



Bureau of Planning and Sustainability

## Draft PCEF Application, Scoring, and Guidance Document

For Public Comment

Dear Potential PCEF Applicant,

We are delighted to share with you the draft application and guidance for Year One funding for the Portland Clean Energy Community Benefits Fund (PCEF).

PCEF was created by a local ballot measure (#26-201) and is anticipated to bring \$40 - \$60 million in new revenue for climate action investments that support social, economic and environmental benefits for all Portlanders. Funding in year one will be approximately \$8 million.

The timeline for funding in year one is as follows:

- Public comment period: June 2 – June 19, 2020
- RFP release: August 3
- RFP close: October 2
- Grant awards announced: December 2020/January 2021.

We ask for your review of the draft application and scoring criteria to ensure that it aligns with PCEF goals and is workable for you and others. Feedback on the draft application and scoring criteria is being accepted through June 19, 2020.

The link to our feedback survey is: <https://www.surveymonkey.com/r/VK9X2JR>

You can also provide feedback via email to [cleanenergyfund@portlandoregon.gov](mailto:cleanenergyfund@portlandoregon.gov) or by leaving a voicemail at 503-823-7713. Additionally, we are hosting two information sessions where we will answer clarifying questions:

June 10, 12-1:30pm, Details can be found at: <https://bit.ly/2Y8GWnx>

June 16, 11-12:30pm. Details can be found at: <https://bit.ly/3gOAFpi>

As this is the first program of its kind in Oregon and nationally, we recognize there is a lot we will learn this coming year and in years to come. We thank you for taking the time to review this document and sharing your feedback.

Sincerely,

The PCEF Committee and Staff

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## OVERVIEW

Your feedback is important for ensuring that PCEF’s grant application process accommodates a variety of project sizes and types, meets legislative intent, and is manageable for applicants. We acknowledge that this is a large document – we thought it would be easiest to provide one document that includes all of the components and let you navigate to the sections that are relevant for you.

This document is divided into sections. The first introduces PCEF, and the second provides information about the grant program, including eligibility and types of funding. The third explains the process for scoring grant applications. The next three sections provide information about the three types of grant applications open for public comment – planning grants, small grants, and large grants, followed by guidance that is specific to applications for workforce and contractor development. We’ve also included a [definitions](#) section and [appendices](#) with tables and templates, and additional guidance.

## ABOUT PCEF

### 1. What is PCEF?

The Portland Clean Energy Community Benefits Fund (PCEF) is a historic initiative that was created and led by communities of color and passed by Portlanders in November 2018. It provides dedicated funding for climate actions that produce social, environmental, and economic benefit to all Portlanders, and cultivate a diverse and well-trained workforce and contractor pool with a focus on historically disadvantaged groups including women, people of color, people with disabilities, and the chronically underemployed.

Implementation and oversight of the grant program is guided by a nine-member Grant [Committee](#) comprised of diverse Portland residents. City Council provides final approval of grant recommendations. The full text of PCEF enabling legislation can be found here:

<https://www.portlandoregon.gov/citycode/78811>.

### 2. What Informed the PCEF Approach to Grantmaking?

The Grant Committee developed a set of principles to guide the design and implementation of the PCEF program. These [Guiding Principles](#) describe the values by which the PCEF program is administered to ensure that the City of Portland’s Climate Action Plan is implemented in an urgent manner that supports social, economic, and environmental benefits for all Portlanders. These guiding principles complement the legislative code and help ensure that decisions are

being made in a way that aligns with the vision and values of the PCEF Committee and the community.

- **Justice driven.** Advance systems change that addresses historic and current discrimination. Center all disadvantaged and marginalized groups – particularly Black and Indigenous people.
- **Accountable.** Implement transparent funding, oversight, and engagement processes that promote continuous learning, programmatic checks and balances, and improvement. Demonstrate achievement of equitable social, economic, and environmental benefit. Remain accountable to target beneficiaries, grantees, and all Portlanders.
- **Community-powered.** Trust community knowledge, experience, innovation, and leadership. Honor and build on existing work and partnerships, while supporting capacity-building for emerging community groups and diverse coalitions. Engage with and invest in community-driven approaches that foster community power to create meaningful change.
- **Focused on climate action with multiple benefits.** Invest in people, livelihoods, places, and processes that build climate resilience and community wealth, foster healthy communities, and support regenerative systems. Avoid and mitigate displacement especially resulting from gentrification pressures.

### 3. Who Can Apply for a PCEF Grant?

PCEF funds will be distributed in the form of grants to Qualified Non-profit Organizations; these organizations can partner with other non-profits, government entities, or for-profit businesses. To ensure that the program is inclusive as well as effective, PCEF legislation requires that at least 20 percent of funds be awarded to non-profit organizations with a stated mission and track record of programs that benefit economically disadvantaged community members, including people of color, women, people with disabilities, and the chronically underemployed.

### 4. What Does PCEF Fund?

Funding is available in four broad categories: clean energy, green infrastructure and sustainable agriculture, green workforce development and contractor support, and future innovation. Below are descriptions of the categories and their funding target percentages<sup>1</sup>.

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<sup>1</sup> Alignment with funding allocations will be based on a three-year rolling average measure. Therefore, funding may fall outside of these allocations in any given year.

- 40-60%: **Clean energy programs**, including renewable energy and energy efficiency projects for residential, commercial, and school properties. At least half of the projects under this category must specifically benefit low-income residents and people of color.
- 10-15%: **Green infrastructure and sustainable agriculture programs**, with a focus on projects that reduce greenhouse gases, improve water quality, and create a healthier urban environment.
- 20-25%: **Green workforce development and contractor support**, including job training, apprenticeship programs, and contractor technical assistance with a focus on economically disadvantaged workers and businesses.
- 5%: **Future innovation** includes projects that do not directly fall into one of the other categories, but which support program goals for furthering climate action in a manner that supports social, economic and environmental benefits for all Portlanders.

## 5. What Funding is Available?

This funding year (2020), PCEF will solicit applications for up to \$8 million in grants. Beginning next year (2021), we anticipate that there will be approximately \$40-60 million available annually. Receiving a grant award this year does not preclude an organization from receiving funding in a future funding cycle.

Funding available this year:

- **Application support resources** – anticipated to be available July 2020:
  - Up to \$5,000 per organization to support the ability of nonprofit organizations to prepare grant applications, attend capacity-building trainings, engage in community outreach, and acquire necessary technology. Receipt of application support resources does not guarantee future program funding. These grant resources will be prioritized for small organizations that serve disadvantaged and marginalized groups. Funding can be used over an 18-month period. The total allocation is anticipated to be \$200,000.
- Available in August 2020 funding solicitation, with awards announced in late 2020/early 2021:
  - **Planning grants** – Up to \$100,000 per project, with approximately \$1.5 million allocated.
    - Planning grants are intended to support planning efforts for a future PCEF project or project application. Eligible planning activities include, but are

not limited to, research and learning, feasibility/technical evaluation and consultation, community outreach and education, and collaboration and partnership building. Planning resources cannot be used for acquisition of land, materials, supplies, or doing actual project implementation work. Receipt of a planning grant does not result in a guarantee or prioritization for future project funding.

