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DEPARTMENT OF  
FINANCE

BUDGET DIVISION

CITY OF SACRAMENTO  
CALIFORNIA

CITY HALL  
ROOM 14  
915 I STREET  
SACRAMENTO, CA  
95814-2696

September 19, 1990

916-449-5845

Budget and Finance Committee  
Sacramento, California

Honorable Members in Session:

SUBJECT: COMMUNITY SERVICES GRANT EVALUATION PROCESS AND TIME LINE

SUMMARY

On August 14, 1990 the Budget Committee received a report back from the Budget Hearings on proposed guidelines for Community Services Grants. The Committee directed staff to solicit input on the proposed process from interested Council Members and the Community Groups that submitted proposals. This report provides a evaluation process and time line that incorporates input received from these groups and individuals.

This report is for information only. It is requested that the Committee review the evaluation process and time lines set forth in this report and direct staff to issue grant applications to those groups that submitted funding requests during the 1990-91 Budget Hearings.

BACKGROUND

Every year the City Council receives requests for funding from various community groups for a wide variety of programs and services. During the 1990-91 Budget hearings a total of 34 groups requested \$ 2,490,118. The City Manager's Proposed Budget included funding of \$972,400 for groups that have been traditionally supported by the City. This left an amount of \$1,517,718 that was not included in the budget proposal submitted to the City Council.

During the budget hearings, the Budget and Finance Committee provided staff with direction to establish a Community Service

Grant process for some of the unfunded requests. There are 12 requests totalling \$257,700 that were recommended for funding through Community Service Grants.

The groups that were referred to the a Community Services Grant process are as follows:

Community Group	Funding in FY 91 Adopted Budget	Additional Funding Requested
===== Area 4 Aging Ombudsman	\$34,000	\$18,500
Community Services Planning Council	15,000	25,000
Homeless Task Force	0	50,000
Hunger Commission	0	18,250
Operation Cornerstone	0	25,000
Police Athletic League	0	50,000
Sac. School District Cultural Exchange	7,500	7,500
Sacramento Mediation Center	30,000	10,000
Sacramento Tomorrow Coalition	0	10,000
SOCA- Photo Inventory	0	20,000
Trees for Tomorrow	0	23,450
	=====	=====
TOTAL	\$86,500	\$257,700

### Proposed Evaluation Process

There are three basic steps to process the requests identified above. First, each of the groups will have to submit an application that provides the City with a basic level of information on the proposal (currently the detail on the requests range from two paragraphs to several pages). Second, the City will evaluate each proposal based on a standard set of criteria. And third, the rankings will be provided to City Council so that final funding decisions can be determined.

Establishing the evaluation criteria is necessary before the process can be initiated since this will determine the type of information that is collected from the community groups. Below is a table that outlines the criteria that will be used in the evaluation process. There are two columns to the side of the criteria that indicate weights that can be given to each criteria. The first column is the original set of weights that were recommended by staff in the August 14, 1990 staff report. The second column represents a revised scale for the City's evaluation process that takes into consideration the public input that has been received.

TABLE 1

Point Scales for Evaluating Applications

CRITERIA	POINT SCALE	
	Original Proposal	Current Proposed
1. Track Record of Applicant	10	10
2. Quality of Needs Assessment for proposed services	15	10
3. Quality of program objectives	10	10
4. Effectiveness of Program	15	20
5. Relationship of Program to Group's Mission & City Mission	0	5
6. Support for group from volunteers -Size of organization	5	5
7. Collaboration with other providers -Duplication of effort	5	10
8. Plan for evaluating effectiveness of proposed project	15	10
9. Leveraging of other funding sources -Matching Funds	10	10
10. Quality of budget justification	10	5
11. MBE/WBE Utilization	5	5
TOTAL	100	100

The above criteria will allow staff to evaluate proposals with dissimilar objectives, and provide the City Council with a relative ranking. The end result (proposal ranking) will be used by Council to assist in the final funding decisions. An important factor that will not be measured in this analysis is the Council priority for a particular service or program. Therefore it is possible that a group that scores high on the proposed ranking scheme may not receive funding.

An application has been prepared and will be issued to the Community Groups (Attachment A). The questions in the application are intended to obtain information that will allow evaluators to rate the proposals against the criteria. The evaluators will be guided by a rating sheet that will indicate how each of the applicants responses should be scored (Attachment B). The

evaluation team will consist of five members. Various City Departments will be represented as well as outside organizations such as the United Way.

The time line for the application and evaluation process is as follows:

Issue Applications	October 8, 1990
Applications Due to City	November 9, 1990
Evaluation of Proposals to Budget and Finance Committee For Final Funding Decision	December 4, 1990

#### **Summary of Comments Received From Public and Council Members**

The comments received can be placed in three categories; Changes to weighting of evaluation criteria, long term implications of program, and participation of citizen(s) in the grant evaluation process.

