

Town and County of Nantucket Select Board • County Commissioners

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***AGENDA FOR THE MEETING OF THE
SELECT BOARD
OCTOBER 7, 2024 - 3:00 PM
MEETING TRAILER, ROOM A, 131 PLEASANT STREET
AND REMOTE PARTICIPATION VIA ZOOM WEBINAR
NANTUCKET, MASSACHUSETTS***

YOU TUBE LINK FOR VIEWING ONLY:

<https://youtube.com/live/T9pT3xD-2zk>

ZOOM WEBINAR REGISTRATION LINK TO VIRTUALLY ATTEND MEETING:

https://us06web.zoom.us/webinar/register/WN_2En6gbYeQeeS84KH_W6nVA

- I. CALL TO ORDER***
- II. JOINT MEETING WITH COUNCIL FOR HUMAN SERVICES AND CONTRACT REVIEW COMMITTEE TO REVIEW HUMAN SERVICES FUNDING ALLOCATION PROCESS.***
- III. ADJOURNMENT***

Agenda

1. Project Overview
2. Observations and Analysis
3. Preliminary Recommendations
4. Next Steps



Evaluation Objectives

Roles and Responsibilities

Identify and review existing practices of the Council for Human Services (CHS), Contract Review Committee (CRC), and Human Services Division (HSD) in the Human Services Grant process.

Evaluation and Decision-making

Develop a comprehensive understanding of the grant application process including policy-setting priorities, funding determination, and financial oversight.

Process Improvement

Conduct benchmarking analysis, applicant survey, and stakeholder interviews to identify opportunities to improve the grant process.

Work Completed



- In person interviews with current and former Town staff as well as members of the Select Board, Finance Committee, CHS, and CRC.



- Reviewed and analyzed relevant data provided by the Town
- Administered an applicant survey in May
- Conducted benchmarking analysis



- Summarized key themes and observations
- Developed initial findings and recommendations

Observations



General Observations

- The community needs assessment is not current and requires updating
- The pandemic revealed emerging community needs
- There is inconsistent understanding among stakeholders regarding the purpose of Human Services Grants
- Volunteer experience and background are closely tied to human service organizations in the community, providing both expertise and the opportunity for bias/conflict of interest

Process Observations

- The grant process relies heavily on commitment from volunteers, including areas traditionally managed administratively
- Practices and procedures are not consistently aligned
- There is a need to clarify roles and responsibilities of those involved in the process
- Process improvements will create efficiency – and potentially enhance the impact of the grant funds

Benchmarking



Benchmark Communities

Selected by the Town



Falmouth, MA



Greenwich, CT



Harwich, MA



Mashpee, MA



Provincetown, MA

Demographic Characteristics

Community	Population	Total Funding ¹	Funding per Capita	Median Home Value	Median Household Income	Population Below Federal Poverty Level	Race (non-white)	Foreign Born	Age 0-17
Falmouth, MA	33,104	\$139,500	\$4.21	\$522,900	\$89,809	8.5%	17.2%	8.2%	9.9%
Greenwich, CT	63,638	\$891,400	\$14.01	\$1,586,900	\$185,850	4.9%	25.5%	21.5%	23.0%
Harwich, MA	13,647	\$83,250	\$6.10	\$568,800	\$82,851	5.2%	6.7%	4.8%	12.5%
Mashpee, MA	15,468	\$46,092	\$2.98	\$468,600	\$90,465	5.1%	12.4%	5.4%	15.7%
Provincetown, MA	3,664	\$100,800	\$27.51	\$772,200	\$91,447	12.9%	19.2%	10.1%	8.3%
Nantucket, MA ²	14,421	\$650,000	\$45.07	\$1,265,000	\$135,590	4.9%	25.0%	13.1%	22.9%
Benchmark Median	15,468	\$100,800	\$6.52	\$568,800	\$90,465	5.2%	17.2%	8.2%	12.5%

¹ Reflects the most recent grant cycle as reported in publicly available finance/budget documents

² Excludes \$175,000 of special purpose appropriation for substance abuse programs. Per capita funding with the substance abuse funds is \$57.21

Key Themes from Benchmarking

- Nantucket maintains the highest funding per capita at \$45.07 –
 - › 52% higher than the closest Benchmark community
 - › 89% higher than the median
- Greenwich and Mashpee are the only benchmark communities that do not follow an RFP process for funding
- No other benchmark communities have two distinct oversight bodies

Applicant Survey



Survey Overview

Survey was open to any organization that had applied for or received funding in the last five years

