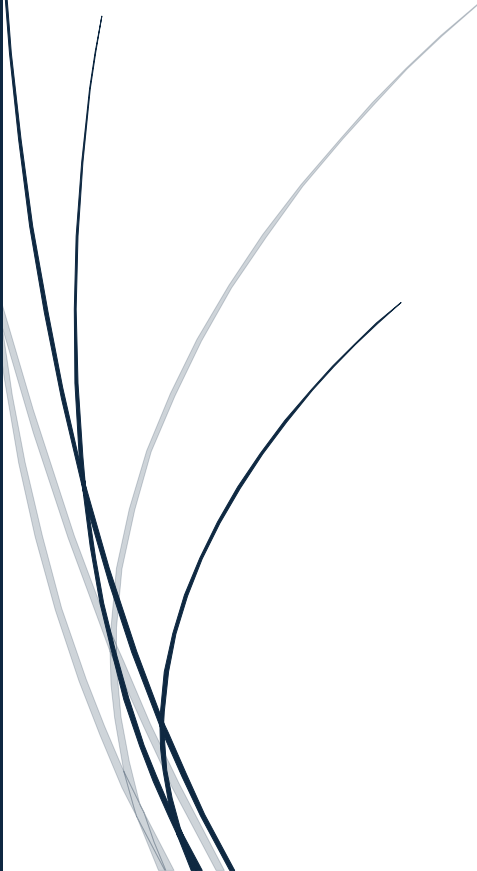




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Public Service Grants Research Study

City of Jacksonville, FL



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Executive Summary

This report identifies ways the City of Jacksonville/Duval County (COJ) can improve its Public Service Grants (PSG) process. It reviews best practices and assesses comparable governments to identify potential changes that can be made.

To gain an understanding of the perceptions and experiences of PSG stakeholders, surveys were sent to both current and past Public Service Grants Council (PSGC) members since 2021. Another survey was sent to all PSG applicants from the last two years and all nonprofits that participated in a PSG information session. The data gleaned from these surveys provides unique insights as well as confirmation of the results from the statistical analyses.

The statistical analysis was done on the scoring data for the applications submitted in FY24 and FY25, as well as basic descriptive data of the nonprofits that applied for PSG funding. These data identified areas for improvement in the scoring process and funding allocations.

The recommendations presented in this report are not solely derived from these data, but also from reports of past task forces and committees and their recommendations, particularly when those recommendations aligned with current best practices.

Key Findings

This report discusses many facets of the PSG process, but the first step identifying best practices regarding the allocation of social service dollars through academic research and professional association reports. They are:

- Simplified grant applications and process.
- Clear eligibility guidelines.
- Be clear on who or what the funding is for.
- Anonymized applications prior to scoring.
- Feedback is provided on why a section was scored low to improve on future applications.
- Providing multi-year grants.
- Inclusion of general operating funds (or a percentage) in funding.
- Promotion of community engagement and inclusion.
- Scorers understand the impacted communities and their needs (expertise and experience).

Using these practices as a guide, survey data is analyzed to determine understand the current processes and perceptions.

Recommendations

The recommendations presented here are elaborated on in the sections that follow.

Public Dollars and Public Need

When assessing how the PSGC identifies the city's Most Vulnerable People (MVP) and critical needs, more clarity is required to improve the granting process. Moreover, the identified MVPs and/or needs would be best served by connecting how serving those populations would further the priorities of elected officials. This also has the possibility of stabilizing PSG funding over time.

To clearly identify Duval County's most vulnerable people and needs and to seek stabilized budget allocations, it is recommended to:

- Critically assess the current needs assessment process and whether it produces the information needed to make strategic decisions.
- Assess the use of multi-year funding using Chapter 126, and if the specific services sought are better served through this avenue or in the competitive grants process.
- The needs assessment process should include recognition of political priorities of both the Mayor and the City Council.
- The submission of the identified MVPs to City Council should include their connection to the elected officials' priorities by working with the Office of Strategic Partnerships.

Applicants

While funding for PSG is important, so too is the processes used to decide the allocation of those funds. The key findings in this area are that the process can be confusion for current as well as new applicants, and that while the process is transparent, it is not easily navigable. In addition, to align with best practices, the application process should be streamlined and simplified.

Recommendations are provided in five groupings to address the information presented above and to align with best practices.

Website

To promote clarity for those interested in PSG, it is recommended to:

- Improve the PSG website's navigability to make it more user-friendly.
- Update the information and forms available online to decrease miscommunication.
- Use short videos to inform potential applicants about the process.

Application Process

To streamline the process for applicants, the following recommendations are suggested:

- Utilize a database/portal to store all nonprofits' basic information and funding history so applicants do not have to upload these documents every time they apply.
- Using that database, automatically populate a nonprofit's Entity Information to streamline the application process.

- Assess the feasibility of utilizing a common application for all nonprofits that seek funding from the city.
- Assess the benefits and feasibility of integrating the database with COJ's Nonprofit Gateway.
- Integrate or incorporate the use of GuideStar in leu of having applicants upload financial documents each time they apply.
- Critically review the content of the PSG application to determine if the information being sought in each section is what is needed to determine if a program can be successful in addressing the intended purpose and audience.

Award Limits

The current PSG process excludes some nonprofits since other nonprofit apply to receive funding for multiple programs in a single category. Since the waterfall technique is used, there are applicants with high scores that were not funded due to another organization receiving multiple awards. To address this issue, the following recommendation is suggested:

- Limit awards to one organization per MVP category to allow more organizations to have programs funded.

Trainings

To improve the effectiveness of the mandatory training required of applicants, it is recommended to:

- Update the training to focus more on the application's content.
- Provide any information about how to use the online grant portal through short, online videos.

Outreach

To engage a broader scope of nonprofits, the following is recommended:

- Increase PSGC outreach to the nonprofit community through improved engagement via meetings, events, and online tools.
- Increase opportunities for nonprofit organizations, as well as those they serve, to provide input into the PSG process.

Public Service Grants Council

The PSGC members are volunteers, half appointed by the mayor, and half by the City Council. Members serve three-year terms and can serve up to three terms. While a level of turnover is expected, the amount of turnover the PSGC has recently faced is resulting in the loss of expertise and institutional knowledge.

To increase the retention rate of PSGC members, the following actions are recommended:

- Develop a short document that clearly articulates the responsibilities of PSGC members.
- Meet with the Mayor's Office and the City Council to stress the skill sets and the time commitment that is needed of PSGC members.

- Redesign PSGC trainings and workshops to focus more on the application and rubric.

Application Scoring

The last recommendation is to standardize the scoring of applications and to increase clarity, fairness, and transparency, all of which are best practices.

To improve the scoring process, the following actions are recommended:

- Provide more specificity in the identified MVPs and critical needs.
- Provide more structure and clarity in the scoring rubric.
- If scoring a category more below the Criteria Fully Described category, feedback must be provided to the applicant.
- Create a process for applications to be anonymized prior to scoring.

Conclusion

This report includes many recommendations. While all may not be implemented, each should be rigorously discussed to determine if it will move PSG funding closer to the identified best practices to meet the needs of Jacksonville's most vulnerable people.

Introduction

In FY23, at the request of the Public Service Grants Council (PSGC), the Jacksonville City Council approved funding to research how to improve the Public Service Grants processes of allocating public dollars to nonprofit organizations that address the city's most vulnerable populations. The goal was to look at what similar cities across the state and region were doing to fund social services, as well as to identify best practices that could be applied in the City of Jacksonville (COJ). Secondary goals were to provide recommendations on how the scoring system could be improved and what could be done to increase term-longevity of PSGC members.