- **Small grants** – Up to \$200,000 per project.
  - Small grants can fund project activities in all funding categories: clean energy, workforce and contractor development, green infrastructure and regenerative agriculture, and future innovation. The application for small grants is similar to large grants but require less information and has a more flexible scoring appropriate to the lower level of investment. Small grants may have a duration of up to 3 years.
- **Large grants** – More than \$200,000 and up to \$1,000,000 per project.
  - Large grants can fund project activities in all funding categories. The application is more rigorous given the size of the grant investment. Large grants may have a duration of up to 5 years. The cap for large grants may be higher in future years when the total amount of available funding will be greater.
- **Mini-grants** – The Committee will ask City Council for approval of a **mini-grants program** with application solicitations anticipated to begin in the first quarter of 2021:
  - Up to \$5,000 per organization will be available in quarterly funding solicitations (\$100,000 per quarter, \$400,000 annual allocation) to allow for more responsive grant-making. Eligible activities will include attending training/conference, hosting training/event, and purchasing equipment, materials and/or supplies. A memo describing the mini-grant program proposal can be found here: <https://beta.portland.gov/sites/default/files/2020-04/mini-grant-memo.pdf>.

Note, this public comment period is seeking feedback specific to the planning, small, and large grant applications and scoring criteria.

## 6. Why is There a Focus on Certain Populations?

PCEF aims to advance social, economic, and environmental benefit for all Portlanders, and cultivate a diverse and well-trained workforce and contractor pool that includes historically disadvantaged groups including women, people of color, people with disabilities, and the chronically underemployed. The program has two distinct priority populations for program funding areas:

1. Low income people and people of color:
  - Assuring social, economic, and environmental benefit for all Portlanders necessitates focusing on low-income people and people of color as these groups have been largely excluded from the benefits of the clean energy economy. Additionally, as the impacts of climate change become more pronounced, these same groups are more likely to experience increased risk from extreme heat, wildfire smoke, vector borne diseases, and flooding, amongst other impacts.
2. Women, people of color, people with disabilities, and the chronically underemployed:
  - Developing a diverse and well-trained workforce and contractor pool in the clean energy field similarly necessitates a focus on women, people of color, people with disabilities, and the chronically underemployed who have not historically experienced equitable access to workforce and contractor opportunities associated with the clean economy.

To support the goal of climate justice, the PCEF legislative code requires that:

- At least 20 percent of the Fund shall be awarded to non-profit organizations with a stated mission and track-record of programs that benefit economically disadvantaged community members, including people of color, women, people with disabilities, and the chronically underemployed;
- At least half of the projects under the Clean Energy funding category specifically benefit low-income residents and people of color; and
- PCEF projects capture the geographical diversity of the City of Portland, particularly east of 82<sup>nd</sup> Avenue.

In order to prioritize the goal of inclusive climate action and respond to legislative direction, many of the draft questions and scoring criteria related to program beneficiaries are focused on low income people and people of color, while many of the workforce and contractor criteria are focused on women, people of color, people with disabilities, and the chronically underemployed.

For additional information on disparities in communities of color, please review the Coalition of Communities of Color's Unsettling Profile report series which can be found here:

<https://www.coalitioncommunitiescolor.org/research-and-publications>

Additional information on the history of racist planning in Portland and its deleterious consequences on communities of color can be found here:

[https://beta.portland.gov/sites/default/files/2019-12/rph\\_intro\\_letter\\_final\\_w-signature.pdf](https://beta.portland.gov/sites/default/files/2019-12/rph_intro_letter_final_w-signature.pdf)



## 7. How are Grant Decisions Made?

The [Application Scoring and Decisions](#) section starting on the following page provides details about the grant application review and decision process. The process was designed with an eye toward equity, reliability, and transparency. The review includes participation of staff, subject matter experts, and the Grant Committee. Details about the scoring criteria are provided in this document with their relevant sections (e.g., planning grant, small grant, large grant). In addition, the guidance section of this document provides clarifying information about specific criteria.

## 8. How Does PCEF Help Applicants Succeed?

We recognize that participation in this program requires skills and organizational capacity in areas ranging from grant writing and management, to climate justice and collaboration. We have built in a number of mechanisms to meet folks where they are at and help them succeed with their PCEF project ideas. Key among these will be:

- Workshops and virtual trainings on specific topics to build organizational capacity, including on elements of grant writing, legal and risk considerations, community engagement, developing budgets, and
- Application Support Resource grants for organization's needs related to grant writing, community outreach, training attendance, and technology necessary to prepare grant applications.

The first of these workshops and application support resources will be made available in summer 2020.

# APPLICATION SCORING AND DECISIONS

## Application Review Process

The application and review process includes five main steps:

- 1. Eligibility screening.** Program staff will review applications for eligibility based on criteria identified in the PCEF legislation, City contracting and legal requirements, and Grant Committee direction. Eligibility criteria include:
  - *Eligible Applicant* – Applicant must be a Qualified Non-Profit Organization.
  - *US Renewables* - Solar, wind, or other renewable energy systems purchased with PCEF monies be predominantly made in the US unless unavailable or cost prohibitive<sup>2</sup>.
  - *Family Wage Jobs* – People working on projects or programs funded by PCEF must be paid at least 180 percent of the state minimum wage.
  - *Workforce and Contractor Equity Agreement* – Grant contracts must include a Workforce and Contractor Equity Agreement.
  - *Rent Stability* – Where applicable, funding agreements will include terms to encourage rent stability including, but not limited to, provisions barring owners from using improvements funded by PCEF as a basis for rent increases.
  - *Beneficiaries* - PCEF funded projects that have a physical/capital component (e.g., weatherization, solar installation, tree planting) must be located within the boundaries of the City of Portland. PCEF funded projects that serve people (e.g., workforce and contractor development) must serve people that reside in the City.
  - *Tax Liens* – Organizations that have tax liens against them are not eligible for PCEF funding.
  - *Timeframe* – Currently, the maximum timeframe for a grant award is five years.
  - *Insurance* – The City has standard insurance requirements of grantees which can vary depending on grant activity and size. The program will make every effort to reduce burden while protecting grantees and the public from potential losses. Note that increased insurance costs associated with this requirement are eligible project expenses.
- 2. Technical review.** Each application that passes the eligibility screening will be reviewed for technical viability. The technical review will not contribute to the score but will act as a screen to eliminate projects that are not technically feasible. While, the threshold to

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<sup>2</sup> Equipment must be at least 20 percent more expensive to be considered cost prohibitive.

pass the technical review does not require a project to be fully designed or to meet every industry best practice, the project must be technically feasible. Information provided by technical reviewers that goes beyond assessment of feasibility will be used to assist program staff with project management if the project is selected for funding. The technical review will evaluate the following (if applicable):

- a. Technical aspects of project reflect industry best practice
- b. Technology/program proposed is appropriate for intended use
- c. Project is appropriately sized
- d. Permitting/zoning requirements have been identified
- e. Project description is complete and understandable
- f. Project has well described and appropriate maintenance plan
- g. Project team has/will have necessary certifications to perform work
- h. Project management and internal communication lines are clearly articulated
- i. Project timeline is reasonable
- j. Project budget is appropriate.

