

Thursday, March 23, 2023

11:00 AM

McFarland Municipal Center
Conference Room A

AGENDA

You are invited to this meeting through a Zoom webinar. The public may attend in-person or remotely through the webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/85638387610>

Or by Telephone: +1 (312) 626-6799

Webinar ID: 856 3838 7610

Press *9 to raise/lower hand. Press *6 to mute/unmute.

1. CALL TO ORDER, ROLL CALL.

2. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Finance Committee for items that are not on the agenda. Please remember this is a hybrid meeting conducted in person and through the Zoom online meeting platform. Meeting attendees wishing to address the Committee about items not on the agenda may do so at this time. Zoom attendees should type their name and address in the Question and Answer feature within the Zoom online meeting platform at this time. Members of the public who are present in person and wish to address the Committee should fill out a public comment form and turn into the meeting chairperson. When you are called upon to speak, state your name, address, and provide your comments to the Committee for their consideration. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to finance@mcfarland.wi.us to be included as part of the meeting.

Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.

3. APPROVAL OF MINUTES.

- a. Motion to approve the minutes of the January 19, 2023 meeting.

4. BUSINESS.

- a. Discussion regarding the drafting of a Community Grant Policy.
- b. Discussion on planning future policy reviews.

5. SCHEDULE NEXT MEETING DATE.

- a. Thursday, April 20, 2023 at 11:00 am.

6. ADJOURNMENT.

by 2:00 p.m. at least 5 business days prior to the meeting so that any necessary arrangements can be made to accommodate each request. If the meeting or request is less than 5 business days from the meeting, requests for accommodations may still be made and reasonable efforts will be made to accommodate each request.

VILLAGE OF MCFARLAND
Finance Committee Minutes

Thursday, January 19, 2023 - 11:00 AM

1. CALL TO ORDER, ROLL CALL.

Trustee Brassington called the regular meeting of the Finance Committee to order at 11:00 AM in Conference Room A.

Members present: Stephanie Brassington, Hilary Brandt, Carolyn Clow

Members not present: None.

Staff Present: Village Administrator Matt Schuenke; Deputy Administrator/Clerk Cassandra Suettinger; Community and Economic Development Director Andrew Bremer; Accountant/Deputy Treasurer Jennifer Haried

2. PUBLIC APPEARANCES.

- a. *This is an opportunity for members of the public to address the Finance Committee for items that are not on the agenda. Please remember this is a hybrid meeting conducted in person and through the Zoom online meeting platform. Meeting attendees wishing to address the Committee about items not on the agenda may do so at this time. Zoom attendees should type their name and address in the Question and Answer feature within the Zoom online meeting platform at this time. Members of the public who are present in person and wish to address the Committee should fill out a public comment form and turn into the meeting chairperson. When you are called upon to speak, state your name, address, and provide your comments to the Committee for their consideration. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to finance@mcfarland.wi.us to be included as part of the meeting.*

Members of the public may also speak during their selected agenda item as they designate on the public comment form or in the Question and Answer feature on Zoom.

None.

3. BUSINESS.

- a. *Discussion and action to make a recommendation to the Village Board regarding updating Chapter 9 of the fiscal policy manual regarding a Revenue Collection & Write-Off Policy*

Deputy Administrator/Clerk Suettinger provided the updated Chapter 9 fiscal policy, Revenue Collection & Write-Off Policy to the Committee.

Motion by Village Trustee Stephanie Brassington, second by Village Trustee Hilary Brandt, to recommend approval to the Village Board regarding updating Chapter 9 of the fiscal policy manual regarding a Revenue Collection & Write-Off Policy, with the changes noted. Motion carries 3 - 0 - 0 by acclamation.

- b. *Discussion regarding the drafting of an Affordable Housing Fund Policy.*

Community and Economic Development Director Bremer provided an overview of the Affordable Housing Fund and current policies that other municipalities have adopted. The Committee discussed the various policies and asked to have them drafted

and brought back to future meetings to review.

c. Discussion regarding the drafting of a Community Grant Policy.