24 organizations in total

17 respondents from 14 organizations

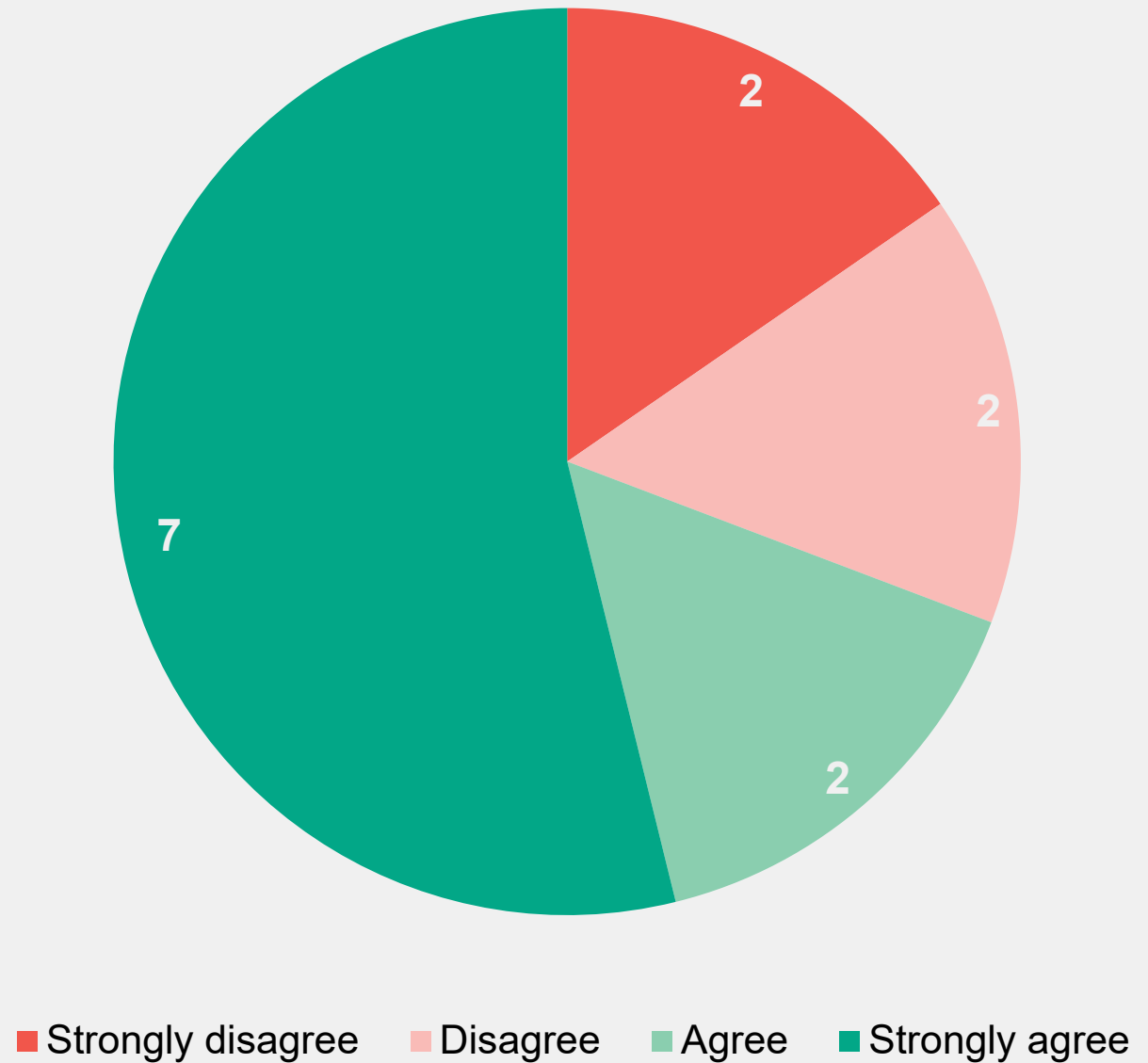
All responding organizations have received funding

Service areas most represented:

