



THE CITY OF SAN DIEGO

**CONSOLIDATED PLAN ADVISORY BOARD (CPAB)
NOTES FOR MEETING**

WEDNESDAY MAY 14, 2014

SAN DIEGO CIVIC CONCOURSE
NORTH TERRACE ROOMS 207-208
202 'C' STREET
SAN DIEGO, CA 92101

BOARD MEMBERS PRESENT	BOARD MEMBERS ABSENT
<ul style="list-style-type: none"> • Joyce Abrams, Council District 1 representative • Vicki Granowitz, Council District 3 representative • Valerie Brown, Council District 5 representative • Earl Wong, Council District 6 representative • Richard Thesing, Council District 7 representative • Aaron Friberg, Council District 8 representative 	<ul style="list-style-type: none"> • Maruta Gardner, Council District 2 representative • Ken Malbrough, Council District 4 representative • Nohelia Patel, Council District 9 representative

STAFF PRESENT	ATTENDANCE SHEET
<ul style="list-style-type: none"> • Sima Thakkar, HUD Programs Manager • Eliana Barreiros, CDBG Policy Coordinator • Leo Alarcon, CDBG Project Manager • Daichi Pantaleon, Fair Housing Project Manager • Marla Robinson, Administrative Aide 	<p>13 people signed the attendance sheet</p>

Call to Order

- Vicki Granowitz called the meeting to order at 9:03 a.m. with six Board members present. Quorum was achieved at the same time.

Approval of Minutes

- Ms. Granowitz called for a motion for the approval of the minutes from the April 2014 meeting.
 - Mr. Thesing motioned to approve minutes, Ms. Abrams seconded the motion. Minutes were then approved, 6-0.

Staff Announcements

- Ms. Marla Robinson was introduced as the newest member to join the HUD Programs Administration Office. Ms. Robinson, Administrative Aide, will be assisting regularly at the CPAB meetings.
- Ms. Barreiros also reminded any FY 15 CDBG Applicants that the scoring sheets from the CPAB members are now available upon request.

Board Announcements: N/A

Non-Agenda and Agenda Public Comment

- Mr. Scott Blitgen, representing St. Vincent de Paul's Village, thanked the City staff for the improvements in the FY 15 application funding process. Mr. Blitgen stated his appreciation for the new two-step process [Request for Qualifications (RFQ) followed by the Request for Proposals (RFP)], which he noted made it easier for applicant agencies.
- Mr. Blitgen recommended identifying and noticing the anticipated RFQ/RFP dates in advance so that agencies can better prepare personnel for when the applications are released. In regards to CDBG application for Capital Improvement Projects from the non-profit community, Mr. Blitgen also recommended that applicant agencies be given more time to meet the requirement for the submittal of construction bids.
- Mr. Scott Blitgen, representing St. Vincent de Paul's Village, urged the CPAB to maintain autonomy and review authority with regards to City projects. Mr. Blitgen would like CPAB working along with City staff to develop clear guidelines that affirm CPAB maintains its purview and independence in order to recommend to the City Council how to best allocate CDBG funds and ensure projects benefit the City's most vulnerable residents.
- Mr. Daniel Hernandez, representing La Maestra, suggested the City staff consider not requiring applicant agencies that have applied in previous years to have to re-submit materials/documentation previously submitted.

Agenda Item(s)

Item 6a: FY 2015 CDBG Application Process: Ms. Barreiros introduced the item and spoke about the survey that was recently sent out to the 66 agencies that submitted a Request for Qualifications (RFQ) and/or the Request for Proposals (RFP) for FY15 CDBG funding. *Please see attached*

presentation for more information.

- Mr. Wong stated that the process was fair to agencies that participated. Mr. Wong also thanked all the agencies for their comments and participation in the survey. Mr. Wong would like to see more consistency on the applications and responses to questions so that information can be more easily found when reviewing applications against criteria for scoring.
- Ms. Abrams noted she appreciated the discussions from the participants (inclusive of fellow CPAB members and City staff) during the Ad Hoc Committee meetings (convened to exchange thoughts on the applications as part of the CPAB review and scoring) and the opportunity to learn more about the history of some of the applicant agencies. Ms. Abrams would like to see an example of a good application as a way to set a standard for reviewers and applicants.
- Mr. Thesing stated that some agencies did not answer the questions in the appropriate areas which added more time to the review process. Mr. Thesing also mentioned that Council offices would like to be more informed about the process because their constituents call their office with questions. Ms. Thakkar stated they the HUD Office is always welcoming of any inquiries from City Council staff and HUD Program staff is willing to provide an overview of the CDBG process, similar to the introduction given to new CPAB members. Ms. Granowitz mentioned that council aides may benefit from being briefed prior to Council hearings.
- Ms. Brown mentioned that although she did not participate in the FY 2015 CDBG Applications review process she has prior experience as a CDBG applicant and reviewer for other jurisdictions. Ms. Brown spoke of the need of instituting a clear data driven metric system as part of a review to guide applicants through the process and given them the tools needed to craft good applications.
- Ms. Granowitz appreciated having the application broken into two steps [Request for Qualifications (RFQ) followed by Request for Proposals], and that placing many of the administrative requirements on the RFQ. She stated the review of applications in previous years was more challenging given it was difficult to focus on the actual application/project in relation to the scoring criteria.

