

# Guidelines for Evaluating 2009 JOLI Applications

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## Overview

This document provides instructions to application reviewers for the 2009 JOLI Program, as presented in the Program Announcement (PA) dated April 8, 2009. It suggests an orderly process for evaluating JOLI applications, contains an Executive Summary of the JOLI Program to refer back to as needed, and provides detailed guidelines on the Program's evaluation criteria. The JOLI comment and scoring form is included in the Review Management Module (RMM). RMM is a web-based computer system used to assist the Office of Community Services (OCS) grant application reviewing process. It provides a user friendly environment to facilitate the grant review process while allowing reviewers to participate from remote locations.

Before reviewing any applications, reviewers are encouraged to read the PA to make sure they are familiar with the intent, design and nuances of the Program. However, these Guidelines are designed to include all the information necessary to guide reviewers through the actual reviews, and are intended to be used side-by-side with the RMM system as it is being completed. In addition, the Financial Analysis Guidelines is a companion document that will assist reviewers in evaluating the economic viability of applications. Reviewers should make use of the **Financial Analysis Guidelines** during the evaluation of **Criterion 2d. Approach – Financial Strategies** of each application.

The Guidelines and the RMM comment and scoring form use the section names and ordering that were published in the PA. The Guidelines are structured as follows:

- Name of each section or sub-section and its total point value
- Basis for Scoring: A concise statement representing the overall basis for scoring that (sub-)section
- Table listing all evaluation criteria from the PA, with a detailed description of how a top-rated application might fulfill those criteria (any content that ***must*** be included for full points is specially highlighted in the table)
- Scoring guidelines for top, middle and null scores in that section, linking back to the overall basis for scoring (please note that reviewers may give scores in between these guidelines)
- Narrative question(s) to assist reviewers in writing Notes that not only refer to individual evaluation criteria, but also relate to the overall basis for scoring

Please note that the individual evaluation criteria for a given section of the application are not designed to receive equal weight. For example, for a section worth 10 points that has four evaluation criteria, it is not OCS's intent that each criterion be worth 2.5 points. Rather, the set of criteria for each section was developed to encourage applicants to submit high-quality proposals, and to provide a consistent basis of evaluation across many reviewers. These Guidelines are intended to help reviewers use the evaluation criteria as a descriptive standard, to be applied using their professional expertise and judgment, rather than as a "checklist" of items.

## **Tips for the Evaluation of Applications**

1. Read the Program Announcement (PA) published on April 8, 2009.
2. Print and review this document, Guidelines for Evaluating 2009 JOLI Applications.
3. Print and review How to Use the RMM System.
4. Print and review the Financial Analysis Guidelines
5. Review JOLI Reviewers Scoring Guidelines from the mandatory conference call training.
6. For each application that you review, read the Project Abstract first to orient yourself to the proposed project.
7. Refer to the Executive Summary of the JOLI program (in the PA, shown again below for your convenience) as needed to refocus your thinking around the program's overall goals, intent and design.
8. Consider the scores you give to each section preliminary until you have reviewed all sections. Once you reach the end of the application, return to your preliminary scores and judge whether any score should be adjusted upward or downward based on any relevant information that was misplaced in a different section.
9. Submit your completed comments on both strengths and weaknesses and scores in the RMM system and submit to your Chairperson.
10. Return the printed copy of each application after you have completed your review to Team WilDon.

## **Executive Summary of the JOLI Program**

The Office of Community Services' (OCS) Job Opportunities for Low-Income Individuals (JOLI) program supports business development and expansion opportunities, including micro-enterprise and self-employment opportunities, in an effort to help Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals achieve economic self-sufficiency. Grantees may provide technical and financial assistance to private employers in low-income communities in order to create sustainable employment and business opportunities.

Funded projects should focus on one of the following three program strategies: (1) new business ventures, (2) business expansion, and (3) self-employment/micro-enterprise projects. A minimum of 20 percent of the JOLI funds must be allotted to direct financial assistance to program participants for creating or expanding a business.

Grantees must ensure that TANF recipients and other low-income individuals are recruited to participate in business development and expansion activities, and to fill positions created under the program. The program must help TANF recipients and other low-income individuals overcome personal or community barriers, and ensure that the businesses and jobs remain viable for at least six months after the end of the grant. For

JOLI grants, low-income individuals are defined as those living in households with incomes at or below poverty, as defined by the U.S. Department of Health and Human Services (HHS) Guidelines on Poverty, found at <http://aspe.hhs.gov/poverty/index.shtml>.

In addition to a well-planned and viable strategy for business creation or expansion, applicants must have in place: (1) needed management, staff, and other resources, (2) written commitments from third-party partners, (3) evidence of site control, and (4) referral sources to identify low-income individuals to fill the positions.

