

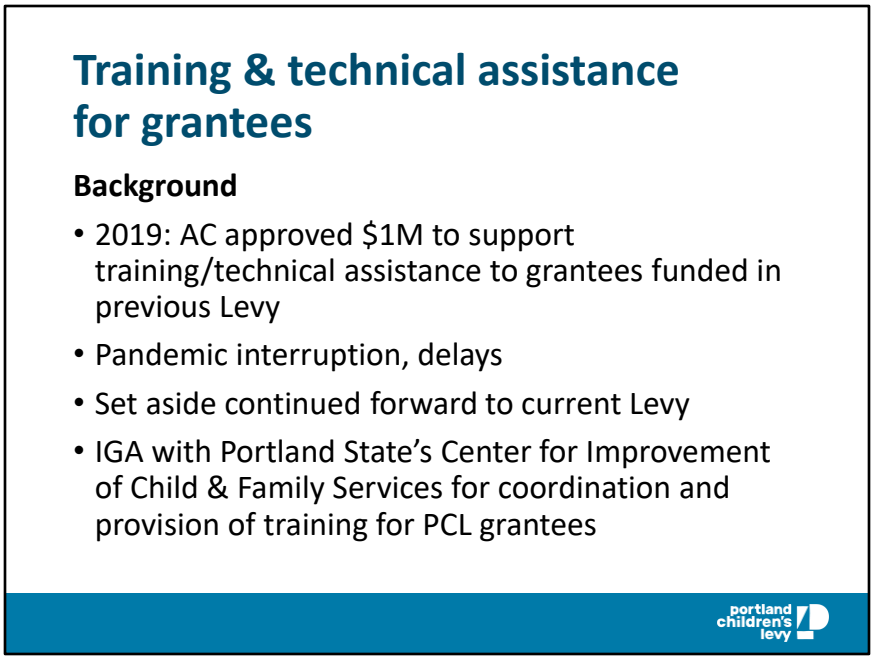
portland children's levy

Allocation Committee
October 20, 2026

Joel Speaking

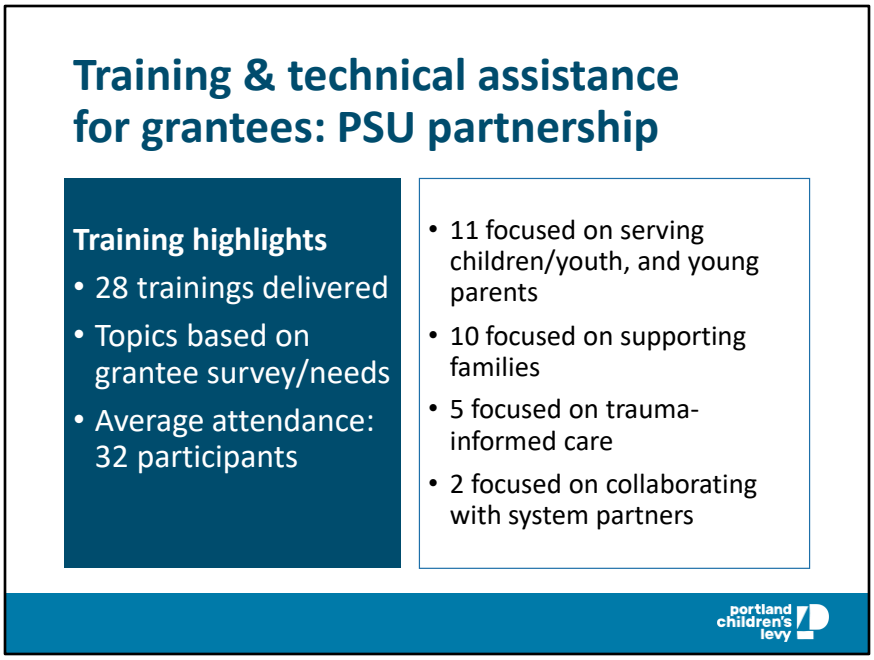
Hello everyone. For those watching online, let me introduce myself. My name is Joel Broussard, and I serve as the grants manager for the PCL Child Abuse Prevention and Intervention and Foster Care program areas. I also manage the PCL/PSU training program.

Joining me today online is Kellie Herold, the PCL Training Series Coordinator and here in person is Jose Maciel, Workforce Development & Training Manager, both of whom who work for the PSU Center for the Improvement of Child & Family Services. After I provide an overview of the project, they will share more about the impact of the training series and what they've witnessed about the impact of the training on participants.



Joel speaking

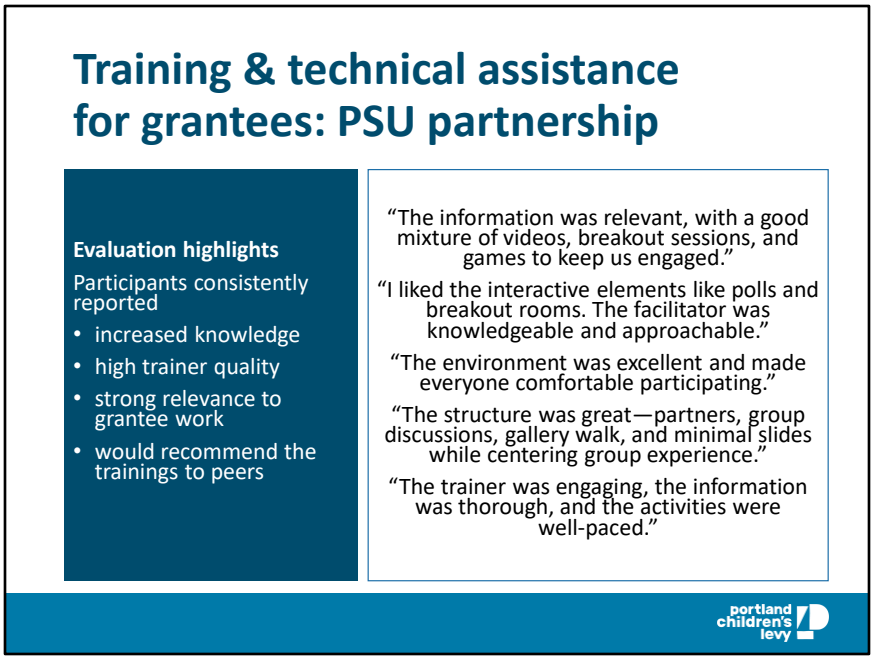
- This update outlines use of the training and technical assistance funding to support PCL grantees. In 2019, the PCL Allocation Committee approved $1 million to support training and technical assistance for grantees funded through the 2019–20 competitive grant round. COVID-19 pandemic delayed implementation.
- As a result of the delay, the $1 million set aside from the previous levy period was continued into the current levy period. The Allocation Committee made that decision in June 2024 as part of allocating total resources toward the large grants funding round for 2024-25 and for future small grants.
- In April 2023, PCL worked with city procurement to issue a Request For Proposals for training coordination and provision. No proposals were submitted.
- PCL approached Portland State University's Center for Improvement of Child and Family Services, Child Welfare Partnership Training Unit (PSU) to provide the services through an intergovernmental agreement (IGA). PSU and PCL entered into an intergovernmental agreement for approximately $611k for the period January 1, 2024- June 30, 2027.
- Under this partnership, PSU coordinates monthly trainings for PCL grantees by identifying qualified trainers, arranging training sessions, managing outreach and registration of grantee staff participants, collecting participant feedback, and using feedback to plan future trainings that meet grantees' needs. PSU staff do not serve as the trainers.