- Education
- Substance use
- Youth services
- Mental health

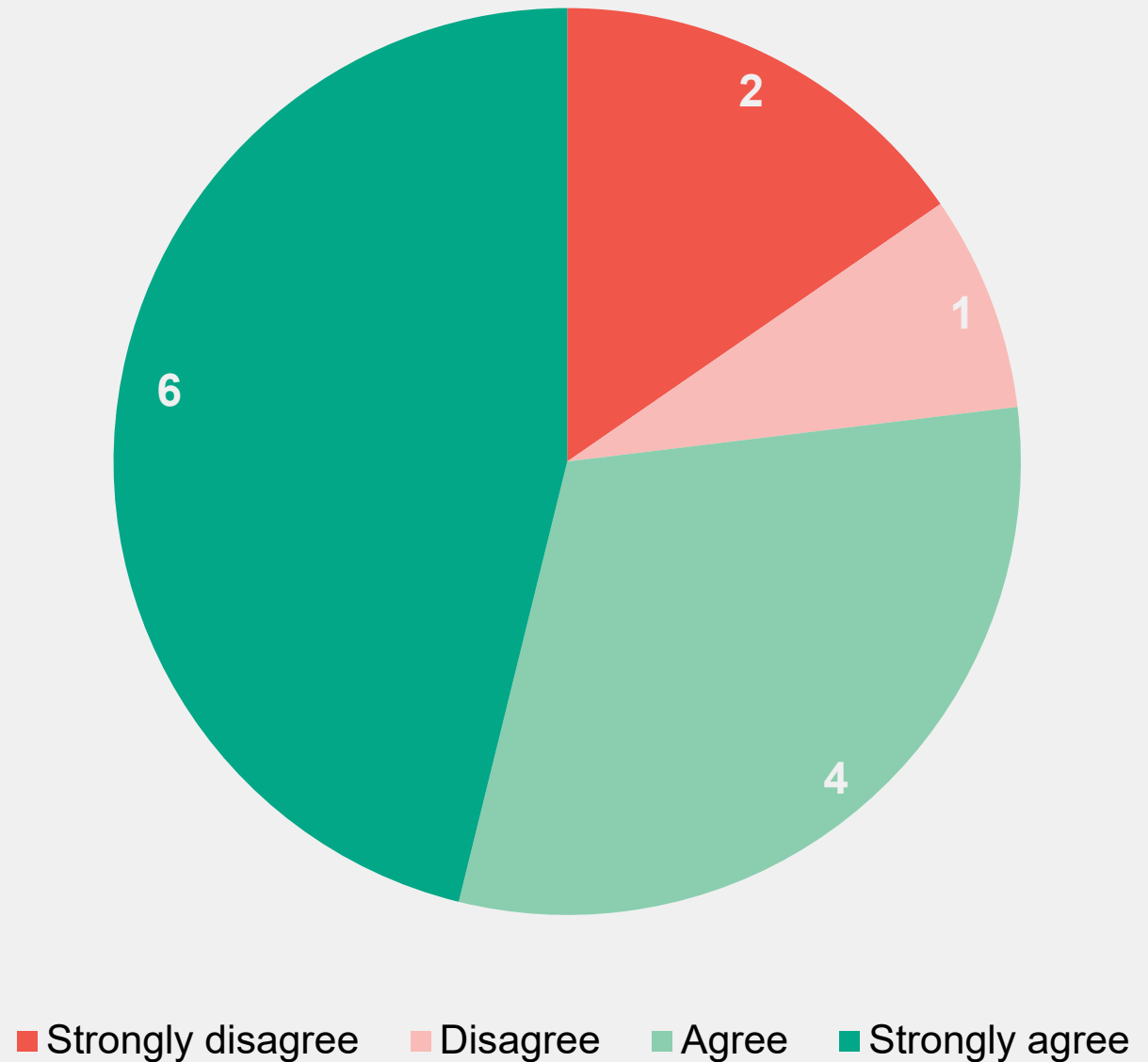
Fairness

Nine of 13 respondents (70%) agree with the statement, “The grant evaluation and recommendation process is fair.”



