



DEPARTMENT OF  
**COMMUNITY &  
HUMAN SERVICES**



## **Request for Grant Proposals**

**Mini and Incubator Grants  
Fiscal Years 2027-2029**

**Date of Release: January 5, 2026  
Grant Proposals Due: February 17, 2026**

## SUMMARY

**Date of Release:** January 5, 2026

**Proposal Due Date and Time:** 5 p.m., February 17, 2026

**Period of Performance:** Three (3) years, July 1, 2026 – June 30, 2029

**Funding Amount Per Year:** \$7,000 to \$10,000 each

**Virtual Pre-Proposal Training Session:** January 15, 2026 (register [here](#))

**Selection Announcement:** June 2026

**Point of Contact for Questions:** [DCHSAlexFund@alexandriava.gov](mailto:DCHSAlexFund@alexandriava.gov)

**Application Submission:** Please submit all applications and supporting materials using the [online submission form](#)

## I. BACKGROUND AND PURPOSE

The City of Alexandria, through its Department of Community and Human Services (DCHS), is pleased to invite grant proposals for the newly launched Alexandria Fund for Human Services (AFHS) mini and incubator grant component for the FY 2027 through 2029 grant cycle.

Since its inception, the AFHS has provided funding through a competitive grant-making process for eligible programs and services of nonprofit partners that meet human service needs for the City's most marginalized residents across the lifespan.

To ensure that AFHS is responsive to the growing and changing needs of the community, Alexandria's City Council requested an independent evaluation of the program. The 2025 evaluation recommended restructuring AFHS to focus competitive grants on programs and services that promote stabilization and foster thriving within communities, using a spectrum-based approach to Essential Human Services (EHS). Based on these recommendations, the FY 2027-2029 grant cycle introduces five refined grant priorities aligned to the EHS framework. Additionally, AFHS now offers two new grant categories, mini grants and incubator grants, to create accessible entry points for emerging organizations and reduce barriers to funding for focused, smaller-scale initiatives.

## II. OVERVIEW

### Refined Grant Priorities

The evaluation developed five EHS criteria to guide funding decisions. Organizations interested in applying for a FY 2027-2029 grant award must demonstrate an ability to impact one of five grant priorities with programs and services that promote stabilization and foster thriving within communities:

- Basic Needs Fulfillment
- Vulnerability and Equity
- Health and Safety

- Economic Stability and Support
- Social Functioning and Cohesion

### Essential Human Services Definition

*Essential Human Services (EHS) are those that meet the fundamental needs necessary for survival, stability, and well-being. Rather than a dichotomous classification of essential or not, services exist on a spectrum. At the most basic level, they ensure survival by addressing the immediate bare needs of food, water, shelter, and safety<sup>1</sup>. The next level supports continued survival or **stability** by preventing harm, promoting health, and enabling economic and social participation. At the highest level, they foster mobility, resilience, and community engagement — collectively known as **thriving**. Rather than a fixed set of services, EHS depends on contextual factors such as geography, culture, and societal conditions.*

### Categories of Awards

The FY 2027-2029 AFHS grant cycle offers two new award categories designed to support smaller-scale programs and services. Organizations may submit multiple applications and may apply as a single organization or in partnership with other organizations through a joint application. Mini and Incubator grants will be awarded for the period covering July 1, 2026, through June 30, 2029.

