

1 [Department of the Environment Impound Account and General Grant Guidelines]

2
3 **Resolution approving Department of the Environment Development of Impound Account**
4 **and General Grant Guidelines.**

5 WHEREAS, The Controller's Office on March 24, 2006 issued an Interim Audit Report
6 that recommended that the Department of the Environment develop a grant solicitation and
7 scoring procedure that includes impound account relevance and other factors that provides for
8 a competitive and fair process, and that is reviewed and approved by the Commission on the
9 Environment; and,

10 WHEREAS, The Commission on the Environment's Policy Committee at their May 16,
11 2006 meeting discussed and approved with revisions Impound Account and General Grant
12 Guidelines that consist of (1) Grantees Operating Procedures Manual; (2) Impound Grants
13 Policy Matrix; and (3) Grants Score Sheet; and,

14 WHEREAS, the Commission on the Environment reviewed and considered for
15 adoption at their May 23, 2006 meeting Impound Account and General Grant Guidelines as
16 set forth by the Department of the Environment; now, therefore, be it

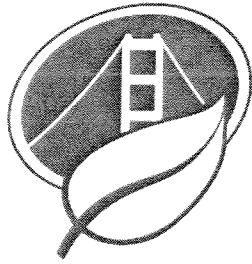
17 RESOLVED, The Commission on the Environment approves the Impound Account and
18 General Grant Guidelines as presented to the Commission at their May 23, 2006 meeting.

19
20 I hereby certify that this Resolution was adopted at the Commission on the Environment's Meeting on
21 May 23, 2006.

22 
23 Monica Fish, Commission Secretary

24 VOTE: Approved (4-0) (2 Absent) (1 Vacant)
25 AYES: Commissioners Pelosi Jr., Desser, Mok and Wald
NOES: None
ABSENT: Commissioners King and Rodriguez

San Francisco
Department of the Environment



SF Environment

GRANTEES'
OPERATING PROCEDURES
MANUAL
Program Year 2006

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CHAPTER I. INTRODUCTION

Non-profit organizations receiving grant awards from the San Francisco Department of the Environment (SFE) are required to establish and maintain internal control designed to reasonably ensure compliance with federal, state and local laws, regulations and program requirements. To effectively operate and manage program activities, this manual provides general information on procedures as well as the minimum requirements for establishing internal financial and program controls. This manual is intended as a general guide and does not replace or amend any of the provisions of your grant agreement. If you have any questions or concerns about anything related to your grant, please review your grant agreement and consult with the SFE grants officer. If you have any question of a legal nature, please consult your attorney.

You are required to comply with a variety of regulations and policies detailed in a Grant Agreement between the City and County of San Francisco and your non-profit corporation. Chapter 12B of the SF Administrative Code requires agencies doing business with the City and County to agree not to discriminate against specified groups for specified reasons. If you cannot fulfill all the requirements of Chapter 12B, the City cannot enter into a grant agreement with you, except under very limited circumstances.

Information referenced in this manual can be found on the following web sites:

www.sfenvironment.org
Sample Grant Agreement

www.sfhumanrights.org/lgbth
S.F. Administrative Code Chapter 12b

www.sfgov.org/sfhumanrights
Disadvantage Business Enterprise Directory

CHAPTER II. PROGRAM MANAGEMENT

SFE's grants are for the specific purposes of promoting certain goals and objectives, and supporting certain types of projects and activities for each funding cycle, as identified in the current Grant Guidelines by SFE's Recycling, Toxics Reduction, Environmental Justice and other Programs. Upon recommendation for funding, your agency and SFE will negotiate a final approved work plan and budget for the program year. Once SFE approves a final work plan and budget, your agency will enter into a grant agreement to deliver the program to and/or for the benefit of eligible City residents.

A. Work Plan

1. Work Plan Definition

The work plan is an outline of the major components of a program to support successful delivery of services to individuals. It details program outcomes and projected major activities to achieve outcomes; provides an implementation schedule; and, allocation of personnel and other resources for achieving the program outcomes.