Joel speaking

- The first training session was held on May 7, 2024. Since then, PSU has delivered monthly trainings including half-day and full-day sessions, as virtual or in-person formats. In-person sessions have been offered at multiple locations across Portland.
- Fiscal Year 2025-26 marked the first year that new large grantees from the 2025 funding process participated in trainings. This current fiscal year is the first year that the new cohort of small grantees may access the trainings.
- So far, 28 training sessions have occurred.
- 11 focused on serving youth and young parents (ages 0–24), covering topics such as disability awareness, child development, children's mental health, and fetal alcohol spectrum disorder.
- 10 focused on supporting families, with sessions such as Addiction Basics, Navigating the Digital Age, and Unpacking Domestic Violence.
- 5 addressed trauma-informed care, including one called Behavior 101: Foundational Trauma-Informed Practice and one called Psychological Safety: Building and Sustaining Effective Teams.
- 2 focused on collaborating with the Oregon Department of Human Services Child Welfare and Self Sufficiency.
- Trainings have averaged 32 participants per session.
- The highest number of attendees by program area in descending order are: early childhood, mentoring, after school, child abuse prevention and intervention, foster care, hunger relief, and small grants. The number of attendees is influenced by the number of grants per program area, number of staff in PCL grant-funded programming by program areas, and

topic relevance to grantees by program area.



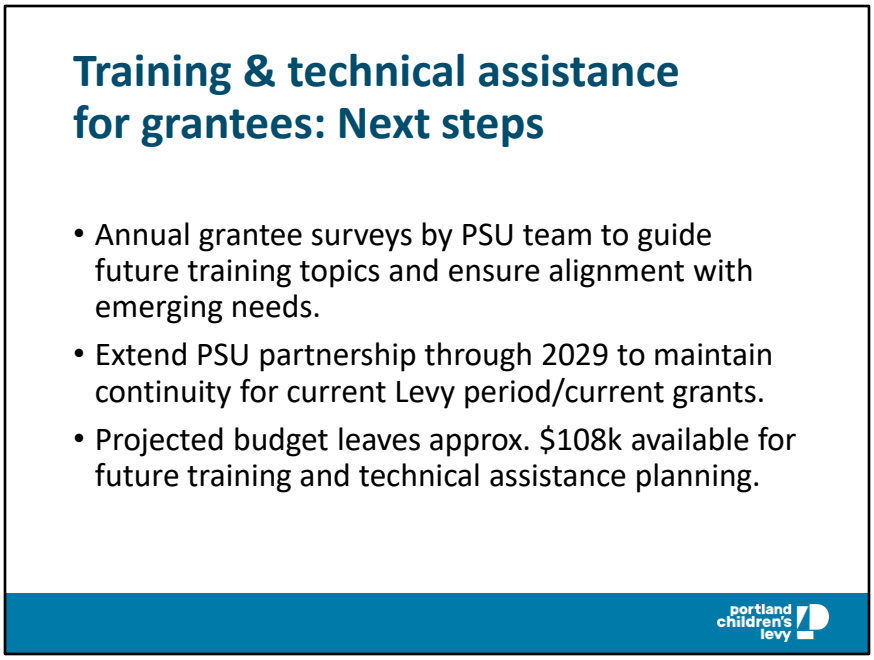
Joel speaking

- PSU administers a post-training evaluation after each session, with an average response rate of 79%.
- Across all sessions, respondents consistently reported increased knowledge, high trainer quality, and strong relevance to their work.
- On average, 97% of respondents indicated they would recommend the trainings to peers.
- Additionally, participant share comments in open-ended questions on the surveys, and here are a few things that participants have said (read quotes).



Joel speaking

- In addition to the IGA with PSU for all grantee trainings, PCL also used training funds for capacity-building with the first cohort of 7 small grantees. During the previous levy period, PCL provided them with technical assistance on organizational financial procedures and grants management. PCL used the city's value contract under city procurement with Merina & Co., PCL's external auditors, to provide small grantees with 2 training events and on-site technical assistance with each grantee focused on financial procedures. The total cost was $17,600.
- Separately, prior to PCL's IGA with PSU for all grantee training, PCL also provided disability justice and inclusion training to the first cohort of small grantees during the previous levy period, led by external consultants, for a total cost of $9,873.
- PCL intends to provide the same financial procedures training and technical assistance to the current cohort of 12 small grantees through contracting via city procurement with Merina & Co. We estimate total costs to be $56,000 based on the increased size of the current small grants cohort and rising costs of the work overall.



Joel speaking

- Beyond post-training evaluations, PSU conducts an annual survey of grantees to identify additional training needs. Surveys were administered in fall 2024, 2025, and again this September.
- Results of the 2026 survey will be finalized by November 2026 and will guide topic selection for future trainings throughout the fiscal year for large and small grantees.
- Given the success of the partnership, PCL staff are currently working to amend and extend the IGA through June 30, 2029 when the current Levy authorization ends. This extension would ensure grantee training continues through the duration of all current grants. Based on current spending on the IGA, PCL projects underspending of approximately $119k. PCL staff plan to use that balance plus $197k from the $1 million training set aside to support the additional two years of training under the IGA with PSU.
- The proposed increase brings the total budget for the PCL–PSU grantee training program to $808k for the five and a half-year period between January 1, 2024- June 30, 2029, and funded from the original $1 million allocated by the Allocation Committee in 2019–20 for grantee training and technical assistance.
- The remaining balance on the $1 million training/technical assistance set aside, after the IGA increase and projected spending for small grants financial training/technical assistance is $108,603.
- Staff intends to hold this balance for other short-term training needs that may arise for grantees between now and June 30, 2029. For example, staff have considered additional training focused on disability justice/inclusion. In addition, the new cohort of small grants is just getting started with their first year and staff recognizes that other small grant training needs may arise, which the balance could support.



Joel speaking

Now I will pass along to PSU to share more about the project and its impact on training participants