Administrator Schuenke provided an overview of what was previously discussed regarding establishing the Community Grant fund and provided examples from other municipalities of what they have as guidelines for a Community Grant Policy. The Committee provided guidance as to what to include/not include in the Village's policy from the other municipalities' policies. Administrator Schuenke will draft a policy and bring it back to the next meeting for review.

d. Discussion on planning future policy reviews.

The Committee wanted to keep working through the policies that were brought to this meeting and then have a similar layout of the other Fiscal Policies and to keep a schedule of the policies to ensure they are updated in a timely and consistent manner.

4. SCHEDULE NEXT MEETING DATE.

a. Thursday, February 16, 2023 at 11:00 am.

Committee scheduled the next meeting date for March 16, 2023 at 11:00 am.

5. ADJOURNMENT.

Motion by Village Trustee Stephanie Brassington, second by Village President Carolyn Clow, to adjourn at 12:08 pm.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin board in accordance with Open Meetings Law.

Respectfully submitted,
Jennifer Haried
Accountant/Deputy Treasurer

McFarland
SUMMARY SHEET

MEETING DATE: Thursday, March 23, 2023

SECTION: Schedule Next Meeting

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion regarding the drafting of a Community Grant Policy.

PREVIOUS ACTION:

This matter was introduced to the Finance Committee at its meeting on January 19, 2023.

ISSUE SUMMARY:

The Village Board adopted the 2022 Budget with funding to support a Community Grant Program. The funds are carried within the General Fund and meant to serve various community efforts to be determined. This funding was again carried forward and approved in the 2023 Budget cycle as well. With the funds now established, the creation of a policy is meant to guide how the funds can be accessed and used.

Please find enclosed the draft proposed Chapter 13 as the Community Grant Program Policy.

This policy is modeled after a similar program established in Fitchburg but does take into account similar formats in other municipalities to build out the various sections as was requested by the Committee at our last meeting in January. Our plan for the meeting next week is to review its contents and allow for feedback on what has been drafted so far. No action is intended with this second meeting on this topic and planned for discussion only in order to review the draft.

Two notes to consider...

1 - There are references to Appendix A and B within the draft. Appendix A is the application that individuals will use to request funds from the program. An example is provided in your packet for reference. Once we have generally set the terms of the policy, then Staff will build out the application within our online platform. This is a bit tedious to do so and we would like to have the basic terms built out before we start to create the tools to support it. Appendix B is the final report which also provides for an example and will be prepared in a similar format as the application for ease of use. If needed, we can have these ready for when the main document goes to the board for approval or bring back to a future meeting when the policy is ready.

2 - Timing for the remainder of the policy review is subject to our progress but the following is offered based on our last meeting:

January 19 - Introduction to the Concept
March 23 - First Review of Policy Draft



April 20 - Possible Recommendation to Village Board
May 9 - Village Board Consideration
June 1 - Begin Implementation

We will begin our review of all of the draft in our meeting. The entirety of the document remains up for discussion on its contents.

FINANCIAL/BUDGET IMPACT:

The 2022 Budget allocated \$12,500 for this purpose of which \$5,000 was committed last year to a request from the McFarland Community Festival. The remaining \$7,500 will be assigned for this purpose in fund balance and be joined with \$12,500 budgeted in 2023. Total availability of funds presently is \$20,000. Unspent funds from year to year will continue to be assigned within fund balance and tracked by the Village Auditor.

VILLAGE PLAN REFERENCE:

[Village Fiscal Policy Manual](#)

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

No action needed. Presented for discussion.

ATTACHMENTS:

1. Chapter 13 - Community Grant Program 03152023 DRAFT mgs
2. Example - Application
3. Example - Final Report

CHAPTER 13 Community Grant Program

SECTION 13.01 Purpose

The purpose of this policy is to provide uniform guidelines to:

- (a) Provide a framework for the fair and transparent disbursement of public funds in support of this program;
- (b) Ensure that all applicants to the program are treated fairly and equitably regardless of outcomes;
- (c) Minimize administrative oversight and encourage consistency in the application process; and
- (d) Provide Village Board and Staff with guidance on appropriate expenditures, record keeping, and reporting expenses related to this program.

