

AGENCY BUDGET REVIEW TEAM REPORT

March 2002

**Agency Budget Review Team
Recommendations**

Fiscal Year 2003 Funding for Community Agencies

Prepared by:

**Charlottesville/Albemarle Commission on Children and Families
City of Charlottesville
County of Albemarle**

**Charlottesville/Albemarle Commission on Children and Families
Charlottesville City Hall
605 East Main Street
Post Office Box 911
Charlottesville, Virginia 22902
Phone: 434/970-3550~~~~~Fax: 434/970-3653
www.ccfinfo.org**

TABLE OF CONTENTS

INTRODUCTION 3

BACKGROUND 3

REVIEW CRITERIA 4

SUMMARY OF REQUESTS..... 4

APPLICANTS..... 5

RECOMMENDATIONS..... 6

FISCAL YEAR 2003 AGENCY BUDGET REQUESTS SPREADSHEET 8 & 9

ABUNDANT LIFE MINISTRIES (CALM) 10

AIDS/HIV SERVICES GROUP..... 11

ALBEMARLE HOUSING IMPROVEMENT PROGRAM..... 12 - 14

BOYS AND GIRLS CLUB OF CHARLOTTESVILLE/ALBEMARLE 15 & 16

CHARLOTTESVILLE/ALBEMARLE LEGAL AID SOCIETY..... 17 & 18

CHARLOTTESVILLE FREE CLINIC 19

CHILDREN, YOUTH AND FAMILY SERVICES..... 20 - 22

COMPUTERS 4KIDS 23

FOCUS WOMEN’S RESOURCE CENTER..... 24 & 25

JEFFERSON AREA BOARD FOR AGING..... 26 & 27

LITERACY VOLUNTEERS OF AMERICA-CHARLOTTESVILLE/ ALBEMARLE 28

MADISON HOUSE 29 & 30

MONTICELLO AREA COMMUNITY ACTION AGENCY..... 31 - 35

THE MUSIC RESOURCE CENTER (MUSYC-CHARLOTTESVILLE) 36

OFFENDER AID AND RESTORATION/JEFFERSON AREA COMMUNITY CORRECTIONS37 - 39

PARTNERSHIP FOR CHILDREN.....40 - 42

PIEDMONT HOUSING ALLIANCE.....43 - 46

SEXUAL ASSAULT RESOURCE AGENCY..... 47 & 48

SHELTER FOR HELP IN EMERGENCY49 - 51

SOCCER ORGANIZATION OF CHARLOTTESVILLE/ALBEMARLE52

TEEN PREGNANCY PREVENTION COLLABORATIVE.....53

UNITED WAY-TJA CHILD CARE SCHOLARSHIP PROGRAM54

WORKSOURCE ENTERPRISES 55 & 56

APPENDICES57 - 76

INTRODUCTION

This is the second full year in which community agency applicants have been asked to communicate their value and measure progress by documenting program outcomes. The objective of the outcome measurement process is that funded human service agencies use outcome data and information to increase effectiveness, improve performance, and meet community needs.

The current application was piloted in Fiscal Year 2001 by a combination of five agencies and collaboratives. In 2001-2002, all community agency applicants were required to complete the application.

- For the FY02 application process, agencies were asked to develop a logic model, identify their anticipated outcomes, indicators, and means of measuring their success, as well as providing information on their program context and budget.
- This year, FY03, agencies were asked to refine the logic model, add specific numbers and percentages to their outcomes -- projecting their anticipated impact for the FY03 year -- and to update their program context and budget information.
- Next year, FY04, agencies will report on the results they have achieved during FY02, and project their intended outcomes for the FY04 fiscal year.

BACKGROUND

The City of Charlottesville and the County of Albemarle have jointly reviewed community agency budget requests since 1996-1997. In FY99 the Charlottesville/Albemarle Commission on Children and Families (CCF) began to manage the process for both the City and the County.

In the winter of 1999, a joint work group of the CCF and the United Way-Thomas Jefferson Area sought to move from a review system emphasizing activities and budget figures to a method focusing on strategies to improve citizens' lives, results of agencies' efforts, and related costs. The work group identified the outcome measurement method and the new application form (Appendix A) as a means to achieve that goal. Outcome measurement is a proven method that supports community agencies and funders working together to meet community needs.

For the FY03 application, the Outcome Measurement Work Group approved the addition of three questions to the application: one requesting a description of the program's approach (or program description); another asking agencies how they addressed the prior year Agency Budget Review Team recommendations; and a third requesting information about the applicants' plan for funding sustainability. The Work Group also re-issued instructions to agencies mid-process to clarify that they were intended to provide specific numbers and percentages for their anticipated outcomes, unless they were a first time applicant. Training in the outcome measurement process, and one-on-one tutoring, was offered to all community agency applicants during the Fall of 2001.

The FY03 Agency Budget Review Team was convened by CCF in the Fall of 2001. Two citizen members, representatives from the City Manager and County Executive's Office and Departments of Social Services, the CCF Director, two CCF members the United Way-TJA Director, and two planning staff members from the City and County constituted the team. This year, scheduling conflicts led to separate review sessions of the CCF team and members of United Way-TJA's Program Review and Funding Committee. However, both teams reviewed the same applications and shared supplementary materials – such as questions to agencies and their responses – during February 2002.

Each CCF Agency Budget Review Team member was asked to review one or more agencies as the lead contact, address questions concerning the application with the agency's staff, and present the agency's request to the Team at review sessions on January 10, 14, and 15, 2002. Selected agency presentations were held on January 8, 2002 (Appendix C.)

All Team members were expected to analyze and evaluate each agency application and develop questions for all agencies. Any questions that arose during the review sessions, which were not addressed in the original application, were forwarded to the agency. Agencies were asked to respond to these questions and return their replies to the Commission on Children and Families; responses were forwarded to the full team of reviewers.

Following the interviews, the Team met on January 15, 2002 to finalize funding recommendations – based on a review of funding applications, responses to team questions and, if applicable, program presentations -- and to offer programmatic recommendations and general comments. This information is found at the end of each agency's summary information.

REVIEW CRITERIA

Team members used assessment criteria that mirrored the outcome measurement application. An Assessment Criteria Form was shared with all applicants during the training and distributed to team members for their use (Appendix B). Criteria evaluated included:

- the extent to which programs identified a clear need and profile of their intended beneficiaries;
- demonstration of a logical and effective approach;
- the extent to which intended outcomes represented meaningful change in the lives of beneficiaries;
- whether selected measurable indicators can be expected to demonstrate progress toward outcomes;
- the correspondence between program approach and budget.

During the FY03 review process, ABRT members were encouraged to assess each program application using a scale of “poor, fair, good, excellent” with respect to program context, logic model, projected outcomes, indicators, measurement plans, and program budget. For the final decision meetings, team members pooled their assessments and came to consensus on final recommendations for each program.

In this year of review, two factors combined to shape the funding recommendations: (1) Logic models and indicators were based on projections by agencies of their intended impact—not yet the actual results; (2) Revenues were estimated conservatively by the City of Charlottesville and County of Albemarle. With this in mind, reviewers recommended increases or full funding, if possible, for those programs assessed highly; recommended ongoing funding (with a cost of living increase) for programs that were assessed as good, and, in general, recommended level funding or decreases for those assessed poor or fair.

This year, team members did not recommend specific dollar amounts, but voted on general categories of: full funding, increased funding, ongoing funding, level funding, or “other” corresponding to the above ratings. Because funds are limited, team members were asked to identify priority programs that responded to community need. Members agreed that specific funding figures would be informed by the team deliberations and recommendations, and added by the City Manager and County Executive's Office. This decision was made by the team in light of the (i) uncertainty of the FY03 local government budgets due to the Commonwealth of Virginia's fiscal crisis; (ii) to allow recommendations to focus on quality of programs and outcomes rather than dollar amounts. Linda Peacock and Roxanne White were given the responsibility of translating the will of the team into specific dollar amounts for inclusion in this report.

SUMMARY OF REQUESTS

Twenty-one agencies and two collaboratives requested a total of \$3,571,591 from the County of Albemarle (\$1,702,305) and the City of Charlottesville (\$1,869,286)—a 19% increase over FY02 allocations for the County, and a 28% increase for the City. The spreadsheet summarizing these agencies' requests, as well as their funding for the current fiscal year, and the recommended allocations follows this Introduction.

The two collaboratives that requested funding are: the Partnership for Children (including Arc of the

Piedmont; Children, Youth and Family Services; Monticello Area Community Action Agency; and the Thomas Jefferson Health District) and the Teen Pregnancy Prevention Collaborative (including FOCUS-Teensight and Monticello Area Community Action Agency.)

A brief profile of each of the applicant agencies, their programs, intended outcomes, budget synopsis, and the comments and recommendations from the Agency Budget Review Team follow this section.

APPLICANTS

Of the 21 agencies and two collaboratives that applied, there were three first-time applicants: Charlottesville/Albemarle Abundant Life Ministries (CALM); Computers4Kids (C4K.) and WorkSource Enterprises for its CARES program, formerly operated as the Community Assessment Program (CAP) by the Monticello Area Community Action Agency (MACAA.)

NEW PROGRAMS AND REQUESTS

New applicants: CALM requested \$20,000 from the City of Charlottesville; Computers4Kids requested a total of \$40,000 -- \$20,000 of new funding from the County of Albemarle and \$20,000 from the City (up from \$7,500 that C4K had received in FY02); WorkSource Enterprises requested \$16,500 from the County and \$83,500 from the City. While CARES is a new program to WorkSource, its predecessor the Community Assessment Program (CAP) at MACAA received support of \$18,128 from the County and \$50,574 from the City in FY02.

New program and service requests from ongoing applicants: Six agencies and one collaborative requested funding for **new** programs, or existing programs which had previously not been funded by the City and the County:

- **Boys and Girls Club of Charlottesville/Albemarle** requested new funding from the County of Albemarle of \$5,000 for its existing Southwood Mobile Home project, and new funding of \$20,000 for a Big Brothers/Big Sisters Mentoring Program from the City of Charlottesville. At the same time, B&G Club did not request funding for its Buford After School Program, for which it received \$20,000 in FY02.
- **Charlottesville/Albemarle Legal Aid Society** requested new funding for a new Elder Law Project --\$21,465 from the County, and \$33,068 from the County;
- **Children, Youth and Family Services** requested new funding for its existing Family Counseling program (\$5,000 each from the City and the County), and new funding of \$5,000 from the City of Charlottesville for its Good Dads program;
- **FOCUS** requested new funding for its existing Counseling Program at \$5,000 each from the County and the City;
- **Partnership for Children** collaborative requested new funding of \$6,000 from the City and the County for a new Family Education Collaborative;
- **Piedmont Housing Alliance** requested new funding of \$25,000 each from the City and the County for a new Employer Assisted Homeownership Program; \$45,000 of new funding from the County for Project Development, and an increase of \$43,587 from the City for a total request to the City of \$71,000 for Project Development.
- **Soccer Organization of Charlottesville/Albemarle (SOCA)** requested \$3,000 from Albemarle County for its existing Outreach Program – a new request to the County. SOCA also requested \$10,500 from the City – an 8% increase over FY02.

EXPANDED PROGRAMS

Eight agencies requested additional funding for **expanded** initiatives, or an increased local share of costs due to usage:

- **Albemarle Housing Improvement Program** requested an additional \$19,122 from the County of Albemarle for Real Estate Development for a total County request of \$79,308, and AHIP requested an additional \$76,937 from the City of Charlottesville (a total request of \$160,302) for Housing Rehabilitation;

- **Jefferson Area Board for Aging** requested increases of \$65,788 from the County for a total request of \$245,911 and an increase of \$30,899 from the City for a total request of \$255,238 which included expansion of some services for the Senior Health Network.
- **Shelter for Help in Emergency** requested increases in its Residential, Non-Residential, and Community Education, adjusted for local share (\$4,689 for the County for a total request of \$73,389 and \$10,147 for the City for a total request of \$90,519.)
- **United Way Child Care Scholarship Program** requested \$3,380 each from the City and County to fund one additional child care scholarship each for a total request of \$87,015 for the County, and \$113,966 for the City. (Matching federal funds, in addition to the City and County funding, would thus be leveraged to provide a total of two new child care scholarships for each locality.)

RECOMMENDATIONS

NEW

Of the six requests for **new** program funding, the Agency Budget Review Team recommends full funding for **CALM** if funds are available; increased funding from the City, if available, for **Computer4Kids** and comparable new funding for C4K from the County (at approximately \$7,500), full funding for **CARES at WorkSource**, if funds are available, and partial funding for the **Family Education Collaborative** at the Partnership for Children.

The team does not recommend new funding for new programs at Boys and Girls Club, CALAS, CYFS, FOCUS, PHA, and SOCA.

EXPANDED

Of the eight requests for expanded initiatives, the Agency Budget Review Team recommends full funding of the **United Way Child Care Scholarship** program, if funds are available.

The team does not recommend funding for expanded programs at AHIP, JABA, and SHE Non-Residential Services and Community Education programs.

EXISTING

Based on excellent assessments, the Team recommends support for the following programs **at the level requested, should funds be available**: CYFS Child Care and Play Partners; FOCUS Teensight; Literacy Volunteers of America; and Offender Aid Restoration, and SHE Residential Services.

Based on good assessments, ongoing support -- determined by City and County staff to be approximately 2.5% -- is recommended for the following programs:

- Aids/HIV Services Group – Crisis Care Client Services (ongoing support, or full support, if possible)
- AHIP – Albemarle Rehabilitation; Charlottesville Rehabilitation; and Emergency Repair
- Charlottesville/Albemarle Legal Aid Society -- Civil Advocacy Program
- Charlottesville Free Clinic –Medical Services
- CYFS -- Runaway Shelter
- Madison House – Student Volunteer Center
- Music Resource Center
- Piedmont Housing Alliance – Fair Housing; Housing Counseling; Loan Development; and City of Charlottesville only – Project Development;
- Partnership for Children – Community Coordination and Home-Visiting Collaborative
- Shelter for Help in Emergency
- Jefferson Area Board of Aging

The Team recommends level funding, as requested by the agency, to the Sexual Assault Resource Agency.

The Agency Budget Review Team recommends that the City and County fund the Monticello Area Community Action Agency (MACAA) at level funding (exclusive of the Partnership for Children programs and deducting money previously allocated for Crisis intervention) pending review of the final plan of the Board of MACAA, to be submitted by Spring 2002. It is the intent of the Agency Budget Review Team that a sub-committee review the plan with MACAA and make further recommendations to the City Council and Board of Supervisors prior to final approval of funding by the City and County. Funding would be held in reserve until the final plan is approved (see agency narrative.)

The Team recommends that the County fund the Albemarle Housing Improvement Program Rental and Property Development: at level funding with funding to be held pending the results of an independent organizational management and utilization study of AHIP and Piedmont Housing Alliance -- specifically focused on the roles and strengths of each organization and identifying potential gaps and overlaps in service (see agency narrative.)

The interpretation of Agency Budget Review Team recommendations, and assignment of suggested program allocations, were made by the City Manager and County Executive's Office and are reflected in the following spreadsheet.

FISCAL YEAR 2003 AGENCY BUDGET REQUESTS SPREADSHEET

ABUNDANT LIFE MINISTRIES (CALM)

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$0	\$0	\$0	\$0	\$0	N/A
City	\$0	\$0	\$20,000	\$20,000	\$20,000	100%

Agency Mission

To bring together members of the Prospect Avenue neighborhood and of the local Christian community so that they can partner together in caring relationships that empower neighborhood residents to flourish in their family life, in the classroom, on the job, and in life through programs that encourage children, youth, and adults to grow intellectually, emotionally, and spiritually.

