

CITY OF EDMONTON

Family and Community Support Services (FCSS) Program Review

Final Report

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ENGAGEMENT PURPOSE

In 2012, the City of Edmonton, Community Services Department contracted a review of its Family and Community Support Services (FCSS) program. The purpose of this program review, as stated in the terms of reference, is as follows:

With limited funding available to support preventive social services there is a need to ensure that our FCSS program:

- *is aligned with The Way We Live: Edmonton's People Plan;*
- *has strong criteria and clear processes for funding;*
- *has the capacity to respond to emerging needs and issues;*
- *supports and enhances opportunities for collaboration with key community partners and other funders; and*
- *has an effective and transparent allocation model.*

Desired outcomes from the review were to:

1. *Build a strong foundation for funding recommendations for the FCSS Committee and the Community Services Advisory Board.*
2. *Ensure funding is aligned with City strategic direction, priorities, plans, and advances desired outcomes.*
3. *Comply with the FCSS Act and Regulation and City Policy C417A Family & Community Support Program.*
4. *Provide an implementation plan that supports the transition from the current state to a new funding model.*
5. *Balance the need for sustaining core funding in the social services sector with the opportunity to fund new programs that respond to emerging needs and priorities.*
6. *Provide a final report will provide a framework and implementation plan.*

As a long-standing community program with a practice of pursuing ongoing improvement, the focus of the review was to identify opportunities for the program's continued development.

APPROACH TO THE REVIEW

A multi-dimensional approach was desired for the review, with emphasis placed on consultation with the program's many stakeholders, including community agencies and partners, as well as representatives from the City of Edmonton. As such, the following consulting activities were conducted:

Environmental Scan and Literature Review – The program regularly commissions research and reviews and collects third-party research and data to inform its program design, administration and funding allocation decision-making. An environmental scan and literature review of this research were performed to identify, where possible, best practices for funding preventive social services, as well as relevant trends and emerging issues impacting the program, and/or the delivery of preventive social services in the City of Edmonton.

Funding Analysis – Individual program files and allocations were reviewed from the most recent available year (2011) to analyse funding patterns by organization and preventive social services focus, as well as the geographic distribution of funds across the municipality. In addition, program funding over the previous five-year period, as well as ten-year period (where available), was also reviewed.

Stakeholder Consultation – Interviews and focus groups were held with community agencies, funding partners, other FCSS programs, City Councillors, program management and staff, the FCSS Committee and Community Services Advisory Board (CSAB), as well as other City staff with experience relevant to the program.

Community Agency Online Survey – A total of 105 community organizations, funded or not currently funded by FCSS, were contacted to participate in an online survey. Seventy-four per cent (74%) of organizations responded.

Gap Analysis – The consultation findings were reviewed with program staff to identify areas of potential duplication, gaps and/or risk as well as to assess a variety of options for program improvements.

Throughout the review process, regular project meetings and working sessions were held with the project team, steering committee and project sponsor to discuss findings and inform the development of recommendations.

PROGRAM BACKGROUND

ALBERTA'S FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS) PROGRAM

Established in 1966, the Government of Alberta's Family and Community Support Services (FCSS) Program is a joint funding partnership designed to develop "locally driven preventive social initiatives to enhance the well being of individuals, families and communities" (FCSS Handbook, 2006). The partnership between the Province of Alberta and municipalities / Métis settlements requires the achievement of a minimum funding ratio of 80 / 20, with the municipal contribution drawn directly from the municipality's operating budget. The provincial program's policy states: "services provided under a program must be of a preventive nature that enhances social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity".

PROVINCIAL FCSS PROGRAM FUNDING (2001-02 to 2011-12)

Historically, during the period 2001-02 to 2011-12, funding increases for the provincial FCSS program have slowed, and more recently, have held constant. In 2002-03, the program budget expanded from \$42.6 million to \$57.5 million, an increase of 34.4%. Annual increases since that time have been more moderate, ranging from 5.8% to 1.4% over the next seven years, 2003-04 to 2009-10. From 2009-10 to 2011-12, the provincial FCSS program budget remained constant at \$75.7 million. With the release of the 2012-13 Alberta budget, this trend continued with program funding at \$76.1 million, an increase of 0.5% (Alberta Human Services, 2012-13). Given the 80 / 20 joint funding ratio, the provincial contribution towards the City of Edmonton's FCSS program has mirrored the overall provincial program budget's pattern, with some variation likely due to year-to-year municipal population and median income changes, which form part of the funding calculation.