This is not the first time in recent years PSG has undergone examination. For instance, in 2015, the Special Committee on Public Service Grants Chair, Anna Lopez Brosche, submitted the ad-hoc Council committee's report on proposed recommendations to the City Council on how to improve PSG's processes and procedures (as outlined in Section 118.801). Most of the recommendations (8 of 10) were implemented. In 2022 the PSG formed its own Process Improvement Taskforce, chaired by James Coggin, to identify ways the PSG process could be improved for applicants and PSGC members. Again, many of the recommendations have been implemented. PSG funding was also analyzed by Mayor Deegan's Transition Committee's Community and Constituent Outreach Transition Committee in 2023, which made additional recommendations.

In FY24, the PSGC contracted with the University of North Florida (UNF) to conduct the research study. Data was gathered from July through November to meet the contracted requirements. Drs. Dumont and Shi, both employed at UNF, worked collaboratively to complete this report, with each bringing her own skill set to the project. Dr. Dumont's professional expertise in local government, past service on numerous committees and task forces, including as a former member of the PSGC and a member of the Constituent and Community Outreach Transition Committee, brought institutional knowledge of Jacksonville government, experience, and qualitative expertise to the project. Dr. Shi brought her skills as a quantitative data analyst.

To identify best practices, first a review of Tampa/Hillsboro County, FL; Orlando, FL; Nashville, TN; and Charlotte, NC/Mecklenburg County were done. There were few differences between how each of those governing bodies administered social service grant dollars from COJ's process. This led to a review of the academic literature and professional associations to identify best practices, which proved more fruitful. First, best practices were sought not only in the granting process, but also in how to increase the equitable distribution of public dollars among nonprofits. The fundamental best practices are clarity about what is being sought, simplified grant applications, anonymized reviews, ample feedback, multi-year grants, and inclusion of some amount of operating expenses. These practices are woven in the recommendations throughout the report.

Survey data from prior PSG applicants, nonprofits that attended information sessions on receiving public fundings, as well as current and past PSGC members from 2021-2024 was collected in the Fall of 2024. These surveys contained both close-ended and open-ended questions to understand how these groups experience the PSG process. These data helped identify how PSGC member onboarding and norming workshops can be improved, as well as support services for applicants. The data were also pertinent for the recommended changes to current scoring and application processes.

Finally, archival data were used to assess the equity of the allocation of the grant dollars for FY24 and FY25. Statistical analyses were conducted to identify any abnormalities in the distribution of scores or funding to nonprofits based on age, size, number of people on the governing board, revenues, expenditures, assets, and net assets. One interesting finding was if a nonprofit is funded one year, it is likely to receive funding the following year (60%, $p < .01$). In addition, if a nonprofit has multiple programs funded in one year, it is more likely to have multiple programs funded the following year. However, contrary to popular perception, no correlation was found between an organization's size and whether it received funding, which is discussed in more detail below.

The next section will discuss the best practices, as identified in the literature and an overview of what other municipalities/counties are doing to distribute social service dollars. This information is then integrated into the rest of the report, specifically in the proposed recommendations.

The third section discusses public dollars and their allocation to identified public needs. Less than a decade ago, the PSGC decided to shift away from identifying three specific groups of individuals (e.g. homeless, elderly, disabled) in their Most Vulnerable Population suggestion to the City Council to three categories of services: Acute, Prevention and Diversion, and Self-Sufficiency and Stability. While this shift allowed for more diversity in the types of programs and individuals being served through the PSG, it has led to a decrease in clarity on what the grant is looking to fund and an increase in confusion among applicants and scorers. The recommendations in this section seek to re-align the PSGC recommendations with the language in Sec. 118.804(a).

The fourth section delves into the PSG application and provides recommendations on simplifying the process for applicants. Part of this entails leveraging technologies and the other is aligning the application process with industry best practices.

Onboarding of new PSGC members, training, and workshops is addressed in the fifth section. These recommendations are derived from the surveys, and the data from prior reports (PSGC Task Force, the Special Committee on Public Service Grants, and the Constituent and Community Outreach Transition Committee). The goal is to reduce turnover on the PSGC in order to increase the institutional knowledge and experience needed to most effectively score PSG applications.

The final substantive section focuses on grant scoring and aligning the PSG practices to best practices, although some are more challenging in the State of Florida and its Sunshine laws. That said, there are avenues that can be taken to increase the equity of the allocation of PSG dollars. These include improving the funding rubric to providing more clarity on what scorers should be looking for in each grant, while maintaining the independence of each member.

Best Practices

The PSGC asked that the best practices for allocating public grant dollars to social service programs be researched. This was done by assessing several comparable cities and counties to Jacksonville, FL: Tampa, FL/Hillsborough County, Orlando, FL, Nashville, TN, and Charlotte, NC/Mecklenburg County. The primary objective was to identify effective strategies that could be applied in Jacksonville, to enhance the efficiency and impact of its social service funding.

An analysis of the grant allocation processes, criteria, and outcomes in these cities/counties, with a focus on transparency, equity, and effectiveness, was conducted. The research methods included an extensive review of the cities’ official websites to assess their grant processes. This review was supplemented with prior research on public grant allocation practices. The analysis focused on whether grants were organization or program based, whether the applicants were asked to address a specific population or if the categories were more general, whether there was a database of nonprofits that had partnered with the municipality or county, and if grant funding could be used to fund subcontractors (Table 1). Also included were notations of what could be seen as pertinent information for future decisions about the PSG process.

Table 1: Public Grant Funding Comparison

	Hillsboro County (Tampa, FL)	Orlando, FL	Nashville, TN	Mecklenburg County (Charlotte, NC)
Title	Community Action Board	Community Investment Grant	Community Partnership Fund	Community Services Grants
Type	Program Based	Organization based – 1 application per year	Program based; supplements public services	Program based
Focus	Specific population determined by Community Needs Assessment (every 3 yrs)	Specific population/service determined by Community Needs	Broad categories	Specific populations
Data Management	Centralized portal	Centralized portal	Centralized portal	Centralized portal
Subcontracting	Allows subcontractors	No subcontractors	No subcontractors	No subcontractors
Other	10% Indirect Costs	Special consideration given to grassroots organizations	Advance department missions	Community partners (3yrs+ of competitive grants)

As can be seen in the table, there was variation in the comparable programs. Moreover, no evidence was found indicating that these governments engaged in best practices. This led to the incorporation of what are deemed best practices for allocating public dollars to nonprofit organizations as identified by professional associations and academic research.

Key best practices include the establishment of clear and consistent criteria for grant eligibility, which helps ensure fairness and transparency in the allocation process. Equity is also enhanced by simplifying the grant application, and anonymizing applications prior to scoring. This would remove some reviewer bias but may be difficult to implement. A list of all the best practices is presented in Table 2.

Table 2: Best Granting Practices

Simplified grant application and process
Anonymize applications prior to scoring
Feedback provided on why a section was scored low for future applications
Provide multi-year grants
Inclusion of general operating funds (or a percentage)
Be clear on who or what is being funded
Promoting community engagement
Reviewers understand impacted communities and needs (expertise)
Clear eligibility guidelines

The best practices do not mention restricting funding to a set number of organizations or programs. Since this was not discussed in the literature, either it has not been researched, or this process does not impact the equitable distribution of funds. That said, there are positive and negative aspects of this practice.

On the positive side, limiting the number of grants an organization can be awarded would diversify funding since more dollars would be accessible to other organizations. It can also reduce resource dependency by encouraging organizations to seek out other revenue streams. Finally, limiting grants could encourage nonprofit organizations to find innovative ways to meet their mission.

Of course, that must be balanced with the downsides. By limiting the number of grants an organization can receive, the administrative burden would increase with regard to contracts and oversight, as well as increase the burden on nonprofit organization, which often are providing critical services to residents in Jacksonville. This practice can also limit the ability of nonprofits to address problems that require a long-term commitment.¹

¹ It should also be noted that restricting funding allocations to single-year commitment has the same effect.