**3. Scoring panel review.** Each application that passes the eligibility and technical review will be assigned to a scoring panel. Each panel will be comprised of between three and five members including Committee Members, program staff and subject matter experts. The panels will have a minimum of one Committee Member and one staff. The scoring panels will be assigned 10 to 15 applications to score. Scoring panels will be designed to review applications for grants of similar type (e.g., planning, small, large) and funding category (e.g., regenerative agriculture, green infrastructure, energy efficiency, renewable energy, workforce and contractor development, future innovation). The scoring panel portion of the review includes three steps:

- a. First, the panel will use the appropriate scoring guidance documents to individually score applications.
- b. Second, staff will average review panelist's scores and provide the average score to the project applicant. The applicants will have the opportunity to respond to their score in writing or by video or audio recording. Directions regarding length and format of the applicant response will be provided to ensure consistency across all applications. Applicant responses will be provided to the scoring panel for consideration.
- c. Third, the scoring panel will meet to discuss their individual scores and the applicant responses, and reviewers will have the opportunity to change their scores. At the end of this meeting a final score will be awarded for each application.

- 4. Committee review.** The full Grant Committee will receive, for each application that passed the eligibility screen, a packet that includes a brief summary of the project, the panel score, and the applicant response (if provided). The applications will be ranked from highest to lowest based on the final score assigned by the scoring panel. The Committee can deviate from ranking in making funding recommendations in order to present a balanced portfolio based on the following considerations.
- a. Program funding targets:
    - i. 40 to 60 percent renewable energy and energy efficiency projects. At least 50% of these projects will serve low income households and people of color)
    - ii. 20 to 25 percent clean energy jobs training, apprenticeships and contractor support
    - iii. 10 to 15 percent regenerative agriculture and green infrastructure programs that result in sequestration of greenhouse gases
    - iv. 5 percent to future innovation.
  - b. Geographic distribution
  - c. Organizational representation including program target to award at least 20 percent of funds to organizations with a track record of providing programs that benefit economically disadvantaged community members, including people of color, women, people with disabilities, and the chronically underemployed.
  - d. Applicant responses
  - e. Alignment with adopted guiding principles
- 5. City Council Approval:** The Committee’s final recommendations will then be sent to City Council for approval. The City Council is generally expected to accept the Committee’s recommendations; should City Council determine that they will reject a funding recommendation, they must provide the Committee with a written explanation of the decision.

## Scoring Process

Scoring panelists (reviewers) will receive training that includes a review of the scoring criteria, guidance in assessing criteria, and anti-bias training. Reviewers will be asked to refrain from communicating with applicants during the review process. Simple clarifying questions can be asked through program staff but additional substantive information will not be allowed after the application closing date.

Reviewers will score applications using the scoring guidance document designed for that grant type. There are four scoring guidance documents, one each for: 1. planning grants, 2. small grant

that are not for workforce and contractor development, 3. large grants that are not for workforce and contractor development, and 4. workforce and contractor development grants that are either small or large.

There are six criteria that are not scored by reviewers, but are calculated. Note that not all of these will apply to all applications. The six criteria that are calculated include:

1. *Cost effectiveness of GHG emissions reduction/sequestration.* The score for this criteria will be determined by first estimating the lifecycle GHG emissions reduction/sequestration and dividing that number by the total budget for the grant. The GHG/\$ invested figure will be calculated for all applicants that pass the eligibility and technical review. All applications will then be ranked from highest (most GHG reduction per \$ invested) to lowest (least GHG reduction per \$ invested). Applications in the top 20 percent will receive full points for the criteria, applications in the bottom 20 percent will receive zero points for the criteria with points in between assigned for the remaining quintiles. More information about how GHG emissions reduction and sequestration will be calculated is included in [Appendix F](#).
2. *Grant funded job hours (#FTE/\$ invested).* The score for this criteria will be determined by taking the total number of job hours, converting to Full Time Equivalents (FTE) and dividing by the total budget for the grant project. All applications will then be ranked from highest (most FTE per \$ invested) to lowest (least FTE per \$ invested). Applications in the top 20 percent will receive full points for the criteria, applications in the bottom 20 percent will receive zero points for the criteria with points in between assigned for the remaining quintiles.
3. *Percent of total contract dollars reaching diverse contractors.* This criteria applies only to physical/capital projects with a single site budget of more than \$350,000 in PCEF funds. This criteria will be determined by dividing the total budget for contracting in the application by the amount of that budget that will be spent with diverse contractors. All applications will be ranked from highest (most percent of contract dollars being spent with diverse contractors) to lowest (least percent of contract dollars being spent with diverse contractors). Applications in the top 20 percent will receive full points for the criteria, applications in the bottom 20 percent will receive zero points for the criteria with points in between assigned for the remaining quintiles.
4. *Inclusive apprentice utilization.* This criteria applies only to physical/capital projects with a single site budget of more than \$350,000 in PCEF funds. This criteria will be determined by calculating the percent of apprentices that are people of color, women, people with a disability, or people who are chronically underemployed. All applications will be ranked from highest (largest percent of apprentices from PCEF priority populations) to lowest (smallest percent of apprentices from PCEF priority populations). Applications in the top

20 percent will receive full points for the criteria, applications in the bottom 20 percent will receive zero points for the criteria with points in between assigned for the remaining quintiles.

5. Non-apprentice worker utilization commitments. This criteria applies only to physical/capital projects. This criteria will be determined by calculating the percent of non-apprentice workers that are people of color, women, people with a disability, or people who are chronically underemployed. All applications will be ranked from highest (largest percent of non-apprentice workers from PCEF priority populations) to lowest (smallest percent of non-apprentice workers from PCEF priority populations). Applications in the top 20 percent will receive full points for the criteria, applications in the bottom 20 percent will receive zero points for the criteria with points in between assigned for the remaining quintiles.
6. Project leverage. Points will be assigned for this criteria based on the percent of total project budget that is offered as leverage. Note that Leveraged contribution does not have to be secured at time of application. Funds can come from any non-PCEF source (e.g., other grants, donors, etc.). Leverage contribution can be cash or in-kind. Eligible in-kind contributions include: labor, use of equipment necessary for project, others considered on case by case basis. Points are assigned as follows:
  - a. No leverage will receive zero points
  - b. 10 percent leverage will receive one point
  - c. 15 percent leverage will receive two points
  - d. 20 percent leverage will receive three points
  - e. 25 percent leverage will receive four points.

## PLANNING GRANTS

The purpose of PCEF planning grants is to support eligible applicants to develop high quality projects that are designed to achieve the climate and justice goals of the program. Planning grants can cover a wide range of activities including, but not limited to, time for coordination and collaboration, research and project development, and hiring technical consultants to provide project plan recommendations. Planning grants are intended to be used to develop projects that could be funded by future PCEF grants. However, an award of a planning grant does not ensure future PCEF funding.

The narrative questions in the application that follows includes guidance about length of response. These are displayed as word suggestions in parentheses; for example, (150-250 words). These guidelines are not requirements, they are provided to give applicants a sense of the level of effort the program might expect to see for each question.

