

PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

**COMMISSION ADVISORY AND COMPLIANCE DIVISION
Telecommunications Branch**

**RESOLUTION T-14356
March 22, 1991**

**RESOLUTION T-14356. AUTHORIZING THE DISBURSEMENTS
COMMITTEE (DC) OF THE TELECOMMUNICATIONS EDUCATION TRUST
TO AWARD A CONTRACT**

BACKGROUND

1. Pursuant to D. 87-12-067, the Telecommunications Education Trust (Trust) has been established to promote consumer education and understanding of the telecommunications system.
2. The Disbursements Committee (DC) has five members; and was also established by D. 87-12-067.
3. The Trust has a contract with the California Community Foundation (CCF) to administer the Trust under the direction of the DC.
4. The California Community Foundation (CCF) has been monitoring the progress of the grantees and ensuring that the necessary fiscal and program reports are submitted before the releasing payments to the grantees.
5. As part of the preparation for both the decision making for the third grantmaking cycle and for the transfer of the Trust's administration in October, 1991, the Disbursements Committee believes that now is the time to begin a comprehensive evaluation of the Trust's grantees and the Trust's relationships with those grantees.
6. The DC has met and recommends that a thorough evaluation of 27 current grantees (who are seeking new funds from the Trust) be made so that this information can be used by the DC in making funding recommendations to the Commission (currently expected in June 1991).
7. The DC has met and unanimously recommends that a contract be awarded to Harvey Chess to conduct this evaluation. The contract would be for an amount not to exceed \$28,000 (see attached proposal).
8. The DC chose to recommend Harvey Chess because he is familiar with the grantees and the Trust and because he is a nationally recognized expert in this field (see attached curriculum vitae).

FINDINGS

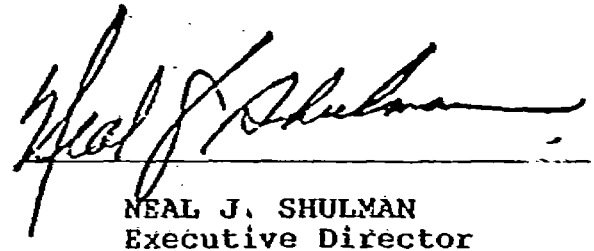
1. The DC has a pressing need to evaluate Trust grantees.
2. We find that it is reasonable for the DC to contract for assistance in evaluating grantees.
3. We find that it is reasonable to adopt the DC's recommendation to enter into contract for an amount not to exceed \$28,000 with Harvey Chess for these services.

THEREFORE IT IS ORDERED THAT:

1. The DC of the Trust is authorized to enter into a contract with Harvey Chess for an amount not to exceed \$28,000.

I certify that this Resolution was adopted by the Public Utilities Commission at its regular meeting on March 22, 1991. The following Commissioners approved it:

PATRICIA M. ECKERT
President
G. MITCHELL WILK
JOHN B. CHANLAN
DANIEL Wm. FESSLER
NORMAN D. SHIMWAY
Commissioners


NEAL J. SHULMAN
Executive Director

A PROPOSAL FOR THE FIRST PHASE OF AN EVALUATION OF CURRENT TET GRANTEES

Presented to the Disbursements Committee of The Telecommunications Education Trust
by Harvey Chess, Independent Consultant

Working Assumptions

- Concentrated outreach to grantees in general is overdue; as is specific outreach to measure performance.
- Evaluation should be undertaken as soon as possible, if it's to be used as a basis for future program and funding decisions.
- Site visits can (and will) be used to provide technical assistance about organizational and resource development.
- Therefore, on-site evaluation will be the norm. Phone surveys, often used for evaluation purposes, seem insufficient in this case.
- All current or former grantees submitting a proposal for the 1991 funding cycle will be visited and evaluated, and will know of such visits in advance.

Rationale

This proposal is to evaluate 27 applicants for third cycle TET funding (each of which is a current or former grantee/see attachment for list). The reasoning for this intervention as proposed is as follows:

- ▶ The necessity and obvious value of taking into consideration past performance as one key measure upon which to make subsequent funding recommendations. In the previous two funding cycles, this approach would have been precipitous; now, in this middle ground of TET's life span, it seems most appropriate.
- ▶ The visits planned will allow the Disbursements Committee to begin securing information about programs and products worthy of replication on a broader scale - part of what will become the TET legacy.

(While periodic monitoring of projects has taken place, this should not be confused with the in-depth, on-site dialogue proposed. Further, monitoring, by definition, does not produce the level of detail and specificity envisioned in the evaluation proposed.)