PROGRAMS

AFTER-SCHOOL TUTORING PROGRAM

Need and Intended Beneficiaries:

Residents of the low-income Blue Ridge Commons housing development identify their neighborhood's number one need to be safe, constructive after-school activities for children, especially focused on academic enrichment. Many children in the area perform below grade level in reading and math. Some have short attention spans, lack self-control, and have low self-confidence. They require intensive, caring, personalized intervention by competent adults in a quiet highly structured, safe, "learning-friendly" environment.

Longer-Term Outcome:

"Children will succeed in their academic, social, and personal life."

Interim Outcomes	FY03 Indicators
Kids are prepared to complete homework.	Kids consistently bring homework to the program.
Kids improve their self-control and grow in ability to stay focused on work.	Rating on Behavioral Scale improves at least one level.
Kids performance on basic reading and math skills (by specific SOLs) improves	At least 10% improve from pre-test to post-test.

Budget Synopsis:

Charlottesville Abundant Life Ministries projects level revenue of \$155,000 for FY03. They are requesting new funding of \$20,000 from the City.

Recommendations:

The Team assessed the application, program and proposed outcomes as good, and believes that the neighborhood-based approach and the program's methodology are promising. The Team noted that the anticipated outcomes would need to be demonstrated before the highest rating of excellent could be given. The Team recommends full funding, **if available**.

For specific recommended allocation, see spreadsheet.

AIDS/HIV SERVICES GROUP

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$3,260	\$3,358	\$4,500	\$4,500	\$1,142	34%
City	\$11,914	\$12,271	\$13,302	\$12,578	\$307	2.5%

Agency Mission

The mission of ASG is twofold: to provide comprehensive support services to people with HIV/aids and to prevent the spread of HIV, through targeted interventions and programs of prevention education. The Client Services Crisis Care Program is an emergency relief component of case management services providing essentials such as rent, utilities and food for individuals and families in crisis circumstances.

PROGRAMS

CRISIS CARE CLIENT SERVICES

Need and Intended Beneficiaries

ASG has a projected annual caseload of 140 HIV positive clients who receive case management services to address basic needs so they can comply with medical treatment. The majority (85-90%) of the clients lives in poverty; many have histories of substance abuse, mental illness, or both.

Longer-Term Outcome

"Clients access other referral services and build social and medical support systems using information and networking connections. They access additional community support programs and maintain stable housing situations."

Interim Outcomes	FY03 Indicators
Essential services maintained; evictions prevented; utility services remain uninterrupted; nutritional and practical support provided.	# of clients to whom aid is disbursed; # of clients who maintain stable living circumstances.
Clients continue monthly case management contacts.	# and % of clients who maintain monthly contact with case manager.
Clients utilize information and referrals to obtain other services.	# and % of clients reporting service linkages.

Budget Synopsis:

ASG projects a total budget of \$447,173 for FY03. ASG requested \$4,500 (34% increase) from the County and \$13,302 (8.4% increase) from the City.

Comments:

The Team recommends that ASG increase and document efforts to obtain funding from outlying localities and share this information with the Team prior to the submission of an FY03 funding application.

Recommendations:

The Team assessed the overall quality of the program, application and outcomes as good. The team believed that community need was high due to the increasing number of local residents with HIV and the fact that this is the only program addressing this issue. The Team recommends ongoing support and full funding, **if available**. In the proposed budget, the County has recommended funding the full request, and the City recommends ongoing support.

For specific recommended allocation, see spreadsheet.

ALBEMARLE HOUSING IMPROVEMENT PROGRAM

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$379,560	\$389,141	\$403,234	\$397,365	\$8,224	2.1%
City	\$83,365	\$83,365	\$160,302	\$85,449	\$2,084	2.5%

Agency Mission

The Albemarle Housing Improvement Program (AHIP) is a private, non-profit housing and community development organization dedicated to assisting low-income Albemarle County and City of Charlottesville residents to have the opportunity to live in safe, decent, and affordable housing.

PROGRAMS

1. HOUSING REHABILITATION—ALBEMARLE

Need and Intended Beneficiaries

Families must own or be buying their homes, must be at or below 80% of the Area Median Income (AMI) and there must be a deficiency in the home that classifies it as substandard. They need assistance developing a plan to correct deficiencies and help in securing money for repairs, which may include financial and legal counseling.

Longer-Term Outcome

“Clients live in homes free of deficiencies; eligible clients apply for services they may have been unaware of; volunteers have a positive experience and continue volunteering; neighborhoods are aware of AHIP services and seek assistance; affordable housing stock is preserved; County earns more tax revenue because of the rehabilitation.”

Interim Outcomes	FY03 Indicators
Families apply and are processed (i.e., screened, construction documents prepared)	# of families requesting assistance; (projected:100) % of families that are processed; (projected: 75)
Funding is secured to pay for construction	Amount of funding secured on behalf of client families (projected: \$700,000)
Rehabilitation projects are completed.	# of actual construction projects completed; (projected: 25) # of individuals benefiting (projected:63)

2. HOUSING REHABILITATION—CHARLOTTESVILLE

Need and Intended Beneficiaries

Families must own or be buying their homes, must be at or below 80% of AMI and there must be a deficiency in the home that classifies it as substandard. They need assistance developing a plan to correct deficiencies and help in securing money for repairs, which may include financial and legal counseling.

Longer-Term Outcome

“Clients live in homes free of deficiencies; eligible clients apply for services they may have been unaware of; volunteers have a positive experience and continue volunteering; neighborhoods are aware of AHIP services and seek assistance; affordable housing stock is preserved; City earns more tax revenue because of the rehabilitation.”

Interim Outcomes	FY03 Indicators
Families apply and are processed (i.e., screened, construction documents prepared)	# of families requesting assistance; (projected:75) % of families that are processed; (projected: 30)
Funding is secured to pay for construction	Amount of funding secured on behalf of client families (projected: \$488,000)
Rehabilitation projects are completed.	# of actual construction projects completed; (projected: 15) # of individuals benefiting (projected: 38)

3. EMERGENCY HOME REPAIR

Need and Intended Beneficiaries

AHIP provides technical, outreach, financial and contracting assistance to low income individuals when a deficiency in their home may jeopardize their health and/or safety, or compromise the structural integrity of the home.

Longer-Term Outcome

"Clients live in homes free of dangerous deficiencies. Clients are successful in making additional improvements to their homes."

Interim Outcomes	FY03 Indicators
Families apply and are processed (i.e., screened, construction documents prepared)	# of families requesting assistance; (projected:100) % of families that are processed; (projected: 100)
Funding is secured to pay for construction	Amount of funding secured on behalf of client families (projected: \$108,000)
Rehabilitation projects are completed.	# of actual construction projects completed; (projected: 55) # of individuals benefiting (projected: 138)

4. HOUSING DEVELOPMENT—RENTAL AND PROPERTY DEVELOPMENT

Need and Intended Beneficiaries

AHIP addresses the need to preserve and increase the supply of housing affordable to very-low, low and moderate-income families. These renters and potential buyers lack information and funds and there is a shortage of housing stock. 73 families have requested home purchase assistance from AHIP and another 95 are in the Albemarle Homebuyers Club. The Albemarle County Section 8 housing list is 788.

Longer-Term Outcome

"Homes/apartments are built/rehabilitated; Permanent financing closed; Apartments are leased; Homes are sold."

Interim Outcomes	FY03 Indicators
Families apply and are processed (i.e., screened, construction documents prepared)	# of families requesting assistance; (projected:130) % of families that are processed;
Funding is secured to pay for construction	Amount of funding secured for housing development activities (projected: \$2,600,000)
Rehabilitation projects are completed.	# of actual construction projects completed; (projected: 96) # of individuals benefiting (projected: 240)

Budget Synopsis:

AHIP projects a budget of \$4,911,616 for FY03. AHIP is requesting \$403,234 (3.6% increase) from the County and \$160,302 (92.3% increase) from the City. For the Albemarle Rehabilitation Program, AHIP

requested \$300,757 (63.2% increase) from the County. For the Charlottesville Rehabilitation Program, AHIP requested \$160,302 (92.3% increase) from the City. For the Albemarle Emergency Repair Program, AHIP requested \$23,169 (65.6%% decrease) from the County. For the Rental and Property Development Program, AHIP requested \$79,308 (32% increase) from the County.

Comments:

The Team would like to see improved outcomes in the project development and rent-to-own program. The Team recommends that the City and County conduct an independent organizational management and utilization study of AHIP and Piedmont Housing Alliance, specifically focused on the roles and strengths of each organization and identifying potential gaps and overlaps in service.

Recommendations:

Albemarle Rehabilitation, Charlottesville Rehabilitation and Emergency Repair: The Team assessed the programs, applications, and outcomes as good. The community need was considered high because of the impact on the quality of life for beneficiaries, particularly elderly residents who are able to remain in their homes. Ongoing funding, **if available**, is recommended.

Rental and Property Development: The Team assessed the program, application, and outcomes as fair. The overall need for and impact of the program is unclear and should be considered in the recommended study. Level funding is suggested, **if available**, with funding to be held pending the results of an organizational review and study.

For specific recommended allocation, see spreadsheet.

BOYS AND GIRLS CLUB OF CHARLOTTESVILLE/ALBEMARLE

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$0	\$0	\$5,000	\$0	\$0	0%
City	\$16,675	\$20,000	\$20,000	\$0	(\$20,000)	-100%

Agency Mission

The Boys & Girls Club mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible, and caring citizens. By providing them with a safe place to learn and grow, as well as an ongoing relationship with a caring adult professional who will provide life enhancing programs and character development experiences, we are giving hope and opportunity to the young people of the community.

PROGRAMS

1. UP2US BIG BROTHERS & BIG SISTERS OF THE BLUE RIDGE (BBBS)/ BOYS AND GIRLS CLUB MENTORING

Need and Intended Beneficiaries

The intended beneficiaries include youth ages 6-18 who are at risk of failure to be successful within the norms of society. These youth need guidance and direction daily from concerned adults who will encourage them to make the right choices in regard to their education, career, drugs and alcohol, early sexual activity, and their future.

Longer-Term Outcome

"Able to avoid early parenting; able to avoid substance abuse; able to avoid delinquent behavior."

Interim Outcomes	FY03 Indicators
Improved academic competencies	70% or 35 of the first year's matched youth will show overall improved grades
Ability to express feelings	70% or 35 of the first year's matched youth as reported by their mentor will show an increased ability to express their feeling.
Improved self-confidence	70% or 35 of the first year's matched youth and their parents will self-report increased self-confidence

2. SOUTHWOOD MOBILE HOME PARK EDUCATION PROGRAM

Need and Intended Beneficiaries

The intended beneficiaries include youth ages 6-18 who reside in and around Southwood Mobile Home Park who are at risk of failure to be successful within the norms of society. These youth need guidance and direction daily from concerned adults who will encourage them to make the right choices in regard to their education, career, drugs and alcohol, early sexual activity, and their future.

Longer-Term Outcome

"Community members will endorse Club programs and goals; Club members will be better disciplined about homework/studying; Club members will be able to use technology; Club members will be life-long learners; Club members will graduate from High School; Parents will stress the value of education to their children."

Interim Outcomes	FY03 Indicators
Club members will spend more time studying or completing their homework	83% or 33 of Club members will increase the amount of time spent on homework or studying
Club members' grades will improve.	80% or 32 of Club members will show overall grade improvement.

Budget Synopsis:

The projected total budget for FY03 is \$381,600. Previously, The Boys & Girls Club requested City funds for the Buford After-school Program, but these funds are not requested this year. Instead, the Boys and Girls Club is requesting \$20,000 from the City for its Club Based Mentoring Program and \$5,000 from the County for the Southwood Mobile Home Education Program. The Boys and Girls Club has not requested County funding previously.

Comments:

The Team recommends that future applications from the Boys and Girls Club present data to document the program's successes, particularly the impact on academic achievement, as requested in previous reviews. The Team also suggests that the Boys and Girls Club develop an arrangement with the schools to monitor performance (i.e. attendance, referrals, suspensions, grades, graduation rates, etc. of Club members). The Team acknowledges the value of a safe place for children after-school and encourages Boys and Girls Club to provide data demonstrating that they are effective in this area.

Recommendations:

The Team assessed the quality of the application, proposed programs and proposed outcomes as poor. The application did not identify concrete needs to be met and the proposed outcomes did not appear to be reasonable results for the programs. Team members could not identify a clear distinction between the approach, methods, and outcomes of the previous after-school program, which has now been disbanded as previously operated, or an indication that this model would represent an improved approach. The Team did not recommend funding.

CHARLOTTESVILLE/ALBEMARLE LEGAL AID SOCIETY

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$20,095	\$20,698	\$42,783	\$21,215	\$517	2.5%
City	\$31,164	\$32,099	\$66,129	\$32,901	\$802	2.5%

Agency Mission

Charlottesville/Albemarle Legal Aid Society (CALAS) confronts the causes and effects of poverty through the creation and development of comprehensive responses to the problems of the poor using innovative legal advocacy, community legal education, and client involvement. CALAS places special emphasis on the unmet legal needs of under-served segments of the client community.

PROGRAMS

1. CIVIL ADVOCACY PROGRAM (CAP)

Need and Intended Beneficiaries

The Civil Advocacy Program focuses on low-income residents having civil legal needs in the areas of housing, consumer rights, health, income maintenance, and individual rights, including the rights of those with mental or physical disabilities.

Longer-Term Outcome

"Clients' new knowledge and skills has a favorable impact on their lives and clients substantially achieve their goals or have a favorable outcome in extended representation cases."

Interim Outcomes	FY03 Indicators
Clients make informed choices appropriate to their situation.	60% of those identified applied new knowledge/skills to circumstance.
Case handlers provide court representation and advice to financially eligible clients.	80% of the clients who are provided representation actually achieve their goals or have a favorable outcome.

2. ELDER LAW OUTREACH PROJECT

Need and Intended Beneficiaries

Individuals age 65 and older are the intended beneficiaries. Because of declining health and loneliness, the elderly are often plagued with depression, which can leave them virtually helpless. Unscrupulous businesses and telemarketers often target senior citizens, who are uninformed about consumer protection laws. They are often intimidated by complicated Medicaid, Medicare and food stamp eligibility requirements.

Longer-Term Outcome

"Elderly clients receive needed services."

Interim Outcomes	FY03 Indicators
Elderly clients receive needed services.	Not provided

Budget Synopsis:

CALAS projects a budget of \$963,745 for FY03. CALAS requests a total of \$42,783 from the County (106.7% increase) and \$66,129 from the City (106% increase). For its Civil Advocacy Program, CALAS requests \$21,318 from the County (3% increase) and \$33,061 from the City (3% increase). For its proposed new Elder Law Outreach Project, CALAS requests \$21,465 of new funding from the County and \$33,068 from the City, for a total project budget of \$58,015 (a request was also submitted to Fluvanna County).

Comments:

The Team noted that the application did not demonstrate strong outcomes; however, responses to questions and the Team's interview indicated that there is anecdotal evidence and reporting of meaningful outcomes to State funders. These outcomes should be identified in future applications. Specific measurable outcomes and indicators should be developed to reflect the realities of CALAS' work.

Regarding the Elder Law Project, the Team sees that this could be a strong program, however, a more thorough assessment of need is recommended -- including unmet legal needs and the number and percentage of local elderly who need this service. Legal Aid may want to ascertain waiting list numbers and the types and extent of elderly needs and consider including the Elder Law Project as part of the CAP program.

Recommendations:

Civil Advocacy Program: The Team assessed the program, application, and outcomes as fair, because specific measurable outcomes and a plan to achieve them were not conveyed. However, because the Team identified legal services for low-income residents as a community need, ongoing funding is recommended, **if available**. It is imperative that CALAS provide demonstrable evidence of its outcomes in next year's application for the Team to recommend funding.