### Draft Application Questions

#### Applicant Information & Eligibility

1. Provide the name of the applicant organization and any alternative names if appropriate (e.g., nickname, DBA). \_\_\_\_\_.
2. Are you submitting your application through a fiscal sponsor?
  - a. If yes, what is the name of the fiscal sponsor organization?
  - b. If yes, attach memorandum of understanding or other contract defining the agreement.
3. Applicant organization's Employee Identification Number (EIN) (Note that EIN is also known as a federal Tax Identification Number or TIN): \_\_\_\_\_.
  - a. If your organization does not have an EIN and is submitting with a fiscal sponsor, provide fiscal sponsor's EIN: \_\_\_\_\_.
4. Applicant organization's business or mailing address: \_\_\_\_\_.
5. Name of applicant organization's Executive Director, CEO or President (if not available list Board Chair): \_\_\_\_\_.
6. Primary contact person for this application:
  - a. Name and title
  - b. Email
  - c. Phone
7. Amount of grant request \$\_\_\_\_\_.
8. Do all three of the following apply to applicant organization or fiscal sponsor?
  - Organization (or fiscal sponsor) is IRS tax exempt

- Organization (or fiscal sponsor) is a registered non-profit with the State of Oregon
  - Organization (or fiscal sponsor) is not on the Disqualified Charities list with the Oregon Department of Justice.
- ☐ Yes.
- ☐ No. Stop – The organization is not eligible to apply for PCEF funding.
9. If applicable, how long has your organization been a registered non-profit with the State of Oregon? (if you are applying with a fiscal sponsor this question does not apply)
- \_\_\_\_\_.
10. Does your organization have, or plan to acquire, necessary and appropriate insurance for this project (if you are applying with a fiscal sponsor please confirm that they will provide necessary insurance)? Note that insurance costs can be an eligible grant expense.
- ☐ Yes
- ☐ No – stop. This project is not eligible for PCEF funding.
11. Are there any tax liens on your organization and/or the fiscal sponsor?
- ☐ Yes – stop. This project is not eligible for PCEF funding
- ☐ No
12. Does the project being planned include any physical/capital investment (e.g., tree/garden/farm, efficiency retrofits, solar/other renewable installations, etc.)?
- a. No. Skip to number 13 below.
- b. Yes. Will the proposed physical/capital investment be located within the City of Portland?
- i. Yes
- ii. No – stop. This project is not eligible for PCEF funding.
13. Is the project being planned a non-physical/capital investment or program (e.g., workforce development, innovation)?
- a. No. Skip to 14 below.
- b. Yes. Will the project that is being planned serve people who reside in Portland?
- i. Yes.
- ii. No. This project is not eligible for PCEF funding.
14. Required Signature: The undersigned certifies that the information provided herein, to the best of their knowledge, is true, complete, and accurately describes the proposal. Include the signature in the blank box.

## Organizational Commitments and Capacity

This section collects information to assess the applicant's commitments and capacity to successfully perform the proposed project. All questions in this section apply only to the applicant organization. Do not include information about project partners or contractors as that



information is included elsewhere. If the application is being submitted using a fiscal sponsor, answer the questions from the perspective of the organization proposing to do the work and not from the perspective of the fiscal sponsor unless specifically indicated.

- O.1. Provide your organization's mission statement and describe how the mission supports the goals of PCEF. If the organization does not have a mission statement, please provide a statement of the organization's purpose and describe how that purpose supports the goals of PCEF. (100 to 200 words)
- O.2. Describe how your organization prioritizes social and racial justice, diversity, equity and inclusion in your programs, services and approach to community engagement. If applicable, attach supporting documents noted in your explanation. (100 to 200 words)
- O.3. Describe your organization's internal practices and commitments to social and racial justice, diversity, equity, inclusion and creating a positive working environment. This question is separate from programs or services being provided and asks only about the organization's internal culture and operations. Include the following components, if applicable: (100 to 200 words)
  - a. Description of recruitment, retention and advancement practices that promote social and racial justice, diversity, equity and inclusion.
  - b. Description of how the organization is advancing social and racial justice, diversity, equity and inclusion practices for staff and board. Indicate what participation is required versus optional for both staff and board.
  - c. Upload supporting documents (if any) noted in your explanations including written policies and procedures, planning documents, recruitment plans, etc.
- O.4. The following information helps us understand how your organization reflects the population(s) your proposed project intends to serve.
  - a. In **column A** of the table below, note the primary population(s) that the proposed project is intended to benefit (check all that apply).
  - b. Board of Directors: Number of members \_\_\_\_\_. In **column B** in the table below, note the percentage of your board that reflects the intended beneficiary population.
  - c. Paid staff: Number of staff \_\_\_\_\_, (#FTE) \_\_\_\_\_. In **column C** of the table below, note the percentage of total paid staff that reflect the intended beneficiary population.
  - d. In **column D** of the table below, note the percentage of staff leadership that reflects the intended beneficiary population.

Note: The table below allows you to count people in more than one category (e.g., a person may be a woman and a person with a disability). The "other" category may include specific populations that you serve (e.g., youth, LGBTQ, immigrants, refugees, formerly incarcerated, specific neighborhood, specific racial, ethnic, or cultural group). For each group please indicate the source of the data as being either self-identified (you collected information directly from staff/board) or estimated (you did not collect information directly from staff/board)

	A	B	C	D
	Population(s) served	% of board	% of staff (including leadership)	% staff leadership
POC	<input type="checkbox"/>			
Women	<input type="checkbox"/>			
Low income (define)	<input type="checkbox"/>			
People w disabilities	<input type="checkbox"/>			
Other (specify)	<input type="checkbox"/>			
White	<input type="checkbox"/>			
Women	<input type="checkbox"/>			
Low income (define)	<input type="checkbox"/>			
People w disabilities	<input type="checkbox"/>			
Other (specify)	<input type="checkbox"/> _____			
	P.1.			
Source of information	P.2.	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated

## Organization Financials

Note for those applying with fiscal sponsor: If you are applying with a fiscal sponsor, provide financial information for O.6, O.7 and O.8 from the perspective of the fiscal sponsor.

- O.5. Describe how your organization will manage, track and document spending of grant funds. (e.g., established signature authority, multiple signatures needed for expenditures over certain \$ amount, method for approving work received and fund disbursement, separation of duties, software used to track funds, etc.). If you are applying with a fiscal sponsor provide a description of the budget management and financial controls agreements between the applicant organization and the fiscal sponsor, including budget management and financial controls, and roles and responsibilities. (150 to 250 words)
- O.6. Enter fiscal year dates (e.g., July 1 to June 30): \_\_\_\_\_
- O.7. Submit the following financial documents (if available):
- a. the current, board-approved operating budget; and
  - b. the most recent full completed year financial statements (audited financials if available): Balance Sheet (Statement of Financial Position) and Income Statement/Profit & Loss (Statement of Activities).
- O.8. If you are applying with a fiscal sponsor provide their most recent full completed year financial statement (audited if available).
- O.9. In the table below, enter total revenue and expenses for the current year-to-date plus the last complete fiscal year, starting with the most recent year first. If the organization is less than two years old, provide available information.

Fiscal Year	Total Revenue	Total Expenses	Surplus/Deficit
Current year-to-date	\$	\$	\$
20__	\$	\$	\$

Please explain, if applicable: operating deficit indicated in the table above, relevant audit findings, significant surpluses or changes in budget size, and/or budget trends the organization has experienced in recent years or expects during the grant period (e.g., growth, change in primary revenue sources).

## Project Description and Scope

This section of the application asks for information about the planning project including the project team, scope, benefits, and budget.

