



Invitation to Submit a Request for Investment in Early Childhood Program Services to be Delivered in the City of Portland

Publication Date: January 16, 2014

Summary of RFI

Available Funding:	Approximately \$10,193,134 will be available for a 36-month period through the Portland Children’s Levy. Individual grants will be capped at \$550,000 <u>per year</u> , per proposal. Minimum annual grant request is \$50,000. Total investment by the Children’s Levy in an organization will be limited to 30% of annual organization revenue.
Due Date, Time & Place:	March 3, 2014 by 5 PM <u>The application and all attachments must be submitted in electronic format. No paper submissions will be accepted. Submit applications and all attachments via email to mmcelroy@portlandoregon.gov OR submit on a flash drive to Meg McElroy</u> <u>319 SW Washington St., Ste. 415, Portland, OR 97204.</u>
Bidders’ Conference:	Applicants are strongly encouraged to attend one of two Bidders’ Conferences which will be held on Thursday, Jan. 23rd, 2014 from 1 - 2:30 p.m. at the North Portland Library, 512 N. Killingsworth St., and Thursday, Jan. 30th, 2014 from 1 - 2:30 p.m. at the Midland Library, 805 SE 122 nd Ave.
Period of Award:	36 months (7/1/14 – 6/30/17)
Eligible Applicants:	Not for Profit Corporations – 501(c)(3), For Profit Entities, Local Education Agencies, Community Colleges and Universities. These groups may also apply as a consortium of organizations through an identified lead agency/fiscal agent.
Requested Services:	Early Childhood services for birth – 5 year-olds
Goal of Services:	Support children’s early development and readiness for Kindergarten.
Questions or Comments:	Questions or comments about this RFI may be addressed to Meg McElroy, at mmcelroy@portlandoregon.gov , 503.823.2942.

Request for Investment in Early Childhood Programs

Introduction

In November 2002, Portland voters passed Measure 26-33, known as the Portland Children's Levy (PCL). PCL invested an average of \$9.5 million per year over five years in proven programs located in the City of Portland to help prepare young children for school, prevent child abuse and neglect, provide safe and constructive before- and after-school alternatives and mentoring relationships for children. In November 2008, Portland voters renewed PCL for an additional five years beginning July 1, 2009. PCL invested an average of \$11.5 million per year in proven programs in early childhood, child abuse prevention/intervention, foster care, after school and mentoring.

In May 2013, Portland voters again renewed the PCL for five additional years beginning July 1, 2014. Depending upon annual tax receipts, PCL will invest more than \$10.5 million per year in proven programs in early childhood, child abuse prevention/intervention, foster care, after school, mentoring and hunger relief.

All investment decisions are made by a five-member Allocation Committee that is composed of one City of Portland Commissioner, one Multnomah County Commissioner, one representative of the business community and two citizens with expertise in children's issues.

PCL seeks to increase the capacity for selected programs to deliver services and to implement proven programs, thereby improving outcomes for young people and for the community.

PCL Goals and Strategies

After discussion and public input during the summer and early fall of 2013, the PCL Allocation Committee adopted overall goals for the Levy and goals for each of the program areas specified in the 2013 ballot measure. Concurrently, PCL conducted an extensive four month public input process to inform Levy funding priorities for the next five years. The input process included a written survey (500 respondents), meetings with key stakeholder, policy and community groups (39 groups, over 300 people), and open public meetings (100 people).

Across all sources and topics of community input¹, a few key priorities rose to the top:

- Intensive, longer-duration, relationship-based services that intentionally focus on child and family goals;
- A focus on populations most at-risk for negative outcomes, especially children of color who experience significant disparities in outcomes compared to white children, and a focus on providing services in high poverty areas of the city (especially outer East and North Portland);
- Culturally responsive and culturally specific services that integrate culture in how services are designed and provided; and
- Increased professional development in all program areas.

¹ See full Community Input Report, http://www.portlandchildrenslevy.org/sites/default/files/PCL%20Community%20Input%20Report%202013.FINAL_.10.28.13.pdf

Using the results of this public input process, the Allocation Committee adopted funding strategies and priorities in each program area that contribute toward achievement of PCL’s program area and overall goals. The adopted goals and strategies are outlined in the following table. The Allocation Committee also set a goal of investing at least 30% of resources allocated for each program area in culturally specific programs.

PCL Adopted Goals and Strategies
Overall Goals of the Levy
<ul style="list-style-type: none"> • Prepare children for school. • Support children’s success inside and outside of school. • Reduce racial and ethnic disparities in children’s well-being and school success.
Early Childhood: Support children’s early development and readiness for kindergarten.
Strategy 1: Intensive home visiting for children prenatal – 3 years old
Strategy 2: Preschool, Head Start, or structured preschool-like experiences for children 3 – 5 years old
Strategy 3: Early Childhood mental health consultation
Child Abuse Prevention and Intervention: Prevent child abuse and neglect and support vulnerable families.
Strategy 1: Strengthen parenting skills and resilience
Strategy 2: Address trauma through therapeutic intervention
Foster Care: Support the well-being and development of children and youth in foster care.
Strategy 1: Academic support (early childhood – college)
Strategy 2: Support for youth in the transition to adulthood (ages 14-24)
Strategy 3: Permanency for youth
After-School: Provide safe and constructive after-school and summer programming that supports children’s well-being and school success.
Strategy 1: Intensive academic support
Strategy 2: Enrichment programming
Strategy 3: New SUN Community Schools
Mentoring: Connect children and youth with caring adult role models that support their well-being.
Strategy 1: Supports for students’ academic achievement and/or post-secondary pursuits
Hunger Relief: Expand access to healthy, nutritious food for hungry children.
Strategy 1: Increase access/utilization of existing programs
Strategy 2: School-based food pantries
Strategy 3: Increase access to food during summer and out-of-school time
Strategy 4: Alternative approaches

Submitting an Application

PCL expects that most applicants will select one program area and one strategy in that program area to address in a single application. However, PCL recognizes that some programs may be eligible to receive funding in more than one program area (e.g. a child abuse prevention program that serves children aged 0-5 may qualify for early childhood and child abuse prevention funding under the RFIs for both program areas). Applicants may request that a single proposal be considered for funding in more than one program area by checking the applicable boxes on the

Application Cover Sheet (Exhibit A) and providing the information requested in Section 1.A. of the application. Proposed programs must meet the requirements specified in all of the RFIs under which funding is sought (e.g. eligible population, age range, applicable program area strategy). The application will be scored by one review committee, and if the program is funded in one category, it will be removed from consideration for funding in the second category in which it was eligible to request funding. If the application is considered, but not funded in one category, it will be considered for funding in the second category in which it was eligible to apply. See Application Process (E) for details on meetings regarding funding decisions.

Organizations may submit multiple applications in one or more program areas.

Adopted Strategies

For the past two decades, a growing body of research confirms that children’s first years of life are critical to their academic success and overall wellbeing in later years. Best practice interventions to support children’s early development, including intensive home visiting, high quality preschool, and early childhood mental health consultation, are shown to strengthen children’s development and to mitigate the risk of negative outcomes caused by adversity early in life.²

Prior to adopting the strategies listed below, the PCL Allocation Committee reviewed a collection of local data³ that indicate approximately 26,000 – 30,000 children birth to 5 years old in Multnomah County are at risk of entering school unprepared for kindergarten. Research-based risk factors include poverty and low level of education of mothers, and characteristics of race/ethnicity and primary language spoken in the home. Data reveal that child poverty rates in Multnomah County are higher for children of color. Recent County data also indicate that 75% of 3,000 births to women with less than a high school education were to women of color.⁴ These data show children’s need for early childhood services that support their early development.

In addition, public input received from meetings with stakeholders, public meetings and a written survey indicated the following priorities⁵:

- Invest in high-quality, affordable preschool opportunities for children least likely to arrive at school ready for kindergarten.
- For younger children, focus investments on home visiting services that provide intensive relationships (e.g. such as Early Head Start).
- Support programs that intentionally develop parenting skills, such as parenting classes, and parent-child activities that strengthen parent-child relationships.
- Provide access to mental health consultants that specialize in helping parents and early childhood professionals learn skills and tools to guide and manage child behavior.

² See reports published at the Center for Developing Child at Harvard University, <http://developingchild.harvard.edu/>

³Portland’s Children: Overview of Key Local Data,

http://www.portlandchildrenslevy.org/sites/default/files/Local%20Data%20Profile.PortlandChildren.FINAL_10.08.13_0.pdf.