CITY OF EDMONTON FCSS PROGRAM FUNDING (2001-11)

In addition to the required funds in the 80 / 20 joint funding agreement, the City of Edmonton's Family and Community Support Services (FCSS) program provides financial and other resources for the delivery of preventive social services in the municipality. The City of Edmonton contributes resources, including those for the program's administration and the delivery of community-building work, such as community-building social workers, assessment and short term counselling staff, community capacity builders and social planners.

COMBINED FCSS PROGRAM FUNDING PER CAPITA (2001-11)

Expressed in the context of City of Edmonton and Government of Canada population figures (based on census availability year-to-year), FCSS dollars per capita for the joint provincial and municipal contributions totalled between \$17.89 (2001) and \$25.97 (2008) (City of Edmonton, 2013). Since 2008, the per capita amount has declined by 3.8%, from \$25.97 to \$24.98.

DISTRIBUTION OF FCSS FUNDS

In 2011, the selected review year (the most recent documented fiscal year available at the time of this review, the City of Edmonton's FCSS program invested in 86 community organizations. The vast majority (87.4%) of the provincial contribution of \$15.6 million is transferred through to external agencies and awarded via the FCSS regular funding applications, partnerships and special projects funds. The remainder of the provincial funding (12.6%) contributes to the delivery of the City of Edmonton's assessment and short term counselling services (7.3%), domestic violence intervention teams (1.8%) and the administration of the FCSS program through the FCSS liaisons (3.4%).

ENGAGEMENT FINDINGS – PROGRAM DELIVERY

GRANT ALLOCATION DECISIONS: ROLES AND RESPONSIBILITIES

At present, the FCSS program, via the FCSS liaison team, provides information to the Community Services Advisory Board (CSAB), City Administration and Councillors, and internal and external partners, on social and FCSS related issues; advocates for social issues within the City of Edmonton; uses information from FCSS funded programs and other relevant research in planning and priority setting for FCSS; works with funded agencies and community partners to address community solutions; helps agencies and funders to work together to address community issues; and conducts and disseminates research on trends and issues related to preventive social services.

With input from the FCSS program, the FCSS Committee (comprised of CSAB members and community volunteers) undertakes the assessment of applications and provides advice to CSAB and the General Manager, Community Services, about the allocation of FCSS funds and funding-related issues. CSAB recommends grant-funding allocations to the General Manager, Community Services. The General Manager, Community Services (or designate) oversees the administration of the program, and CSAB submits an annual report to Council.

PROGRAM ORGANIZATION

At present, the administrative responsibilities of the four FCSS liaisons have been assigned based on five general focus areas (1) early years (0-6 years) and family support; (2) school age children (6-12 years); (3) youth; (4) seniors; and (5) community development and volunteers.

FUNDING STREAMS

In 2011, FCSS funds were distributed through four streams: regular application, one-time partnership and collaboration initiatives, emergency funding, and small-scale special projects. Applications for new or renewed funding received through the regular application process are reviewed to requirements by the FCSS Committee with funding recommendations provided to CSAB and the General Manager, Community Services.

TERM LENGTHS

Funding terms for programs received via the regular application process may be issued for three-year or one-year terms. Interim reports are required on an annual basis for those agencies in three-year agreements. Comprehensive reviews are performed upon the conclusion of the term, if the organization pursues continued funding.

FUNDING CYCLE

The FCSS program has a three-stage funding process to determine funding priorities and funding allocation decisions. Priority-setting is initiated by the FCSS Liaison Team. This team primarily relies on information obtained via funding applications, work with funded agencies, ongoing work in the sector as well as targeted research to determine annual funding priorities. Once reviewed and augmented by the FCSS Committee (as required), the priorities report is provided to CSAB for consideration in allocation decision-making. To ensure alignment between applicants and FCSS priorities, separate information sessions are held for prospective and currently funded agencies and a letter of inquiry is required prior to a recommendation for full application. Upon the start of the annual cycle, liaisons analyse and prepare reviews for currently funded programs. New applications and currently funded organizations are assessed by the FCSS Committee within a standardized grading and evaluation system. The FCSS Committee annually requests presentations to clarify or obtain additional information from applicants, as needed. A two-day retreat is then held by the FCSS Committee to make recommendations for the funding allocations and prepare a report to CSAB.