P.3.Opportunity statement – Briefly describe the issue or opportunity that the proposed planning process will address. How was the issue identified and how will the planning grant help address this issue or opportunity? (300 to 500 words)

P.4.Planning project and scope:

- a. Scope:

- i. Timeline: what is the proposed start date and end date for this planning grant? \_\_\_\_\_
  - ii. What will the outcome or result of this planning grant be? (150 to 250 words)
  - iii. Describe key milestones and activities in the project milestones and activities timeline template (see [Appendix C](#)). (300 to 500 words)
  - iv. Describe the organization's approach to project management and continuous improvement for this planning project (e.g., team meetings at defined time intervals, project management software, clearly defined areas of responsibility for project team, etc.). (150 to 250 words)
- b. In what ways, if any, will the planning process engage the community and intended beneficiaries? Narrative should include: (300 to 500 words)
  - i. Goals of outreach and engagement plan.
  - ii. Activities and methods used to meaningfully and appropriately engage the community you are serving, including continuous improvement to ensure responsiveness and accountability.
  - iii. Description of the partners (formal and informal) in outreach and engagement, and the benefit they bring.
  - iv. Note that key community engagement milestones should be included in project timeline (a.iii. above).
- c. What are the known or potential challenges to planning project success and what is your plan to address them? (150 to 250 words)

## Future project

The questions in this section apply to the future project being planned. PCEF planning grants must be used to plan for a project that supports the program's climate and social justice objectives. We recognize there are unknowns at this point in the development process for many applicants; please answer the question to the best of your ability.

F.1. Project type: Indicate what type of project is being planned for: (check all that apply)

- ☐ Energy efficiency or renewable energy
- ☐ Green infrastructure or regenerative agriculture
- ☐ Workforce or contractor development
- ☐ Innovation

F.2. Provide a brief description of the project this planning grant is intended to support. Your response should include: (150 to 250 words)

- a. The ways in which the project will support greenhouse gas (GHG) reduction and social justice; and

- b. Any additional benefits of the future project such as non-GHG environmental benefits, climate resiliency benefits, development of meaningful partnerships, and inclusive workforce and contracting benefits.

## **Experience and Qualifications of Project Team**

- E.1. Describe the experience and qualifications of the team. Include partners and contractors who have already been identified. (150 to 250 words)
- E.2. Provide one to two paragraph bios for each of the following: 1) primary staff from the applicant organization who will be working on the proposed planning project and, 2) contractors and partners (if already identified).

## **Budget**

- B.1. Complete budget template (see [Appendix B](#)).

## Planning Grant Scoring Guidance

Planning grants will be scored on a 100-point scale, earning points for criteria which are grouped into four categories.

1. Organizational commitments and capacity – 30 possible points
2. Project description and scope - planning methodology – 40 possible points
3. Future project alignment with PCEF objectives – 20 possible points
4. Budget – 10 possible points

Within each category there are a number of criteria. Each criteria can be awarded up to a certain number of possible points. These are indicated in the column labeled "Possible points".

<b>Organizational commitments and capacity: 30 out of 100 points possible</b>				
Criteria	Possible points	Full points	Partial points	No points
Organization mission/purpose support PCEF goals of providing benefit to low income people, people of color, women, people with disabilities and people who are chronically underemployed.	3.0	Primary purpose of the applicant organization is to deliver programs that benefit the communities identified in this criteria. If the organization has a mission or statement of purpose, it must reflect focus on delivering benefits to communities identified in this criteria.	Organization delivers programs that benefit communities identified in this criteria, but it is not their primary purpose.	Organization purpose does not align with criteria.
Organization has demonstrated commitment to racial	4.5	Application must demonstrate that racial and social justice are the principles guiding decision making, planning and work of the	Organization has defined justice, equity, diversity, and inclusion as a priority and made	No evidence provided of commitment to

and social justice, diversity, equity, inclusion in service delivery and internal operations.		organization. The organization can demonstrate that commitment through work to address and correct historic discrimination. The organization articulates an understanding of the intersectional identities of the population(s) they serve. Trainings and educational opportunities related to justice, equity, diversity and inclusion that are offered or required for staff and/or board may also be used to demonstrate commitment but alone will not receive full points. Documentation may be provided but is not expected and will not be viewed as more valuable than description of values and/or work.	some progress at operationalizing these principles within the organization. Examples might include staff and/or board trainings that are offered and/or required. Planning documents or decisions that are guided by justice principles.	racial and social justice, diversity, equity and inclusion within organization.
Organization demonstrates strong understanding and practice around community engagement, particularly focused on historically marginalized and culturally diverse communities.	6.0	Application must include engagement practices clearly informed by principles of inclusion, co-creation, and collaboration, and reflect an understanding of the community the organization serves.	Focus of engagement is more on outreach and updates and not well informed by principles of inclusion, co-creation, and collaboration.	No evidence that organization understands or practices inclusive engagement.

Staff (including leadership) and board of the organization reflect the community their proposed project is intended to benefit.	4.5	The majority of staff, including leadership, and majority of board reflect the community the project is intended to serve.	At least thirty percent of staff leadership and thirty percent of the board reflect the community the project is intended to serve.	There is no representation in staff or board of the community project is intended to serve.
Application demonstrates organization's ability to manage funds responsibly and effectively.	6.0	Applicant organization must have a balanced budget, even if resilience is weak (e.g., few if any reserves, lack of contingency plan, lack of funding diversity). Organization must also have more than one person (staff and/or board) with financial controls and budget management responsibilities.	Budget may be imbalanced in most recent full year but explanation for deficit is reasonable and current year shows improvement. Description of budget management and financial controls practices is adequate. At least one staff (paid) or board member (volunteer or paid) is responsible for budget management and financial reporting.	Description of budget management and financial controls is unclear or incomplete. Budget is not balanced and no evidence of improvement or reasonable explanation of deficits.
Project team (including non-profit staff, contractors, and other partners) have relevant experience.	3.0	The project team members that have been identified have experience successfully implementing projects that share common characteristics to the proposed project. If applicable, application includes plan to secure additional project team members with appropriate experience.	Project team members that have been identified have worked on projects that, while they may not share common characteristics, have prepared them to be successful implementing the proposed project. If applicable,	No experience or plan to secure experience provided.



			application includes plan to secure additional project team members with appropriate experience.	
Applicant is a small or emerging organization.	4.5	Points awarded to organizations that have fewer than 10 full time equivalent (FTE) employees or have been in operation for fewer than three years.		

<b>Project description and scope - planning methodology: 40 out of 100 points possible</b>				
Criteria	Possible points	Full points	Partial points	No points
Opportunity statement and goal of planning is clear and compelling.	12.0	It is clear from the opportunity statement that the applicant has a firm understanding of the issue they intend to address. Intended beneficiary groups of the future project are identified. Impacts of issue to be addressed are understood.	Opportunity statement is understandable. Some questions remain.	Incomplete, not clear what issue or opportunity the application is hoping to address.
Scope of planning process is well designed - activities, research, analysis, etc.	12.0	Objectives are clear, applicant staff and other partners who will play key roles in planning process have been identified and are inclusive. Research needs have been identified/described and a sound methodology established. Potential barriers have been identified and a plan to mitigate is included. Consideration of potential displacement is included.	Scope provides a clear understanding of the stakeholders who should be included in the planning process and provides a general outline of how engagement will occur. Scope identifies some questions to be answered but not the method to finding the answers. Sequencing of activities lacks detail.	Scope has not identified any partners, stakeholders, activities, research or needed analysis.

