

AGENDA ITEM #3.

CITY COUNCIL COMMUNICATION FORM

FROM: Kim Weber, Finance Director
THROUGH: Gary Suiter, City Manager
DATE: January 23, 2018
ITEM: Community Support – Policy and Procedure.

DIRECTION
 INFORMATION ONLY
 ORDINANCE
 MOTION
 RESOLUTION

I. REQUEST/ISSUE & BACKGROUND INFORMATION:

During the City Council Meeting on December 5, 2017 City Council approved the Community Support Steering Committee's 2018 Funding Recommendations. Council expressed concern about some of the allocations being greater than the amount requested by the non-profit organization. The recommendations were approved, but Council asked to review the policies and procedures as they related to Community Support.

Additionally, during the City Council Meeting on January 9, 2018 Council requested information on how the coalition committees are selected and formed.

Attachment 4 provides responses from the coalition members regarding recruitment procedures and the steering committees view on allowing allocations greater than requested.

The current community support policies and procedures were last updated in 2015 and are attached.

Staff is requesting direction, feedback, and approval of the community support procedures including any changes Council wishes to make.

II. ALTERNATIVES:

Alternative 1: No changes to the current policies and procedure.

Pros: Shows Council support of the current process and time dedicated by the coalition and committee members. Allows the flexibility to allocated additional funding should the committee determine it is the best use. Continue to encourage organizations to ask for only amount "needed".

Cons: Allocating grant funding at a greater amount than requested is viewed as not a best practice by some.

Alternative 2: Amend policy to not allow allocations higher than the amount requested by individual non-profit organizations.

Pros: Keeps grant awards at or below the requested amount.

Cons: Could result in higher requests from organizations in future year's process. Restricts the discretion of the committee members.

Alternative 3: Provide direction to staff including other changes.

Pros: Flexibility to modify the policy and procedure to address concerns.

Cons: Could discredit the process. Depending on changes, could result in increased "one-off" requests to departments and council.

III. STAFF RECOMMENDATION:

Alternative 1 – No changes to the current policies and procedures. The process has worked well over the last few years and the coalition leaders and members are best qualified to allocate funds that will result in maximizing positive impacts in the community.

IV. FISCAL IMPACTS:

According to the City's financial policies, the city will allocate 1.46% of general fund expenditures less general fund capital outlay, general fund debt service, and general fund transfers out. The amount budgeted for 2018 is \$463,120.

V. LEGAL ISSUES:

None noted

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

None Noted

VII. CONSISTENCY WITH COUNCIL GOALS AND POLICIES

City Council Goal #5 - Improve Community Trust

ATTACHMENTS:

Attachment 1: Community Support Structure and Granting Procedure.

Attachment 2: Community Support Evaluation Template.

Attachment 3: Conflict of Interest Statement Template.

Attachment 4: Coalition responses.

Attachment #1

Community Support

2018 Allocation Recommendation

Organization	2015 Funding	2016 Funding	2017 Funding	2018 Request	2018 Funding
Human Resources Coalition					
Advocates	13,000	12,500	13,000	13,000	13,000
Book Trails	-	1,200	2,000	2,500	2,000
Boys & Girls Club of Steamboat Springs	4,000	8,000	4,000	10,000	10,000
Comunidad Integrada/Integrated Community	9,500	9,300	9,500	10,000	10,000
Family Development Center	10,000	9,000	10,000	12,000	12,000
First Impressions	60,000	62,000	74,000	71,300	68,620
Grand Futures	4,000	2,500	2,500	5,000	2,500
Heeling Friends	-	-	-	1,500	0
Junior Achievement	-	-	-	2,500	2,000
Lift-Up of Routt County	1,000	2,500	2,500	5,000	5,000
NW CO Center for Independence (Independent Life Center)	4,500	3,500	3,000	-	-
NW CO Legal Services	1,500	2,500	1,500	4,250	1,500
NW CO Health (Formerly VNA)	37,500	37,500	37,500	40,000	37,500
NW CO Community Health Partnership	-	-	-	5,000	3,000
Partners in Routt County	5,000	8,000	9,000	13,000	13,000
Planned Parenthood	1,500	2,000	3,000	-	-
REPS - Reaching Everyone Preventing Suicide	1,250	2,000	2,000	1,500	1,500
Rocky Mountain Youth Corps	9,000	10,000	16,600	24,000	22,000
Routt County Council on Aging	22,500	22,500	20,000	21,667	20,000
Routt County United Way	8,500	7,500	7,500	7,500	7,500
Routt County Youth Services Coalition	1,000	3,000	3,800	-	-
SK8 Church	-	-	-	5,000	0
STARS	1,500	2,500	2,500	5,000	5,000
Mindpring Health (Steamboat Mental Health)	27,000	30,000	29,000	32,000	31,000
Yampa Valley Autism Program	2,750	4,000	5,000	6,000	6,000
TOTAL HRC	225,000	242,000	257,900	297,717	273,120

