The full record of the meeting may be viewed on the Portland Children's Investment Fund website:
www.portlandchildrenslevy.org *or PortlandOregon.gov at:*
https://www.youtube.com/watch?v=cLS_b7FwJ1I&feature=youtu.be

Attending: Mitch Hornecker, Jessica Vega Pederson, Traci Rossi, Felicia Tripp-Folsom, Dan Ryan (Chair).

Welcome/introduction of Allocation Committee and Children's Levy staff

Dan Ryan: I am the newly elected city commissioner and I am thrilled I found out I had this assignment a week ago. I want to acknowledge Mayor Wheeler for his work with this group over the last two years. I'm really looking forward to working with all of my colleagues on the Portland Children's Levy Allocation Committee. I should look at my script, I was given a script. I also want to take a moment right now. Can we just acknowledge this moment in time. I'm not the only one that has a heavy heart because of our state burning up over the last few days. And I'm not the only one who went on some walks to get some air and we want to acknowledge people who talked about their health conditions today. Even the air inside is tough. I know I'm privileged. I'm inside and I am safe and I know there's a lot of Oregonians and people on the west coast that can't say that. It's a real privilege and honor to be here today especially under these conditions. I just wanted to make sure we started off by acknowledging what so many people are going through right now.

I want to give a little background about myself. I've been in the nonprofit sector for 30 years after I graduated college, some form of the nonprofit sector whether it's education all the way to higher education at Portland State and also helped in health and human services, mostly infectious disease. And I also have experience with youth and family services with the Big Brother Big Sister program up in Seattle. And then finally in the arts. So I just wanted to let you know that my background is definitely from the nonprofit sector which I realize are most of the partners who in fact we work with. I love this assignment because it's familiar to me and I just wanted to say thank you, Mayor Wheeler, for this assignment once again.

I'm a really big advocate for the Children's Levy. Most Portlanders are. It's one of the easier things to put on the ballot I think with some assurance that it might pass. Kudos to Commissioner Saltzman for having the vision to get this up and running. And I also have been tracking the evolution of the Portland Children's Levy, especially your work of late really leaning more and more into equity. I've just been rooting for you and supportive of the evolution of the fund. So thank you, LIsa for your leadership and your staff.

Since this is my first meeting, I just ask for some grace. And also I realize it's a shared responsibility so I'm looking forward to working with you always with that in mind, we are a team. So with that I'd like to welcome the people that I get to serve with and most of you I know. Some of you I know actually kind of well. But that doesn't matter, what matters is I introduce you right now. Let me introduce **Jessica Vega Pederson**. Count appointed member **Felicia Tripp-Folsom**. We have city appointed member **Traci Rossi**. I'm looking at the little squares right now. I'm sure all of you are doing that too. And then business leader **Mitch Hornecker**. Thank you for joining us for the beginning of the meeting, I know you can only be with

us about a half hour. There you are. So we appreciate you for being here. And with that I also want to turn it over to Lisa to introduce the staff who's here today.

Pellegrino: Sure, thank you. I'm Lisa as Dan said the Director. Meg McElroy is the Assistant Director. And Arika Bridgeman-Bunyoli is the Small Grants Manager. Mary Gay Broderick is the Communications and Outreach Director. John Kelly is the Fiscal and Admin Specialist. John Coghlan is the Commuications and Outreach Coordinator.

Approval of Minutes from May 5 Meeting

Minutes approved as presented.

Small Grants Fund Process Review

Power Point Presentation Slides are appended to these minutes

Bridgeman-Bunyoli: All right. I'm going to share my screen here. So I'm going to begin with some background just really quickly about the small grants fund to bring us all kind of on to the same page since we've had some changes in the Allocation Committee. The purpose of the small grants fund is to increase equity by investing in programs of small organizations that are arising from marginalized communities. Although the small grants fund itself arose out of two different community engagement processes, we aim to make the process of creating the fund for small organizations in and of itself to be a participatory process.

So how we did that is we had community conversations in February and March that reached over 30 organizations and they covered many different cultural groups including African immigrant, Arabic speaking, Black, Indigenous, Pacific Islander, multicultural children and youth, and disability groups. After having these community conversations, PCL staff convened the ad hoc design team to advise and design the process. And then on April 24th the Allocation Committee approved the step one forums and empowered the review team to decide who moves from step one to step two. In just a second I'm going to talk about that. And in step one the grant cycle was open from May 15th to July 8th which allowed the small grants applicants about seven and a half weeks to complete their application during which time they also had applicant information sessions.

Knowing that a lot of small organizations don't have experienced grant writers or they may be writing in second or third languages or just have less experience with grant preparation. So we wanted to have time for me to conduct applicant workshops to kind of help them go through that process.

PCL received 31 applications and the request totaled over $4.4 million. We have $1 million that we are able to allocate in the end. The applications were reviewed by the design team. The design team is composed of people with experience in both public and private funding, small organizations and/or PCL processes as well as lived experience as members of one or more marginalized community.

Then in addition to the six design team members, we recruited six members from the community. Those were recruited by design team members and PCL staff using criteria that came out of the community conversations. Most important among those criteria from the community conversations was that the reviewers who reviewed the applications have experience in small organizations either as a participant, a

volunteer, or someone who had worked there, and who understood kind of the growth mindset of small organizations and the way that they may be structured differently than the larger organizations.

In the small grants fund, we were defining small organizations as having a budget of under $1 million. Although there is, they would need to have a minimum budget of $30,000 in order to apply for the fund.

The applications moved from step one to step two based on score, but also based on additional criteria. The additional criteria included: organizational type such as culturally specific, culturally responsive, or intersectional, or disability led organizations; staff and volunteer demographics; grant size; and program area.

Of the 31 applications that we received, 12 were selected to move to step two. The total request of the 12 applicants moving is $1.7 million, which means that in the step two process, we will have to narrow it down by an additional $750,000. 24 applicants proposed either mentoring or after school programs; those were by far the largest chunk. Nine applicants are moving forward in those categories. Two of the three hunger relief applications we're moving forward to step two. And the remaining four applications were in other program areas.

When the additional criteria was applied, the review team felt that it was very important to prioritize hunger relief specifically because of the current situation of food instability in our community.

So these are the names of the applicants who are moving to step two.

List of applicants are shown in PDF of slide appended to these minutes.

