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CITY OF LOS ANGELES  
CALIFORNIA



JAMES K. HAHN  
MAYOR

COMMUNITY DEVELOPMENT  
DEPARTMENT

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Council File No.:  
Council District Nos.: All  
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Development Division

Mayor James K. Hahn  
Room 303, City Hall

Attention: June Lagmay, Legislative Coordinator

**COMMITTEE TRANSMITTAL: AUTHORIZATIONS RELATING TO THE  
PROCUREMENT AND STANDARDIZATION PROCESSES FOR THE HUMAN  
SERVICES DELIVERY SYSTEM'S FAMILY DEVELOPMENT NETWORK  
CONTRACTORS**

Existing City agreements for the operation of the Human Services Delivery System's Family Development Network (FDN) programs expire March 31, 2005. Timely action on recommendations presented herein will enable the Community Development Department (CDD) to carry out instructions decided by the Mayor and Council for the FDNs. Toward that end, it is respectfully requested that your office expedite review of this transmittal and forward it to the City Council for consideration and approval.

**RECOMMENDATIONS**

The General Manager Community Development Department (CDD), or designee, respectfully requests that the Mayor and City Council:

1. APPROVE the procurement and standardization processes reported herein for the Human Services Delivery System's Family Development Network (FDN) program to permit the continued operation of existing FDN consortia for one year, from April 1 2005 through March 31, 2006, during which time each FDN shall be required to satisfactorily meet and maintain defined standards for core services and provide other measurable services that are responsive to the needs of lower income City residents.

2. AUTHORIZE the General Manager CDD, or designee, to negotiate and execute City Agreements with the lead agencies for 12 FDN programs (as listed in Attachment A) for the period April 1, 2005 through March 31, 2006, such Agreements incorporating standardization criteria that must be met by each FDN, subject to the review of said Agreements by the City Attorney as to form and legality.
3. APPROVE the use of up to \$178,503 in grant funding from the State of California Office of Traffic Safety (OTS) to be distributed equally among the 12 Family Development Networks (FDNs) to carry out Community-based Traffic Safety Education projects, subject to the availability of funds.
4. AUTHORIZE the General Manager CDD, or designee, to prepare any Controller's instructions needed to implement actions approved by the Council and Mayor on matters presented in or deriving from this transmittal, and/or to make necessary technical adjustments, subject to the approval of the City Administrative Officer; and, further, REQUEST that the Controller implement the instructions.

## **SUMMARY**

The Community Development Department is requesting approval of a procurement process applicable to the Family Development Network (FDN) program and authority to negotiate and execute City agreements with the lead agencies of 12 FDN consortiums throughout the city for the period April 1, 2005 through March 31, 2006; which agreements will incorporate standardized core services at all FDNs. Approval is requested also to use up to \$178,503 in funding from the State Office of Traffic Safety (OTS) for community-based traffic safety education projects.

## **FISCAL IMPACT STATEMENT**

Actions requested in this transmittal do not impact the General Fund. Annual funding of \$9.4 million for the Family Development Network (FDN) program comes from Community Development Block Grant (CDBG) and Community Services Block Grant (CSBG) monies. The State Office of Traffic Safety (OTS) previously awarded grant funding for community-based Traffic Safety Education projects carried out by FDNs. The CDD has verified that \$156,503 in 2004-2005 OTS funding is available for the period April 1, 2005 – December 31, 2005. The CDD has requested that OTS approve a budget adjustment to make an additional \$22,000 available for FDN activities in the same period. Pending OTS action on the budget modification, the CDD proposes to use up to \$178,503 to be distributed equally among the 12 FDNs.

## **BACKGROUND**

In July 1999, the CDD released a Request for Proposals (RFP) to solicit contractors for what was, at the time, a newly structured human services delivery system. One of the two components of that system was the Family Development Network (FDN) program. As part of the

development of the new delivery system, the CDD committed to building a Family Development program that would meet four main goals:

- 1) Move participants from poverty to self-sufficiency;
- 2) Provide an integrated, citywide system of information and referral, connecting City residents in need with appropriate existing human services;
- 3) Promote family self-sufficiency through a citywide network of agency consortia providing comprehensive case managed and youth advocacy services; and
- 4) Create a system for the seamless provision of services that promote individual and family self-sufficiency.