JOLI grants are awarded to non-profit organizations having 501(c)(3) or 501(c)(4) status.

### **Guidelines for Application Review**

#### **Criterion 1. Objectives and Need for Assistance (PA Pages 37 - 38)**

##### **Steps:**

1. Read the Objectives and Need for Assistance section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections, if those sections contain information that was requested here.

**Points Possible: 10**

##### **Basis for Scoring:**

Extent to which project's goals and location are aligned with the program's intent with regard to low-income individuals, including efforts to address community and personal barriers, and the extent to which the application establishes a clear need for the project to achieve these goals.

| Section | PA Evaluation Criteria   | Criterion is Fully Met if the Application...   |
|---------|--|--|
| A       | Project's goals and objectives for business development, job creation, and self-sufficiency for TANF recipients and other low-income individuals align with those of JOLI. | <ul style="list-style-type: none"> <li>• Identifies goals for jobs/businesses created and/or expanded; AND</li> <li>• Specifically links goals to TANF recipients and other low-income individuals as the beneficiaries; AND</li> <li>• Demonstrates jobs / businesses will offer a livable wage, career progression opportunities, and/or long-term economic benefits that enable self-sufficiency; AND</li> <li>• Shows project's activities and uses of funds adhere to program guidelines</li> </ul>   |
| B       | Project is needed to create or expand employment and business opportunities for TANF recipients and other low-income individuals to help them achieve self-sufficiency.    | <ul style="list-style-type: none"> <li>• Discusses lack of jobs in the area that low-income people can get or keep; AND/OR</li> <li>• Discusses lack of efforts in the area to support business creation by low-income people; AND</li> <li>• Explains that barriers to self-sufficiency are insufficiently addressed by other organizations / projects in the area</li> </ul>   |
| C       | Project addresses personal / community barriers to obtaining and holding jobs, and creating successful businesses in the community to be served.                           | <ul style="list-style-type: none"> <li>• Demonstrates that the project seeks to directly address one or more personal and community barriers related to low-income people getting/keeping a job; OR</li> <li>• Demonstrates that the project seeks to directly address one or more personal and community barriers related to low-income people creating a successful business in the service area</li> </ul>  |
| D/E     | Project will be located in a low-income community and all businesses and positions created under the project will be located in the project's service area.                | <ul style="list-style-type: none"> <li>• MUST SHOW: Both the unemployment rate and the poverty rate in the project's service area are greater than or equal to state or national level (service area boundaries should match those used for the unemployment/poverty rate, and statistics should be from published sources within the last 5 years); AND</li> <li>• Clearly identifies the location of businesses to be created / expanded, and all are located within the project's service area; AND</li> <li>• Explicitly includes measures designed to ensure that all jobs created (including self-employment / micro-enterprises) will be located within the project's service area</li> </ul> |

**Narrative Questions:**

Overall, are the project’s goals and location aligned with the program’s intent with regard to low-income individuals, including efforts to address community and personal barriers?  
Overall, does the application present a clear need for the project to achieve these goals?

| Scoring Scale  |   |   |   |   |   |   |   |   |   |    |
|--|---|---|---|---|---|---|---|---|---|----|
| 0  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>0 points</b> = Goals unrelated / incompatible / not discussed, need for project is not substantiated or not discussed |   |   |   |   |   |   |   |   |   |    |
| <b>5 points</b> = Only some goals related and convincing, need for project unclear                                       |   |   |   |   |   |   |   |   |   |    |
| <b>10 points</b> = Project goals match well with JOLI, clear and demonstrated need for project                           |   |   |   |   |   |   |   |   |   |    |

**Criterion 2a. Approach – Project Implementation (PA Pages 38 - 39)**

**Steps:**

1. Read the Project Implementation section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Evaluation or Third-Party Agreements), if those sections contain information that was requested here.