SECTION 13.02 Eligibility

- (a) Non-profit organizations, exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code or equivalent, that conduct business without discrimination on the basis of sex, race, religion, creed, color, national origin, age, disability, sexual orientation, ancestry, marital status, arrest or conviction record, military status, or any other legally protected status.
- (b) The following entities are not eligible to apply for the grant program:
 - (1) Individuals.
 - (2) Organizations awarded more than one (1) application within the same year.
 - (3) K-12 education institutions (unless said institution has an incorporated, non-profit element that submits an application).
 - (4) Post-secondary educational institutions.
 - (5) Religious organizations seeking to use grant proceeds for religious purposes, whether directly or indirectly.

SECTION 13.03 Program Objectives

- (a) Enhances the vibrancy and livability of the Village.
- (b) Demonstrates creativity, innovation, and addresses Community needs.
- (c) Aligns with the goals and objectives of the Village to partner in improving the local quality of life.
- (d) Provides realistic vision on Community impact and outreach.

SECTION 13.03 Fundable Requests

The following requests may be funded in accordance with this policy:

- (a) Program development with a strong and realistic plan for success, both new and existing.
- (b) Youth mentoring and education.
- (c) New, small-scale capital projects.
- (d) Enhancement of community/neighborhood engagement, special event development, and/or public education.
- (e) Promotion of health, wellness, food security, and natural care.
- (f) Advancement of sustainable ideas for the better of the local environment.
- (g) Adult education and workforce development.

SECTION 13.05 Non-Fundable Requests

The following requests may not be funded in accordance with this policy:

- (a) Annual and/or ongoing capital campaigns including support for debt service or endowment funds.
- (b) Building projects either new construction or remodeling.

- (c) Land acquisition.
- (d) Ongoing maintenance and operational support including personnel expenses.
- (e) Services otherwise supported through the health care system including substance abuse treatments.
- (f) Lobbying.
- (g) Scholarships.
- (h) Sports and recreation events.

SECTION 13.06 Application Submittal

Each request to be submitted to the Village for consideration shall provide the following:

- (a) **Cover Letter.** Included within a separate heading summarizing the request.
- (b) **Application.** Included within Appendix A of this policy. The Application will bring together the relevant information outlining the request proposal the applicant is looking to see funded. This will include but not limited to identifying the organization, funding request, goals/objectives, experience, identifying key personnel, budget, timeline, references, and submittal requirements.
- (c) **Attachments.** Any other supplementary information needing to be attached to the application in order to support the funding request as filed. This area could also include letters of support for the funding request as provided.

SECTION 13.07 Application Evaluation

The following criteria will be applied to the review of applications for funding:

- (a) Request produces meaningful, reasonable, and sustainable outcomes.
- (b) Outcomes can be measured and evaluated.

- (c) Strengthens and enhances neighborhood/community assets.
- (d) Promotes self-sufficiency of individuals and/or organizations.
- (e) Encourages coordination/collaboration with other relevant Community partners.
- (f) Fosters innovation and entrepreneurship.
- (g) Experience of the organization and the individuals responsible for administering the funds.
- (h) Timeline and the realistic nature of implementation.
- (i) Aligned with Village Goals and Objectives through the annual Strategic Implementation Plan.
- (j) As part of the application evaluation process, the Village shall conduct a criminal background check on individual grantee(s) and/or principal(s) of the applicant organization. If said individual(s) and/or principal(s) have a criminal record, the following will be among the factors considered in determining whether or not the applicant will be eligible for a funding award:
 - (i) The nature and gravity of the offense(s).
 - (ii) The time that has passed since the conviction and/or completion of the sentence.
 - (iii) The nature of the position held by the individual and/or principal member.
 - (iv) Procedures and policies in place to ensure the appropriate handling and use of monies.