Commencing with implementation of the FDN program in early 2000, the CDD has continued to work to improve the efficiency and effectiveness of services provided to families and persons in need. In the initial stages, FDN contractors were encouraged to structure their FDNs programs to include the following service elements: Information and Referral; Case Management, including Youth Advocacy services; and linkage to the City's WorkSource Centers (which then were called Workforce Development Centers). Beyond these elements, the CDD did not dictate the implementation of FDN program designs, but encouraged providers to tailor services to fit the needs of the respective communities. While the FDNs have been found to effectively provide services to their target populations, comparative measurements are complex and the CDD has recognized the need to standardize additional core services to ensure that FDNs perform strategically, relative to both administration and program, in seamlessly delivering services that originate from a variety of sources.

### **Evaluation of the FDN Program Design**

Throughout 2004 the CDD's Human Services and Family Development (HSFD) staff and the Community Action Board (CAB) conducted rigorous reviews and evaluated performance of the FDN program. The appraisal of the FDN program concluded that the initial purpose to establish long-term family case management services and effective collaboration among multiple human service providers was met. The evaluation further concluded that some key areas of program performance should be instituted among all FDN providers so that the FDN system interacts effectively with the WorkSource system and other human (i.e., "people-focused") and economic development services.

As originally designed, the FDN program required all collaborations to provide family case management, including youth advocacy services, information and referral and structured interface with the City's WorkSource Centers. The CDD was able to secure additional grant funding to enhance core services to include traffic safety education and Individual Development Accounts (IDA).

### **Proposed Core FDN Services**

The CDD proposes that during the standardization process, each FDN will be required to design and implement pre-employment skill support services and financial literacy training programs

within their collaborative. The CDD believes it is important to continue to design service programs as close to the point of service as possible; therefore, each FDN collaboration will work with CDD staff to tailor pre-employment and financial literacy programs to their client population. A one-size-fits-all approach is not consistent with the FDN philosophy. At the same time, the CDD must be able to evaluate the effectiveness of any core program offered by the FDNs and thus must be able to tailor contract work plans, monitoring tools and reporting requirements to each FDN's program.

For example, one FDN may find that individual and/or group counseling is the best method to deliver pre-employment skill support to clients, while another FDN determines that regular and structured classes offered on a quarterly basis is the preferred method. Still others may find it best to offer both or other types of pre-employment supports. The CDD believes it should not require an exact curriculum content. Instead the CDD's role will be to negotiate and approve the programs implemented by the FDNs and track the results of those programs through monitoring and reporting procedures.

The recommended Core FDN Program Requirements are as follows:

- Case Management
- Information and Referral
- Youth Advocacy Services
- Pre-Employment Skills
- Financial Literacy
- Seamless Interface with WorkSource Centers

Additionally, each FDN must continue to work with the City and community resources to offer access to child care services, health care services, Individual Development Accounts, traffic safety education, access to information on the EITC, income tax preparation and any other service deemed necessary.

### **New Results-based Reporting Procedures**

Operating through its Human Services and Family Development (HSFD) Division, the Community Development Department is the Community Action Agency (CAA) for the City of Los Angeles. Community action is the nationwide initiative of community-based human and economic development programs working to reduce poverty and the effects of poverty under the Community Services Block Grant (CSBG) program. Since 2000, the federal Office of Community Services (OCS), in coordination with the National Association for State Community Services Programs (NASCS), has captured national CSBG outcome information using a wide range of measures developed by a representative Monitoring and Assessment Task Force. OCS and NASCS found that aggregating data to illustrate the impact and outcomes of CSBG funded programs was difficult because each state does not report on the same group of measures. To address this inconsistency in reporting data, OCS has proposed that states implement 12 national indicators and the associated measures that capture the most universal accomplishments of CSBG programs. Attachment B presents the new National Performance Indicators (NPI) and measures that CAAs must use in reporting outcomes of CSBG programs.