**Points Possible: 15**

**Basis for Scoring:**

Whether project presents a clear and well-conceived implementation approach that is likely to achieve the project’s goals.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A/B     | Provides a clear overview of the nature of the project and how the new businesses or jobs will be created.  | <ul style="list-style-type: none"> <li>• Shows clear effort to align project with program goals and restrictions</li> <li>• Identifies a program strategy (of the three in the PA)</li> <li>• Has a clear, detailed and realistic explanation of how project will be implemented</li> <li>• Includes a credible explanation of how it will achieve JOLI goals</li> <li>• Identifies milestones and links them to project outcomes</li> <li>• Includes a credible explanation of how each milestone will be achieved</li> <li>• Discusses potential obstacles, with strategies to address</li> <li>• Has a full project timeline that identifies when milestones will be met, including when new positions will be created</li> </ul> |
| C       | Demonstrates that the project will create positions in a viable industry.   | <ul style="list-style-type: none"> <li>• Provides analysis which demonstrates the industry's positive short- and long-term job outlook</li> <li>• Provides analysis which demonstrates any critical risks relating to the industry and how they will be overcome or mitigated</li> </ul>   |
| D       | Includes market research analyzing competition, estimated market share, and sales, and analyzing customer base by market segment, size, and trends. | <ul style="list-style-type: none"> <li>• Includes market research as described</li> <li>• Includes market research using data from published sources no more than five years old</li> <li>• Clearly demonstrates the market analysis is for the project area and makes sense for the given industry</li> </ul>   |
| E       | Viable approach to recruiting and working with target individuals and businesses.   | <ul style="list-style-type: none"> <li>• Identifies the various groups of individuals and businesses from which project participants will be recruited</li> <li>• Shows that entity responsible for recruiting / referrals has clear access to and experience with the target population</li> <li>• Includes a well-thought out recruitment process that will achieve reasonable results</li> <li>• Explains how referrals from any third-party partners will be obtained and documented</li> </ul>  |

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...  |
|---------|---|---|
| F       | The physical facilities and equipment required to operate the project are identified and can be secured.  | <ul style="list-style-type: none"> <li>• Has clear evidence of site control such as a lease agreement or deed of ownership</li> <li>• Includes discussion of procurement procedures for equipment</li> </ul>  |
| G       | Micro-enterprise / Self-Employment projects must have a viable approach for providing training and support to participants; and for guiding participants' project-related activities to maximize the likelihood of success. | <ul style="list-style-type: none"> <li>• Identifies relevant topics / skills in the training and support services plan (may include business planning and management skills, writing a business plan, accessing loans, securing a contract pipeline, etc.), identifies who will deliver the services, describes their qualifications, discusses the venue and timing for delivery, and shows evidence of thought about encouraging participation</li> <li>• Includes a model agreement between applicant and project participants explaining that applicant will guide participants in proper market research and business planning, in putting new jobs in place <b>at least one year</b> before project end date, and filling jobs with TANF recipients or other low-income people</li> </ul> |

**Narrative Question:**

Overall, does the project present a clear and well-conceived implementation approach that is likely to achieve the project's goals?

| Scoring Scale   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
|---|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| 0   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| 0 points = Implementation plan not feasible, unclear how goals will be achieved, or plan not provided                     |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| 8 points = Implementation plan potentially feasible but not clearly explained and/or parts of the concept are problematic |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| 15 points = Clear, well-conceived, sound and feasible implementation plan   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |

**Criterion 2b. Approach – Project Structure (PA Pages 39 - 40)**

**Steps:**

1. Read the Project Structure section of the JOLI application you are reviewing.

2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Third-Party Agreements and/or Budget and Budget Justification), if those sections contain information that was requested here.

**Points Possible: 15**

**Basis for Scoring:**

Whether application demonstrates adequate resources and a reasonable plan for compliance with regulatory and programmatic requirements.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A       | Adequate resources will be available for the project, either with or without a third-party partner.       | <ul style="list-style-type: none"> <li>• Identifies all of the activities necessary for the success of the project</li> <li>• Shows these activities are consistent with the project’s scope, scale and projected outcomes</li> <li>• Demonstrates the staffing, facilities, equipment and supplies, and funding identified to support each activity appear reasonable</li> <li>• Identifies all sources of the staffing, facilities, equipment and supplies, and funding necessary for the project</li> <li>• Identifies competing activities that might reduce the availability of resources for this project</li> </ul>   |
| B       | Procedures are in place to ensure that any third-party partner will comply with all program requirements. | <ul style="list-style-type: none"> <li>• Provides third-party agreement signed by all parties and addresses compliance requirements for all duties to be undertaken by the third-party</li> <li>• Clearly shows compliance requirements include specific mention of income documentation, interest rates for revolving loan funds, use of accrued interest, funds management, record-keeping and/or monitoring requirements</li> <li>• Provides a compliance plan which describes roles and responsibilities and convincingly addresses program requirements from PA: <ol style="list-style-type: none"> <li>1. 100% of jobs filled by low-income/TANF</li> <li>2. Low-income eligibility determinations</li> <li>3. Retention strategies</li> <li>4. Expenditure documentation</li> <li>5. Monitoring</li> <li>6. Reporting on positions created</li> </ol> </li> </ul> |
| C       | Third-party partner is financially viable, and has the capacity to responsibly manage Federal funds.      | <ul style="list-style-type: none"> <li>• Discusses partner’s history as an organization and financial stability</li> <li>• Discusses partner’s experience managing Federal funds</li> <li>• Demonstrates financial management system that complies with 45CFR, Part 74 is in place or there is a specific plan for procurement</li> </ul>  |