Item 6b:

FY 2016 CDBG Application Review/Score Criteria:

Ms. Barreiros introduced the item and asked the public and the CPAB members for their input to improve the process for the FY16 funding cycle. *Please see attached presentation for more information.*

- Ms. Granowitz stated that staff should consider placing many of the checklist items on the RFP on RFQ.

- Ms. Brown asked if the applications are going to be clustered (Public Service, etc.). Ms. Barreiros stated the process will remain generally the same but the criteria will be refined.
- Ms. Brown asked about possible site visits as part of the CDBG applications review process in the future. Ms. Thakkar recommended not to have site visits but did state that agencies awarded funding can report to the CPAB at the end of the year on their progress.
- Ms. Brown asked about deviations from contracts (scope of work) made by agencies that are awarded funding and Ms. Granowitz stated the Board should be made aware of agencies that are not living up to the contract.
- Ms. Brown inquired how the CPAB and HUD Program City staff would be working with [CIPRAC](#) and Ms. Barreiros stated in response that it was her understanding that the process of selection of City CIP projects to be funded with CDBG moneys is still under development.
- Mr. Thesing stated that some agencies were not filling out the applications completely and points were deducted because of that. Mr. Thesing also urged the agencies to view their scoring sheets which included comments from the CPAB reviewers given the Board put forth a lot of effort in reviewing the applications.
- Mr. Friberg recommended establishing a CPAB Ad Hoc committee to work with HUD Program staff on refining the criteria. Mr. Friberg mentioned that the first section of the current criteria/scoring sheet, which is intended to score the application to ensure consistency with the Consolidated Plan goals, should be either eligible or not. He stated that non-eligible application should not be reviewed further. He said that points currently allocated to that question should be reallocated to another section.
- Mr. Friberg mentioned that it would be helpful to have access to preliminary scores from other board members as part of the CPAB review process and discussion with fellow reviewers in order to learn why some reviewers gave extreme scores (too high, too low) in comparison to the norm.
- Mr. Wong agreed that there should be some basic baseline criteria established so that non-eligible projects are not considered by the reviewers. Mr. Wong stated that outcomes represent one way to measure the impact of a project, but that the Board needs to be mindful of not simply using that indicator in judging applications because some agencies may have capacity limitations that may not allow them to hire professional writers and submit applications as competitive as others.
- Mr. Wong agreed that information about the past performance of applicants is critical information to reviewers to ensure that agencies that have been awarded City CDBG funds in the past are honoring their contracts and commitments.
- Mr. Wong also would like to have the opportunity to participate in site visits as part of the application process.

- Mr. Wong strongly supports adopting measures that encourage new applicants to participate in the process to promote diversity and add new ideas.
- Ms. Abrams stated that knowledge/information about past performance should continue to be provided to the CPAB reviewers.
- Ms. Abrams also stated her support for encouraging new non-profit agencies to apply in future funding cycles since funding is limited and that any new applicants should have the same opportunities afforded to previous applicants that have been funded.
- Ms. Abrams recommended applicants follow the application and mentioned that, as part of her review, she had to go find pertinent information in different areas of the application as it was not in the appropriate place.
- Ms. Granowitz agreed with the concept of awarding some type of novice points, but stated this concept has to be analyzed in more depth. Ms. Granowitz stated that previously funded agencies should not be rewarded points for completing projects in accordance with their contracts but rather points should be deducted from those applicants that are not meeting their current obligations.
- Ms. Granowitz noticed on some applications that agencies would say they have leveraged funds but did not show evidence to support their claim.
- Ms. Granowitz stated that little information was provided in some applications regarding indirect items and some budgets were not clear.
- Ms. Granowitz stated that she does not want to review applications for CIP projects where applicant agencies have not secured control of the site.
- Ms. Granowitz pointed out that she felt confined in her review and she could only look at information on the application based on the City's rule and was not allowed to search online for additional information. She stated this made her scoring of some applications difficult.
- Ms. Thakkar stated that identifying how the criteria would be amended to incorporate past performance indicators and a related scorecard was a pressing matter given the project funded as of FY 2015 would be commencing soon.

Mr. Friberg motioned to establish an Ad Hoc committee with Maruta Gardner, Valerie Brown, Vicki Granowitz, and Ken Malbrough to work with staff in refining the CBDG applications' review criteria. The motion was seconded by Ms. Granowitz. It passed unanimously 6-0.

Adjournment

- Meeting adjourned at 10:32 am.