The Human Services Delivery System (HSDS), made up of Family Development Networks and Neighborhood Action Programs, is the CSBG-supported program in the City of Los Angeles. The CDD must apply the new reporting indicators to the HSDS in the program year beginning April 1, 2005. The FDN standardization process presents an ideal mode for implementing these new measures.

**Evaluation of Current FDN Contractors**

To prepare for implementing a standardization process for the FDN program, the CDD conducted an evaluative assessment of current FDN collaborations to identify specific areas needing to be modified or strengthened to meet standards now being instituted.

Employed as a procurement tool, the evaluation process consisted of a fiscal review of contractor performance (20% of overall score), a desk review that included information on compliance with data reporting using the electronic data collection system (50% of score), and a self-survey completed by each FDN collaboration (30% of total score). The Financial Management Division of the CDD conducted the fiscal reviews which rated contractors on their single audit findings, financial condition, timely submission of expenditure reports and promptness in responding to fiscal concerns. HSFD Operations and MIS Support staff performed desk reviews of each FDN collaboration for the period April 2002 through September 2004, covering issues such as establishing and documenting client eligibility for services, the types of program services offered, and evidence of mutual support within the collaboration and with other service providers. A self-survey allowed each FDN the opportunity to provide input on the accomplishments of their programs.

Provided as Attachment C to this transmittal is a working document used by the CDD, Human Services and Family Development Division, that outlines "Criteria Reviewed in Evaluation". The results of this effort are presented in the following chart:

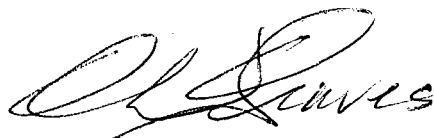
<b>FDN Contractor</b>	<b>CIPA</b>	<b>Score (out of 100)</b>
New Economics for Women	3	92
El Centro de Ayuda	1	89
The Children's Bureau	3	87
Neighborhood Legal Services	7	87
Toberman Settlement House	6	86
1736 Family Crisis Center	2	85
El Centro del Pueblo	3	83
Los Angeles Community College District (Los Angeles Mission College)	7	82
The Children's Collective, Inc.	2	78
Career Planning Center	5	75
Watts Labor Community Action Committee	2	75

The CDD has determined that FDN programs scoring above 70 meet the minimum capacity necessary to continue providing services during the standardization process. Information

resulting from this evaluation process and obtained through a report by Shelter Partnership, Inc., which assessed the FDN program in 2003, will be used by the CDD to identify areas for consortia to improve. The CDD will meet with each FDN to review those areas and require that an action plan be developed and carried out to facilitate improvement where needed. Additionally, meetings will be held with each FDN to negotiate and implement the aforementioned core FDN program requirements.

### **Community Action Board Review**

At its regularly scheduled meeting on February 10, 2005, the Community Action Board (CAB) heard the staff report on the procurement and standardization processes for the HSDS's Family Development Network (FDN) program. There was extended discussion of Board member concerns about current FDNs' networking adequately with the community through their attendance at Community Improvement Planning Area (CIPA) meetings and documenting standards for customer service. To address these concerns, HSFD management proposed adding a provision to City agreements with FDN contractors for the 2005-06 program year requiring a minimum level of attendance at CIPA meetings. The HSFD will also require that monitors conduct in-person or telephone interviews with randomly selected program participants quarterly during the program year to assess participants' perceptions of FDN services. At a Special CAB meeting on February 16, the Board concurred in the revised staff recommendations and further amended the action to stipulate that a request for proposals (RFP) process for the FDN program will be conducted for the subsequent (i.e., 2006-2007) program year.