⁴ 2010-2011 Oregon Birth Certificates: Center for Health Statistics, Center for Public Health Practice, Public Health Division, Oregon Health Authority prepared by Multnomah County Health Department. (Prepared per request by PCL. Available upon request.)

⁵ See full Community Input Report,

http://www.portlandchildrenslevy.org/sites/default/files/PCL%20Community%20Input%20Report%202013.FINAL_10.28.13.pdf

- Prioritize serving children at highest risk of not being ready for kindergarten: children in poverty, children of color, immigrant/refugee children and English Language Learners, children with disabilities. Focus investments in East Portland and North Portland.
- Invest in culturally responsive or culturally specific programs; seek out best practices that are culturally specific or that are adapting to become culturally specific or more culturally responsive.
- Make informed investments in the context of other major local/state initiatives; align outcomes and share Levy data with those efforts for continuous system improvement.
- Offer workforce development for early childhood professionals and program technical assistance, including strengthening supervision and use of trauma-informed care.

Based on research, local data and significant public input, the Allocation Committee has adopted the strategies listed below to fund Early Childhood programs through this RFI. **Only programs that propose to employ at least one of these strategies should apply for funding under this RFI.** Where priorities are specified within the strategies listed below, they indicate PCL's funding preferences, not funding requirements. Programs that do not address the listed priorities within a strategy may still apply for funding.

1. Intensive Home-Visiting for children prenatal- 3 years old

Investment Goal: Up to \$ 5,096,567 (50% of funding in this program area)

Services: Intensive home-visiting services using best practice models that support children and their development by strengthening parent-child relationships and parenting skills

Eligible Population: Children prenatal to 3 years old at time of intake into services [children older than three may continue to be served in the proposed program if they were at least 3 years old at time of intake/enrollment into the proposed program], and their parents/guardians

Priorities:

- Children from low-income families, children of color including immigrant/refugee children
- Providing services in high poverty areas of Portland

Definitions:

Intensive: Visits of at least one hour, provided weekly or twice-monthly, and offered to families for at least one year, preferably multiple years, for each child served⁶

Best Practice Models: Parents As Teachers and Early Head Start home-based model, and other models with similar best practice features⁷

Low-income: Children in families with annual incomes at 185% or less of the Federal Poverty Level

⁶ Threshold based on recent research regarding effective home visiting services: US Dept. of Health and Human Services, Administration of Children and Families, <http://homvee.acf.hhs.gov/programs.aspx>; and Child Trends, What Works for Home Visiting Programs, 2010: <http://www.childtrends.org/wp-content/uploads/2005/07/2010-17WWHomeVisit.pdf>

⁷ Home Visiting Evidence of Effectiveness. US Dept. of Health and Human Services, Administration of Children and Families, <http://homvee.acf.hhs.gov/programs.aspx>

2. Preschool, Head Start, or structured preschool-like experiences

Investment Goal: Up to \$ 3,567,597 (35% of funding in this program area)

Services: Opportunities for children to attend high-quality preschool, including Head Start/Oregon Pre-Kindergarten, or to attend structured, weekly “preschool group activities” devoted to children acquiring skills in early learning, early math, and healthy social behavior.

Eligible Population: Children age 3 to 5 years old at time of intake into services, and their parents/guardians

Priorities:

- Children from low-income families, children of color including immigrant/refugee children, and children with disabilities
- Providing services in high poverty areas of Portland.

Definitions:

High-Quality preschool: Meets nationally or state-recognized best practice standards for early education, such as federal Head Start Quality Standards, Oregon Programs of Quality, a four-star or five-star rating on Oregon’s Tiered Quality Rating System, National Association for the Education of Young Children (NAEYC) accreditation, or any other documented best practice standards on high quality preschool.

Preschool-like Experiences: Weekly preschool group activities provided at least 2 hours per week for at least 6 months of the school year for each child served; serves the same group/s of children (8 – 10 children per group to 1 adult group leader/facilitator/teacher) for the duration of the service; and group activities focus on children’s early learning in reading, math and social skills.

Low-income: Children in families with annual incomes at 185% or less of the Federal Poverty Level

3. Early Childhood Mental Health Consultation

Investment Goal: Up to \$ 1,528,970 (15% of funding in this program area)

Eligible Population: Children birth to 5 years old at time of intake into services, their parents/primary caregivers, and their early childhood teachers/home visitors

Services: Early childhood mental health consultation, including Positive Behavior Intervention Supports, for children in childcare, preschool/Head Start/Early Head Start, and home-visit settings.

Priorities:

- Serving childcare settings (including Head Starts, preschools, and family childcare) where the majority of children served are low-income children, and/or children of color including immigrant/refugee children.
- Providing services in high poverty areas of Portland.

Definitions:

Early Childhood Mental Health Consultation: “Early childhood mental health consultation involves a professional consultant with mental health expertise working collaboratively with early care and education staff, programs and families to improve their ability to prevent, identify, and respond to mental health issues among children in their care. In contrast to direct therapeutic services, ECMHC offers an indirect approach to reducing problem behaviors in young children and, more broadly, promoting positive social and emotional development.”⁸

Positive Behavior Intervention Supports: “...An application of a tiered prevention framework for young children... a ‘teaching pyramid’ as a continuum of supports and services designed to build social competence and prevent challenging behaviors for young children.”⁹

Guidelines and Process for Programs that Use Multiple Early Childhood Strategies

Applicants proposing programs that provide both intensive home visiting and preschool/ Head Start/ structure preschool-like experiences may submit one application and specify multiple program components as instructed in Section I.D.1. of this RFI. Applicants must estimate the percentage of the proposed program budget devoted to each strategy (See Section 1.A. of this RFI). All programs applying in this program area will compete against each other for funding.

Funding Requirements

The applicant’s response to the RFI and the required attachments described below will be used to determine whether the applicant meets these funding requirements.

A. Available Funding and Funding Limitations

Approximately \$10,193,134 will be available for a 36-month period. Individual investments will be capped at \$550,000 per year, per application. All applicants must request at least \$50,000 per year. Proposed programs must directly serve children and families.

Applicants must demonstrate that PCL funding will comprise **no more than 30%** of the applicant’s revenues for its last closed fiscal year. Applicants must include all funding they are requesting from PCL in all program areas in calculating this amount.

B. City of Portland Residency

All beneficiaries of PCL investments (i.e. children served) must be residents of the City of Portland.

C. City of Portland Rules and Guidelines

Funded organizations will be required to follow City of Portland EEO hiring guidelines and contracting rules¹⁰, provide proof of liability, automobile and workers compensation insurance and provide additional assurances as required by PCL staff.

⁸ Georgetown University, Center for Child and Human Development. <http://gucchd.georgetown.edu/67637.html>

⁹ http://www.pbis.org/community/early_childhood/default.aspx

D. Duration of Investment

PCL funding is available for 36 months of service provision beginning July 1, 2014 and ending June 30, 2017.

E. Eligible Applicants

Non-profit corporations (501(c)(3)), for profit entities, local education agencies, community colleges and universities are eligible to apply for PCL funding.

Partnerships or collaborations of multiple entities must designate a lead entity to apply for funding, and if funded, take responsibility for reporting and billing. The lead entity may subcontract with partners to deliver portions of the proposed program.

Application Components

A. Application Cover Sheet

Applicants must include a completed application coversheet using the form attached in [Exhibit A](#).

B. Narrative Response and Formatting Requirements

Applicants must respond to each of the four sections of the funding application. Each section is worth a portion of 100 total points. Applicants may be eligible to receive 6 possible bonus points as described in the application. Please be clear and specific in your responses and respond to all parts of the question. Applicants who fail to address a portion of the question will receive fewer points.

Narrative responses must be formatted as follows:

- Separate page(s) for responses to each of the four sections; label response to each section and the lettered and numbered subparts
- One-inch margins on each page
- No less than 12-point type
- Page number and program name listed at the bottom of each page
- Comply with page limits for each section; pages that exceed the limit will not be scored

C. Required Enclosures

All applicants must submit the Checklist of Required Enclosures ([Exhibit B](#)) with the following documents:

- Detailed FY14/15 proposed program budgets including sources and uses for all funds using the attached budget form in [Exhibit C](#), and total annual proposed budgets for FY15/16 and FY16/17 using the attached budget form in [Exhibit D](#)
- Table IV.B. Demographics of Organization's Clients, Staff and Board ([Exhibit E](#))

¹⁰ PCC 3.100.005 provides in part: It is unlawful to discriminate on the basis of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation or source of income in programs, activities, services, benefits, and employment whether carried out by the City of Portland, directly or through a contractor or any other entity with whom the City of Portland arranges to carry out its programs and activities except as allowed by federal law, rules and regulations.