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City of Portland update

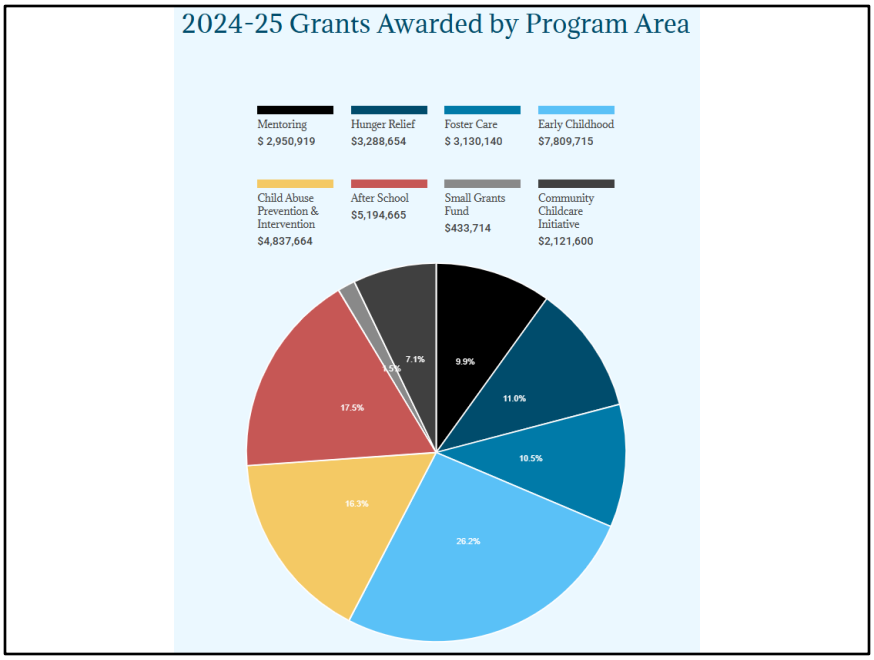


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2026 Community Report

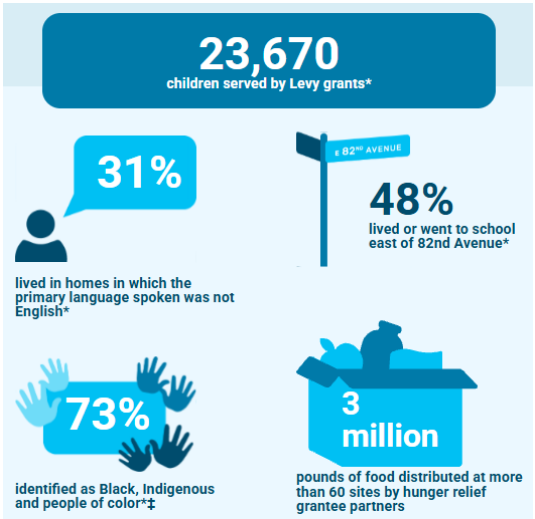


- Thank you, Chair Ryan, committee members.
- I'm pleased to take the next few minutes to center the children and families at the heart of our work at PCL.
- Our annual Community Report is a way to hear from the people most impacted by voter investments, including children, families and staff at our grantee partners.
- The 2024-25 year covered in this report was the last of a five-year grant cycle marked by a pandemic, community reckonings with racial injustice and other challenges.
- At PCL, the period saw an increased emphasis on adapting to evolving community needs and centering community voice.
- Meanwhile, PCL's grantee partners supported children, youth and families to build strong roots, nurture growth and blossom through adversity.
- The creation of the Community Council in 2022 led to advisory body members shaping the community engagement process, streamlining grant applications and processes, and making recommendations on which grant applications to fund.
- Pictured here is mother Samantha Muñoz on the left as she peels a mandarin orange for her son, Julian, 2, who is stringing a bead onto a pipe cleaner. The two are participants in the child abuse prevention and intervention (CAPI) program offered by the Immigrant and Refugee Community Organization, and this was a collaborative session offered by the Children's Healing Art Project.



•PCL provided grants to 85 programs totaling nearly $30 million ($29,767,071) to support grantee partners working in after school, child abuse prevention and intervention, early childhood, foster care, hunger relief, mentoring, community childcare, and smaller organizations working in these areas.
•In the pie chart pictured here, you can see that breakdown in dollar amounts and percentages by program area.

By the numbers



- The grants served 23,670 children across all program areas.
- 73% of folks served identified as Black, Indigenous and people of color.
- 31% lived in homes where the primary language spoken was not English.
- 48 lived or went to school east of 82nd Avenue.
- Those figures I just mentioned are for all PCL program areas, including small grants and the Community Childcare Initiative, except for hunger relief, which is calculated slightly differently.
- As we all know, there continues to be a high need for hunger relief programs.
- The levy supported the distribution of more than 3 million pounds of food at more than 60 sites by hunger relief grantee partners.

Building strong roots



"The Echo program has been a positive part of my life. It has given me support, helpful resources, and it is helping me become more confident as a parent."

-TC, participant in Janus Youth Programs' Insights Young Parent Services Echo program

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- Many PCL-funded programs help families build strong roots and parenting skills to support continuous growth.
- At Janus Youth Programs, the Insights Young Parent Services Echo program serves parents ages 22 and younger, where either the parent or the child is in foster care. The program includes weekly home visits, case management, parent education, life skills support, and child development and health screenings.
- Echo aims to protect children from generational abuse and neglect, support young parents as they transition to adulthood, and create safe and stable families.
- Pictured here is TC, an Echo program participant, who is holding up pictures of symbols while engaging with their baby.
- TC says, " The Echo program has been a positive part of my life. It has given me support, helpful resources, and it is helping me become more confident as a parent."

Building strong roots



"Being part of the program makes me feel accompanied and supported."

-Maryuri, participant in Impact NW's Parent-Child Development Services

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- Some programs support pregnant mothers even before they give birth.
- The Parent-Child Development Services program at Impact NW offers home and personal visits and parent-child group services for children prenatal to 3 years old.
- Families receive child development screenings, immunization checks and parenting skill support are also offered. For children ages 3 to 5, the program builds school readiness and social skills.
- Regular playgroups allow children and parents to play and interact with other families while learning about nutrition, child development and parenting strategies.
- Maryuri, the program participant pictured here on the right, says: "I have two young children and a teenager, and being part of the program makes me feel accompanied and supported, especially since I do not have a network of family or friends here. It is very important to me to be able to share in my children's growth and development. One of my children is autistic, and I love that he is able to learn and socialize through the play groups. My youngest daughter adores her workers and the entire team. My husband, my children, and I have never felt alone when it comes to resources, food assistance and so many other needs."

Nurturing growth





Growing Gardens Youth Grow program

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• Nutrition is vital to support growth, especially as federal policies lead to growing demand for hunger relief programs.
• More than 3,000 students at nearly a dozen sites across Northeast and East Portland participated in preparing and maintaining school gardens and harvested produce through the Youth Grow program from Growing Gardens.
• The program also provides family workshops at school sites and gardening education workshops.
• Pictured on the left here is Growing Gardens staff member Carla, who prepared a garden salad for students at Scott Elementary School.
• On the right are signs and a sample of curtido, a Salvadoran cabbage slaw, for Scott students to taste at lunch.

Nurturing growth



"I like the garden because you can water plants, and I like to go to the gym, and I like to eat pepperoni pizza."

-Lucy, 7, summer literacy camp participant

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- Growth happens not just during the school year but throughout the summer as well.
- Friends of the Children offers a six-week summer literacy camp for students who participate in the PCL-supported mentoring and foster care programs.
- Students meet twice a week from late June to early August. During each three-hour session, children rotate through several stations to create art, spend time in the garden and read with tutors from Reading Results.
- Pictured here is Lucy, 7, a summer literacy camp participant, who says: "I like the garden because you can water plants, and I like to go to the gym, and I like to eat pepperoni pizza."

The next generation blossoms

"I used to be shy in school, and coming to the group helped me feel more comfortable joining conversations at school and asking for help more often."