SECTION 13.08 Funding Awards

- (a) Grant applications may be requested between \$500 to \$15,000 within \$500 dollar increments per organization. Program funding through this grant is rarely the sole financial supporter of projects, as applicants are expected to seek additional resources to accomplish project goals.

- (b) The grant program follows a reimbursement model and payment will be issued after the ongoing reporting section is submitted to and approved for acceptance by applicable Village Staff. An invoice, with accompanying receipts for all expenses, will be required for reimbursement.
- (c) All funding awards subject to the availability of funds as authorized within the Annual Budget by the Village Board for the Village of McFarland.

SECTION 13.09 Final Report

- (a) **Final Report.** Included within Appendix B of this policy. The Final Report will bring together the relevant information outlining how the funds were used within the proposal awarded. This will include but not limited to identifying the organization, providing a project summary, detailing outcomes, summarizing conclusions, outlining a final budget, and other relevant information needed as applicable.
- (b) The Final Report will be filed with Village Staff as confirmation to disperse funding to Applicant.
- (c) The Applicant will provide a presentation of the Final Report to the Village Board.

* * *

Appendix A Application

Appendix B Final Report

Adopted: May 9, 2023

Revised: None

Healthy Neighborhoods (HN) Grant Program



2022 Application Form

Please read the HN Grant Program Guidelines before completing this application form.

Cover Page

1. Application Submittal Date (mm/dd/yy): *Click here to enter text.*
2. Organization Name: *Click here to enter text.*
3. Organization's Federal Tax Identification Number: *Click here to enter text.*
4. Organization's Address: *Click here to enter text.*
5. Organization's Executive Director: *Click here to enter text.*
Phone: *Click here to enter text.* Email: *Click here to enter text.*
6. Project Director: *Click here to enter text.*
Phone: *Click here to enter text.* Email: *Click here to enter text.*
7. Project Name: *Click here to enter text.*
8. Project Duration (months): *Click here to enter text.*
9. Total Project Budget: \$ *Click here to enter text.*
10. Total Funds Requested from HN Grant Program (maximum \$15,000): \$ *Click here to enter text.*
11. Other Funds Raised/Pledged to Date: *Click here to enter text.*
12. Priority Neighborhood(s) to be served: *Click here to enter text.*
13. If the opportunity arises, may we share this application with other funders? *Click here to enter text.*
14. Standards for Documentation of Personnel Expenses (**Sign only if requesting funds to cover personnel costs. See page 3 for further detail**): I, as the undersigned, understand this Grant Program requires salary and wage expenses to be based on records that accurately reflect the work performed. The records must be supported by a system of internal controls which provide reasonable assurance that the charges are accurate, allowable, properly allocated and reflect the total activity for which the employee is compensated. The amount (or percent) of time each individual devoted to the specific grant program project for which reimbursement is requested must be easily identifiable. The City of Fitchburg reserves the right to require Personnel Activity Reports or equivalent documentation as identified herein.

Signature: _____ Date: *Click here to enter a date.*

I. PROJECT PROPOSAL

Please complete questions 1. – 5., using no more than 5 pages, single-spaced, with font no smaller than 11, and margins no less than ½ inch.

1. Organization Description

- a. Describe the organization's mission, purpose, and programs/services.

2. Project Overview and Purpose

- a. Identify the project's name, which grant program focus area(s) the project covers, and which Priority Neighborhood(s) will be served.
- b. Identify project purpose, including key project components, issues that will be addressed, significance of those issues, how the project will expand or complement existing Priority Neighborhood programs/services/resources, and any planned collaboration with other partners.
- c. Identify the impact on Priority Neighborhood(s) and the broader City, including who will specifically benefit from the project, **with estimates of unduplicated residents served in Priority Neighborhoods.**

3. Project Outcome Objectives and Outcome Measurements/Indicators

- a. Identify up to three project outcome objectives and measurement/indicators thereof, including data collection methods, used to determine whether outcome objectives have been achieved.