 I'll read through their names. You can see in the third column you can see their scores and you can see their funding requests. So the smallest amount that they could request under the small grants fund is a different amount than the large grants fund. So the grants range from $10,000 to $60,000 per year. The funding request numbers here listed are all three-year totals. So even the smaller ones that you see like at the top that's $58,500 that's the total amount they would receive over the three-year period.

Finally, these are the process recommendations I'm asking for your feedback and approval of the step two materials that we have submitted and then your vote and approval of the step two process. Under these recommendations the step two application would be due on October 2nd. And then the review team and the PCL staff will be conducting virtual interviews. We wanted to have an interactive component and not have the entire process be a written process, we felt like that would be more equitable for some of the cultural group who are more comfortable presenting their stories of their organizations orally. But because of the pandemic, it really only left us with one option which is to do them virtually. We can do them audio and video and we can also have interpretation if and when it's needed.

The review team has agreed to meet on November 10th. At that time we would look at the scores from both the interviews and the step two applications and then the review team would make funding recommendations to the Allocation Committee. This is replacing what we would do in the large grant process where the staff makes recommendations. Instead we are going to be getting recommendations from the community-based group and the CPL staff will be facilitating that discussion.

Then we'll submit those to the Allocation Committee for approval and then on to City Council and the grants would become effective on January 1st.

So that's the end to my presentation, I can take any and all questions now.

Hornecker: I really appreciate the information in the presentation. One of our big concerns when we started this was trying to thread the needle between a streamlined process and the due diligence and infrastructure requirements that we just have to have because it's public money. Do you have a feel for how did we do? Do we need a course correction one way or the other, or do you feel pretty good about how you ended up?

Bridgeman-Bunyoli: I think that we did do very well. It's a pilot process. So there were things that we learned in the process. So for example we developed a scoring rubric. And one of the things was we had really wanted to allow for small organizations serving like small immigrant and refugee organizations among other cultural groups an opportunity to be able to access funds through this way. And we found that despite our best intentions, despite having immigrant and refugee members on the design team that the scoring rubric is still biased against those groups a little bit. And so we had to take that into consideration and discuss that once we realized that through looking at the scores. Because we had five refugee organizations apply and four had ended up at the bottom. So re-examined them and had to look at these additional criteria. So that was one course correction that we made that we learned.

Overall I think that we're going to need some time to be able to go through the whole process and really like pull out all of the themes and lessons learned from it. But it has been very participatory, it's been driven by a lot of feedback by people most affected by this. And I do think very strong organizations are emerging through the process.

Tripp-Folsom: Arika, how was the review committee selected that comes before our process?

Bridgeman-Bunyoli: The review committee was the design team members which you all approved in previous meetings. And then from the community conversations, community participants said there are certain things we'd like you to consider when you're recruiting reviewers. We would like people who have an understanding of the growth mind set. In some ways that smaller organizations are structured differently and have less capacity than larger organizations. We want people to have some understanding of that. We would like to have people who are a reflection of the community in terms of diversity and lived experience. We want them to have expertise in our program areas. And to have participated in programs in those program areas in small organizations either from a work perspective or a volunteer perspective or having been a participant going through a similar program. So we took those criteria and then recruited people from the community who had those based on recommendations from design team members or PCL staff.

Vega Pederson: I had a question. So it looks like the step two applications are in process right now. Do you have the timing right?

Bridgeman-Bunyoli: So step one is complete. Then you all if you approve the application today, then I'm going to send those materials out to the step two applicants today.

Vega Pederson: So I guess to piggyback on Mitch's question, were there any changes to the step two design based on some of the feedback and some of the outcomes from the step one application? And then yeah, just looking at how you said the immigrant and refugee organizations tended to score.

Bridgeman-Bunyoli: So the step two process is two parts. It has the interviews and it has the application itself. One thing that we didn't put in the step one applications really was anything about Covid or the pandemic and that was just because of the timing of when the pandemic happened and the materials came out. So how people were planning on adjusting their programs to be able to be Covid safe and also still relationship based and engaging was a big part of what we put into step two as a reflection of that.

And then step two is also a lot more logistical. So step one was more tell us about your organization; tell us about your program; tell us about the ways that you would accommodate people with disabilities or if you're a disability program how you will accommodate participants with disabilities who are black indigenous people of color. Step two is now we need you to go into deep detail about the budget; how you're going to use the money; how you're going to make accommodations for Covid; how year one might look different from year 2 and 3. So it gets much more into those kinds of details.

And then the interview as well gives us an opportunity to ask more questions that really help us to kind of understand what would be the strengths and challenges for this particular organization for being able to manage a city contract. Because some of the things we really needed to be able to see is within the administrative expenses, small organizations can cover logistical things that they may not have yet like someone to help with invoicing or evaluation in specific ways. But they're all going to have different strengths and challenges with the process and we want to be able to build their capacity and we'll get to learn a lot more about what it's going to take to support that organization through the interviews as well as the step two application.

Vega Pederson: Okay, thank you.

Rossi: I know that because by definition because these are smaller organizations as they move into step two, just having the understanding that they're in this Covid environment and their resources are probably stretched a little thin and so their ability to manage a grant like this. So it sounds like you are kind of making an allowance for that, there are allowances for that because they are small.

Bridgeman-Bunyoli: I'm really committed to being able to once we get them through this process, being able to coach and provide technical assistance. I feel like one of the things that we've said is it's really important to help them build capacity. So throughout this whole process, even those who don't get all the way, have tried to build ways where it's like a learning experience for the smaller organizations at every step. So I know there are things that are totally nonnegotiable. So those are part of how government works. But my plan is to help walk people through that. And once they have done that, then they'll be better placed to apply for large grants down the line or other funding sources as well. So they'll be able to grow what they do for these really marginalized communities.

Ryan: All of these questions are building upon one another. I appreciate you took a pause with some of the applicants that were from smaller organizations that had barriers and I really appreciate hearing that. And it makes sense why some of them were lifted into the round two if you will. And I also was taken with your comments about capacity building.

My question is about how my experience on the other side which is what I'm used to is that many times government grants especially put a lot of time on the recipients and you can sometimes feel like you're spending a lot of your time administering the grant as opposed to getting the money to your front line workers. And those smaller organizations as you pointed out would struggle with that no matter what. So did I hear you right that when you say technical assistance, is that something that would be provided after the receipt of the award as well? And are we accounting for that and that also comes from a lived experience of the second question which is what percentage of the grant -- is there a limit on how big a grant can be compared to the size of the organization? I've worked for places where you put yourself into debt because you took a grant too big and you didn't have the staffing to pull it off and then you were shamed. So it's all from lived experience I'm trying to ask these questions.