-participant in Our Just Future's LearnLinks program at Sequoia Square affordable housing community



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- Through the support of programs like Our Just Future's LearnLinks, children develop social-emotional skills while receiving support for school success.
- The after school and summer program provides academic support and enrichment activities for more than 100 children in kindergarten through 12th grade who live at affordable housing communities in East Portland.
- Students receive individualized support for English language literacy, math and homework.
- Structured activities allow students to practice empathetic listening, cooperation, and positive communication, and participants build leadership skills by taking turns to facilitate group activities.
- Pictured here is a LearnLinks participant at the Sequoia Square affordable housing community, who says: "When we do activities, we talk more. We like doing projects that start off difficult and overwhelming and seeing it through to completion. The staff are a great support guiding us through not getting overwhelmed. I used to be shy in school, and coming to the group helped me feel more comfortable joining conversations at school and asking for help more often."

The next generation blossoms



Participants in Elevate Youth, former small grantee partner and current mentoring partner

- PCL grants also support the growth of community-based organizations.
- The small grants program started in 2020 to increase access to PCL funds for smaller nonprofits and strengthen their capacity to serve children, youth and families.
- Of the seven small grant recipients in the inaugural cohort, four of the organizations grew their annual revenues and successfully applied for large grants in the 2024-25 funding round.
- One of those organizations was Elevate Youth, which provides mentoring services to youth in grades 6 through 12 at Parkrose Middle and High schools.
- Pictured here is a group of Elevate students.

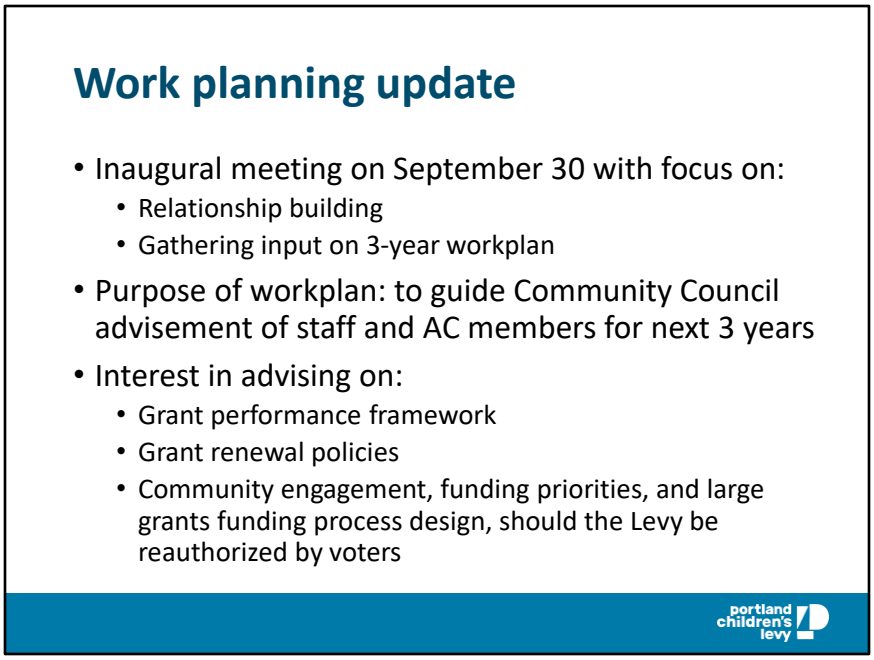
• I'd like to close with a thank you to our grantee partners and program participants who shared their stories in the report.

• For more stories like these, please check out the 2026 Community Report at portlandchildrenslevy.org and follow us at @pdxkidslevy on Facebook, Twitter, Instagram and YouTube. Thank you.



portland children's levy

Community Council
3-year work planning



Katrina speaking
The second term of the Community Council convened for their inaugural meeting on September 30, 2026. Six continuing members are joined by seven new members to serve for another 3-year term. All 13 Community Council members were in attendance and were joined by all PCL staff and two Allocation Committee members who joined for the welcome.

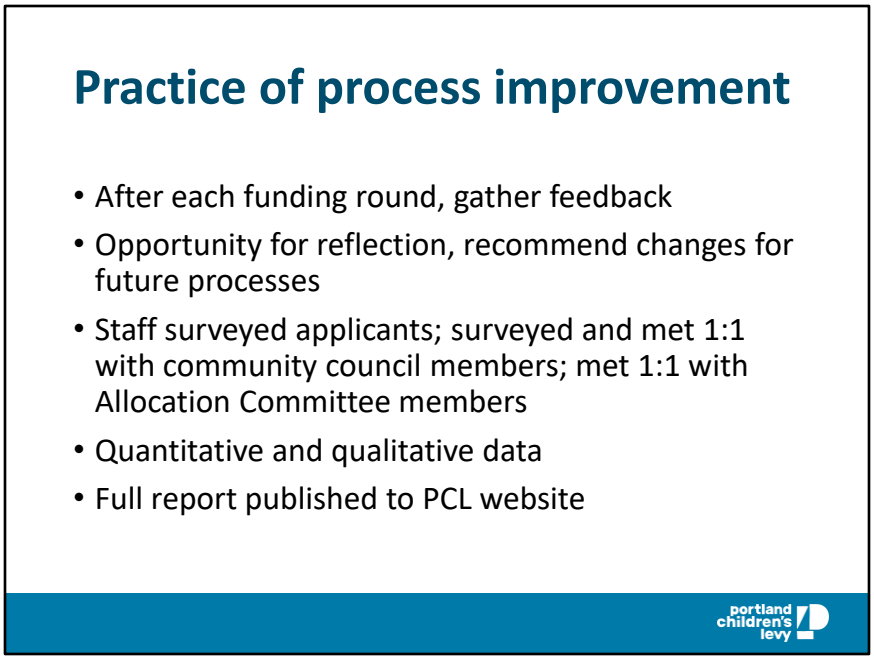
The purpose of the meeting was to foster relationship building and gather Community Council input on their 3-year workplan. After introductory activities, staff provided an overview of the Levy's upcoming 4 ½ years of work and shared opportunities for and examples of what Community Council input throughout the Levy's next 3 years of work could look like. Community Council members participated in solo reflection activities, an interest poll, small group discussion, and large group discussion. The purpose of this workplan is to guide Community Council advisement of PCL staff and Allocation Committee members over our next 3 years of work together, and we plan to revisit the workplan if the Levy is reauthorized for any revisions or additions.

A majority of Community Council members expressed interest in advising staff and the Allocation Committee on a grant performance framework and grant renewal policies, as well as community engagement, funding priorities, and large grants funding process design, should the Levy be reauthorized by voters. Staff are still synthesizing the results of small and large group discussion. Once staff complete this analysis, we'll reflect what we've heard in the 3-year workplan. The Community Council will review this draft workplan at their next meeting on November 20, 2026 and the goal is for Community Council to adopt their workplan by majority vote in early 2027.