Elder Law Program: The Team assessed the program, application, and outcomes as fair because no outcomes were specified. The Team noted that clear need was not demonstrated. Funding is not recommended.

For specific recommended allocation, see spreadsheet.

CHARLOTTESVILLE FREE CLINIC

	FY01 Budget	FY02 Budget	FY03Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$5,570	\$5,570	\$6,000	\$5,709	\$139	2.5%
City	\$5,570	\$5,570	\$6,000	\$5,709	\$139	2.5%

Agency Mission

CFC is a volunteer community health support system that provides high quality health care to the working uninsured population, which would otherwise have no access to care. CFC provides practical experience for current and future health care professionals. CFC accumulates information in support of a comprehensive policy for access to health care.

PROGRAMS

MEDICAL SERVICES

Need and Intended Beneficiaries

The Charlottesville Free Clinic serves those individuals who are uninsured and who do not qualify for other free health care options in the community. They often struggle financially and may be one health crisis away from significant debt. Half of patients have chronic health care concerns and are on multiple medications.

Longer-Term Outcome

"Patients' health improves with regular medical care and medication for chronic conditions."

Interim Outcomes	FY03 Indicators
Patients avoid costly emergency room visits for routine medical care.	30% of patients indicate they would have gone to the emergency room if unable to go to the Free Clinic.
Patients receive medical care.	30% of patients indicate they would not have sought medical care at all if not for the existence of the Free Clinic.

Budget Synopsis:

Charlottesville Free Clinic's total projected budget for FY03 is \$264,200. They requested \$6,000 each from the City and the County (7.7% increase).

Comments:

Team commends the CFC for requests to Fluvanna and Greene and encourages continued requests to other localities and the United Way.

Recommendations:

The Team assessed the program, application and outcomes as good with benefits to the community and residents. Ongoing support, **if available**, is recommended.

For specific recommended allocation, see spreadsheet.

CHILDREN, YOUTH AND FAMILY SERVICES

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$15,425	\$20,888	\$29,063	\$22,588	\$1,700	8.1%
City	\$29,153	\$35,028	\$46,275	\$36,275	\$1,247	3.6%

Agency Mission

CYFS is a community resource center, which promotes the healthy growth of children and the positive development of family relationships by providing a continuum of services including education, prevention, and remediation for residents of Central Virginia. Family advocacy and collaboration with others who have related missions are utilized in the accomplishment of this mission.

PROGRAMS

1. CHILD CARE PROGRAM

Need and Intended Beneficiaries

The Child Care Program addresses the need for quality in child care settings in the community, emphasizing care that promotes the emotional, physical, intellectual, and social development of children, ensuring that they are ready for school. The intended beneficiaries are primarily home childcare providers, many of whom themselves are low-income and/or live in neighborhoods that are home to low-income children.

Longer-Term Outcome

“Children experience quality child care where their healthy growth and development is supported.”

Interim Outcomes	FY03 Indicators
Providers have knowledge of the topics presented in the training sessions.	113 or 75% of providers show an improvement on post test scores following participation in training
Family Daycare providers maintain certification or voluntarily register.	35 or 80% of eligible providers renew their certification each year.

2. FAMILY COUNSELING PROGRAM

Need and Intended Beneficiaries

The family counseling program addresses the need for counseling services for children, adults, and families with serious problems in family life; particularly child abuse and neglect, family violence, marital problems and parent-child issues. Clients are often in crisis with mental, emotional, or physical distress, exhausted coping and problem solving skills, and limited access to resources.

Longer-Term Outcome

“Client achieves greater competence and personal or interpersonal satisfaction in managing his/her/their life.”

Interim Outcomes	FY03 Indicators
Adults and minor clients are able to either maintain a safe home environment or live in one without the need for higher levels of intervention such as hospitalization.	182 or 90% of clients do not require higher level of intervention.
Clients are better able to solve their problems.	162 or 80% of clients report improvement in problem-solving.
Clients are better able to control negative personal or interpersonal behavior.	162 or 80% of clients report fewer negative behaviors.
Clients set goals and pursue goal accomplishment.	162 or 80% of clients demonstrate moderate or better progress toward goals.

3. GOOD DADS PROGRAM

Need and Intended Beneficiaries

Children in fatherless homes are more likely to be poor, become involved in drug and alcohol abuse, drop out of school and suffer from health and emotional problems. The intended beneficiaries are low-income, unemployed or underemployed unmarried fathers living in the City of Charlottesville. These men may be characterized as by lack of formal education, underemployment, and lack of connection to family or community.

Longer-Term Outcome

"Fathers will improve their ability to financially and emotionally support their children's and family's healthy growth and development."

Interim Outcomes	FY03 Indicators
Fathers will improve their financial status.	10 or 67% of fathers are successfully employed at the conclusion of the program.
Fathers will understand the developmental milestones their children should reach.	10 or 67% of fathers with improved scores on the Child Development Survey.

4. PLAY PARTNERS PROGRAM

Need and Intended Beneficiaries

Children's needs include experiencing ongoing enrichment activities and being exposed to books and reading at an early age. Childcare providers need to feel supported and have access to materials, toys, equipment, curricula, and ideas. Parents need to understand the importance of reading and enrichment activities in their child's development.

Longer-Term Outcome

"Children's readiness for school is nurtured."

Interim Outcomes	FY03 Indicators
Children learn and use new vocabulary.	37 or 85% of adults reporting an increase in the vocabulary of children age 2 years and above who participate in the program
Children increase their desire to be read to.	20 or 75% of parents reporting an increase in time spent reading to their child
Children learn to sit still, listen to instructions, and attend.	20 or 85% of volunteers reporting improvement in the interest and attention of the children when being read to.

5. RUNAWAY EMERGENCY SERVICES PROGRAM (RESP)

Need and Intended Beneficiaries

RESP serves the need of runaway, homeless, and at-risk youth and their families who are experiencing some type of crisis or transition. They often need temporary safe shelter and food, individual and family counseling and basic support services, such as case management.

Longer-Term Outcome

"Youth are safe, off the streets, and able to remain in their home community."

Interim Outcomes	FY 03 Indicators
Youth are safe, off the streets, and able to remain in their home communities.	345 or 100% of youth are in home or acceptable alternative living situation at termination of services
Youth are safe and secure in shelter and are able to begin the problem solving process with their family.	19 or 95% of youth, during a two week period, who report being safe and secure in shelter and able to begin solving problems with family.
Youth and family improve problem solving and communication skills.	310 or 90% of youth and family members who report improved communication and problem solving skills

Budget Synopsis:

The CYFS agency requests summarized here amount to \$29,063 (39% increase) for the County and \$46,275 (32% increase) for the City. This includes two requests for new programs—\$5,000 each from the City and County for the Family Counseling Program, and \$5,000 from the City for the Good Dads Program. Additional program requests are as follows: Childcare Programs: \$15,000 from the County (24.7% increase) and \$27,212 from the City (4% increase); Play Partners; \$5,200 each from the City and the County (4% increase); Runaway Emergency Services Program: \$3,863 each from the County and City (no increase).

** A request for additional funding for the CYFS Healthy Families/Family Partners Program—\$34,722 from the County (3.5% increase) and \$30,855 from the City (3.5% increase), a request for Community Collaboration and Coordination—\$17,746 each from the County and City (3.5% increase)— and a new request for funding for Parent Connection of \$2,500 each from the City and County are included in the Partnership for Children summary.*

Recommendations:

Childcare Program: The Team assessed the program, application, and proposed outcomes as excellent. The Team recommends full funding as requested **if available**.

Family Counseling: The Team assessed the program, application, and proposed outcomes as good. However, the application did not demonstrate a clear unmet need for the services or an active waiting list. The Team does not recommend funding.

Good Dads: The Team assessed the program, application, and projected outcomes as fair. The Team was concerned about the potential cost of such an intensive approach with fathers, and the reliance of a single case manager as the main source of support for the clients. It was noted that there was limited documentation of need. Funding is not recommended.

Play Partners: The Team assessed the program, application and proposed outcomes as excellent, particularly as it leverages volunteers to meet outcomes. Full funding is recommended, **if funds are available**.

Runaway Emergency Shelter Program: The Team assessed the program, application, and proposed outcomes as good. It was noted that it is the only program addressing this need. Ongoing funding, **if available**, is recommended.

For specific recommended allocation, see spreadsheet.

COMPUTERS 4KIDS

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$0	\$0	\$20,000	\$7,690	\$7,690	N/A
City	\$0	\$7,500	\$20,000	\$7,688	\$188	2.5%

Agency Mission

To open the doors of technology for Charlottesville and Albemarle County disadvantaged youth who, without our intervention, would not have the means to own a computer or the computer knowledge and experience to use one successfully.

PROGRAMS

COMPUTERS 4 KIDS

Need and Intended Beneficiaries:

A recent survey of area seventh graders shows that almost 50% of Charlottesville's middle school students do not have a computer at home and 93% of these children would like one. Without access to these tools, a substantial portion of the prospective workforce is ill prepared for success in an increasingly technology-dependent economy. The intended beneficiaries are students in grades 7-12, who are eligible for free or reduced lunch.

Longer-Term Outcome:

"Students are motivated and prepared to move forward academically."

Interim Outcomes	FY03 Indicators
Students complete training class.	# and % of students completing training class
Students' skills will increase.	# and % of students whose skills increase
Youths attend meetings with mentors	# and % of students who meet with mentor twice a month

Budget Synopsis:

Computers4Kids projects a budget of \$212,025 for FY03 (4.2% increase). They are requesting new funding for \$20,000 from the County and increased funding for \$20,000 (166.7% increase) from the City.

Comments:

The Team urges C4K to continue with the private fundraising activities that have supported its efforts to date.

Recommendations:

The Team assessed the program, application and proposed outcomes as good and noted that this is a promising and innovative approach. The team commends Computers4Kids for its private sector partnerships and extensive use of corporate in-kind, cash, and volunteer resources. Because the mentoring and literacy components represent a relatively new approach, the team reserved a higher rating contingent upon a report on the outcomes for FY01 and FY02. The Team recommends increased support for the City and an equitable level of funding in the County, **if funding is available**.

For specific recommended allocation, see spreadsheet.

FOCUS WOMEN'S RESOURCE CENTER

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$21,850	\$25,000	\$30,876	\$25,625	\$625	2.5%
City	\$15,141	\$20,000	\$25,700	\$20,500	\$500	2.5%

Agency Mission

To provide support for women and their families and to assist them in exploring, developing, and achieving their full potential.

PROGRAMS

1. TEENSIGHT IN SCHOOL PROGRAM FOR PREGNANT AND PARENTING TEENS IN CHARLOTTESVILLE AND ALBEMARLE

Need and Intended Beneficiaries

The Teensight program addresses teen pregnancy and early parenting in school-age girls, ages 10-19, and recognizes the need to have those affected graduate from high school and avoid subsequent unplanned pregnancies. The young women enrolled are primarily members of very low- to low-income families, are 13 to 19 years old, and attend middle or high school in Charlottesville and Albemarle. As a group they require supportive services and assistance, and they share a need for financial support to provide childcare so that they may return to school, attend regularly, and graduate from high school.

Longer-Term Outcome:

"Pregnant and parenting teens graduate from high school without experiencing a repeat pregnancy."

Interim Outcomes	FY03 Indicators
Pregnant and parenting teens obtain information and skills to prevent repeat pregnancies and sexually transmitted infections.	59 or 93% of participants accurately responding to quizzes, question and answer discussion, and resource person's materials
Pregnant and parenting teens consistently use birth control or practice abstinence.	62 or 99% of participants who do not experience a repeat pregnancy and are free of sexually transmitted infections
Pregnant and parenting teens learn importance of school attendance, training, and work preparation to promote their long-term goals.	62 or 99% of participants attending school regularly 50 or 80% receiving child care assistance and amounts used 60 or 95% who improve grades

2. COUNSELING SERVICES

Need and Intended Beneficiaries

Counseling services provides mental health and career assistance to women and their families. One-third of counseling clients are at or below poverty level; two-thirds are low-income. Outside funding makes it possible for poverty level and low-income clients to receive therapeutic interventions that facilitate the resolution of mental health and/or career concerns

Longer-Term Outcome:

"Clients will become self-actualized persons participating in social relationships, such as family, employment, and community relationships."

Interim Outcomes	FY03 Indicators
Client's implementation of "solution"	# and % clients rated by staff as having implemented solutions to identified problems
Client's career decision and/or "crystallization"	# and % of clients rated by staff as having crystallized career decisions

Budget Synopsis:

FOCUS Women's Resource Center projects an annual budget of \$735,845 for FY03, which includes a request for \$30,876 (23.5% increase) from the County and for \$25,700 (28.5% increase) from the City. These figures include a new request for \$5,000 each from the City and County for FOCUS Counseling Services. FOCUS-Teensight In-School Program, which has been funded previously, projects a total FY03 budget of \$70,971 (2.3% increase). The request to Albemarle County is \$25,876, (3.5% increase). The request to Charlottesville is \$20,700 (3.5 % increase).

Comments:

The Team continues to strongly encourage collaboration between Teensight and the Teen Pregnancy/STD Work Group and requests a report on collaboration efforts to the Charlottesville/Albemarle Commission on Children and Families prior to submission of the FY04 application.

Recommendations:

Teensight: The Team assessed the program, and outcomes as excellent, with respect to the reported impact in the lives of beneficiaries. Ongoing support, **if available**, was recommended.

Counseling Program: The Team assessed the program, application and proposed outcomes as fair, because there was insufficient evidence of need and outcomes were not clearly documented. Funding is not recommended.

For specific recommended allocation, see spreadsheet.

JEFFERSON AREA BOARD FOR AGING

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$154,381	\$180,123	\$245,911	\$189,156	\$9,033	5.0%
City	\$197,292	\$224,339	\$255,238	\$229,947	\$5,608	2.5%

Agency Mission

To add dignity, comfort, security, independence, and fulfillment to the lives of older adults, their families, and caregivers.

PROGRAMS

SENIOR WELLNESS NETWORK

Need and Intended Beneficiaries

JABA's Senior Wellness Network benefits the elderly and their family and/or other caregivers, particularly seniors considered at risk because of poverty and/or health concerns. These residents are at risk for malnutrition, social isolation, displacement due to the lack of appropriate affordable housing, premature institutionalization, and ailments associated with advancing age and a lifetime of inadequate access to health care and other services.

Longer-Term Outcome

At-risk elderly live in the residence of their choice as independently as possible.