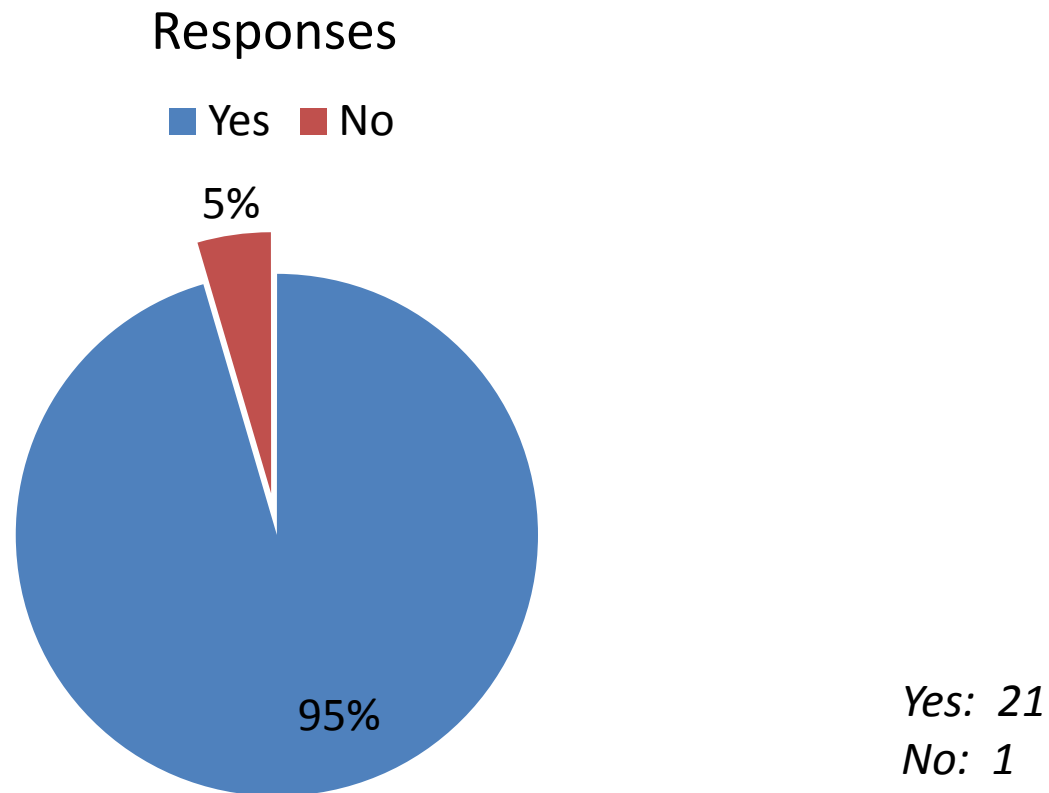


Preliminary Survey Results FY 2015 Community Development Block Grant (CDBG) Applicants

*Planning, Neighborhoods & Economic Development
Department*



Did your Agency apply for CDBG funding from the City of San Diego for Fiscal Years 2013 and 2014?

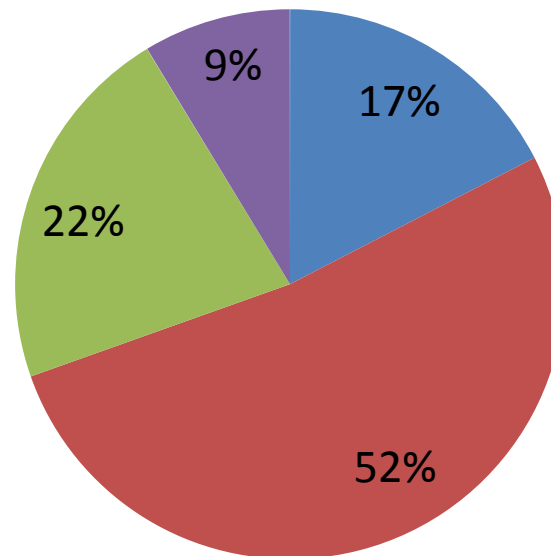




How would you rate the 2-step RFQ/RFP process overall?

Responses

■ Excellent ■ Good ■ Satisfactory ■ Poor



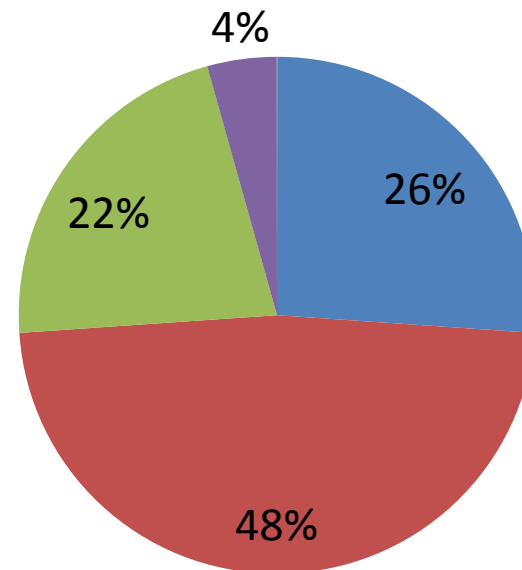
*Excellent: 4
Good: 12
Satisfactory: 5
Poor: 2*



If you applied for City of San Diego CDBG FY13 and/or FY14, how would you rate the FY15 applications relative to the process during the two previous funding cycles?