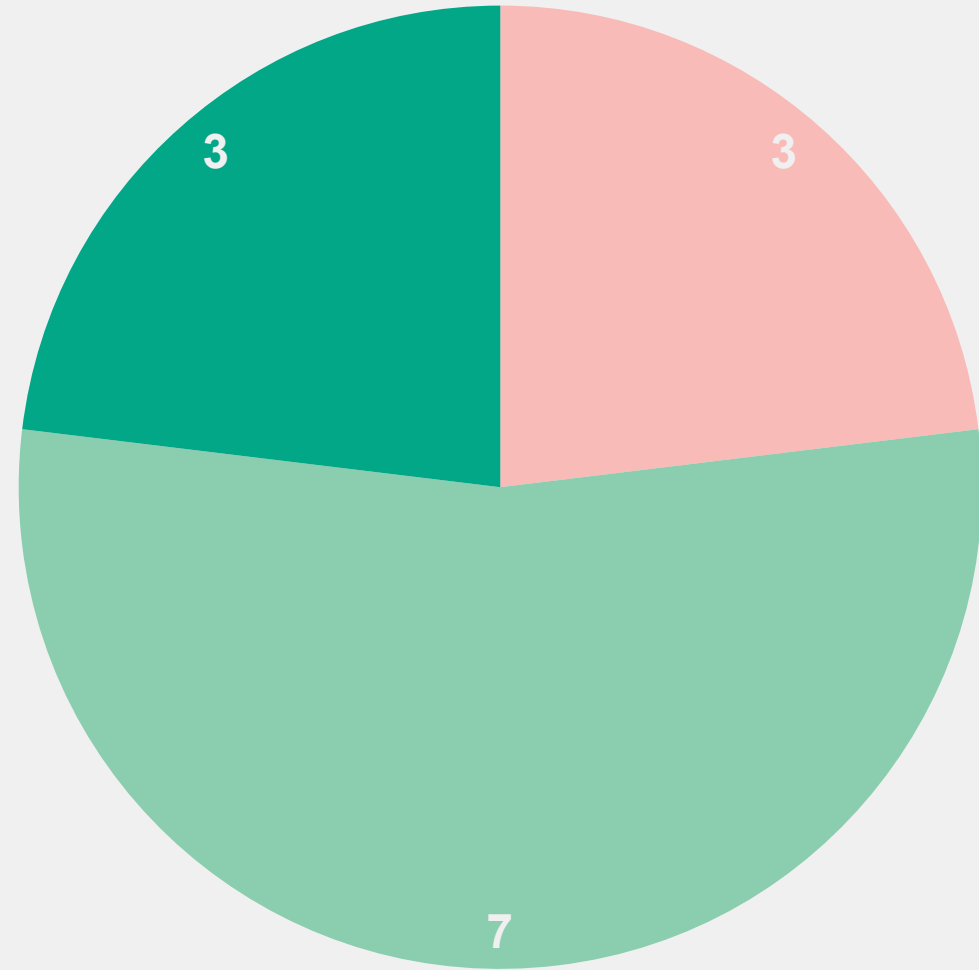
Prioritization

10 out of 13 respondents (77%) agree with the statement, “There is a clear relationship between the community needs assessment and grant funding priorities.”



Application Process

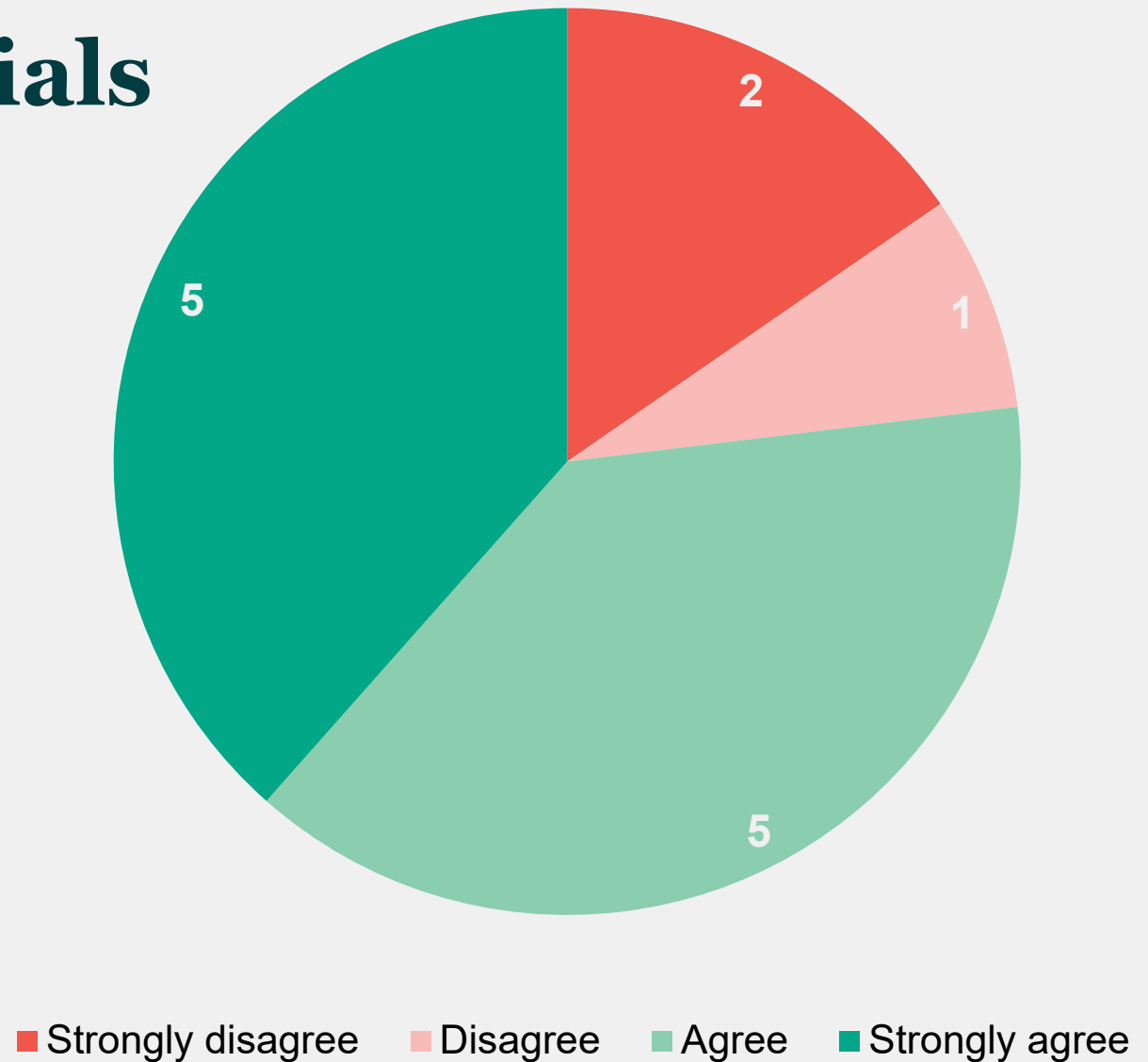
10 out of 13 respondents
(77%) agree with the
statement, “The application
process is easy to navigate.”