- ▶ Breaking evaluation into phases rather than evaluating all 49 current or former grantees seems sensible as well, since the initial experience will inform additional and hereafter-ongoing TET evaluation activities.

Phase One
TBT Grantee Evaluation
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► Finally, the information sought through the site visits will include learning about the grantees' perceptions of the grantmaking process, which will be used to reaffirm the current approach or to consider changes.

Proposed Evaluation Activities

1. Review the files of all grantees (27) to be visited.

Search for and itemize objectives, proposed products, or any additional criteria for assessment, derived from the original proposal for funding, the written recommendation for funding, and/or any quarterly reports.

2. Conduct (27) on-site visits.

Carry out interviews, provide any appropriate technical assistance, and gather information from which to develop written assessments.

3. Write individual evaluation reports.

Draw up written assessments in report form to include: assessment of consonance between original proposal and actual project; discussion of attained measures of effectiveness in grantee performance (objectives reached, products developed and distributed), or lack thereof; any reflections on the grantseeking/making experience from the grantees' perspective; and any implications for future Trust involvement.

4. Develop preliminary overall evaluation report.

Synthesize, compare and contrast information in individual reports, from which to draw conclusions about the Trust program to date, and make recommendations for future evaluation activities, and organizational policies and procedures.

Evaluation Process Strategy

Grantees will be visited in geographic clusters, with two a day as permitted by scheduling. Timing and scheduling evaluation visits will insure that information gathered is included in making decisions about whether initial recommendations about funding this cycle should stand or be amended.

Accordingly, the timetable proposed herein will begin with concerted outreach to schedule evaluation visits beginning the week of March 18 & continuing through the month. This will allow sharing the information discovered from those visits at the April 2-3 Disbursements Committee meeting in Los Angeles. Visits will continue, after the April Disbursements Committee meeting, throughout the month. Information gathered as

Phase One
TET Grantee Evaluation
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a result will be presented to members of the Disbursements Committee at the early May *final cut* meeting.

Emphasis will be placed on completing site visits, so that oral presentations can be made to the Disbursements Committee at each of the two referenced meetings. Individual site visit reports will be developed over time, and completed, along with the overall evaluation report by May 31, 1991 at the latest.

Allocation of Days & Timeline: Proposed Evaluation Project 3/15-5/31/91

Review 27 Files →→→→ 7 days between 3/5 - 3/22

Conduct Site Visits}

→→→→ 44 days March-June

Write Individual Evaluation Reports}

Develop Final, Overall Evaluation Report →→→→ 5 days June

Days are based on the following planning projections:

27 files @ two hours each = 54 hours/7 days

27 visits & reports @ 1½ days each (+ 10% for scheduling glitches, unforeseen variables) = 44 days

1 interim final report = 5 days (for analysis, synthesis, production, duplication)

Deliverables

▶ Individual evaluation reports on request as produced throughout the term of the evaluation project, completed and delivered in sum no later than May 31

▶ One interim final report on May 31, 1991

Here's the proposed budget in its simplest form:

56 days of expert consulting @ \$500/per day \$28,000

This figure includes all evaluation project costs, including administrative support, travel and related costs, printing/duplicating and supplies. You will receive an itemized financial report at project completion.

ATTACHMENT

TET Applicants To Be Evaluated

Southern CA

Armenian Relief Society
The Cambodian Family
Center for Public Interest Law
Dayle McIntosh Center
Laubach Literacy Council
Richstone Family Center
Simi Valley USD/Adult School
UPAC

Bay Area

Career Resources Development
Center Center for Independent Living
Chinese for Affirmative Action
CompuMentor
Consumer Action
KRCB
La Raza Information Center
Pacifica Foundation
Public Interest Clearinghouse
San Francisco Renaissance
TURN
University of San Francisco
Western Public Radio

Other

Cal/Neva
Institute for Local Self-Government
Legal Services of Northern CA
National Consumer Law Center (Public Interest Clearinghouse)
PSA 3 Area Agency on Aging
Radio Bilingue

Curriculum Vitae
HARVEY CHESS
PO Box 366
Westport, CA 95488
(707) 961-1380

Preface - To itemize the various assignments I have undertaken as a consultant along with my staff employment since beginning to work in the nonprofit sector would ask too much of a reader. This document, accordingly, offers highlights of my experiences. The common theme throughout has been management support for nonprofit organizations, with emphasis on resource development.