2. Program Outcomes

You will need to identify program outcomes in your negotiated work plan. These outcomes must reflect and measure real and desirable change as opposed to counting heads. Outcomes are desired goals to be achieved. They are the end benefits rather than an activity that may lead to a benefit.

Example of satisfactory outcomes: 20 youth will increase their grade point averages by half a point.
20 people will become employed and retain their jobs for at least 6 months.

Example of just counting heads: 20 youth will receive after-school tutorials.
20 people will receive job training.

3. Program Activities

Program activities are those services engaged in and provided to achieve outcomes. The activities, alone, are not the goal of this grant. The results of the activities, or achieved outcomes, are the goal. You need to plan specifically when these program activities are to be scheduled by the time of the day and days of the week (i.e. Mon.-Fri., 3-5 p.m.).

4. Program Implementation Schedule

The program implementation schedule is negotiated at the beginning of the program year and details the frequency and duration of services to be provided by months. Your grant officer must approve any deviation in the negotiated implementation schedule

5. Program and Organization Staffing

Program staffing is negotiated at the beginning of the program year and is designed to ensure adequate and competent staffing for provision of services and/or successful completion of program activities and achievement

of program outcomes. If any staff of your agency is receiving SFE grant funds and performs both administrative and direct client services work, you should identify the percentage of staff time (ex. 0.20 FTE) that is allocated to each category of work. You must notify your grant officer as soon as possible and no later than 15 days regarding any staffing changes. In addition, your Board Chair or Secretary must notify SFE in writing within 15 days should there be a change in the status of your executive director or equivalent staff person.

6. Deviation from Work Plan and Program Progress

Your grant is approved for a specific program and purpose by SFE. In most cases, that program and purpose cannot be renegotiated and your grant must be implemented or the funding be returned. On occasion, and as a result of following the negotiated work plan, it becomes apparent that different/more effective/efficient activities can be engaged in to achieve the negotiated outcomes. Your work plan can only be amended with the consent and written approval of SFE. Any deviation from your work plan can result in non-reimbursement for unapproved activities and/or cancellation of the grant agreement. Contact your grant officer if you have any questions.

Program progress according to the work plan is reviewed by your grant officer on a regular basis depending on the review schedule established at the beginning of the grant. Insufficient progress/delays in your program may jeopardize your grant and/or reimbursements. (See also Chapter II B (2) re: Reimbursement of Expenses and Chapter V re: Monitoring).

B. Program Budget

1. Definition

The Program budget is a projected expenditure schedule for a given grant agreement term. The annual project budget and requests for budget revisions should be submitted using the standardized forms. These forms are designed to provide line item detail for SFE funded projects by cost categories. Program funding from non-SFE sources must be reported if program personnel costs are shared for SFE funded staff. Grant agreements cannot be effectuated or implemented without an approved budget.

2. Reimbursement of Expenses

SFE grants are awarded based on a cost reimbursement system. This means we reimburse you for your budgeted program expenses. There is a three-step process for reimbursement: Your Agency Director must authorize and submit an accurate and completed funding request to SFE on a monthly or a quarterly basis. The funding requests must include supporting documents (hard copy), such as receipts, payroll records, and copies of cancelled checks. The staff at SFE will review these documents for eligibility, appropriateness and compliance; and then, the City will process and issue a check for the eligible, reimbursable expenses.

Cost reimbursement requests should be submitted on SFE standardized formats. Hard copies of supporting documents (including invoices, copies of credit card statements, and photocopies of cancelled checks used for payment) must be attached. Payroll support documents must identify SFE funded employees. On occasion, we will question reimbursement of specific items or seek additional information because of concerns of validity or compliance. These *questioned costs* will be held pending resolution, and must be resolved within ninety days.

