

Application Categories:

The five categories below are necessary for budgeting purposes. However, for selection purposes, there are really only three categories. Category 1 is a direct negotiated contract process. Category 5 has a different kind of purpose and criteria involved. It will also require separate negotiated contracts for any organization wishing to participate in that activity. The Evaluation Criteria below apply only to Categories 2, 3 and 4. An organization applying for city funding will need to identify their strategy and target the category they believe their proposed activity best matches. They may choose to apply in different categories for different proposed activities.

1. **Negotiated Services** – This category is for those organizations whose services are in lieu of what the city would otherwise have to provide via city employees and programs. A separate service contract will be negotiated annually with each organization. It includes the Library, Chamber of Commerce, Recycling, Community Center, Mainstreet, Boys and Girls Club and Humane Society.
2. **Community Events** - This category is primarily about events that are targeted at the enjoyment of Sedona residents and not necessarily intended to bring in outside tourists. While tourists or others outside the community may attend the event is meant to enhance the quality of life in Sedona. Examples of events in this category the city has had some kind of past role in include the St. Patrick's Day Parade, Community Fair and Uptown Halloween event.
3. **Arts and Culture** – This includes a wide range of arts and cultural activities aimed at local residents and not intended to attract tourists. Summer youth art camps, programs in schools, free public workshops and performances are examples.
4. **General Welfare** – This broad category includes all those falling in the areas of health, safety, social benefit and social service. Examples of currently funded organizations that would fit here include Sunrise Center, Trauma Intervention and Sustainable Arizona.
5. **Economic Stimulation** - This category is for those activities specifically intended to stimulate business and result in the generation of sales and bed tax. The activity must result in tax revenue that would otherwise be not be generated if the city were not involved and by an amount equal to or greater than what the city pays out. To meet Gift Clause requirements, the taxes produced must be obligated by contract (or they are considered indirect benefits and cannot be counted). Documentation for assuring this result will be necessary.

General criteria

1. This scoring process will not be applied to those organizations in the “Negotiated Services” and “Economic Stimulation” categories. Both will be handled under a separate approach.
2. The application will require the non-profit to propose a specific, identifiable and quantifiable activity, product or service for a specified amount of money.
3. Funding for all organizations from year to year will depend on the type of activity proposed in each year’s application, on city priorities and funding levels set for each category by the Council, and on the evaluation of each application against that year’s weighted criteria.
4. This approach will allow the Council flexibility each year to react to changing priorities and needs by changing funding in different categories and altering weighting of specific evaluation criteria if they wish.

Application Evaluation Criteria and Scoring

Access

To what extent is the activity being funded equally available to all members of society? Are there economic or social groups that may be excluded or limited in their participation as a result of cost? Points should not be deducted if target is an in-need or disadvantaged population segment such as elderly or youth, but should be based on accessibility for that segment. Applications scoring at level 1 or 2 should be considered for elimination from funding on this criteria alone.

1= available to a very small, narrow segment due to cost, timing and/or location

2=

3= available at no more than nominal cost, with timing and location generally acceptable

4=

5= readily and equally available to all. No one is excluded by cost, timing or location

Consideration/Return

Can the public benefit of the activity being funded be reasonably quantified or is it some kind of indirect benefit? Is the consideration or return for public tax money paid a fair market value as near as can be estimated? Does the value of the activity to the city not far exceed the payment provided?

1= Public benefits are mostly indirect, unclear and difficult to assigned fair market value

2=

3= City’s return of investment is close to fair market value and generally direct in nature

4=

5= Consideration received is direct, easily contracted for and exceeds fair market value

Priority

How closely does the proposed activity match the city's and current Council's priorities and budget guidelines? How important is the activity to the community broadly and the quality of life for Sedona residents or the served segment? To what degree will it generally make Sedona a better place to live?

1= Does not match any currently-established Council priorities or budget guidelines

2=

3= Generally matches one or more priorities in the targeted category

4=

5= Closely matches several priorities in the funding category applicant has selected

Sustainability

Does the organization seeking funding have a track record as a sustainable organization?

This measures the probability that the organization is more than a short-term existence and currently is or has the potential to become a long-term stable value to the community.

