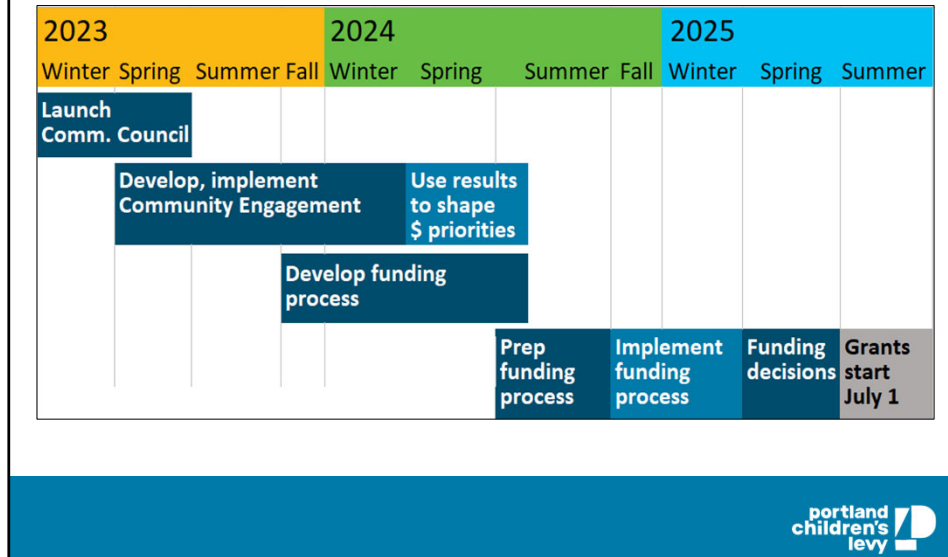




**Allocation Committee**  
**April 23, 2025**

## Big picture: phases & timeline



### Katrina speaking

We'd like to start today by recapping the 2 years of planning, implementation, and community engagement and input that went into this funding process.

Community engagement and input were integrated throughout this process. As you can see on this slide, we began with launching a new 13-member Community Council in 2023. The Council was formed in response to community engagement results and recommendations from PCL's 2019-20 funding round. Council members have lived and professional experiences reflective of the communities served by PCL funding.

Our next few slides will review the major phases in this funding process.

After, we'll summarize how staff created funding recommendations in advance of this meeting. We also want to remind everyone that on March 7, applicants received staff funding recommendations for the program area where they applied; key data and a brief summary of each application in the program area, and a guide to staff's funding recommendations.

Our slides today will cover a high-level summary of what was sent to applicants in early March.

We'll end this presentation with an orientation to how staff will facilitate the Allocation Committee's decision-making today.

## Community engagement 2023-24

- Led by Camille E. Trummer Consulting in collaboration with PKS International community engagement liaisons
- Surveys, focus groups, and interviews; 750 community members and service providers across Portland
- Of 500+ community survey respondents:
  - More than 70% identified as BIPOC
  - More than 50% lived in households earning under \$50K/year
  - More than 50% had a preferred language other than English
- Results = program area funding priorities/services for PCL investment



### Katrina speaking

After launching the Community Council, PCL staff collaborated with Council members to determine community engagement goals, key topics, and priority populations.

PCL's community engagement process was led by Camille E. Trummer Consulting in collaboration with PKS International community engagement liaisons. This process started in fall 2023 and wrapped up in the spring 2024.

They used surveys, focus groups and interviews to engage 760 community members and service providers across Portland. Among the more than 509 people who responded to the community survey:

- more than 70% identified as Black, Indigenous and people of color
- more than 50% lived in households earning less than 50,000 a year
- more than 50% had a preferred language other than English – in fact, engagement was conducted in more than 25 languages

Staff worked with the Community Council and the Allocation Committee to take community engagement results and shape them into funding priorities in each of PCL's 6 program areas. Funding priorities are the types of direct services for children and families that the Levy will be funding in this round. All applicants for funding were required to address at least 1 of the funding priorities in their application.

## Application and review process

- Questions and scoring criteria focused on the organization and their program's ability to deliver effective services for priority populations.
- Approx. 70% of available points focused on equity, diversity, inclusion
- Recruited, trained 96 community volunteers as reviewers
- 91 completed review of 168 applications
- Application score = median of 4 reviewers

### Katrina speaking

This slide offers reminders about the application and review process.