If, after 90 days, these questioned costs are not resolved, SFE may disallow these costs or terminate the Agreement. When requesting a cost reimbursement, follow these guidelines for expenses:

- For expenses under \$50: submit an itemized listing with purpose and/or explanation
- For expenses \$50 & over: submit an itemized listings with purpose of expenditure, original receipt and a copy of cancelled checks

3. Cash Advance

After your grant agreement has been signed, we *may* issue a cash advance, which will usually not exceed 10% of the total program budget. Generally, SFE offers two methods to pay back cash advances, one is negotiated between the grantee and SFE and the other is a rolling advance. The negotiated pay back, usually involves a schedule, where the cash advance is reduced or paid back by deducting specified dollar amounts from invoices submitted for reimbursement. Grantees are responsible for making these deductions for the repayment of this cash advance. Under the rolling advance, the cash advance is reduced when eligible documents for approved expenditures have been submitted. Once approved, the reduced dollar amount is then reinstated to the grantee's initial advance, reestablishing the cash advance balance. This practice can occur on an ongoing basis throughout the grant but cash advances are not allowed in the final month of the Grant Plan. Reimbursement for future/other contracts may be delayed or denied if you fail to repay or resolve a cash advance.

4. Subcontracts

You must obtain written approval from SFE for contractual services involving consultants, independents contractors, sub-contracts or 3rd party contracts. Expenditures made prior to obtaining written approval from SFE are ineligible for reimbursement.

5. Insurance

Current insurance coverage is required prior to reimbursement for any expenditure. The minimum requirement for insurance coverage, as of May 2006, during the contract term is:

Workers' Compensation insurance of statutory limits, including Employers' Liability coverage with limits not less than \$1,000,000 each accident; and

Comprehensive General Liability insurance with limits not less than \$1,000,000 each occurrence combined single limit for Bodily Injury and Property Damage, including coverage for Contractual Liability, Independent Contractors, Broad form Property Damage, Products and Completed Operations; and

Comprehensive Automobile Liability insurance with limits not less than \$1,000,000 each occurrence combined single limit for Bodily Injury and Property Damage, including coverage for owned, non-owned and hired vehicles.

Additional insurance coverage may be required, depending on the type of project that is funded by SFE.

7. Contract Close-Out

Your agency has a maximum of 30 calendar days from the termination date of the grant agreement to submit final cost and program reports for reimbursement. Only those costs incurred during the term of the grant agreement and allocated in the program budget or approved budget revisions are eligible for reimbursement. After the ending date of your grant, the grant will be reduced by the amount of the unexpended funds. The City and County of San Francisco does not need your approval to modify the contract to close out unexpended balances.

8. Audits

If your agency expends \$500,000 or more in one year from all sources (including grants, loans, program income, etc.), you must submit a copy of an independent audit completed within nine months following the end of your fiscal year. If your agency expends less than \$500,000 in a year, you must submit a copy of your 990-tax form and provide a letter stating that your agency spent less than \$500,000 during the program year. Under specific circumstances, we can require audits from agencies expending less than \$500,000 in a fiscal year. Budgets between \$500,000 and \$1,000,000 must submit an independent auditor's review; and budgets over \$1,000,000 must submit an independent auditor's report.

9. Ineligible Costs

Ineligible costs include but are not limited to the following:

- a. Personal or business-related costs or expenses related to meals, catering, transportation, lodging, political fundraising or educational activities;
- b. Any costs or expenses which are prohibited under the terms and conditions of any federal or state grant supplying all or any portion of the Grant Funds;
- c. Penalties, late charges or interest on any late payments; or
- d. Taxes or other amounts withheld from wages or salaries which have not actually been paid by Grantee during the term of this Agreement or which relate to periods before or after the term of this Agreement.

CHAPTER III. INTERNAL CONTROLS FOR ACCOUNTING AND RECORD KEEPING

A. Client/Program & Financial Records

SFE is responsible for determining the adequacy of the Agency's performance, internal control systems and for taking appropriate action when performance and compliance problems arise. SFE accomplishes this through periodic program/fiscal monitoring and evaluations.

All records (hard copy) must be kept for five years from the close out date of the contract. All records include but are not limited to the following:

- a. Project: Grant work plan, Contract, Fiscal records, Reports, Budget, etc.
- b. Outreach & verification: Sign-in sheets, Flyers, Meeting agendas, Photos, etc.