■ Strongly disagree ■ Disagree ■ Agree ■ Strongly agree

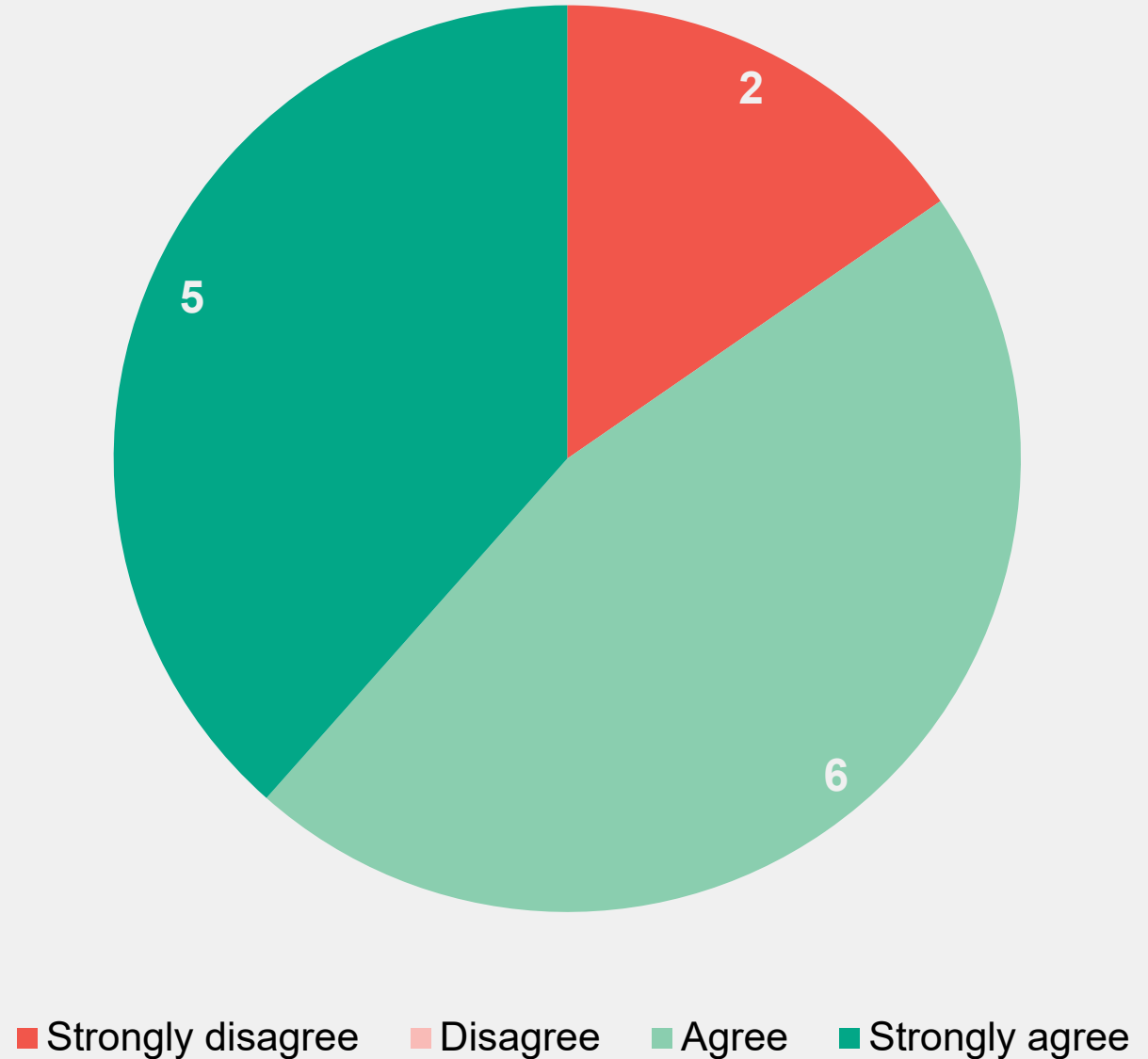
Application Materials

10 out of 13 respondents (77%) agree with the statement, “The Town provides appropriate materials and information about the