- A. Mini Grants:** This grant type supports existing and new smaller scale programs or services. This funding may be used to defray discrete program or service expenses, implement focused activities, or address immediate needs.
- B. Incubator Grants:** This grant type is intended to provide flexible low barrier funding that empowers the successful applicant to develop and test a **new, innovative, or developing** program or service that will advance or promote **stability** and foster **thriving** in the City of Alexandria communities. These grant requests may also be used for early-stage implementation of programs or services that may not have an extensive track record or formal infrastructure. The goal of an AFHS Incubator Grant is to:
  - Encourage **creative problem-solving** to respond to key trends and emerging issues
  - Support **grassroots or community-driven solutions**
  - Provide an **opportunity** to explore promising models
  - Help build capacity and generate **evidence of impact** for future scaling or long-term funding

### Funding Amount

Mini and incubator grant awards will range from \$7,000 to \$10,000 per year for the three-year grant cycle (FY 2027-2029). The actual amount of each grant award will be confirmed once funds are appropriated by City Council through its annual budget proceedings and adoption of the FY 2027 budget. Approved grant award amounts will remain the same for the two subsequent years in the grant cycle and are contingent upon City Council's annual AFHS appropriation and satisfactory performance of the grantee.

### Application Submission Requirements

Each application—whether single or joint—must:

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<sup>1</sup> This definition was developed by Community Science in the Alexandria Fund for Human Services Evaluation (April 2025), drawing on frameworks including Maslow's Hierarchy of Needs, the Basic Needs Approach, and the Human Services Value Curve.

- Address **only one** of the five grant priorities
- Focus on either **stabilizing** or **thriving** outcomes (not both)
- Serve one or more of the designated focus populations

### Joint Applications

Organizations submitting a joint application must include an executed agreement or letter of commitment from all prospective partner(s) that outlines the specific roles and commitments of each partnering organization.

## III. ELIGIBILITY REQUIREMENTS

To be eligible for AFHS mini or incubator grants, organizations must meet **ALL** the following criteria:

- Possess an IRS nonprofit determination and demonstrate an immediate ability to serve City of Alexandria, Virginia residents.
  - **Incubator Grant applicants only:** Applicants with a pending IRS nonprofit determination at the time of proposal submission may apply. However, if recommended for a grant award, funding will be contingent on receipt of the IRS nonprofit determination letter within 90 days of the AFHS Intent to Award Notice.
- Have no outstanding federal, state or local regulatory violations, taxes or penalties.
- Demonstrate that AFHS funding will benefit eligible individuals and households residing within one of the eight (8) zip codes within the geographical city limits of Alexandria, VA (see zip codes in section VI). Organizations based in adjacent jurisdictions are eligible provided they serve individuals residing within the city limits.

## IV. APPLICATION PROCESS

### Competitive Review Process

This is a competitive grant process; all grant proposals will be reviewed and evaluated by a panel of subject matter experts from the community and in consultation with an interdisciplinary DCHS staff team. Prior AFHS grant performance will be taken into consideration during the review process and when determining grant awards. Mini and incubator grant proposals will be evaluated and rated based on the criteria and point values in *Attachment I*.

### Submission Requirements

Grant proposals must be submitted electronically via the Alexandria Fund for Human Services' online grant portal: [online submission form](#)

**New Users:** register and create an account by visiting [here](#).

**Existing Users:** Please enter your credentials and log in. If you forgot your password, please use the "Forgot your Password?" link to the left to reset your password.

**Not Sure?** If you think that you or someone at your organization has already registered in the system, do not create a new account. Please contact DCHS at: DCHSAlexFund@alexandriava.gov to receive your username.

Grant proposals may **not** be submitted in person, by U. S. Postal Services, courier, email nor facsimile.

## V. TECHNICAL ASSISTANCE AND SUPPORT

**Virtual Pre-Proposal Training Sessions: January 15, 2026, from 9 a.m. to 11 a.m.** – register [here](#)

This optional session will provide an overview of the AFHS grant proposal process and requirements, as well as an opportunity to preview the online grant application portal. Attendance is strongly encouraged, particularly for first-time applicants and organizations new to Foundant, the online grants management platform. The recording will be available on the [DCHS website](#) following the training.