Interim Outcomes	FY03 Indicators
At-risk elderly live in the residence of their choice as independently as possible.	106 or 95 % of Adult Day Health Care (ADHC) family caregivers who report being able to maintain other life roles 2,039 days ADHC clients who meet criteria for institutionalized care are not institutionalized 1,699 or 100% of assessed clients with completed health care plans 190 or 74% of clients who demonstrate improvement with managing their chronic disease 331 or 97% of clients who improve their health education knowledge
At-risk elderly and caregivers maintain or improve their physical and psychosocial wellbeing.	11,315 days that clients receiving indigent home care services remain in the residence of their choice 250 or 98% of clients who have home safety adaptations who report feeling safer and more independent 331 or 90% of Senior Center clients who report being less lonely as a result of coming to the center 767 or 55% of high nutritional risk, 5% moderate nutritional risk, and 40% low nutritional risk congregate and home delivered meal clients determined, whose risk assessment scores stay the same or improve. 95% of a 10% sampling of homebound clients who report being less lonely as a result of getting a home delivered meal or friendly visitor 5 and 35% % of Senior Employment enrollees placed in unsubsidized employment

Budget Synopsis

ALBEMARLE COUNTY:

- JABA's projected budget for FY03 is \$3,775,880. JABA requested \$245,911 (36.5% increase) from the County.
- The request includes a 3% inflation growth factor for all services.
- The request includes \$2,205 in new support for home health care services for those on a waiting list.
- The request includes \$3,163 in new funds for home repair/safety.
- The request includes an additional \$15,754 for the five senior centers in the County to provide cost of living, plus 4,953 additional hours of services at a rate of \$2.36 per hour. An additional \$1,869 is requested for four hours weekly of staff time at the Esmont Senior Center. The request also notes a request for funding for shelf stable meals during the two weeks that the centers are closed in July, at a rate of \$2.96 per meal.
- The request notes an \$.18 per meal increase in home delivered meals and a \$.30 increase per meal in fee for services meals, at a cost of \$3,467.
- The request includes \$17,996 for a 20 hour per week aging services coordinator.
- The proposal requests increased funds for JAUNT transportation for seniors to shop for groceries and prescriptions at a cost of \$3,060.
- The proposal requests \$2,081 to maintain the Retired Seniors Volunteer Program at its current level.
- The proposal requests funding for 184 additional hours of nurse practitioner time in Scottsville and Esmont, at a cost of \$9,120.
- The proposal requests funding for ten scholarships for the Nursing Assistant Institute, at a cost of \$3,500.

CHARLOTTESVILLE:

- JABA's projected budget for FY03 is \$3,775,880. JABA requested \$255,238 (13.8% increase) from the City.
- The request includes a 3% inflation growth factor for all services.
- The request includes \$3,262 in new funds for home repair/safety.
- The request includes \$10,193 for 3,353 additional hours of service at the Mary C. Williams Senior Center and an additional \$711 for shelf stable meals during the two weeks the center is closed in July.
- The request includes \$788 for increased cost in home-delivered meals, as well as an increase of \$1,459 for fee for service meals, for a total of \$2,247.
- The request includes \$1,095 for an increased cost in JAUNT transportation.
- The request includes \$4,143 to support a nurse practitioner at Crescent Halls for 12 --rather than 9 -- months.
- The proposal requests funding for ten scholarships for the Nursing Assistant Institute at a cost of \$3,500.

Comments:

In future applications, the Team requests that JABA submit Program Budget Forms 1-3 (PB1, PB2 and PB3) for each of the programs with identified separate funding streams which comprise the Senior Wellness Network.

Recommendations:

The Team assessed the program, application and outcomes as good.

For Albemarle County, the Team recommends ongoing funding, and, **if funding is available**, funding of home-delivered meals at \$2,342, \$319 for contracted meals, and \$1,869 to increase hours at the Esmont Center.

For Charlottesville, the Team recommends ongoing funding, and, **if funding is available**, \$778 for home-delivered meals, \$1,459 for contracted meals, and \$1,095 for increased JAUNT costs.

For specific recommended allocation, see spreadsheet.

LITERACY VOLUNTEERS OF AMERICA-CHARLOTTESVILLE/ ALBEMARLE

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$16,150	\$16,635	\$17,134	\$17,134	\$499	3.0%
City	\$24,226	\$24,953	\$25,702	\$25,702	\$749	3.0%

Agency Mission

Literacy Volunteers of America-Charlottesville/Albemarle (LVA-C/A) promotes increased literacy in Charlottesville and Albemarle County by recruiting, training, and supporting volunteers to provide individualized tutoring to adults who want to improve their reading and writing skills. Services are free and confidential.

PROGRAMS

LITERACY VOLUNTEERS OF AMERICA-CHARLOTTESVILLE/ALBEMARLE

Need and Intended Beneficiaries

LVA-C/A addresses the problem of low literacy and under-education in the City and County. The 1992 National Adult Literacy Survey indicates that 14% of County adult residents and 19% of City adult residents have extremely limited skills with an additional 21% of County adults and 23% of City adults struggling to read and understand long and complicated materials.

Longer-Term Outcome

"Social fabric is enhanced as adults from various socioeconomic backgrounds get to know one another and work for a common goal."

Interim Outcomes	FY03 Indicators
Students fulfill their commitment to attend tutoring.	116 (80%) of adults matched with a tutor will attend tutoring sessions regularly.
Tutors fulfill their commitment to students.	90 (85%) of tutors will stay in the program long enough for their students to meet a personal literacy goal
Students will meet at least one of their personal literacy goals.	116 (80%) of students will meet at least one personal literacy goals

Budget Synopsis:

LVA-C/A projects an annual budget of \$116,401 for FY03. They are requesting \$17,134 (3% increase) from the County and \$25,702 (3% increase) from the City.

Comments:

The Team requests that LVA track which local schools students attended and submit a report on the findings prior to submission of the FY04 funding application to the City and County. The Team recommends that the logic model be revised to reflect client outcomes rather than social fabric issues.

Recommendations:

The team assessed the program, application, and outcomes as excellent, because meaningful benefit to the community was clearly identified. Full funding is recommended, **if funds are available**.

For specific recommended allocation, see spreadsheet.

MADISON HOUSE

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$7,416	\$7,638	\$7,867	\$7,829	\$191	2.5%
City	\$6,058	\$6,240	\$6,427	\$6,396	\$156	2.5%

Agency Mission

Promotes leadership development, inspires volunteer service and cultivates relationships between University of Virginia students and the community.

PROGRAMS

STUDENT VOLUNTEER CENTER

Need and Intended Beneficiaries

Madison House addresses the volunteer coordination needs of 61 community agencies by providing 2,700 student volunteers weekly to meet the agencies' missions and objectives. The intended beneficiaries are public schools, community agencies, and the clients they serve. The issues addressed by the community agencies served by Madison House include: increasing quality of education for pre-K to 12 students; meeting basic needs of food, shelter, and medical care; meeting the isolation needs of elderly nursing home residents; and meeting the English as a Second language needs of adults.

Longer-Term Outcome

The quality of life of those served will be enhanced through developing relationships with Madison House volunteers and student leaders and volunteers develop a life-long commitment to volunteerism, leadership and civic responsibility.

Interim Outcomes	FY03 Indicators
The quality of life of those served in the community agencies will be enhanced through developing relationships with Madison House volunteers.	* Satisfaction rating using a 1 to 5 scale on achievement of this outcome. 90% of the agencies will rank this outcome with a minimum of 4.
Community Partner Agencies will have additional human resources via trained volunteers to meet agency objectives.	* Satisfaction rating using a 1 to 5 scale on achievement of this outcome. 90% of the agencies will rank this outcome with a minimum of 4. * Number and hours of student volunteers.
Community Partner Coordinators and Agencies will have the knowledge and skill to effectively utilize and supervise Madison House volunteers.	* Satisfaction rating using a 1 to 5 scale on achievement of this outcome. 80% of the agencies will rank this outcome with a minimum of 4.

Budget Synopsis:

Madison House projects a budget of \$221,207 for FY03. Madison House requested \$7,867 (3% increase) from the County and \$6,427 (3% increase) from the City for its Student Volunteer Center.

Comments:

The Team commends Madison House's efforts to assess community needs, based on students' service-learning experiences, and encourages staff to share this information with CCF, the review team, and others to inform local understanding of conditions facing residents.

Recommendations:

The Team assessed the quality of the program, application, and outcomes as good. Ongoing funding, **if available**, is recommended.

For specific recommended allocation, see spreadsheet.

MONTICELLO AREA COMMUNITY ACTION AGENCY

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County		\$130,099	\$124,785	\$111,971	(-\$18,128)	-14%
City		\$156,097	\$150,628	\$156,097	\$0	0%

Agency Mission

To work with individuals, families, and the community in a collective effort to eliminate the causes of poverty, to lessen the effects of poverty, and to promote progressive social change.

PROGRAMS

1. HEAD START

Need and Intended Beneficiaries

Despite increasing awareness of the importance of early childhood education in promoting school readiness, many children from low-income families in this community continue to enter Kindergarten without the benefit of a pre-school experience. Head Start serves three- and four-year olds and their parents from the neediest of families (90% must have incomes at or below 100% of federal poverty level, and 10% of children served must have an identified disability).

Longer-Term Outcome

“Children enter kindergarten with age-appropriate language skills, ready to learn to read.”

Interim Outcomes	FY03 Indicators
Children demonstrate increasing phonological awareness.	97 of 213 will be entering kindergarten. 80% of children entering kindergarten who regularly associate sounds with written words
Children demonstrate increasing alphabet awareness.	97 of 213 will be entering kindergarten. 80% of children entering kindergarten who can identify at least 10 letters of the alphabet
Children enter kindergarten with age-appropriate language skills, ready to learn to read.	97 of 213 will be entering kindergarten. 80% of children entering kindergarten regularly demonstrate interest and enjoyment in books and reading activities

2. PARENTS IN EDUCATION

Need and Intended Beneficiaries

Parents in Education addresses factors contributing to poor academic performance by low income elementary school age children, by focusing in large part, on the role of the parent in supporting and nurturing their child’s education. PIE serves families with incomes below 125% of the federal poverty guidelines who have children in elementary school, including kindergarten and occasionally pre-kindergarten. Families are typically headed by a single mother who is likely receiving some sort of public or agency support, has not graduated from high school, is employed full-time but earning low wages. The children have demonstrated poor academic performance or show signs of potential problems, such as poor attendance, reading deficiencies, or special needs.

Longer-Term Outcome

“Students are prepared to successfully meet the challenges of middle school.”

Interim Outcomes	FY03 Indicators
Students are promoted to the next grade level.	32 or 92% of program students who are promoted to the next grade level
Parents become skilled at overseeing and facilitating child's homework and learning activities.	20 or 80 % of program parents completing or attaining competency in 10 of 10 parent involvement curriculum items related to parent-child issues
Parents are able to interact appropriately and in partnership with teachers and school administrators.	20 or 80% of program parents completing or attaining competency in 5 of 5 parent involvement curriculum items related to parent-teacher issues

3. BEATING THE ODDS

Need and Intended Beneficiaries

Beating the Odds serves boys and girls, ages 8-11, who attend Clark and Jackson-Via schools in Charlottesville and Greer and Yancey schools in Albemarle County. This program focuses on over 50 young students who, because of their family, educational and cultural circumstances, are at risk of developing inappropriate, and perhaps self-destructive, behaviors.

Longer-Term Outcome

"Students meet the social and academic challenges of the current grade level and are prepared for advancement to the next level.

Interim Outcomes	FY03 Indicators
Students are promoted to the next grade level.	48 or 93% of program students who are promoted to the next grade level
Students attend school regularly.	49 or 95% of program students who meet school attendance standards
Students demonstrate positive, cooperative behavior.	51 or 98% of program students who limit school disciplinary actions (referrals to principal) to two per year

4. PROJECT DISCOVERY

Need and Intended Beneficiaries

Project Discovery serves boys and girls, ages 14-19, who attend high school in Charlottesville, Albemarle, Fluvanna, and Nelson. The program addresses the importance of educational achievement among low income, potential first generation college students, through dropout prevention efforts and exposure to a college option orientation curriculum. Younger students in the program typically lack maturity and exhibit more behavioral risk factors (e.g., poor attendance and disruptive classroom behavior) that would suggest they are candidates to drop out. Older students in the program typically represent the first generation in their family to pursue a post-secondary education and may lack information, resources, cultural experience and adequate writing skills.

Longer-Term Outcome

"Students enter and succeed in post-secondary institutions."

Interim Outcomes	FY03 Indicators
Students are accepted into post-secondary institutions.	152 or 93% of program seniors who are accepted into post-secondary institutions
Students graduate from high school.	156 or 95% of program seniors who graduate from high school

5. HOMELESS INTERVENTION

Need and Intended Beneficiaries

Hope House provides transitional (3-month) shelter, a program of personal and family development, and support services. Additionally, MACAA offers an 18-month shelter for low-and moderate-income families through an 11-unit apartment building. Families are typically female-headed with two or more

children. In addition to their need for shelter and the resolution of an immediate situation, families' needs include family and home management skills, employment opportunities and skill development, education enhancement, health care, mental health care, child care, transportation, credit resolution, and assistance in securing permanent housing.

Longer-Term Outcome

"Family is able to acquire and maintain housing that fully meets needs."

Interim Outcomes	FY03 Indicators
Client enhances home management skills.	13 or 87% of heads of households demonstrating proficiency in, or completing 90% of, short-term action plan items prior to exiting program
Family secures safe, affordable housing.	13 or 87% of program participants securing housing

6. FAMILY SUPPORT AND DEVELOPMENT

Need and Intended Beneficiaries

This program addresses the multiple factors affecting low income families that keep them in poverty, place them at risk of becoming homeless or in need of crisis intervention services. It serves low-income (below 125% of poverty) families in the Planning District. Factors influencing these include low wages and reduced employment opportunities for people with limited skills, high housing costs/limited affordable housing, education and job skill deficits, and family and home management deficiencies. Specific needs include housing, transportation, education, health care and childcare

Longer-Term Outcome

"Client attains and maintains a lifestyle that is independent of social program intervention and becomes a productive, contributing member of the community."

Interim Outcomes	FY03 Indicators
Client is able to identify family's strengths, limitations, needs, and factors influencing their situation.	98 or 81% of heads of household completing initial assessment and inventory of family resources
Client is able to identify and access resources.	78 or 64% of heads of household developing short-term and longer-term action plans

Budget Synopsis:

MACAA projects a total budget of \$3,886,566 (12.8% increase) for FY03. MACAA requests a total of \$124,785 from the County (4% decrease) and \$150,628 (4% decrease) from the City (4.2% increase).

The requests for their programs are as follows:

- Head Start: \$13,638 from the County (5% increase) and \$20,790 from the City (5% increase)
- Parents in Education: \$45,358 from the City only (3.0% increase)
- Beating the Odds: \$18,264 from the County (42% increase) and \$20,177 from the City (2% decrease)
- Project Discovery: \$23,817 from the County (46% increase) and \$23,690 for the City (3.3% increase)
- Homeless Intervention Program: \$896 from the County (67.2% decrease) and \$4,563 from the City (11.3% increase).
- Family Support and Development Program: \$36,050 from the County (40.2% increase) and \$36,050 from the City (3.0% increase).
- MACAA did not request funding for Crisis Intervention, which was moved to WorkSource Enterprises during the current year.

* A request for additional funding for the Child Health Partnership Program—\$25,450 each from the County and City (26.6% increase)—is included in the Partnership for Children summary. A request for additional funding for teen pregnancy prevention programs—\$32,656 from the County (1.5% increase) and \$48,683 from the City (23.3% increase)—is included in the Teen Pregnancy Prevention Collaborative summary.

Comments:

A. General Comments:

- The agency's logic models consistently identified outputs as activities. This should be addressed through additional training/consultation/technical assistance for MACAA staff.
- According to MACAA, their fundraising goals have been unrealistic in the past -- based on fundraising performance -- and this application is trying to bring those goals into reality. As a result, some programs have specific fundraising goals while others do not. The Team commends MACAA on identifying a strategy for fundraising that is in line with actual abilities.

