtaining/maintaining stable housing (households/youth/elders)	(1) Children Services; (2) Community Support; (4) Emergency Services and Basic Needs; (5) Family Support; (7) Senior Services; (8) Youth Recreation and Character Building; (9) Youth Education Services; (10) Promise Zone
Persons linked to service provision	(1) Children Services; (2) Community Support; (3) Services to Persons with Disabilities; (4) Emergency Services and Basic Needs; (5) Family Support; (10) Promise Zone
Persons receiving emergency needs support (households/youth)	(2) Community Support; (4) Emergency Services and Basic Needs; (10) Promise Zone
Persons with legal needs met	(2) Community Support; (4) Emergency Services and Basic Needs; (10) Promise Zone
Persons receiving nutritional supports	(2) Community Support; (4) Emergency Services and Basic Needs; (7) Senior Services; (10) Promise Zone
Persons receiving improved access to health, mental health, dental services and supportive services	(1) Children Services; (2) Community Support; (3) Services to Persons with Disabilities; (4) Emergency Services and Basic Needs; (5) Family Support; (6) Health Services; (10) Promise Zone
Persons gaining self-sufficiency skills to manage disability and health issues	(3) Services to Persons with Disabilities
Elders receiving social supports to manage health care risks and end-of-life decisions	(7) Senior Services
Caregivers receiving respite supports	(3) Services to Persons with Disabilities; (7) Senior Services

## **B. Team II- Homeless Services Performance Measures**

Programs funded in this category are required to report on performance based on the BBCoC system performance metrics, when applicable, which are as follows:

**Goal:** Reduce homelessness

**Outcomes:**

- Homelessness is rare, brief and nonrecurring.
- Persons experiencing homelessness obtain permanent housing quickly.
- Chronically homeless persons obtain permanent supportive housing.
- Adequate temporary shelter is provided.

**Uniform Metrics:**

- Length of time persons remain homeless
- Persons experiencing homelessness are connected to housing and supportive services
- Persons experiencing homelessness obtain employment and increase income
- Persons retaining housing through homelessness prevention services
- Persons experiencing homelessness obtaining and retaining permanent housing

Programs seeking CHSP funding will be required to identify one or more performance metrics that would be tracked and reported through a data collection system called the Homeless Management Information System (HMIS). This will ensure that programs funded through CHSP are tracked and evaluated for effectiveness and allow for agencies to work with the BBCoC to make any necessary adjustments.

## SECTION 9: CHSP STAFF CONTACTS

*If you have questions or need technical assistance, please contact the CHSP staff.*

### **City of Tallahassee**

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# APPENDICES

## Appendix A - Tips for Effective Program Presentations

Along with the CHSP application, the agency's presentation is a crucial aspect of the grant review process. To help enhance your presentation, the following presentation tips have been compiled by Citizens Review Team (CRT) members and CHSP staff.

1. Avoid negatively comparing your program to other programs. Focus on promoting your program and allow the CRT members to draw their own conclusions regarding the comparative quality of the programs.
2. Limit the discussion regarding the previous year's CHSP allocation unless it is relevant to your presentation.
3. Any supplemental information you provide to the CRT can be helpful if it aligns with the information provided in the application. If you use PowerPoint slides or any type of visual aids, please upload the materials to the CHSP portal ([CHSPPortal.org](http://CHSPPortal.org)) under "Notes and Communications" before the agency presentation.
4. Stay within the allotted time frames for each segment of the presentation. The best way to ensure that your agency maintains the specified schedule is to practice prior to the formal presentation. Make sure that all participants included in the presentation clearly understand their roles and time limits.
5. If the agency is presently experiencing problems on a local level, address the problem openly and explain how the issue is being resolved. If your agency has experienced recent problems at the national level, briefly address the issue with the CRT members and do as much as you can to distance your local chapter or organization from the national problem. Anticipate responding, however, to possible concerns during the question and answer period.
6. Do not respond to the CRT's questions in a defensive manner, even when a question may sound critical. The team members are merely trying to get clarification.
7. If you are requesting funds for salaries, explain how the salaries will be translated into the delivery of direct client services.
8. It is important to have adequate board representation for the presentation.
9. If a video is part of your presentation, make sure it is operational by testing it prior to the presentation, but be careful not to use a lengthy video in lieu of a live presentation.
10. If you have questions regarding completing the CHSP application or conducting the agency presentation, please contact a CHSP staff person in a timely manner for technical assistance.