- c. Program Evaluation: Surveys, Pre/post tests, Journals, Reports with results, etc.
- d. Participation: Meeting attendance, Training attendance, People recruited, Participant records, etc.
- e. Volume Measurement: Number of clients served, Wasted diverted, Energy saved, Product distributed, etc.
- f. Personnel & Consultants: Task /Job description, Staff, Job announcement, Contract/agreements, etc.

B. Client/Program Records Overview

When you provide services you are also required to maintain verifiable records on clients and client services. Generally, you need hard copy (on demand) to support good internal controls. These may include:

1. Written instructions for making and documenting eligibility determination;
2. Evidence of training of eligibility procedures to SFE funded employees;
3. Evidence of periodic review of client/staff signatures and accuracy on eligibility documents;
4. Access to eligibility/sensitive records limited to appropriate persons;
5. Conflict of interest statements on file for individuals who determine eligibility.
6. Evidence of participation by eligible clients (i.e., attendance sheet, sign-in log)
7. Evidence of progress or success of participants meeting program activities or outcomes.

C. Financial Records Overview

SFE funded agencies shall maintain internal controls on financial records, cash disbursements, cash receipts, payroll, and inventory of assets. At minimum agencies are required to maintain a General Ledger, a system for maintaining information on unpaid bills (Accounts Payable), a Cash Disbursement Journal and authorized signatures or level of access. When requested, agencies are required to provide current information on all accounting transactions in a standardized, acceptable format. Transactions must be properly recorded and accounted for. Generally:

1. Accounting records must be accurate, current, and provide for complete disclosure of each project or program;
2. Monthly financial reports must be prepared on a timely basis;
3. Financial reports must be made available to the Executive Director and to the Board of Directors on a regular basis;
4. Funds, property and other assets are safeguarded against loss from unauthorized use or disposition;
5. Agencies demonstrate compliance with all appropriate federal, state and local regulations and compliance supplements;
6. Appropriate federal, state and local information returns including taxes and audits must be submitted on time.

D. Cash Disbursements

A Cash Disbursement Journal must provide the following detail: date of check, check number, payee, amount of check, columnar description of the expense account to be charged. Agencies internal controls on Cash Reimbursements must include:

1. Disbursements should be made by pre-numbered checks;

2. Voided checks should be retained;
3. A prohibition on checks made payable to "Cash;"
4. A prohibition on pre-signed checks;
5. Check signing authority must be vested in persons at appropriately high levels in the organization; Signatures on checking accounts must include the agency Director or Fiscal Manager AND one officer of the Board of Directors; On payments less than five thousand dollars (\$5000.00), the Board of Directors may designate an alternate signatory through written notification.
6. Bank statements and canceled checks should be received and reconciled by someone independent of the authorization and check-signing function;
7. Paid invoices should be marked "*Paid*" with the date, number and amount of check.

E. Accounts Payable

Agencies internal controls on Accounts Payable must include:

1. Payments should be recorded in an accounts payable register to avoid duplicate payments;
2. Unpaid invoices should be maintained in an unpaid invoice file.

F. Petty Cash

Agencies internal controls on Petty Cash transactions must include:

1. A policy on limiting the amount that can be reimbursed from a petty cash fund;
2. A transaction record providing a description of the expense, name of employee being reimbursed, and supporting documentation (receipts, invoices, etc.).

G. Cash Receipts

A Cash Receipts Journal must provide the following detail: date of deposit, name of payer, amount of deposit, and a columnar description of the account credited. Internal controls must include:

1. Checks should be endorsed "For Deposit Only;"
2. Pre-numbered deposit slips should be used to record moneys received.

H. Payroll

Agencies internal controls on payments to employees for salary & wage expenses must include:

1. Employee records must be maintained for each employee that detail wage rates, benefits, taxes withheld and changes, and eligibility to work (SS# copy or INS work permit);
2. Detailed time reports documenting employee hours and signed by the employee and supervisor are required (total time & hours worked each day);
3. Payroll related taxes must be withheld and paid to federal and state agencies on a timely basis;
4. Agencies should have written policies and procedures for accounting for vacations, holidays, sick leave and other benefits;

5. A list of payroll checks and withheld taxes must be maintained either through the Cash Disbursement Journal or a separate Payroll Register;
6. A policy prohibiting salary advances from SFE funds;
7. SFE funds cannot be used to compensate employees for claimed activity or benefit after the termination date of the Grant Agreement.
8. All employees funded by City contracts must meet the Living Wage Ordinance requirements of San Francisco.