Bridgeman-Bunyoli: Yes. The limit is the same as it is for the larger organizations. So the grant that they're receiving can't be more than 30% of their organizational budget. And in terms of technical

assistance, so everyone can have up to 15% of administrative costs built into their grant that can cover a lot of things that they may not have had covered up until this point. And I would be working with them on how do you, well first just getting through the reporting process, what are the forms of insurance, and how do we do the scope of work and all of those things. But then also teaching them on how do we do the reports, and what's the data, and what are things we need to be building in. And questions about evaluation and outcome were already asked in step one and are built upon in step two.

So one of the things we have heard in the community conversations was that they didn't want a huge opportunity cost in step one. As you see we eliminated 19 organizations. So they didn't want to have to put a ton of time into the first part. But step two does mean they're going to have to do some really deep thinking about how they're going to actually implement this grant and work with, if they're funded they'll be working with me directly on that.

Ryan: So the wall is down where you can help them and work with them to help build their capacity and then maybe it's a comment hoping that that sustains itself if in fact they're granted. Because when we look at equity, diversity, and inclusion, it seems like last always a barrier is that inclusion part and having the grantor help provide that technical assistance once in fact they receive the award.

Bridgeman-Bunyoli: Yes. And we've been asking about technical assistance at every step. And so I've kind of collected all of this information every step about what kinds of technical assistance people need and sort of putting it into three categories. Okay this is what I can do or what we can do as PCL. Here is something that might be available within the city or the county or resource that I know about or other places. Here's another place you can get it. And things that can be built into your budget. So what can I do, what can be built into your budget so you can find someone to pay for it and what can I give you a resource on where to find it somewhere else.

Ryan: And then a new person question, is 15% pretty much standard practice in terms of admin support?

Pellegrino: We follow the county on that. So the county for their human service contracts does 15%. I basically from doing the reading around it, nobody's administrative costs is less than 15%. Usually I would say most have the true cost at 15% to 21%, somewhere around there. There are people who are still having to essentially add their own fundraised resources to help support that.

Ryan: My comment, my question is not about it being lowered that's for sure. Because again my experience is that the profit sector certainly has at least 15% admin in their organizations and it's always been a surprising or confusing to me why in the nonprofit charity sector we're supposed to suffer with running things at 15% and then the word admin gets portrayed to the public like it's a dirty word so maybe we need a better word. Because in fact admin scrutiny is part of operational excellence. So I'm happy to hear that it's no lower than that. And I think as we do inclusion and capacity building I think we have to really keep an eye on that.

Pellegrino: Good to hear.

Bridgeman-Bunyoli: So we know that as we get through this process, we're going to determine, I mean we have to eliminate a few more programs anyway. But we may determine, there are some that we would really like to fund that just aren't ready. So my plan is for those that are just not ready, that we determine are not able to manage what is required to manage a city grant at this time, that I would meet with them later and give them some feedback and things that they need to work on so that in future rounds they could come back and try again. Because I do want people to be able to learn from their experience again of like okay we couldn't do this, but once we solidify our contract with our fiscal

sponsor or we work on these specific things then we'll be better placed to be able to apply for these types of grants in the future.

Ryan: Any other questions from my colleagues? We're doing really well on time. That seems to be the meat of the agenda, right Lisa? Yeah. I have one more. And it might be a new person question again. I'm going to try to get by with that for a while. So it says small grants but it doesn't mean all of these organizations are small. Some of them we know aren't. At least that's at my glance optics. My question is can they also apply for whatever the regular cycle is?

Bridgeman-Bunyoli: At this point the regular cycle is closed for now until, we just completed that round. So they can't do that right now. The total budget, organizational budget that they could have is $1 million. So we do have some where like at the higher end as well as some that are at the far lower end. But they can be anywhere in that range.

The small grant itself, the grants again are between $10,0000 and $60,000. For the large grants it starts at 65,000 that they can apply for. And both small and large have that 30% cap that it can't be more than that.

Ryan: And that's in actual awards. So if a fiscal year if you have both grants but they total more than 30% that would be a conversation? Okay.

Bridgeman-Bunyoli: Yeah. And there are some organizations that did apply for large grants but they were not awarded it. So if they have received it in the past, the large grants, they can't receive the small grants.

Pellegrino: Just to be clear that 30% we are looking at all of the grants they request will get from pcl. Does that make sense?

Ryan: Okay. Any other questions? Arika, did you get what you needed?

Bridgeman-Bunyoli: **N**ow I need you to vote and approve on the step two materials and process and then I'll get what I need.

Proposal: that step two process and materials as presented by PCL staff be approved.

Rossi: So moved.

Vega-Pederson: Second.

Ryan: So all those in favor please say aye.

Vote: All in Favor.

Ryan: motion carries

New Grantee Introductions

Slides from John Coghlan's presentation are appended to these minutes

Coghlan: So recently the City approved $68 million in Levy community investments. So we produced a series of social posts just to introduce people to a few of our new community partners. First up here is a program of Oregon MESA at Portland State University. It focuses on any of those backgrounds, math,

engineering, social skills, and through hands-on real-world education. Tong Zhang is Executive Director of Oregon MESA.

Next up we have a program of Familia en Accion - Abuela, Mama y Yo, a culturally specific education program to reduce food and health inequities in response to the Covid-19 pandemic. They have created a network of food promotores to support Latino families experiencing economic stress. Again access to food resources such as SNAP and WIC and other local assistance. This is Rebeca Marquez, nutrition food equity program manager.

Next up is The Contingent – Know Me Now program. It aims to reduce prison return rates with prison focused support systems that ensure healthy reunification between families impacted by incarceration. This is Anthony Jordan, president of The Contingent.

Next up Oregon Community Health Workers Association employs community education workers to partner with parents to address barriers families are facing such as: housing, unemployment, language barriers, and domestic violence. Shanaquewa Finney is community programs director

Next the Black Parent Initiative supports a culturally specific approach to prenatal, lactation, and home visiting services for parents. Bahia Overton is the Executive Director of BPI.

Finally the Latino Network Padrinos Portland mentoring program is based on the Latin tradition of competrazo - a social support program in which a close family friend is chosen to guide their youth through social and emotional growth. This is Ximena Ospina Todd community services support director.

Ryan: Thank you, john. That was wonderful. I think that was just a real FYI overview. I just have one question, how are our metrics in social media? How many friends do we have, just a thumbnail?