process to help inform your application submission.”



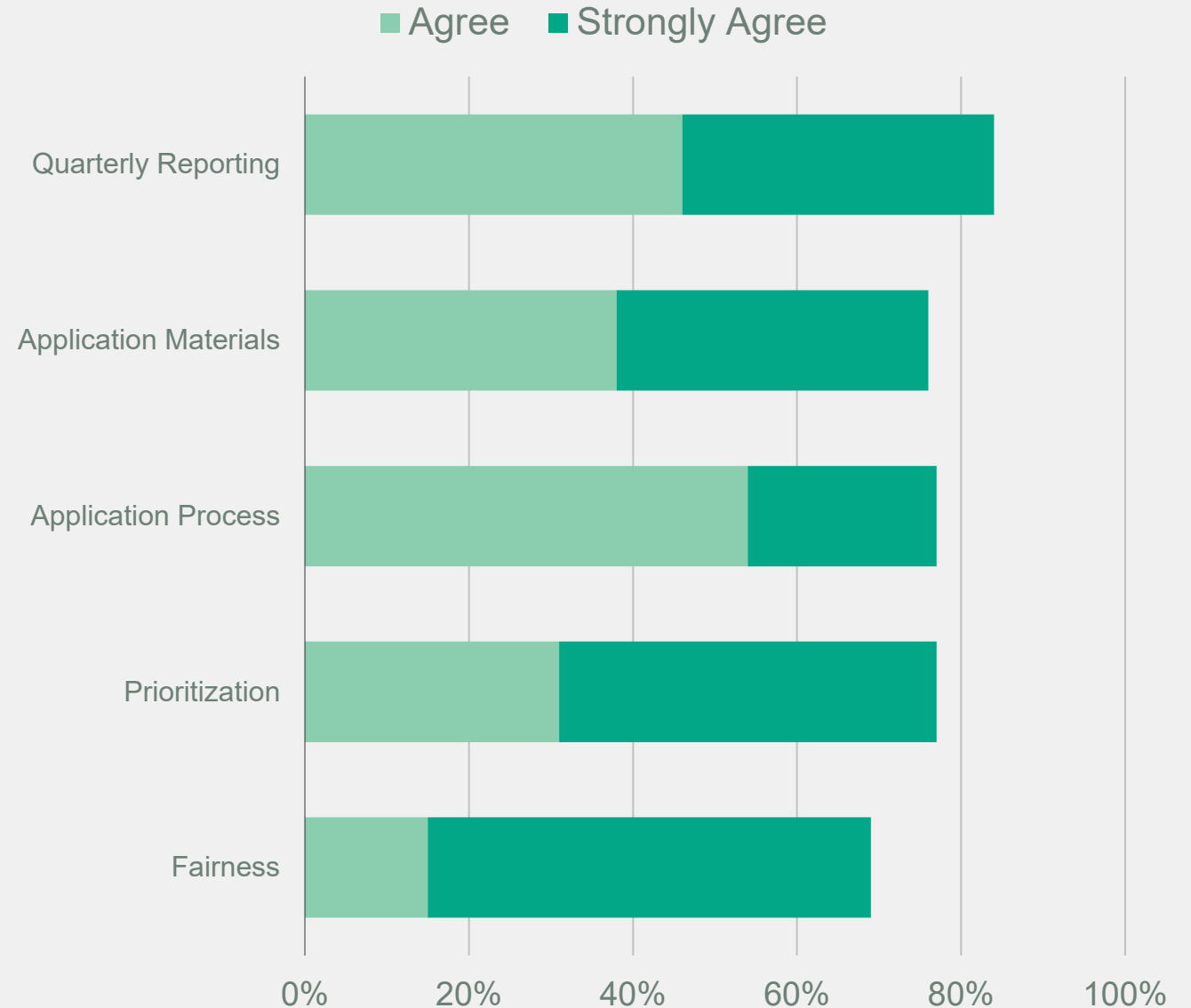
Reporting Requirements

11 out of 13 respondents (85%) agree with the statement, “The quarterly reporting requirements are easy to understand.”