**Narrative Question:**

Overall, does the application demonstrate adequate resources and a reasonable plan for compliance with regulatory and programmatic requirements?

| <b>Scoring Scale</b>   |          |          |          |          |          |          |          |          |          |           |           |           |           |           |           |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>0</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> | <b>8</b> | <b>9</b> | <b>10</b> | <b>11</b> | <b>12</b> | <b>13</b> | <b>14</b> | <b>15</b> |
| <b>0 points</b> = Adequacy of resources and compliance plan not demonstrated or secured    |          |          |          |          |          |          |          |          |          |           |           |           |           |           |           |
| <b>8 points</b> = Adequacy of resources and compliance are not fully documented            |          |          |          |          |          |          |          |          |          |           |           |           |           |           |           |
| <b>15 points</b> = Clearly demonstrates adequate resources and plan for program compliance |          |          |          |          |          |          |          |          |          |           |           |           |           |           |           |

**Criterion 2c. Approach – New Jobs and Businesses Created for Low-Income Individuals (PA Page 40)**

**Steps:**

1. Read the New Jobs and Businesses Created for Low-Income Individuals section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Objectives and Need for Assistance and/or Evaluation), if those sections contain information that was requested here.

**Points Possible: 10**

**Basis for Scoring:**

Whether the project will likely create new full-time positions—in quantities consistent with the amount of funding requested—that will allow families to achieve self-sufficiency.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A       | Number of projected new full-time jobs (as defined in the PA) and the businesses created / expanded is appropriate. | <ul style="list-style-type: none"> <li>• Demonstrates scope and scale of proposed project will reasonably produce projected outcomes</li> <li>• Shows cost per job is within the guidelines provided in the PA does not exceed \$20,000</li> </ul>   |
| A       | Projected new full-time jobs are both appropriate and aligned with program goals.                                   | <ul style="list-style-type: none"> <li>• Includes job titles and descriptions that show starting wages, benefits, and projected wage growth opportunities for full-time, full-year, non-seasonal jobs</li> <li>• Includes discussion of how these qualities will assist in the beneficiary's progress toward self-sufficiency</li> </ul>                               |
| B       | 100% of jobs created will be occupied by low-income people as a result of the project.                              | <ul style="list-style-type: none"> <li>• Has recruitment strategy that will realistically result in 100% of the created jobs (as defined in PA) hiring low-income people, and efforts have been made to address at least some of the personal / community barriers (as listed in the PA) that can make it harder for low-income people to get or keep a job</li> </ul> |
| C       | Jobs are sustainable for <b>six months</b> beyond project end.  | <ul style="list-style-type: none"> <li>• Reasonable effort has been made to explain how the project will position itself to retain the jobs after project funding ends (e.g., a growth plan that shows that the operation will continue to need the jobs and be able to cover the costs)</li> </ul>  |

**Narrative Question:**

Overall, does the project seem likely to create new full-time positions in quantities consistent with the amount of funding requested and that will allow families to achieve self-sufficiency?

| Scoring Scale  |   |   |   |   |   |   |   |   |   |    |
|--|---|---|---|---|---|---|---|---|---|----|
| 0  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>0 points</b> = Job creation plan and goals are not provided or not aligned with program |   |   |   |   |   |   |   |   |   |    |
| <b>5 points</b> = Job creation plan and goals of acceptable quality and/or likelihood      |   |   |   |   |   |   |   |   |   |    |
| <b>10 points</b> = Job creation plan and goals are sound and likely to be fulfilled        |   |   |   |   |   |   |   |   |   |    |

## **Criterion 2d. Approach – Financial Strategies (PA Pages 40 - 41)**

### **Steps:**

1. Read the Financial Strategies section of the JOLI application you are reviewing.
2. Use the Financial Analysis Guidelines, which is a companion document designed to assist reviewers in evaluating the economic viability of applications. It provides a methodology for evaluating the economic viability of the application being reviewed.
3. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
4. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
5. Be prepared to adjust your preliminary score based on your review of other application sections (such as Budget and Budget Justification), if those sections contain information that was requested here.

### **Points Possible: 15**

### **Basis for scoring:**

Whether the application demonstrates an economically feasible financial plan.