Staff worked with the Community Council in fall 2023-winter 2024 to shape application questions and scoring criteria. Application questions and scoring criteria focused on organization's experience with serving children/families and their impact on racial equity, diversity, and inclusion; on program design and the program's alignment with PCL funding priorities and ability to deliver effective programming for priority populations; and on the grant budget for the proposed program. As a result of their work, approximately 70% of the available points on an application focused on issues of equity, diversity, and inclusion.

The Community Council also recommended PCL continue engaging community volunteers to read and score applications. Staff recruited and trained 96 community volunteers with lived and professional experience in PCL's program areas; priority populations; and equity, diversity, and inclusion. This was 50% more reviewers than our last funding round in 2019-20.

Some reviewers withdrew due to unexpected family emergencies. 91 reviewers completed all the reviews, resulting in 4 reviewers reading and scoring each application. The final score on each application is the median of 4 reviewers' scores. In March 2025, PCL staff sent each applicant a summary of their score forms along with reviewer comments.

## Community Council priorities

Community Council voted to prioritize applications with the following characteristics:

1. In general, **after score, prioritize applications**: focused on serving BIPOC/PCL priority populations (8/9); from small organizations (5/9); focused on serving 1-2 specific BIPOC priority populations and/or other PCL priority populations (4/9)
2. If **scored above median, deprioritize applications**: from large organizations (6/9); serving general PCL priority populations with no specific focus (6/9); from current grantees for a program PCL doesn't currently fund (6/9)
3. If **scored below median, prioritize applications**: from organizations that don't currently receive PCL \$ (5/9); from small organizations (5/9); focused on serving BIPOC/PCL priority populations (4/9); focused on serving 1-2 specific BIPOC priority populations and/or other PCL priority populations (4/9)

### Katrina speaking

We know using only application score for decision-making has shortcomings. For example, some applications score highly due to strong grant writing, but the proposed program may have performance challenges. Similarly, some applications score low due to lack of grant writing experience, though they may deliver effective programming and services.

Staff worked with the Community Council to prioritize application characteristics, in relation to score. Council members discussed and responded to 3 questions. Voting results are listed on this slide and show the priorities of a majority, or close to a majority, of Community Council members. Numbers in parentheses show the number of council members that voted for a priority out of the total number of voting council members.

At a high level, Council prioritized applications: 1) that focus on serving Black and Indigenous children and families, and children and families of color along with a range of other priority populations such as LGBTQIA2S+, immigrant and refugee, and disability; 2) from small organizations or from organizations without PCL funding; 3) that focus on serving 1-2 specific racial/ethnic PCL priority populations and/or 1-2 other PCL priority populations. Council deprioritized applications: 1) from large organizations; 2) programs that serve general PCL priority populations with no specific focus population, and 3) from current grantee organizations for a program that PCL does not currently fund.

## PCL's declining resources

| Current Annual Large Grants Budget Total (FY 25) | Projected Average Annual Resources (FY26-28) | % change (FY 26) |
|--|--|------------------|
| \$27.2 million                                   | \$21.56 million                              | -21%             |

### Arika speaking

At this point, we want to remind everyone of the financial context and resources available for this funding round.

- Current annual budgets for large grants totals \$27.2 million.
- The projected annual budget for large grants over the next three fiscal years totals \$21.56 million per year.
- This means on an annual basis, total funds available for large grants will decline approximately 21% next year.
- This decline is the result of PCL spending down a fund balance that was invested in grants over the past 5 years, plus a decrease in projected property tax revenue over the next 3 years.