## **Appendix B - HUD definitions of "Homeless" and "At Risk of Homelessness"**

This funding category is designed to support services to individuals and families that are homeless or at risk of homelessness. Applicants should follow the U.S. Department of Housing and Urban Development (HUD) definition of "Homeless" and "At Risk of Homelessness" as defined below.

### **1) Homeless**

HUD's definition of "Homeless" is an individual or family who lacks a fixed, regular and adequate nighttime residence, meaning:

- a. An individual, unaccompanied youth or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport or camping ground; or
- b. An individual, unaccompanied youth or family couch surfing, moving from one friend or relative's house to another, sleeping in whatever spare space is available, floor or couch, and generally staying a few days before moving on to the next house; or
- c. An individual, unaccompanied youth or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements, including congregate shelters, transitional housing and hotels and motels paid for by charitable organizations or by federal, State or local government programs for low-income individuals; or
- d. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that situation and lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain permanent housing; or
- e. An individual, unaccompanied youth or family who will imminently lose their primary nighttime residence, provided that:
  1. The primary nighttime residence will be lost within 30 days of the date of application for homeless assistance;
  2. No subsequent residence has been identified; and
  3. The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain permanent housing;
- f. Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
  1. Are defined as homeless under section 387 of the Runaway and Homeless Youth Act (42 U.S.C. 5732a), section 637 of the Head Start Act (42 U.S.C. 9832), section 41403 of the Violence Against Woman Act of 1994 (42 U.S.C. 14043e-2), section 3300h) of the Public Health Service Act (42 U.S.C. 254b(h)), section 3 of the Food and Nutrition Act of 2008 (7U.S.C. 2012), section 17(b) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)), or section 725 of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a);
  2. Have not had a lease, ownership interest or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;
  3. Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and

4. Can be expected to continue in such status for an extended period of time because of chronic disabilities; chronic physical health or mental health conditions; substance addiction; histories of domestic violence or childhood abuse (including neglect); the presence of a child or youth with a disability; or two or more barriers to employment, which include the lack of high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity and a history of unstable employment; or
- g. Any individual, unaccompanied youth or family who;
1. Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
  2. Has no other residence; and
  3. Lacks the resources or support networks, e.g., family, friends faith-based or other social networks, to obtain other permanent housing.

## 2) At Risk of Homelessness

HUD's definition of "At Risk of Homelessness" is an individual or family who:

- a. Has an annual income below 30% of median family income for the area; and
- b. Does not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or another place defined in Category 1 of the "homeless" definition; and
- c. Meets one of the following conditions:
  1. Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for assistance; or
  2. Is living in the home of another because of economic hardship; or
  3. Has been notified that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance; or
  4. Lives in a hotel or motel and the cost is not paid for by charitable organizations or by Federal, State or local government programs for low-income individuals; or
  5. Lives in an SRO or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than one and a half persons per room; or
  6. Is exiting a publicly funded institution or system of care; or
  7. Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient's approved Con Plan; or a child or youth who does not qualify as homeless under the homeless definition but qualifies as homeless under another Federal statute or qualifies as homeless under section 725(2) of the McKinney-Vento Homeless Assistance Act, and the parent(s) or guardian(s) or that child or youth if living with him or her.

## Appendix C - Map of Tallahassee Promise Zone Area

For more information on the Promise Zone, visit: <https://tinyurl.com/9aj3jmxm>