### **Note:**

Reviewers should make use of the Financial Analysis Guidelines during the evaluation of this section of the application. This companion document provides a methodology for evaluating the economic viability of the application being reviewed.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A       | Project economically viable, proposed costs reasonable and necessary. | <p><i>All projects:</i></p> <ul style="list-style-type: none"> <li>• Represents all sources and uses of funds (JOLI and non-JOLI) and shows they are reasonable and necessary</li> <li>• Includes detailed narrative explanations and well-grounded assumptions</li> <li>• Financials show no need for additional cash infusions from outside of operations by end of grant period</li> <li>• Plan clearly shows that JOLI funds will be used for eligible activities</li> </ul> <p>• <i>Self-employment / micro-enterprise projects:</i></p> <ul style="list-style-type: none"> <li>○ Includes information and financial documentation for two businesses assisted by the applicant demonstrating sustainability</li> <li>○ Provides copies of the business licenses for self-employment / micro-enterprise projects</li> </ul> <p>• <i>Business expansion projects:</i></p> <ul style="list-style-type: none"> <li>○ Shows actual recent past and forecasts of profit and loss statements, sources and uses of funds statements, cash flow statements, and balance sheets showing detailed costs and expenses</li> </ul> <p>• <i>Business creation projects:</i></p> <ul style="list-style-type: none"> <li>○ Shows forecasts of profit and loss statements, sources and uses of funds statements, cash flow statements, and balance sheets showing detailed costs and expenses</li> </ul> |
| B       | Cost per job will not exceed \$20,000.                                | <ul style="list-style-type: none"> <li>• Clearly demonstrate the cost of job will not be greater than \$20,000.</li> </ul>   |

| Section | PA Evaluation Criteria   | Criterion is Fully Met if the Application...   |
|---------|--|--|
| C       | Ability to track and report on federal funds.  | <ul style="list-style-type: none"> <li>Includes signed statement from licensed CPA certifying applicant's capacity to manage funds and ability to protect Federal funds through an adequate financial management system</li> <li><i>For new entities (including micro-enterprises):</i> Application includes statement from official to set up system and attesting to financial health of third-party</li> </ul>  |
|         | <i>For projects proposing to make loans: loan or revolving loan fund compliance.</i> | <ul style="list-style-type: none"> <li><i>For projects proposing to make loans:</i> Include review of third-party agreements noting:               <ol style="list-style-type: none"> <li>loan purpose(s)</li> <li>interest rates and other fees</li> <li>loan period</li> <li>repayment schedule</li> <li>collateral security required</li> <li>default and collection procedures</li> <li>signatures of authorized officials</li> <li>compliance with intangible property rules</li> </ol> </li> </ul> |

**Narrative Question:**

Overall, does the application demonstrate an economically feasible financial plan?

| Scoring Scale   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
|---|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| 0   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| <b>0 points</b> = Project financials unusable or not provided, compliance plan not provided |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| <b>8 points</b> = Project financial strategy adequate, compliance plan plausible            |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| <b>15 points</b> = Project financial strategy strong, compliance likely                     |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |

**Criterion 3. Third-Party Agreements (PA Page 41)**

**Steps:**

1. Read the Third-Party Agreements section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.

3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Project Implementation and/or Project Structure), if those sections contain information that was requested here.

**Points Possible: 5**

**Basis for Scoring:**

How well applicant demonstrates established relationships with relevant third-parties that will refer a sufficient number of eligible project participants.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A/B     | Applicant has established a relationship with public assistance and other relevant agencies, and those agencies have agreed to make the necessary contributions to the project. | <ul style="list-style-type: none"> <li>• Provides MOU or partnership agreement signed by each cooperating agency documenting the agreement, including descriptions of the contributions they will make to the project</li> </ul> |

**Narrative Question:**

Overall, does the application demonstrate established relationships with relevant third-parties that will refer a sufficient number of eligible project participants?

| Scoring Scale   |   |   |   |   |   |
|---|---|---|---|---|---|
| 0   | 1 | 2 | 3 | 4 | 5 |
| <b>0 points</b> = No discussion of relevant agencies, no signed documentation         |   |   |   |   |   |
| <b>3 points</b> = Limited detail and documentation or unclear relevance of the agency |   |   |   |   |   |
| <b>5 points</b> = Detailed, signed documentation from clearly relevant agencies       |   |   |   |   |   |

|   |
|---|
| <b>Criterion 4a. Organizational Profiles – Organizational Capacity (PA Page 41)</b> |
|---|

**Steps:**

1. Read the Organizational Capacity section of the JOLI application you are reviewing.

2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Past Success with Similar Job Creation Projects), if those sections contain information that was requested here.