- Statement of Experience (Exhibit F) for applicants that have not received PCL funding between July 1, 2010 and the publication date of this RFI
- Proof of 501(c)(3) status (where applicable)
- Annual organization-wide budgets for the current operating fiscal year, and the most recent closed fiscal year that include sources and uses of all funds. Please clearly state the starting and ending months of the organization's fiscal year
- If the applicant has revenues of at least \$1 million for the last closed fiscal year, applicant must submit its most recent audited financial statement
- If the applicant has annual revenues of less than \$1 million for the last closed fiscal year, the applicant is not required to submit an audited financial statement with the application, but will be required to obtain an audit prior to receiving any funding from PCL
- Client intake or enrollment form used by program

Failure to submit required enclosures may disqualify the application from consideration.

Application Process

A. Bidders' Conference

PCL will hold two Bidders' Conferences on Thursday, Jan. 23rd, 2014 from 1 - 2:30 p.m. at the North Portland Library, 512 N. Killingsworth St., and Thursday, Jan. 30th, 2014 from 1 - 2:30 p.m. at the Midland Library, 805 SE 122nd Ave. The Bidders' Conference is not mandatory, but it is highly recommended that all potential applicants attend. The purpose of the Bidders' Conference is to review the requirements and necessary forms for the RFI, and answer any questions from potential applicants regarding the application components and/or process. Questions and answers from the Bidders' Conference will be available at www.portlandchildrenslevy.org within 2 business days of each conference.

B. Application Submission

Applications are due by 5 pm on March 3, 2014. Applicants may submit the completed application electronically to Meg McElroy at the following email address: meg.mcelroy@portlandoregon.gov. All attachments to the application must also be submitted electronically.

Alternatively, applicants may submit completed applications on a flash drive by delivering the flash drive to 319 SW Washington Ave., Ste. 415, Portland, OR 97204. All attachments to the application must be included on the flash drive.

Please do **not** submit a PDF of the entire application so that staff can separate attachments as necessary. No paper applications will be accepted and all applications must be received in person or electronically by 5 p.m. March 3. Staff will acknowledge receipt of all applications via email within 2 working days of receipt.

C. Review and Scoring

Each proposal will be scored by review committees composed of volunteers from the academic community, the business community, private foundation staff, government agency staff, non-profit staff and the community. These individuals will read, review, and score each proposal based on the criteria defined in the following Application Directions and Scoring Form in Exhibit H. Application scores for each section are averaged among all reviewers to arrive at a score for each section, and then the averaged section scores are added to reach a total score for the application. Staff will award bonus points based on the criteria specified in the RFI. **Applicants must score at least 39 points in Section I. Proven Program Design and Effectiveness, and at least 16 points in Section IV. Culturally Responsive Programs and Organizations to be considered for funding.**

D. Staff Funding Recommendations

After applications have been scored, staff will make funding recommendations to the Allocation Committee based on balancing the following: application scores, target allocation percentages for each strategy, percentage of funding for culturally specific programming, geographic distribution of services, priorities identified within each strategy, past performance if the program has been previously funded, financial health of the applicant organizations and other policy considerations. Staff will provide recommendations to the Allocation Committee in advance of the first funding meeting, and will make recommendations available to applicants and the public at least two business days prior to the public meeting at which the recommendations will be presented.

E. Allocation Committee Funding Decisions

The Allocation Committee will make funding decisions for each program area in a series of weekly public meetings beginning in mid-May and ending by mid-June. By April 1, 2014, PCL staff will notify all applicants of the time, date, and place of Allocation Committee meetings in which the funding decisions affect the applicant. Meetings will be structured as follows:

- Meeting 1: Hear staff funding recommendations and rationale, and public testimony for two program areas. Time allotted for Allocation Committee to ask questions of staff and applicants.
- Meeting 2: Make funding decisions in the two program areas discussed at Meeting 1. Hear staff recommendations and rationale, and public testimony for two additional program areas. Time allotted for Allocation Committee to ask questions of staff and applicants.
- Meeting 3: Make funding decisions in the two program areas discussed at Meeting 2. Hear staff recommendations and rationale, and public testimony for remaining two program areas. Time allotted for Allocation Committee to ask questions of staff and applicants.
- Meeting 4: Make funding decisions in final two program areas.

The Allocation Committee will make funding decisions based on scores and other community conditions in order to foster a balanced and integrated citywide system of services.

F. City Council Approval

The Allocation Committee's funding decisions will then be submitted for final approval by the Portland City Council. Final funding decisions shall be made at the sole discretion of the Portland

City Council. The offering of this RFI does not constitute a commitment to fund by the City of Portland or PCL.

G. Notification

PCL intends to notify all applicants of the results of the selection process promptly upon the decision of the City Council. It is anticipated that notification will occur no later than June 30, 2014, with contracts to begin on July 1, 2014.

Applicants selected for funding will receive written confirmation of selection. Funds will be available for use by selected projects after grant agreements with the City of Portland have been executed.

H. Questions or Comments

Questions or comments about this Request for Investment may be addressed to Meg McElroy, at meg.mcelroy@portlandoregon.gov, 503.823.2942.

I. Proven Program Design and Effectiveness (55 points)

PCL will invest in proven programs and programs employing best practices shown to be effective in improving the lives of children and/or families. Proven and effective programs and practices have the following features:

- They have a clear focus on whom they serve and why, how the program is designed, and why the program is best suited to serve the focus population.
- They are based on best practice standards, including cultural responsiveness.
- They have processes in place to assess and monitor client participation in services and intended client outcomes and they achieve intended client outcomes.
- They use some or all of these processes and data for continuous quality improvement. They compare fidelity of implementation to best practice standards and make relevant program improvements.

Please answer all subparts and label your responses to correspond to the appropriate subpart. All applicants must score at least 39 points in this section to be eligible to receive funding. [12 page maximum]

A. Program Summary and Identification of Strategy. Provide a two-paragraph summary of the program for which you are requesting funding; include a general description of the program you intend to offer. Identify the PCL program area strategy or strategies that the proposed program will address. If the proposed program will address more than one of the program area strategies, estimate the percentage of the budget (in Year 1) that will be used to support each strategy. If you are submitting this application for consideration in more than one program area, specify the applicable strategies in each program area.

B. Population to be Served. Please refer to the definitions in [Exhibit G](#) to complete the tables in this section.

1. Number of Clients (Children, Primary Caregivers, or both) to be Served Annually.

Complete Table I.B1, indicating the total unduplicated number of children, and, if applicable, primary caregivers to be served each year.

Table I.B1. Total Unduplicated Clients to be Served Each Year			
	YEAR 1	YEAR 2	YEAR 3
	July 1, 2014- June 30, 2015	July 1, 2015- June 30, 2016	July 1, 2016- June 30, 2017
Total Unduplicated Children to be Served			
Total Unduplicated Primary Caregivers to be Served (if applicable)			

2. Explanation of Projected Children/Primary Caregivers to be Served. What is the basis for these projections?

3. Estimated Demographics of Population to be Served. Complete Table I.B3 below estimating the demographics of the population to be served by the proposed program for Year 1. Complete the table for EITHER children or primary caregivers, but not both. DO NOT INSERT ROWS OR COLUMNS.

Table I.B3. Estimates of Demographics of Population to be Served by Proposed Program, Year 1	% of Children	% of Primary Caregivers, if applicable
1. Gender		
Male		
Female		
Transgender		
Genderqueer		
2. Race/ Ethnicity		
Latino/Hispanic		
African American		
African Immigrant/Refugee		
Native American/ Alaska Native		
Native Hawaiian/Pacific Islander		
Asian		
White		
Eastern European Immigrant/Refugee		
Multiracial/Multiethnic		
3. Primary Language in Home		
English		
Spanish		
Vietnamese		
Russian		
Chinese (Mandarin, Cantonese, etc)		
Other languages		
4. Geographic Area		
East Portland		
North Portland		
Other areas of Portland		
Homeless		
5. Age		
prenatal - 2		
3 - 5		
6 - 11 (Elementary School)		
12-14 (Middle School)		
15-18 (High School)		
19 - 24		
Over age 25		
6. Socioeconomic Status		
At or Below Federal Poverty Level		
Between 101% - 185% of FPL		
185%- 200% of FPL		
over 200% of FPL		
7. Disability		
Client with Disability		

4. Rationale for Selected Population. What is the basis for the demographic estimates provided in Table I.B3? Why do you intend to focus on this population?