Response Summary

Highest level of agreement was on the ease of quarterly reporting, and lowest level of agreement was on fairness.



Opportunities Identified by Respondents

- Enhance objectivity by cycling members of the CRC
- Clearly state the data needed as part of the application and quarterly reporting
- Give applicants an opportunity to respond if a CRC member makes an inaccurate statement in a public meeting

Preliminary Recommendations

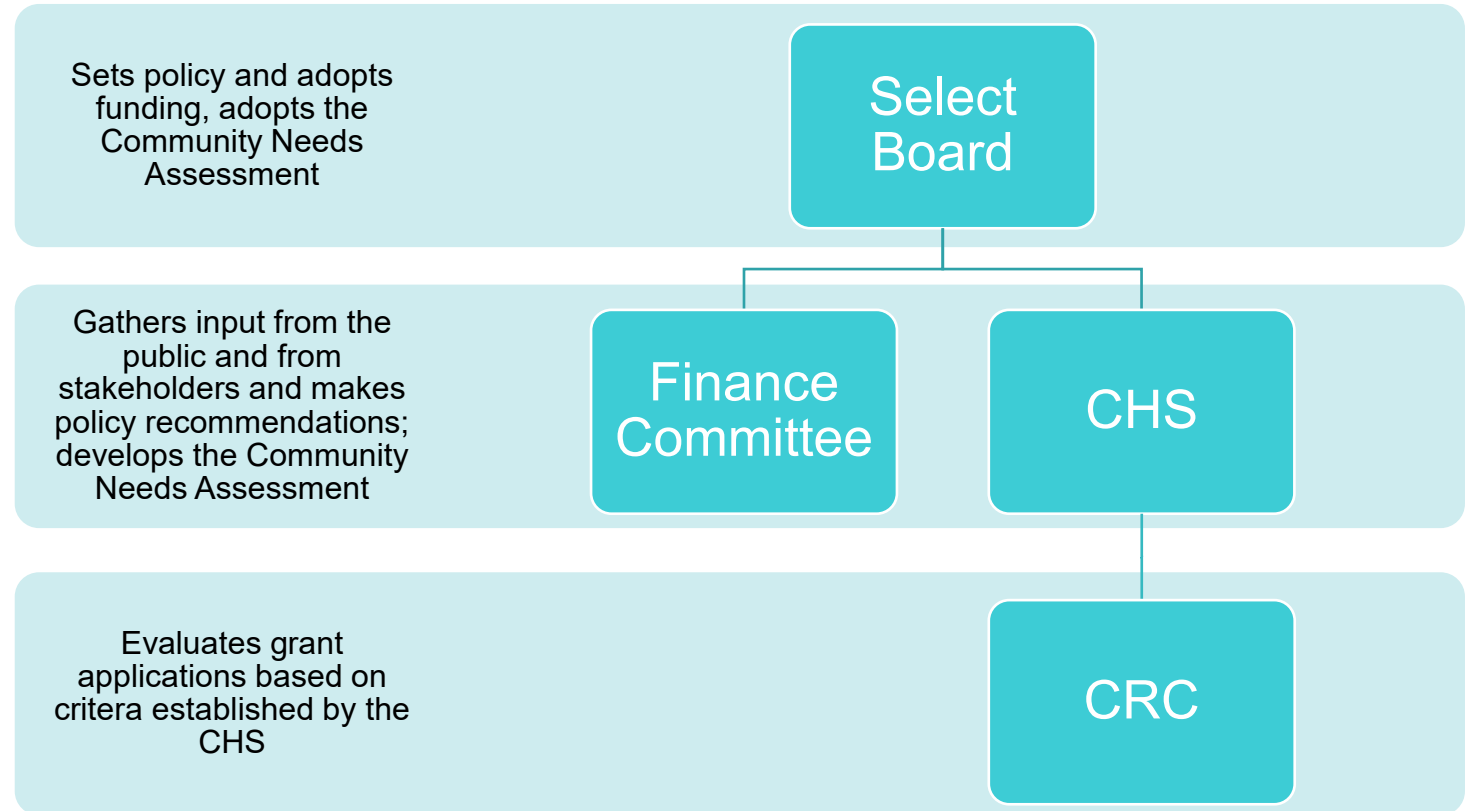


Oversight



Hold Workshop to Clearly Define Roles

Convene a workshop to clarify roles and reaffirm CHS as the policy-recommending body, with CRC as a subcommittee carrying out that policy