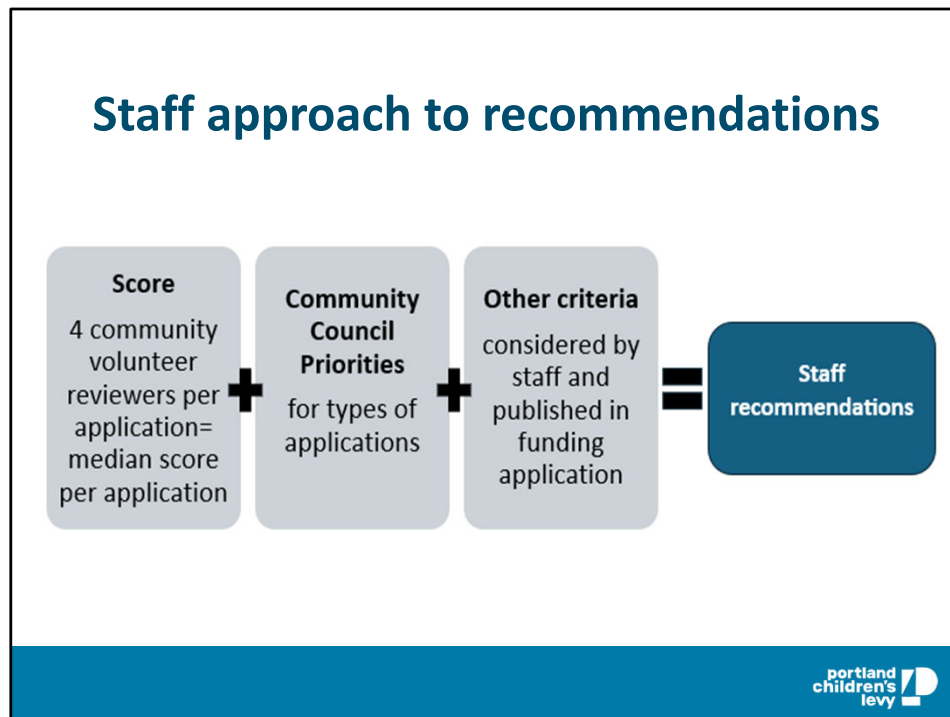
## Increased demand for PCL \$

| Metrics  | 2019-20 | 2024-25 | % change |
|--|---------|---------|----------|
| Number of Applications                                   | 116     | 168     | 45%      |
| Total \$ requested over 3 years                          | \$114 M | \$223 M | 95%      |
| Number of applications from organizations without PCL \$ | 25      | 76      | 204%     |

### Arika speaking

At the same time that PCL has declining funds, we saw increased demand for our grants.

- PCL received 168 total applications this time, a 45% increase over the last funding round in 2019-20.
- \$222 million in total funding was requested over 3 years, nearly double the amount requested in 2019.
- We received more than \$3 in requests for every \$1 of grant funding available.
- The number of applications from organizations without PCL grants tripled, compared to 2019.
- Staff made funding recommendations in the context of substantially declining funds and a 45% increase in applications. This also means today's decisions are difficult choices.



### Arika speaking

PCL staff created funding recommendations using these 3 main factors:

1. Application score, resulting from 4 community volunteer reviewers;
2. Community Council priorities described earlier in this presentation. Please keep in mind the priorities did not mean PCL staff would recommend **\*ONLY\*** applications for funding that met Council priorities. Their “priorities” were not “requirements.”
3. Other criteria published in the funding application last fall.

The criteria in the funding application explained that staff recommendations would:

1. Prioritize high-scoring applications.
2. Address PCL funding priorities and priority populations.
3. Support a diversity of organizations to serve the community.
4. Balance support between currently funded programs and programs not currently funded by PCL.
5. Consider the scale and feasibility of the proposed program in the context of amount of funds requested, the experience and expertise of the program and/or agency.
6. Consider the program cost per participant in the context of the level of service provided to participants.
7. Consider program performance as a current PCL grantee, if applicable.



## Staff approach to recommendations

- Recommended amounts determined by:
  - Current grantees' performance and spending
  - Proposed scale and budget, some or all program components
  - Balancing available funds across range of services for priority populations
- Program area policy lenses

### Arika speaking

**Recommended funding amounts for current grantee programs** take into account performance trends including the severity and persistence of any performance concerns, spending history, and the need to balance investments to ensure all or as many priority populations as possible receive a range of Levy-funded services. Programs with persistent and significant performance concerns were not recommended for continued funding.