I. Inventory of Fixed Assets

Agencies internal record keeping on fixed assets must include:

1. Land, buildings, furniture, and equipment must be recorded in a Fixed Asset Ledger (inventory record) even if none of the items were purchased with SFE funds.
2. Inventory records must list inventory item, equipment serial number, location, date of acquisition and cost.

CHAPTER IV. - PROCUREMENT & CONTRACTUAL SERVICES

A. Overview

When you pay a vendor for an equipment purchase or a non-employee for services involved in completing terms of your grant agreement, you are entering into a procurement or subcontract agreement. Significant portions of these agreements involve regulatory compliance. Purchases over \$500 and all subcontracts require prior written approval from SFE. Before making an equipment purchase for over \$500 or entering into a subcontract agreement, read this chapter carefully and look over Form G.2: Procedures for Approval of Subcontract and Equipment Purchase. No equipment purchase over \$500 or subcontract expenditures will be reimbursed by SFE unless we have approved Form G.1 Request for Approval of Subcontract and Equipment Purchase with the required documentation. In addition to these specific requirements, you shall maintain internal controls on the procurement of goods and services. At minimum, your internal procedures must include the following:

1. You have a written selection procedure for procurement transactions and these procedures ensure that:
 - a. You avoid purchasing unnecessary or duplicative items;
 - b. You use whenever possible excess and surplus property, intergovernmental agreements for procurement, or common goods and services, to foster greater economy and efficiency;
 - c. You have all purchase orders and contracts signed by authorized officers;
 - d. You verify that items delivered and paid for are consistent with the purchase order or contract;
 - e. You timely pay vendors only when the order is delivered, inspected, accepted, and payment authorized;
 - f. You document a cost or price analysis for every procurement action; and
 - g. You negotiate profit or fee separately from price.
2. You maintain standards of conduct that prohibit doing business with firms where any of your officers, employees, agents, or their family members may have a direct or indirect financial interest or they are negotiating employment;
3. Your officers, employees, agents, and their family members may not accept gratuities or anything of value from current or potential vendors or contractors;
4. Your solicitation for goods and services is conducted in the manner that, to the extent practical, promotes open and free competition;
5. You use positive good faith efforts to contract with local disadvantaged small and minority and/or women owned businesses, including:
 - a. Use Form H in the appendix of this manual to provide contract information to the City Purchasing Department's Bid and Contract Opportunities List (call 554-6216 for more information); and
 - b. Use the Disadvantaged Business Enterprise Directory to find eligible businesses (Call the Human Rights Commission at 252-2500 for more information).
6. Your solicitations are based on an accurate description of technical requirements which do not include features which unduly restrict competition;
7. You use responsible contractors that are properly licensed and insured, and who will comply with applicable laws and regulations;
8. You assure that the contractor fulfills the terms of the contract before payments are made;
9. Your records for purchases of \$10,000 or more must include: 1) basis of contractor selection and justification for lack of competition when competitive bids are not obtained; 2) copies of newspaper

- advertisement; 3) copies of three lowest bids; and 4) if applicable, explanation of rejection or withdrawal of lowest bid;
10. Your records for purchases under \$10,000 must include: 1) basis of contractor selection; 2) justification for lack of competition, where appropriate; 3) basis for award;
 11. You avoid awarding any contract or subcontract with a suspended or debarred party;
 12. You require certificates from entities receiving sub-awards (contracts and subcontracts) over \$100,000 certifying that the organization and its principals are not suspended or debarred.
 13. If using pre-qualified lists of vendors or contractors, you use lists that are current, developed through open solicitation, include adequate numbers of qualified sources, and allow entry of other firms to qualify at any time during the solicitation period;
 14. You exclude contractors that develop or draft specifications, requirements, statement of work, invitations for bids and/or requests for proposals from the competition in order to eliminate unfair competitive advantage;
 15. You do not use "cost plus a percentage of cost" pricing instead you use, "time and material" type contracts;
 16. You have protest procedures for subcontractors and vendors in place to handle and resolve disputes relating to their procurement, and you report all such instances to SFE; and
 17. You have a documented system of contract administration for determining the adequacy of contractor performance.
 18. You verify that the contractor and/or subcontractor complies with, and agrees to, all applicable City requirements as forth in your grant agreement.

