

The New Human Services Partnership – High Impact Funding Round

Overview

Background

According to the adopted 2018 Racial Equity Policy, Washtenaw County is one of the wealthiest counties in Michigan, with high incomes and high rankings as one of the most economically vibrant, educated, healthy, and best places to live in the state. However, there are some stark disparities that lead to high inequity within the County. For example, Washtenaw County ranked 80 out of 83 Michigan counties for income inequality in the 2015 Robert Wood Johnson Foundation County Health Rankings. In addition, life expectancy for white residents of Washtenaw County is thirteen years higher than for black residents -- 75 years for whites; 62 years for black residents. For the past 15 years Washtenaw County Public Health has been tracking health disparities in the County and has found that such disparities are increasing in many areas, based on geography and the racial background of residents surveyed.

In 2015, the Washtenaw County Office of Community and Economic Development (“OCED”) released a “Housing Affordability and Economic Equity Analysis” report that identified racial and economic segregation in Washtenaw County as a key driver of inequities. The analysis and its recommendations were subsequently adopted by the Washtenaw County Board of Commissioners along with the City of Ann Arbor, the City of Ypsilanti, Ypsilanti Township, Pittsfield Township and the Ann Arbor Downtown Development Authority (“DDA”). To further the conversation on this important issue, the County held an Equity Summit in late 2015 in conjunction with the publication of the Washtenaw County Opportunity Index that conveys the distribution of opportunity across the County through maps and data. The Index utilizes recent data in five categories to break the county into quintiles showing where the average person has more overall opportunity. Following the Equity Summit, it was determined that the County should pursue an Equity Ordinance as the best-practice, first step for advancing government-wide equity work. Since this time, Phase II of the efforts began in 2018 with the title of “One Community: Advancing Racial Equity in Washtenaw County”.

In 2019, the Coordinated Funding Partners were already discussing a shift in the Coordinated Funding model to emphasize poverty, racism, and trauma. However, after 10 years, the Washtenaw Coordinated Funding Partnership ended. We are proud of the work done by Coordinated Funding (or COFU), and excited for the opportunity to re-envision community funding through the New Human Services Partnership in service of equity, and focused on addressing racism, poverty, and trauma.

The City of Ann Arbor, Washtenaw County and the Washtenaw Urban County are excited to move forward with the new partnership, that focuses on the following key goals:

- Desire to make impact and move the needle for those facing institutional inequities, while continuing to support the safety net
- Support smaller organizations performing high quality services
- Incorporate equity throughout the process including
 - Accessibility to the application process
 - Community-inclusive review process

- Equity review of applicants prior to award / contracting
- Equity in service delivery
- Focus on addressing institutional racism, poverty, and trauma as root causes of institutional inequity
- Redevelop strategic framework for investing resources to be focused on an equitable grant making process while achieving high impact outcomes
- Outcomes / goals are co-created with experts and community
- Incorporate lessons learned from COVID-19 response and previous COFU model
- Accessibility for grantees – allow for under-represented, new, or growing groups to access funding
- Ease of process – for applicants and staff
- Flexibility in funding / programming to allow for pivots and learning, including emerging needs
- Partnership continues to allow for shared communication, links to community partners, ongoing need, support in place, etc.

More information about the framework can be found on the New Human Services Partnership webpage [here](#).

To achieve these goals, the framework includes three different funding rounds for community investments:

- Five-year Safety Net Grants, concluded in spring 2022
- Annual Mini Grants, concluded November 2022
- Five-year High Impact Grants, winter 2022 funding round

High Impact Grants Opportunity

High Impact Grants are those that are intended to provide resources to “change the conditions” of those experiencing racism, trauma, or poverty in Washtenaw County. High Impact Grantees will receive funding for 5 years to scale existing human services work. Year one of the grant will allow the opportunity to create a strategic plan for scaling the agency’s innovation and allow time to create an evaluation plan to measure the outcomes of the project, while stabilizing existing programming. Year two through five will be used to implement the innovation and track outcomes. We acknowledge that sometimes an organization’s operation budget might need to be stabilized to scale the innovation. The grant can be applied to the effect. However, the ways in which the organization will be scaled in an innovative way must be clearly articulated and tied to the root causes of systemic oppression: racism, trauma, or poverty.

While we are seeking a partnership with organizations in hopes of providing system changing human services initiatives in Washtenaw County, this is not an opportunity to experiment on vulnerable populations but to expound and improve upon the services, systems, and practices already in place. For this reason, we see High Impact Organizations as those that are aimed at identifying and changing systems to address the root causes of systemic oppression: Racism, Poverty, and Trauma.