BONUS POINTS: Applicants who predominantly serve children residing in the eastern part of Portland (roughly east of 82nd Avenue: zip codes 97216, 97220, 97230, 97233, 97236, 97266), or offer services at a site located in this area, will receive three bonus points.

C. Outreach, Engagement, and Enrollment of Clients to be Served

1. Outreach & Engagement. What outreach methods will you use to recruit participants for the proposed program? Why do you believe these methods will be effective with the population? What barriers to engagement do you anticipate encountering, and what will you do to address them (to the extent possible)?

2. Enrollment. Describe the child/client intake and/or enrollment process including how you verify that children/families meet any eligibility requirements. Include the intake or enrollment form for the program as part of the Required Enclosures with this application.

D. Program Design

1. Main Program Activities. Complete Table I.D1 to show the main activities of the proposed program. Specify up to three service components most fundamental to the program. Amount of service offered refers to the total services offered by the program. Reference hours per day, days per week, weeks per year that the service will be offered, as applicable. If applicant is proposing programming that employs multiple strategies as specified in Section I.A. above, applicant may insert additional rows in the table below to identify main program activities for each strategy, or create separate tables for each strategy.

Table I.D1. Program Activities in Year 1		
Program Component	Number of Clients to be served (specify if children, or primary caregivers) in Year 1	Amount of Service to be Offered in Year 1
Other Program Design Details		
Curriculum: If the program will use a curriculum or curricula, please list the name of it here:		
Sites: List the name(s) and address(es) of all sites at which services will be offered:		
Multiyear Service: If the service is designed to serve the same client for multiple years, specify the range of years a client could participate:		

2. Minimum Service Dosage and Program Participation Goals. Complete Table I.D2 indicating the minimum amount of service per child per year you believe is necessary to achieve client outcomes (minimum dosage). Provide this information by program component or as a total amount of service regardless of component, whichever is most applicable. If applicant is proposing programming that employs multiple strategies as specified in Section I.A. above, applicant may insert additional columns in the table below for additional service components, or create separate tables for each strategy.

Table I.D2. Minimum Service Dosage and Participation Goals			
	Program Component 1 OR Total for All Program Activities	Program Component 2	Program Component 3
What is the minimum level of service (i.e. minimum dosage) necessary for the client to achieve the intended outcome?			
Percent of total clients to be served that you project will complete minimum service dosage in Year 1.			

3. Staffing for Proposed Program. Complete Table I.D3 indicating the staffing for the proposed program; include direct service positions and program management positions. Direct service positions are defined as staff that works face-to-face with children/clients; program management positions are defined as staff supervising direct service positions. Do not list names of staff. Insert rows as needed.

Table I.D3. Staffing for Proposed Program			
Staff Position/Title	Job Responsibilities	Education Level and Years of Experience	Expected Competencies and Training Requirements
Caseload or Adult to Child Ratio: Indicate the caseload for 1FTE if the proposed program includes individualized services. Indicate the Adult to Child Ratio if the proposed program includes classes for children/youth.			

4. Program Outcomes. Complete Table I.D4 listing up to 4 outcomes you anticipate clients will achieve as a result of participating in the proposed program. Project the percentage of clients served that will meet each of the outcomes listed.

Table I.D4. Program Outcomes	
Client Outcomes	Percent of Clients Projected to Meet Outcome (Year 1)

E. Rationale for Proposed Program, Participation Goals and Outcome Goals

1. Appropriate and Relevant Design. How is this proposed program appropriate for and relevant to the population(s) you intend to serve?

2. Relationship Between Activities and Outcomes. How are the specified outcomes related to the program activities? How did you determine or estimate the minimum service dosage needed to achieve the outcomes?

3. Participation Data. If the proposed program was offered in the past, provide participation data from the previous year of program delivery. If available, provide and describe participation trend data from the past three years. How did these participation data, and any other factors, inform your projection of the portion of clients that will receive the minimum service dosage in Table I.D2? If you are proposing a new program, what is the basis for your projection of the portion of clients that will receive the minimum service dosage in Table I.D2?

4. Outcome Data. If the proposed program was offered in the past, provide outcome data from the previous year of program delivery. If available, provide and describe outcome trend data from the past three years. How did these outcome data, and any other factors, inform your projections of the portion of clients that will achieve the outcomes in Table I.D4? If you are proposing a new program, what is the basis for your projection of the portion of clients that will achieve the outcomes in Table I.D4?

5. Alignment with Strategies. How do the proposed program and selected outcomes align with the program area strategy (or strategies, if applicable) indicated in I.A of your application?

6. Logic Model. If you have a logic model for program inputs, outputs, and outcomes, please include it with your response to this question. The logic model does not count toward the page length in this section.

F. Continuous Quality Improvement

1. Tracking Program Participation. Describe the processes the proposed program uses or will use to track client participation in service activities. How does or will the program calculate participation rates of children/clients in the program? Does the program disaggregate participation data by race/ethnicity, or have the capacity to do so?

2. Outcome Measurement Methods. What surveys, screening tools, assessment tools, interview protocols, and/or case note forms did the proposed program use to collect and report the outcome data described in I.E.4? If the proposed program is new, describe the tools that will be used to measure client outcomes. Why did the program select the specified tool(s) to assess client outcomes? How are the tools appropriate for and relevant to the focus population to be served? Describe how you used the assessment results to determine whether an individual met the outcomes described in I.E.4? If the proposed program is new, describe how you will use the assessment results to determine whether an individual meets the outcome described in Table I.D.4. Does the program disaggregate outcome data by race/ethnicity, or have the capacity to do so?

3. Program Quality and Effectiveness. Describe how the proposed program reviews or plans to review the quality and effectiveness of program services, including on-going monitoring of program participation and outcomes. How does the program determine, or plan to determine which elements of the program are working well and which are not? If you have offered the proposed program in the past, provide examples that demonstrate how the processes used resulted in program changes and improvements.

4. Staff Support and Supervision. Describe how you assure program staff and supervisors are equipped and supported to do quality work. Describe how you identify and respond to training and professional development needs for both supervisory and program staff. If the proposed program is new, describe what you plan to do. If you have offered the proposed program in the past, provide examples that demonstrate how the processes resulted in program changes and improvements.

II. Program Budget, Budget Narrative and Cost Effectiveness (10 points)

This section links the funding requested with specific elements of the proposed program. The proposed budget should be an appropriate and accurate projection of the program expenses for FY 2014-2015.

A. Budget

All applicants must submit:

1. A detailed proposed budget for FY 14/15 including sources and uses for all funds using the budget form in Exhibit C and;
2. Total annual proposed budget amounts for FY 15/16 & FY 16/17, without line items, using the budget form in Exhibit D. If the total amount requested in FY 15/16 and/or FY 16/17 differs substantially (more than 20%) from the FY 14/15 proposed budget, provide a brief explanation in the space provided on the form.

The following expenses will **not** be reimbursed by PCL:

- Out-of-town travel (unless training is required for a proposed program)
- Phone systems or other significant office equipment
- Fundraising expenses
- Fees or dues to a statewide, national or international organization (unless required for usage of a curriculum for the proposed program)
- Depreciation
- Interest
- Expenses categorized as “other” or otherwise not delineated

B. Cost Effectiveness and Budget Justification

Please answer all subparts and label your responses to correspond to the appropriate subpart. [4 page maximum]

Provide a complete justification for each line item in the budget per the instructions below.

1. **Salaried and Hourly Personnel.** List the job title, staff member name, (if known), part time or full time status, and percentage of that time working on the proposed program for which PCL funding is requested. All positions (direct service and management) listed in Section I, Table I.D3 should be included in the budget. List the salary or the hourly rate of pay for each position. List the total other costs associated with each employee such as taxes and benefits.
2. **Contracted Programmatic Services.** Identify any organization(s) that are proposed to receive funds as subcontractors under this proposal and briefly describe the services they will provide. Please break down how subcontractor funds will be spent. For any staff positions that will be funded through a sub-contract, include the position titles, percentage full-time equivalent that will be paid for with PCL funds, and the hourly pay rate for each position.

3. Program Expenses. All expenses listed in this budget category must directly benefit and support the operation of the proposed program and each line item must be justified. These expenses may be direct (e.g. client assistance fund, participation incentives, volunteer recognition, local travel/mileage), or indirect (e.g. rent for space in which program activities are conducted, utility expenses for program space or program staff offices, equipment leases for equipment used to create program materials, phone expenses for program staff). **Program expenses cannot include administrative expenses.**

For indirect expenses included in this budget category, explain the allocation method used to arrive at the amount budgeted for each line item. Any reasonable method is acceptable including allocation of expenses per employee, allocation using time records or time studies, or allocation using square footage. If different methods are used for different types of indirect other program expenses, please specify.