1= No or unproven history of stability. Low likelihood of future sustainability

2=

3= Adequate history of general stability with only limited periods or points of uncertainty

4=

5= Organization shows strong and long history of stability and self-reliance

Independence

Does the organization need city support to achieve what it is proposing or is it simply taking advantage of the potential of public funds as a way to finance its operation?

1= Organization is well diversified financially outside of public funding

2=

3= Organization has some other sources of potential funding for the proposed activity

4=

5= The proposed activity cannot happen without public funding

Capability

This measures the organization's ability to complete the proposed activity at an acceptable level of quality. How well is the organization's purpose matched to the type of activity it proposes to achieve? Does it have the expertise to do the job?

1= Little or no match between organization's apparent expertise and proposed activity

2=

3= General but not extensive match between organization purpose and proposed activity

4=

5= Organization shows strong expertise in type of activity being proposed

Also could be backbone (vertebrae) of “public purpose”?

Take into consideration that typically money given to an organization is fungible. If the City funds a specific program that meets these criteria, then it is able to direct the money it would have normally spent on the City-funded aspect of that program or service to other needs of the organization.

1. **Availability: Is the program or service open and accessible to all persons equally at no cost or low cost**

This score would take into consideration any preferred treatment for members, patrons, employees, etc.. of the NPO and if it is truly affordable to all persons.

2. **Scope: How broad a spectrum of the target population does it reach?**

If it is a community-based program or service program, does it reach the highest number of community members it is designed to reach. If it is a community financial engine catalyst, does it reach a broad enough audience to bring true economic benefit to the community?

3. **Capacity: Does the organization have the expertise/capacity to successfully complete the program?**

This score is a measure of the NPO, its health, its relationship with City and its ability to complete the project. Normally the NPO proposing the project is well-suited to complete it, however, there are NPOs teetering on failure, in need of restructure or are new and unproven. In these cases, the scoring needs to reflect the risk.

4. **Cost: How accurate and credible is the budget? Is the organization doing the work efficiently?**

This score measures how realistic and detailed the budget is and whether the return justifies the cost. Make an effort to decipher the costs, determine whether they seem realistic (no padding) and are appropriate to the task.

5. **Objective ¹ Need: Is this a unique program and how objectively essential is the program to the Sedona community (public) as a whole?**

Are there satisfactory existing alternatives reasonably available? If so, this would be reflected in a lower score. If not, and the service is essential, this would be reflected in a higher score. For example:

6. **Subjective ² Need: Is this a unique program and how essential is the program to the Sedona community (public) as a whole?**

Are there satisfactory existing alternatives reasonably available? If so, this would be reflected in a lower score. If not, and the service is essential, this would be reflected in a higher score. For example:

1. **Impact: How much of the Sedona Community is impacted by this program?**

Normally this is a quantitative measurement (how many people), but could be qualitative (impact on the environment). It's not always easy to ascertain the precise impact. In a quantitative example, for instance, it would be (1 = nobody impacted, 2 = few are impacted, 3 = many are impacted, 4 = most are impacted, 5 = everyone is impacted).

Footnotes

1. Objective – is a statement that is completely unbiased. It is not touched by the speaker's previous experiences or tastes. It is verifiable by looking up facts or performing mathematical calculations. Difference.net

Human basic and intermediate needs (objective needs):

1. Adequate nutritional food and water
 2. Adequate protective housing
 3. A safe environment for working
 4. A supply of clothing
 5. A safe physical environment
 6. Appropriate health care
 7. Security in childhood,
 8. Significant primary relationships with others
 9. Physical security
 10. Economic security
 11. Safe birth control and child-bearing
 12. Appropriate basic and cross-cultural education.
2. Subjective – is a statement that has been colored by the character of the speaker or writer. It often has a basis in reality, but reflects the perspective through which the speaker views reality. It cannot be verified using concrete facts and figures. Difference.net

Beyond basic and intermediate human need is the human need for self-actualization (Maslow) When applied to individuals the need is specific. **For example one individual may have the strong desire to become an ideal parent, in another it may be expressed athletically, and in another it may be expressed in painting, pictures, or inventions.** Maslow also states that even though these are examples of how **the quest for knowledge is separate from basic needs he warns that these “two hierarchies are interrelated rather than sharply separated” (Maslow 97).** This means that this level of need, as well as the next and highest level, are not strict, separate levels but closely related to others. Wikipedia-Self Actualization