CLIFFORD W. GRAVES  
General Manager

CWG:GSC:DJ:JW/khe

Attachments

**Funding Recommendations for the  
Family Development Network (FDN) Program  
4/1/05 - 3/31/06**

Attachment A

Contract #	LEAD AGENCY NAME/ Project Name	Projected Funding Distribution*					TOTAL 12-MONTH FUNDING 4/1/05-3/31/06
		31st YR CBDO	31st YR PS	2005 CSBG	2006 CSBG (Projected)	OTS 4/1/05 - 12/31/05	
TBD	1736 FAMILY CRISIS CENTER/ Comprehensive Linkages & Services Partnership (CLASP)	600,000	0	100,000	100,000	14,875	814,875
TBD	CAREER PLANNING CENTER, INC./Career Planning Family Development Network	350,000	0	175,000	175,000	14,875	714,875
TBD	CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA/Children's Bureau of Southern California Family Development Program	400,000	0	300,000	100,000	14,875	814,875
TBD	EL CENTRO DEL PUEBLO/ El Centro Del Pueblo Family Development Network	600,000		100,000	100,000	14,875	814,875
TBD	EL CENTRO DE AYUDA/ Nuestra Comunidad Colectivia	400,000	0	300,000	100,000	14,876	814,876
TBD	LOS ANGELES COMMUNITY COLLEGE DISTRICT (L.A. MISSION COLLEGE)/ T.H.R.I.V.E. Project (Teach, Honor, Respect, Inform, Vision & Educate)	0	400,000	300,000	100,000	14,875	814,875
TBD	NEIGHBORHOOD LEGAL SERVICES OF LOS ANGELES COUNTY / People Achieving Self-Sufficiency through Advocacy, Guidance & Educational Services (North Valley FDN)	600,000	0	100,000	100,000	14,875	814,875
TBD	NEW ECONOMICS FOR WOMEN/ Para Mi Futuro	600,000	0	100,000	100,000	14,876	814,876
TBD	THE CHILDREN'S COLLECTIVE INC./ The Children's Collective Family Development Network	562,286	0	137,714	100,000	14,875	814,875
TBD	TOBERMAN SETTLEMENT HOUSE, INC. / Harbor Area Family Development Network	350,000	0	175,000	175,000	14,876	714,876
TBD	WATTS LABOR COMMUNITY ACTION COMMITTEE/ Southeast Watts Family Development Network	600,000	0	100,000	100,000	14,875	814,875
TBD	NEIGHBORHOOD LEGAL SERVICES OF LOS ANGELES COUNTY (South Valley FDN)	600,000	0	100,000	100,000	14,875	814,875
<b>TOTAL FUNDING</b>		<b>5,662,286</b>	<b>400,000</b>	<b>1,987,714</b>	<b>1,350,000</b>	<b>178,503</b>	<b>9,578,503</b>

\* **Projected Funding Distribution:** In order to manage multiple sources of grant funding effectively, the actual distribution of monies is subject to change. This process facilitates the timely expenditure of grant monies based on reports of actual costs submitted by agencies in closing accounting records for the current program year, the availability of funds from grantors and regulations applicable to those funds from different sources. The total 12-month funding approved for each contractor/project listed shall not be exceeded.



**GOALS AND NATIONAL PERFORMANCE INDICATORS (NPI)  
AND MEASURES FOR COMMUNITY ACTION PROGRAMS**

<b>NPI #</b>	<b>NPI</b>	<b>NPI Measures</b>
<b>Goal 1: Low-income people become more self-sufficient.</b>		
1.1	Employment	The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by one or more of the following: A. Unemployed and obtained a job B. Employed and obtained an increase in employment income C. Achieved "living wage" employment and benefits D. Any additional indicator(s) not captured above
1.2	Employment Supports	The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action as measured by one or more of the following: A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma B. Completed ABE/GED and received certificate or diploma C. Completed post-secondary education program and obtained certificate or diploma D. Enrolled children in "before" or "after" school programs in order to acquire or maintain employment E. Obtained care for child or other dependant in order to acquire or maintain employment F. Obtained access to reliable transportation and/or driver's license in order to acquire or maintain employment G. Obtained health care services for themselves or a family member in support of employment stability H. Obtained safe and affordable housing support of employment stability I. Obtained food assistance in support of employment stability J. Any additional indicator(s) not captured above
1.3.	Economic Asset Enhancement and Utilization	The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:  <b>ENHANCEMENT</b> 1. Number and percent of participants in tax preparation programs who identify any type of Federal or State tax credit and the aggregated dollar amount of credits 2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments 3. Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings 4. Any additional indicator(s) not captured above