Example (allocation method for indirect program expenses):

Telephone expenses are allocated by the FTE associated with the program. The proposed program will use 2.5 FTE. The organization employs 10 FTE so we are allocating 25% of telephone costs to the proposed program. Typical annual phone costs are \$3,600 so we have budgeted \$900 for this line item.

4. Data Management and Evaluation Expenses. Identify data management and/or evaluation expenses for which PCL funding is requested. Explain how expenses listed in the budget are related to the data gathering and analysis tasks you described in your response in Section I.F. If staff and or subcontractors are listed, describe their duties and explain why their time is necessary for data collection, management and/or evaluation.

5. Administrative Expenses. Indicate the administrative rate; the rate cannot exceed 15% of the proposed program costs. Administrative expenses are defined as those that are incurred in the general operation and management of the agency and are listed on the IRS Form 990 as "Management and General Expenses." Administrative costs can include, but are not limited to, the following: salaries and expense of the chief officer of the organization and that officer's staff; general legal services; accounting; general liability insurance; office management; auditing; bookkeeping, accounting services, payroll, prorated administrative postage, janitorial services.

III. Organizational Capacity (10 points)

PCL is interested in investing in organizations that have sufficient capacity to successfully implement and maintain a cost effective, proven program.

Please answer all subparts and label your responses to correspond to the appropriate subpart. [2 page maximum]

- A. Organization History and Structure.** Provide a brief summary of the organization’s mission, history and organizational structure. Provide an organizational chart (not included in the page count for this section), identifying where the proposed program belongs within the structure.
- B. Strategic Plans.** Describe how the proposed program fits into the organization’s short- and long-term strategic plans.
- C. Key Management Staff Turnover.** Complete Table III.C below for the key management positions referenced in Table IV.B (Exhibit E). Key management personnel are those having authority and responsibility for planning, directing and supervising the activities of the organization (e.g. executive director, chief financial officer, division directors). Add rows to the table as needed.

Table III.C Staff Turnover in Key Management Positions		
Job Title of Key Management Position	How many times did position turn over between 1/1/11 and 12/31/13?	How many total weeks did position remain empty between 1/1/11 and 12/31/13?

- D. Financial and Administrative Experience.** Describe the organization’s financial and administrative experience and capabilities. Include experience in managing and accounting for federal, state or local funding sources in accordance with Generally Accepted Accounting Principles (GAAP).
- E. Statement of Experience (if applicable).** For organizations that have not received funding from PCL within the past three years (between July 1, 2010 and the publication date of this RFI), please submit a completed Statement of Experience (Exhibit F); list the five largest contracts and limit to one page. This document will not be scored but may be considered in making funding decisions.

IV. Culturally Responsive Programs and Organizations (25 points)

PCL values equity, diversity and access to opportunity among the children served by the programs it funds. In order to support its values and assure that all programs supported through PCL are culturally responsive, PCL will fund:

- Culturally specific programs offered by culturally specific organizations;
- Culturally specific programs offered by culturally responsive mainstream organizations; or
- Culturally responsive programs offered by culturally responsive mainstream organizations.

Definition of Culturally Responsive Program and/or Organization:¹¹

An organization or program that has a defined set of values and principles, demonstrates behaviors, attitudes, policies and structures that enables it to work effectively cross-culturally, and has the capacity to:

- value diversity;
- conduct self-assessment;
- manage the dynamics of difference;
- acquire and institutionalize cultural knowledge; and
- adapt to diversity and the cultural contexts of the communities it serves.

A culturally responsive organization or program incorporates all of the elements listed above into all aspects of policy making, administration, practice, service delivery, and systematically involves consumers, key stakeholders and communities.

Definition of Culturally Specific Program and/or Organization:¹²

- The majority of clients served are from a particular community of color (e.g. African American, African, Asian and Pacific Islander, Native American/Alaska Native, Latino/Hispanic, Slavic).
- The staff, management and board reflect the community that is served.
- The organizational or program environment is culturally focused and identifiable by community members as such.
- The organization has a track record of successful community engagement and involvement with the community being served.
- The community being served recognizes the organization as a culturally specific organization.

¹¹This is a definition of cultural competence taken from Cross, T., Bazron, B., Dennis, K., & Isaacs, M., (1989). *Towards A Culturally Competent System of Care Volume I.*; Washington, DC: Georgetown University, Child Development Center, CASSP Technical Assistance Center. Since the elements of the definition also apply to the elements of cultural responsiveness in the questions below, PCL has referenced it here.

¹² PCL has slightly adapted the definition of a culturally specific organization for clarity in this RFI. Curry-Stevens, A., Cross-Hemmer, A., & Coalition of Communities of Color (2010). *Communities of Color in Multnomah County: An Unsettling Profile*. Portland, OR: Portland State University.

Please answer all subparts and label your responses to correspond to the appropriate subpart. All applicants must score at least 16 points in this section to be eligible to receive funding. [5 page maximum not including Table IV.B (Exhibit E)]

A. Program Designation. State whether the proposed program is a culturally specific program offered by a culturally specific organization, a culturally specific program offered by a culturally responsive mainstream organization or a culturally responsive program offered by a culturally responsive mainstream organization. Your responses to the questions below will be used to determine whether the designation is adequately supported. Applicants who successfully demonstrate that they are a culturally specific program offered by either a culturally specific organization or a culturally responsive mainstream organization will receive 3 bonus points.

B. Demographics Characteristics of Organization's Clients, Staff and Board Members. Complete Table IV.B, Exhibit E per the instructions below. Please refer to the definitions in Exhibit G prior to completing the table.

- **Clients served by the Organization:** enter the actual number, as of January 1, 2014, of ALL unduplicated clients (i.e. children, adults, or both) served by the organization and the corresponding demographic data.
- **Staff of Proposed Program:** enter the actual number of direct service staff and management staff of proposed program, as of January 1, 2014. If the proposed program is new, enter the estimated numbers. Enter the corresponding demographic data for the staff. (Note: Numbers of staff listed should reflect the number of staff positions listed in Table I.D3)
- **Leadership of Applicant Organization:** enter the actual number, as of January 1, 2014, of the organization's key management staff and board members and the corresponding demographic data. For a definition of "key management staff", see Section III.C.
- **Note:** You may add additional demographic variables as additional rows if you choose, but please do not add additional columns. Additional demographic variables may include any other uniquely identifiable population.

C. Organizational Commitment to Cultural Responsiveness. Describe the organization's commitment to cultural responsiveness. Describe how the organization builds a culture of inclusion and equity.

D. Service User Voice and Influence. Describe how service user input is incorporated into program planning, service delivery, evaluation, quality improvement, hiring practices and performance evaluation. Include at least two examples of how service user input resulted in changes to agency and/or programmatic policies or practices that improved cultural responsiveness.

E. Community Engagement and Collaboration

1. Describe how the program/organization engages and collaborates with community leaders of the population(s) it serves.

2. Describe any established collaborations or partnerships the program/organization has with community-based organizations that represent or serve the interests of the population the program/organization serves.

F. Staff Recruitment, Retention, Promotion and Training; Board Training

1. Describe the organization’s efforts to recruit, retain and promote staff who reflect the population served by the program/organization.
2. Describe how the organization trains staff to deliver culturally responsive services to the cultural groups it serves.
3. Describe any cultural responsiveness training the organization provides for the board of directors.

G. Language Accessibility. Describe the organization’s efforts to provide effective language accessibility to the populations it serves. Include policies and practices on translation of written materials, interpretation services, and staff hiring.

H. Culturally Specific Program Applicants ONLY. Complete Table IV.H below by referencing where evidence can be found in your response to this RFI that supports each element of the definition of a culturally specific program or organization. Reference the RFI section, question number, and any applicable subparts (e.g. I. B3, Table IV.B).

Table IV.H. Evidence of Meeting Definition for Culturally Specific Program/Organization	
Element of Definition of Culturally Specific Program/Organization	Location in Application
Majority of clients served are from a particular community of color.	
Staff, management and board reflect community served.	
Organization/Program environment is culturally focused and identifiable by community members as such.	
Organization has track record of successful community engagement and involvement with community being served.	
Community being served recognizes organization/program as culturally specific.	



Exhibit A: Application Cover Sheet

This form must be completely filled in; reference to other materials is not adequate. Information may be hand written.