		Sequencing of activities is detailed and makes sense.		
Engagement plan is inclusive, culturally appropriate, and well developed.	8.0	List of stakeholders whose input is required is complete. Modes for reaching them is designed in a way that is creative, culturally appropriate, and inclusive. Modes demonstrate that removing barriers to true engagement is a primary focus in planning activities.	Engagement plan offers standard traditional opportunities for stakeholder engagement (e.g. public meetings, surveys). Translation services are offered as requested.	No engagement opportunities.
Planning project timeline is reasonable.	4.0	Timeline is reasonable and has allowances for delays, both internal and external, that can be accommodated without impacting success of project.	Timeline appears reasonable but does not accommodate delays, either internal or external caused.	Timeline is not reasonable and likely to create problems for the proposed project.
Planning project management plan is clear and appropriate to the project.	4.0	Application provides clear plan for managing timeline, deliverables, communication, roles and responsibilities with internal staff, partners, contractors and other stakeholders working on the project.	Primary planning project manager has been identified and systems are in place to support accountability.	No plan.

**Future project alignment with PCEF objectives: 20 out of 100 points possible**

Criteria	Possible points	Full points	Partial points	No points
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Planned project alignment with PCEF objectives.	20.0	Planned project is in strong alignment with both climate and social justice program objectives.	Planned project meets only some PCEF objectives (e.g. reduces GHG but social justice alignment is not strong)	There is not clear alignment between planned project and PCEF objectives.
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<b>Budget: 10 out of 100 points possible</b>				
Criteria	Possible points	Full points	Partial points	No points
Project budget complete and reasonable.	10.0	Budget is complete, clear, and appropriately scaled to the proposed project.	Budget is complete but would benefit from modification/right sizing to the proposed project.	Budget is not complete and/or is not appropriate to the proposed project (e.g., too large, too small, missing key items, including extraneous items).

## SMALL GRANTS

The purpose of PCEF grants are to address climate change in a way that provides equitable social benefit. Small grants can be funded in any of the four funding areas: 1) clean energy, 2) workforce and contractor development, 3) green infrastructure and regenerative agriculture, and 4) future innovation. Small grants are capped at \$200,000 and three-years in length. The small grant application requires less information and documentation than large grants and while many criteria are the same as for large grants, the guidance on awarding points has been adjusted for some.

Please note that not all questions apply to all project types. There are skip patterns indicating when certain applicants should skip a question(s). When the application is released (late summer 2020), this function will be automated for ease of use.

The narrative questions in the application that follows includes guidance about length of response. Guidance is displayed as word suggestions in parentheses; for example, (150-250 words). These guidelines are not requirements, they are provided to give applicants a sense of the level of effort the program might expect to see for each question.

### Draft Application Questions

#### Applicant Information & Eligibility

This section provides information about the applicant organization and helps us determine the applicant's eligibility for PCEF funding.

1. Provide the name of the applicant organization and any alternative names if appropriate (e.g., nickname, DBA). \_\_\_\_\_
2. Are you submitting your application through a fiscal sponsor?
  - ☐ If yes, what is the name of the fiscal sponsor organization?
  - ☐ If yes, attach memorandum of understanding or other contract defining the agreement.
3. Applicant organization's Employee Identification Number (EIN) (Note that EIN is also known as a federal Tax Identification Number or TIN): \_\_\_\_\_
  - ☐ If your organization does not have an EIN and is submitting with a fiscal sponsor, provide fiscal sponsor's EIN: \_\_\_\_\_
4. How long has your organization been a registered non-profit with the State of Oregon? (if applicable) \_\_\_\_\_
5. Applicant organization's business or mailing address: \_\_\_\_\_.
6. Name of applicant organization's Executive Director, CEO or President (if not available list Board Chair): \_\_\_\_\_.

7. Primary contact person for this application:
- ☐ Name and title
  - ☐ Email
  - ☐ Phone
8. Amount of grant request \$\_\_\_\_\_.
9. Timeframe for grant implementation (e.g., one year, two years. Maximum is 5).
10. Do all three of the following apply to applicant organization or fiscal sponsor?
- Organization (or fiscal sponsor) is IRS tax exempt
  - Organization (or fiscal sponsor) is a registered non-profit with the State of Oregon
  - Organization (or fiscal sponsor) is not on the Disqualified Charities list with the Oregon Department of Justice.
- ☐ Yes.
- ☐ No – stop. The organization is not eligible to apply for PCEF funding.
11. Does your organization have, or plan to acquire, necessary and appropriate insurance for this project (if you are applying with a fiscal sponsor please confirm that they will provide necessary insurance)? Note that insurance costs can be an eligible grant expense.
- ☐ Yes
- ☐ No – stop. This project is not eligible for PCEF funding.
13. Are there any tax liens on your organization and/or the fiscal sponsor?
- ☐ Yes – stop. This project is not eligible for PCEF funding
- ☐ No
14. Does the proposed project include any physical/capital investment (e.g., tree/garden/farm, efficiency retrofits, solar/other renewable installations, etc.)?
- ☐ No. Skip to number 15 below.
- ☐ Yes. Will the proposed physical/capital investment be located within the City of Portland?
- i. Yes
  - ii. No – stop. This project is not eligible for PCEF funding.
15. Does the proposed project involve installation of solar or other renewable technologies?
- ☐ No. Skip to number 16.
- ☐ Yes
- i. If yes, will the materials on the proposed project be predominantly manufactured in the United States unless a product that meets project need is unavailable or the cost is prohibitive?
    - 1. Yes.
    - 2. No - stop. This project is not eligible for PCEF funding.

16. Is the proposed project a non-physical/capital investment or program (e.g., workforce development, innovation)?

☐ No. Skip to 17 below.

☐ Yes. Will the proposed project serve people who reside in Portland?

i. Yes.

ii. No – stop. This project is not eligible for PCEF funding.

17. Required Signature: The undersigned certifies that the information provided herein, to the best of their knowledge, is true, complete, and accurately describes the proposal.

Include the signature in the blank box.

## Organizational Commitments and Capacity

This section collects information about the applicant organization's commitments and capacity to successfully perform the proposed project. All questions in this section apply only to the applicant organization. Do not include information about project partners or contractors as that information is included in other sections.

O.1. Describe your organization's purpose and describe how that purpose provides benefit to economically disadvantaged community members, including people of color, women, people with disabilities, and/or the chronically underemployed. (150 to 250 words)

O.2. Describe how your organization prioritizes social and racial justice, diversity, equity and inclusion in your programs and services and your approach to community engagement. Describe your organization's record serving PCEF priority population(s), include how long your organization has been focused on the population and what percent of the organization's work this represents. If applicable, include any supporting documents noted in your explanation. (200 to 300 words)

O.3. Describe your organization's internal practices and commitments to social and racial justice, diversity, equity, inclusion and creating a positive working environment. This question is separate from programs or services being provided and asks only about the organization's internal culture and operations. (75 to 150 words)

O.4. The following information helps us understand how your organization reflects the population(s) your proposed project intends to serve.

e. In **column A** of the table below, note the primary population(s) that the proposed project is intended to benefit (check all that apply).

f. Board of Directors: Number of members \_\_\_\_\_. In **column B** in the table below, note the percentage of your board that reflects the intended beneficiary population.