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Small Grants Process Improvement

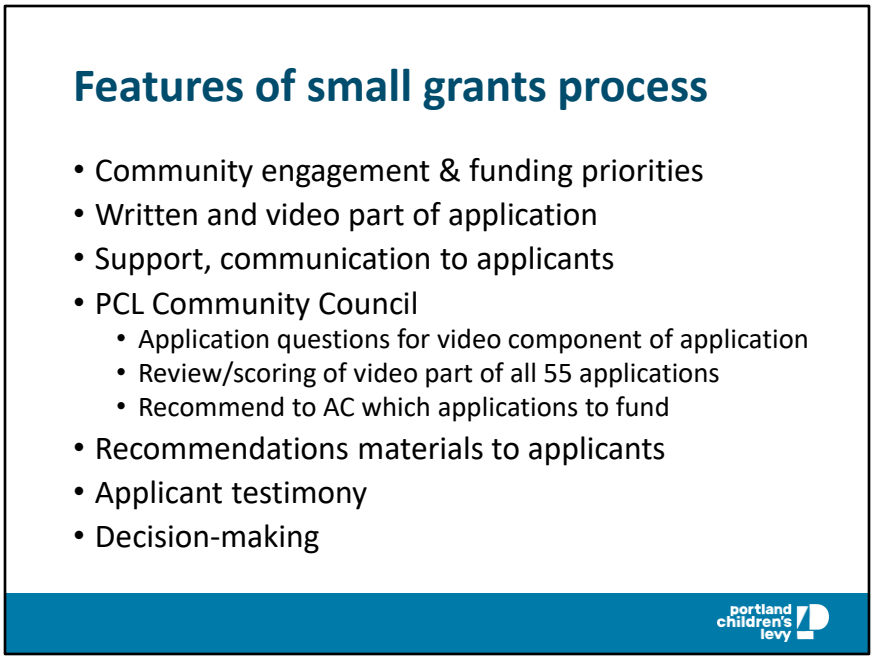


Arika speaking
PCL has a practice of doing process improvement after each of our funding rounds. We use the opportunity to reflect on the feedback and think about changes for future funding processes. We look at different steps that we used in the process to see how people experienced them including strengths and areas for improvement.

This process included surveying applicants; surveying and meeting 1:1 with community council members, and meeting 1:1 with Allocation Committee members. The data we collected are quantitative and qualitative.

Today, we'll present feedback from each of those 3 audiences plus overall finding and recommendations.

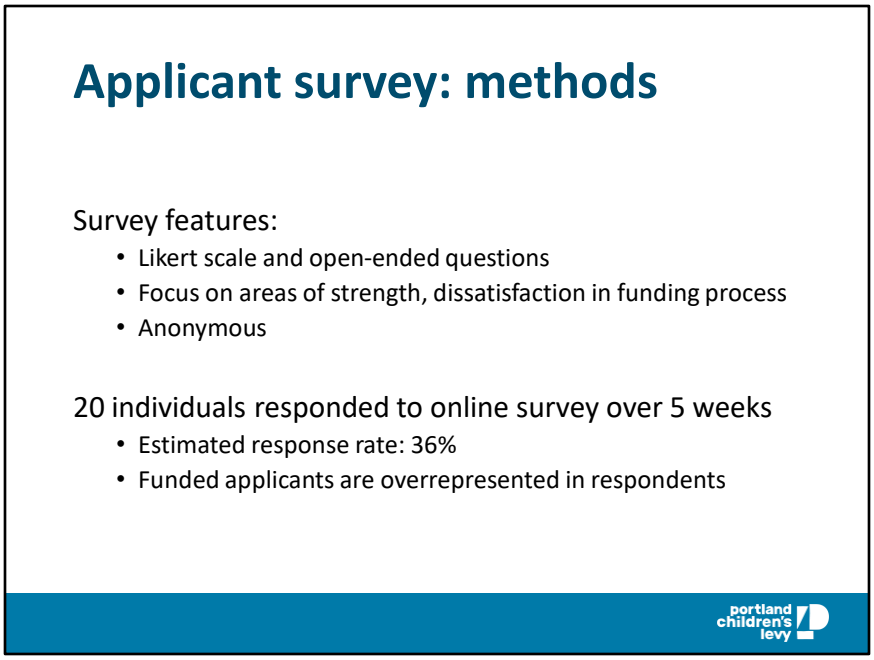
We plan to publish the full report to our website after this meeting.



Arika speaking

Before we review the feedback, we want to remind you of some of the key features of the small grants process.

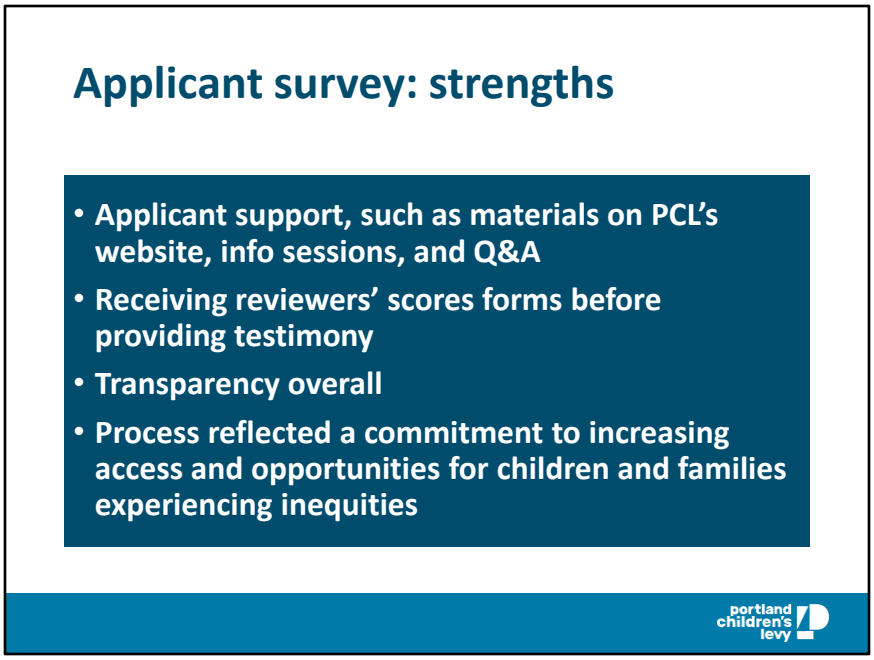
- The small grants process used the same funding priorities as the large grants process. They came out of PCL's Community Engagement. Community Council helped shape the funding priorities after reviewing the community engagement results.
- The application included both a written component and a short video component. Community Council advised on the application questions in the video component of the application. Written questions were based on how they had previously advised the large grants application questions.
- PCL staff offered support to applicants including information sessions and weekly question/answer opportunities.
- Staff reviewed and scored the written component. Community Council members watched and scored all 55 videos. Final score was the sum of written and video score.
- Community Council made recommendations to the Allocation Committee on which of the 55 applications to fund.
- Applicants received review score results and the funding recommendations a few weeks prior to submitting optional written testimony to the Allocation Committee in support of their application.
- The Allocation Committee used the Community Council's recommendations to make decisions on which applications to fund. The entire process and results went to City Council for final approval.



Arika speaking

First we'll review results from the applicant survey.

- We asked all 55 applicants questions about their experience in different parts of the process.
- The survey used Likert scale quantitative questions and one open-ended questions asking for any other feedback that applicants wanted to share.
- 20 individuals responded to the anonymous online survey, which we had open for 5 weeks.
- Since the survey is anonymous, and people who received the survey link may have forwarded it to other people in their organization or associated with their application, we do not know exactly how many people received the survey. We estimate a response rate of 36% of individuals receiving the survey from PCL directly via email.
- Funded applicants are overrepresented in the survey respondents compared to the overall applicant pool. PCL funded 22% of applications received, and 55% of survey respondents said they were associated with a funded application.



