

## **EXHIBIT C: Collaboration Grants Funding Framework**

### **Portland Children' Levy**

***Theory of Change-*** consider system-improvements or capacity building efforts that are based on well-developed theory of change

- shift the balance of power in “systems:” support people outside “systems” to become involved within them (i.e. voices in decision-making) and challenge the “system” status quo by working with people within the “system” to make change (i.e. improve outcomes)
- seek or develop models where consumers are clearly involved in design & oversight
- assure that funded projects have articulated their theory of change
- emphasize system “improvements” because “change” takes longer than funding available

***Project Preferences-*** support projects that can build capacity and lead to system improvement, particularly if projects could benefit existing Levy grants & grantee organizations

- support capacity building with culturally specific organizations
- identify what it is about culturally specific organizations that we want to support-differentiate that it's not just about outcomes but also about balance of power
- support direct service projects with high opportunity for learning/contribution to field
- consider projects addressing health/dental health or parent involvement; areas that are related to Levy's main program areas but not typically part of funded grants

***Innovation/ Evidence of Learning-*** seek projects that offer different or more robust lessons learned than Levy's other grants

- ask selves, “what is different about this project? what can we learn by doing this? how is it different than business as usual? how will this contribute to current knowledge?”
- award all funds in next 2 years; use remaining 2 years of Levy for committee to reflect on lessons learned from projects. Use evidence of learning to argue for more money from future Levy for deliberate funder collaboration purposes.

***Readiness of Project-*** balance portfolio between projects with high momentum & due diligence by funders and projects with high potential but not yet with significant attention from funders

- invest in what is in motion with other funders; select pieces that fit our preferences
- understand how funders made the case to each other about a need, and how they've worked and thought together in their approach to the project
- allow or encourage funder(s) to bring projects they couldn't afford to fund but that were deemed of interest to the funder(s); pursue as collaboration possibilities
- funder-initiated projects only (and evidence of that); not provider requests
- develop projects likely to succeed but yet to gain mass of funder support and attention

***Leverage Potential-*** weigh the amount & type of money & partnerships that project(s) leverage

***Grant Size-*** rather than constrict # of grants, think of aiming for 4 – 5 funding relationships

- issue fewer and larger grants
- consider smaller grants if potential for system improvement and capacity increase could leverage more investment and/or yield other large impacts in the future

***Funding Guidelines--*** stipulations for these funds currently include:

- Funded projects must include at least one other funder apart from the Children's Levy
- Total Funds Available (\$500,000): based on limited administrative capacity of the Levy, staff recommends that this total be used for no more than 4 - 5 grants.
- Eligible Activities:
  - Organizational capacity building: projects that improve the capacity for an organization(s) to deliver quality services;
  - System Improvement Efforts: activities that improve alignment among systems to make service utilization and/or service provision in our community more efficient and effective.
  - Program services: direct services to children/families: keeping in mind that 96% of the Levy's grant funds go toward direct services (approx \$12 million per year), staff recommends that the Collaboration Committee seek out projects that address capacity building or systems improvement.
- Program areas of the Levy: funds must be spent per the Levy ballot language in any of the following 5 program areas: Early Childhood, Child Abuse Prevention/Intervention, Foster Care, Mentoring and After School.
- Time Periods of Grants: grants can be for multiple years throughout the life of the current levy (until June 30, 2014) and there is no minimum time period for the grants.
- Match Ratio: no requirements were provided as to the ratio of match between Levy funds and other funders' contributions for individual grants.
- City of Portland residents- in any Collaboration Grant project, Levy funds can only be used toward the portion of the project that benefits or directly serves City of Portland residents.
- Involvement of "Applicants" or "Beneficiaries"- depending on the nature of the collaborative project, Levy and the other funding partners, along with input from prospective entities to be funded, would negotiate scopes of work to be performed under the collaboration grants.