Responses

- Greatly Improved
- Somewhat Improved
- No Noticeable Change
- Of Inferior Quality



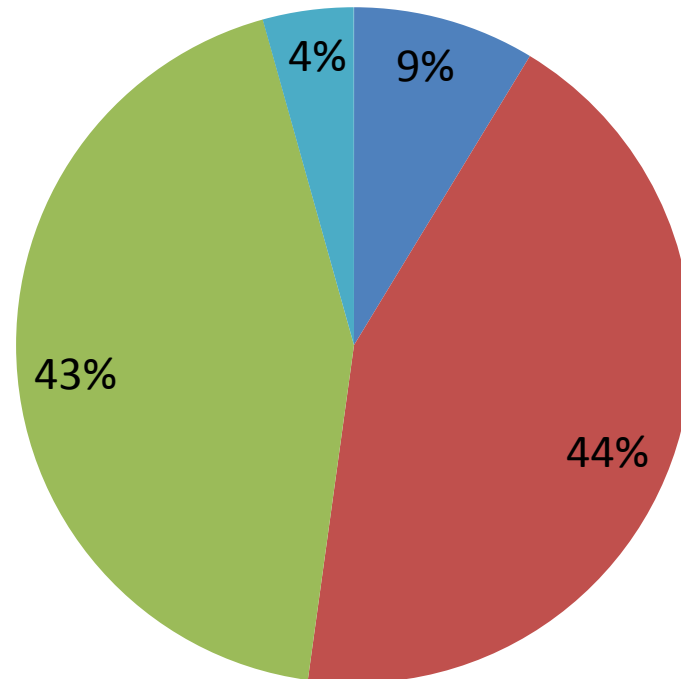
Greatly Improved: 6
Somewhat Improved: 11
No Noticeable Change: 5
Of Inferior Quality: 1



How would you rate the RFP workshop you attended?

Responses

■ Excellent ■ Good ■ Satisfactory ■ Poor ■ Did Not Attend



Excellent: 2
Good: 10
Satisfactory: 10
Poor: 0
Did Not Attend: 1

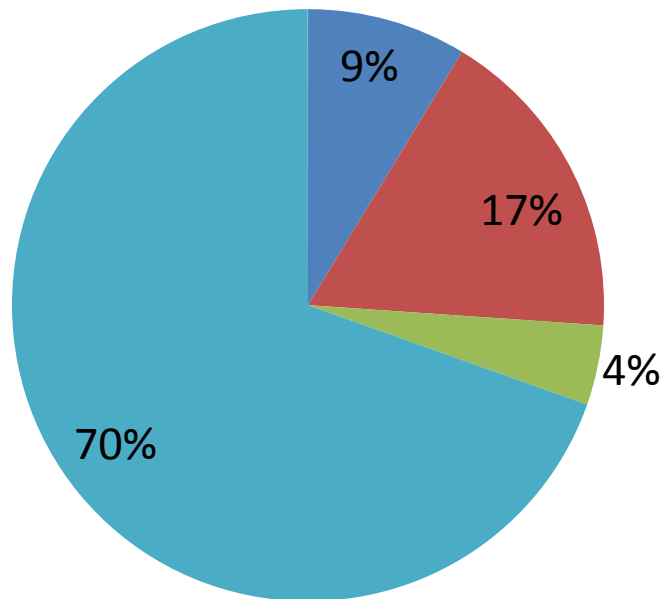


If you attended a technical assistance meeting with CDBG staff, how would you rate your meeting?

Responses

■ Excellent ■ Good ■ Satisfactory ■ Poor ■ Not Applicable

Excellent: 2
Good: 4
Satisfactory: 1
Poor: 0
Not Applicable: 16

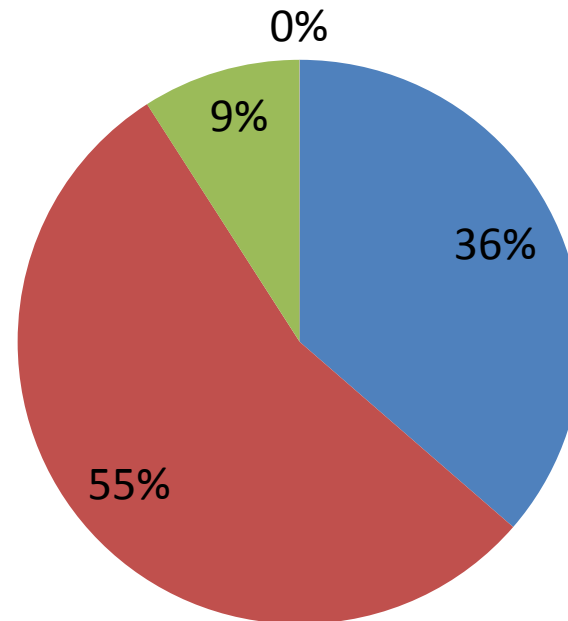




How would you rate the City of San Diego staff's performance in responding to any inquiries you may have had throughout the process?