- g. Paid staff: Number of staff \_\_\_\_\_, (#FTE) \_\_\_\_\_. In **column C** of the table below, note the percentage of total paid staff that reflect the intended beneficiary population.
- h. In **column D** of the table below, note the percentage of staff leadership that reflects the intended beneficiary population.

Note: The table below allows you to count people in more than one category (e.g., a person may be a woman and a person with a disability). The “other” category may include specific populations that you serve (e.g., youth, LGBTQ, immigrants, refugees, formerly incarcerated, specific neighborhood, specific racial, ethnic, or cultural group). For each group please indicate the source of the data as being either self-identified (you collected information directly from staff/board) or estimated (you did not collect information directly from staff/board)

	A	B	C	D
	Population(s) served	% of board	% of staff (including leadership)	% staff leadership
POC	<input type="checkbox"/>			
Women	<input type="checkbox"/>			
Low income (define)	<input type="checkbox"/>			
People w disabilities	<input type="checkbox"/>			
Other (specify)	<input type="checkbox"/>			
White	<input type="checkbox"/>			
Women	<input type="checkbox"/>			
Low income (define)	<input type="checkbox"/>			
People w disabilities	<input type="checkbox"/>			
Other (specify)	<input type="checkbox"/> _____			
Source of information	P.6.	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated

## Organization Financials

This section asks for information that demonstrates the applicant's ability to manage the requested funds. If you are applying with a fiscal sponsor, provide financial information for O.6, O.7 and O.8 from the perspective of the fiscal sponsor.

- O.1. Describe how your organization will manage, track and document spending of grant funds? (e.g., established signature authority, multiple signatures needed for expenditures over certain \$ amount, method for approving work received and fund disbursement, separation of duties, software used to track funds, etc.). (200 to 300 words)
- O.2. Submit the following financial documents:
- the current, board-approved operating budget; and
  - the most recent full year financial statements(audited financials if available): Balance Sheet and Income Statement/Profit & Loss—or Statement of Financial Position and Statement of Activities (we would expect to see an audit for organizations with annual budgets of \$500,000 or above).
- O.3. In the table below, enter total revenue and expenses for the current year-to-date plus the last full fiscal year.

Fiscal Year	Total Revenue	Total Expenses	Surplus/Deficit
Current year-to-date	\$	\$	\$
20__	\$	\$	\$

Please explain, if applicable: operating deficit indicated in the table above, audit findings, significant surpluses or changes in budget size, and/or budget trends the organization has experienced in recent years or expects during the grant period (e.g., growth, change in primary revenue sources).

- O.4. Briefly describe financial reserves or other tools your organization has in place to protect operations during times of low revenue (e.g., number of months of operating reserves, line of credit, etc.). (75 to 150 words)

## Project Description and Scope

Type of project (check all that apply):

- ☐ Energy efficiency or renewable energy
- ☐ Green infrastructure or regenerative agriculture
- ☐ Workforce or contractor development
- ☐ Innovation



P.7. Project description: In one or two paragraphs describe the proposed project and what it seeks to accomplish. (75 to 150 words)

P.8. Project beneficiaries: Provide a brief narrative describing who the proposed project is intended to benefit. Note: this does not include the contractors and people employed to work on the project. (150 to 250 words)

- a. If the proposal is for a clean energy, regenerative agriculture/green infrastructure, or innovation project, provide the estimated percent of intended beneficiaries who are low income people or people of color \_\_\_\_\_.
- b. If the proposal is for workforce development and contractor support, estimate the percent of intended beneficiaries who are people of color, women, people with disabilities, and/or chronically underemployed \_\_\_\_\_.

P.9. Location:

- a. If the proposed project includes installation of clean energy, regenerative agriculture/green infrastructure or innovation infrastructure, where is the installation located? Provide zip code(s) \_\_\_\_\_.
  - i. If project beneficiaries reside in a different part of the city, please explain.
- b. If the proposed project includes programs that do not include installation of clean energy, regenerative agriculture/green infrastructure or innovation infrastructure, provide the location of intended participants (zip code(s), neighborhood(s), citywide) \_\_\_\_\_.
- c. If the proposed project includes workforce or contractor development or other non-capital investment, where does the beneficiary population reside (zip code(s), neighborhood(s), citywide): \_\_\_\_\_.

P.10. Project scope including: (2 to 4 pages not including milestones and activities timeline template)

- a. Describe the proposed project's key milestones and activities in the project milestones and activities timeline template (see [Appendix C](#)).
- b. Provide narrative addressing the required information identified in [Appendix A](#) for each of the project types included (e.g., if the proposed project includes energy efficiency and green infrastructure complete the appendix elements for both).
- c. Describe the organization's approach to project communications, management and continuous improvement for this project (e.g., team meetings at defined time intervals, project management software, clearly defined areas of responsibility, etc.).
- d. Describe any required site access, permits, regulatory requirements, workforce certifications and/or other compliance issues relevant to the project and statement of commitment and ability to meet those requirements.

- e. In what ways, if any, does the proposed project plan to engage the community and intended beneficiaries? Narrative should include:
    - i. Goals of outreach and engagement plan.
    - ii. Activities and methods used to meaningfully and appropriately engage the community you are serving, including continuous improvement to ensure responsiveness and accountability.
    - iii. Description of the partners (formal and informal) in outreach and engagement, and the benefit they bring to the project.
    - iv. Note that key milestones should be included in the project milestones and activities timeline attachment (see Appendix C).
  - f. Describe known challenges/barriers to project success and plan to address them.
- P.11. Does the project have the support of the community including intended beneficiaries and project partners? Please explain. Examples of documentation include letters of support, MOUs, Community Benefits Agreements, etc. (150 to 250 words not including attachments)
- P.12. Does your project include physical/capital improvements?
  - a. If yes, answer P.9
  - b. If no, skip to question E.1
- P.13. Describe plans to ensure project benefits are achieved over the operating lifecycle of the project (beyond the term of the grant). For example: tenant/homeowner education, cleaning and watering plans, required trainings for building maintenance staff, access to maintenance supports (e.g., filter discounts), review of maintenance requirements with owner/operator, development of maintenance plan and budget. (200 to 300 words)

## Experience and Qualifications of Project Team

- E.1. Describe the experience of the project team (applicant and any other partners or contractors who have already been identified) completing similar projects or projects with some common components. For each example, include brief description of the project experience and explain how it has prepared your team to succeed with the proposed project. If there is experience you know the project team is missing, please describe how you plan to fill that need (e.g. hiring, contracting, partnering) (250 to 500 words)
- E.2. Supporting documents:
  - a. One to two paragraph bios for each of the primary staff from the applicant organization that will be working on the proposed project.
  - b. One to two paragraph bio(s) for each contractor and partner (if already identified).

- E.3. Describe the ways in which members of the project team have defined, and will work to ensure, collaborative decision-making, shared power, accountability, and fair distribution of benefit. (150 to 250 words)

## Benefits of Project

### Environmental benefits

With the exception of workforce and contractor development programs, PCEF projects must be designed to result in the reduction or sequestration of greenhouse gases (GHG).