**GOALS AND NATIONAL PERFORMANCE INDICATORS (NPI)  
AND MEASURES FOR COMMUNITY ACTION PROGRAMS**

<b>NPI #</b>	<b>NPI</b>	<b>NPI Measures</b>
1.3 (cont'd)	Economic Asset Enhancement and Utilization	UTILIZATION
		1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days
		2. Number and percent opening an Individual Development Account (IDA) or other savings account and increased savings, and the aggregated amount of savings
		3. Of participants in a community action asset development program (IDA and others):
		a. Number and percent capitalizing a small business due to accumulated savings
		b. Number and percent pursuing post-secondary education due to savings
		c. Number and percent purchasing a home due to accumulated savings
		4. Any additional indicator(s) not captured above
<b>Goal 2: The conditions in which low-income people live are improved.</b>		
2.1	Community Improvement and Revitalization	Increase in, or preservation of opportunities and community resources or services for low-income people in the community as a result of community action projects/ initiatives or advocacy with other public and private agencies, as measured by <u>one or more</u> of the following:
		A. Accessible "living wage" jobs created or retained in the community
		B. Safe and affordable housing units created in the community
		C. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy
		D. Accessible and affordable health care services/facilities for low-income people created or maintained
		E. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained
		F. Accessible "before" school and "after" school program placement opportunities for low-income families created or maintained
		G. Accessible new, preserved, or expanded transportation resources available to low-income people, including public or private transportation
		H. Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education
		I. Any additional indicator(s) not captured above

**GOALS AND NATIONAL PERFORMANCE INDICATORS (NPI)  
AND MEASURES FOR COMMUNITY ACTION PROGRAMS**

<b>NPI #</b>	<b>NPI</b>	<b>NPI Measures</b>
2.2	Community Quality of Life and Assets	The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:
		A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets
		B. Increase in the availability or preservation of community facilities
		C. Increase in the availability or preservation of community services to improve public health and safety
		D. Increase in the availability or preservation of commercial services within low-income neighborhoods
		E. Increase or preservation of neighborhood quality-of-life resources
		F. Any additional indicator(s) not captured above
<b>Goal 3: Low-income people own a stake in their community.</b>		
3.1	Civic Investment	The number of volunteer hours donated to Community Action.
		A. Total number of hours volunteered to community action.
		B. Any additional indicators that were not captured above
3.2	Community Empowerment through Maximum Feasible Participation	The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community as measured by one or more of the following:
		A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts
		B. Number of low-income people acquiring businesses in their community as a result of community action assistance
		C. Number of low-income people purchasing their own homes in their community as a result of community action assistance
		D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action
		E. Any additional indicator(s) not captured above
<b>Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.</b>		
4.1	Expanding Opportunities through Community-Wide Partnerships	The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes.
		A. Number of organizations community action agencies work with to promote family and community outcomes
		B. Any additional indicator(s) not captured above

**GOALS AND NATIONAL PERFORMANCE INDICATORS (NPI)  
AND MEASURES FOR COMMUNITY ACTION PROGRAMS**

<b>NPI #</b>	<b>NPI</b>	<b>NPI Measures</b>
<b>Goal 5: Agencies increase their capacity to achieve results.</b>		
5.1	Broadening the Resource Base	The number of dollars mobilized by community action, including amounts and percentages from:
		A. Community Services Block Grant (CSBG)
		B. Non-CSBG Federal Programs
		C. State Programs
		D. Local Public Funding
		E. Private Sources (including foundations and individual contributors, goods and services donated)
		F. Value of Volunteer Time
		G. Any additional indicator(s) not captured above
<b>Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.</b>		
6.1	Independent Living	The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services.
		A. Senior Citizens
		B. Individuals with Disabilities
		C. Any additional measure not captured above
6.2	Emergency Assistance	The number of low-income individuals or families served by community action that sought emergency assistance and the percentage of those households for which assistance was provided, including such services as:
		A. Food
		B. Emergency Vendor Payments, including Fuel/Energy Bills
		C. Temporary Shelter
		D. Emergency Medical Care
		E. Protection from Violence
		F. Legal Assistance
		G. Transportation
		H. Disaster Relief
		I. Any additional indicator(s) not captured above, including type of unit being reported
6.3	Child and Family Development	The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals, as measured by <u>one or more</u> of the following (Include any additional indicator(s) not captured below)
		INFANTS & CHILDREN
		A. Infants and children obtain age appropriate immunizations, medical and dental care