Council Members requested added emphasis in the relationship of the proposal to the mission of City operations, avoiding duplication of existing services or programs, and the effectiveness of the program. One of the Community groups provided comments. It was suggested that the ability of a proposed project to bring revenue into the City be considered in the evaluation process. All of these comments have been incorporated.

Council Members expressed some concern over the long-term implications of establishing a regular grant process that is similar to the County of Sacramento, or that promotes ongoing subsidies of Community groups. The approach for funding community groups in the 1991-92 Budget will be addressed at the onset of the budget process in early 1991; however, it is the intention of staff to recommend that the City not get involved in an ongoing grant program. For the current year, proposals for ongoing support of existing programs will be rated lower than those that are for start up funding or result in a completed project at the end of the grant.

A resident suggested that a citizen be placed on the evaluation team. This suggestion has not been incorporated into the review process. It could be very time consuming to identify a willing participant that is not on one of the Board of Directors of the groups that are making proposals. The resident that made the suggestion is on a Board of one of the applicants. In order to ensure impartiality in the review process, staff members that are affiliated with the applicants will also be excluded from the evaluation team.

## **FINANCIAL DATA**

This report is for information only. There are no expenditures associated with the recommendations.

The current time line anticipates returning to Committee with funding recommendations in December. At that time staff will have more information on the Budget impacts of the County Budget and State Proposition 136, which may have impacts on the financial condition of the general fund. The Committee would then be able to consider if the entire \$150,000 that is currently allocated for these grants should be used, or if the funding should be reallocated.

## **POLICY CONSIDERATIONS**

There are several options or modifications to the proposed program that the Committee may wish to consider. These are provided in summary below:

### **Evaluation Criteria**

The criteria used in the evaluation process and the weight given to each, should reflect the Council's priorities. The proposed evaluation process gives a high priority to effectiveness of the proposed program, and avoidance of duplication of efforts with other organizations. Less emphasis is made on the size of the organization, and the detail of budgets, program objectives, and needs assessments. The Committee may choose to modify, add or delete any of the criteria outlined above.

### **Public Participation in Evaluation of Proposals**

The Committee may direct staff to include one or more citizens on the Evaluation Committee. If this is considered, staff recommends that the appointments be made by the Mayor and that the individuals selected not be on the Board of Directors of any of the applicants.

### **Limit on Number of Groups that can Compete for Funding**

The current process is designed to evaluate the proposals that came to the Budget Division during the 1990-91 Budget Process. Since the budget hearings concluded, other groups have expressed interest in participating in the process. At this time staff is planning to limit the applicants to those groups identified in this report. The Committee may choose to open the process to all groups.

### **Special Consideration for Community Planning Council Request**

At the September 11, 1990 meeting of the Budget and Finance Committee the Community Planning Council made a direct request for funding a portion (\$10,000) of their original grant request that was submitted during the 1990-91 Budget Hearings. The Committee

asked that this request be brought back for consideration when this report was heard. Staff recommends that this request be considered in the context of the overall program and not be given special consideration.

#### **Options to Conducting a Community Services Grant Program**

In this report, Staff has outlined one approach to dealing with the funding requests that came in during the 1990-91 Budget Process. The Committee has at least two other options for approaching the issue of funding for Community Groups.

One option is to give an existing group (i.e. United Way, Sacramento Regional Foundation, Sierra Foundation, SETA) that provides grants to Community Groups on a regular basis. The Committee could then stipulate how the funding should be distributed, and let the selected organization process the grants.

Another option is for the Committee to simply provide funding to those groups that were funded in the prior fiscal year (1989-90) at the 1989-90 level of funding. These groups are:

Hunger Commission	\$18,250
Police Athletic League	25,000
Area 4 Agency on Agency	18,500
Trees for Tomorrow	23,450
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TOTAL	\$85,200

The balance of the \$150,000 that was reserved for community grants could then be used to mitigate the impacts of the State Budget.

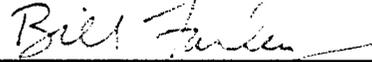
#### **MBE/WBE EFFORTS**

The proposal evaluation criteria includes a component on the Community Group's use of MBE/WBE firms.

**RECOMMENDATION**

This report is for information only. Unless otherwise directed, staff will proceed with issuing the attached grant applications to those groups listed above.

Respectfully submitted,



Bill Farley  
Senior Management Analyst

Approved for Committee Information:



Jack Crist  
Deputy City Manager

Contact Person:  
Bill Farley, 449-5845

September 25, 1990  
All Districts

APPLICATION FOR FUNDING

CITY OF SACRAMENTO COMMUNITY SERVICES GRANT PROGRAM

Please respond to the following questions. You may use the blank space provided or reference attachments that contain your responses. Applications must be returned to the City of Sacramento by 5:00 on November 9, 1990 to the address below:

Community Service Grant Program  
Budget Division - Room 100  
915 "I" Street  
Sacramento, California 95814

1. Describe your Agency. Include a brief history, accomplishments, experience in grant administration or contract compliance, background of current employees or volunteers. Detail history of the organization's financial status. Attach the organization's Bylaws and Affirmative Action Plan.