Coghlan: I think we're around 9,000 followers on Facebook. I don't have the exact numbers in front of me. But I can send the report to you if that's helpful. But I think we're about 700 on Instagram and I want to say 2,000 on Twitter. So it's been slowly growing over the three years I've been here so far. We do reach hundreds of thousands of Portlanders every quarter. We do quarterly reports. So the reach and engagement has really grown over the last couple of years.

Ryan: Yeah. Have you found that it spiked during Covid?

Coghlan: I don't know, I couldn't say that there's been a spike in terms of engagement during the Covid crisis. No.

Ryan: All right. Thank you so much.

Data and Results from 2019-2020 Funding Round

Ryan: Now we're moving on and we are going to have the assistant director review data and results just completed about the 19-20 funding; correct?

Slides from Meg McElroy's presentation are appended to these minutes

McElroy: So we're going to transition from John featuring a newly funded program in each of the levy six program areas to what just happened in our last funding round. This will be helpful I think, Dan, to kind of orient you a little bit more to what we just went through. But it sounds like also you've been paying attention to some of the changes. So I'm going to kind of review what led up to those changes and then

some of the preliminary data that we've looked at to kind of understand whether or not some of the changes that we made are heading in the direction that they advised us to go. So this is a preliminary report. We have not, on account of the time right now, gone into great depth into all of the data that we have available to us. But we have some rich data and we're looking forward into digging into it.

I'm going to look at data that came from all of the applications we received as well as a survey with the folks who reviewed and scored these applications and we also surveyed applicants themselves. And what we're trying to start to look at is what are the process changes that we made that were the result of recommendations from our community engagement and grant making improvement reports that were undertaken in advance of our grant making that our team has really started to implement what they recommended.

In 2018 an advance of this 2019-2020 grant making process, we did a pretty significant planning effort that included staff looking at local data on children's needs and outcomes. It included a nine-month community engagement process in which we contracted out with Empress Rules Equity Consulting. She and her team spoke to over 85 people in focus groups and surveyed over 500 people - 400 of which were families and participants, 100 of those were service providers.

We contracted with Portland State University's Center for Improvement of Child and Family Services to look at our grant making process. They went through materials; Allocation Committee videos; they talked to funded and unfunded past application. And collectively those led to recommendations on how to increase equity and transparency across our process. In community engagement the recommendations focused on wanting to see increased attention to and support for culturally relevant and culturally specific services where the staff reflect the cultural background and the languages spoken of the children and families served. Leaders of color at the executive level in the organizations and programs funded and that organizations are really looking at ways of including families in the planning of the services.

And PSU's report had over 30 different recommendations on ways we ought to rethink and revise our equity and transparency processes. And we took them up on many of those recommendations. So we redesigned our request for investment which is our scoring criteria to focus on different aspects of organizational commitment and practices for equity, diversity, and inclusion. We tried to amplify our transparency throughout the application process. We offered a weekly question, answer, email digest to applicants in which every question that they asked us and that we answered went out to every applicant for their own use. We tried to provide frequent updates on our grant application process and timeline using our social media on our website and email. We did an extensive months long volunteer reviewer community reviewer outreach. We screened reviewers against criteria around their experience in our program areas, around their experience with equity, diversity, and inclusion practices in human services organizations. We had trainings and check in for those folks, we provided stipends.

We also revamped our entire application testimony process. Rather than having the testimony take place in the public meeting, we offered applicants the chance to provide their testimony in writing and in video and in a great coincidence, we had put that all in motion before the Covid pandemic put us all indoors. So it turned out really to be a helpful way in which all of the applicants could get additional messages to our Allocation Committee.

So we received 116 applications requesting over $114 million in funding over three years. And as John I think noted earlier, we funded 85 total grants. So this table kind of walks you through the types of grants in a couple of different categories or ways that we've categorized them which are programs that were receiving levy funding in the past but did not receive additional funding for expansion. Programs that

received continued Levy funding and also received funding for expansion of particular populations identified as high priority in local data or community engagement. And then 22 new programs, ten of which are being operated by organizations completely new to having Levy grants. And some of those were featured in the slides that John just shared. And 12 of those programs are new programs that were receiving Levy money before but are now getting Levy money to do new services.

In advance of the grant making process, the Allocation Committee made a preliminary sort of planned allocation of how much of the total resources will go to the levy's six program areas. And part of those are based on sort of where we were funding before and what past applicant demand had been in those program areas. And then the committee I would say made their funding decisions this past spring. They tweaked those allocations slightly and that variance is largely due to the number of applications that were received in the program area, the quality of the applications, and the priority populations that were proposed for service in those program areas. So in this slide you can see for each of our program areas, kind of where the allocation committee intended to allocate, where it ultimately happened. And you can see that in the context of how much money was requested in total by the applicants in each program area and how much was granted in each program area.

I should also add that we put together I think a five page report that covers this information as well, we'll be sure to get it up on our website for anyone who's interested.

Ryan: This is really helpful if you could leave that up for a while. I'm impressed with how your final allocation percentages were really similar to what was envisioned. There is a bigger delta with some, like say foster care probably sticks out the most. Can you speak to that.

McElroy: I just want to make sure I understand the gap that you're asking about. So the applicants in that category and I don't have the number of applications we received in that category in front of me, but of the total applicants they asked for over three years over $26 million. And the Allocation Committee did end up allocating to that category slightly more money than they originally planned to based on sort of requests there. So it ended up being 12.5% of our total allocations. But they did not end up straying dramatically so to speak from the original intended allocations there. And again it comes down to sort of what the proposals asked for money to do and how well they scored. And that program area, several of the services proposed were pretty expensive for the number of children that they were planning to serve. And so I think that reviewers' scores and we had staff also provide recommendations to the committee, using scores and other criteria to help them think about their decision-making. But the cost of several of those services I think just did not kind of rise to the level of funding those over some of the services proposed in other program areas. Does that answer the question?

Ryan: Yeah. And of course it just makes you think about more questions, like what is the hunch on why there would be such a big gap there and I know my colleague from the County might have more insight into the world of foster care. But anyway it does stick out.

McElroy: It's a good question. And this is the kind of thing where it's like now that you've raised this, we can delve deeper into the data and see what more is underneath there. So when we come back with a larger report, this is what I was saying this is kind of preliminary. But that's a good question to earmark for a deeper look.