*For reasonable disability accommodations, contact [Danelle.johnson@alexandriava.gov](mailto:Danelle.johnson@alexandriava.gov) or call 703.746.5791 or Virginia Relay 711.*

**Weekly Technical Assistance Office Hours:** Each Thursday and Friday from January 22 through February 13, a member of the AFHS Grant Team will be available in 30-minute intervals between 9:30 a.m. and 4:30 p.m. (*Note: Office hours on February 13 will be reserved for technical/portal access issues only. Questions about program design or eligibility must be raised by or before February 12*). The purpose of this dedicated time is to answer questions regarding RFGP submission guidelines and address Foundant access issues. Office hours are **not** intended for discussion of or feedback on an applicant's proposed program or service design. Sign up for office hours [here](#).

**Written Questions:** Questions regarding the grant proposal process may be submitted via email to [DCHSAlexFund@alexandriava.gov](mailto:DCHSAlexFund@alexandriava.gov) through **February 12, 2026**. Responses will be posted as an FAQ on the [DCHS website](#) within 48 hours.

## VI. PROPOSAL REQUIREMENTS

### Grant Priorities

Organizations interested in an AFHS FY 2027-2029 standard grant must propose an initiative, program, or service that aligns with one of the EHS **stabilizing** or **thriving** focused grant priorities as described below:

- **Basic Needs Fulfillment:** Criteria: Services that promote wellbeing

Stabilizing	Thriving
Provides consistent access to basic needs with some security	Promotes long-term individual or family well-being and self-sufficiency beyond immediate needs
<i>Examples: housing stability efforts, linking individuals to primary healthcare, access to early care and education support</i>	<i>Examples: nutrition education, preventive healthcare</i>

- **Vulnerability and Equity:** Criteria: Program or service that addresses systemic inequities or support historically marginalized communities as noted in the focus population.

Stabilizing	Thriving
Addresses disparities by providing ongoing support that reduces marginalization	Promotes systemic change and structural equity, ensuring all communities have opportunities for prosperity
<i>Examples: disability assistance, employment and training efforts</i>	<i>Examples: policy reforms, economic mobility efforts, equitable healthcare access</i>

- **Health and Safety:** Criteria: Program or service that contributes to public level health and community safety.

Stabilizing	Thriving
Strengthens protective factors to prevent crises and improve resilience	Builds sustainable, health-promoting systems that enhance long-term public well-being
<i>Examples: access to community health clinics, mental health/substance use disorder support, out-of-school-time programs, domestic violence prevention</i>	<i>Examples: programs/services that promote access to healthcare, public health education, promote nutrition education</i>

- **Economic Stability and Support:** Criteria: Programs or services that supports financial security for individuals and communities.

Stabilizing	Thriving
Enhances financial security and mobility through structured programs	Promotes long-term economic independence and prosperity
<i>Examples: job training, financial education, connecting residents to affordable early care and education supports and childcare</i>	<i>Examples: small business grants, wealth-building initiatives or economic mobility</i>

- **Social Functioning and Cohesion:** Criteria: Programs or services that support societal stability, prevent displacement, and fosters community well-being.

Stabilizing	Thriving
Encourages inclusive participation and community support	Builds long-term social resilience, belonging and civic engagement
<i>Examples: community-wide programs that promote social engagement and participation, civic engagement, volunteering, mentorship programs</i>	<i>Examples: leadership development, cultural programming, initiatives promoting collective well-being</i>

## Focus Populations

During the evaluation and community input process, additional groups were incorporated into the focus population. Proposed programs or services must benefit one of the following:

- Children and youth (including ages 0-5).
- Individuals with low incomes and low wealth.
- Individuals with dental, physical health, mental health, vision care needs, and for those who are deaf or hard of hearing.
- Individuals facing crises.
- Survivors of domestic violence and sexual assault.
- Older adults.
- Historically marginalized communities: This includes, but is not limited to Black, Indigenous, People of Color (BIPOC), immigrant populations (including those who lack documentation or families with mixed status), justice-involved individuals, LGBTQIA+ individuals, persons with disabilities across the lifespan to include support for care givers, individuals with Limited English Proficiency, unhoused /Housing Insecure /Housing Cost Burdened.