The main perceived driver of inequitable funding of public dollars in Jacksonville is the size of the nonprofit. It has been found that nonprofits with greater organizational capacity, such as larger budgets and more staff, are more likely to secure government contracts. This can create a cycle where well-resourced organizations continue to thrive while smaller, potentially more community-focused nonprofits struggle to compete. However, no correlation was found between the size of the nonprofits that applied for PSG funding and whether it was awarded a grant in FY24 or FY25.

Large nonprofit organizations are often able to leverage economies of scale and expertise to provide efficient and effective services. This is seen in Mecklenburg County, where nonprofits that have received program funding for three consecutive years through the competitive process are moved into a vendor category for the county and are removed from the competitive grants process. In Jacksonville, this process would provide more opportunities for additional nonprofits that applied for PSG funding to receive funding.

Two options are available to the PSGC on how to allocate public dollars to address the needs of residents in Chapter 80, which establishes the Public Service Grants Council. The PSGC has historically utilized the grant application process that is outlined in Chapter 118, Part 8. Another option is awarding dollars through a Request for Proposal (RFP) pursuant to Chapter 126 (Chapter 80.103(c)). This option would require more detail on the service(s) being sought but can be used for multi-year awards. Regardless of the option(s), the PSGC still is required to identify the City's Most Vulnerable Persons (MVP) and Needs categories, and the percentage of how the budgeted funds should be divided. This can include X% for Chapter 118 grants, and Y% for Chapter 126 RFPs.

An additional option to increase the diversity of applicants is to consider providing capacity-building support to smaller nonprofits. This could include offering training, technical assistance, and resources to help these organizations improve their grant application processes and overall capacity to manage funds effectively.

Public Dollars and Public Need

As clearly stated in Chapter 80.103(b) and Chapter 118.804, the PGS Council is authorized to “recommend categories of Most Vulnerable Persons and Needs to the City Council.” Less than a decade ago, the identified populations shifted from populations in need (e.g. homeless members of our community) or a critical service (e.g. feeding home-bound elderly) to categories of services based on a continuum of need. This allowed for more nonprofit organizations to access public dollars, but at the expense of clarity on what qualifies as an Acute, Prevention and Diversion, or Self-Sufficiency and Stability program.

Public Need

As noted by best practices, providing clarity on what is being sought is needed for both nonprofits and PSGC members. This clarity is derived from clear identification of a vulnerable population in need of services or a critical need that is currently not addressed. Chapter 118.804(a) states that “recommendations shall be sufficiently narrow and specific to address a particular gap in service and shall not be so broad that every applicant is eligible.” Moreover, it goes on to note that creating subcategories is discouraged.

Identifying a Critical Need specifies a specify a specific service to meet a specific need, and it should be prioritized in the recommendation to the City Council. This aligns with the ability to choose to use all or a portion of PSG dollars for Chapter 126 (RFPs). Of course, this can only be identified through the mandated annual review of the public services that are needed in Jacksonville.

As seen in Table 1, only one of the comparable governments’ granting processes uses broad categories for grant applications. Of note though, is that the others not only identify specific populations and needs, but also ensure that they are strategically aligned with the city’s/county’s needs assessment.

The PSGC should reassess its annual process of gathering and analyzing data to identify the MVPs in Duval County and any critical needs, and this should also incorporate an understanding of the Mayor’s and City Council’s priorities in order to strategically fund programs that advance these priorities.

Public Dollars

At the crux of any public funding decision is what is termed “the Key question” derived from V.O. Key’s research on public budgeting: *On what basis shall it be decided to allocate x dollars to activity A instead of activity B?* This is the question elected officials confront yearly. While the question remains unanswered, there is a consensus that public budgeting is inherently political.

By linking the MVPs and Critical Needs to Mayoral and City Council priorities, the fluctuation in the amount of funding allocated to PSG may stabilize. In the past three years, funding

vacillated. In FY23, \$6 million was approved for PSG. In FY24, this amount increased to \$9 million, and in FY25, it decreased to \$7.2 million, close to the set aspiration amount of \$7 million in funding as indicated in Section 118.802.

Given the level of needs in Duval County, coupled with recent state legislation mandating services for the homeless population, consideration should be taken as to whether this population should either be a line item in the city's budget, if Section 126 should be used to maintain competition but extend award timelines, or if programs that serve this population should remain in the competitive grants process. This is both an administrative and political decision given the level of risk the city is exposed to if specific services are not provided for this population.

The most difficult aspect of identifying specific populations or needs in the community is that others are automatically being excluded. Every year, there are finite dollars to address increasing public needs. This difficult role of individual PSG members is discussed more in the Public Service Grants Council section.

Recommendations

To clearly identify Duval County's most vulnerable people and needs and to seek stabilized budget allocations, it is recommended to:

- Critically assess the current needs assessment process and whether it produces the information needed to make strategic decisions.
- Assess the use of multi-year funding using Chapter 126, and if the specific services sought are better served through this avenue or in the competitive grants process.
- The needs assessment process should include recognition of political priorities of both the Mayor and the City Council by working with the Office of Strategic Partnerships..
- The submission of the identified MVPs and/or Critical Needs to City Council should include their connection to the elected officials' priorities.

Applicants

Potential applicants seek information about the PSG process predominately through the PSG website. This includes who is eligible, how to apply, which programs have been funded in the past, and any reporting requirements. Current applicants also utilize this site for forms, public information, and updates.

The current PSG process is transparent and provides a lot of support for applicants, but how information is shared can be improved. While the process is transparent, the information about the process on the website can be difficult to find and comprehend. This is even worse for organizations that have not previously engaged the city.

Demographics

Before analyzing the data, an understanding of the nonprofits that submit PSG applications is needed. A common tool is to categorize organizations is their size. The IRS categorizes organization size by their revenue:

- Grassroots:** Less than \$1 million
- Small:** \$1 million–\$5 million
- Mid-size:** \$5.1 million–\$10 million
- Large:** \$10 million–\$50 million

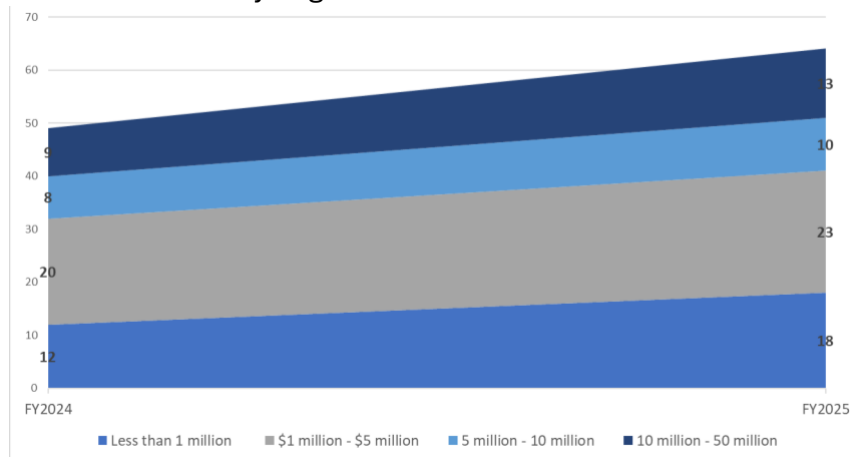
Using the IRS’s categorization of organizational size, the organizations that applied for a PSG grant in FY24 and FY25 are categorized by size (Table 3).

Table 3: Number of Applicants by Size, FY24 and FY25

Org. Size by Revenue	FY24	FY25
Less than 1 million (Grassroots)	12	18
\$1 million - \$5 million (Small)	20	23
5 million - 10 million (Mid-size)	8	10
10 million - 50 million (Large)	9	13
Organizations missed revenue information	2	2
Total	52	66

It is seen that more nonprofits applied in FY25 than FY24. A secondary analysis was done to determine if this increase was due to more nonprofits of a specific size organization deciding to apply. As seen in Figure 1, there was an increase in organizations in all size categories.