**In recommending programs currently without PCL funding**, staff prioritized applications from organizations that are small, that scored at or above median, that add services for priority populations (especially those underserved in a program area), and had few or no feasibility concerns. Recommended funding amounts take into account the proposed scale and budget, whether all program components are recommended for funding, and the need to balance investments to ensure all or as many priority populations as possible receive PCL-funded services.

Staff also considered specific policy lenses in creating funding recommendations in each program area. The policy choices were informed by the community engagement process and past PCL grant performance.

- *After School*: Prioritized adding services with a strong track record of youth engagement and limited transportation barriers.
- *Child Abuse Prevention and Intervention*: Prioritized continuing and adding services with therapeutic elements to support family mental health.
- *Early Childhood*: Prioritized services for families with infants and toddlers, including prenatal supports, since other local resources for children age 3- 5 have increased after passage of Preschool for All.
- *Foster Care*: Prioritized services supporting mental health for foster youth.
- *Hunger Relief*: Prioritized adding services focused on serving Black children and families who have been underserved in this program area.
- *Mentoring*: Prioritized adding services for 18- to 24-year-olds due to the expansion of the eligible service population in this program area.

## June 2024 resource allocation

- Total estimated resources for grants and grantee training, FY 2026-28 (3 years): \$72.8 M
- Committee allocated:
  - \$6 M for Community Childcare Initiative (CCI)
  - \$1.5 M for Small Grants Fund
  - \$600 K for grantee training
  - \$64.7 M for large grants



### Lisa speaking

This slide outlines the allocation decisions made by this Committee in June 2024. Estimated resources of \$72.8 million over the next three years include projected revenue from the tax levy, plus projected fund balance, minus projected expenses for personnel, internal and external materials and supplies and reserves.

In June 2024, the Committee allocated \$6 million to continue the Community Childcare Initiative, CCI. CCI is a childcare subsidy initiative that helps working families earning low incomes afford high-quality childcare. It supplements the state's Employment Related Day Care subsidy and ensures that costs for families are covered in full. This allocation addresses the top funding priority in the early childhood program area from community engagement and a high priority in the after school program area.

Staff reviewed CCI performance in more depth at the February Allocation Committee meeting, and shared the results of family and childcare provider surveys indicating that CCI successfully increased access to high-quality care, and that both families and providers are highly satisfied with the program. Currently all available subsidies are being used, and there is a waitlist.

The Committee allocated \$1.5 million to continue PCL's Small Grants Fund program for the next 3 years. The Small Grants Fund was started to improve equity of access for smaller organizations that struggle to compete for large grants and to ensure funding access for smaller organizations arising out of the communities they serve. Current small grants run through FY 2026. A new small grants funding round will launch later this year.

The Committee also allocated \$600K over 3 years to continue offering training to grantees that supports quality improvement and responsiveness to children and families.

The remaining \$64.7 M funds were allocated for this large grants process.

## Funding recommendations

| Program Area      | # of Apps Rec'd | Funds Requested (3 years, millions) | Funds Available (allocated range for 3 years, millions) | Total Funds Recommended (3 years) | # Apps Recomm. |
|-------------------|-----------------|-------------------------------------|---|-----------------------------------|----------------|
| After School      | 45              | \$50.5                              | \$10.0 – \$11.9   | \$11,307,000                      | 21             |
| Child Abuse Prev. | 24              | \$35.2                              | \$12.6 - \$15.7   | \$12,490,000                      | 17             |
| Early Childhood   | 19              | \$35.8                              | \$11.9 - \$13.2   | \$12,303,000                      | 11             |
| Foster Care       | 18              | \$24.0                              | \$7.5 - \$8.2   | \$7,968,000                       | 12             |
| Hunger Relief     | 23              | \$28.7                              | \$9.4 – 11.3  | \$9,400,000                       | 14             |
| Mentoring         | 39              | \$48.8                              | \$8.8 - \$10.7  | \$11,508,000                      | 19             |
| <b>Total</b>      | <b>168</b>      | <b>\$223.0</b>                      | <b>\$64.7</b>   | <b>\$64,976,000</b>               | <b>94</b>      |

### Lisa speaking

The Committee then allocated projected resources for large grants among each of PCL's six program areas. The Committee chose to allocate program area funding as a range of available resources. The funding range allocated for each program area was based on the Committee's policy priorities, and historical funding demand in each program area.