## Geographic Eligibility

Programs or services must serve individuals residing in one or more of the following Alexandria, Virginia zip codes:

22206 | 22301 | 22302 | 22304 | 22305 | 22311 | 22312 | 22314

## Grant Application

This section describes the elements of the grant application contained in the web-based Foundant portal. A pdf version of the online application can be found [here](#). Applicants should be prepared to fill in all the fields in the cover page, provide narrative responses in the character limited sections, and upload the required documents.

### Cover Page

- Organization's Legal Name if Different Proposed
- First Time Applicant
- Organization Mailing Address
- Chief Executive Officer/Executive Director/Authorizing Representative
- Email Address
- Telephone Number
  - Principal Program Contact Person
  - Email Address
  - Telephone Number
- Organization's Website Address
- Organization's Federal Tax ID
- Organization's Fiscal Year Start/End
- Organization's FY 2025 Total Operating Budget Amount
- Name of the Proposed Program/Service
- Physical Address of the Program/Service
- Amount Requested for the Proposed Program/Project
- Joint Application- Contact Information for all Partnering Agencies

- Partnering Organization Name
- Partnering Organization Address
- Partnering Organization Telephone Number
- Partnering Organization Website
- Partnering Organization's Principal Contact
  - Email address
  - Telephone Number
- Selection of the **Essential Human Service Funding Priority** the proposed initiative, program or service will address.
- Selection of the **Focus Population(s)** will be the proposed initiative, program or service support
- Selection of the anticipated **Zip Codes** where these individuals will reside.
- Date the Board of Directors approved the submission of this grant proposal

### Narrative Responses

Applicants must provide narrative responses for each of the following sections. Each section has a specified character limit and must be completed in the online application portal

#### 1. **Statement of Need (5,000-character limit)**

Provide a description of the specific issue of the proposed initiative, program or service seeks to address, with a particular emphasis on the following:

- Use of Alexandria-specific data to demonstrate need, including relevant statistics and findings from local reports or community assessments.
- A description of the geographic area to be served and any documented gaps in existing services.
- Key demographic and socioeconomic characteristics of the population of focus.
- Evidence of unmet needs, disparities, or barriers faced by the community.
- An explanation of why a mini or incubator grant is appropriate, and why a small-scale funding award is the right solution to address this need. Emphasize the potential for immediate, visible, or measurable impact.
- Drawing on the Essential Human Services (EHS) definition, explain how the proposed initiative, program, or service will provide a coordinated and comprehensive set of interventions designed to assist individuals and families as they move from initial stability toward long-term self-sufficiency and overall well-being.

#### 2. **Alignment with Grant Priorities (5,000-character limit)**

Provide a description of the core activities and strategic approaches the proposed initiative, program or service will undertake to address the selected grant priority. The response should demonstrate how the initiative aligns with the defined grant criteria and addresses an identified Essential Human Service (EHS) need, promoting either **stabilization** or **thriving** outcomes for individuals and/or families. Responses should also address the following:

- **Approach, Design and Implementation:** Specific activities, services, or interventions that will be implemented to address the selected grant priority effectively.
- **Incubator Grant Proposals only:** Include a description of how this funding supports early-stage or pilot programs designed to test innovative solutions, pilot new approaches, or fill critical gaps in existing services.