Vega Pederson: I think just to provide context, when we were talking about the planned allocation, we really looked at percentages and we did that work prior to actually knowing how many applications we were going to be getting in each category. So I remember Mitch actually really advocated for having a larger allotment for foster care when we were talking about how we were going to divide things up. And

then I think subsequently when all of the grants came in and we saw how much exactly we had in the different program areas, we realized there were just a large number of asks in foster care and that led to even a greater allocation than I think was even originally planned even after you see that increase of that allotment. Historically I don't know how that compared to past funding cycles since this was my first time going through that whole process. But I do remember that was specifically looked at. And I think that, again I think it was some of the planned allocations percentage were based on homework how we funded and where the number of grant requests had come in. Staff can add on to that, but that's how it went for this past cycle.

Ryan: And Commissioner, isn't it true, I know the public sometimes doesn't know this, and maybe it's improved at government, but there's like this cut off right at age 18 for foster?

Vega Pederson: Yes, that's correct. So fill in that gap.

Ryan: How bizarre that is because when we take care of our children they need a lot of support into their 20's usually. So I just wonder, my hunch is there could be some connectivity to that, I don't know. And do we get outside of the box on this one, will we fund foster care beyond the age of 18?

McElroy: Yes, we do, up to age 24 if I'm not mistaken.

Ryan: That made me really happy to hear. All right. Thanks for the insight a little bit because it could be just about the gap that what government doesn't provide the need in foster care. It's a hunch again I'm just looking at data and trying to figure out if there's a hunch there.

McElroy: Understood. If I'm not mistaken as I look at these numbers the other gap that's pretty big is in the mentoring program. So in advance of this entire grant making round, we looked at organizations that were interested in the last grant making round and the total that was requested and the total that was granted in those program areas. At that period in time we have many fewer foster care and mentoring applications. So, we're not sure if folks sort of saw an opportunity for or a door open there, if you have fewer last time and the competition was less maybe we have better chances if we apply this time. And that could have driven sort of some of the numbers of requests here.

Vega Pederson: I'd also like to add, as you all know I'm working really hard to get a lot more money for early childhood with preschool for all My hope is if that happens in November we can help with Portland Children's Levy working in partnership to be able to provide more funding for some of these areas if we have a new influx of dollars for early childhood. As we know the need across all of these areas is so great.

McElroy: Thank you, commissioner.

Rossi: This is my first round in terms of comparing the numbers of applicants, I'm not as familiar with that. But certainly I think that we have a lot of data in relationship to mentoring, we know that it works so I'm not surprised that there's more folks wanting to enter that space. We know that it really helps with outcomes. I think that's what I would add, the more we do it the more we know, the more informed we are.

McElroy: I'll move on to the next slide unless anyone has any other questions on this one? Okay. So for this one, in part of the changes that we made in the request for investment, the RFI information, Portland State University recommended we ask more about staff demographics to make sure again we're understanding better who's provided services and we crunched this data after applications came in. So this wasn't part of the decision-making process, sort of at a 30,000-foot level. What we found was of the

44 organizations that received services in this process, 50% of the funding that we granted was going to 19 organizations where the majority of the staff at that organization identify as Black Indigenous People of Color. About 41% is going to 22 organizations with a majority white staff. And then there were three applicants who's data was not sufficient where over half of their staff, they were missing data on race, ethnicity data of their staff. So we weren't able to really crunch it entirely. And then with the new grants in particular, so one of the things that was provided in the report that you were provided in advance on our website, for the $11 million that went exclusively to the 22 new grants funded, 75% of that money went to organizations with a majority BIPOC staff.

Rossi: I have a question. So did you look at all at the boards of the different organizations and also did you take into consideration at all in those organizations the leadership and what the demographics looked on the leadership level?

McElroy: Such a good question. So we didn't ask for just the CEO or the executive director's demographics in the application. So we don't have those data. We are talking about how we can look at those data as part of our annual reporting from grantees going forward. So we're kind of seeing this as baseline. So we're seeing where we have holes in our data. And then we did ask applicants for the race ethnicity demographics of their board members. We just didn't have time to crunch it prior to this presentation. So we will be able to put that together for you. But just in terms of data entry and putting it together and aggregating it, it just didn't get done before this meeting.

Rossi: Great, thank you.

McElroy: Yeah. Okay. So as I mentioned earlier, we recruited reviewers to read and score our applications. We recruited 65 people and we want to understand whether and how scores made a difference in the funding of these organizations. So we as a staff prioritized as part of our recommendations the scores that were given and then other criteria. When we looked at after the fact kind of crunched the data, we see the average score of applications that received funding in this process is about ten points higher in total and also in the individual sections that people generated from their applications, than the unfunded applications. So the application had three sections, one that looked at the organization's commitment and practices around equity, diversity, and inclusion. One that looked at the program design and effectiveness, and then one that was on the budget.

This table tells you about the total score of the application which is the reflection of the average of five individuals score on it. And it looks at the section scores. I didn't provide the budget score here because the budget was a total of ten points and a variance there between funded and unfunded applications was less than one point.

Reviewers, we did survey the reviewers that we recruited. So out of the 65 folks that we recruited, 63 of them completed the entire review process. And 54 of those reviewers responded to an anonymous online survey we sent. In an optional question we asked them about their race, ethnicity, demographic, and 26 out of our 54 survey respondents identify as Black Indigenous People of Color, 24 as white, and two had no data. They indicated positive feedback about the review experience. 38 of our respondents indicated in a multiple-choice Likert scale question area that need improvement going forward or sort of continued strengthening. They said that the focus on equity, diversity, inclusion including the questions and application scoring criteria could use some strengthening. Unfortunately the open ended responses about how to do that are kind of contradictory, some said one thing, some said another. So there might not be a lot there for us to work with. But we'll spend more time on those data in the future. But we are pleased to see that overall all of the reviewers indicated a positive response around their experience.

And then applicants, we sent an online survey to 131 individuals whose names were associated with the applications submitted. Only 44 of them responded, a lower response rate than we would have liked. And because the survey is anonymous, we don't know how many organizations are represented by those respondents so we want to caution how we interpret these results. People generally expressed satisfaction with the RFI itself and the question and answer process, what staff used to support applicants and our staff communication with them throughout the process including that they received staff's funding recommendations well in advance of providing testimony to the committee in advance of the committee's decisions. They also received the completed score sheets from all of the reviewers.

They expressed dissatisfaction with the sort of process that was used in the decision-making meetings as well as rationale used by the committee. And they also expressed dissatisfaction with understanding the rationale that we as a staff provided for our funding recommendations. So there's certainly work where we can do better there. And then sort of overall what I said when we started this, we started to dig into these data to understand -- go ahead.