To be eligible for systems change, high impact funding, organizations must prove that they have:

- Existing equity processes embedded throughout the organization and related programming and/or proposed initiative. This can be demonstrated through the following:

- Previous and/or ongoing equity assessment and strategic plan
- Equity driven policies and board practices as described in the organization's Policy and Board manual/handbooks
- Stakeholder assessment and proof and adaptation of findings
- Proven long-standing history of providing quality community-based service:
 - State and/or federal funding monitoring results
 - At least 10 years of service in the community, providing annual reports as supporting documentation
 - Letters of support from partner agencies
 - Stakeholder engagement and proof of adaptation
- Play a significant role in a human services system:
 - Can clearly articulate services provided and current outcomes
 - Can clearly articulate barriers to providing current services

Narrative

Eligible organizations will include the following in a grant narrative:

- Describes ways in which current human service program seeks to scale based the scaling pedagogy and methods chart provided below
- Clearly describe the ways in which the innovation differs from current strategy, process, and service
- Clearly describe the potential outcome/ growth opportunity of innovation
- Clearly describe how the innovation addresses system oppressions of racism, poverty, or trauma
- Describe current human services landscape and how proposed initiative would not be a duplication of services:
 - Provides ways in which organization plans to partner with other human services organizations
- Invest in system innovation with the potential for [scalable impact](#) in the below five areas:
 - Scaling out
 - Scaling up
 - Scaling deep
 - Scaling scree
 - Scaling infrastructure

Table: Five Dimensions of Scaling

DIMENSION	DESCRIPTION
Scaling Out (Beneficiaries)	The expansion of an innovation and/or its replication and adaptation in different contexts. As result, it has more beneficiaries.
Scaling Up (Systems)	Changing institutions' policies, regulations, laws, working relationships, resource flows and practices in ways that enable (rather than undermine) the performance and expansion of the innovation.
Scaling Deep (Culture)	Changing the "hearts and minds" of people, the organization, system or community (e.g., in terms of narrative, values, beliefs and identities) so that the idea underlying the social innovation is supported and embedded in the cultural DNA.
Scaling Scree* (New Innovation)	Encouraging, legitimizing and cultivating other ideas and innovations that seek the same outcomes as the original innovation, but in different ways.
Scaling Infrastructure (Capacity)	Improving the capacity of a system or community to scale the work through such things as capital, data, talent, knowledge, networks.

* Scree: a mass of small loose stones that form or cover a slope on a mountain.

Sources: Riddell, Darcy & Michele-Lee Moore (2015). [Scaling Out, Scaling Up, Scaling Deep: Advancing Systemic Social Innovation and the Learning Processes to Support it](#). The J.W. McConnell Family Foundation & The Tamarack Institute for Community Engagement.
Tulloch, Gord (2018) Blog: [Expanding Conceptions of Scale Within the Social Sector](#).

Review process

Phase 1: Staff eligibility requirement and Racial equity review

- Staff eligibility review:
 - Required documents including financial risk assessment
 - Eligibility documentations
 - Board and policy manuals
 - Monitoring results
 - Stakeholder assessments
 - Long standing
 - **Racial/equity** panel review
 - Review of policy and board manuals
 - Racial equity strategic plan and outcomes

Phase 2: Content review

- Content experts
 - At least One content expert for each topic submitted
- Elected official representation
 - At least 1 from City of Ann Arbor City Council
 - At least 1 from Washtenaw County BOC
- Community representation
- All eligible applicants will have the opportunity to present to the reviewers.
 - Reviewers will have the opportunity to ask clarifying questions based on the application

High Impact Grant Office Hours

Office hours will be offered to organizations for an opportunity to meet with OCED leadership to discuss specific proposal ideas, seek clarity on the funding process, and learn more about funding expectations. *Please note: each office hour session is limited to FIVE agencies. While only ONE representative from your agency should register, we are allowing multiple agency leadership/staff attend the session, if desired. It is the agency's responsibility to share meeting (e.g. Zoom link) amongst themselves once registration is confirmed.*

- Wednesday, November 30, 1-2pm
 - Register here <https://washtenawcounty.zoom.us/meeting/register/tZMtcuyhrj0rHN1u7KgwWvZl8YaHxDgr4hfF>
- Thursday, December 1, 10-11am
 - In person – [Washtenaw County Learning Resource Center](#), Huron Room
 - Register here <https://forms.gle/yTP2JvQFLkpP2jFS7>
- Wednesday, December 7, 1-2pm
 - <https://washtenawcounty.zoom.us/meeting/register/tZYkc-uprDsiHN3kKVxMiLMJiU7-GIJh1UOm>
- Tuesday, December 13, 11am-12pm (in person at LRC)
 - In person – Washtenaw County Learning Resource Center, Huron Room
 - Register here <https://forms.gle/51APvti5ynW4rJUU9>

High Impact Grants Timeline

Below is a tentative timeline for the High Impact Funding round:

Timeline for High Impact Grants	Date
Office Hours	Monday, November 28 – Tuesday, December 16, 2022
Release RFP	Thursday, December 22, 2022
High Impact RFP Information Session	Wednesday, January 18, 2023 at 1-2pm
Proposals Due	Tuesday, February 28, 2023
Eligibility Review and Reviewer Deliberation	March 2023
Reviewer Deliberation	April 2023
Board and Council Approval	May 2023
Grant and Contracting to Begin	July 2023