2. Provide documentation or discuss the need for the services that are proposed for funding. Address the specific benefits to the City of Sacramento.

3. Detail the expected outcomes or products of the proposal. State these items in the form of objectives that are specific and measurable.

4. Describe the impact of the proposal in terms of effectiveness. Quantify the beneficiaries of the proposal and the type of impact that will be received. If applicable, provide cost per unit and/or ratio of administration to direct program costs.

5. How does the proposal relate to the mission of the City?

6. Describe the membership of your organization. Detail how many volunteers will be working on the proposed project.

7. Explain how the proposal relates to activities of other organizations in the City or County. Is the proposal providing a unique service, collaborating with an existing program, or duplicating another effort?

8. How will you measure the effectiveness of your proposal once it is completed?

9. What other funding sources are being used in this proposal? Provide dollar amounts and grantee. What applications have you made for funding to other organizations for this project? Are there any other applications for funding pending with other organizations? What are the long term financial requirements for the project?

10. Provide a detailed budget that identifies the type of expenditures that are proposed. This should be a separate attachment between one and two pages.

11. How does the organization incorporate or promote the activities of Minority Owned Business or Woman Owned Businesses?

**SCORING GUIDELINES**

**CITY OF SACRAMENTO COMMUNITY SERVICES GRANT PROGRAM**

**Guidelines for Scoring Proposals**

Each of the questions from the grant application are listed below. Under each question there are between one and three scoring categories that has a range of scores from low to high. The numbers in each category differ since each area has a different weight or priority in the overall evaluation. Circle one of the scores in each scoring category. Low scores should be given if the response on the application is unclear, vague, and insufficient, or if the response is inconsistent with the objectives of the program. For example, a low score would be given to a proposal in question 4 that only impacts a very few people - regardless of how clear the response may be. High Scores should be given to responses that are clear and address the priorities of the grant program.

1. Describe your Agency. Include a brief history, accomplishments, experience in grant administration or contract compliance, background of current employees or volunteers. Detail history of the organization's financial status. Attach the organization's Bylaws and Affirmative Action Plan.

	Low			High	
Experience/Accomplishments of Organization	0	1	2	3	
Experience/Accomplishments of Staff or Volunteers of Organization	0	1	2	3	
Demonstrated Financial Stability of Organization	0	1	2	3	4

2. Provide documentation or discuss the need for the services that are proposed for funding.

Quality of documentation/Justification of need	0	2	4	6	8	10
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3. Detail the expected outcomes or products of the proposal. State these items in the form of objectives that are specific and measurable.

	Low					High						
Clarity of stated objectives	0	1	2	3	4	5						
Ability to meet objectives	0	1	2	3	4	5						

4. Describe the impact of the proposal in terms of effectiveness. Quantify the beneficiaries of the proposal and the type of impact that will be received. If applicable, provide cost per unit and/or ratio of administration to direct program costs.

Impact of final product	0	2	4	6	8	10						
Number of people served by proposal, or revenue generated for the City	0	2	4	6	8	10						

5. How does the proposal relate to the mission of the City?

Demonstrated relationship to City/Departmental Missions	0	1	2	3	4	5						
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6. Describe the membership of your organization including the qualifications for membership. Detail how many volunteers will be working on the proposed project.

Support for project through staff or volunteers	0	1	2	3	4	5						
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7. Explain how the proposal relates to activities of other organizations in the City or County. Is the proposal providing a unique service, collaborating with an existing program, or duplicating another effort.

Uniqueness of program/effectiveness of coordination with existing programs.	0	2	4	6	8	10						
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8. How will you measure the effectiveness of your proposal once it is completed?

Quality of evaluation plan	0	2	4	6	8	10						
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9. What other funding sources are being used in this proposal? Provide dollar amounts and grantee. What applications have you made for funding to other organizations for this project? Are there any other applications for funding pending with other organizations? What are the long term financial requirements for the project?

The project will not require ongoing support from the City.

Low High  
0 1 2 3 4 5

The project needs City funding to be completed.

0 1 2 3 4 5

10. Provide a detailed budget that identifies the type of expenditures that are proposed. This should be a separate attachment between one and two pages.

The budget is clear, accurate, not excessive in costs, reasonable.

0 1 2 3 4 5

11. How does the organization incorporate or promote the activities of Minority owned business or woman owned businesses.

The method assuring utilization of MBE/WBE is fully and adequately described.

0 1 2 3 4 5