Arika speaking

This slide summarizes results from the Likert scale questions on the applicant survey and focuses on the strengths in the process. As I noted earlier, the full report shows results for each question.

PCL disaggregated responses based on whether respondents had an application funded or not; some didn't answer the question. On the survey, most of the dissatisfaction expressed was from respondents whose applications were not funded or who chose not to answer that survey question.

For strengths

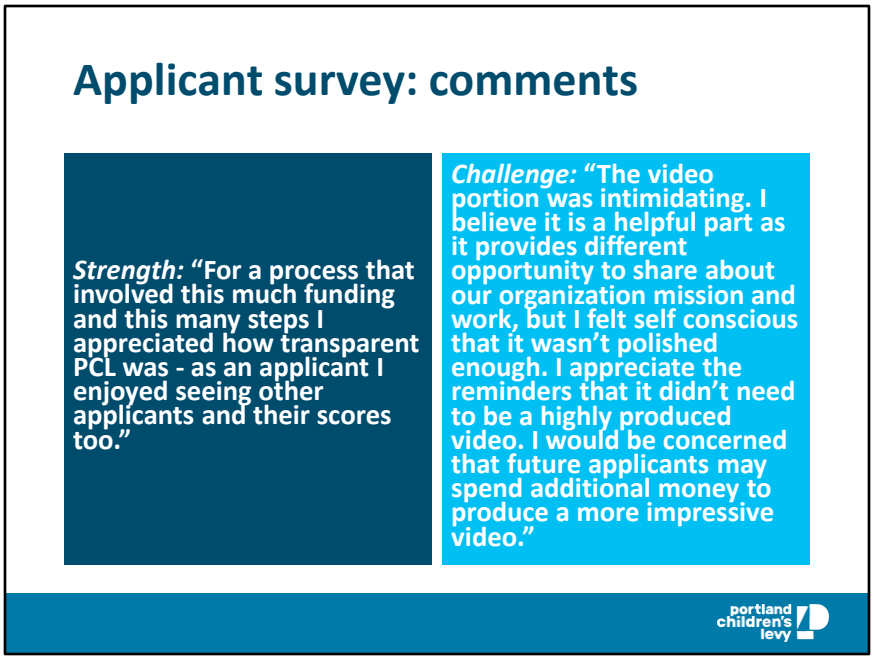
- Applicants surveyed, regardless of funding status, were generally satisfied with the support PCL provided through its website, info sessions, and opportunities for Q/A support.
- Applicants surveyed indicated the process was transparent and reflected a commitment to increasing access and opportunity for children and families experiencing inequities. Among those who disagreed or were neutral with this perspective, all were respondents with unfunded applications or funding status unknown.
- Applicants surveyed indicated receiving reviewer scores and recommendations before providing testimony was helpful. Among those who disagreed or were neutral with this perspective, all were respondents with unfunded applications or funding status unknown.



Arika speaking

This slide summarizes the areas for improvement based on the applicant survey results.

- Applicants surveyed indicated that the written application was a reasonable workload, but feedback about the video was mixed.
- The majority of respondents would recommend offering the video again while 8 would not recommend using videos in future PCL applications. Among those 8, they are split evenly between respondents with funded applications and those not funded or with status unknown. Funded applicants surveyed did not express dissatisfaction with any other part of the process except the videos.
- Most applicants surveyed understood how the Community Council was facilitated to make recommendations and felt that their voting role brought community voice to the funding process. Still, this area brought some dissatisfaction among applicants surveyed.
- Likewise, most applicants surveyed understood how the Allocation Committee was facilitated and the rationale for their decisions, yet some disagreed. For these areas of facilitation and decision-making, all of those who express dissatisfaction were unfunded applicants or funding status unknown.



Arika speaking

For the open-ended question on the survey, 13 respondents left comments.

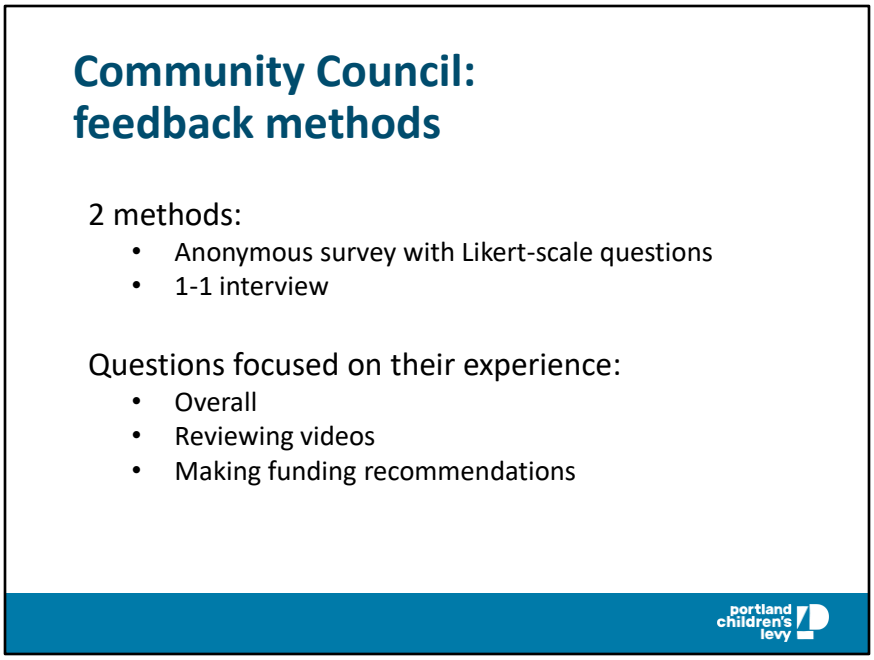
- Comments reflected results of the Likert Scale questions on the survey.
- Themes indicated transparency as strength in process and that the video part of application was challenging and needs to be reconsidered.
- These 2 comments highlight the themes.



Katrina speaking

- Now we'll review Community Council's feedback about the small grants process.
- As a reminder, the first term members of Community Council participated in the small grants process.
- At the time of the small grants funding process, 12 volunteers served on the Community Council: 8 of 12 identified as Black, Indigenous, or people of color; 3 of 12 identified as disabled; and 3 of 12 identified as a member of the LGBTQIA2S+ community.

The Community Council played an integral role in shaping the small grants funding process as you heard at the beginning of this presentation.



Katrina speaking

Staff used 2 methods to gather feedback from Community Council members.

- After the conclusion of the small grants funding process, staff sent an anonymous survey of 14 Likert-scale questions to the 12 members of the Community Council. Staff received 13 completed surveys, indicating that one member likely accidentally completed the survey twice.
- The questions focused on the Council's experience in the small grants funding process overall and on their specific experience with the video review and making funding recommendations to the Allocation Committee for decision-making.
- Additionally, staff conducted 1-1 interviews with all 12 Community Council members.
- Staff asked the following three open-ended questions in the interviews:
    1. What worked well about how the Community Council participated in the small grants funding process?
    2. What would you change about how the Community Council participated in the small grants funding process?
    3. Do you feel your voice and perspective was heard by PCL staff and reflected in the outcomes of our work together (i.e. grant review process, application questions, funding recommendations)?