**Community Support
2018 Allocation Recommendation**

Organization	2015 Funding	2016 Funding	2017 Funding	2018 Request	2018 Funding
Arts and Culture Coalition					
Friends of the Chief	1,500	18,000	19,700	30,000	22,500
Steamboat Dance Theater	5,000	5,000	4,500	5,000	5,000
Great American Laughing Stock Company	5,000	5,000	5,000	5,000	5,000
Center for Visual Arts	5,000	5,507	5,000	5,000	4,000
Opera Steamboat (Emerald City Opera)	12,320	13,700	13,200	20,000	13,500
Rocky Mountain Summer Conservatory	-	-	2,500	3,000	3,000
Steamboat Art Museum	20,000	21,000	21,000	30,000	22,000
Seminars at Steamboat	3,000	3,600	3,600	5,000	4,000
Steamboat Springs Arts Council	5,000	22,000	27,000	30,000	28,000
Steamboat Springs Free Summer Concert Series	18,000	-	-	-	-
Strings Music Festival	10,000	11,000	11,000	35,000	13,000
Perry Mansfield School and Camp	13,000	13,000	14,000	20,000	15,000
Yampa Valley Choral Society	4,000	4,000	3,000	5,000	2,000
Northwest Colorado Cultural Heritage	-	4,000	4,500	4,500	3,000
TOTAL ARTS AND CULTURE	101,820	125,807	134,000	197,500	140,000

Environmental Coalition					
Yampatika	8,500	10,000	13,000	15,000	12,000
Community Agriculture Alliance	9,000	9,500	9,000	10,000	10,500
Yampa Valley Land Trust	8,000	8,500	6,000	12,500	5,000
Yampa Valley Sustainability Council	12,500	17,000	20,000	20,000	22,500
Routt County Conservation District	5,000	-	-	-	-
TOTAL ENVIRONMENTAL	43,000	45,000	48,000	57,500	50,000

COMMUNITY SUPPORT STRUCTURE AND GRANTING PROCEDURES



Steering Committee Structure:

- Executive Director of the Yampa Valley Community Foundation (Mark Andersen)
- Agriculture Agent for CSU Routt County Extension (Todd Hagenbuch)
- Executive Director of the Routt County United Way (Kate Nowak)
- Executive Director of the Arts Council (Kim Keith)

(These positions serve as coalition chairs)

Allocation Committee Structure:

Coalition Chairs will recruit and select members for each allocation committee. Allocation committee candidates will complete a conflict of interest statement in the form provided in this packet (Attached as Appendix A). The City's Finance Director will be informed in early October of each year of the committee member selections and will be provided their conflict of interest statements.

Coalition Structure:

Coalitions are informal groupings of like-kind non-profit organizations. The three coalitions are: Human Resource, Environmental, and Arts & Culture.

GRANTING/CONTRACTING PROCESS

For organizations not in the three coalitions:

Any organization wishing to request funding from the City for *community support* must fit into a coalition. Other organizations that enhance a city service may apply for funding through the City department that would benefit from its activity. Search and Rescue is funded through the Police Department; and Main Street, Mountain Village Partnership, and Free Summer Concert Series, are funded through the City Manager's budget separately. All organizations funded through a department must provide a request to the Department in June of each year. The program or activity provided must be of a kind that a contract can be structured with the City to document the services to be provided and the funding required. When any department director receives such a request, he/she will take that request to the Management Team for discussion regarding recommended funding.

For organizations that fit into a coalition:

The City Manager will recommend an amount equal to 1.46% of the proposed General Fund Expenditures (less debt, capital outlay, and transfers) to be funded for each coalition at the annual budget retreat in October. After Council has approved the City Manager's budget, the Steering Committee will work with each Allocation Committee to see that the granting process is completed by December 15 of that year for grants to be delivered in the next calendar year.

Coalition members requesting grants will submit their request to the Coalition Chairs by October 15.

The Steering committee will meet to allocate the approved budget amount to each Coalition after the City's budget is approved.

Allocation committees will use the scoring sheet included in this packet to score each grant request and will provide these scoring sheets along with their recommended grant amounts to the Steering Committee and to the City's Finance Director before presenting the allocation results to City Council.

The Steering Committee will present the individual grant awards to Council at its last Council meeting of the year or its first meeting in the new budget year in the form of a motion.