1. Applicant Organization _____ Fed. Tax ID# _____ - _____

Business Address: _____ State _____ Zip _____

Mailing Address (if different) _____ State _____ Zip _____

Phone () - _____ Ext _____

Internet Address (URL) _____

Chief Executive Officer _____

Phone () - _____ Ext _____ Email _____

Organization Type:
 [501(c)(3), for-profit entity, local education agency, community college, university] _____

2. Program Details

Program Name _____

Program Contact _____ Title _____

Phone () - _____ Ext _____ Email _____

Total PCL grant Funds Requested (total of all 3 years) \$ _____

Program Area Category for which Application seeks funding (may check off more than one, see RFI pgs. 3 -7):

<input type="checkbox"/> Early Childhood	<input type="checkbox"/> Mentoring	<input type="checkbox"/> After School
<input type="checkbox"/> Child Abuse Prevention & Intervention	<input type="checkbox"/> Foster Care	<input type="checkbox"/> Child Hunger Relief

3. Required Signature

I certify that our organization does not discriminate in its leadership, staffing, or service on the basis of age, gender, race, ethnicity, sexual orientation, disability, national origin, political affiliation, or religious belief

Signature of Chief Executive Officer _____ Date _____

For PCL use only



Exhibit B: Checklist of Required Enclosures

Enclosures must be submitted in electronic format.

- Application Cover Sheet (Exhibit A).
- Checklist of Required Enclosures (Exhibit B).
- Detailed FY 14/15 proposed program budget (Exhibit C).
- Annual proposed budgets for FY 15/16 and FY 16/17 (Exhibit D).
- Demographics Table IV.B: Organization's Clients, Staff, and Board Members (Exhibit E).
- Statement of Experience, **only required for applicants that have not received PCL funding between July 1, 2010 and the publication date of this RFI** (Exhibit F).
- Proof of 501(c)(3) status, if applicable.
- Annual organization-wide budgets for the current operating fiscal year, and the most recent closed fiscal year that include sources and uses of all funds. Please clearly state the starting and ending months of the organization's fiscal year.
- The most recent audited financial statement, **only required for applicants with revenues of at least \$1 million for the last closed fiscal year**.
- Client intake or enrollment form used for proposed program.
- Organizational chart.

Failure to submit required enclosures may disqualify the application from consideration.

Exhibit C: Program Budget Form, Year 1

Instructions: Use this form to create a budget for the first year of the proposed program. Insert the organization and program name. Include any matching and/or leverage funds using the "other source" columns; add columns as needed and specify each source of revenue. Show how costs for the proposed program will be covered by PCL, by line-item, and other revenue sources, by budget category. **Add additional rows as needed.**

Organization and Program Name:		Budget Year:							
		1	07/01/14 - 06/30/15						
PROGRAM COSTS		PROGRAM REVENUE SOURCES							
Budget Item	PCL Request	Other Source (Name)	Other Source (Name)	Other Source (Name)	TOTALS				
1) Personnel (Direct Program Staff & Supervision)									
a) Salaried Staff									
1. (insert Job Title)		<i>Provide the sub-total of expenses for the personnel budget category for each "other source" of funding; line-item breakdowns are not required</i>							
Percent FTE	(total annual time; 1=full time)								
Salary	(annual)								
Taxes & Benefits	(total annual)								
<i>salaried employee 1 subtotal</i>									
<i>Salaried Staff Subtotal</i>									
b) Hourly Staff									
1. (insert Job Title)									
Hours or FTE	(total time for one year)								
Hourly & Total Pay	(Hourly Rate and Annual Pay)								
Taxes & Benefits	(total annual)								
<i>hourly employee 1 subtotal</i>									
<i>Hourly Staff Subtotal</i>									
Personnel Subtotal									
2) Contracted Programmatic Services									
a) Contractors									
1. (insert Job Title/service to be provided)		<i>Provide the sub-total of expenses for the contracted programmatic services budget category for each "other source" of funding; line-item breakdowns are not required</i>							
Hours OR FTE	(total time for one year)								
Hourly & Total Pay	(Hourly Rate and Annual Pay)								
<i>contractor 1 subtotal</i>									
<i>Contractors Subtotal</i>									
b) Contracted Services									
(description of expense)									
<i>Contracted Services Subtotal</i>									
Contractors and Contracted Services Subtotal									
3) Program Expenses									
(description of expense)		<i>Provide the sub-total of expenses for the program expenses budget category for each "other source" of funding; line-item breakdowns are not required</i>							
Program Materials and Supplies Subtotal									
4) Data Management and Evaluation									
(description of expense)		<i>Provide the sub-total of expenses for the data management and evaluation expenses budget category for each "other source" of funding; line-item breakdowns are not required</i>							
Data Management and Evaluation Subtotal									
PROGRAM BUDGET SUB-TOTAL									
5) Administrative Rate									
(cannot exceed 15% of program expenses)		<i>Provide the sub-total of expenses for the administration budget category for each "other source" of funding</i>							
Administration Subtotal									
PROGRAM BUDGET TOTALS									

Exhibit D: Program Budget Form, Years 2 and 3

Instructions: Please use this form to show the total budget for the second and third years of the proposed program. Insert the organization and program name. Include any matching and/or leverage funds by using the "other source" columns; add columns as needed and specify each source of revenue.

Organization and Program Name:				Budget Year:	
				2	
				07/01/15- 06/30/16	
PROGRAM COSTS		PROGRAM REVENUE SOURCES			
Budget Item	PCL Request	Other Source (Name)	Other Source (Name)	Other Source (Name)	TOTALS
PROGRAM BUDGET TOTALS					

Explanation of significant change (more than 20%) in amount of PCL funding requested this year as compared to Year 1 (FY 14/15):

Organization and Program Name:				Budget Year:	
				3	
				07/01/16- 06/30/17	
PROGRAM COSTS		PROGRAM REVENUE SOURCES			
Budget Item	PCL Request	Other Source (Name)	Other Source (Name)	Other Source (Name)	TOTALS
PROGRAM BUDGET TOTALS					

Explanation of significant change (more than 20%) in amount of PCL funding requested this year as compared to Year 1 (FY 14/15):

EXHIBIT E: Table IV.B, Demographics of Organization's Clients, Staff and Board Members

Name of Applicant Organization:										
Name of Proposed Program:										
	Clients Served by Organization		Staff of Proposed Program				Leadership of Applicant Organization			
	# of Total Clients served by Organization	% of Total Clients served by Organization	# of Direct Service Staff	% of Direct Service Staff	# of Program Management Staff	% of Program Management Staff	# of Key Management Staff	% of Key Management Staff	# of Board of Directors	% of Board of Directors
Total Unduplicated Numbers										
1. Gender	0	0%	0	0%	0	0%	0	0%	0	0%
Male										
Female										
Transgender										
Genderqueer										
2. Race/ Ethnicity	0	0%	0	0%	0	0%	0	0%	0	0%
Latino/Hispanic										
African American										
African Immigrant/Refugee										
Native American/ Alaska Native										
Native Hawaiian/Pacific Islander										
Asian										
White										
Eastern European Immigrant/Refugee										
Multiracial/Multiethnic										
3. Primary Language in Home	0	0%	0	0%	0	0%	0	0%	0	0%
English										
Spanish										
Vietnamese										
Russian										
Chinese (Mandarin, Cantonese, etc)										
Other languages										

Exhibit F: Statement of Experience

Note: Only organizations that have not received funding from PCL during the last three (3) years must complete and submit this form.

In the table below, list the five largest contracts the applicant organization has had with other funding agencies/organizations during the last three (3) years (July 1, 2010 and the publication date of this RFI). PCL reserves the right to conduct reference checks with all contacts furnished and to consider the responses in making funding decisions. The Statement of Experience is limited to one page.

Funder Organization Name, Funder Contact Name, Phone Number and e-mail address	Contract Period (Mo/Yr – Mo/Yr)	Contract Amount	Services Provided	Target Population and Location

Exhibit F: Statement of Experience

Request for Investment in Early Childhood Programs; Portland Children's Levy

January 16, 2014

EXHIBIT G: Definitions and Additional Guidance for Completing Tables

Definitions of Terms for Table I.B1.

Unduplicated: Each unique child/caregiver served regardless of the number of service components specified in the application that the child/caregiver will be offered. We anticipate that some programs intend to serve the same children from year to year. We consider those children unduplicated for the purpose of this table.

Definitions of Demographic Terms for Table I.B3 and Table IV.B

Gender: The options are based on the Oregon Equality Act of 2007, which defines gender identity as how a person experiences one's own gender, and includes how the person expresses one's own gender, whether or not it corresponds to the individual's sex assigned at birth.