3. **Outcome Measurement and Data Collection (5,000-character limit)**

- **Outcome Measurement:** In this section, provide the **number of individuals and households** that will directly be supported and identify and define **two (2) key outcome measures** that will be tracked over the course of the three-year grant period. These measures should reflect the intended impact of your proposed program or service and align with the goals of the selected grant priority area. Also describe how each outcome will be measured. Include the tools, metrics, or indicators that will be used to assess progress (e.g., pre/post surveys, case management data, participant tracking systems). See *Attachment III* for guidance on developing outcome measures (Department of Health and Human Services' Measuring Outcomes Guidebook)
- **Data Collection Methods:** Explain the methods, tools, and sources you will use to collect data, such as interviews, surveys, administrative records, or third-party evaluations.
- **Baseline Data Collection Capacity:** Describe your organization's capacity and systems for collecting and reporting the required baseline data throughout the grant cycle, including number of individuals/households served, ZIP codes where services are delivered, or where participants reside (for home-based services), demographic information (race/ethnicity), and languages in which services are provided.

4. **Proposed Number of Individuals to be Supported FY 2027-2029**

Provide the projected number of unduplicated individuals to be served in each year of the three-year grant cycle.

5. **Proposed Number of Households to be Supported FY 2027-2029**

Provide the projected number of unduplicated households to be served in each year of the three-year grant cycle.

6. **Fiscal and Organizational Management (3,500-character limit)**

Applicants must provide a description of the organization's capacity to effectively manage public funds and deliver services with fiscal integrity and strong organizational oversight. This section should also provide a clear overview of the organization's governance structure, financial management systems, and leadership qualifications, as well as the experience in managing grants of similar scope or complexity. As appropriate the response should also address:

- **Leadership and Governance-** qualifications and experience of the senior leadership team and governing board. Include information on Board oversight responsibilities, relevant expertise, and how governance structures support the mission and fiscal health of the organization.
- **Fiscal Accountability-**financial management practices, including budgeting processes, internal controls, and use of accounting systems. Describe the organization's approach to financial reporting, monitoring, and compliance with funder requirements.
- **Audit and Financial History-**Highlight the quality and reliability of the organization's audit and financial review processes. If available, reference recent audit results, internal audit mechanisms, and actions taken to address any past findings.

7. **Proposed Budget** – Mini and incubator grant requests must provide a proposed budget

Proposed Line Item: List all costs covered by this funding to include personnel.	Requested Amount	Brief Explanation of the Proposed Expense
<b>Total AFHS Request</b>	\$	

Allowable expenses include:

- Personnel Cost by Position
- Fringe Benefits
- Payroll Taxes
- Operating Costs (Program related expenditures, Audits, Copying/Printing, Equipment, Insurance, Office Supplies, Postage, Space/Rent, Technology, Training, Travel, and Other related expenses)
- Direct Client Assistance

**NOTE:** Only administrative costs directly related to the proposed program are to be included within the request.

8. **Additional Budget Information (2,500-character limit)**- In this section applicants should describe:

- Other resources/revenue streams that will be leveraged or are being sought (type, source and use restrictions) to help sustain the proposed initiative, program or service.
- An estimations of in-kind support. The value of volunteer hours should be calculated using the Independent Sector <https://independentsector.org/blog/new-value-of-volunteer-time-2025-released/> \$34.79 per hour rate. If volunteers will donate skills valued at higher in-kind hourly rate, include a rationale in the budget justification.
- Joint applicants should identify areas of shared costs or distribution of costs among participants in the budget narrative.
- Impact of partial funding on the delivery of the proposed initiative, program or service and effectiveness and include the minimum acceptable level of funding.
- Plan for sustaining the project after the FY 2027-2029 grant cycle.

**NOTE:** Successful applicants will have the opportunity to submit a final budget prior to the execution of the FY 2027-2029 grant agreement. Approved grant award amounts will remain the same for the two subsequent years in the grant cycle and are contingent upon City Council’s annual AFHS appropriation and satisfactory performance of the grantee.

9. **Joint Applications**

Efforts should be made to link with other programs that serve the same population and to submit a joint

application. All joint applications must include a Memorandum of Understanding (MOU) or Letter of Commitment from formal partners that outlines clearly

- the nature of the partnership,
- the scope, responsibilities, and commitments of each participating organization,
- and how the collaboration contributes to achieving the proposed outcomes and strengthens the City's overall human service delivery system.