CONFLICT OF INTEREST STATEMENT:

Name _____

Allocation Committee _____

Please identify potential conflicts of interest associated with serving on this allocation committee:

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

As a member of this coalition I agree to disqualify myself from discussion of and voting on allocations in which I have a conflict of interest or where there may be a perceived conflict.

Signed: _____

Date: _____

Attachment #3

Budget Year: _____

Date _____

Community Support Evaluation Environmental Coalition

Please rate how well the applicant fulfills each criterion. Comment on your selection if you feel it is warranted.

Name of organization	
Amount allocated prior year	\$
Amount requested current year	\$
Amount recommended current year	\$

Criterion	Score 1-10 (1=lowest)	Multiplier (CC priority)	Total score	Comment
Activity/program reduces City service requirements or fulfills a City goal.		5		
There is evidence of meaningful collaboration with other service organizations.		5		
The organization has a stable operation in terms of staff and leaders.		4		
Demonstrates a positive environmental impact.		4		
This grant is no more than 30% of the organization's total budget.		3		
Fund operational/program requests.		2.5		
Organization indicates there is strength/diversity among their other funding sources.		2.5		
Fund seed money requests.		2		
The organization's overall financial health is good.		2		
Grand Total				

Additional Comments:

Budget Year: _____

Date _____

Community Support Evaluation Art & Culture Coalition

Please rate how well the applicant fulfills each criterion. Comment on your selection if you feel it is warranted.

Name of organization	
Amount allocated prior year	\$
Amount requested current year	\$
Amount recommended current year	\$

Criterion	Score 1-10 (1=lowest)	Multiplier (CC priority)	Total score	Comment
Activity/program reduces City service requirements or fulfills a City goal.		5		
There is evidence of meaningful collaboration with other service organizations.		5		
Number of citizens impacted by the grant.		4.5		
This grant is no more than 30% of the organization's total budget.		4		
The organization has a stable operation in terms of staff and leaders.		4		
Activity/program generates tourism and/or generates sales tax.		3.5		
Fund operational requests.		3		
Organization indicates there is strength/diversity among their other funding sources.		2.5		
Fund seed money requests.		2		
The organization's overall financial health is good.		2		

Grand Total

Additional Comments:

Budget Year: _____

Date _____

Community Support Evaluation Human Resource Coalition

Please rate how well the applicant fulfills each criterion. Comment on your selection if you feel it is warranted.

Name of organization	
Amount allocated prior year	\$
Amount requested current year	\$
Amount recommended current year	\$

Criterion	Score 1-10 (1=lowest)	Multiplier (CC priority)	Total score	Comment
Activity/program reduces City service requirements or fulfills a City goal.		5		
Ability to demonstrate benefit according to the Routt County Health and Human Service Plan.		5		
The organization has a stable operation in terms of staff and leaders.		4.5		
There is evidence of meaningful collaboration with other service organizations.		4		
This grant is no more than 30% of the organization's total budget.		3		
Fund operational requests.		3		
Organization indicates there is strength/diversity among their other funding sources.		3		
Fund seed money requests.		2.5		
The organization's overall financial health is good.		2		
Activity/program generates tourism and/or generates sales tax.		2		

Grand Total

Additional Comments:

Attachment #4

Community Support Steering Committee

Provided by: Mark Andersen

The Steering Committee view and other information on allocations greater than requested.

"The Community Support process involves City Council recommending a "block grant" to the Community Support Coalitions and entrusting the Allocation Committees to ensure city dollars are granted for the most effective and impactful purpose that abide within the guidelines/direction given by City Council. This is accomplished through a thorough public vetting process that includes written applications and interviews with the organizations. With limited funding, nonprofit organizations are asked to request "only what you need". In earlier years, community support funding would only cover approximately eighty percent of the requests.

In the review process, most grant requests meet or exceed the requirements to receive City funding. However, on occasion, there are requests that the Allocation Committees will deem inappropriate and will recommend zero funding. In even rarer occasions, the Allocation Committees may deem a request was too low and additional dollars would be best granted to that organization, more so than any of the other requesting organizations. As stated earlier, the Allocation Committees have the responsibility to ensure Community Support funding is granted in the most effectual manner."

Human Resources Coalition

Provided by: Kate Nowak

The HRC coalition has 7 voting committee members; 3 that represent the county, 3 that represent the City and one that represents the HRC. The committee members have a 2 year term that is renewable once. The County has a commissioner on the board. We have asked city council to have a representative and the response has been no due to seeming influenced on where funding is placed. None of the committee members are compensated and I provide food and beverage for the meetings out of Routt County United Way's budget. We have 3 meetings to make the decision totaling 11.5 hours.