4. Project Strategies, Activities, and Personnel

- a. Identify a work plan, including the broader strategies and specific activities to achieve the proposed outcome objectives, a milestone timeline, and key personnel responsibilities.
- b. Identify key personnel qualifications, including any training, participant selection procedures, or policies.
- c. Identify how the project will be funded after the Program funding award is used
- d. Identify how a Program funding award would be recognized/publicized

Please complete question 5. using no more than 3 pages, single-spaced, with font no smaller than 11, and margins no less than ½ inch.

5. Budget

- a. 1-page or less line-item **Project Expense Budget** (use Table 1 template on following page) identifying all project expenses
 - b. 1-page or less **Project Personnel Expense Budget** (use Table 1a. template on following page) identifying all project personnel expenses, if applicable. Please also include expenses from this table in the Project Expense Budget (Table 1)
 - c. 1-page or less line-item **Project Income Budget** (use Table 2. Template on Page 4) identifying all funding sources (other foundations, corporations, individuals, etc.). Please note whether each other funding source is secured or anticipated.
-

Table 1. Sample Project Expense Budget

Expenses	Total Amount	City of Fitchburg	Other Sources (1)	Other Sources (2)
Personnel	\$0.00	\$0.00	\$0.00	\$0.00
Office supplies	\$0.00	\$0.00	\$0.00	\$0.00
Photocopies	\$0.00	\$0.00	\$0.00	\$0.00
Postage/Shipping	\$0.00	\$0.00	\$0.00	\$0.00
Other Project/Program Expense (list)	\$0.00	\$0.00	\$0.00	\$0.00
Misc. (provide detail)	\$0.00	\$0.00	\$0.00	\$0.00
Evaluation	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL PROJECT EXPENSES**	\$0.00	\$0.00	\$0.00	\$0.00

****Total Project Expenses (Table 1) must be equal to or more than Total Project Funding (Table 2).**

Table 1a. Sample Personnel Expense Budget

Position	Name	Hourly Salary	Hours Required to Complete Grant Project	Expense
Grant Coordinator	Jane Doe	\$0.00	0	\$0.00
Grant Support	John Doe	\$0.00	0	\$0.00
TOTAL				\$0.00

See the following, a. – d. for additional requirements if personnel is being identified as an expense in Project Expense Budget:

- a. Personnel expenses shall not exceed 20% percent of total project award requested from the City of Fitchburg (If a total project award is less than requested, personnel expenses shall not exceed 20% of said reward.)
- b. Provide a description of role and responsibilities of each position identified in the Personnel Expense Budget, as identified in examples below:
 - (1) The Grant Coordinator position will provide daily oversight of the grant and will be considered key staff.
 - (2) The Grant Support position will coordinate project services and project activities, including training, communication and information dissemination.
- c. Acknowledge, via signature, of the Standards for Documentation of Personnel Expenses statement on page 1 of this application.
- d. Complete and submit two Personnel Activity Reports for positions identified in the Personnel Expense Budget, once at the mid-point of the project and upon project completion, to include the following:
 - (1) Actual work performed (not budgeted), to include hours and specific work task completed on a daily basis
 - (2) Work performed at an hourly salary that matches that identified in application
 - (3) Signature and identification number (if applicable) of employees

Table 2. Sample Project Income Budget

Funding Sources	Secured = S Anticipated = A	
Fitchburg HNI Grant Program Funds	A	\$0.00
XYZ Corporation	A	\$0.00
ABC Foundation	S	\$0.00
In-Kind Contributions	S	\$0.00
Program Revenues	A	\$0.00
TOTAL PROJECT FUNDING**		\$0.00

****Total Project Funding (Table 2) must be equal to or more than Total Project Expenses (Table 1).**

II. SUPPLEMENTARY INFORMATION (REQUIRED)

1. Organization's board of directors, with officer designations, affiliations, and current email addresses
2. Organization's current year income and expense budget
3. Organization's most recent audited financial statement (If organization does not have a certified audit by an independent auditor, provide a copy of most recent, signed Form 990)
4. Organization's IRS determination letter indicating 501(c) (3) tax-exempt status for your organization (new applicants only)

III. SUPPLEMENTARY INFORMATION (OPTIONAL)

1. Letters of support (3 maximum)
2. Additional information in support of project proposal

Grant Evaluation Report

Please complete the following information using no more than 3 full pages.