Figure 1: Applicants Over Time by Organization Size



This indicates that while there is a perception that only large nonprofits apply for PSG funding and that they are crowding out smaller nonprofits, the majority of nonprofits that applied for PSG funding have revenues of \$5 million or less in both FY24 and FY25.

Process

The current process is clear if a nonprofit knows what it is looking for. While the process is codified by the city, the communication of that process and its implementation can be improved. For instance, the PSGC webpage has numerous dead links and poor organization. A nonprofit that searches for grants on the COJ website will quickly see the link to Public Service Grants. That link describes the purpose of the PSG, the application timeline, and the application process. However, it is a long page with a lot of text, which will lose most people today. It could be easily updated to improve navigability.

The site also provides links to the mandatory trainings for applicants, but they are links to what were live meeting that have since past (with the dates still noted as TBD), meaning they were dead links and no longer useful. While the link to the June 10, 2024, PSGC meeting could be viewed, the page as a whole is daunting to navigate, especially for a nonprofit that is not experienced in navigating the City’s website. Simple, short videos can be used to help nonprofits navigate the process.

In addition to improving the navigability of the website and updating links, some forms that are linked from the site are outdated, which decreases the clarity of the process for nonprofits. Reorganizing/redesigning the site to be more user-friendly and following current best practice guidelines for website design is strongly recommended.

Entity Information

To simplify and streamline the application process, the city should design or adopt a portal for nonprofit organizations, similar to the comparable agencies discussed earlier. This would

allow each nonprofit's entity information to be housed there and automatically populate all future applications, ideally regardless of department. For instance, if a nonprofit is in this database and applies for funding through the PSG as well as Kids Hope Alliance (KHA), the applications would be automatically populated with the applicant's entity information, making the process more streamlined. This database would also allow for comparison across year and contracts and could be used to identify nonprofits the city would like to use as a sole-source vendor due to years of positive results.

The database could also be integrated with COJ's Nonprofit Gateway so users can find the nonprofit(s) that address their specific need.

Financial Information

The process would also be streamlined if this database was integrated with GuideStar (now part of Candid) to automatically populate key financial indicators that are used to determine the status of the nonprofit (there will be a message if it is in danger of losing its nonprofit status). Also included are a nonprofit's revenues, expenses, assets, liabilities and overall outcome measures, if the nonprofit updates its profile and provides the information. This site also has bronze, silver, gold, and platinum transparency rankings.

A nonprofit's IRS Form 990 is available on the site, as well as a listing of the nonprofit's programs, results, goals, financials, and governing information, leadership practices and diversity. This is a widely used tool for academics, grantors, and donors to learn more about a specific nonprofit organization. Integration of this tool, or the incorporation of this tool, would streamline the application process for the applicant. Moreover, when nonprofit organization update their GuideStar profiles, they become more transparent and can use their transparency ranking to attract additional donors and foundation funding.

Survey Results

A survey was sent to 190 nonprofit organizations and was live between November 18 and December 1, 2024. Two follow-up emails were also sent over this time. The organizations included had either engaged the city through the PSG process or attended an information session on how to receive public funds. Of the surveys sent out via email, 57 were started and 54 were completed, a response rate of 30%.

The breakdown of respondents was that 64% had applied for a PGS grant; 21% attended the mandatory workshop, but decided not to apply, and the remaining 15% attended the PSG information session on how to apply for public dollars but chose not to apply.

PSG Applicants

Of the 64% of respondents who did apply for PSG dollars, Table 4 breaks down the funding for which they applied.

Table 4: Application Breakdown by Area and Number of Applications Per Organization²

AREAS	Number of Applications		
	1	2	3
Acute	27%	12%	0%
Prevention & Diversion	52%	3%	6%
Self-Sufficiency & Stability	42%	3%	0%

A majority of respondents noted their nonprofit only applied for one program to funded in each category. Of the respondents who noted they applied; Table 5 identifies how many of the applications were funded.

Table 5: PSG Applications Funded by Category and Organization³

	Number of Applications		
	1	2	3
Acute	18%	0%	0%
Prevention and Diversion	21%	3%	6%
Self-Sufficiency & Stability	24%	0%	0%

Respondents who applied for PSG funding in 2024 were asked about their likelihood to apply for PSG funding in 2025. The vast majority (87%) indicated they were very likely or somewhat like to apply. Those who indicated they were not likely to apply next year were asked why. The responses where that the process did not seem fair for their organization or that they would need to consider if it is worth the effort in the future.

When the same question was asked of all respondents, 78% indicated they were very or somewhat likely to apply. That left 22% who were undecided or were somewhat or extremely

² Figures do not equal 100 since the table is denoting the percentage of program application per respondent, and respondent can submit more than one application per area.

³ Figures do not equal 100 since the table is denoting the percentage of programs awarded per respondent.

unlikely to apply. When asked why they were not likely to apply, respondents noted the process was not fair, the application was too long, the nonprofit did not have the staff to dedicate to overseeing the grant, they would need a grant writer due to the complexity of the application, and that the gap between receiving an award and getting reimbursed for expenses was too long for a small nonprofit.

When asked about the mandatory training for organizations applying for PSG dollars, respondents indicated that while the workshops provided clear and accurate information (Table 6), many noted more emphasis could be placed on training PSGC members on scoring applications for more consistency, which is discussed in the next section.

Table 6: PSG Mandatory Applicant Workshop Feedback

Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
The mandatory training workshop provided clear and accurate information.	7%	9%	14%	41%	30%
The application guidelines were clear and easy to understand.	7%	11%	11%	45%	25%
The application submission site was user friendly.	2%	9%	23%	36%	30%
The character count limits were sufficient for all parts of the application.	16%	11%	18%	36%	18%

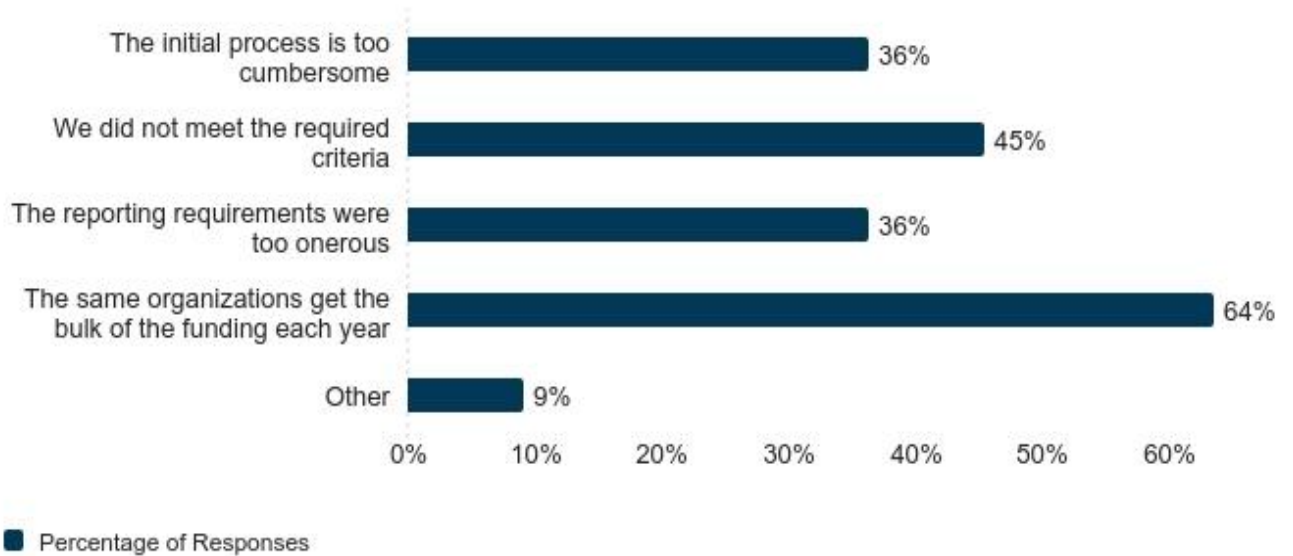
The comments were also informative. The lack of understanding of what each section was seeking and what reviewers were looking for was frustrating for respondents, especially since there was a character count to adhere to. There was wide agreement that as worded, some of the application sections could be adequately addressed in the current character limit, but there were not nearly enough characters in others, like agency background and governance. More clarity is needed in what information is being sought, or the limits should be increased.