B. Required Subcontracting Provisions

In addition to the above, each contractor and subcontractor must agree to, and comply with, any federal, state and local laws and requirements. The applicable requirements are set forth in the Required Subcontracting Provisions. Failure of any of your contractors or subcontractors to comply with such requirements may result in penalties and/or the suspension or termination of your grant agreement. You must attach the Required Subcontracting Provisions to all contracts with subcontractors.

CHAPTER V. MONITORING

SFE will monitor your agency's performance to ensure adequacy and compliance with all applicable regulations. We accomplish this through programmatic evaluations that include periodic reports and site visits. Your agency performance is a key factor in determining the continuation and/or renewal of the grant agreement.

A. Site Visits

During each program year, SFE staff will visit your agency to monitor the program and your compliance with local requirements. Grantees with compliance violations, poor fiscal documentation and poor program performance may be put on probation if corrective action is deemed feasible to eradicate the violation(s). In instances of serious violation, or where corrective action was not met grantees may be suspended and no financial reimbursements will be processed during the suspension period. Grant agreements may be terminated when corrective actions are not addressed within the prescribed period.

B. Reports

SFE requires several reports from you in assessing your performance.

1. Quarterly and Annual Program Reports

All grantees must prepare and submit quarterly program reports to SFE. Progress should be tracked on a monthly basis, even if submission occurs quarterly. SFE will only reimburse expenses upon receipt of the monthly or quarterly funding requests if you have submitted the program reports in a timely manner. Incomplete or late reports will cause delays in reimbursement. Failure to comply with SFE reporting requirements is a violation of your grant agreement.

2. Program Site Visits and SFE Evaluation Reports

SFE staff will evaluate your agency's progress and compliance with the approved work plan. This will affect the continuation of the grant and may impact future decisions if you are interested in applying for additional grants.

CHAPTER VI. GENERAL ADMINISTRATIVE PROCEDURES

- Equal employment opportunity: Do not discriminate against any employee or applicant for employment on the basis of race, color, creed, national origin, ancestry, age, sex, sexual orientation, height, weight or disability in hiring, promotions, demotions, transfers, recruitment, advertising; layoff, termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Post a non-discrimination policy in a conspicuous place accessible to all employees and applicants for employment. Establish equal employment opportunity policies and procedures that are fair and equitable to all classifications of employees. Do not arbitrarily administer these policies to deny an employee benefits or consideration normally available to other employees. Consider all applications for employment and promotion on the basis of qualification, ability, and experience.
- Maintain employment policies and procedures that address recruitment, hiring, promotion, demotion, suspension, termination, and grievances and include written job descriptions with qualifications, salary schedule, and benefits, and the line of authority of staff persons. Maintain adequate employment records for every staff person including IRS withholding info and INS authorized work permits.
- If your agency provides care to minor children, verify every employee's suitability to have contact with children. Your verification process must adhere to the regulations of the California State Department of Social Services, Community Care Licensing Manual, Section 80019, Criminal Record Clearance.
- Membership on your agency's board of directors should have adequate representation of different neighborhoods and interest groups in the targeted neighborhood/population, particularly low- and moderate-income persons for whom services are being provided. The board of directors must consist of at least seven active members and, 1) Board meetings occur no less than quarterly and 2) the majority of regular meetings are in San Francisco during the grant term. Two of your Board meetings must be announced and opened to the public to attend.