**10. Grant Application Attestation** - Applicants will be required to attest to the authorization to apply for AFHS grant funding and declare to the best of their knowledge and belief that the information in the grant proposals is accurate.

### **Required Attachments**

The following attachments must be uploaded in an electronic file form (e.g., PDF, Word, PNG, GIF, JPG a maximum size of 12 MiB per document). If the applicant is unable to provide any of the required attachments, an explanation for each missing attachment must be included in the corresponding section.

1. IRS Letter of Nonprofit Determination (as applicable). **If an incubator and mini grant applicant does not have an IRS Nonprofit determination at the time of this submission, provide evidence that this is in process along with a projected date for receiving the certification. Failure to obtain IRS nonprofit determination within 90 days may result in award rescission.**
2. Most Recent External Audit (organizations with annual operating budget of \$250,000 or less, may submit most recent Board approved year-end financial statement or most recent IRS Form 990.
3. Organization's FY 2025 Operating Budget.
4. Organization's Most Recent Annual Report (if available).
5. Board of Directors Roster
6. Memorandum of Understanding (MOU) or Letters of Collaboration for **Joint Applications or programs or services that will** be delivered at a location outside the organization's own facilities. This document must outline the specific roles and commitments of each partnering agency or organization.

## **VII. POST-AWARD GRANT REQUIREMENTS**

Successful applicants must meet the following grant requirements throughout the three-year grant cycle.

### **Outcome Measures**

Prior to the execution of the FY 2027-2029 grant agreement, DCHS will confer with successful applicants and confirm approved outcome measures. The approved outcome measures will become an attachment to the executed grant agreement. Awarded grantees will receive the required reporting templates and formatting instructions during the post-award session. The two key outcome measures must be tracked continuously throughout the entire AFHS 2027-2029 grant cycle.

### **Required Baseline Data**

In addition to outcome measures, all funded programs will be *required* to collect and report *baseline data*,

including the following:

- The number of individuals or households served
- The ZIP code where services are delivered, or where participants reside (for home-based services)
- Demographic information, including race and ethnicity
- The language(s) in which services are provided

Note: Applicants should describe their data collection methods and capacity for tracking this baseline data in the Outcome Measurement and Data Collection section of the grant proposal narrative.

### Reporting Requirements

Grantees will be required to submit mid-year and year-end reports for each year of the three-year grant cycle. Reporting templates and formatting instructions will be provided during the post-award session. Reports are due on January 31 and July 31 of each grant year. Additionally, grantee organizations with an annual budget greater than \$750,000 must submit their annual External Audit, and grantee organizations with an annual budget of less than \$750,000 may instead submit their Year-End Financial Statement or IRS Form 990. These documents will be sent directly to the City of Alexandria's Office of Internal Audit each grant year.

### Technical Assistance for Incubator Grants

DCHS staff will offer technical assistance during the first year of the grant cycle to help incubator grant recipients refine their programs, strengthen implementation, and evaluate outcomes.

## VIII. GRANT PROCESS TIMELINE

Notice of Funding Availability	December 17, 2025
Request for Grant Proposals Issued	January 5, 2026
Virtual Pre-Proposal Training Session for Prospective Standard Proposal Applicants (only recommend if applying for a Standard Grant)	January 14, 2026
Virtual Pre-Proposal Training for Prospective Mini or Incubator Applicants	January 15, 2026
Dedicated Technical Assistance Office Hours (Office hours on February 13 will be reserved for technical/portal access issues only)	Jan. 22, 2026 – Feb. 13, 2026
Deadline for Grant Proposal Questions	February 12, 2026
Grant Proposal Submission Deadline	February 17, 2026
Grant Application Certification	February 18-27, 2026
Grant Proposal Review Period	Mar. 2, 2026 – Apr. 10, 2026
City of Alexandria FY 2027 Budget Adoption	April 29, 2026
Grant Award Recommendations Presented to City Council	May 2026
Grant Award Notice and Grant Agreements Issued to Successful Applicants	June 2026
Signed Grant Agreement Due	June 2026
FY 2027 Grant Cycle Begins	July 1, 2026
Post-award Training	Week of July 13, 2026