Katrina speaking

This slide shows the overall findings from the survey and interviews with Community Council members.

- Overall, Community Council members felt they had a voice in making funding recommendations. In response to Likert-scale survey questions, all Community Council members agreed or strongly agreed that Community Council members had a voice in making funding recommendations; in interviews, 10 of 12 Community Council members reported feeling like their voice and perspective was heard by staff and reflected in the outcomes of our work together. In addition, all Community Council members agreed or strongly agreed that PCL's small grants process reflected a commitment to increasing access and opportunity for children and families in Portland communities experiencing inequities.
- Staff support was highlighted as a strength by Community Council members. Members found the video reviewer training to be helpful and appreciated staff integration of Community Council input throughout the small grants funding process.

For opportunities for improvement, Community Council members shared that some aspects of the video review process were challenging:

- Video review workload: 4 of 12 interviewees expressed a desire to reduce the video review workload and 2 of 13 respondents to the survey 'disagreed' that the workload was reasonable. This feedback stands in tension with the finding that a majority of survey respondents (11 of 13) agreed or strongly agreed that watching all 55 videos helped them prepare to make funding recommendations (the remaining 2 respondents selected don't know or neither disagree nor agree).
- Ensure applicants provide requested information: 4 of 12 interviewees shared a frustration with

accurately evaluating videos when applicants didn’t provide requested information.



Arika speaking

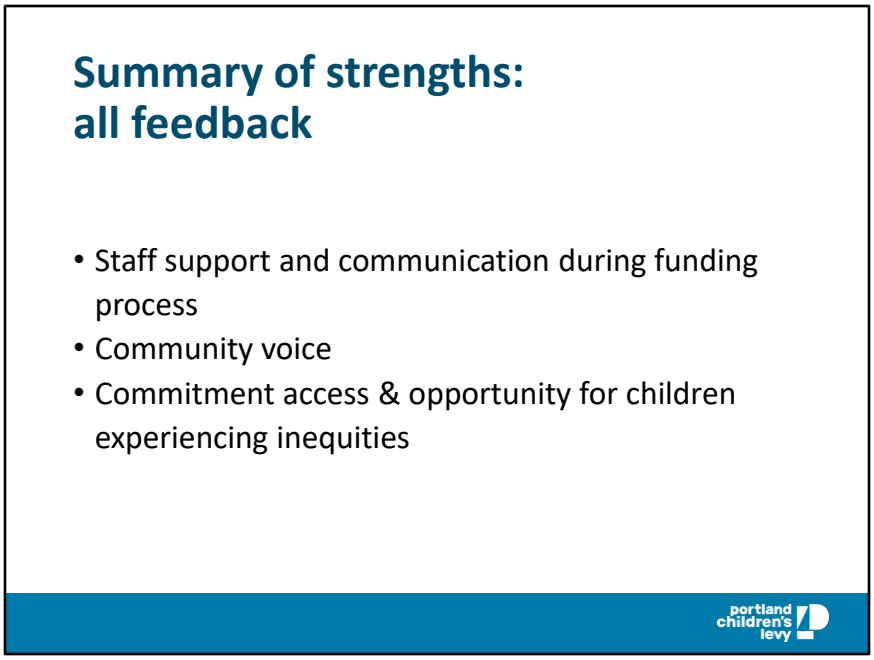
During summer 2026 PCL staff met individually with each of the 5 Allocation Committee members and asked for reflections on PCL's small grants funding process for 2025-26.

For strengths:

- 4 of 5 members mentioned ***Community Council's involvement***, including review of videos, making funding recommendations; being another layer to inform decisions
- 4 of 5 members mentioned ***staff's preparation of the process and support of the Allocation Committee***, including individual check-ins with members and staff's ability to answer the range of questions from members on applications and recommendations rationale; staff's work together as a team and communication with all audiences on PCL requirements and capacity; and staff's support of applicants.

For areas for improvement:

- 3 of 5 members mentioned ***wanting to have funded more small grants***. One member was "happy" with the number of applicants and would have liked to have funded more. Another mentioned wanting to have awarded more grants since several scored highly. Another explained that funding applicants at their full request means PCL may "miss out" on funding more applications by funding applicants at less than they requested.
- 2 of 5 members mentioned ***clarifying roles between staff, Community Council, and Allocation Committee.*** One member mentioned wanting to ensure each group knows their own roles and can communicate them clearly to the public. Another felt the Allocation Committee had "little wiggle room to make changes" but also noted PCL had a solid process so there's no clear solution.

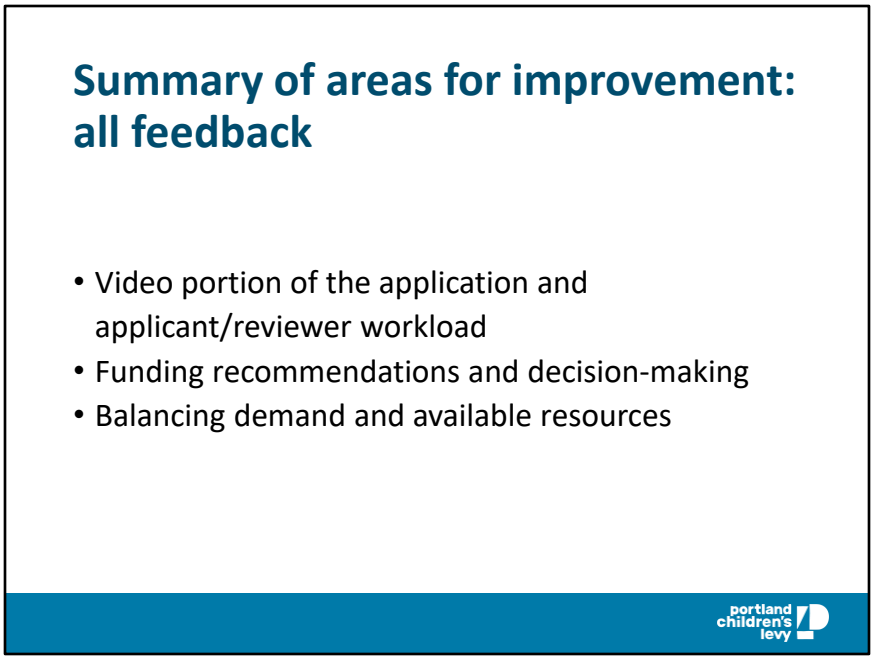


Arika speaking
Based on all the feedback from the 3 audiences, the overall strengths of the small grants process include:

- ***Staff support and communication during the funding process:*** Applicants, Community Council members, and Allocation Committee members all indicated that staff's support was helpful. Applicants reported that application materials, info sessions and the question/answer process helped them prepare their applications. They also expressed satisfaction with receiving funding recommendation materials prior to submitting testimony. Community Council members found the video reviewer training helpful and appreciated staff integrating their input throughout the process. Allocation Committee members valued staff's preparation of members and recognized staff's support of applicants in the process.