**Points Possible: 5**

**Basis for Scoring:**

Applicant’s demonstrated overall capacity and experience to successfully implement the proposed project.

| Section  | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|----------|---|--|
| <b>A</b> | The organization, staff, and partners together have relevant experience and ongoing capacity. | <ul style="list-style-type: none"> <li>• Descriptions of past projects where relevant experience was gained and success achieved</li> <li>• If there are one or more partners, base review on current combined capacity and strength of relationships</li> </ul> |
| <b>B</b> | Facilities and resources available for the program.   | <ul style="list-style-type: none"> <li>• A statement of the organization's ability and willingness to supply the facilities and resources required to successfully administer the program</li> </ul>   |
| <b>C</b> | Program evaluation and data collection experience.  | <ul style="list-style-type: none"> <li>• Evidence of past experience in these areas and ongoing capacity</li> </ul>  |

**Narrative Question:**

Overall, does the application demonstrate sufficient overall capacity and experience to successfully implement the proposed project?

| Scoring Scale  |   |   |   |   |   |
|--|---|---|---|---|---|
| 0  | 1 | 2 | 3 | 4 | 5 |
| <b>0 points</b> = No relevant resources and experience   |   |   |   |   |   |
| <b>3 points</b> = Reasonably qualified team with minimally sufficient resources and experience |   |   |   |   |   |
| <b>5 points</b> = Highly qualified team with clearly adequate resources and success history    |   |   |   |   |   |

**Criterion 4b. Organizational Profiles – Past Success with Similar Job Creation Projects (PA Pages 41 - 42)**

**Steps:**

1. Read the Past Success with Similar Job Creation Projects section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Past Success with Similar Job Creation Projects), if those sections contain information that was requested here.

**Points Possible: 5**

**Basis for Scoring:**

Whether the application demonstrates that the applicant has the experience necessary to successfully carry out the proposed project.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...  |
|---------|---|---|
| A       | Evidence of two similar projects undertaken by the applicant. | <ul style="list-style-type: none"> <li>• Includes brief summaries of two previous projects with similarity to the proposed project.</li> <li>• Shows documentation of the results achieved in the two projects, with data on the number and type of:               <ol style="list-style-type: none"> <li>1. businesses created or expanded,</li> <li>2. positions created, and</li> <li>3. benefits generated by the project for low-income communities and individuals</li> </ol> </li> </ul> |

**Narrative Question:**

Overall, does the application demonstrate that the applicant has the experience necessary to successfully carry out the proposed project?

| Scoring Scale  |   |   |   |   |   |
|--|---|---|---|---|---|
| 0  | 1 | 2 | 3 | 4 | 5 |
|  |   |   |   |   |   |
| <b>0 points</b> = No past projects of a similar nature and no documentation of success           |   |   |   |   |   |
| <b>3 points</b> = One successful past project of a similar nature with documentation of success  |   |   |   |   |   |
| <b>5 points</b> = Two successful past projects of a similar nature with documentation of success |   |   |   |   |   |

**Criterion 5. Staff and Position Data (PA Page 42)**

**Steps:**

1. Read the Staff and Position Data section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Past Success with Similar Job Creation Projects), if those sections contain information that was requested here.

**Points Possible: 5**

**Basis for Scoring:**

Whether the application identifies qualified staff to carry out the proposed project, i.e., staff with relevant qualifications, key experience in relevant areas, and time available to conduct the project.

*(In cases where staff have not been hired, score is based on whether the application demonstrates an appropriate position description, recruitment strategy, and estimated hiring timeline.)*

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A/B     | Qualified staff identified to carry out the proposed project.   | <ul style="list-style-type: none"> <li>• Identifies and names key staff that will lead and manage the project. May include both applicant staff and third-party partner staff.</li> <li>• Includes resumes or biographies demonstrate:               <ol style="list-style-type: none"> <li>1. Qualifications for the job identified</li> <li>2. Experience related to the job identified</li> <li>3. Percent of time available for the project</li> </ol> </li> </ul> |
| C       | Together the key staff have appropriate experience in supervision, finance, business, and with target population. | <ul style="list-style-type: none"> <li>• Includes resumes for key staff that include summaries of background in these areas</li> </ul>   |
| D       | Recruitment information for any key staff positions that have not yet been filled.                                | <ul style="list-style-type: none"> <li>• Includes descriptions of:               <ol style="list-style-type: none"> <li>1. Position responsibilities</li> <li>2. Recruitment strategy</li> <li>3. Estimated hiring timeline</li> </ol> </li> </ul>   |

**Narrative Question:**

Overall, does the application identify qualified staff to carry out the proposed project? If staff have not been hired, score does the application demonstrate an appropriate position description, recruitment strategy, and estimated hiring timeline?