Finally, there was feedback on how the workshop should focus more on the application questions, not the technical aspect of how to complete and submit the application. A separate workshop or video would suffice to inform applicants how to submit the application. There was also a desire to have the FAQs on the website update more frequently to be of use to other nonprofits considering applying for PSG funding.

Attended Information Session, but did not apply for PSG Funds

Since the survey was sent to not only those who were engaged in the PSG process, but to those who attended information sessions and/or workshops, it queried about why they chose not to apply for funding. Figure 2 breaks down the responses.

Figure 2: Why nonprofit chose not to apply for PSG funding



It is clear that the perception of the majority of respondents (64%) is that the same organizations receive funding every year. This is even though 45% of respondents noted they did not meet the eligibility criteria. In addition, it was also noted that the application and reporting requirements were both too onerous.

Of the four respondents that indicated they did not meet the eligibility criteria, when asked which criteria, all were regarding finances. 44% noted the grant would be more than 24% of their agency's three-year average revenue. Thirty-three percent were not able to provide three years of IRS Form 990 or financial audits. Only one respondent indicated that their programs did not address a need within a priority population.

Recommendations

Recommendations are provided in five groupings to address the information presented above and to align with best practices.

Website

To promote clarity for those interested in PSG funding, it is recommended to:

- Improve the PSG site's navigability to make it more user-friendly.
- Update the information and forms available online to decrease miscommunication.
- Use short videos to inform potential applicants about the process.

Application Process

To streamline the process for applicants, the following recommendations are suggested:

- Utilize a database/portal to store all nonprofits' basic information and funding history so applicants do not have to upload these documents every time they apply.
- Using that database, automatically populate a nonprofit's Entity Information to streamline the process.
- Assess the benefits and feasibility of integrating the database with COJ's Nonprofit Gateway.
- Assess the feasibility of utilizing a common application for any nonprofit that seeks funding from the city.
- Integrate or incorporate the use of GuideStar in lieu of having applicants upload financial documents each time they apply.
- Critically review the PSG application to determine if the information being sought in each section is what is needed to determine if a program can be successful in addressing the intended purpose and audience.

Award Limits

To address issues identified, the following recommendation is suggested:

- Limit awards to one organization per MVP category to increase the number of organizations that have programs funded.

Trainings

To improve the effectiveness of the mandatory training required of applicants, it is recommended to:

- Update the training to focus more on the application's content.
- Provide any information about how to use the online grant portal in short, online videos.

Outreach

To engage a broader scope of nonprofits, the following is recommended:

- Increase PSGC outreach to the nonprofit community through improved engagement via meetings, events, and online tools.
- Increase opportunities for nonprofit organizations, as well as those they serve, to provide input into the PSG process.

Public Service Grants Council

The Public Service Grants Council (PSGC) is one of the more time-consuming volunteer boards in the City of Jacksonville. It requires, at minimum, monthly meetings, committee membership, and numerous required trainings and workshops. This is expected as the members of this board are charged with deciding who are the most vulnerable persons in the City of Jacksonville and identifying their greatest needs. This includes selecting the programs that get funded to address these needs – and doing so with limited funds each year.

To assess the experiences and perceptions of the PSGC members, a survey was distributed via email and was live between November 19 and November 30, 2024. The survey was sent to 28 individuals who had served on the PSGC between 2021 and 2024. Of these, 15 surveys were started and completed, a response rate of 54%.

This section is divided into the onboarding and training of PSGC members and their experiences with scoring applications. While PSGC members have additional roles, such as serving on committees and serving as a site evaluator for recipients, this report focuses on the two drivers identified as impacting the retention and effectiveness of PSGC members: onboarding and trainings.

Onboarding

A challenge the PSGC has had has been the retention of PSGC members. As noted by one respondent, there is a need to

Bring on experienced people who understand nonprofits. Onboard new folks so they don't leave and so they understand the importance and time commitment of this role.

Retention is important because members who have previously scored grants are more experienced. Members serve three-year terms, and can serve up to three terms, for a total of nine years. Few do. To better understand why, the survey queried members' nonprofit experience, experience with grants, and their experience with the PSGC.

Since the PSGC awards public dollars to nonprofit organizations, having some level of experience with the nonprofit sector is beneficial. When asked if they had any experience with nonprofit organizations before serving on the PSGC, 87% responded that they did, with the majority (91%) of the experiences having served on a nonprofit's Board of Directors.

Similarly, most respondents noted that they have experience with grants (73%). Currently, two PSG members from both the mayor's appointments and the City Council's appointments must have some experience with nonprofits and grants. That is four of the 15

members, or 27%. While currently more than four members have the required experience, this requirement could be strengthened through legislation to increase these numbers, which align with best practices. Having a level of expertise in grants and/or the needs area(s) is a fundamental best practice. This helps to ensure that those who are charged with allocating public dollars have the skill set needed to do so effectively, as well as critically.

Only 33% of respondents were former PSGC members, which weakens the weight of the information obtained since the distribution of the survey was about split between current and former members. Of all respondents, 60% completed their three-year term, and any additional terms. When asked how long they served on the PSGC, 40% indicated either three years or six or more years. Table 7 breaks down respondents' years of service and terms completed.

Table 7: Years of Service Against Terms Completed

Length of service	Completed Term	
	No	Yes
Less than 1 year	33.3%	0.0%
1 year	0.0%	0.0%
2 years	0.0%	33.3%
3 years	66.7%	0.0%
4 years	0.0%	0.0%
5 years	0.0%	0.0%
6+ years	0.0%	66.7%

To understand why members are not completing their terms, as well as why those who only complete one term chose not to serve a second, respondents were asked why they stepped off the PSGC. The time commitment required to serve well was key, which included the amount of work required to score numerous grants. Since this study only looks at the past three years, it cannot be determined if grants scoring would be as onerous if there were a full PSGC to score grants, with more individuals lessening the workload.

Other reasons noted by respondents on why they are no longer serving was that they had to step down due to term limits (a minority of the respondents), they were not reappointed by a new administration, and that somehow they stopped receiving updates or invitations to the meetings, which was most likely an administrative error or oversight during the change of administrations.

Of the respondents who are current members, 60% have served for less than a year, with another 30% serving one year. All have completed the required PSGC training.