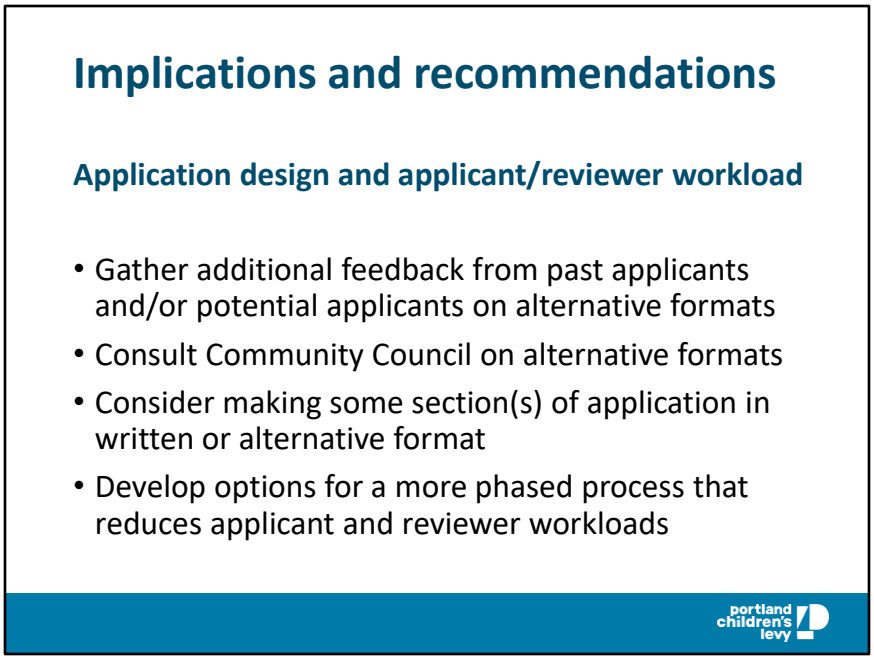
- ***Community voice:*** Community Council members, Allocation Committee members, and applicants expressed satisfaction with how the process reflected community voice. Community Council members felt they had a voice throughout the process. Allocation Committee members valued Community Council's involvement.

- ***Commitment to access and opportunity for children experiencing inequities:*** Applicants and Community Council members expressed high levels of satisfaction with the process's commitment to increasing access and opportunities for families experiencing inequities.



Based on overall themes from the feedback, areas for improvement are:

- ***Video portion of the application and applicant/reviewer workload:*** Applicants expressed the most dissatisfaction with the video portion of the application, including its impact on workload. Some were dissatisfied that it revealed the identity of people involved with the application. Community Council members had mixed feelings about the video portion of the application. They appreciated viewing all videos to prepare for making funding recommendations, but some felt it was a high workload, and some expressed frustration with scoring when applicants didn't provide the information requested for the video part of the application.
- ***Funding recommendations and decision-making:*** Some applicants also showed lower rates of satisfaction with whether Community Council voting on applications helped bring community voice into the process. Some showed lower rates of satisfaction with understanding the Allocation Committee's rationale for their decisions. Some also disagreed that the number of decision-making steps- Community Council, Allocation Committee, and City Council-- in the small grants process felt appropriate for the small grants. In addition, a few Allocation Committee members mentioned clarifying roles between staff, Community Council, and Allocation Committee.
- ***Balancing demand and available resources:*** A majority of Allocation Committee members mentioned wanting to have funded more small grants, however they recognized PCL resource constraints and honored the funding process that resulted in the 12 grants selected.

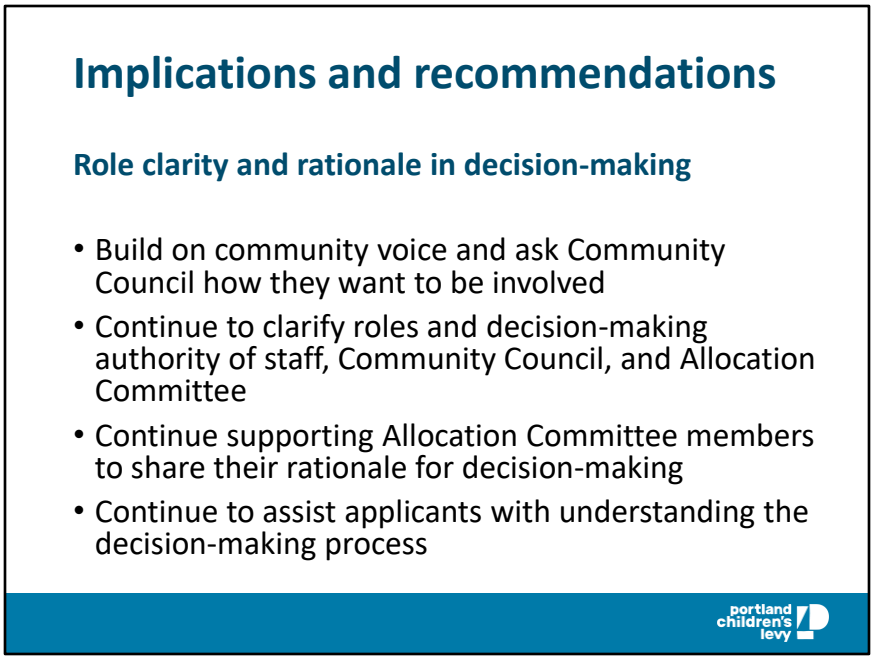


Arika speaking

Staff used this analysis to identify recommendations for future small grants funding processes. Keep in mind, the feedback suggests overall satisfaction with the small grants process. These recommendations focus on further improving the process.

To improve application design and the workload for applicants/reviewers, recommendations include:

- Gather additional input and perspective from past applicants and/or potential applicants on what types of alternative application formats to offer, instead of videos or interviews, and options for reducing applicant workload. As part of additional feedback, ask past and/or potential applicants if they prefer only written formats.
- Consult/brainstorm with PCL Community Council on alternative application formats, other than videos and interviews, and options to reduce applicant workload.
- Consider offering applicants the choice to complete some application sections in writing or in an alternative format.
- Develop options for a phased application process that reduces workload for applicants and reviewers.



Arika speaking

To improve role clarity and use of rationale in decision-making, recommendations include:

- Build on the strength of community voice and ask the Community Council how they want to be involved in the funding process and facilitate a conversation with them to decide their involvement in future funding rounds. Staff will aim to communicate Community Council's role prior to releasing application materials.
- Continue to clarify the roles and decision-making authorities of staff, Community Council, and the Allocation Committee in funding processes. Ensure these are clear before publication of application materials. As part of that clarification, spotlight the unique ways that Community Council's role enhances community voice in advising PCL staff and the Allocation Committee.
- Continue supporting Allocation Committee members to share the rationale for their decision-making, including how they used Community Council's advice and/or recommendations as well as applicant testimony.
- Continue to assist applicants with understanding the decision-making process for PCL funding. Help applicants, especially those less familiar with PCL or City Council, understand their options for testimony and advocacy to both bodies.



Arika speaking

To improve support and communication with applicants, recommendations include:

- Explore ways to improve training for applicants to stress the importance of covering/answering all of the questions in application, regardless of format (e.g. written or an alternative format).
- Help applicants understand the expectations and requirements of being a city grantee, including insurance requirements, grant data collection and reporting, grant invoicing, and opportunity for grant advance payments.
- Simplify explanations about application review and scoring. For example, if different parts of the application might be scored by different groups, and then scores totaled for a final score.
- Continue transparency in the funding process through effective communication with applicants about the application process along with the expectations and requirements of managing a PCL grant.