Ryan: So it was anonymous. I get that part. But did you ask them if they received an award or not?

McElroy: We didn't. We thought about it, but we didn't do it. Because we didn't want people we didn't want either way we didn't want them to feel like they couldn't be honest. You can tell by some of the open-ended responses whether or not the applicant received funding just based on the comments they made. But we felt like to ask that question was going to limit what people said.

Ryan: Yeah, I think it's great it was anonymous. And I'm sure you had a good conversation about if in fact you should include the question if they received the award or not.

I think people are careful to be, I think once you're awarded money, you're less likely perhaps to be critically honest. And sometimes I've noticed that and also I think it's confusing why 44 of 131, and I know you expressed some disappointment with that.

McElroy: One thing I will say is that when we hired PSU prior to this process to go back to our 2014 process and talk to past applicants who were funded and unfunded, I think that probably yielded, that was a better approach to sort of feedback. I think it's unfortunately waited almost five years after the fact to consult with those folks, time removes sort of your memory of it. But I think already right now I would like if we are able to figure out how to revisit gathering feedback from applicants more quickly after this process to be able to employ again some kind of more focus group or interview based approach to probe really what the difference is between receiving funding and not receiving funding.

So in conclusion from this preliminary look at data, we do feel like the data suggests that the changes that we made are kind of moving us in the right direction. We're certainly feeling positive about funds increasingly moving to organizations with staff that reflect the demographics. And we felt good about reviewers feeling like it was a positive experience. And we're looking forward to digging a little bit further into those data and then I think that once the small grants process is complete, we'll have a lot more to reflect on both from that process and our large process to think about what our opportunities are for continuing to push our grant making toward increased equity and transparency going forward. I'm happy to answer any other questions you have.

Ryan: Any other questions from the colleagues? Okay, I see none. So thank you very much. That was wonderful.

Covid 19 Program Adaptations

Our last agenda item we're going to turn it over to you, Lisa. And you'll give an overview on how the levy partners have adapted their programs and delivery during this time of Covid and everything else.

Pellegrino: I want to sort of pick up the story we've been touting today. At the point where staff are talking to all of the grantees that most of this committee made decisions to fund in the last grant round. We've been busy over the summer having conversations with everybody and we've been trying to take to heart, as we went forward in this round because this funding round was happening while Covid was exploding, to be as flexible as possible for people particularly around this first year of expansion. Some of which were going to be much more difficult and in some cases perhaps impossible to do during the pandemic. We've kind of gone into all of these talks with grantees with trying to be flexible. What we are essentially doing is negotiate an agreement that allows for here's what you will do when there is no pandemic and you can actually hopefully do what you anticipated doing at least in some similar fashion. And then what are the set of services, what kind of things are you going to stop doing, what kinds of things are you going to do differently and what kinds of things might you add to the services that you're offering during this pandemic time. We've had between 80 and 90% of those grantees I've been talking about. Conversations with about that percentage of them thus far. And I wanted to kind of sum up where we're at mostly because this is a lot of policymakers and folks working at various levels they can hear how our community is adapting and how community organizations are trying to meet the needs of the community.

Of course this is all the data before fires hit so there might be yet more to tell about that story.

I'll just review quickly some of the kind of main categories of modifications that people have made. So nearly all grantees that we are talking to are moving to virtual service delivery. Particularly around things like case management services, mentoring services, individual tutoring, academic support services. And in many cases for group activities and classes too, people are using all different kinds of platforms and finding ways to connect with people virtually. This is easiest to do with folks that you've already had relationships with. So that's one, for organizations and programs that have people enrolled in services already, it's much easier to pivot to a virtual service delivery. It's a little bit tougher in situations where people have to recruit new people to come into a program. So that's what I've been hearing on that front with all program areas.

With the exception of hunger relief, in hunger relief you have a couple of different types of services. People are delivering food which is key and important and obviously still going on during Covid. There is still a portion of hunger relief services and those grants that are for classes, education, and group activities, and cooking, and demonstrations, and different types of food that don't translate fully into a virtual arena. Some can be, some less so. Food classes for kids for example, we're trying to determine how to do that virtually. So there's kind of a new edge of ingenuity that people have thought of to keep things going. The other thing that's changed is the types of services that many people have risen to the challenge to be able to offer to support families and meet them where they are. So there's lots of different types of services that fall into that category.

So you've got lots of programs that are doing home deliveries of needed items. That's everywhere from food or medicine or other types of things to participate in extracurricular activities for kids or transportation for people to get places or doing different kinds of assistance with technological needs. And I would say that's probably the biggest bucket that we've seen added. So people are helping with everything from finding devices, helping to find and access a low-cost internet service has been huge. A

lot of support for kids trying to do their distance learning and experiencing various kinds of technological difficulties in that. A lot have found themselves turned into technical support and providing technical support to people dealing with just the technological end of distance learning.

Then a number of people have talked about doing more one on one support because kids are in these digital classrooms and sometimes creating more one on one connection, that goes for mentoring and after school programs, that some programs have found themselves doing more of that and a little bit less of group. There's a little bit less group zoom fatigue going on out there. And a number of people have spoken to that as well.

I will say the other major pivot in hunger relief has been typically all of the programs that are doing emergency food relief offer shopping style options to families so they can come and choose what they want from what's available amongst donations and purchase produce that people are giving out or purchase food in general. And that has really ceased at this point due to Covid and trying to make sure that we can maintain distance and deal with all of the staffing that are staffing different kinds of emergency food drop offs. Some people are doing home delivery. The other solution has been various kinds of pickups and then mostly prepared boxes or bags of food so people can have no contact drive up pickups of various kinds. That's been the other significant adaptation in hunger relief.

People are also not surprising talking about additional needs in hunger relief and people are also scrambling. And there's some other resources that have come on the scene, the EBT cards that allow people to access lunches and school meals of various kinds. And also the home delivery of some of the foods that USDA put out and other people can access that funding. So there's been some additional resources coming into the food arena at the federal level.