Partnership and Collaboration and Special Project funding decisions are determined by assessing priority community issues and determining how funding partners can best work together to address emerging needs.

DEVELOPMENT OF ANNUAL FUNDING PRIORITIES

On an annual basis, the FCSS liaison team develops funding priority recommendations for review by the FCSS Committee. In 2007, these priorities included programs that serve three groups: the urban Aboriginal population, the immigrant/refugee population and the volunteer sector. In 2009, priority was placed on programs that serve early years and family support, school age children as well as immigrant and refugee adults and seniors. Priority in the remaining four years (2008, 2010, 2011, 2012) was placed on the sustainability of funded programs rather than on the funding of new programs.

In 2009, approximately \$2.0 million in funding from the City of Edmonton's out of school care subsidy program was redirected to FCSS. The Community Services Advisory Board (CSAB), in partnership with Community Services Department staff, undertook a process, including third party stakeholder consultation, to identify community priorities. It was recommended these funds become a source of funding for emerging collaborations and partnerships.

With respect to the regular application process, during the six-year period from 2007 to 2012, the FCSS program shifted from periods of invitation for new applications (2007, 2009) to years where no new applications were accepted (2008, 2010, 2011, 2012). During this six-year period and during most years, other funds were available via the partnership and collaboration (established in 2009), special projects and emergency funding streams (with some exceptions within each fund type in 2007, 2008 and 2009). During this time, the program also developed and implemented outcomes reporting as well as provided ongoing support for funded organizations.

The FCSS program recognizes its role in a larger funding system and regularly collaborates with other funders and stakeholders in the Edmonton region. In 2009, in a continued effort to optimize collaboration, collective focus, and distribution of resources among Edmonton area funders, three funders' programs were analysed across a continuum of early intervention services. Individual programs totalling \$43.5 million – funded by the City of Edmonton's FCSS Program, United Way of the Alberta Capital Region and Region 6 Child and Family Services Authority – were allocated among the continuum of promotion, prevention, early intervention and intervention.

ALLOCATION OF FUNDS

Overall, the FCSS program has employed primarily a case-by-case approach to its evaluation of funding opportunities. Program-level, aggregated information about the geographic distribution of funds, and in turn, the delivery of preventive social services by funded organizations across the municipality is not maintained within the current records or information system. In 2012, M.A.P.S. Alberta Capital Region depicted the locations of the FCSS funded program sites that year. The relative distribution of funding could be further analysed by the concentration of effort by focal area (e.g., early childhood and family; school age children; youth, etc.) or type of preventive services (e.g., outreach, mentoring, drop-in programming, etc.) on a more detailed geographic or demographic basis.

The City of Edmonton possesses data and information about social and demographic patterns and trends within the municipality. In the interest of visually representing the allocation of FCSS funds across the city, a high-level, preliminary analysis of FCSS funding allocation by program and by neighbourhood was performed. Once a reasonable estimation of the geographic service delivery area was determined, funding per capita by neighbourhood was calculated and presented in a map format. In addition, in the interest of illustrating how existing City data and resources could inform future FCSS funding priority-setting and allocation decisions, a high-level comparison between the allocations and areas of social vulnerability was also performed. These analyses have identified a number of opportunities to assess the allocation decisions at program and system levels.

ENGAGEMENT FINDINGS – CONSULTATIONS

Consultation formed a significant part of this review. Input was collected from a variety of individuals and groups via focus groups, one-to-one interviews, and an online survey. These groups include: City of Edmonton Councillors; Community Services Advisory Board (CSAB); Family and Community Services (FCSS Committee); FCSS funded agencies; previously-funded or unfunded agencies; FCSS liaisons; Community Services management and staff; other FCSS programs (City of Calgary and City of Red Deer and District); and other funders (Edmonton Community Foundation, United Way of the Alberta Capital Region, Region 6 Child and Family Services Authority). Approximately 220 individuals participated in the consultations.