Other Oversight Recommendations



Consider combining the CHS and CRC

Historically difficult to fill both committees- regular vacancies

Uncommon among peer communities to have two oversight bodies



Clarify committee members ethical obligations

MA Conflict of Interest Law requires written disclosure of any relationships between members and applicants



Rotate CRC Chair appointments

Important to cultivate a diversity of approaches and viewpoints

Update the Community Needs Assessment

- Assessment was written in 2010, needs may have changed
- Short and general, with little guidance on prioritizing requests
- Assessment should focus on where there are gaps in services

Level One: Basic Necessities

Required by all community members in order to sustain life itself

- Nutrition (e.g. food pantry, meals on wheels, food stamps)
- Shelter/Housing (e.g. affordable safe and stable housing, rental assistance, emergency aid to homeless persons)
- Utilities (e.g. fuel assistance, other utilities assistance programs)

Level Two: Other Fundamental Needs

Enable community members to live decent, healthy lives in safety and with self respect.

- Access to: health care and disease prevention and management, mental health care, providers and specialists, and dental care (this includes both direct services and enrollment in insurance and other programs which provide access including education programs that foster self-sufficiency);
- Child and elder day care;
- Domestic violence prevention and victim support and education;
- Behavioral health and substance and alcohol use disorder prevention and education and treatment (includes alternatives to traditional clinical treatment and health care professionals);
- Support and education for persons and families with developmental challenges;
- Access to civil legal services and education that protect both necessities and other fundamental needs;
- Language (availability of translation services or materials)

Community Needs Assessment Development Steps

1. Identify a planning group with diverse representation
2. Inventory existing information on community needs
3. Gather additional information through surveys, community meetings, etc.
4. Summarize data and develop a draft assessment
5. Gather community feedback
6. Finalize the Assessment
7. Revisit at least every three to five years



Process



Expand the CHS Role in the Grant Process

CHS responsibilities should include:

- Developing and updating the Community Needs Assessment
- Meet with potential grant applicants to answer questions
- Set annual grant evaluation criteria
- Coordinate with Town staff to request additional funding if emerging needs arise

CRC responsibilities should include:

- Evaluating grant applications based on the criteria established by CHS
- Recommend grant funding allocation



HSD Administrative Responsibilities

Budget Development

Coordinate with CHS to understand changes in policy directives and funding needs for Human Services Grants. Submit changes to funding request as part of budget development in the fall.

Compliance Review

Lead efforts to standardize quarterly reporting and conduct review. Provide recommendations to CHS/CRC for approval.

CHS and CRC Support

Document expectations for planning and supporting CHS and CRC.

Standardize the Evaluation Process



Rubric Scoring

Clear scoring guidelines that are documented and provide transparency in the evaluation process



Budget Information

Add this criteria to the rubric, including the ability to secure funding from other sources and in-kind or match funds supporting the program



Community Needs

Create a better connection between CHS policy directives and needs criteria in the rubric



Interview Format

If interviews remain part of the process, all applicants need to participate and should be given a format or agenda to follow

Grants Management



Establish Two Grant Programs

Ongoing Needs

- 10 out of 11 organizations receiving funding in 2024 had gotten funding each year for at least three years
- Allow multi-year grants to reduce administrative effort and assist with better financial planning

One-Time Needs

- One-time grants would still allow flexibility for shorter-term or pilot programs
- Could also be used to support one-time capital or to address emerging needs

Standardize Reporting Requirements

- Information is provided in a variety of formats which increases the administrative workload
- Most organizations do not provide detailed program budgets
 - › Difficult to evaluate the effectiveness of how public funds are being used
- Limited information submitted on the impact of the work grantees are doing (e.g. performance metrics)
- Reduce frequency of reporting for smaller grants



Recommended Reporting Requirements

- Actual program-level expenditures and revenues and comparison to budget
- Workload metrics
 - › E.g., number of programs held
- Number of clients served (actual or estimate)
- At least one performance metric
 - › E.g., client survey rating
- At least one impact metric or narrative on impact
 - › E.g., percent of clients finding affordable housing

Next Steps

- **Finalize Recommendations**
- **Review Draft Report**

Q&A