B. Program-specific comments: Although the Team is not recommending specific levels of funding for individual programs (see recommendation below), the following observations were made about the individual programs:

- **Head Start** –This program has shown poor performance during federal reviews over the life of the program at MACAA, at times coming close to being closed down. The program is due for another federal review in March 2002. The most recent corrective action plan submitted by MACAA appears to be thorough and responsive and, according to staff from the federal oversight agency, it is the best plan they have seen from MACAA. If the program is able to correct previously identified deficiencies, the Team identifies it as a high funding priority.
- **Parents In Education** - The program, application, and outcomes were assessed as fair by the Team. The application was weak in identifying need and extent of the problems that the program addresses. Significant budgetary increases were based on purchasing GED test, books and software/hardware, yet the number of adults obtaining their GED over the last three years was low (10 out of 16 parents). The program operates in Johnson, Jackson Via and Burnley-Moran elementary schools in the City. However, at Johnson it is only operational in the summer.
- **Beating the Odds** –Although the program was assessed as good by the Team, the application was weak in identifying need and extent of the problems that the program addresses.
- **Project Discovery** – Although the program was assessed as good by the Team, the application was weak in identifying need and extent of the problems that the program addresses.
- **Homeless Intervention** - The program, application and outcomes were assessed as good because of the identification of need and extent of the problems, and how the program addresses the needs. Additionally, good data was provided on the beneficiaries.
- **Family Support & Development** –The program, application, and outcomes were assessed as poor by the Team. The program was weak in identifying need and extent of the problems that the program addresses. The program has yet to enroll any families (although it has been funded by the localities for three years), sighting staffing problems. (Recently, under the guidance of the new Executive Director, the agency indicated that it would return funds to the City and County from this program.)

Recommendations:

This recommendation is a result of a review of the current application, a review of the fiscal year 2000 audit of the organization, information from previous Agency Budget Review Team reports, and the Team's understanding what seems to be a new direction for the organization.

The Budget Review Team understands that the new Executive Director of MACAA, at the request of the MACAA Board, will soon present a plan of action for the Board regarding the future of the organization. The Budget Review Team recommends that the City and County fund MACAA at level funding (exclusive of the Partnership for Children programs and deducting money allocated for Crisis intervention) pending review of the final plan of the Board of MACAA. It is the intent of the Team that a subcommittee of the Budget Review Team reviews the plan with MACAA and makes further recommendations to the City Council and Board of Supervisors prior to final approval of funding by the City and County. Funding would be held in reserve until the final plan is approved.

The Team believes there is a need for a strong anti-poverty agency in the community that helps to focus on that segment of the population most disenfranchised. The Team further believes that the MACAA Board has shown a willingness to bring the agency into compliance with a variety of funding sources. There has been a long history of non-compliance accompanied by assurances of higher performance. The new Executive Director has been forthright in discussions and has shown a strong sense of the value of stewardship of community resources. It is because of the new Director and the new direction of the Board that the Team recommends a strategy for helping MACAA overcome their difficulties.

For specific recommended allocation, see spreadsheet.

THE MUSIC RESOURCE CENTER (MUSYC-CHARLOTTESVILLE)

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$5,000	\$5,500	\$7,000	\$5,638	\$138	2.5%
City	\$42,230	\$43,497	\$46,200	\$44,584	\$1,087	2.5%

Agency Mission

- To provide young people with alternatives to unhealthy activities in the street
- To help young people discover and develop their abilities

PROGRAMS

MUSIC RESOURCE CENTER:

Need and Intended Beneficiaries

The Music Resource Center (MRC) is open to any student enrolled in 7th through 12th grades. Within that group, the MRC primarily targets at-risk youth from low- to moderate-income areas of the City. MRC seeks to lessen juvenile delinquency and failure while increasing youth community awareness, youth skill building, and an overall youth achievement in the community. Using popular music as the vehicle, MRC attracts and engages young people in constructive activities, providing youth an alternative to negative activities such as engagement in sex or violence, or the use of drugs.

Longer-Term Outcome

"Teens will be living a constructive and productive life. Successfully completing the 12th grade. Stronger character aids in personal goal setting and achievement. Desire to participate in healthy alternatives to activities in the street. Increased motivation towards finding positive outlets of expression. Possess marketable skills for employment. Teens will work towards pursuing their dreams with a plan, knowledge or prerequisites, and proper research into what it takes to be successful."

Interim Outcomes	FY03 Indicators
Learning an audio-visual or instrumental skill while keeping out of trouble and off the streets.	165 or 33% of teens in attendance at MRC.
Increased life skills; setting, achieving goals; working cooperatively; and thinking creatively	400 or 80% of participants in MRC programs that adhere to the requirements of the activities
Passing grades; moving towards graduation	27 or 90% of students participating in Project NOMMO and tutoring sessions will advance to the next grade level.

Budget Synopsis:

MRC's projected budget for FY02 is \$234,200. They are requesting \$7,000 (27.3% increase) from the County and \$46,200 (6.2% increase) from the City. These requests reflect increased attendance by County residents and increased programming for City residents.

Recommendations:

The Team assessed the program, application and outcomes as good with meaningful indicators of impact. Ongoing funding is recommended, **if funding is available.**

For specific recommended allocation, see spreadsheet.

OFFENDER AID AND RESTORATION/JEFFERSON AREA COMMUNITY CORRECTIONS

	FY01 Budget	FY02 Budge	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$52,402	\$54,493	\$70,734	\$74,693	\$20,200	37.1%
City	\$97,509	\$101,405	\$114,239	\$112,714	\$11,309	11.2%

Agency Mission

The purpose of OAR is to assist individuals who are arrested, imprisoned, or released from incarceration. To further this purpose OAR will: reduce the rate of incarceration for non-violent crimes whenever alternatives are possible, encourage offenders to recompense victims and society, provide prisoners and families opportunities for positive growth, and support the transition from jail or prison to the community.

PROGRAMS

1. PRETRIAL SERVICES

Need and Intended Beneficiaries

The program works to reduce the pretrial population in the jail without jeopardizing public safety and to assist the court in making decisions based on documented risk factors for release for pretrial detainees and newly arrested individuals. These individuals have substance abuse problems, are low-income, low skilled, and have other mental and physical health issues, lacking other life skills necessary for them to be crime free and productive citizens.

Longer-Term Outcome

"Defendants comply with bond conditions. Clients appear for court dates as required."

Interim Outcomes	FY03 Indicators
Defendants comply with bond conditions.	89% will successfully close having completed all court requirements.
Defendants remain drug free and crime free.	95% will test negative for drug use. 93% will not re-offend.
Defendants show up for court appearances.	96% will show up for court appearances.

2. LOCAL PROBATION/COMMUNITY SERVICES

Need and Intended Beneficiaries

The program decreases overcrowding in jail by individuals who are nonviolent and could more productively take responsibility for their crimes in the community. The population includes misdemeanants and low-level felons; they are often substance abusers, low skilled, under-educated and under-employed.

Longer-Term Outcome

"Probationers complete court-ordered requirements and remain crime free."

Interim Outcomes	FY03 Indicators
Probationers complete court-ordered requirements.	75-80% complete all court-ordered requirements (community service, restitution, treatment).
Probationers remain crime free.	8% or less are re-arrested, or 92% are not re-arrested.

3. TRANSITIONAL/EMPLOYMENT SERVICES PROGRAM

Need and Intended Beneficiaries

The program assists with transition from incarceration to community, addressing needs including housing, food, clothing, education, and job skills. The offender population is ready to be released or has been released into the community and is often low-skilled and under-educated.

Longer-Term Outcome

"Maintain full-time employment and remain crime free."

Interim Outcomes	FY03 Indicators
Offenders maintain full-time employment and remain crime free.	75% of those placed on jobs remain employed for a period of 90 days or more.
Clients remain crime free during a 1-year period.	89% of those assisted do not commit other crimes during a one-year period.
Offenders participate in skill training or classes.	80% of those who participate will successfully complete training or classes.

4. IN JAIL/VOLUNTEER PROGRAM

Need and Intended Beneficiaries

Local jail inmates' needs include release planning, life skills, parenting classes, and anger management, among other issues. The population is inmates in jail who are predominately minority males who are under- or uneducated, low-skilled, often illiterate, unemployed or under-employed, many without stable families.

Longer-Term Outcome

"Inmates obtain transitional skills and support while incarcerated and remain crime free once released."

Interim Outcomes	FY03 Indicators
Inmates obtain transitional skills and support while incarcerated.	90% of inmates taking parenting classes complete them.
Inmates complete life skills classes.	90% of inmates complete life skills class.
Once released, clients remain crime free.	75% of clients do not return to jail after release.

5. DRUG COURT PROGRAM

Need and Intended Beneficiaries

Drug abusing offenders receive the chance to undergo intensive supervision and treatment as an alternative to jail or prison. Clients are substance-abusing offenders with felony drug charges. In addition to substance abuse they are generally under-educated with low skills.

Longer-Term Outcome

"Graduation from Drug Court with a minimum of 12 months drug free. Sentence is reduced or dropped."

Interim Outcomes	FY03 Indicators
Graduation from Drug Court with a minimum of 12 months drug free. Sentence is reduced or dropped.	50% graduate after 12 months or more drug free.
Drug Court participants remain crime free during supervision.	85% remain crime free.
Drug Court participants find employment or go to school.	75% are employed or go to school by the 3 rd phase of the program.

6. CRIMINAL JUSTICE PLANNER

Need and Intended Beneficiaries

This program addresses the lack of coordinated criminal justice services working together to develop and support an effective and comprehensive range of community services to promote public safety

and offender accountability. The intended beneficiaries are criminal justice agencies and programs which need planning and fundraising for expanded services.

Longer-Term Outcome

“Reduced crime and recidivism. Reduced criminal justice system costs.”

Interim Outcomes	FY03 Indicators
Charlottesville-Albemarle community receives State, Federal and foundation funding for criminal justice agencies.	% of grants and amount of money received.
Plans to address criminal justice problems	# of short-term solutions implemented.
Improve quality of treatment and rehabilitation available within the criminal justice system	# of new programs or improvements to existing programs.

Budget Synopsis:

OAR/Jefferson Area Community Corrections’ total projected budget for FY03 is \$825,543. OAR requests an increase of 4% for each of its five ongoing programs—Pretrial Services, Local Probation/Community Services, Transitional/Employment Services, In Jail/Volunteer Program and Drug Court—to cover the cost of staff salary increases.

During the current fiscal year, OAR/Jefferson Area Community Corrections’ has agreed to house and serve as fiscal agent for the Criminal Justice Planner of the Thomas Jefferson Area Community Criminal Justice Board. This program was previously located within the Thomas Jefferson Planning District Commission and was funded by the City and County. OAR’s budget request includes \$18,837 from the County and \$8,774 from the City for the Criminal Justice Planner.

With the inclusion of the Criminal Justice Planner, OAR’s request represents an increase of \$16,241 from (29.8%) from the County and \$12,834 (12.7%) from the City.

Comments:

OAR’s ongoing program’s outcomes and indicators are impressive.

The Team suggests that OAR investigate how they might combine/consolidate pretrial, volunteer, probation, and employment programs to create one or more logic models to better communicate the agency’s comprehensive approach.

Recommendations:

All ongoing programs:

The Team assessed the ongoing programs, application, and outcomes as excellent, with specific measurable indicators collected over a period of time. Full funding is recommended, **if available**.

Criminal Justice Planner:

The Team assessed the program, application, and outcomes as good. Funding as requested is recommended, **if available**.

For specific recommended allocation, see spreadsheet.

PARTNERSHIP FOR CHILDREN

	FY01Budget	FY02Budget	FY03Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$255,435	\$251,075	\$294,003	\$257,353	\$6,278	2.5%
City	\$266,996	\$267,995	\$314,696	\$274,695	\$6,700	2.5%

Agency Mission

- Building a supportive community where all children are nurtured in healthy families and arrive at school ready to learn.
- The Partnership for Children is a collaboration of thirteen public and private social agencies providing services to families with children up to the age of six.

PROGRAMS

1. HOME-VISITING COLLABORATIVE

Need and Intended Beneficiaries

The four collaborative agencies (Thomas Jefferson Health Department, Monticello Area Community Action Agency/Child Health Partnership, Children, Youth and Family Services, and The Arc of the Piedmont/Infant Development Project) provide home-visiting services to families with children at risk of poor health, physical or cognitive disabilities, child abuse and neglect, and family instability. The services are intended to reduce risk factors and assist parents in learning how to provide a supportive family environment.

Longer-Term Outcome

“Children will be healthier, safe from abuse and neglect, emotionally secure, and their healthy growth and development will be enhanced. Families will become more self-sufficient.”

Interim Outcomes	FY03 Indicators
Families will use their medical home on a regular basis to acquire and maintain optimal health.	766 or 95% of enrolled children will have up-to-date immunizations; 766 or 95% of enrolled children who have up-to-date well-baby checkups
Parents will understand the value and importance of relating positively to their children.	605 or 75% of parents will demonstrate positive attitudes about their children and parenting
Parents will engage their children in age-appropriate activities that encourage development.	605 or 75% of parents will read to their children 4 or more times per week
Parents will be aware of community resources and have knowledge about how to access those services.	60% of all first time moms and all teen moms will receive an assessment through a home visit.

2. COMMUNITY COLLABORATION AND COORDINATION

Need and Intended Beneficiaries

The office of the Partnership for Children Coordinator provides staff support for the collaborative programs and activities of the Partnership agencies and serves as a point of contact in the community for information and assistance to families who need services. Although families with risk factors are the primary beneficiaries of the Partnership’s service programs, information and resources are made available to all parents to enable them to more effectively meet the needs of their young children.

Longer-Term Outcome

“The community is supportive of children and families; children will be nurtured in healthy families and arrive at school ready to learn.”

Interim Outcomes	FY03 Indicators
Parents and community agencies are aware of the Partnership for Children.	25 or 25% of a sample of residents will know about the Partnership for Children.
Identified gaps are prioritized and the community works in collaboration to develop additional resources.	12 or 100% of collaborative partners will report that effective collaboration is occurring and additional resources are being developed.

3. FAMILY EDUCATION COLLABORATIVE

Need and Intended Beneficiaries:

Children’s healthy development is compromised when parents use ineffective discipline, lack the skills to interact positively with their children, or have unrealistic developmental expectations. The proposed program would be targeted to parents of young children who face challenges to parenting successfully, including financial worries, employment responsibilities, limited time availability, and lack of knowledge/skills. The earlier in a child’s development that parents are educated and supported, the better the chance is to change family patterns and disrupt continuing cycles of disrupted family relationships, abuse and neglect, family violence, substance abuse, school drop-out, and delinquency.

Longer-Term Outcome:

“The community is supportive. Children are nurtured in healthy families and arrive at school ready to learn.”

Interim Outcomes	FY03 Indicators
Community recognizes value of family education programs and request family education workshops on a variety of topics.	20 or 87% of available workshops will be provided at the request of community organizations.
Parents will practice relating in a more positive manner and will try the new strategies and techniques.	45 or 80% of parents participating in the Six Easy Steps class at CYFS will report feeling better prepared to meet parenting challenges and that the strategies learned will work at home.
Parents learn and practice teaching strategies for encouraging healthy development using videotaped interactions.	19 or 80% of parents participating in the Hanen classes (<i>You Make the Difference, It Takes Two to Talk, More than Words</i>) will demonstrate learned teaching techniques on videotaped interactions.

Budget Synopsis:

- The Partnership for Children’s projected total budget for FY03 is \$1,883,597. The Partnership’s total request is \$294,003 (17% increase) from the County and \$314,696 (17% increase) from the City.
- The Home-Visiting Collaborative Program of the Partnership is requesting \$270,257 (17% increase) from the County and \$290,950 (18% increase) from the City.
- The Community Collaboration and Coordination Program is requesting \$17,746 (3.5% increase) from both the City and the County.
- The proposed Family Education Collaborative is requesting \$6,000 each from the City and County to fund a new program.

Recommendations:

Home Visiting Collaborative and Community Coordination. The programs, applications, and outcomes were assessed as good, showing an impact on the lives of residents. The Team recommends ongoing support, **if funding is available.**

Family Education Collaborative: The program, application and outcomes were ranked as fair with a need for a clearer longer-term outcome. However, because the proposal is part of a partnership with a strong

track record and a collaborative decision-making and research process that identified this as a community need, the Team recommends partial funding, **if funds are available**.