Race/Ethnicity: The list of race/ethnicity options are based on options used by a variety of public and private agencies. We recognize the options listed are significantly limited in capturing the complexity of race/ethnicity. Note: for any populations from the greater Middle East, excluding countries on the African continent, please use the "Asian" option.

Primary Language in the Home: Options in this category are based on the primary language spoken in the home regardless of whether the child/caregiver is multi-lingual. Foster care programs use the primary language in the biological home.

Geographic Area: Estimate using client's residence mailing address and zip code; however, school-based programs may use the address of the school if your program does not collect residence information from participants. The following link provides a complete listing of all Portland zip codes: <http://www.portlandoregon.gov/revenue/article/373203?>. The options listed in this category are defined as:

- East Portland: in zip codes 97216, 97220, 97230, 97233, 97236, 97266
- North Portland: in zip codes 97203, 97217, 97227
- Other Areas of Portland: city of Portland zip codes other than those specified East or North.
- Homeless: Based on the Federal McKinney-Vento Homeless Assistance Act: **(a)** means individuals who lack a fixed, regular, and adequate nighttime residence; and **(b)** includes- (i) children sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; living in emergency or transitional shelters; are abandoned in hospitals; (ii) children who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings; (iii) children living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings.

For foster care programs, indicate the geographic area of the biological home, if located within the City of Portland. If the biological home is not located in the City of Portland, indicate the geographic area of the foster care home.

EXHIBIT G: Definitions for Tables I.B1, I.B3, and IV.B

Age: Estimate using likely age during Year 1 of the proposed program.

Socioeconomic Status: Options for this section are based on the Federal Poverty Level definitions for 2013 and corresponds to USDA Free & Reduced Meals guidelines for 2013-2014. For foster care programs, use the socioeconomic status of the biological family, if the data are available.

Income breakdown based on the 2013 Federal Poverty Level (FPL):

Persons in Family Unit	100 % of FPL	101% - 185% of FPL	186% - 200% of FPL	Over 200% of FPL		
1	\$11,490	\$11,491	\$21,257	\$21,258	\$22,980	\$25,279
2	15,510	\$15,512	\$28,694	\$28,695	\$31,020	\$34,124
3	19,530	\$19,532	\$36,131	\$36,132	\$39,060	\$42,968
4	23,550	\$23,552	\$43,568	\$43,570	\$47,100	\$51,812
5	27,570	\$27,573	\$51,005	\$51,007	\$55,140	\$60,657
6	31,590	\$31,593	\$58,442	\$58,445	\$63,180	\$69,501
7	35,610	\$35,614	\$65,879	\$65,882	\$71,220	\$78,346
8	39,630	\$39,634	\$73,316	\$73,319	\$79,260	\$87,190

Person with Disability: Based on the federal Americans with Disabilities Act definition; a person who has a physical or mental impairment that substantially limits one or more of the major life activities of such individual, has a record of impairment, and is regarded as having such an impairment.

Additional Guidance for Table I.B3

- Complete only those categories that seem most relevant to describe the population you intend to serve with the proposed program. For categories that are not relevant to the program, please enter “n/a” in the corresponding data field.
- For each subsection (e.g. gender, race/ethnicity), the percentages across the categories (e.g. male/female) should add to 100%. This issue does not pertain to the disability subsection.

Additional Guidance for Table IV.B.

- Please do not enter data in the blue shaded cells in the table IV.B. Those cells contain formulas specifically programmed for PCL data analysis purposes.

EXHIBIT H: Review and Scoring Form for Early Childhood Program Applications

Proposal #: ____

Reviewer #: ____

Read Reviewers' Instructions before scoring applications.

I. Proven Program Design and Effectiveness

Possible Points: 55

For Maximum Points for each subsection, responses include the following elements:		Score per Subsection
A. Program Summary and Identification of Strategy: up to 2 points		
<ul style="list-style-type: none"> • Clear overview of proposed program model and population to be served. • Identifies PCL strategy/strategies that program will address. • If multiple strategies identified, then indicates estimated percentage of budget in Year 1 that will be used to support each strategy. 	____ points	
Reviewer Notes:		
B. Population to be Served: up to 8 points		
B1. Number Served (1 points)		____ Points
<ul style="list-style-type: none"> • Number served is provided in Table I.B1. 		
B2. Explanation of Projected Number Served (2 points)		
<ul style="list-style-type: none"> • Basis for projection is clear and understandable. 		
B3. Demographics of Population (2 points)		____ Points
<ul style="list-style-type: none"> • Estimates of population demographics complete in Table I.B3. 		
B4. Rationale for Selected Population (3 points)		____ Points
<ul style="list-style-type: none"> • Clearly explains basis for demographic estimates by referencing program experience and data. • Clearly demonstrates knowledge of the population and its needs by referencing at least two of the following as part of rationale for the selected population: local data, research, program experience and data, or equity considerations. 		
Reviewer Notes:		
C. Outreach, Engagement, and Enrollment of Clients to be Served: up to 5 points		
C1. Outreach & Engagement (3 points)		____ Points
<ul style="list-style-type: none"> • Clearly specifies outreach methods. • Demonstrates how outreach methods are effective with population. • Demonstrates knowledge of population's barriers to engagement. • Demonstrates how program will seek to reduce barriers to engagement. • Convincingly references at least two of the following in explanation of selected outreach methods and barriers to engagement: cultural considerations, program experience and data, or research. 		
C2. Client Enrollment/Intake (2 points)		____ Points
<ul style="list-style-type: none"> • Demonstrates clear process for client enrollment, and, if applicable, assessing eligibility. • Intake form is provided, and has clear relationship with demographic variables used to describe population in Table I.B3. 		
Reviewer Notes:		

D. Program Design: up to 10 points	
D1. Activities (2 points) <ul style="list-style-type: none"> All applicable sections of Table I.D1 are complete and are understandable. 	___ Points
D2. Minimum Service Dosage & Participation Goals (2 points) <ul style="list-style-type: none"> All applicable sections of Table I.D2 are complete and understandable. 	
D3. Staffing (2 points) <ul style="list-style-type: none"> All applicable sections of Table I.D3 are complete and understandable. 	
D4. Outcomes (2 points) <ul style="list-style-type: none"> All applicable sections of Table I.D4 are complete and understandable. 	
Overall (2 points) <ul style="list-style-type: none"> Taken together, tables demonstrate a clear outline of the proposed program. 	
Reviewer Notes:	
E. Rationale for Proposed Program, Participation Goals, and Outcome Goals: up to 18 points	
E1. Appropriate and Relevant Design (2 points) <ul style="list-style-type: none"> Demonstrates how program activities are relevant and appropriate for the population by convincingly referencing at least three or more of the following: local data, research, program experience and/or data, equity goals, or cultural considerations. 	___ Points
E2. Relationship Between Activities and Outcomes (2 points) <ul style="list-style-type: none"> Demonstrates that outcomes selected are clearly appropriate to the service(s). References two or more of the following in explaining the basis for the level of participation needed to produce outcomes: local data, research, program experience and/or data, or cultural considerations. 	
E3. Participation Data (5 points) <ul style="list-style-type: none"> Provides requested data on program participation from previous year and trend data from past three years. Demonstrates how data were used to develop projection of clients that would meet minimum service dosage. If program is new and data are not provided, applicant demonstrates well-developed basis for projection of clients that would meet minimum service dosage. Data provided show that at least 65% of clients served have met the minimum service dosage in the past. 	
E4. Outcome Data (5 points) <ul style="list-style-type: none"> Provides requested data on outcomes from previous year and trend data from past three years. Demonstrates how data were used to develop projection of clients that would meet selected outcomes. If program is new and data are not provided, applicant demonstrates well-developed basis for projection of clients that would meet selected outcomes. Data provided shows that at least 60% of participants have met outcome goals in the past. 	
E5. Alignment with Strategies (2 points) <ul style="list-style-type: none"> Well-developed and clear explanation of how program model and selected outcomes align with selected PCL strategy/strategies. 	
E6. Logic Model (2 points) <ul style="list-style-type: none"> Includes a Logic Model that clearly shows the relationship between program design (inputs), amount of services to be offered and participation goals (outputs), and outcomes for children or families. 	
Reviewer Notes:	