The only other thing I will say in terms of talking about amount of service that can be offered, as I mentioned above enrollment of new clients and families is significantly impacted by emergency conditions. And for certain kinds of programs more so and I would say for after school activity-based programs, that's probably the highest level of impact that I've seen so far. And people are still very much in the we're figuring it out stage. People are working with the SUN system. SUN is really trying to help so the kids have activities to do besides school and have other ways to engage and find support that they need - social emotional support in difficult times as well as academic support to get their work done. And school staff as well is trying to pave the way for organizations who are partners to be able to use their platforms to engage students remotely. So that's the one area that is still I think very much in evolution and no firm answers yet. So I've got people in different spaces with that.

As I said before folks delivering relationship based services to kids who are already enrolled, they've been engaging their kids virtually and very much in touch with them and they don't have to go out and recruit new people to come in are in a different space than say an activity based program that typically offers gardening education at a school. Something like that. So those are the different places that people are at. Hopefully I gave you at least the 30,000-foot view of what we're hearing from grantees at this point. I'm happy to take any questions or comments from folks.

Ryan: Yeah, anyone have any questions? I have one. Or maybe it's something that keeps me up a little bit at night and that is when interfacing with the schools you always would learn about how the teachers and the counselors are such a reservoir of insight into what's going on at home. And so I'm going to bring

up something that we can reflect on and think about as we go forward. But it's the concern about basically domestic violence and child abuse that's going unreported because of the isolation that we're in. And did that come up at all as a concern during Covid? Anyway any insight you have about that and then maybe obviously this is a big heavy topic that we can dig into more as people are going forward with funding for the future. But anyway that's just something that over the last six months I probably thought about the most and it's sad.

Pellegrino: Yeah, that does absolutely come up. And unfortunately our grant manager for child abuse preventions and intervention is not with us today. She would have the most insight and I would be happy to give you specifics about that but because I'm not talking to those grantees directly, I can't give you specific examples. And that's even shown up in my conversations with after school grantees. I don't know about you with mentoring, whether that's something. I mean organizations are definitely aware of it and focused on it. It's hard in this situation sometimes to be able to change people's circumstances easily.

Rossi: On food delivery, I know you mentioned some of the options were to pick up. But I just wondered if you had any insight if that's one option of many, because I know especially with the wildfires that the pickup option isn't necessarily safe even outside of the social distancing considerations. Folks just may not feel comfortable moving about in this environment. So is that an option?

Pellegrino: Yeah, I would say it's an option with some of the providers that have been able to make the space for that. So again it's a concern to agency staff, can they deploy people who can go out and make deliveries. There are some programs we specifically funded because they make deliveries. For instance the Meals on Wheels program, that's big. And they are imagining a huge ramp up in services for next year. Probably one and a half times what their normal delivery would be. Others for instance, POIC that just was funded, they make pantries in their schools and they're offering delivery options and making that available. It's about making sure the agency has capacity to do it. I think people are striving to meet that. I can't say that every person who needs it has it though.

Ryan: Appreciate that, Traci. I have a little story on that. Maybe you all know this, but Hood to Coast, obviously they did have their relay this August. So they repurposed themselves to work with Sunshine delivery so they repurposed themselves to work with the food delivery system at the Sunshine Division. And so most of their employees are still employed but they're working with Sunshine Division to remove themselves from what was a pick up system to now a delivery system. So that's one innovative partnership that was just able to turn around quickly. And so we're looking for stories like that, right?

Rossi: Yeah, thank you for sharing that. That's awesome.

Ryan: Yeah. Any other questions, insights? Okay, I just want to thank you, Lisa, for that presentation. And I just want to say, this is my first meeting and it was a great meeting for me. I really appreciated the presentations, working with my new colleagues who I've had relationships with in the past but now I get to be at the same table as them. And this is a really tough time. So, in your presentation I know it's the end but it probably has my brain doing the most somersaults about how we're moving forward because I don't think any of us can go back to how we were. And what are we learning at this time that we can take forward and then how can we challenge ourselves with the innovation that you were mentioning and the creativity. How can we keep leaning into that? And no one has ever been here before and it's just fascinating to be in a meeting like this when you're thinking of those that are so marginalized and need so much help right now. Anyway appreciate the staff reports today in the dialogue.

So that will conclude our meeting and I'm really grateful to be here. I'm proud of Portland and Multnomah county and how we work together and we are innovative. And we have to keep pushing ourselves to doing that. I'm privileged here in my kitchen with food in it and we just talked about those that don't have such privilege so it's great to be here. And we have a meeting, when is our next meeting?

Pellegrino: The date has not been set yet. But we'll be in touch shortly, likely in November.

Ryan: I thank you all for your grace. I have one staff member but hopefully we'll have a full team. Anyways it is what it is. Glad to be here and the meeting is now concluded.

Adjourned 2:30 pm

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Allocation Committee Meeting

Sept. 14, 2020

Background

- **Purpose of the Small Grants Fund:** To increase equity by investing in programs of small organizations arising from marginalized communities...

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Step 1 Process

- February-March 2020 Allocation Committee approved participatory process. PCL staff held 8 community conversations Convened Ad-hoc Design Team to advise/design process

- April 24th, 2020 Allocation Committee approved all Step 1 forms, empowered Review Team to decide who moves from Step 1 to Step 2

- Step 1 Grant Cycle Open May 15th-July 8th, 2020

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Step 1 Review Process

- 31 applications received, requesting **$ 4,414,500.**

- Applications were reviewed by a team of 6 Design Team members and 6 people recruited from the community.

- Applications moved from Step 1 to Step 2 based on score, and additional criteria.

- Criteria included:
  - Organizational type
  - Staff & volunteer demographics
  - Grant size
  - Program area

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Step 1 Results

- 12 applications of 31 were selected for Step 2.
- Total 3-year request of 12 applicants moving forward $1.7 million; Small Grants Fund has $1 million to grant.
- 24 applicants proposed either Mentoring or After School programs; 9 of those moving forward.
- 2 of 3 Hunger Relief applications moving to Step 2.
- Remaining 4 applications in other program areas; 1 moving forward is for Child Abuse Prevention & Intervention.