Note: A grant evaluation report is required for each year of multi-year grants. Please indicate whether this report is an interim report or final report for your multi-year grant.

Submit electronically within three months of project completion to grants@madisongives.org (in PDF or Word format).

A. Organizational and Grant Information, including all of the following:

- Organization Name and mailing address
- Contact Name including telephone number and email address
- Grant Cycle Date
- Grant Award Amount
- Grant Number (Essential for MCF processing)

B. Project Summary, describing the following in a brief paragraph:

- The purpose of the project.
- The intended demographic profile and number of people that were to benefit from the project as described in the grant proposal (if applicable).
- The actual demographic profile and number of people that benefited from the project as described in the grant proposal (if applicable).
- The key activities of the project.
- If you have not submitted them already, please include 3+ photos of the project in action as separate JPEG or PNG attachments.

C. Outcomes (This section should comprise the majority of your report.)

- List the intended outcomes of the program (from original proposal).
- Provide evidence from the data collected to support whether outcomes were achieved (quantitative and qualitative impact).
- If any intended outcomes were not achieved, indicate the reasons.
- Indicate any unintended outcomes which were achieved (positive and negative).

D. Conclusions

- Describe how the program could be altered to improve its results.
- Describe any future plans for the program.
- Describe plans to fund the project in the future.

E. Budget

- Resubmit a copy of the original project budget from the grant proposal, including an additional column entitled "actual expenses."
- List additional funders and amounts (both secured and attempted).
- Describe your efforts to leverage additional funding with the MCF award.

Please contact Tom Linfield at tlinfield@madisongives.org or at (608)-232-1763 with any questions regarding this evaluation report.



SHARE   

Measuring Outcomes

Measuring outcomes is a cornerstone of grantmaking from Madison Community Foundation. Each grant applicant is asked to identify up to three outcomes and to specify the measurable indicators that will be used to determine whether the outcomes have been achieved, including a target for each indicator.

Organizations that are awarded grants will also be required to report on outcomes at the conclusion of the project as part of the **Grant Evaluation Report [PDF]**.

Some organizations have a lot of experience with outcomes. But for others, measuring outcomes is relatively new—and can feel intimidating. While it takes some thought and planning, designing and measuring outcomes doesn't have to be rocket science. Take some time to read through our explanations and suggestions below to get an overview of the process.

If after reading through this information and writing outcomes for your project, you'd like some feedback or guidance, we're happy to help as time permits. Contact us with your

questions or with a draft of your outcomes.

What is an Outcome?

Outcomes demonstrate how your program brings about changes in participants. They are benefits that individuals or groups receive after participating in your activities. They show higher level impact.

Sometimes it's easier to think in terms of what outcomes are not. Outcomes are not materials that go into a program. Those are inputs and might include staff time, volunteer hours, and supplies. Outcomes are also not the volume of work accomplished or produced. Those are outputs and could include number of classes taught, pounds of food distributed or number of people who completed a counseling program. Here are some examples:

Program	Input	Output	Outcome
Art in the Park sculpture display	Material for sculptures, hours creating and installing art	# of sculptures placed in the park	Increase in community pride and sense of ownership
Tutoring for low income youth	Volunteer hours, books, desks	# of participating kids	Students improve academic performance
Prairie restoration program	Volunteer hours, seeds, purchased native plants, tools	# of acres of prairie restored	Increased natural beauty, increased sense of open space and relaxation for visitors
Rides for seniors (to doctor appointments, grocery stores and social events) program	Volunteer driver hours, vehicles	# of rides given, # of seniors receiving rides	Seniors experience better physical and emotional health
Parenting skills classes	Staff hours, room, distributed handouts	# of classes, # of parents participating	Parents feel more confident and provide better care for their children

Why Outcomes Matter

Why should you measure outcomes? Here are two of the most important reasons:

1) *Funders expect measurable outcomes.* Madison Community Foundation is one of many grantmaking organizations that require nonprofits to design and measure outcomes as part of the grant process. Funders are looking for accountability in where their financial support goes. They want to make sure your program delivers on what it says it's going to do.