ONLINE SURVEY OF COMMUNITY ORGANIZATIONS

An online survey was distributed to 105 community organizations, including 68 currently funded by FCSS and 37 not currently funded. The response rate was high (74%), with 88% of the funded organization surveys completed by executive directors. The impact of the program's funding and support activities on community organizations were noted as somewhat or significantly positive by the majority of respondents from funded organizations regarding:

- Capacity to deliver desired programs and services (95%)
- Effectiveness in delivering desired programs or services (95%)
- Overall organizational capacity and/or financial stability (86%)
- Broadened understanding of the services needs of Edmontonians (83%)
- Ability to respond to emergent or evolving needs in the community (81%)
- Connections to other organizations, activities and individuals in sector (81%)

KEY THEMES FROM STAKEHOLDER CONSULTATIONS

Comments across the consultations, including the various focus groups and interviews, were coded, quantified and reviewed to identify overall themes. On the whole, participants indicated strong support for the FCSS program and its activities in the community. Key themes include:

A Valued Partner - The program is highly valued by the community. Strong working relationships and long-term partnerships with community organizations were noted.

Staff Make a Difference - Individual efforts by the program's liaisons and other city staff members make a difference for agencies and programs.

Core Funding Builds Capacity - The program's commitment to long-term, "core" funding for agencies has positive impacts for building community capacity in the not-for-profit sector.

Preventive Focus is Sound - The commitment to funding preventive social services is a well-supportive objective among many agencies.

AREAS FOR IMPROVEMENT IDENTIFIED IN STAKEHOLDER CONSULTATIONS

Across the consultations, four areas for improvement were identified:

Low to No Growth in Funding Levels Is Concerning - The program's funding levels, with minimal to no increases in recent years, are concerning to organizations that report already constrained resources and market pressure to increase wages to attract and/or retain staff and maintain service levels.

Administrative Requirements and Processes Can Be Further Streamlined - It remains important for the program to continue to find efficiencies and reduce the administrative burden for applicants as well as funded agencies. Collaborative efforts among agencies are acknowledged as important, however, some concern exists around ensuring that the collaboration objectives desired by the program are adequately resourced. Some agencies identified that implementing outcomes reporting requirements requires additional supports to build sufficient capacity. Further, some cite opportunities to streamline the funding process and better align the program's and funded organizations' respective workflows.

More Communication as well as Information About Program Objectives and Combined Impact is Desired - Acknowledging the positive impacts of long-term, core funding, the current funding model appears to some as targeted toward legacy or historical allocations and may not be contributing to (1) current or leading practices in program delivery, or (2) alignment with current community needs or demand for services. Additional information regarding the strategic or evidence-based approach to the allocation of the program's resources is desired. Existing strategic planning could be enhanced to assess and to guide the alignment of funding to priorities over time. More communication within the program, within the City of Edmonton, and among the broader stakeholder community is desired.

Enhanced Business Processes and Decision Rules - The process to implement probationary or defunding recommendations could be further developed to improve consistency and effectiveness. The program should enhance decision-making rules and the terms for provisionally continuing, or discontinuing funding. Expectations of organizations' performance and operating conditions could be clarified and organizations could be held to a higher level of compliance. Allocation decisions for the partnerships, collaboration and special projects funds require greater transparency.

ENGAGEMENT FINDINGS – SCAN AND LITERATURE REVIEW

An environmental scan and literature review were integral components of this undertaking and inform the conclusions and recommendations. Both secondary research efforts were highly targeted with scope focused on priority information provided by the program. Selected supplementary research was conducted on preventive social science as well as social services grant management.

On the whole, the literature review and environmental scan indicate a set of internal and external conditions requiring some realignment of the program, as expected in a dynamic and evolving environment. During the period of the program review, three major directional initiatives with potential for impact to the funding and delivery of social services in the City of Edmonton and the Province of Alberta were released: The Way We Live Implementation Plan; Edmonton's People Plan (July 2012); Alberta's Social Policy Framework (February 2013); and the United Way of the Alberta Capital Region's Creating Pathways Out of Poverty: A Results Based Approach (June 2013). In addition, both the City of Calgary and the City of Red Deer and District FCSS Programs have undertaken comprehensive multi-year program review processes and developed new funding models and frameworks in a similar interest of optimizing available resources.

It is important to also note that considerable interest within the City of Edmonton's FCSS Program and other FCSS programs has been directed over time toward (1) examining and defining leading or most effective preventive social services, as well as (2) identifying improvements to the funding approach or administrative activities in a low-growth to no-growth funding environment where continued and/or increasing demand for social services is indicated by the not-for-profit sector.