For specific recommended allocation, see spreadsheet.

PIEDMONT HOUSING ALLIANCE

	FY01 Budget	FY02Budget	FY03Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$91,050	\$92,132	\$175,150	\$93,185	\$1,053	1.1%
City	\$58,840	\$104,398	\$207,280	\$107,008	\$2,610	2.5%

Agency Mission

To improve the lives of low- and moderate-income families and individuals in the region by creating housing and community development opportunities.

PROGRAMS

1. HOUSING COUNSELING PROGRAMS

Need and Intended Beneficiaries

This program addresses the need for comprehensive housing counseling to move people from renting into home ownership. Intended beneficiaries are families and individuals who need long-term credit and financial counseling; education and support on purchasing a home; access to available credit; a method to save for purchase; and knowledge of home maintenance.

Longer-Term Outcome

"Increased sense of stability, confidence, hope, self-esteem and community; homeowners' families build wealth in the form of a home; community builds wealth through \$3 million of new home ownership in the City per year."

Interim Outcomes	FY02 Indicators
Clients demonstrate their knowledge by passing the VHDA Homeownership test and receiving a certificate.	75 or 100% of clients who take the test will pass the Virginia Housing Development Authority (VHDA) Homeownership test and receive a certificate
Renters become homeowners.	25 or 10% of active clients will purchase a home
Clients are ready to buy, but are still looking for their home.	25 or 10% of active clients will be in Step 5 of the 5 Steps to Homeownership (goal: 20 clients)

2. LOAN FUND DEVELOPMENT

Need and Intended Beneficiaries

PHA's loan funds address the need in the community for grant and low-interest loan funding for affordable housing, including home repair and rehabilitation for elderly and disabled homeowners, low to moderate income first time home buyers, affordable rental, transitional, single family, and housing project development, and small businesses. Generally, loan funds are available for households whose incomes are less than 80% of the area median income (or 60% of the area median income) and households with an elderly or disabled household member, as well as organizations serving these population groups.

Longer-Term Outcome

"Increase percentage of homeownership; increased property values; increased affordable rental opportunities."

Interim Outcomes	FY03 Indicators
More people are able to achieve the dream of homeownership; more families own their homes.	26 households purchase first home with assistance from PHA loan fund
Commercial loan applicants obtain financing from PHA to start or expand their business	6 commercial loans
Increased affordable rental, homeownership and/or mixed-use opportunities in a regional context for low-to-moderate income households by lending to other organizations increased.	63 loans are made to organizations to create affordable rental/home ownership and/or mixed use opportunities.

3. PROJECT DEVELOPMENT

Need and Intended Beneficiaries

This program addresses the need for the creation of more affordable housing through project development and finance packaging for affordable housing projects throughout the region. Intended beneficiaries are low- and moderate-income households, including elderly and disabled persons, needing safe, affordable housing that is well-planned, well-constructed, yet within their ability to afford, be it rental or homeownership.

Longer-Term Outcome

“Greater stock of affordable housing in the region; better quality of life in the region; City’s housing stock is re-capitalized.”

Interim Outcomes	FY03 Indicators
More first-time homebuyers are able to purchase affordable homes	10 first-time homebuyers purchase homes
Greater homeownership versus rental in the City of Charlottesville	10-20% increase in the ratio of owner-occupied units versus renter-occupied units
Private investment is spurred.	5% increase in total dollar value of all private development in neighborhoods where PHA is conducting project development activities.

4. REGIONAL FAIR HOUSING PROGRAM

Need and Intended Beneficiaries

This program addresses the need for fair housing education, outreach, and advocacy. The whole community is the intended beneficiary, as we are all protected under Fair Housing laws. Housing consumers and housing providers need to be aware of their Fair Housing rights and responsibilities. Equal housing opportunity is an important concept for everyone, whether a renter or a landlord, a homebuyer or a home seller, a property manager or a realtor.

Longer-Term Outcome

“Expanded housing opportunities; more integrated housing patterns; less, and eventually no, housing discrimination”.

Interim Outcomes	FY03 Indicators
Increase in fair housing inquiries	75 people will contact PHA for information or referral (350% increase over 00/01)
Increase in enforcing fair housing rights	5 people will contact PHA to make a complaint of housing discrimination
Prevention of housing discrimination	20 fair housing problems will be remedied through counseling

5. EMPLOYER ASSISTED HOMEOWNERSHIP PROGRAM

Need and Intended Beneficiaries

This program will address the need in the community for affordable home ownership for working families (Workforce Housing). Intended beneficiaries are City and County local government employees and their families who find it difficult to live and work in their communities due to employee salaries that are not keeping up with the cost of available housing in the area. Intended beneficiaries also include the City and County governments who need to attract and retain employees and can do so by assisting with employees' housing needs.

Longer-Term Outcome

"City and County employees have more stable living and working situations; City and County retain more long-term employees."

Interim Outcomes	FY03 Indicators
Participants increase financial literacy and are educated on financial resources and the home buying process.	20 or 16.7% of participants graduate from PHA's 5 Steps to Homeownership program
Increase in the number of City/County employees who purchase homes.	20 or 16.7% of program participants purchase a home
City/County incorporate data into Human Resources programs.	100% of Human Resources programs incorporate data.

Budget Synopsis:

PHA's total budget projection for FY03 is \$830,276, an increase of 54% over the current fiscal year. The request to Albemarle County is \$175,150, (90% increase). The request to Charlottesville is \$207,280 (99% increase).

- The Housing Counseling Program is requesting \$56,130 (33.6% increase) from the City to fund an additional ½ time housing counselor.
- The Loan Fund Development Program is requesting \$100,000 (163.2% increase) from the County and \$50,000 (66.7% increase) from the City. Both requests provide for partial funding for a new regional loan officer. The County request also includes \$50,000 for loan fund capital for the Albemarle Housing Initiative Fund.
- The Project Development Program is requesting \$45,000 (new funding) from the County and \$71,000 (173.1% increase) from the City. The County request is for a new contracted project manager position for projects in Albemarle, including Crozet Crossing II. The City increase is requested for a full-time project manager for numerous projects including 10th and Page, King and Grove, Fifeville, and Garrett Square.
- The Regional Fair Housing Program is requesting \$5,150 (3% increase) each from the City and County.
- The Employer Assisted Homeownership Program is requesting new funding of \$25,000 each from the City and County to start and run the program.

Comments:

The Team recommends that the City and County conduct an independent organizational management and utilization study of AHIP and Piedmont Housing Alliance, specifically focused on the roles and strengths of each organization and identifying gaps and overlaps in service.

Recommendations:

Housing Counseling- The Team assessed the program, application, and outcomes as good. Information and data provided about waiting list did not appear to justify the addition of new staff. Ongoing support is recommended, **if available**.

Loan Development- The Team assessed the program, application and outcomes as good. Ongoing support is recommended **if available**.

Project Development Program- The Team assessed the program, application, and outcomes as fair; proposed outcomes were poorly outlined. No funding is recommended for the County and ongoing funding, **if available**, is recommended for the City.

Regional Fair Housing Program- The Team assessed the program, application and outcomes as good. The Team recommends ongoing funding, **if available**.

Employer Assisted Homeownership Program- The Team assessed the program, application, and outcomes as poor. Funding is not recommended.

For specific recommended allocation, see spreadsheet.

SEXUAL ASSAULT RESOURCE AGENCY

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommendation	Dollar Increase	Percent Increase
County	\$24,000	\$24,000	\$24,000	\$24,000	\$0	0%
City	\$24,000	\$24,000	\$24,000	\$24,000	\$0	0%

Agency Mission

To improve the quality of life for survivors of sexual violence by providing them with the resources necessary to assist them in the healing process. To create a community that will no longer tolerate sexual violence by educating people about the dynamics and seriousness of sexual violence and its impact on its victims.

PROGRAMS

1. CLIENT SERVICES

Need and Intended Beneficiaries

Sexual violence is a crisis that disrupts the individual's homeostasis and results in a variety of symptoms including eating disorders, loss of self-esteem, depression, social adjustment problems, and drug and alcohol abuse. Most victims have an intense, acute reaction lasting several months, and in the case of child sexual abuse, the effects can last for decades. Of the projected 391 beneficiaries, 40% are adult survivors of child sexual abuse, 50% experienced violence as an adult, and 10% are child victims of sexual abuse.

Longer-Term Outcome

"Create a positive impact on the community by improving the quality of life for survivors, their families and friends."

Interim Outcomes	FY03 Indicators
Survivors of sexual violence access SARA's services.	391 contacts through hotline, advocacy, and brief contacts
Survivors of sexual violence break their silence.	293 or 75% % of survivors receiving crisis intervention and support services
Survivors of sexual violence feel more confident and in control of themselves.	10% of clients receiving counseling services participate in specialized workshops 5% of client base participate in ongoing supportive counseling

2. EDUCATION AND TRAINING

Need and Intended Beneficiaries

The agency's Education and Training program helps adults and teens understand the causes of sexual violence, and provides information to assist them in preventing and responding to threatening situations. Next year SARA projects reaching 7,285 people with their Education and Training program, of which approximately 67% are residents of Charlottesville and Albemarle. These beneficiaries include victims of sexual violence, friends and family of victims, high school and middle school students and the general public. SARA cites statistics that show 60 to 80% of teens have experienced some form of sexual harassment or violence, and that nationally in 1999, 443,000 people over the age of 12 were victims of rapes or attempted rapes.

Longer-Term Outcome

"Create an environment in which sexual violence is no longer tolerated."

Interim Outcomes	FY03 Indicators
High school students are more aware of the dynamics and effects of sexual and relationship violence.	More than ½ the students understand who is responsible for sexual violence and come to recognize indicators of an unhealthy relationship.
High school students take initiative in addressing sexual and relationship violence issues within their peer groups by joining VIVA (<i>Voices for Interpersonal Violence Alternatives Project</i>).	More than ½ of the students indicate a change in attitude and a willingness to apply what they've learned to their own relationships.
Women are more knowledgeable about self-defense issues, techniques, and options for confronting dangerous and/or threatening situations.	95% of RAD (<i>Rape Aggression Defense workshop</i>) participants learn a variety of assertive responses to various forms of intimidation, harassment, and threat.

Budget Synopsis:

SARA's projected budget for FY03 is \$375,552 (8.4% increase). SARA requests level funding of \$24,000 each from the City and the County.

Recommendations

The Team assessed the program, application, and outcomes as good. Level funding as requested is recommended, **if available**.

For specific recommended allocation, see spreadsheet.

SHELTER FOR HELP IN EMERGENCY

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$68,570	\$70,624	\$75,313	\$72,389	\$1,765	2.5%
City	\$76,740	\$80,372	\$90,519	\$82,381	\$2,009	2.5%

Agency Mission

Working to end domestic violence in our community. All shelter programs and services are designed to empower victims of abuse to become self-sufficient, assist women and children to break the cycle of abuse, and create a community that has zero tolerance for domestic violence and is more supportive of victims of abuse.

PROGRAMS

1. RESIDENTIAL CLIENT SERVICES

Need and Intended Beneficiaries

The SHE strives to provide a safe haven for victims of domestic violence and their children, providing 4,500 nights of shelter. The primary beneficiaries are adult individuals (and their children) who are battered or abused by an intimate partner. This group tends to be primarily women, who have a need for safety out of an abusive home/relationship, being isolated both geographically and emotionally by the abuser, and experiencing a lack of resources (usually related to the isolation). Other characteristics include physical injury, fear and lack of self-esteem.

Longer-Term Outcome

"Women become empowered to be self-sufficient and break the cycle of abuse for themselves and their children."

Interim Outcomes	FY03 Indicators
Victims of domestic violence are aware of SHE Program and Services.	200 victims call the hotline 125 women come into Shelter
Victims of domestic violence are safe from injury and abuse by their partner while in the SHE residential facility.	4,000 nights of safe shelter provided to victims of domestic violence and their children
Clients are able to develop personal resources to find training, jobs, and housing.	88 or 70% of clients exit program to transitional/permanent housing 94 or 75% of clients participate in personal skills workshops 94 or 75% of clients participate in counseling and/or support groups.

2. NON-RESIDENTIAL CLIENT SERVICES

Need and Intended Beneficiaries

The SHE offers support services and skill development opportunities to victims of domestic violence and their children. The primary beneficiaries are individuals (primarily women and their children), including former residential Shelter clients, who are battered or abused by an intimate partner. They often demonstrate a lack of resources or knowledge about resources, as well as low self-esteem.

Longer-Term Outcome

"Women become empowered to be self-sufficient and break the cycle of abuse for themselves and their children."

Interim Outcomes	FY03 Indicators
Victims of domestic violence are aware of SHE Program and Services	100 victims of domestic violence have initial contact with shelter through court proceedings 200 victims of domestic violence call the hotline 15,000 materials distributed
Victims of domestic violence are better informed of community resources and ways to access services	20 referrals given to group and/or individual counseling clients 100 referrals given to victims of domestic violence who have initial contact with the Shelter through court proceedings 200 referrals recorded on hot line form.
Victims of domestic violence are better informed of legal remedies and understand how to utilize these options.	5 legal referrals given in individual and/or group counseling 20 court accompaniments 100 victims of domestic violence have initial contact with shelter through court proceedings 25 legal referrals given on hotline

3. COMMUNITY EDUCATION AND TRAINING

Need and Intended Beneficiaries

Putting an end to domestic violence by creating a community of intolerance begins with educating the public about the issues and dynamics of domestic violence and its negative impact on the community. The beneficiaries include the general public, school children, allied professionals, and victims of domestic violence.

Longer-Term Outcome

"The community has zero tolerance for domestic violence and is more supportive of victims of domestic violence."

Interim Outcomes	FY03 Indicators
Community is aware of SHE education and training programs.	50 volunteers recruited and trained 50 presentations given 200 requests for materials/programs 15,000 materials distributed
School age children are able to identify abusive behaviors	1200 evaluations from participants attending school age presentations indicate that 70% gained new knowledge
Allied professionals are better equipped to provide services to victims of domestic violence.	50 collaborative efforts 250 referrals from allied professionals 15 presentations to allied professionals.

Budget Synopsis:

SHE projects a total agency budget of \$591,081 (5.5% increase) for FY03. SHE requests \$75,313 from the County (7% increase) and \$90,519 from the City (12.6% increase) overall. This includes a request for Residential Client Services to \$30,125 (5.3% increase) from the County and \$36,207 (12.6% increase) from City; a request for Non-Residential Client Services Program for \$22,594 (5.3% increase) from the County and for \$27,156 (12.6% increase) from the City; and a request for Community Education and Training Program of \$22,594 (5.3% increase) from the County and \$27,156 (12.6% increase) from the City. Increased costs reflect readjusted local share formulas based on shelter usage and non-residential service usage.

Comments:

The team encourages SHE to document the relationship between its community education efforts and its stated mission to eliminate domestic violence -- in particular whether the efforts to raise awareness of domestic violence have had an impact on local levels of domestic violence, and how SARA uses its expertise to reduce domestic violence in the Charlottesville/Albemarle community.

Recommendations:

Residential Program: The Team assessed the program, application and outcomes as excellent, providing demonstrable impact on the community. Full funding was recommended, **if funds are available**.

Non-residential Program: The Team assessed the program, application and outcomes as good. Ongoing support, **if available**, is recommended.

Education Program: The program, application, and outcomes were assessed as good. The Team recommends ongoing support, **if funding is available**.

For specific recommended allocation, see spreadsheet.