2) *Measuring outcomes helps your organization stay on track and focus on what really matters—bringing about positive change.* By measuring outcomes, you can more clearly see if the work you are doing is accomplishing the goals you intend it to accomplish. If you find out it's not, you can make changes to your program. This helps make your programs as effective as possible.

Designing and Measuring Outcomes

So now that you understand what outcomes are and why they're important, it's time to figure out how to create some for your program and how to measure them. Remember that measuring outcomes will require resources such as staff time. Be sure to plan for that. Madison Community Foundation allows you to include evaluation expenses in your grant budget.

Also as you are designing outcomes, keep in mind that there are different levels of outcomes: initial, intermediate and long-term. Some changes in participants could take place right away, while others may require a more significant amount of time to achieve. As a short-term funder, MCF acknowledges that the outcomes you propose for our grants are likely to be initial or intermediate in nature. Long-term outcomes will generally be beyond the scope of evaluation for a MCF grant.

Here are some simple steps for designing measurable outcomes for your grant project:

1. *Decide which outcomes are important.* Think about what your goals are with your program. What changes do you hope to bring about in your target population? (Remember, outcomes aren't a number of people you want to serve. They're changes in behavior of some type.)

2. *Figure out how you will know if you achieved your outcomes.* In other words, set outcomes indicators. Outcome indicators are specific items of information (data) that track a project's success. They describe observable, measurable characteristics or changes that represent achievement of an outcome. In your grant, you should also include target indicators—numbers and/or percentages to show what change threshold you aim to achieve with the project during the grant period.

Using the same examples as in the table above, here are some sample indicators and

targets.

Program	Outcome	Indicator(s)	Target
Art in the Park sculpture display	Increase in community pride and sense of ownership	# of new graffiti paintings, # of visitors to park	50% 20%
Tutoring for low income youth	Students improve academic performance	# of students reading at grade level after the program compared to before	60% grad prog
Prairie restoration program	Increased natural beauty, increased sense of open space and relaxation for visitors	# of people who report feeling more relaxed after visiting park	100% repo visit
Rides for seniors programs	Seniors experience better physical and emotional health	# of seniors who report higher levels of physically and emotionally well-being after being in the program	100% leve well for 3
Parenting skills classes	Parents feel more confident and provide better care for their children	# of parents who report feeling more confident and applying new skills after the program	50% more skill

3. *Design a measurement system or way to track your indicators.* Figure out how you will collect the data described in your indicators. This might mean coming up with a measurement system yourself such as creating a survey that you give at the start and conclusion of the program. Indicators like this could work in the parenting skills example above.

Finding a way to track your indicators might also mean taking advantage of data that is already being gathered. In the tutoring example above, you could ask participants to share results of standardized tests before and after the program.

You must complete these first three steps in order to complete your MCF grant application. A well-designed measurable outcome in a MCF grant proposal will outline proposed outcomes as well as specify measurable indicators you will use to determine whether each outcome has been achieved, including a target for each indicator. If appropriate, an outcome could have more than one indicator with a target. A successful grant will also describe how you will collect the needed data.

If your grant is awarded and your program is funded, you must then complete the evaluation process. Track your data as indicated in your grant application and report on your results. Learn from what went well—and what didn't—so that next time your program can meet the participants' needs even better.

More Help:

We've provided an overview here. If you'd like to dive deeper, there are some great online resources to help you do that:

***The Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources, by Carter McNamara.**

***Strengthening Nonprofits: A Capacity Builder's Resources Library. Measuring Outcomes [PDF]**

***Measuring Program Outcomes: A Practical Approach by United Way of America [PDF]**



HERE TO HELP

Tom Linfield
(608) 232-1763

EMAIL TOM



BACK TO TOP 

 (608) 232-1763  (888) 400-7643  Email

111 N. Fairchild Street, Suite 260 | Madison, WI 53703

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Madison Community Foundation is a tax-exempt, 501(c)(3) community trust. EIN: 39-6038248.