| Scoring Scale  |   |   |   |   |   |
|--|---|---|---|---|---|
| 0  | 1 | 2 | 3 | 4 | 5 |
|  |   |   |   |   |   |
| <p><b>0 points</b> = No staff or staffing plan proposed, or staff proposed are not qualified, experienced and/or available (<i>for staff who have not yet been hired, the recruitment process described is not likely to attract appropriate candidates when their skills are required for the project</i>)</p>  |   |   |   |   |   |
| <p><b>3 points</b> = Proposed staff has related qualifications, but only moderate experience in relevant fields and/or availability for the project is uncertain (<i>for staff who have not yet been hired, the position description and recruitment strategy do not clearly target appropriately qualified and experienced candidates, and/or the hiring timeline may not have a person in place within the timeframe required for the project</i>)</p> |   |   |   |   |   |
| <p><b>5 points</b> = Highly qualified, experienced, and available staff (<i>for staff who have not yet been hired, it is clear from the position description and recruitment strategy that the organization is seeking appropriately qualified and experienced candidates, and the hiring timeline shows that that person is likely to be in place within the timeframe required for the project</i>)</p>  |   |   |   |   |   |

## **Criterion 6. Budget and Budget Justification (PA Pages 42 - 43)**

### **Steps:**

1. Read the Budget and Budget Justification section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections (such as Financial Strategies), if those sections contain information that was requested here.

### **Points Possible: 10**

### **Basis for Scoring:**

Whether the application demonstrates that the proposed project's goals can be accomplished with the presented budget, which includes appropriate, necessary, and reasonable costs.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...   |
|---------|---|--|
| A       | Demonstrates adequate resources will be available for the project.  | <ul style="list-style-type: none"> <li>Funds available are identified (both JOLI and non-JOLI) and are enough to support the efforts necessary to achieve the project's goals</li> </ul>   |
| B       | Clearly links the proposed expenditures to the proposed activities. | <ul style="list-style-type: none"> <li>Includes a budget on the appropriate SF-424 forms</li> <li>Narrative links the proposed expenditures to activities necessary for accomplishing the project</li> <li>Narrative is detailed and shows appropriate and reasonable costs</li> </ul>   |
| C/D     | Includes funds for all required items.                              | <ul style="list-style-type: none"> <li>The budget includes:               <ol style="list-style-type: none"> <li>Travel for one staff member to attend a training and technical assistance conference in Washington, D.C. during <b>each year of the grant</b>. The budget narrative should explicitly note that these costs are included in the appropriate line item.</li> <li>20% of JOLI funds for direct assistance to participants (for example, start-up, computers, supplies, salaries, training stipends, loans, etc.)</li> </ol> </li> </ul> |

**Narrative Question:**

Overall, does the application demonstrate that the proposed project's goals can be accomplished with the presented budget?

| Scoring Scale   |   |   |   |   |   |   |   |   |   |    |
|---|---|---|---|---|---|---|---|---|---|----|
| 0   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>0 points</b> = Not feasible as proposed, sufficient information not provided                               |   |   |   |   |   |   |   |   |   |    |
| <b>5 points</b> = Detail of resources, but not effectively linked to all necessary project activities         |   |   |   |   |   |   |   |   |   |    |
| <b>10 points</b> = Full and adequate resources proposed, effectively linked to appropriate project activities |   |   |   |   |   |   |   |   |   |    |

**Criterion 7. Evaluation (PA Pages 43 - 44)**

**Steps:**

1. Read the Evaluation section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines below.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections, if those sections contain information that was requested here.

**Points Possible: 5**

**Basis for Scoring:**

Whether there is a plan in place for evaluating the project and its ongoing accomplishments such that the project can be improved over time and the reasons for its success or lack of success can be identified.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...  |
|---------|---|---|
| A       | Whether applicant appears equipped to answer the question "What did this project accomplish, and why was the project successful or unsuccessful?" | <ul style="list-style-type: none"> <li>• Include plans showing how ongoing/projected accomplishments will be measured and compared</li> <li>• Has success measures that are related to the logic model</li> <li>• Has a plan showing clear evidence of thought about process evaluation</li> <li>• Includes plans explaining how final measures will be used to evaluate what was accomplished and why</li> </ul> |
| B       | Logical connections exist between described project objectives and activities.  | <ul style="list-style-type: none"> <li>• Includes a logic model summarizing the connections between the project's goals, assumptions, activities, direct outputs and larger impacts / outcomes</li> <li>• Has goals, activities and outcomes that are well-conceived and aligned with JOLI guidelines</li> <li>• Assumptions are based on research, best practices, and experience</li> </ul>                     |