## Attachment I: Scoring Criteria

Total Number of Points: 70 total points

Statement of Need Scoring Criteria – (20 Points Total)		
Criteria	Points	What Reviewers Will Evaluate
Clarity and Specificity of the Need	5	The applicant clearly defines a specific and relevant need or gap in service.
Use of Supporting Data or Evidence	4	The need is supported by appropriate data, observations, or community feedback.
Alignment with Grant Purpose	3	The described need is well aligned with the goals and intended impact of the program/services.
Appropriateness of Scale and Scope	3	The applicant demonstrates that the program/services is a suitable and effective funding mechanism to address the need.
Essential Human Services (EHS)	5	Proposed initiative, program, or service will provide a coordinated and comprehensive set of interventions designed to assist individuals and families as they move from initial stability toward long-term self-sufficiency and overall well-being.

Grant Priority Being Addressed Scoring Criteria – (20 Points Total)		
Criteria	Points	What Reviewers Will Evaluate
Clarity of Grant Priority Selection	3	Clear identification of one of the grant priorities and the corresponding EHS need.
Alignment with Stabilization or Thriving Goals	4	Clear support of stabilization or thriving outcomes in a way that aligns with grant intent.
Defined Strategic Approach and Core Activities	5	Core activities that are well-defined, strategically sound, and appropriate to the identified need and population.
Use of Evidence-Based or Promising Practices	4	Demonstration of the use of proven or innovative practices, supported by rationale or research.
Evidence of Effectiveness	4	Inclusion of strong supporting data or past performance outcomes that demonstrate the program's potential for impact.

Data Collection and Outcome Measurement Scoring Criteria – (15 Points Total)		
Criteria	Points	What Reviewers Will Evaluate
Outcome Measurement	4	Identify and define two (2) key outcome measures that will be tracked over the course of the three-year grant period.
Measurement Tools & Methods	4	Description of reliable and feasible methods for collecting, tracking, and analyzing outcome data.
Use of Data for Improvement	2	Demonstration of a commitment to use data to inform decision-making, monitor progress, and improve services.

Baseline Data	5	Proposal demonstrates the number of individuals or households served; ZIP code where services are delivered, or where participants reside (for home-based services); demographic information, including race and ethnicity, and language(s) in which services are provided.
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Fiscal and Organizational Management Scoring Criteria – (15 Points Total)		
Criteria	Points	What Reviewers Will Evaluate
Leadership and Governance	4	Leadership team and Board have strong, relevant experience. Governance structure supports oversight and accountability.
Financial Systems and Controls	4	Financial systems and internal controls are clearly described, appropriate, and sufficient for managing public funds.
Audit and Fiscal Accountability	3	Audit history is clean or demonstrates effective resolution of findings. Financial practices ensure compliance and transparency.
Grant Management Experience	4	Applicant demonstrates successful experience managing similar grants, with strong fiscal and programmatic outcomes.

## Attachment II: Definition of Terms

**Essential Human Services (EHS):** Essential Human Services (EHS) are those that meet the fundamental needs necessary for survival, stability, and well-being developed by Community Science in the Alexandria Fund for Human Services Evaluation (April 2025), drawing on frameworks including Maslow's Hierarchy of Needs, the Basic Needs Approach, and the Human Services Value Curve. Rather than a dichotomous classification of essential or not, services exist on a spectrum. At the most basic level, they ensure survival by addressing the immediate bare needs of food, water, shelter, and safety. The next level supports continued survival or stability by preventing harm, promoting health, and enabling economic and social participation. At the highest level, they foster mobility, resilience, and community engagement — collectively known as thriving. Rather than a fixed set of services, EHS depends on contextual factors such as geography, culture, and societal conditions.