SOCCER ORGANIZATION OF CHARLOTTESVILLE/ALBEMARLE

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$0	\$0	\$3,000	\$0	\$0	0%
City	\$9,415	\$9,697	\$10,500	\$9,939	\$242	2.5%

Agency Mission

SOCA is a non-profit volunteer organization operated exclusively for the charitable and educational purposes of teaching the sport of soccer, managing soccer teams and leagues, and developing sportsmanship, good citizenship, and health for the common good and general welfare of the people of the Charlottesville/Albemarle community. Central to SOCA's mission is providing both constructive educational soccer opportunities for all interested participants, and the emphasis on developing the fundamental qualities of good citizenship.

PROGRAMS

OUTREACH PROGRAM

Need and Intended Beneficiaries

SOCA's Outreach Program addresses the need for constructive, long-term, and individualized activity for many children who live in public housing and whose family and community structure is taxed by social and economic factors such as the transition from welfare to work. Beneficiaries are children, ages 6-16, who need structured and supervised activities, one-on-one guidance and care, and opportunities to develop positive peer relationships with children from other socioeconomic backgrounds.

Longer-Term Outcome

"Children grow to become role models, coaches, and mentors in the community."

Interim Outcomes	FY03 Indicators
Children have after-school and Saturday activities.	75% of children attend 80% of games and practices.
Children gain skill and confidence.	75% of children improving 1 point on simple rating scale.
Children improve ability to keep tempers.	Decrease in number of incidents of children losing temper at practices and games. (75% of teams have 50% fewer incidents.)

Budget Synopsis:

SOCA projects a total budget of \$636,500 for FY03. SOCA requests \$10,500 (8.3% increase) from the City and requests new funding of \$3,000 to expand the program to Albemarle County.

Comments:

The team recommends using fees to supplement the outreach program even if that means increasing fees for other participants.

Recommendations:

The Team assessed the program, application, and outcomes as good. The Team understood the program to be a primary prevention program and recommended that, with limited local funds, funding priority is low, relative to programs that are more directly aimed at improving conditions for underserved residents. Level funding, **if available**, is recommended for the City and funding is not recommended for the County.

For specific recommended allocation, see spreadsheet.

TEEN PREGNANCY PREVENTION COLLABORATIVE

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$31,225	\$32,162	\$32,656	\$0	\$0	0%
City	\$35,435	\$39,479	\$39,479	\$39,479	\$0	0%

Agency Mission

To provide a continuum of age-appropriate services to boys and girls that will enable them to avoid early parenting and sexually transmitted disease, and remain in school through high school graduation. The collaborative ensures that services are well planned, non-duplicative, relevant to the needs of youth served, cost-effective, and achieve the goal of reducing the teen pregnancy rate in the local area.

PROGRAMS

TEEN PREGNANCY PREVENTION COLLABORATIVE

Need and Intended Beneficiaries

In 1999, the teen pregnancy rate for girls, ages 15-17, in the Charlottesville/Albemarle area was 45.8 per 1,000 and the reported cases of sexually transmitted diseases was 13.6 per 1,000. The intended beneficiaries of this program are boys and girls, aged 10 to 19 years old, in the City and County who are considered to be at high risk for early parenting or being exposed to sexually transmitted diseases. They need support services, increased involvement with their parents and families, year-round life skills programming, and participation in recreational, social, and cultural activities.

Longer-Term Outcome

"Teens successfully complete high school without becoming pregnant or a teen parent."

Interim Outcomes	FY03 Indicators
Teens learn skills to prevent an early pregnancy.	158 or 80% of program participants able to accumulate knowledge of pregnancy prevention
Teens follow proper birth control methods or practice abstinence.	192 or 97% of program participants either not pregnant or free of sexually transmitted diseases
Teens recognize the importance of regular attendance and behaviors that promote their long-term educational goals.	148 or 75% of program participants who attend school regularly, improve their grades and behavior at school

Budget Synopsis:

The Teen Pregnancy Prevention Collaborative's total projected budget for FY03 is \$206,829 (7.3% increase). The request to the County is for \$32,656 (1.5% increase) and the request the City is for \$48,683 (23.3% increase).

Comments:

The Team requests that the Collaborative outline in detail the fundraising strategy for sustainability. The Team recommends that the overall Collaborative better define how the partner agencies collaborate. The Team requests a logic model from the Collaborative.

Recommendations:

The Team assessed the program, application, and outcomes as good. Ongoing funding, **if available**, is recommended. However, because both programs (Camp Horizon and Young Guys of Distinction) to be funded by this request are operated by MACAA, the Team recommends that the funds be held pending the Team's receipt and review of MACAA's overall operational plan. (Please see MACAA recommendations.)

For specific recommended allocation, see spreadsheet.

UNITED WAY-TJA CHILD CARE SCHOLARSHIP PROGRAM

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$74,275	\$83,635	\$87,015	\$87,015	\$3,380	4.0%
City	\$101,226	\$110,586	\$113,966	\$113,966	\$3,380	3.1%

Agency Mission

To encourage parents to initiate and maintain employment toward becoming self-supporting and to promote quality child care in our community.

PROGRAMS

CHILD CARE SCHOLARSHIP PROGRAM

Need and Intended Beneficiaries

The United Way Child Care Scholarship Program addresses the needs of low-income working parents and their children in Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson. For most low-income families the cost of dependable quality childcare is not affordable. Most parents in the program are single mothers, working for low wages and to establish or maintain their financial independence.

Longer-Term Outcome

"Families increase their stability and self-reliance, and children are better prepared to succeed in school and future activities."

Interim Outcomes	FY03 Indicators
Parents maintain and improve employment.	180 or 90% of parents will remain employed 50 or 25% of parents will increase in wages
Children receive safe and dependable childcare.	180 or 75% of infants and preschool children will have stable childcare for at least one year or since entering the program.

Budget Synopsis:

The United Way Childcare Scholarships' projected FY03 budget is \$625,150 (2% increase). The program is requesting \$87,015 (4% increase) from the County and \$113,966 (3.1% increase) from the City. The increased funding is requested to pay for one new scholarship each in the City and the County. The funds will be used to leverage matching federal funds.

Recommendations:

The Team assessed the program, application and outcomes as excellent. Full funding is recommended, **if funds are available**, particularly because the funding leverages federal funding.

For specific recommended allocation, see spreadsheet.

WORKSOURCE ENTERPRISES

	FY01 Budget	FY02 Budget	FY03 Request	FY03 Recommended	Dollar Increase	Percent Increase
County	\$0	\$18,128	\$16,500	\$28,000	\$9,872	54.5%
City	\$0	\$50,449	\$83,500	\$70,000	\$19,426	38.4%

Agency Mission

To secure employment and support services that enable individuals with vocational disabilities to achieve economic self-sufficiency, independence and community.

PROGRAMS

CHARLOTTESVILLE/ALBEMARLE CARES (COALITION ASSISTING RESIDENTS IN EMERGENCY SITUATIONS)

Need and Intended Beneficiaries:

CARES is a collaboration of public and private organizations that serves as a clearinghouse for those requiring emergency financial assistance. The program is designed to assist those with unexpected expenses and those with imminent utility disconnection, eviction, or mortgage foreclosure. Eligible beneficiaries must be employed, must have a documented emergency need, must have exhausted all possible available resources, and must have a source of income that generally meets all routine expenses. WorkSource Enterprises took administrative responsibility for this program earlier this year at the request of a community advisory group that was seeking a new location for the program formerly known as "CAP"(Community Assessment Program). CAP has been administered previously by the Salvation Army and by MACAA.

Longer-Term Outcome:

"Clients no longer need the services of CARES; lifestyle changes are implemented and clients live within their means; clients are self-sufficient."

Interim Outcomes	FY02 Indicators
Financial assistance is provided for emergency needs, such as the payment of rent, mortgage, or utilities	This outcome will be achieved for 100% of those clients who meet the requirements.
A detailed budget is formulated for all clients at the time of intake.	This outcome will be achieved for 100% of those clients who participate in the intake/assessment process.
Information and referral services are provided to all clients.	This outcome will be achieved for 100% of those clients who participate in the intake/assessment process.

Budget Synopsis:

WorkSource Enterprises projects a total budget of \$2,657,000 for FY03. The proposed budget for CARES is \$137,250 (63.5% increase). CARES is requesting \$18,128 (% increase) from the County and \$83,500 (65.5% increase) from the City.

Comments:

- The Team commends WorkSource for its initial management of the program.
- The Team suggests that the Albemarle County Department of Social Services funding be folded into the County's allocations, and has done so in the above FY03 figures.
- The City and the County have adjusted the allocation to more accurately reflect proportional usage by City and County residents. Future funding requests should be proportional between the City and County.

Recommendations:

The Team rates the program, application, and outcomes as good. The funding priority was identified as high, because of the increasing need for this service. The Team recommends full **funding if funds are available**. The program is in an organizational phase under new management. Funding the proposed new position will allow the director to rebuild connections with the churches and others in the community.

For specific recommended allocation, see spreadsheet.

APPENDICES

**APPENDIX A:
FY 03 AGENCY INSTRUCTIONS AND APPLICATION**

**APPENDIX B:
FY 03 AGENCY ASSESSMENT FORM**

**APPENDIX C:
FY 03 AGENCY BUDGET REVIEW TEAM CALENDAR**

City of Charlottesville, County of Albemarle and United Way-Thomas Jefferson Area

Funding Application Forms
Overview and Instructions for Completion

Applications for City of Charlottesville and/or County of Albemarle are due November 30, 2001.

Applications for United Way-Thomas Jefferson Area are due January 23, 2002.

1. Introduction.

The City of Charlottesville, County of Albemarle and the United Way-Thomas Jefferson Area provide a common application form for agencies requesting program funding from any or all of these entities. This application was developed to streamline the application process and capture program outcome and budget data. As the focus of the funding review process shifts from an agency budget review to an emphasis on program impact, information is needed to assess the results and related costs of funded programs. The application form has been revised for the FY03 cycle to elicit information often requested during the FY02 review process.

The budget and program report package is designed as a tool for both providers and funders. Providers are equipped with standardized forms for reporting and projecting financial data as well as program outcome data. Funders have the information needed for making wise investment decisions in programs that get results for individuals and families.

Agencies are requested to use the training material *and* attend training workshops that are scheduled prior to the submission deadline.

2. Application and Submission Requirements.

The application packet includes:

1. Instructions
2. Program Application Forms
3. Budget Application Forms

The funding application package consists of the following sections, which must be presented in this order with consecutively numbered pages:

- *Application Cover* (AC – 1)
- *Program Description (PD) Forms*: Context (PD-1), Logic Model (PD-2), Outcome Measurement Framework (PD-3), Outcome Measurement Plan (PD-4)
- *Program Budget Forms*- Budget, (PB-1), Program Revenue and Beneficiaries (PB-2), Program Budget Changes (PB-3), Program Budget Explanation Form (PB-4)
- *Total Agency Budget Forms*: Agency Budget (TB-1), Agency Beneficiaries (TB-2)

Please note that a funder may request additional information or reports (i.e. number of copies, board listing, etc). The funder will specify these prior to the application submission.

3. Computer System Requirements.

All forms are available on-line at the Charlottesville/Albemarle Commission on Children and Families website (www.ccf.ci.charlottesville.va.us). They may also be obtained by email, on a disc you provide, or in hard copy from the Commission or the United Way.

The forms and instructions are provided in word-processing (rich text format) and spreadsheet (Microsoft Excel, saved as version 5/95) files. FY03-Program.rtf contains the cover, program description forms and one budget explanation form. FY03-Budget.xls contains the program and agency budget forms. FY03-Instructions.rft contains these instructions.

The application package is a reporting tool for program and financial data. It is not a data tracking or accounting system. The report forms are templates to input information. While some formulas for simple math calculations are contained on the templates, it is not a fully integrated system.

4. Instructions for Completing the Program Description and Budget Forms:

A. AC – 1: Application Cover Page

- Complete and submit one form per agency.
- Briefly describe your mission with some specific overall agency goals and methods.
- The cover page must be signed by both the Executive Director and the volunteer Board Chair.

B. Program Description and Program Budget Forms

- Complete and submit one set of program description and program budget forms per program.
- Program name and number should be consistent with the cover page
- Present entire sets of program description and program budget forms consecutively for each program (*Total agency budget forms should be attached at the end of the completed application.*).

1) PD - 1 Program Context

In order to fully understand your program, it is important for you to describe it within the context of the greater community. Therefore,

- Complete the 7 questions within a 2-page limit to establish the relationship between your program and the community and the role your program is playing. You may respond to the questions individually or develop a narrative that addresses each question.

2) PD - 2 Program Logic Model

- Sample formats are provided in the training manual – *A Practical Approach to Measuring Program Outcomes*, however, you may use whatever format accurately presents the program, and conveys the logical linkages between the various program components indicated on the form.
- Include specific data on inputs.

3) PD – 3 Outcome Measurement Framework

- Projected program budget and total intended beneficiaries should correspond to totals on the Program Budget forms (Budget and Beneficiaries respectively) for the proposed year.
- While it is recognized that agencies may identify multiple desired outcomes in the logic model, applicants are requested to report on no more than three outcomes that are most important and elemental to the program.
- Specific numbers and percentages/ratios should be provided.

4) PD - 4 Outcome Measurement Plan

- The Plan may reflect an existing process to collect, manage, analyze, and report data, or a process to be implemented or improved.

5) PB – 1 Program Budget Request Form

- “Current Year Budget” should show amounts that were granted not amounts requested from funding sources.
- Current funding requests are entered in the column for “Proposed Year Projection.”
- The change in dollar and percent is automatically calculated in the computerized version. Numbers input in the shaded cells are entered automatically on PB-2 Beneficiaries. Please calculate changes manually if using a paper copy.
- Indicate what percent the program represents of the total agency budget and total beneficiary count for current and proposed years. Use total figures from the Total Agency Budget and Total Agency Beneficiaries Forms for calculation.
- Refer to *Budget Revenue and Expense Line Item Descriptions* at the end of this document for definitions of individual account items.

6) PB – 2 Program Revenue and Beneficiaries by Localities

- Provide an unduplicated count of the program’s primary or direct beneficiaries. The primary or direct beneficiaries corresponds to the number of individuals receiving direct services as defined by your organization. Do not include secondary or indirect beneficiaries in the total count.
- If there is a waiting list for this program provide an explanation on PB-4 Budget Explanation Form.

7) PB - 3 Program Budget Explanation Form - Changes

- Explain significant changes. If in doubt about the level of significance, explain it. Explain increases in budget revenues when there is no projected increase in the numbers of persons to be served and, conversely, explain projected increases in service on a reduced budget.
- Explain or identify large grants, gifts, or unexpected donations from other funding sources.

8) ***PB-4 Program Budget Explanation Form Explanations***

- Address the agency’s plan if funding granted for the program is substantially less than requested for this cycle. Briefly describe the long-term plan to fund the program.

C. Total Agency Budget Forms.

1) ***TB – 1 Total Agency Revenue and Expense Report***

- “Current year Budget” should show amounts that were granted not amounts requested from funding sources.
- Current funding requests are entered in the column for “Proposed Year” projection.
- Please explain the reason for any significant surplus or deficit on the lines provided at the bottom of the form.
- Refer to *Budget Revenue and Expense Line Item Descriptions* (below) for definitions of individual account items.

2) ***TB - 2 Total Agency Revenue and Beneficiary by Locality***

- Provide an unduplicated count of the agency's primary or direct beneficiaries. The primary or direct beneficiaries correspond to the number of individuals receiving direct services as defined by your organization.