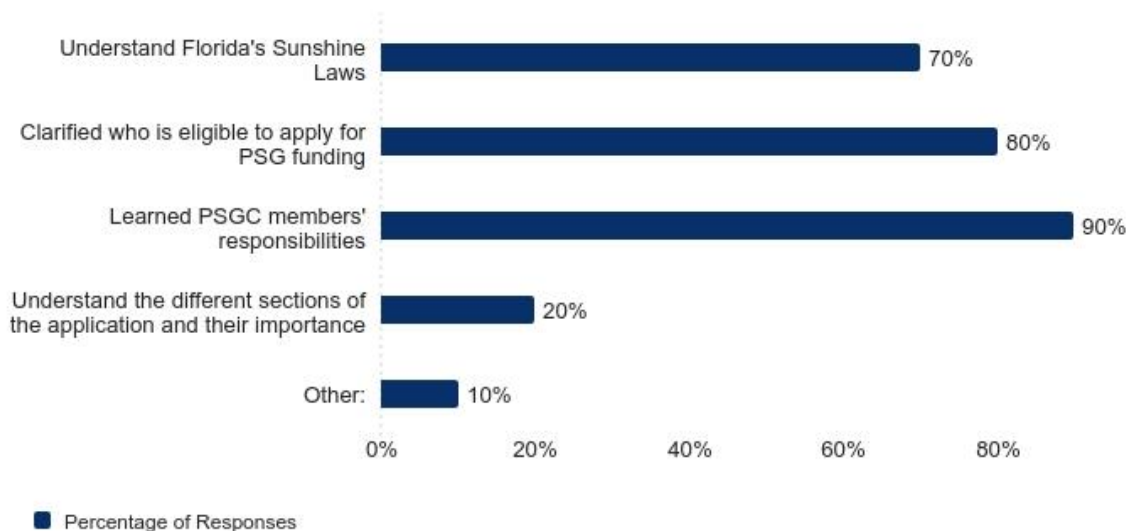
It is highly recommended that when potential PSGC members are queried about their interest in serving on the board, both the importance of experience and the heavy time commitment needs to be stressed. This can be accomplished by informing the Mayor’s Office and the City Council about these two aspects that are needed for PSGC members to be successful. This will allow them to select candidates who have the desired skill sets and are able to devote the necessary time to this important board.

The importance of PSG should also be stressed to potential members. They should understand that serving on the PSGC will require them to select some populations of vulnerable people over others. They should also understand that they are part of a small group that will decide which social service program receive funding each year, and that how they scored an application, and any comments, will be seen by the applicant.

Trainings

To better understand the effectiveness of the training, respondents were asked how the annual training helped them. As seen in Figure 3, the biggest takeaway was learning about their responsibilities, which was followed by understanding which nonprofits were eligible to apply for PSG funding, and then an understanding of Florida’s Sunshine Laws. Note that obtaining a better understanding of the different sections of the PSG application and their importance was indicated by only 20% of respondents.

Figure 3: Benefits of Annual Trainings



While only 20% of respondents indicated that the annual training provided them with an understanding of the application’s sections, 70% also noted that these training did not prepare them for scoring grant applications. This indicates more time could be allocated to breaking down the purpose for each section in the application and its corresponding rubric section, which would help members when scoring.

To obtain a clearer understanding on the scoring rubric and how it is applied to an application, PSGC members engage in the annual Norming Workshop. The goal is to standardize how PSGC members interpret applications and what is being queried in each section. While the survey did not specifically callout norming trainings, members' experiences were gleaned from the open-ended responses in the survey.

The most common response was the lack of direction and structure in how to score grant applications. It is understandable that staff remains relatively vague, so they are not seen as directing or interfering in the process. This lack of direction and structure on how to score applications was also indicated in the survey responses of the applicants who clearly noted their frustration with the scoring process. The Norming Workshop is discussed in more detail in the Scoring section of this report, which is next.

Recommendations

To increase the retention rate of PSGC members, the following actions are recommended:

- Develop a short document that clearly articulates the responsibilities of PSGC members.
- Meet with the Mayor's Office and the City Council to stress the skill sets and the time commitment that is needed of PSGC members.
- Redesign the PSGC annual trainings to focus more on the application and rubric.

Application Scoring

Having received input on the experiences of both the applicants and the PSGC members, this final substantive section dives into the results of the current process. The data used for this section are the last two years of application scoring, which is supplemented with survey data.

Quantitative Analysis

Across Fiscal Years 2024 and 2025, PSG dollars were allocated to 52 and 66 organizations, respectively (Table 8).

Table 8: Public Service Grants Awarded by Program and FY

Number of programs funded for one organization	FY 2024	FY 2025
0	7 (13.5%)	35 (53.0%)
1	30 (57.7%)	19 (28.8%)
2	8 (15.4%)	4 (6.1%)
3	6 (11.5%)	5 (7.6%)
4	0 (0%)	3 (4.5%)
5	1 (1.9%)	0 (0%)
Total	52	66

In FY24, 52 organizations applied for PSG funding and 45 organizations (86.5%) received at least one grant from the city. Some organizations received grants for several programs, and one organization received grants for five different programs. Six organizations received grants for three programs. Eight organizations received grants for two programs and thirty organizations received grants for one program.

Similarly, in FY25, 66 organizations applied for PSG funding. Thirty-one (47.0%) received at least one grant from the city. Three organizations received grants for four programs. Five organizations received grants for three programs. Four organizations received grants for two programs. And 19 organizations received grants for one program.

When organizations are divided into funding categories, it can be seen that more organizations applied in FY25 than FY24, but fewer were funded in each category (Table 9). Of those that applied each year, 28 organizations (59.6%) received grants in both FY24 and FY25.

Table 9: Applicant and Recipient Distributions in FY24 & FY25 by organization

	2024		2025	
	# of Org. Applied	# of Org. Awarded (%)	# of Org. Applied	# of Org. Awarded (%)
Acute	20	19 (95%)	27	15 (55.5%)
P&D	35	25 (71.4%)	39	18 (46.2%)
Self-Sufficient	24	20 (83.3%)	30	16 (53.3%)

Put another way, in FY24 and FY25, 71 organizations applied for PSG funding. Among these organizations, 122 applications were submitted; 65 of them had been submitted each year for the same program, and 34 of these repeated programs received funding in the past two years.

If an organization was funded in the previous year, it was more likely to be funded again. A chi-square test ($\chi^2 = 0.47$, $p < 0.01$) was run to support this statement. It was found that if an organization was funded in FY24, it was more likely to be funded in FY25. Additionally, if an organization was funded for multiple programs, it was more likely to have multiple programs funded again.

To address whether a nonprofit’s capacity was a factor in obtaining awards, it was found that organizations’ financial factors (revenue, expenses, assets, net assets) were not correlated with whether it received funding. Two correlation tables were run to test whether an organization’s revenue, expenses, assets, or net assets from 2023 were correlated with receiving a grant in FY25. No statistically significant correlations were found. Similarly, another correlation table was run to check if an organization’s revenue, expenses, assets, or net assets from 2022 were correlated to with it receiving funding in FY24. Again, no statistically significant correlations were found.

Next is to look at awards by program and funding category. Table 10 shows how many applications were submitted and funded each year in each priority category. It can clearly be seen that there was an increase in the number of applications received in FY25 versus FY24. It needs to be noted that budgeted funding for PSG increased in FY24 from \$6 million to \$9 million, and decreased in FY25 to \$7.2 million, which could explain the increase in applications; nonprofits saw an opportunity to receive PSG funding.

As expected, fewer programs were funded in FY25 than FY24 due to the \$1.8 million decrease in funding. Still, there was a significant increase in the number of applications submitted, which also led to a 39% decrease in the award rate.