**Housing instability:** Encompasses several challenges, such as having trouble paying rent, overcrowding, moving frequently, or spending the bulk of household income on housing. These experiences may negatively affect physical health and make it harder to access health care.

**Indicator:** A type of measurement that evaluates the state or success of a program or policy. A good indicator will be easily interpreted, be grounded in research, and will be collected in a timely manner. Increases, improvements or reductions need to be included.

- **Measurable:** Can be quantified using data (e.g., numbers, rates, percentages).
- **Relevant:** Reflects important aspects of population health or health system performance.
- **Comparable:** Can be used to compare between regions, populations, or over a prescribed period.

**Innovative practices:** Innovation is intended to promote new, more effective, and equitable ways of addressing essential human needs. Nonprofits may demonstrate innovation in one or more of the following ways:

- **Service delivery innovation:** new approaches that increase efficiency, accessibility, or impact
- **Systems change innovation:** initiatives that address root causes not just symptoms
- **Cross-sector collaboration:** partnerships across service areas to improve reach or impact
- **Equity-driven innovation:** practices that ensure services reach the most marginalized populations
- **Sustainable Impact:** programs that build long-term solutions, rather than short-term relief

**LGBTQIA+:** An umbrella term that encompasses a wide range of sexual orientations and gender identities. Abbreviation to denote lesbian, gay, bisexual, transgender, queer, intersex, asexual. +(plus) acknowledges and includes all other identities not covered by the letters.

**Measurement Tool:** The instrument or method used to determine the funded program/project's impact, outcomes, or effectiveness. These include but are not limited to pre- and post-tests, user satisfaction surveys, and knowledge assessments.

**Outcome Measures:** Outcome measures are specific indicators used to assess the results or effects of a

program, intervention, or treatment — particularly in terms of its impact on individuals, populations, or systems.

**Outputs:** The direct products of program activities and may include types, levels, and targets of services to be delivered by the program. They are the products that result from the activities. Through outputs we “count” what the program does (e.g. number of participants, frequency of classes, hours of tutoring, circulation, number of brochures distributed).

**Promising practices:** An activity, procedure, approach, or policy that leads to, or is likely to, improved outcomes or increased efficiency for health centers.

**Public health innovation:** The creation and implementation of a novel process, policy, product, program, or system leading to improvements that impact health and equity. Tenets of public health innovation include the following:

- It is an ongoing, systematic process that can generate incremental or radical changes.
- It requires both collaboration with diverse team members and partners and co-production with people with lived experience who will be affected by the results of the innovation.
- It is an open process lending itself to adaptation or replication.

**Service/Program Activities:** What the program does with resources or grant funds. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results. They are the services provided by the program and can be thought of as the “verbs” of the program.

**Tamarack Institute's Collaboration Spectrum:** A tool that helps groups understand and define different levels of collaboration, from competition to deep integration, by examining the intensity and function of their partnerships. Please refer to the link found in *Attachment III*.



### Attachment III: Links To Helpful Resources

Links to plans, guidance documents, and reports useful to the development of your grant proposal.

- Alexandria City Council Priorities- <https://www.alexandriava.gov/city-council/city-council-priorities>
- Alexandria Fund for Human Services Evaluation April 2025- [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.alexandriava.gov/sites/default/files/2025-07/alexandria\\_fund\\_for\\_human\\_services\\_afhs\\_evaluation\\_april\\_2025.pdf](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.alexandriava.gov/sites/default/files/2025-07/alexandria_fund_for_human_services_afhs_evaluation_april_2025.pdf)
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- City of Alexandria Equity Homepage-<https://www.alexandriava.gov/Equity>
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- National Institute of Health Evidence-Based Public Health Practice - <https://prevention.nih.gov/research-priorities/dissemination-implementation/evidence-based-practices-programs>