F. Continuous Quality Improvement: up to 12 points	
<p>F1. Tracking Program Participation (3 points)</p> <ul style="list-style-type: none"> • Demonstrates clear process for tracking attendance for all program components. Includes procedures for tracking attendance and staff responsible for steps in the process. • Clear explanation of how attendance data is, or will be, used to calculate participation rates for minimum dosage of service needed to meet outcomes. • Identifies whether or not program disaggregates participation data by race/ethnicity or other demographic variables, or has the capacity to do so. 	<p>____ Points</p>
<p>F2. Outcome Measurement Methods (3 points)</p> <ul style="list-style-type: none"> • Clearly identifies assessment tools (e.g. surveys, case note protocol) used to measure client outcomes. • Clearly explains why tools were selected to measure the outcomes specified. • Demonstrates that tools are appropriate for the population to be served. • Clearly demonstrates how assessments were or will be scored to determine whether client achieved outcomes. Indicates which staff are responsible for the steps in the outcome measurement process. • Identifies whether or not program disaggregates outcome data by race/ethnicity or other demographic variables, or has the capacity to do so. 	
<p>F3. Program Quality and Effectiveness Processes (3 points)</p> <ul style="list-style-type: none"> • Demonstrates clear process in place (or planned) to review quality and effectiveness of services to address continuous quality improvement. • Provides extensive and meaningful examples of how processes used resulted in quality improvement changes in the past. 	
<p>F4. Staff Support and Supervision (3 points)</p> <ul style="list-style-type: none"> • Demonstrates clear processes are in place (or planned) to assure program staff and supervisors are supported in doing quality work. • Clear and convincing explanation of how the program identifies and responds to training and professional development needs. Includes how staff are supported to work well with the proposed population. • Provides extensive and meaningful examples of how processes result in ongoing quality improvement of staff support and supervision for program in the past. 	
<p>Reviewer Notes:</p>	
<p>Proven Program Design and Effectiveness; TOTAL Score: ____ out of 55 Points Possible</p>	

II. Program Budget, Budget Narrative and Cost Effectiveness:

Possible Points: 10

For Maximum Points for each subsection, responses include the following elements:		Score per Subsection
A. Budget Forms: up to 3 points		
<ul style="list-style-type: none"> • FY 14/15 budget form (Exhibit C) is complete. • FY 15/16 and FY 16/17 budget form (Exhibit D) is complete. • The FY 14/15 does not include any disallowed costs (see list on page 18 of the RFI). • If the amount requested in FY 15/16 and/or FY 16/17 differs by more than 20% of the amount requested in FY 14/15, a clear and reasonable explanation is provided. 	___ Points	
Reviewer Notes:		
B. Cost Effectiveness and Budget Justification: up to 7 points		
<p>All budget categories are addressed, calculations are accurate, each line-item is well justified and proposed costs appear reasonable:</p> <ul style="list-style-type: none"> • Salaried and Hourly Personnel: each of the staff positions listed in Table I.D3 of the RFI is included; budget includes percent FTE, salary, and taxes & benefits. • Contracted Programmatic Services: if applicant proposes to use contracted services, a line-item breakdown is included and the narrative clearly defines the work of the sub-contractor including staff positions, percent FTE, salary, and taxes & benefits. • Program: line-items are limited to those that directly benefit and support the operation of the proposed program; does not include any administrative expenses; allocation methods are clearly explained for all indirect costs; allocations methods used seem reasonable. • Data Management & Evaluation: clearly explains how the expenses tie to the data gathering and analysis tasks described in section I.F of the application narrative; the need for and duties of staff and/or subcontractors are clearly explained. • Administrative: the budgeted amount is equal to or less than 15% of the program budget sub-total. 	___ Points	
Reviewer Notes:		
Program Budget, Budget Narrative, and Cost Effectiveness; TOTAL Score: ___ out of 10 Points Possible		

III. Organizational Capacity

Possible Points: 10

For Maximum Points for each subsection, responses include the following elements:		Score per Subsection
A. Organization History and Structure: up to 2 points		
<ul style="list-style-type: none"> • Clear description of the organization’s mission, history and organizational structure. • Organizational chart is included. • Clear explanation of where the proposed program fits within the structure of the organization. 	___ Points	
Reviewer Notes:		
B. Strategic Plans: up to 2 points		
<ul style="list-style-type: none"> • Clearly articulates the organization’s short-term and long-term strategic plans. • Demonstrates that the proposed program aligns with the organization’s short-term and long-term strategic plans. 	___ Points	
Reviewer Notes:		
C. Key Management Staff Turnover: up to 3 points		
<ul style="list-style-type: none"> • Table III.C: Staff Turnover in Key Management Positions is complete. • The number of positions listed in Table III.C matches the total number of key management positions identified in Table IV.B. • Low turnover (no more than once for each key management position). • Length of vacancies in key management positions were kept to a minimum (less than 12 weeks). 	___ Points	
Reviewer Notes:		
D. Financial and Administrative Experience: up to 3 points		
<ul style="list-style-type: none"> • Clearly articulates financial and administrative experience. • Evidence that the organization has substantial financial and administrative experience. • Extensive experience managing and accounting for federal, state and/or local funding sources in accordance with Generally Accepted Accounting Principles (GAAP). 	___ Points	
Reviewer Notes:		
Organizational Capacity; TOTAL Score: ___ out of 10 Points Possible		

IV. Culturally Responsive Programs and Organizations

Possible Points: 25

For Maximum Points for each subsection, responses include the following elements:		Score per Subsection
A. Program Designation: up to 1 point		
<ul style="list-style-type: none"> • Chooses one of the following three designations: <ul style="list-style-type: none"> ▪ Culturally specific program offered by a culturally specific organization. ▪ Culturally specific program offered by a culturally responsive mainstream organization. ▪ Culturally responsive program offered by culturally responsive mainstream organization. 	___ Points	
Reviewer Notes:		
B. Demographics of Organization's Clients, Staff and Board Members: up to 4 points		
<ul style="list-style-type: none"> • Table IV.B: Demographics of Client Population to be Served, Program Staff, and Organization Leadership is complete. • Race/ethnicity and language spoken by direct service staff reflect race/ethnicity of and language spoken by population program proposes to serve (see RFI Section I, Table I.B3 for demographics of population served). • Racial/ethnic makeup of management staff reflects population organization serves. • Racial/ethnic makeup of board of directors reflects population organization serves. 	___ Points	
Reviewer Notes:		
C. Organizational Commitment to Cultural Responsiveness: up to 4 points		
<ul style="list-style-type: none"> • Organization has policies that articulate a commitment to cultural responsiveness in service delivery and racial equity in outcomes and has procedures in place to monitor progress toward goals. • Organization allocates resources to monitoring and improving cultural responsiveness and equitable results. • Organization has begun, or has completed a racial equity assessment. If completed, articulates what was learned in the assessment. 	___ Points	
Reviewer Notes:		
D. Service User Voice and Influence: up to 4 points		
<ul style="list-style-type: none"> • Service user input on planning, improvement and review of programs is regularly gathered using multiple methods that might include surveys, focus groups, and/or community advisory groups. • Provides at least two examples that show how service user voice has been used to improve cultural responsiveness in organizational policy, program planning, service delivery, evaluation, quality improvement, hiring practices and/or performance evaluation. 	___ Points	
Reviewer Notes:		
E. Community Engagement and Collaboration: up to 4 points		
<ul style="list-style-type: none"> • Provides examples of how the organization/program engages and collaborates with community leaders of the population(s) it serves. • Provides evidence of established and ongoing collaborations or partnerships with community-based organizations that represent or serve the interests of the population served. • Provides examples of how the engagement and collaboration influences cultural responsiveness in organizational policy, program planning, service delivery, evaluation, quality improvement, hiring practices and/or performance evaluation. 	___ Points	
Reviewer Notes:		

F. Staff Recruitment, Retention, Promotion and Training; Board Training: up to 4 points

- Provides evidence of efforts to recruit, retain and promote staff that reflects the population served by program/organization.
- Provides evidence that staff receives ongoing training on cultural responsiveness; organization evaluates the effectiveness of training and can describe how the training has impacted service delivery.
- Organization provides training on cultural responsiveness to Board of Directors; describes impacts of the training on the organization and its work.

___ Points

Reviewer Notes:

G. Language Accessibility: up to 4 points

- Has policies and practices to make services accessible to service users in their native language that include translation of written materials, interpretation and hiring staff that speak the language(s) of the communities served.
- Evaluates the quality and effectiveness of the interpretation and translation services provided and demonstrate high quality and effective interpretation services.

___ Points

Reviewer Notes:

Culturally Responsive Programs and Organizations; TOTAL Score: ___ out of 25 Points Possible

Total Application Score: _____