This slide shows the number of applications received and recommended per program area; the 3-year funding amount requested and recommended; and the range of funds allocated per program area.

As you can see, staff recommended allocating more than the high end of the range in mentoring; near the high end of the range for after school; at the low end of the range for early childhood, hunger relief, and foster care; and under the low end of the range for child abuse prevention and intervention. This approach helps address relative demand among the program areas and Community Council priorities for small organizations and programs that haven't had Levy funding, which are concentrated in mentoring and after school program areas.

Funding recommendations total \$65 million. A current PCL grant unexpectedly ended December 31, 2024, and most of the unspent balance was allocated to this funding round.

Given the increased number of applications and scale of requests in combination with the decrease in PCL's available resources, most recommended funding amounts are substantially less than what applicants requested. PCL understands that applicants receiving less funding than requested will not be able to provide the same scale of services as proposed in the application. PCL will negotiate with applicants for delivery of services commensurate with the funds granted.

## Applicant testimony

- Applicants had the opportunity to submit written, video, or audio testimony in support of their application.
- Testimony was delivered to Allocation Committee on April 8.

### Lisa speaking

Each applicant had the option to submit testimony in support of their application between March 7 and April 4.

Applicants could submit one of the following: a 3 minute video or audio recording, or up to 400 words of written testimony in support of their application. Testimony was accepted in languages other than English, and PCL worked with City of Portland language services vendors to translate them.

Testimony was submitted in support of 111 applications, out of the 168 total applications.

PCL staff compiled all submitted testimony and provided it to each Allocation Committee member on April 8.

## Facilitation of funding decisions

- AC members each submitted individual funding preferences to staff
- Staff aggregated committee member preferences to facilitate today's discussion
- Vote on group of applications that all members preferred to fund and at the same amount
- Proceed with applications where Committee members have differing preferences on funding level or whether to fund
- Vote on funding applications and staff tracks balance as decisions are made

### Lisa speaking

In advance of today's meeting, each Allocation Committee member reviewed summaries of all applications submitted, including score, the funding priorities addressed by the proposed program, the size of the applicant organization, the age group and population focus for the program. They reviewed staff recommendations, program performance information on currently funded programs, and the testimony submitted by applicants.

After reviewing this information, Allocation Committee members indicated their individual funding preferences to staff using an Excel worksheet by program area.

Staff aggregated your individual funding preferences, by program area, to help facilitate today's discussion.

First, staff will list all the applications in a program area that all Committee members had a preference to fund and at the same amount. The Committee will vote on these applications as a group. The Chair will call for a motion and second, and discussion.

If there are differing funding preferences on an application, or if a member indicated an abstention due to a conflict, those applications will be considered individually. Staff will begin discussion of these applications by

- Stating the name of the application organization and program
- The number of Committee members out of 5 who indicated a preference to fund the application,
- The funding amount
- Whether anyone abstained from stating a funding preference for an application.

Then staff will turn consideration of the application over to the Chair to facilitate voting, using the process I just described.

PCL fiscal analyst John Kelly will use a spreadsheet to track your decisions as you make them. He will update us on the balance in a program area as you make decisions.

If no Committee member indicated an interest in funding an application, it is unlikely to be discussed today.

We'll begin decision making with the After School program area and will go alphabetically through the rest: child abuse prevention/intervention, early childhood, foster care, hunger relief, and mentoring.

## Conflicts of interest disclosure

- Committee member, or immediate family member of Committee member with financial relationship, or appearance of financial relationship with an applicant
- Financial relationship includes working for or contracting with an applicant organization
- Family members include spouse, domestic partner, child, sibling, or in-law

### Lisa speaking

I want to remind Allocation Committee members that they are required to disclose conflicts of interest.

- A conflict of interest refers to a financial relationships between a committee member or immediate family the Committee member and the applicant organization
- A financial relationship includes being an employee or a contractor of an applicant organization
- If you volunteer for an applicant organization, you are not required to disclose that as a conflict. You may disclose your connection if you choose.
- Committee members with conflicts of interest will abstain from voting on applications where they have a conflict.

If anyone has a conflict of interest with an applicant organization, please state the conflict now, and again if the application is considered for funding.