**GOALS AND NATIONAL PERFORMANCE INDICATORS (NPI)  
AND MEASURES FOR COMMUNITY ACTION PROGRAMS**

<b>NPI #</b>	<b>NPI</b>	<b>NPI Measures</b>
6.3 cont'd	Child and Family Development	INFANTS, cont'd
		B. Infant and child health and physical development are improved as a result of adequate nutrition
		C. Children participate in pre-school activities to develop school readiness skills
		D. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade
		YOUTH
		A. Youth improve physical health and development
		B. Youth improve social/emotional development
		C. Youth avoid risk-taking behavior for a defined period of time
		D. Youth have reduced involvement with criminal justice system
		E. Youth increase academic, athletic or social skills for school success by participating in before or after school programs
		ADULTS
		A. Parents and other adults learn and exhibit improved parenting skills
		B. Parents and other adults learn and exhibit improved family functioning skills

Summary of FDN Evaluation Results

FDN Name: \_\_\_\_\_

Lead Agency: \_\_\_\_\_

Criteria Reviewed in Evaluation	FDN SCORE*	POINTS POSSIBLE
<p align="center"><b><u>FDN Self-Evaluation Survey — 30% OF TOTAL SCORE</u></b></p> <p>Factors evaluated include:</p> <ul style="list-style-type: none"> <li>• FDN met or exceeded the minimum number of unduplicated clients being case-managed</li> <li>• FDN met or exceeded the minimum number of youth being served under the Youth Advocacy Program</li> <li>• The frequency of meetings among case managers to discuss client progress</li> <li>• Clear and detailed narrative responses regarding how FDN program performance is evaluated</li> <li>• Clear and detailed narrative responses regarding frequency and content of collaboration meetings</li> <li>• The number of client progress indicators tracked by FDN</li> </ul>		30
<p align="center"><b><u>CDD Desk Review (2 Parts) — 50% OF TOTAL SCORE</u></b></p> <p><u>Part One: Program</u></p> <p>Factors evaluated include:</p> <ul style="list-style-type: none"> <li>• Client eligibility -- intake procedures and maintenance of documentation</li> <li>• Program access and services available</li> <li>• FDN program accountability</li> <li>• Funded Traffic Safety Education Program</li> <li>• Referral of qualified individuals to IDA/LA program</li> <li>• FDN program and administrative operations</li> <li>• Requests for Expenditure Plan adjustments within a 12-month period</li> </ul> <p><u>Part Two: Integrated Services Information System (ISIS)</u></p> <p>Factors evaluated include:</p> <ul style="list-style-type: none"> <li>• Client data entered into ISIS (i.e., timeliness and accuracy, including use of actual client names)</li> <li>• FDN attendance at ISIS training</li> <li>• FDN met safety-net / outcome-based goals</li> <li>• FDN has sufficient resources (i.e., staff, computers, online access) designated for ISIS reporting</li> </ul>		50
<p align="center"><b><u>Fiscal Review by CDD's Financial Management Division — 20% OF TOTAL SCORE</u></b></p> <p>Factors evaluated include:</p> <ul style="list-style-type: none"> <li>• Single audit findings (i.e., questioned costs, number and nature of findings, resolution of findings)</li> <li>• Financial condition (i.e., adequate resources, late submissions of Expenditure Reports and immediate demand for funds)</li> <li>• Progressive improvement in financial condition and operation</li> <li>• Timely submission of expenditure reports</li> <li>• Promptness in responding to CDD's fiscal concerns</li> </ul>		20
<p><b>CDD Comments:</b></p>		
<b>TOTAL SCORE</b>		<b>100</b>

\* Actual ratings received by FDN were converted in order to properly apply weighted percentages, and come to a score based on a maximum of 100 points.