IMPOUND GRANTS POLICY MATRIX – FINAL – MAY 2006

1. Impound Account grants will only be made to non-profit organizations and institutions (e.g., universities);
2. Only projects that can demonstrate measurable results from a quantifiable baseline in increasing landfill diversion (reuse, repair, recycling or composting), reducing consumption or promoting the use of less toxic alternatives will be considered for funding;
3. Projects will only receive subsequent year funding where the grantee has achieved their grant goals and can demonstrate similar successes can be achieved in the future; and
4. Future funding will use the data resulting from the successes of the last grant as the starting baseline for the future grant.

RESOURCE CONSERVATION ACTIVITY OR PROJECT	TARGET WASTE STREAM OR AUDIENCE	ACTIONS	RESTRICTIONS
1. Direct material handling and infrastructure support including equipment purchase (e.g., compactors, vehicles, bins).	Residents, visitors, employees, students, seniors, businesses, institutions, etc., including food banks, reuse operations, and community recycling centers.	Waste reduction, recycling, reuse (including re-distribution of materials and food), composting, and toxics reduction (including safe disposal) programs and projects.	Focus must be on San Francisco facilities or Bay Area markets if there is a direct link to San Francisco. No funding outside Bay Area. One year funding can be given in cases where it is shown that baseline numbers will decrease without an investment in infrastructure or equipment.
2. Outreach and education including advertising, promotion and web outreach.	Residents, visitors, employees, businesses, schools and other institutions and communities that can have a beneficial impact on achieving San Francisco's Zero Waste and Toxic Reduction goals.	Motivating individuals and communities to participate in new and existing resource conservation related-programs (e.g., hands-on education programs that promote composting).	Must identify numbers of individuals served as well as behavior changes resulting from intervention. Must demonstrably educate target audience to: increase diversion through waste prevention, recycling or composting; reduce the volume of toxics in the waste stream; or reduce the use of toxics.
3. Drop-off sites and special events.	Major waste generating and/or recycling/toxic reduction events in San Francisco (e.g., gigantic 3.electronics collection, street fairs, athletic and cultural events, large venues). This area also covers the establishment and promotion of new drop-off locations for source-separated materials.	Direct implementation of reuse, recycling, composting, and toxics reduction (drop-off sites for toxic materials and items for reuse or recycling can achieve recovery and reduce the need for more expensive collection programs. Large events are significant generators of waste that can be recycled or composted with good planning.	Must demonstrably increase diversion through waste reduction, reuse, recycling or composting; reduce the volume of toxics in the waste stream; or reduce the use of toxics through re-formulation or use of alternative products. Events and venues must quantify diversion and calculate percent diverted. Events must set a diversion goal in excess of 75% to be considered for funding.
4. Training programs and technical assistance (including market development).	Volunteers, youth, students, seniors and others who want to become active in achieving San Francisco's Zero Waste and Toxic Reduction goals. Transitional employment and business development programs for diversion-related enterprises.	Resource conservation and/or toxics reduction training. Developmental assistance to business and institutions to increase markets that help support diversion.	Must quantifiably: increase diversion through waste prevention, reuse, recycling and composting; reduce the volume of toxics in the waste stream; or reduce the use of toxics through re-formulation or use of alternative products.
5. Pilot Projects.	Under-served demographic or geographic populations, or new types of waste materials.	Innovative projects and new programs, materials, markets or services.	One year maximum.

SF Environment Recycling Grant Program
2006-2007 Application Scoring Sheet

Organization/project Name

Eligibility Based on Policy Guidelines	Yes	No

Direct material handling and infrastructure support
Outreach and education
Drop off sites and special events
Training programs, technical assistance and market development
Pilot projects

Proposal Scoring	Points	Maximum
Quantifiable objectives based on realistic and measurable baseline data;		20
1 Targets key components of the waste stream currently going to landfill;		15
2 Project well thought-out, organized and described;		15
3 Feasible scope of work, timeline and partnerships;		15
4 Cost effective itemized-budget linked to goals that also leverages other resources;		15
5 Objective quantification of the ability of the organization to achieve the grant goals (e.g. Board oversight, track record, and letters of recommendation); and		10
6 Interview		10
Total		100