Responses

■ Excellent ■ Good ■ Satisfactory ■ Poor



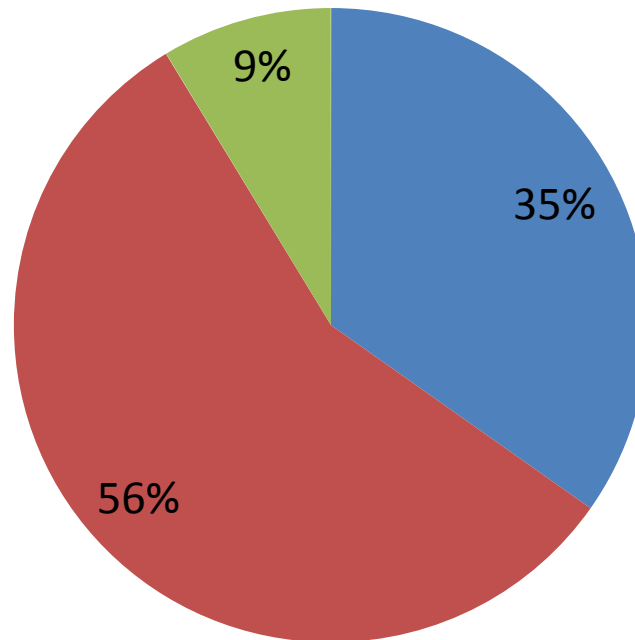
Excellent: 8
Good: 12
Satisfactory: 2
Poor: 0



How would you rate the availability and dissemination of information-FAQs, responses to emails, website and email update needed to complete your application?

Responses

■ Excellent ■ Good ■ Satisfactory ■ Poor



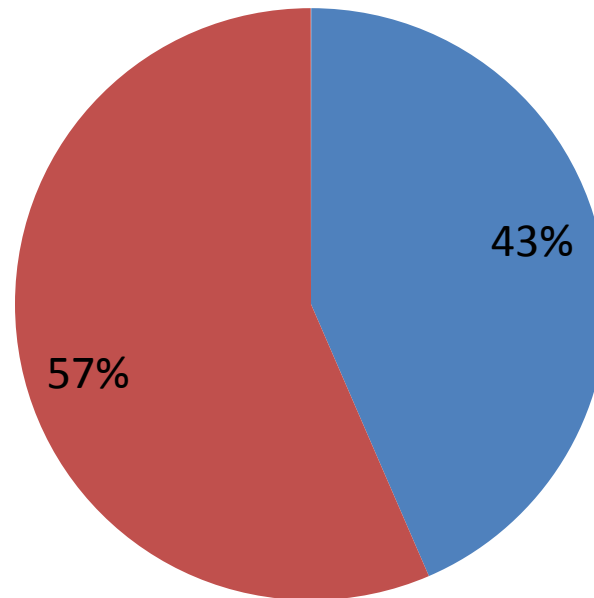
Excellent: 8
Good: 13
Satisfactory: 2
Poor: 0



Was your Agency awarded funding for FY15?

Responses

■ Yes ■ No



Yes: 10

No: 13



Community Development Block Grant (CDBG) Applications Review Criteria *Non-Profit Applicant Agencies*

*Planning, Neighborhoods & Economic Development
Department*



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Background

- **Current Review/Scoring Criteria**
 - Last iteration adopted by City Council on 1/14/2014
 - Significant changes from previous:
 - Benefits low-moderate income based on greatest need
 - Population and/or area served
 - Documented leverage funds with a 50% target
 - Universal criteria: Generally applicable to **all** projects



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Background

- New RFQ/RFP Process as of FY 2015: *all applicants*

- New Application Model per Con Plan for FY 2016 – FY 2019
 - Establish an RFQ/P process exclusive to non-profit agencies
 - Establish a review criteria specific to this process

- Different types of projects, different considerations:
 - PS
 - CED
 - includes direct home-ownership and microenterprise assistance
 - CIP
 - includes improvements to facilities and housing rehabilitation projects



HUD Recommendations Pre-Award Assessments Factors

- ***Capacity*** of applicant to carry proposed activity/program
 - Is project/program consistent with applicant's primary mission?
 - Does applicant have experience with CDBG and/or other federal funding? Is applicant agency staff familiar with some of the applicable requirements?
 - *Does applicant have needed financial resources on hand?*
 - *Are there established systems, procedures and policies? Are these documented? Are these adequate?*
 - What are the agency's record keeping practices? Are these memorialized?
 - Are there identified weaknesses/gaps?