| Section | PA Evaluation Criteria   | Criterion is Fully Met if the Application...   |
|---------|--|--|
| C       | Realistic schedule for project evaluation, annual reports, final report.   | <ul style="list-style-type: none"> <li>• Includes a schedule for submitting annual reports and a final report</li> <li>• Has reports to be written by a third-party evaluator</li> <li>• Explains that each report compares actual and projected progress toward goals, and any lessons learned</li> </ul>   |
| D       | Participation in regular reviews and conference calls.   | <ul style="list-style-type: none"> <li>• Provides a written statement that the applicant agrees to participate in:               <ol style="list-style-type: none"> <li>1. Compliance monitoring reviews</li> <li>2. Quarterly technical assistance conference calls</li> <li>3. Annual collection of information</li> <li>4. Other limited surveys</li> </ol> </li> </ul> |
| E       | An independent third-party evaluator is identified to conduct the required evaluations, or an explanation is included that one will be sought. | <ul style="list-style-type: none"> <li>• Provides clear evidence that a third-party evaluator who has been selected, or will be selected, is organizationally distinct from, and not under the control of, the applicant</li> </ul>  |
| F       | The evaluator is qualified to successfully plan and evaluate the project.  | <ul style="list-style-type: none"> <li>• Demonstrates selected individual's qualifications and experience with planning / evaluation of similar projects with similar target population; OR</li> <li>• Has clear evidence that an appropriate evaluator will be hired (position description, expected qualifications, recruitment strategy, hiring timeline)</li> </ul>    |

**Narrative Question:**

Overall, is a plan in place for evaluating the project and its ongoing accomplishments such that the project can be improved over time and the reasons for its success or lack of success can be identified?

| Scoring Scale  |   |   |   |   |   |
|--|---|---|---|---|---|
| 0  | 1 | 2 | 3 | 4 | 5 |
| <b>0 points</b> = No evaluation measures, no plan or schedule, no discussion of third-party  |   |   |   |   |   |
| <b>3 points</b> = Clear and logical evaluation measures, plan but no schedule, third-party not clearly independent or to be arranged |   |   |   |   |   |
| <b>5 points</b> = Clear and logical evaluation measures, plan and schedule in place, third-party selected                            |   |   |   |   |   |

**Criterion 8. Bonus Points (PA Page 44)**

**Steps:**

1. Read the Evaluation section of the JOLI application you are reviewing.
2. Decide on a preliminary score for this section of the application using the evaluation and scoring guidelines above.
3. Use RMM comment and scoring form to explain the score you gave. Be sure your comments address both strengths and weaknesses and respond to the narrative questions below as well as to the individual evaluation criteria.
4. Be prepared to adjust your preliminary score based on your review of other application sections, if those sections contain information that was requested here.

**Points Possible: 5**

**Basis for Scoring:**

Quality of evidence that the concentration of TANF recipients in the project service area is at least one-third higher than the state average.

| Section | PA Evaluation Criteria  | Criterion is Fully Met if the Application...  |
|---------|---|---|
| A       | Supporting evidence that in the area the project serves, the number of TANF recipients per capita is at least one-third more than the state-wide average of TANF recipients per capita. | <ul style="list-style-type: none"> <li>• Boundaries of the area described are the same as the project’s service area</li> <li>• Data is from published sources in the last five years</li> <li>• Data is shown for both the service area and the state average</li> <li>• Compare service area to state using the formula <math>A/B</math> where A and B are defined below. The result of the comparison should be greater than or equal to 1.33 to receive bonus points</li> </ul> <p><b>A:</b> Number of TANF recipients in project area divided by the total number of people in the project area</p> <p><b>B:</b> Number of TANF recipients in the state divided by the total number of people in the state</p> |

**Narrative Question:**

Does the application provide evidence that the concentration of TANF recipients in the project service area is at least one-third higher than the state average?

| Scoring Scale  |   |   |   |   |   |
|--|---|---|---|---|---|
| 0  | 1 | 2 | 3 | 4 | 5 |
| <b>0 points</b> = No answer, data is not recent, not one-third higher than the state average                                   |   |   |   |   |   |
| <b>3 points</b> = Recent data, some relevance, understandable methodology, one-third higher than the state average             |   |   |   |   |   |
| <b>5 points</b> = Recent data, clearly presented and relevant, methodologically sound, one-third higher than the state average |   |   |   |   |   |

|              |
|--------------|
| <b>TOTAL</b> |
|--------------|

When you have finished giving preliminary scores to the twelve sections and sub-sections of the application, review your scores and determine whether any score should be adjusted upward or downward based on any relevant information that was misplaced in a different section.

Total the points for a final score out of the possible 105.

Record the total score and your notes on the RMM comment and scoring form.