Table 10: Applications Submitted and Funded by FY, with Acceptance Rates

		FY 2024	FY 2025	Change
Acute	Funded Programs	20	16	-4
	Total Applicants	20	34	14
	Acceptance Rate	100%	47%	-53%
P&D	Funded Programs	19	16	-3
	Total Applicants	21	33	12
	Acceptance Rate	90%	48%	-42%
SS&S	Funded Programs	28	23	-5
	Total Applicants	35	45	10
	Acceptance Rate	80%	51%	-29%
Total Applications		76	112	36
Total Programs Funded		67	55	-12
Acceptance Rate		88%	49%	-39%

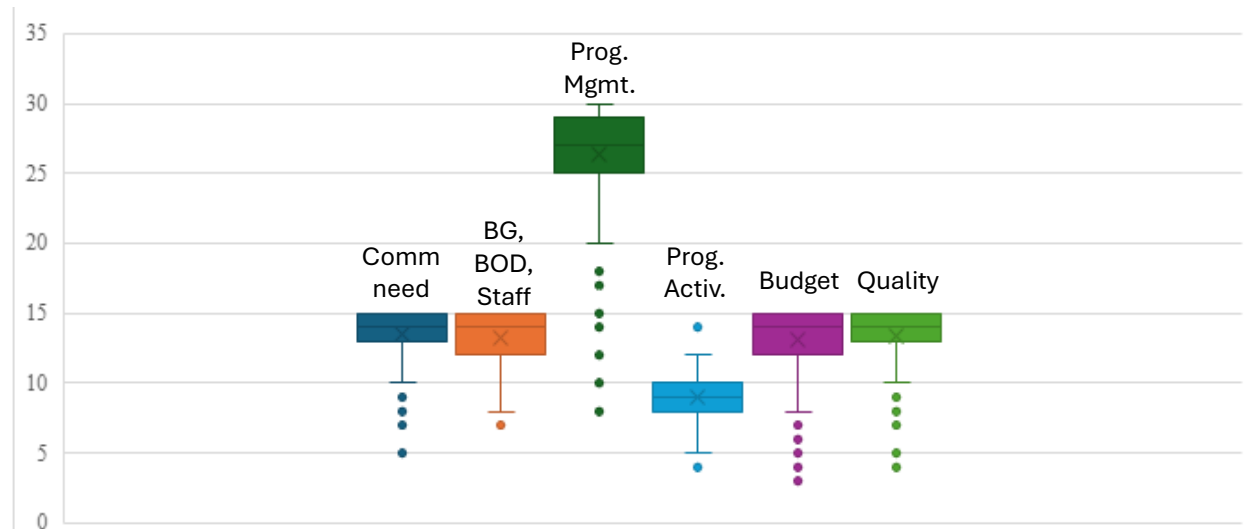
Since the determination of whether a program is funded or not is made through the scoring rubric, a deeper analysis of that tool is needed.

Rubric

The scoring rubric, as determined by Chapter 118.807, has six categories: Community Need and Target Audience; Agency Background, Staff and Board Experience; Program Management Expertise and Evaluation; Program Activities; Program Budget and Fiscal Policies; and Quality of Program Overall. To determine any variation in each scoring category, a Box and Whisker Chart was used.⁴ As seen in Figure 4, program management expertise and evaluation had the most variation among members' scores. It also had the most outliers, and the box is the longest. The variation coefficient reflects the same finding. Among all other score categories, the Program Management Expertise and Evaluation had the highest variation of coefficient (0.0052), which indicates that members gave the most variation in scoring this category for all the applications.

⁴ An explanation on how to read Box and Whisker charts is in Appendix XX.

Figure 4: Variation in Scoring Rubric



	Community Need and Audience (15)	Agency Background Staff and Board Experience (15)	Program Management Expertise and Evaluation (30)	Program Activities (10)	Program Budget and Fiscal Policies (15)	Quality of Program Overall (15)
Mean	13.51	13.24	26.38	9.00	13.18	13.32
SD	1.64	1.62	3.29	1.16	2.04	1.73
CV	0.0026	0.0026	0.0052	0.0018	0.0032	0.0027

The scores in the Program Budget and Fiscal Policies category had the second most variation and it also had many outliers. The coefficient of this score of 0.0032.

The most consistent scoring category was Program Activities. It had the least number of outliers. The coefficient had the lowest value, which was 0.0018.

As seen in Figure 4, several scoring categories were skewed. The median line in the Agency Background Staff and Board Experience and the Program Activities are closer to the top of the boxes, which means members gave slightly lower scores to all the programs.

The PSGC’s annual Norming Workshop is the opportunity for PSGC members to discuss their rationales when scoring a previously submitted application. This process is supposed to minimize outliers in scoring and variation of scores. As seen in Figure 4, variation and outliers still exist.

A review of the June 10, 2024, Norming Workshop confirmed comments shared in the PSGC member survey. Members sought more clarity in what they should be looking for in each category when scoring an application. In addition, there was a note of concern regarding the lack of detail and instruction in the rubric itself. Finally, there was a discussion as to whether

a member should use prior or personal knowledge of an organization or program when scoring the application, or if the score should be solely based on the information provided in the application. This question was not resolved.

These are all pertinent issues, and many can be addressed by adhering to best practices. For instance, having pre-defined/identified MVPs removes the ambiguity in the first scoring section – whether the program addresses a critical need in the community. While the use of a category like Acute broadens the scope of programs that can apply, it does not state who should be served by the program. It has been left to the applicant to justify that the program is meeting an acute need, even if the population being served by that need is not a most vulnerable person.

Qualitative Analysis

The variations seen in the scoring can be explained in what survey respondents – both nonprofit organizations and PSGC members – shared on their respective surveys. As seen in Table 11, a majority of the applicants that responded to the survey noted an inconsistency in the scoring, and that when scored low, no feedback was provided to explain the score.

Table 11: Applicant Feedback on Application Scoring

Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
The PSGC members scoring your application(s) were consistent in their scoring.	26%	24%	31%	17%	2%
You found the comments provided by the PSGC members on your application helpful.	13%	23%	40%	15%	10%

Respondents also noted that they felt the process was very subjective. Some also indicated that the scoring seemed to include scorers’ prior knowledge of the applicant, making the process unfair to less connected nonprofits.

Another often noted comment was that more structure was needed in the process, from both applicants and PSGC members. This aligns with the best practice of increased transparency. In addition to the forms that are going to be used, clear explanations of how they are used is needed. This increases transparency as well as trust.

Finally, many applicants noted the desire to have applications scored without the scorer’s knowledge of which organization was submitting the application to increase fairness. This would include removing the names of those who serve on a nonprofit’s board of directors

and all identifying information. Anonymizing applications is a best practice, and while challenging, it would increase trust and the perception of fairness for applicants.

Recommendations

To improve the scoring process, the following actions are recommended:

- Provide more specificity to identified MVPs and any Critical Needs.
- Provide more structure and clarity in the scoring rubric.
- If scoring a category more below the Criteria Fully Described category, feedback must be provided to the applicant.
- Create a process for applications to be anonymized prior to scoring.

Conclusion

The PSGC and its members have a critical role on improving, and at times saving, the lives of Duval County's most vulnerable people. To identify how best to approach this daunting obligation, a review of proven best practices was completed and the applied to different areas of the PSG process.

While the data shared above can seem critical, it also needs to be noted that applicants who completed the survey praised the PSG staff for their guidance, support, and professionalism.

Past and current members also noted how the PSGC is a positive body doing important work, and its members care about helping others in the community. Moreover, survey respondents noted that serving on the PSGC was overall a positive experience. They also appreciated being able to see the positive impact they were having on the community.

There are many recommendations offered throughout this report but know that each comes from the data collected for this study, as well as the past work of numerous volunteers over recent years serving on task forces and committees, and that each is aligned with best practices. While some may prove more challenging, the feasibility of each should be thoroughly discussed to determine how best to improve the PSG process for applicants and members to best serve the most vulnerable people in Duval County.

Weaknesses

While two years of scoring data were thoroughly analyzed, it was only two data points and could be outliers. Still, the alignment of these data with survey data and best practices demonstrated a level of validity.

Next Steps

Many of the recommendations in this report will require changes to Section 118, which must go through the City Council. Due to the time needed to enact a change in legislation, these recommendations should be discussed first, and whether to move forward.

Clear communication will be needed throughout the process so all PSG stakeholders can provide input into the process and prepare for any potential changes.