McFarland
SUMMARY SHEET

MEETING DATE: Thursday, March 23, 2023

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator, Cassandra Suettinger, Deputy Administrator/Clerk, Jennifer Haried, Accountant/Deputy Treasurer

AGENDA ITEM: Discussion on planning future policy reviews.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

[Please click on this link to review the Fiscal Policy Manual for the Village.](#) We currently have the following chapters established listed with their effective date:

- Chapter 01 - Accounting and Audit 2012
- Chapter 02 - Budget Development 2012
- Chapter 03 - Debt Management 2020
- Chapter 04 - Fund Balance 2015
- Chapter 05 - Investment 2020
- Chapter 06 - Capitalization of Fixed Assets 2012
- Chapter 07 - Expenditure of Parks Capital Projects Fund Revenues 2020
- Chapter 08 - Interfund Advances 2012
- Chapter 09 - Revenue Collection Write-Off Policy 2023
- Chapter 10 - Purchasing 2018
- Chapter 11 - Revenues 2011
- Chapter 12 - Vehicle Replacement 2020
- Chapter 13 - Community Grant Program UNDER REVIEW
- Chapter 14 - Affordable Housing Fund UNDER REVIEW

Roughly half the policies are about 10 years old as far as updates with the remaining two-thirds 5 years or older at this point. Several policies were updated under the former format in 2020 with the most recent update coming to Chapter 9 from this group in January. Staff is proposing to address the two new policies first as we've started this process for them and then start to work oldest to newest for the remainder of the manual to update things through the entire document.

We would deploy a similar process as was done for the Personnel Policy Manual and present each chapter for review showing the changes made in order to make a recommendation to the Village Board. The board will then hear each update on a chapter by chapter basis in order to enact approval of the final manual once all reviews have been completed. We'll attempt to line this process up as we go based on the availability of chapters to review working through them



with the time that is needed recognizing some might require more time and some might require less to update.

The following work plan is proposed for the Finance Committee for the 2023-2024 Board Year:

- April 20 - Finalize Chapter 13 (Community Grant Program) and introduce first draft of Chapter 14 (Affordable Housing Fund).
- May 18 - Finalize Chapter 14 and begin reviews/recommendations on the remaining section starting with Chapters 11 (Revenue) and Chapter 02 (Budget Development).
- June 15 - Chapter 01 (Accounting and Audit) - Administrator will not be able to attend this meeting, but these items are more aligned with the Deputy Administrator and Accounty/Deputy Treasurer.
- July 20 - Chapter 06 (Capitalization of Fixed Assets)
- August 17 - Chapter 08 (Interfund Advances)
- September 21 - Chapter 04 (Fund Balance)
- October 19 - Chapter 10 (Purchasing)
- November 16 - Chapter 03 (Debt Management)
- December 21 - Chapter 05 (Investment)
- January 18 - Chapter 07 (Exp of Parks Capital)
- February 15 - Chapter 12 (Vehicle Replacement)
- March 21 - Chapter 09 (Collection and Write Off)

This will be our plan as we progress through the various sections. Chapter 13 and 14 are brand new, they are going to need a little more time on the front end to establish the general framework and finalize those drafts. Once we get thru that then we'll start to introduce updates to the various chapters as shown working from meeting to meeting from oldest versions to newest adjusting along the way based on our progress. Once we are done with a chapter we'll take action to send to the Village Board for review and have them set aside until all reviews are complete before taking action. The only exception to that would be Chapters 13 and 14 which when complete would like to see those approved so they are established. Staff will work to prepare updates and utilize the Village Auditor, Bond Counsel, Village Attorney, and Financial Advisor where applicable.

FINANCIAL/BUDGET IMPACT:

Most of this work will be conducted by Village Staff but may at time require reviews by the Village Attorney, Auditor, and Financial Advisor where applicable. Costs for which will be accounted for within normal operating budgets.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:



Presented for discussion. No action needed.

ATTACHMENTS:

None