D. Budget Revenue and Expense Line Item Definitions

Revenue Items		
Line	Item	Description
1	Albemarle County	Accounts 1-6 - Report funds requested in this proposal under “Proposed Yr.” and funds granted in FY02 under “Current Yr.” From these localities.
2	City of Charlottesville	
3	Fluvanna	
4	Greene	
5	Louisa	
6	Nelson	
7	United Way	Report funds requested in this proposal under “Proposed Yr.” and funds granted in FY02 under “Current Yr.” from the United Way-Thomas Jefferson Area.
8	Albemarle County	Report <u>other</u> funding from this locality (Describe on PB-4, #2)
9	City of Charlottesville	Report <u>other</u> funding from this locality (Describe on PB-4, #2)
10	State Funding	Report funds received from the Commonwealth of Virginia (not including fee for service, see Item 12).
11	Federal Funding	Report funds received/requested from the Federal Government (not including fee for service, see Item 12).

Revenue Items		
Line	Item	Description
12	Grants: Foundation and Corporation	Report funds received/requested from a private or corporate foundation.
13	Fees: Program Service	Report fees 1) paid by client, or 2) paid on behalf of client by non-governmental third party sources (i.e. insurance companies) for services rendered by the agency.
14	Fees: Government	Report payment received from a governmental source to reimburse agency for cost of specific service. Fees such as this are often on a per diem or purchase of service basis. Includes Medicaid and Medicare and other similar types of government funding.
15	Fundraising/ Gifts and Bequests	Report funds raised from agency's 1) special fundraising events/efforts such as dinners, golf tournaments, bake sales, raffles; and 2) donations and bequests received from donors. Describe in PB-3.
16	Investment Income/ Transactions	Report interest, dividends and all other investment income.
17	Misc. Revenue	Any other sources of income not included in the above categories.
18	Total Revenue	Automatically calculated in Excel file

Expense Items		
Line	Item	Description
19	Personnel (Salary/Benefits)	Report personnel costs for full or part-time employees; all persons for whom the agency is responsible for Social Security taxes. Include professional and clerical/support. Include cost for all related expenses (fringe benefits) purchased for agency employees.
20	Professional Fees	Report fees paid for consultants who are not employees of the agency, and are engaged as independent contractors for specific services on a fee for service or contractual basis.
21	Occupancy	Report all costs associated with agency's occupancy, buildings and offices such as rent utilities, telephone, and equipment rental/repair.
22	Supplies	Report cost of materials or other supplies including postage and shipping, food and beverage, linen and housekeeping, office supplies.
23	Equipment	Report costs for equipment items.
24	Misc. Expenses	All other expenses not included in the categories above.
25	Subtotal	Automatically calculates in Excel file.
26	General & Management	REPORT FOR PROGRAM BUDGETS any G & M expense prorated to a program. G & M expense includes overhead/administrative cost.
27	Total	Automatically calculates in Excel file.

FY03 Funding Application

City of Charlottesville, County of Albemarle and United Way-Thomas Jefferson Area

1. Agency Name: _____
2. Executive Director: _____
3. Address: _____
4. Telephone: _____ 5. Fax: _____
6. E-mail Address: _____
7. Agency Fiscal Year: _____
(month/day/year)
8. Briefly describe your mission with some specific overall agency goals and methods.

9. Program(s) for which you seek funding:

	Program Name	Contact
Program #1	_____	_____
Program # 2	_____	_____
Program # 3	_____	_____
Program # 4	_____	_____
Program # 5	_____	_____
Program # 6	_____	_____

Signatures:

Executive Director

Board Chair

Date Submitted: _____

Program Context

Agency

Program

Program #

1. What need in the community is your program addressing? Describe the extent of the problem and the major factors in the community contributing to the problem.

2. Who are the intended direct beneficiaries of your program? Please describe their specific needs, requirements, and strengths. Include specific data.

3. Briefly describe how the program addresses the needs identified for the intended beneficiaries.

4. What evidence do you have that your approach is the most effective one to use with the intended beneficiaries?
 - a) Share some significant accomplishments you have achieved in terms of the program, or specific clients, over the past 2 - 3 years.
 - b) Share research and/or best practices in the field.
 - c) If this is a new program or approach, what experiences or expertise do you have to service the needs of these clients?
 - d) How is the program unique from and similar to other programs serving similar beneficiaries?

5.
 - a) What other needs do the intended beneficiaries have that you do not address?
 - b) In what ways do you network with other agencies and services to fully address the needs of the beneficiaries served by your program?

6. To assist the City, County and the United Way in planning for overall services in the next few years, identify significant local demographic and social trends that you have observed that may impact the community. What indications/data do you have of these trends?

7. Please describe how you have responded to the comments and/or recommendations given by the City/County Agency Budget Review Team and/or the United Way Program Review and Funding Committee during the previous funding cycle.

Program Logic Model

Agency

Program

Program #

Present a comprehensive logic model for your program that conveys the logical linkages between the program components indicated below.

Inputs ---- **Activities** ---- **Outputs** ----- **Initial Outcomes** ----- **Intermediate Outcomes** ----- **Longer Term Outcomes**

Outcome Measurement Framework

Agency: _____ Program: _____ Program #: _____

Projected Program Budget: \$ _____ Number of Intended Primary Beneficiaries: _____

Outcome	Indicator(s) (include number and %)	Time Frame	Data Source(s)	Data Collection Method(s)

Outcome Measurement Plan

Agency _____ Program _____ Program # _____

Collect and Manage Outcome Data	<p>Which staff members will be involved in collecting and managing the data described in the Outcome Measurement Framework?</p> <p>Who is responsible for this step?</p>	
Analyze Outcome Data	<p>What is the frequency of outcome data analysis?</p> <p>Who will have access to the analysis, and for what purpose?</p> <p>Who is responsible for this step?</p>	
Report Outcome Findings	<p>Who are the key recipients for this information?</p> <p>When will they receive the information, and in what form?</p> <p>Who is responsible for this step?</p>	

**Program Revenue and Beneficiaries
by Locality**

Agency: _____

Program: _____ **Program #:** _____

Program Revenue by Locality

Revenue by

Locality :

	Prior Year	Current Year	Proposed Year	\$ Diff.	%
Albemarle	0	0	REQUEST	#VALUE!	100.0%
Charlottesville	0	0	REQUEST	#VALUE!	100.0%
Fluvanna	0	0	0	0	0.0%
Greene	0	0	0	0	0.0%
Louisa	0	0	0	0	0.0%
Nelson	0	0	0	0	0.0%
United Way	0	0	REQUEST	#VALUE!	100.0%
Total	0	0	#VALUE!	#VALUE!	#VALUE!

Program Beneficiaries* by Locality

(Unduplicated)

Beneficiaries

by Locality :

	Prior Year	Current Year	Proposed Year	# Diff.	%
Albemarle				0	0.0%
Charlottesville				0	0.0%
Fluvanna				0	0.0%
Greene				0	0.0%
Louisa				0	0.0%
Nelson				0	0.0%
Total	0	0	0	0	0.0%

* Primary or direct beneficiary of service as defined by the agency. Secondary or indirect beneficiaries are not included in this count.

Does this program have a waiting list? If "yes" complete question 3 on Budget 4 - Explanations.

Yes _____ No _____

Program Budget - Significant Differences Explanation

1. Explain any significant revenue/expenditure line item increase or decrease as shown on PB-1 Program Budget.

<u>Revenue :</u>	<u>\$ Diff.</u>	<u>% Change</u>	<u>Explanation</u>
1. Albemarle County	#VALUE!	1	
2. City of Charlottesville	#VALUE!	1	
3. Fluvanna	0	0	
4. Greene	0	0	
5. Louisa	0	0	
6. Nelson	0	0	
7. United Way -Thomas Jeff. Area	#VALUE!	1	
8. Albemarle County-other	0	0	
9. City of Charlottesville-other	0	0	
10. State Funding	0	0	
11. Federal Funding	0	0	
12. Grants: Foundation and Corp.	0	0	
13. Fees: Program Service Fees	0	0	
14. Fees: Government	0	0	
15. Fundraising/Gifts and Bequests	0	0	
16. Investment Income/Transactions	0	0	
17. Miscellaneous Revenue	0	0	
18. TOTAL REVENUE	#REF!	#REF!	
 <u>Expenses :</u>			
19. Personnel (Salaries/Benefits)	0	0	
20. Professional Fees (Consultants)	0	0	
21. Occupancy	0	0	
22. Supplies	0	0	
23. Equipment	0	0	
24. Miscellaneous	0	0	
25. Subtotal Direct Expenses	0	0	
26. Proration:General & Mgmt Expense	0	0	
27. TOTAL EXPENSES	0	0	
 28. Surplus/(Deficit)	 #REF!	 #REF!	

See ProgramFY03.doc for Budget 4 - Explanations Form.

Program Budget Explanation Form

Agency

Program

Program #

1. Explain how you calculate the local share formula for this program. Specify whether any funding sources require a local match. Indicate "N/A" if it does not apply to this program.

2. In addition to the Charlottesville/Albemarle funds being requested in this application, do you receive or are you requesting any other funds from the City or the County, including federal grants administered locally (i.e., CDBG, Weed and Seed), PB-1 (Budget), line items 8 and 9. Please specify the source and the amount.

3. If this program has a waiting list, what is the plan to address it?

4. Describe your funding sustainability plan for this program, for this cycle and the future?

**Total Agency
Revenue and Expense Report**

TB-1

Agency: _____

Revenue:

- 1. Albemarle County
- 2. City of Charlottesville
- 3. Fluvanna
- 4. Greene
- 5. Louisa
- 6. Nelson
- 7. United Way -Thomas Jeff. Area
- 8. Albemarle County-other
- 9. City of Charlottesville-other
- 10. State Funding
- 11. Federal Funding
- 12. Grants: Foundation and Corp.
- 13. Fees: Program Service Fees
- 14. Fees: Government
- 15. Fundraising/Gifts and Bequests
- 16. Investment Income/Transactions
- 17. Miscellaneous Revenue
- 18. **TOTAL REVENUE**

Prior Yr. 2000/01	Current Yr. 2001/2002	Proposed Yr. 2002/2003	\$ Diff.	% Chg.
<i>Actual</i>	<i>Budget</i>	<i>Projected</i>		
		Request	#VALUE!	100.0%
		Request	#VALUE!	100.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
		Request	#VALUE!	100.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
0	0	#VALUE!	#VALUE!	#VALUE!

Note: Numbers input in shaded cells automatically entered on Agency Beneficiaries.

Expenses:

- 19. Personnel (Salaries/Fringes)
- 20. Professional Fees (Consultants)
- 21. Occupancy
- 22. Supplies
- 23. Equipment
- 24. Miscellaneous
- 25. **Subtotal Direct Expenses**
- 26. Prorate General and Management Expense
- TOTAL EXPENSES**

			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
			0	0.0%
0	0	0	0	0.0%

TB-2

Total Agency Revenue by Locality

**Revenue by
Locality :**

	Prior Year	Current Year	Proposed Year	\$ Diff.	% Chg.
Albemarle	0	0	Request	#VALUE!	100.0%
Charlottesville	0	0	Request	#VALUE!	100.0%
Greene	0	0	0	0	0.0%
Louisa	0	0	0	0	0.0%
Nelson	0	0	0	0	0.0%
United Way	0	0	Request	#VALUE!	100.0%
Total	#REF!	#REF!	#VALUE!	#VALUE!	#REF!

Total Beneficiaries* by Locality

(Unduplicated)

**Beneficiaries
by Locality :**

	Prior Year	Current Year	Proposed Year	# Diff.	%
Albemarle				0	0.0%
Charlottesville				0	0.0%
Fluvanna				0	0.0%
Greene				0	0.0%
Louisa				0	0.0%
Nelson				0	0.0%
Total	0	0	0	0	0.0%

* Primary or direct beneficiaries of services as defined by the agency. Secondary or indirect beneficiaries are not included in this count.

FY O3 AGENCY ASSESSMENT FORM

<i>Component</i>	Rate the application in terms of the following criteria:	Poor	Fair	Good	Excellent	<i>Comments</i>
Community Needs PD1-1	The specific community needs that the program addresses are evident.					
Intended Beneficiaries PD1-2	The application clearly presents characteristics and needs of the intended beneficiaries of the program					
Program's Response PD1-3	The program's approach responds to the specific needs of the intended beneficiaries.					
Program Accomplishments; Best Practices PD1-4a-b	The accomplishments of the program and the agency's knowledge of current research and best practices provide evidence that the program 's approach is effective.					
Agency Experience and Expertise PD1-4c	If the program is new, the application indicates the experience and expertise of the agency to meet the needs of the intended beneficiaries.					
Program's Unique Benefits PD1-4d	The program's unique benefit to the community is demonstrated.					
Unmet Needs; Networking PD1-5a -b	The agency demonstrates an understanding of the other needs of the intended beneficiaries and networks with other agencies to meet those needs.					

<i>Component</i>	Rate the application in terms of the following criteria:	Poor	Fair	Good	Excellent	Comments
Response to FY02 Comments PD1-7	The agency addresses the comments and recommendations of the FY02 Agency Budget Review Team.					
Intended Outcomes PD2	The outcomes represent meaningful change in the lives of the intended beneficiaries.					
Program Logic Model PD2	The program logic model makes sense; The proposed inputs, activities, and outputs are likely to lead to intended outcomes.					
Outcome Indicators PD3	The indicators are measurable and will yield important information about the outcomes.					
Outcome Measurement Plan PD4	The plan to measure outcomes will produce reliable and consistent data.					
Budget/Logic Model Connection PB-1	The budget appears reasonable as a means of accomplishing the approach described in the Logic Model.					
Program Budget PB1	The cost of the program is reasonable given the proposed number of beneficiaries and the intended outcomes.					

Comments/Notes for recommendation:

AGENCY BUDGET REVIEW TEAM CALENDAR
(for City/County Community Agency Applicants)

Tuesday, November 6, 2001 <i>11:00 a.m. – 1:00 p.m.</i>	Orientation for Fiscal Year 2003 <i>4th Floor Conference Room – County Office Building.</i>
Friday, November 30, 2001	Due date for Applications.
Wednesday, December 5, 2001	Applications received by CCF Agency Budget Review Team.
Friday, December 14, 2001 <i>10:30 a.m. – 3:30 p.m.</i>	Applications reviewed by CCF Agency Budget Review Team. <i>4th Floor Conference Room – County Office Building</i>
Tuesday, December 18, 2001 <i>1:30 p.m. – 5:00 p.m.</i>	Applications reviewed by CCF Agency Budget Review Team. <i>4th Floor Conference Room – County Office Building</i>
Wednesday, December 19, 2001 <i>8:30 a.m. – 11:00 a.m.</i>	Applications reviewed by CCF Agency Budget Review Team. <i>4th Floor Conference Room – County Office Building</i>
Monday, December 17, 2001 through Thursday, December 20, 2001	Agencies receive questions.
Friday, January 4, 2002 through Wednesday, January 9, 2002	Agency responses to questions received.
Thursday, January 10, 2002 <i>8:30 a.m. – 3:00 p.m.</i>	Selected agency presentations <i>Room # 235 – County Office Building</i>
Monday, January 14, 2002 <i>10:30 a.m. – 4:00 p.m.</i>	Final review meeting. <i>4th Floor Conference Room – County Office Building</i>
Tuesday, January 15, 2002 <i>1:30 p.m. – 5:00 p.m.</i>	Final review meeting. <i>4th Floor Conference Room – County Office Building</i>
Wednesday, January 16, 2002 <i>11:00 a.m. – 4:00 p.m.</i>	Final review meeting. <i>4th Floor Conference Room – County Office Building</i>
Wednesday, January 23, 2002	CCF Agency Budget Review Team final recommendations report drafts due.
Friday, March 1, 2002	Final CCF Agency Budget Review Team report completed.