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Applicants Moving to Step 2

App#	Organization Name	Score	Funding Request
8	Brown Girl Rise	57.8	$ 58,500
14	Elevate Oregon	57.8	$ 180,000
16	Portland Tennis and Education	56.3	$180,000
11	Camp Elso	55.3	$180,000
20	Native Wellness Institute	55.3	$180,000
22	Urban Nature Partners PDX	55.3	$51,000
19	African Youth Community Organization	55.3	$180,000
7	Black United Fund	55.0	$180,000
13	Urban Gleaners	53.5	$ 180,000
1	Grow Portland	51.5	$60,000
18	Ethiopian and Eritrean Resource Cultural Center	46.8	$180,000
5	Alif Baa Arabic Education School	43.3	$150,000

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Step 2 Process Recommendation

- **Step 2 Application:** Due October 2, 2020

- **Virtual interviews** (audio &video): October

- **Review Team Funding Recommendations for Allocation Committee:** November 10th

- **AC Approval:** Allocation Committee approves final slate for funding in late November

- **City Council approval**

- **Grants begin Jan. 1, 2021**

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Preliminary Report

Results of Funding Round 2019-20

Introduction

- Preliminary Report

- 3 data sources: applications, reviewer survey, applicant survey

- ***Did process changes move PCL in the direction recommended by Community Engagement and Grantmaking Improvement reports?***

Planning & Process

- Local data review by staff

- Community Engagement process: 9 months, 500 participants surveyed, 8 focus groups

- PSU's Center for Improvement of Child & Family Services: grantmaking process review

- Overall, recommendations focused on ways to increase equity & transparency in process

- Additional recommendation to create Small Grants Fund to improve access

Process Changes

RFI redesign: applicant questions and scoring criteria focus on equity: organizational commitment, staffing, practices, programming

Transparent, ongoing support to applicant: website FAQ, weekly Q&A email digest to applicants; updates about timeline and steps

Community volunteer reviewer outreach, screening, experience in PCL program areas and equity practices, training and individual check-ins, providing stipends

Revamp applicant testimony process to include written and video options. Provided applicants with staff's funding recommendations and reviewers scores sheets prior to testimony and funding decision meetings.

Continued, Expanded, New Funding

	Total Number of Funded Grants	Total Awarded 3-year	% of Total Awarded
Continuing Funding, No Expansion	45	$ 38,232,907	55.9%
Continuing Funding Plus Expansion	18	$ 18,385,794	26.9%
New Programs	22	$ 11,780,900	17.2%
TOTAL	85	$ 68,399,601	--

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Program Area Allocations; 3-year

Program Area	Planned % Allocation	Final % Allocation	Total Funds Requested	Final $ Allocation
Early Childhood	30.7%	30.5%	$ 23,399,258	$ 20,889,002
Child Abuse Prev. & Intervention	19.8%	18.0%	$ 18,622,999	$ 12,291,411
Foster Care	10.8%	12.5%	$ 26,625,913	$ 8,520,021
After-School	18.8%	18.5%	$ 18,474,274	$ 12,653,161
Hunger Relief	10.9%	10.7%	$ 9,136,051	$ 7,307,975
Mentoring	8.9%	9.8%	$ 17,913,565	$ 6,738,601
Total	100%	100%	$114,172,060	$68,399,601

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Organizations: Staff Demographics

Organization Staff Demographics	Number of Organizations	3-year Award Totals	As % of Total Funds Granted
Majority BIPOC Staff	19	$ 34,272,245	50.1%
Majority White Staff	22	$ 28,105,910	41.1%
Insufficient data	3	$ 6,021,446	8.8%
TOTAL	44	$ 68,399,601	--

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Average Scores on Applications

	Average Total Score (of 100)	Average Sec. I Score (of 36)	Average Sec. II Score (of 54)
All Applications	85.0	29.7	46.0
Funded	87.6	30.8	47.4
Unfunded	77.9	26.7	42.2

Section I Organizational Commitment to Equity, Diversity & Inclusion
Section II Proven Program Design & Effectiveness
Section III addressed Program Budget & Justification

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Reviewer Feedback

- 54/63 reviewers responded to anonymous online survey sent by PCL

- 26 (48%) identified as BIPOC, 24 as white, 2 no data

- All indicated positive experience being reviewer; other positive feedback on likert scale questions.

- 38 indicated multiple choice responses for areas needing improvement

Applicant Feedback

- 44 of 131 (35%) of individuals responded to online survey from PCL.

- Anonymous; cannot determine how many applicants represented. Caution interpreting results.

- Satisfaction with RFI, Q & A process, staff communication during process, receiving staff recommendations & score sheets before testimony.

- Dissatisfaction with process & rationale used by Allocation Committee in decisions, and staff's rationale for recommendations.

Conclusion

- Data suggest process changes helped address equity issues.

- Funds increasingly to organizations with staff that reflect demographics of youth/families served.

- Reviewers & applicants satisfied with several equity-informed features of process. Reviewers gave feedback to continue strengthening features.

- After Small Grants process complete, use lessons learned both funding efforts to recommend future changes

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Program Adaptations: COVID 19

- Virtual service delivery for home visiting, case management and mentoring, individual tutoring and academic support and group activities/classes.

- Emergency food distribution using no contact methods (pick up and home delivery).

- Changes to types of services and supports offered to meet different needs.

- Enrollment of new clients/families significantly impacted by emergency conditions.

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Portland State University - Oregon MESA

"Children's Levy funding will allow us to expand our programming into even more schools in N and NE Portland.

- Tong Zhang

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Familias en Acción - Abuela, Mama y Yo

"Levy funding will allow us to pay our network of Food Promotores to increase food security in Latino homes during the pandemic.

- Rebeca Márquez

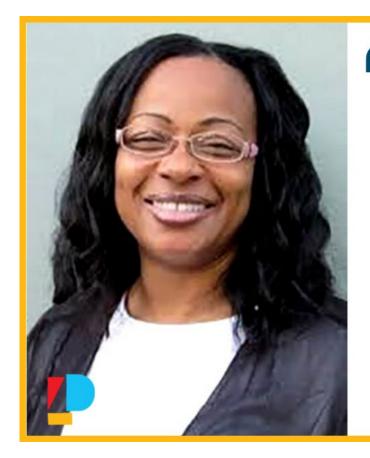portland children's levy

The Contingent - Know Me Now

" Portland Children's Levy has invested in kids and parents, and we're all in to make sure reunification is possible as moms and dads transition home.

— Anthony Jordan

ORCHWA - Community Education Worker Program

> "The Levy has made it possible for us to continue the CEW program. This culturally specific program has changed the lives of many families in ways one could not imagine.

— Shanaquewa Finney

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Black Parent Initiative

"The Portland Children's Levy assists us in ensuring that African, African American and African American Multiracial families thrive.

— Bahia Overton

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Latino Network - Padrinos Portland

> **"** Levy funding will help the Latino Network to round up our services for violence prevention, and to give violence-impacted families the necessary tools to be involved in the prevention, early intervention and probation of youth.

Ximena Ospina Todd

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