The committee members are recruited and selected by the following criteria:

- Represent different geographic areas of the County or City (like to get South Routt and Hayden and North Routt involved)
- Have the time and interest to read 24 grants averaging 35 pages, attend 11.5 hours of meetings and discuss and decide on grant funding recommendations.
- Are well connected in the Routt County community, have lived here for a number of years and have an interest in human services.

Below is last year's meeting schedule:

HRC Fall 2017 timeline

	New timeline
Grant application opens	8/1
Grants due	9/15
Review committee reads grants	9/16-10/10
Review committee gets together to talk about each grant and asks questions 1.5 hr mtg	10/12 8:00am to 9:30am
Questions are sent out to individual agencies	10/11
Questions are due to committee	10/16
Committee reviews questions	10/17
Committee has interview day & determines funding	11/2 8:00am to 5:00pm

We currently use the Colorado Common Grant Form on Community Force online grant software that Routt County United Way provides for HRC use. Each committee member completes a conflict of interest form. The conflicts are then shared with the whole committee so that when we discuss an agency in whom the committee member has a conflict, they abstain from discussion or decision on that agency.

Arts and Culture Coalition

Provided by: Kim Keith

As the designated Arts and Culture Coalition (ACC) Chair, I recruit and select members for the ACC allocation committee for the community block grant. We typically have 5 ACC allocation committee members. Selection begins with committee members who have previously served and recruit additional members to fill the gaps. The spirit of recruitment is to provide a variety of community representatives that have an interest in arts and culture. I look for people who have a knowledge about arts and culture, have the time and interest to read up to 15 grants, supporters of creative endeavors, representatives from the business community, people who have grant writing or reading experience (like other nonprofit leaders outside of the ACC sector) and people in community leadership positions.

I share with each committee member, each year, the City packet which includes the granting procedures, committee structure, and granting process. I also share City goals requested from the City each year. All committee members sign a conflict of interest form that is turned into the City, new members provide a CV or resume. I

explain the grant making process as defined in the packet and share some specifics about ACC including:

typical number of organizations that apply for funding (13-15)

the application and required attachments list, the timeline for reading grants (2-4 weeks)

process for interviewing each grant applicant (1/2 hour interviews over 2 half-days)

scoresheets used for judging, overview of 2-3 years of past requests and past awards

and current request and provide a brief overview of final discussion explaining that together, the committee members determine fund allocation recommendations that are then presented to City Council.

As the Chair, I recruit committee members, set the interview schedule and send to the City, find an appropriate location for interviews, provide printed copies of all

grant applications, provide healthy snacks on both interview days and dinner on the

discussion day out of my budget and take minutes. I do all of this on a volunteer basis.

I stay very much neutral during the entire process. ACC grant applicants send their

applications and final reports to the Yampa Valley Community Foundation who then

sends them to me once the deadline has passed. I instruct the allocation committee to

make their determinations based on the grant application and the applicant interviews

only. I do not participate in any discussions. We stay until there is unanimous

agreement on the recommendations. I then send the City all documentation including

scoresheets, minutes and a link to all applications with supporting attachments.

Since I have been chair of the ACC, 2014, there have been no allocations above the

grant request. There are not enough funds to cover all of the requests which prohibits giving applicants more than they ask for.

Environmental Coalition

Provided by: Todd Hagenbuch

Per the 2015 process, I recruit allocation members. I start with the folks who have served previously; in fact, two of my members are original to the first ECAC, which was in existence for a few years prior to my taking on the facilitation role. Otherwise, I look for people who have the following characteristics:

1. Interest and experience in working on environmental issues;
2. People who have previous board or advisory board experience, and
3. People I know to be well-connected in the community and understand the work the EC non-profits do but who don't have any direct relationships to any of the non-profits.

So, given those parameters, I don't think that there are just a ton of people out there who fill the bill! I do keep my eye open, however, all the time for folks who may meet these guidelines and then if I have someone who 'drops off' the ECAC for any reason, I reach out to that new person to see if they'd like to participate. I explain what the ECAC does, ask them what their interest in the groups may or may not be, explain the process, and see what their schedules are since we meet for a good portion of a whole day during the work week. If it seems like a good fit, I ask them to fill out the conflict of interest statement and we bring them on board.

I always keep five people on my allocation committee as any larger becomes harder to manage, any fewer doesn't provide the level of diverse thought I like to have in the deliberations, and an even number just doesn't seem to work out as well. We have VERY robust conversation after our interviews and in the end, reach a consensus decision- everyone leaves being at least OK with the end recommendations.

As a final point, I think it's important for the Council to remember that these people get no compensation for the hours they spend reviewing applications, sitting in interviews, and discussing how to split the money. The only thing they get is lunch, which I provide out of my budget.