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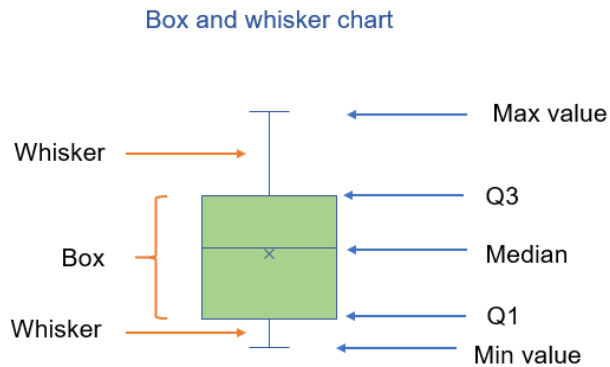
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Appendices

Appendix A: Box and Whisker Charts

How to interpret a Box and whisker chart:



The explanation of a Box and Whisker Chart:

To read the chart, we need to first divide all the data into four quarters in a dataset.

Box: The range between the first quartile (Q1) and the third quartile (Q3), which is the middle 50% of the data.

Whiskers: stands for the minimum and maximum values when we exclude outliers

Median: it helps to explain the skewness. If the median line is closer to the top of the box, the data is skewed towards the lower values, and vice versa.

The explanation of SD and coefficient of variation:

SD: The greater the standard deviation of securities, the greater the variance between each member's score and the mean.

CV: It is used to compare different score categories. The smaller CV indicates that that category has more consistent scores from the members.

Appendix B: PSG Applicant Survey

Which of the following best characterizes your organization?

Applied for a 24/25 PSG Grant

Attended the 2024 mandatory workshop, but did not apply

Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

Display This Question:

If Which of the following best characterizes your organization? = Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

Or Which of the following best characterizes your organization? = Attended the 2024 mandatory workshop, but did not apply

Why did your organization decide to not apply for PSG dollars? (select all that apply)

The initial process is too cumbersome

We did not meet the required criteria

The reporting requirements were too onerous

The same organizations get the bulk of the funding each year

Other _____

Display This Question:

If Why did your organization decide to not apply for PSG dollars? (select all that apply) = We did not meet the required criteria

Which criteria were you not able to meet? (select all that apply)

Could not obtain a Good Standing Certificate

We are not a 501(c)3, school, or religious organization

Cannot provide 2 years of Fiscal Balance Sheets/Statements of Income

Cannot provide 3 years of IRS form 990 or an audit if exempt

Could not attend the mandatory workshop

The grant would be more than 24% of our agency's revenue

We already receive City funding for the program for which we would have sought funding

Our program(s) do not address a need within the Priority Populations

Other _____

Display This Question:

If Which of the following best characterizes your organization? =

Or Which of the following best characterizes your organization? = Applied for a 24/25 PSG Grant

How many programs did you apply for funding in each PSG category?

Acute: _____

Prevention & Diversion: _____

Self-Sufficiency & Stability: _____

Total: _____

Display This Question:

If Which of the following best characterizes your organization? = Applied for a 24/25 PSG Grant

How many of your applications were awarded in each PSG category?

Acute: _____

Prevention and Diversion: _____

Self-Sufficiency & Stability: _____

Total: _____

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

The mandatory training workshop provided clear and accurate information.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

Display This Question:

If The mandatory training workshop provided clear and accurate information. = Strongly disagree

What do you recommend should be done to improve this?

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

The application guidelines were clear and easy to understand.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Display This Question:

If The application guidelines were clear and easy to understand. = Strongly disagree

What do you recommend should be done to improve this?

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

The application submission site was user friendly.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Display This Question:

If The application submission site was user friendly. = Strongly disagree

What do you recommend should be done to improve this?

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

The character count limits were sufficient for all parts of the application.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Display This Question:

If The character count limits were sufficient for all parts of the application. = Strongly disagree

What do you recommend should be done to improve this?

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

The PSGC members scoring your application(s) were consistent in their scoring.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Display This Question:

If The PSGC members scoring your application(s) were consistent in their scoring. = Strongly disagree

What do you recommend should be done to improve this?

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

You found the comments provided by the PSGC members on your application helpful.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Display This Question:

If You found the comments provided by the PSGC members on your application helpful. = Strongly disagree

What do you recommend should be done to improve this?

Display This Question:

If Which of the following best characterizes your organization? != Attended the PSG Information Session on May 29, 2024, but did not apply for a grant.

Once rewarded a grant, the reporting process is simple and does not require significant staff time to complete.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Display This Question:

If Once rewarded a grant, the reporting process is simple and does not require significant staff tim... = Strongly disagree

What do you recommend should be done to improve this?

You will apply for PSG funding next year.

- Extremely unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Extremely likely

Display This Question:

If You will apply for PSG funding next year. = Extremely unlikely

Or You will apply for PSG funding next year. = Somewhat unlikely

What are the main reasons you will not be apply for funding next year?

Please provide any additional information on your experience with the Public Service Grants process that you think will be helpful in the PSGC's move to refresh the process.

How did your organization find out about PSG grant opportunities?

Prior recipient or applicant

COJ email or website

The Nonprofit Center of NEFL

Social media

Internet search

Colleague, friend, or family member

Other (please specify) _____

Which organization do you represent?

Which year(s) did you receive a PSG grant? (select all that apply)

2024/25

2023/24

2022/23

My agency has never received PSG grant funding

What is your organization's annual revenue?

Less than \$50,000

\$50,000 - \$99,999

\$100,000 - \$500,000

\$500,000 - \$999,999

\$1 million - \$499.9 million

Over \$5 million

Appendix C: PSGC Member Survey

Prior to serving on the PSGC, did you have any experience with nonprofit organizations?

- No
- Yes

Display This Question:

If Prior to serving on the PSGC, did you have any experience with nonprofit organizations? = Yes

What was your experience? (select all that apply)

- Nonprofit employee
- Nonprofit leader (ED/CEO)
- Nonprofit Board member

Prior to serving on the PSGC, did you have any experience with grants?

- No
- Yes

Display This Question:

If Prior to serving on the PSGC, did you have any experience with grants? = Yes

What type of grant experience did you have? (select which best applies to you)

- Writing grants
- Scoring grants
- Awarding grants

Do you currently serve on the PSG?

- No
- Yes

Display This Question:

If Do you currently serve on the PSG? = No

How long did you serve on the PSGC?

- less than 1 year
- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- 6+ years

Display This Question:

If Do you currently serve on the PSG? = No

Did you complete your term(s)?

- No
- Yes

Display This Question:

If Do you currently serve on the PSG? = No

Why did you step off the PSG? (select all that apply)

- Scoring grants requires too much work
- Too many meetings
- Lack of knowledge about grants
- Lack of staff support
- Lack of training/onboarding
- Term limits
- Moved out of Duval County
- Other _____

Display This Question:

If Do you currently serve on the PSG? = Yes

How long have you served on the PSGC?

- less than 1 year
- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- 6+ years

Display This Question:

If Do you currently serve on the PSG? = Yes

Have you completed the required PGS training?

- No
- Yes

Display This Question:

If Do you currently serve on the PSG? = Yes

And Have you completed the required PGS training? = Yes

The annual training helped you: (select all that apply)

- Understand Florida's Sunshine Laws
- Clarified who is eligible to apply for PSG funding
- Learned PSGC members' responsibilities
- Understand the different sections of the application and their importance
- Other: _____

Display This Question:

If Do you currently serve on the PSG? = Yes

And Have you completed the required PGS training? = Yes

Did the annual training prepare you for scoring grant applications?

- No
- Yes

Your experience on the PGSC to date has been:

- Mostly negative
- Somewhat negative
- Neither positive or negative
- Somewhat positive
- Mostly positive

Display This Question:

If Your experience on the PGSC to date has been: = Mostly negative

Or Your experience on the PGSC to date has been: = Somewhat negative

What has made your experience negative?

Display This Question:

If Your experience on the PGSC to date has been: = Somewhat positive

Or Your experience on the PGSC to date has been: = Mostly positive

What has made your experience positive?

In your opinion, what are the three strongest aspects of the PSG process?

In your opinion, what are the three aspects of the PSG process that need the most improvement?

Is there anything you would like to add that you think will help improve Jacksonville's Public Service Grants process?