HUD Recommendations Pre-Award Assessments Factors Cont.

- ***Quality of activity/program & proposed budget***
 - ***Conformance with Con Plan Goals? What is the need being addressed? How adequately does proposal address said need?***
 - **Has applicant adequately identified tasks needed to complete overall activity/program?**
 - **Is there a reasonable sequence of discrete tasks and accompanying realistic schedule?**
 - **Does the budget represent a careful estimate of resources needed? Is the budget reasonable/realistic? Are there other funds committed to the project?**
 - **Are there any potentially significant blocks/impediments?**



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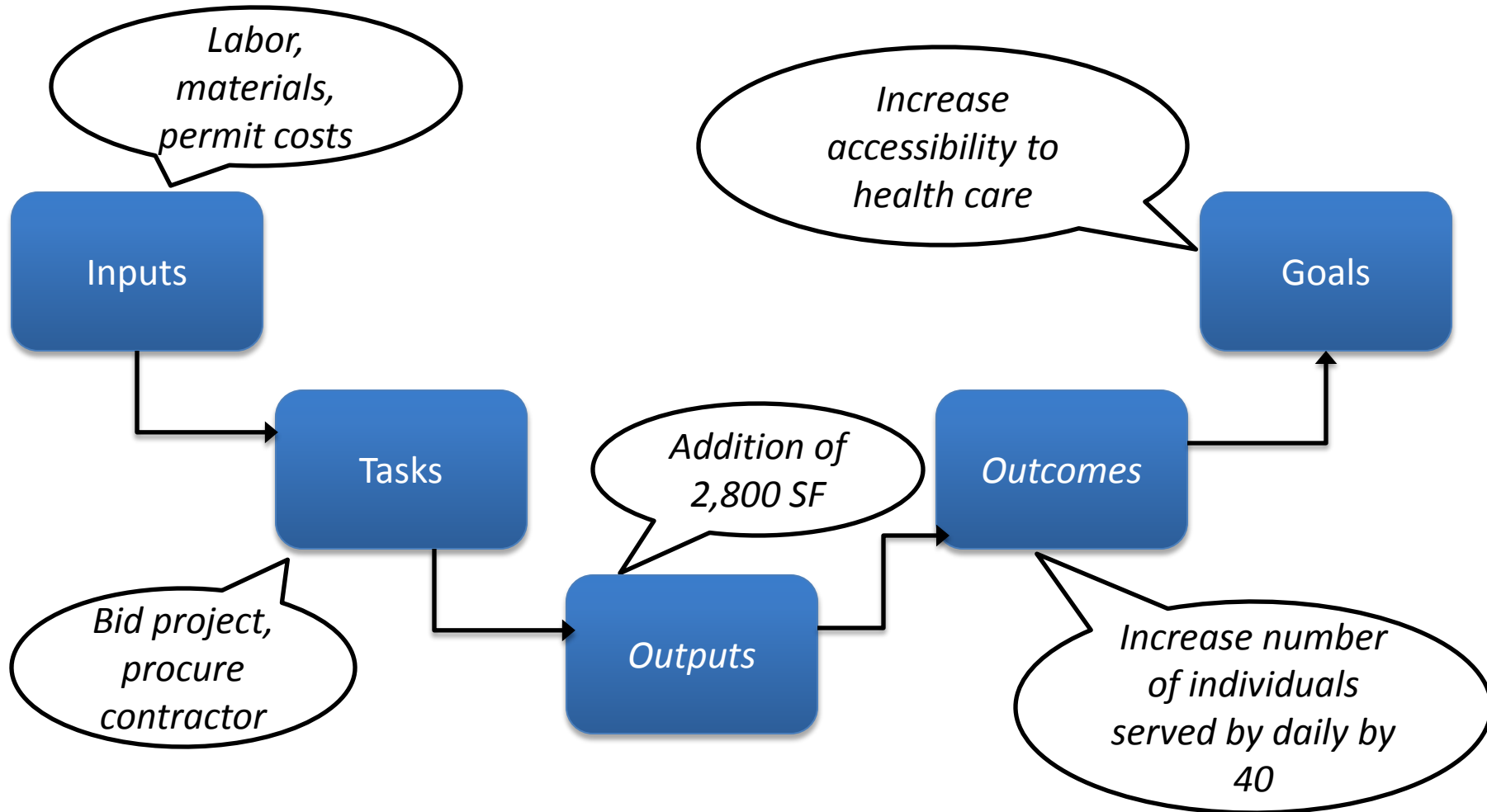
Current Criteria