Based on the environmental scan and literature review performed, the opportunity exists to enhance the FCSS Program's focus and alignment of its funding model:

- Achieving a common and accepted understanding of prevention and preventive social services has remained challenging for policymakers and researchers alike. The opportunity exists to direct funding toward a singular, clarifying objective.
- Social inclusion is a priority focus of the City of Edmonton's People Plan. It is also central to the vision of Alberta's Social Policy Framework. The City of Edmonton's FCSS Program is well positioned to contribute toward these directional initiatives.
- Excellent resources exist in other City the Edmonton operations to analyse and identify priority populations and social issues which can be well addressed by FCSS-funded programs and services. The FCSS Program would benefit from further enhancing the integration of these City resources into its priority-setting and funding decision-making.
- Achieving both administrative efficiency and accountability are ongoing challenges for many funders. Several recommendations from work in other jurisdictions suggest improvements for the program. These improvements could include: scaling back application requirements where information does not materially change from funding cycle-to-funding cycle; rightsizing application, reporting and compliance requirements for small grant applicants; and adjusting the flow, pace and sequence of decision-making to reduce the administrative burden for funder and applicant alike.
- Efforts to align, coordinate and collaborate toward common objectives within the sector and among funders, partners, and policymakers should remain priority.

CONCLUSIONS

In consideration of the review objectives, project scope, data collected and consultation performed, the following conclusions should be considered by the City of Edmonton, Community Services for the design and operation of the FCSS program:

Valued Community Program with Strong Partnerships – The program is noted as an important, positive and reliable partner to community organizations and support to a wide variety of social services needs in the city of Edmonton.

Collaboration with Key Community Partners and Other Funders a Priority – In recent years, the program has undertaken a number of efforts to enhance its partnerships and collaborative efforts.

Alignment with The Way We Live: Edmonton's People Plan – More clarity is needed to connect and/or communicate the connection between the program's activities and funding objectives with the goals in *The Way We Live: Edmonton's People Plan*.

Consolidation of Criteria and Processes for Funding – Administration is aware that a new approach to the project-based funding allocation decisions is integral to ensuring transparency and is among the objectives for this review.

Capacity to Respond to Emerging Needs and Issues – Priority has been placed on stability and continuity for existing funded programs. As evidenced by the number of years no new regular applications have been invited (four of the past six years), the current design is not producing sufficient opportunities for funding emerging needs in a low- to no-growth funding environment.

Measuring and Reporting Program Effectiveness – While effectiveness of individual funded programs is monitored and reported, the measurement of the FCSS program's overall effectiveness year-to-year to program objectives is less clear. There is a need to align outcome measurements of the program with corporate outcome measurements.

RECOMMENDATIONS

In view of the engagement objectives, project scope, data collected and consultation performed, the following recommendations should be considered by the City of Edmonton, Community Services for the design and operation of the FCSS program:

Focus Program Toward a Single Unifying Objective – The program is positioned to support delivery to *The Way We Live* goals 1 (Edmonton is a vibrant, engaged, connected and welcoming city) and 3 (Edmonton is a caring, inclusive and affordable city). In consideration of the environmental scan and literature review findings as well as the consultation, it is recommended the program consider aligning its multi-objective funding efforts toward a single unifying objective: improving social inclusion. Inclusion is a key goal of the City of Edmonton's *The Way We Live* plan. Social inclusion is also emphasized in the vision of the *Alberta Social Policy Framework*.

Establish Long Term Program Goals with Appropriate Measures – To achieve improved levels of social inclusion and effective allocation of resources toward preventive social services, three long-term strategic goals are proposed: 1) improve social inclusion among target populations; 2) address, where possible, geographic distribution of funds within the municipality; and 3) continue to develop and employ best practices in preventive social services.

Review the Balance of Funds – To support transparency, fairness and equal consideration, it is recommended that over time a greater majority of FCSS funds, including the special projects, collaboration and partnership granting, flow through the same decision-making and reporting processes as regular applications with a smaller percentage of the funds to be reserved for unplanned, emerging initiatives which may require more flexibility and responsiveness than can be accommodated in a standard application process. Consider setting a target for this split with timeframes for implementation.