Highlights of Staff Experience

1985-89 Director of Special Projects, Program Officer & Director, Funding Information Center, California Community Foundation, Los Angeles CA

1976-79 Senior Associate, The Grantsmanship Center, Los Angeles, CA

1974-76 Staff Consultant, Interagency Task Force for Indochina Refugees, Department of Health, Education and Welfare, Washington, DC

1969-71 Project Manager, Community Action Agency Training and Technical Assistance. TRISED, New York, NY

1967-69 Director of Program Planning and Development, New Opportunities for Waterbury, Waterbury, CT

1965-67 Field representative & Special Assistant to Deputy Regional Director, Federal Office of Economic Opportunity, Chicago, IL

Highlights of Consulting & Training Experience

1989-90 Program Consultant, Telecommunications Education Trust & Funding Information Center, California Community Foundation, Los Angeles, CA

Program Consultant, HIV Planning Grant, University of New Mexico Hospital, Albuquerque, NM

Trainer, Grant Program of Trinity Parish, New York, NY

Program Evaluation Consultant, The Tides Foundation, San Francisco, CA

1988-90 Resource Development and Planned Giving Consultant, Cancer Support Community, San Francisco, CA

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1988 Program Consultant and Trainer, Southwest Border AIDS
Collaboration, California Community Foundation, Los Angeles, CA

Grantee Management Support Consultant, James Irvine
Foundation, San Francisco, CA

1979-85 Trainer, The Grantsmanship Center, Los Angeles, CA

1984 Organizational and Resource Development Trainer for
community-based organizations, University of Alaska, Fairbanks &
Anchorage, AK

1981-82 Consultant & Trainer, Office of Nursing Research,
Stanford University Hospital, Stanford, CA

1972-74 Consultant & Trainer, US Navy Human Goals Program,
Millington, TN; Navy Race Relations School, Key West, FL

Accumulated Skills - Though the settings have been diverse, from
the Navajo Nation to the Pentagon, the private sector to the
public, I can confidently relate generic skills learned and used
throughout.

I am able to: design and implement training events
for varied groups in areas of expertise
to follow:

provide consultation to staff, board
and volunteers in such areas of
expertise;

motivate people with whom I work to
take responsibility for enhancing
their learning, skills, capacities;

supervise and train employees and
consultants, including counseling,
hiring, firing;

communicate effectively, orally
and in writing

secure resources for nonprofit
organizations through planning,
proposal development, and
negotiation.

evaluate nonprofit organizations
and produce written reports to
present findings

Areas of Expertise

program planning & proposal writing	mobilizing non-grant sources of support	program monitoring & evaluation
collaboration, networking among organizations	needs assessment, community analysis	individual counseling; effective interpersonal communication
conflict utilization for mutual learning	experiential learning for adults	group process & dynamics
counter-racism & counter-sexism	advocacy with & for disenfranchised groups	assessment of organizational credibility & effectiveness

Selected Accomplishments

evaluated funding proposals to a community foundation from a broad pool of nonprofit applicants, including site visits and provision of technical assistance to such applicants; developed written funding recommendations to the foundation's Board of Governors

developed the array of programs, including orientation and special trainings, produced resource documents, supervised staff of funding research library for grantseekers

provided technical assistance to a new grantmaking organization in establishing its procedures for dealing with applicants

trained, counseled, and consulted with many diverse nonprofit organizations, with particular emphasis on planning, program development, financial and human resource development

selected as a faculty member of the US Navy's pilot Race Relations Program; subsequently a consultant to its Human Goals program and staff; trainer of admiral-selectees

supervised a consulting staff of 10 on a two year federal government contract to provide training and technical assistance to Community Action Agencies in eight eastern states

secured over \$750,000 in funding for a Community Action Agency; and more recently \$100,000 in foundation grants as a board member of a nonprofit organization

helped create a community-based service center for the YMCA in a low-income inner-city Chicago community

C.V., Harvey Chess
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Publications - Author of the California Community Foundation Funding Information Center Handbook, Vols. I & II, 30,000 copies distributed; recently completed a revision and expansion of this publication, with another 30,000 planned for distribution by the foundation; field interviewing & collaboration with writers on two articles published in the Grantsmanship Center News; creation of a series of Youth Development Program Resource Manuals and technical assistance bulletins under a federally funded government contract.

Education - Hands on, most of it encapsulated in the years of experience embodied herein. Longer ago than I care to remember, Middlebury College, the University of Chicago, and Roosevelt University were attended without attainment of a degree. Most of my course work was in Sociology.

(Excellent references, indeed, if you want such)