Overall Themes	Maximum Points
Abidance with and relationship to Con Plan Goals	10
<i>Benefits to Lowest Income Population/Area</i>	20
Overall project/program Outcomes Proposed activity, objectives, target population, benefit in relation to funds requested & clear/reasonable metrics to measure success	20
Overall project scope, tasks & schedule/timeliness	20
Applicant's Capacity	15
Budget Considerations & <i>Leverage of Funds</i>	15
TOTAL	100



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Project Cycle & General Performance Measurement Terms





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Revisions Under Consideration

- Fixed/binary criteria vs. variable criteria
 - Consider removal of basic requirements from criteria
- Prescriptive vs. discretionary elements
 - Consider removal of any submittal “*checklist items*”
- Develop general/common criteria (apply to all) vs. project-specific criteria: PS, CED, CIP
- HUD’s shift to focus on outcomes and results
 - Incorporate performance record of previously funded applicants
- Robust overall review of criteria



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Previously Funded Applicants: Performance Record To Date

All Projects:

- Extent to which agreed upon quantifiable outcomes are being met
- Monthly reports:
 - Submittal timelines and quality of report (acceptance rate)
 - Expenditures record (disallowance rate)
- Fiscal/Programmatic Monitoring and Site Visits Records
 - Issuance of Concerns or Findings Documentation
- *Deviation from proposal*

CIP:

- First expenditure (project readiness)



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Other Practices

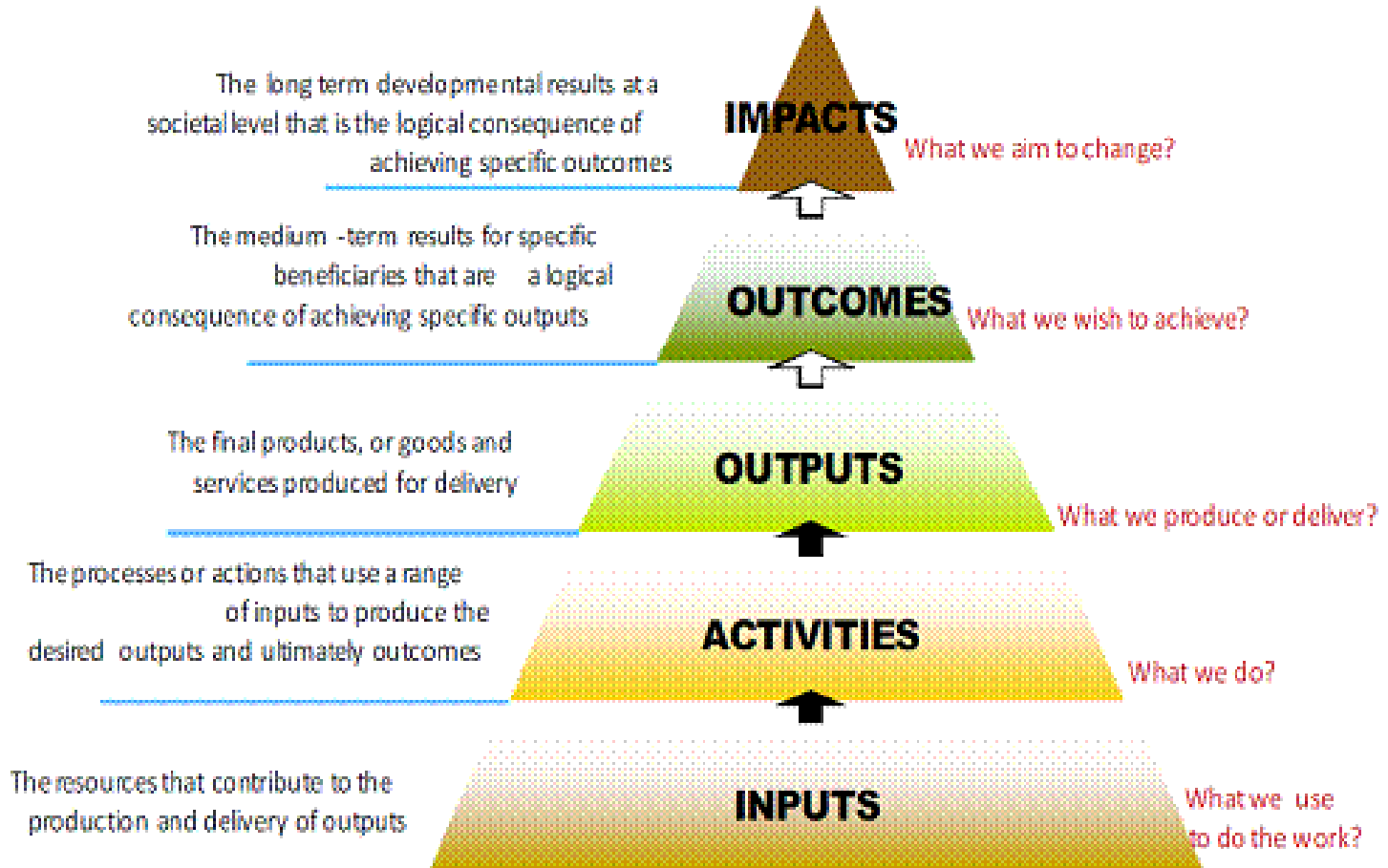
- *Novice* additional points
- *Completeness* points
- Funding secured through other federal programs (inclusive of other HUD funds)
- Funding sought in relation to applicant's resources
- Awarded funds record
- Overall merit points