Continue with the Development and Implementation of Standards – To support funding decision-making and, in particular, the assessment and process to address agencies and/or programs that are underperforming, it is recommended the program standards that have been developed are updated and enhanced as required and put into effect. Clearer processes are needed to provisionally fund, or de-fund programs which do not meet performance standards or whose programs no longer align with City priorities.

Implement a Funding Framework with Discrete Objectives, Corresponding Fund Sizes, Decision Rules, Terms and Renewals – At present, the program has emphasized long-term funding relationships in the interest of contributing to stable and sustainable operations for funded agencies. This long-term focus has restricted some program and service improvements. Funded programs and services, by nature, can have lifecycles that are suited to redesign and reallocation of resources as underlying conditions change over time. Additionally, the FCSS program requires additional mechanisms for monitoring performance, re-aligning to the underlying demand conditions in the community, and generating funding capacity to respond to emerging needs and issues.

Leverage City's Strategic Planning Resources – Historically, the FCSS program has had varying and moderate integration with social planning and demographic forecasts available within other City departments. Integrating current and anticipated demand and service patterns can assist with preparing for emerging needs and issues. In addition, sector groups established in City policy should be enhanced to better inform, improve strategic decision-making, connect and disseminate City and other sector knowledge and expertise, respectively.

Streamline and "Right Size" Application and Reporting Requirements – Currently, regular applications for new and funded programs (upon completion of term and re-application) are evaluated with the same process and level of effort. Consider "right-sizing" the application and processing requirements depending upon grant size, grant type and funding relationship.

Improve Documentation and Communication Efforts – It is recommended that the FCSS Program undertake enhancements to data gathering, analysis and documentation of its activities to support improvements in communications about the program within the City of Edmonton and among the stakeholder community.

PROPOSED FUNDING FRAMEWORK

When priority is given to maintaining funding to agencies over time, as has been practice in the FCSS program, additional funding capacity can be generated through: (1) increases to overall funding levels, (2) attrition or discontinuation of funding to existing programs; and (3) cost efficiencies within the program to release more funding for allocation to agencies. Over the past six years, in a low to no growth funding environment, the focus of the program has been on maintaining existing funding allocations. In turn, this has restricted the FCSS program's ability to invite new applications and generate needed renewal and turnover to address evolving needs for preventive social services in the community.

Over time, the FCSS Program has sought to achieve a number of objectives in the allocation of funds:

Core Program and Service Delivery – In many of the FCSS program's long-term funding relationships, the program's interest has been to ensure consistent delivery of core-to-FCSS services and programs over time.

Key Partnerships and Collaborations – To support conditions for collaboration and long-term planning (such as outcomes reporting), shifts in programming focus as underlying population needs change, as well as stability within the not-for-profit sector, some key partner funding arrangements have required greater flexibility and longer planning horizons.

Capacity Building – The program has recognized a need to support organizations where gaps in service delivery exist and during periods of start-up, uncertainty and/or transition for organizations.

Responsiveness and Innovation – Through the creation of its special projects and partnerships and collaboration funds, the program has sought to provide funds for emerging needs and the pilot or trial of new approaches to delivering preventive social services.

EXHIBIT: PROPOSED CITY OF EDMONTON FCSS PROGRAM FUNDING FRAMEWORK

<p>CORE SERVICES & PROGRAMS Funding Objectives: to achieve consistent, efficient delivery of core-to-FCSS programs or services by individual organizations.</p>	<p>CAPACITY BUILDING Funding Objectives: to address service delivery gaps in overall system due to organization closures, exits, or other changes; to smooth periods of major disruption or transition for organizations; and to monitor and/or to improve agency performance.</p>
<p>KEY PARTNERSHIPS Funding Objectives: to support long-term stability in the not-for-profit sector and to create conditions for collaborations, coordinated funding, and long-term planning with funding partners.</p>	<p>RESPONSIVENESS & INNOVATION Funding Objectives: to address emerging needs and to support the pilot or trial of new approaches.</p>

The proposed funding framework presents these four objectives (Exhibit). To achieve more predictable capacity for funding programs and addressing emerging needs, it is recommended the existing objectives have accompanying funding criteria, terms and renewals that reflect the different desired outcomes underlying the funding decisions with design expected to achieve predictable turnover, renewal and a reliable stream of available funds each year. The relative fund sizes, assessment criteria, decision rules, individual grant amounts, terms, renewals and funding cycles for each objective should be established upon further review of program records and consultation with program staff.