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General Logic Model Followed by HUD



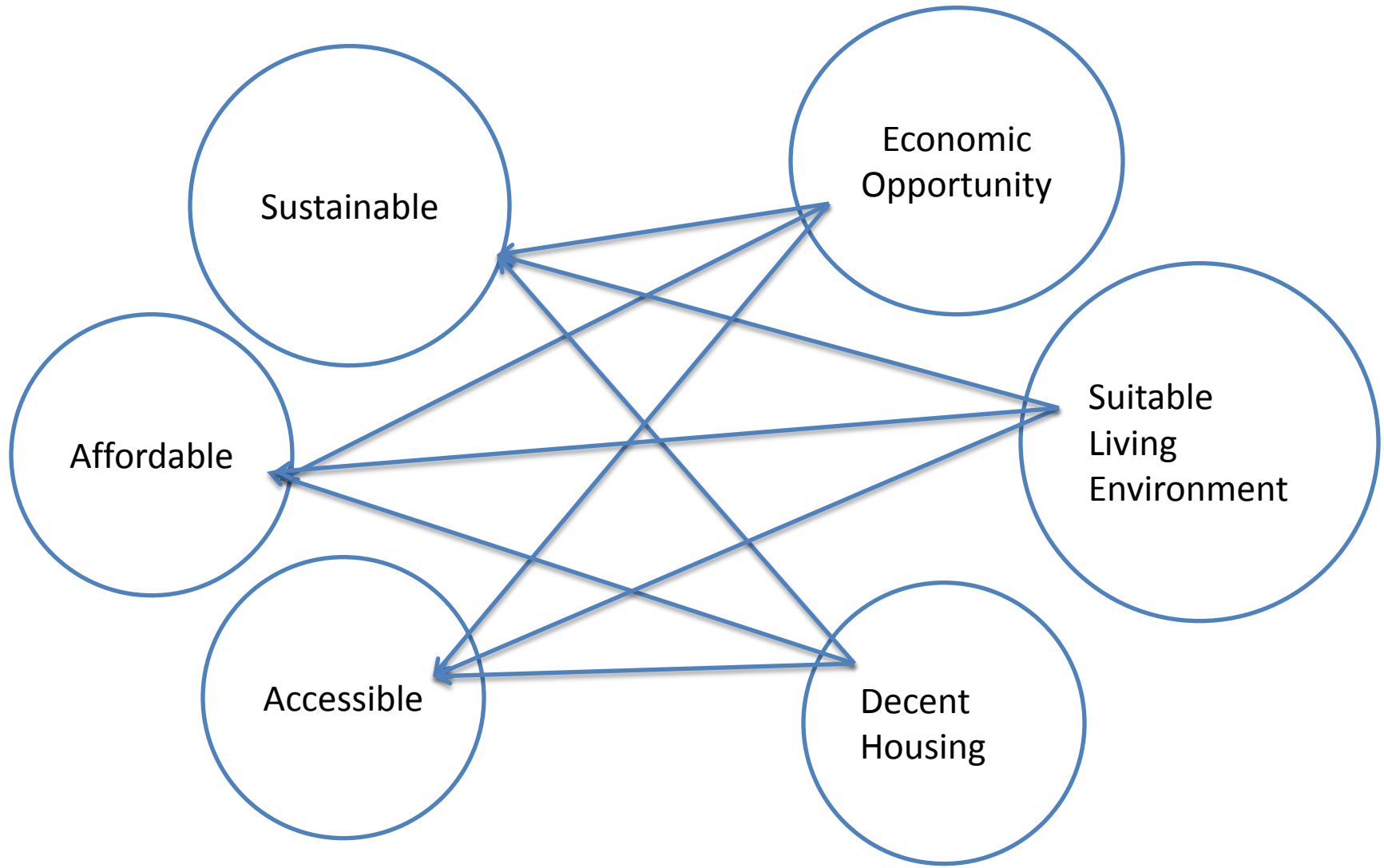


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Selecting Objectives and Outcomes

PROJECT OUTCOME

PROJECT OBJECTIVE





Examples

Outcomes Statements: Combine outcomes & objectives + *outcome measure –driven by intent of the project*

- Increased accessibility to health services for the purpose of creating a suitable living environment through the provision of medical services to over 400 LMI persons
- Increased availability to a variety of services for the purpose of creating a economic opportunities – services are provided to support the establishment & growth of micro-enterprise business to 75 LMI individuals