- B.1. Is the proposed project a Workforce and Contractor Development grant? If yes, skip to question W.1.
- B.2. Applications with direct GHG reduction or sequestration will be evaluated by program staff using standard models. If you feel your project should be evaluated differently please provide a narrative justification along with documentation for the model that you suggest be considered. Projects that do not have direct GHG reduction (e.g. climate focused community engagement and education programs) will not be scored for this criteria. (if applicable, 200 to 300 words not including attached documentation)
- B.3. If the proposed project does not have direct GHG reduction, please provide an explanation of how the project will support PCEF GHG reduction goals. (250 to 350 words)
- B.4. If applicable, describe additional environmental benefits of the project that are not related to GHG reduction (e.g., air quality, flood protection, water quality, habitat creation). (200 to 300 words)

### Social benefits

- B.5. Cost Savings: If the proposed project will result in cost savings complete the following:
- Who will be the beneficiaries of the cost savings (e.g., residential or commercial renters, residential or commercial owners, applicant organization)? (100 to 200 words)
  - What are the estimated average annual savings and how were the savings calculated? (100 to 200 words)
- B.6. Climate Resiliency: respond to each of the following if applicable: (150 to 250 words per answer)
- Describe how the proposed project reduces harm caused by impacts of climate change;
  - Describe how the proposed project improves a community's ability to withstand and adapt to current and future impacts of climate change;

- c. Describe how workers on the proposed project will be protected from exposure to the impacts of climate change (e.g., heat, poor air quality, and vector born disease).
- B.7. If applicable, describe social benefits that are not captured above or in the sections about the project's environmental or workforce and contractor benefits (e.g., benefits to health, comfort, safety, food access, and community resilience). (150 to 250 words)

### Workforce and contractor benefits

PCEF aims to promote a diverse and inclusive workforce and contractor pool of historically disadvantaged groups, including women, people of color, people with disabilities, and the chronically underemployed. This section considers how the proposed project advances PCEF goals for promoting a diverse workforce and contracting pool that is reflective of the community and inclusive in access to opportunity.

- W.1. Estimated hours for workers that will be paid using PCEF grant funds (e.g., two staff at 0.5 FTE for one month = 160 hours). Do not include staff involved in construction, those worker numbers are requested in a different part of the application.
- W.2. Inclusive Contracting
  - a. Does the proposed budget include more than \$20,000 in total contracting for professional, supplier, or construction services?
    - i. If yes, answer 1 and 2 below.
      - 1. Describe your strategy to recruit diverse locally-based professionals, suppliers, and/or construction contractors for this project, including women, people of color, people with disabilities, and the chronically underemployed. If the project will include subcontractors, note how the strategy will address contractor recruitment and utilization of diverse local subcontractors. If any or all contractors have already been selected, note this and provide information in [Table 1A](#). (200-400 words)
      - 2. Complete [Table 1A](#) to identify your commitments to utilize (contract with) diverse locally-based professional, supplier, and/or construction contractors for this project, including women, people of color, people with disabilities, and the chronically underemployed. Refer to the [definitions](#) section for an explanation of diverse contractor criteria.
- W.3. Inclusive Workforce
  - a. Does the proposed project involve funding for **physical/capital improvement or installation projects** on a single site with a budget of less than \$350,000 or

across multiple sites at any budget amount (e.g., weatherization, solar, tree planting, regenerative agriculture)?

- i. If no, skip to Budget section below.
- ii. If yes, answer b, c, and d below.
- b. Describe the strategy for hiring, retaining, and advancing diverse workers and apprentices on this project. (200-400 words)
- c. Note whether prevailing wages will be required for workers on this project in trades for which a prevailing wage is defined.
- d. Note whether health insurance, paid time off, and/or retirement contributions will be required for workers on this project that are not receiving prevailing wage. (100-150 words)
- e. If known, enter commitments for workforce utilization (apprentice and journey), wages, and benefits for the proposed project in [Table 2](#).

## Budget

Budget.1. Complete budget template (see [Appendix B](#))

Budget.2. Provide amount and source(s) of non-PCEF funds that will be used to leverage the project. For in-kind contributions provide a narrative description that includes what is being provided and how the value was determined (e.g., 10 hours of volunteer labor valued at \$30/hr. = \$300). In-kind contributions can include labor, equipment and supplies. Note: all in-kind contributions must displace direct project expenses to be considered leverage for the purposes of scoring the application. Add additional lines to the table below as needed:

Source of funds	Value (\$ cash)	Value (\$ in-kind)	In-kind description
PCEF Grant Request			

Budget.3. If the project includes components from more than one funding category use the table below to estimate, to the best of your ability, the percent of total budget that will be allocated to activities related to each. We recognize that project components will share costs within the budget, making an exact estimate for each funding category difficult.

Funding category	% of total budget
Clean Energy	
Green Infrastructure and Regenerative Ag	

Workforce Development	
Innovation	

## Small Grant Scoring Guidance

Small grants will be scored on a 100-point scale, earning points for criteria which are grouped into six categories.

1. Organizational commitments and capacity – 13 possible points
2. Project description and scope – 17 possible points
3. Environmental benefits – 19 possible points
4. Social benefits – 19 possible points
5. Workforce and contractor benefits – 19 possible points\*
6. Budget – 13 possible points

Within each category there are a number of criteria. Each criteria is can be awarded up to a certain number of possible points. These are indicated in the column labeled "Possible points".

\* Note that the possible points for the overall categories in the bullets above and the tables that follow do not apply to workforce and contractor support grant applications. Please review point allocation explanation for workforce and contractor support grants on page 80.

\*\* Projects that have a physical/capital infrastructure component can be awarded 19 possible points for criteria within the Workforce and Contractor Benefits category. If a project does not have a physical/capital infrastructure component (e.g., education/awareness programs) the weighting is adjusted so that this category has a total of 4 possible points based on the number of jobs supported by the grant (#FTE/grant \$). The remaining 15 points will be redistributed amongst other categories.

\*\*\* There are some criteria that do not apply to all project types. These are noted in the tables with explanations in footnotes. If a criteria does not apply to a project type it will not be included in the application score.

<b>Organizational commitments and capacity: 13 out of 100 possible points</b>				
Criteria	Possible points	Full point	Partial point	No points
Organization's purpose is to deliver programs that benefit economically disadvantaged community members, including people of color, women, people with disabilities, and/or the chronically underemployed.	2.4	Primary purpose of the applicant organization is to deliver programs that the benefit communities identified in this criteria. If the organization has a mission or statement of purpose, it must reflect that focus on delivering benefits to communities identified in this criteria.	Organization does deliver programs that benefit communities identified in this criteria, but it is not their primary purpose.	Organization's purpose does not align with criteria.
Organization is committed to racial and social justice, diversity, equity, inclusion and creating a positive working environment.	2.3	Application must demonstrate that racial and social justice are the principles guiding decision making, planning and work of the organization. The organization can demonstrate that commitment through work to address and correct historic discrimination. The organization articulates an understanding of the intersectional identities of the population(s) they serve. Trainings and educational opportunities related to justice, equity, diversity and inclusion that are offered or required for staff and/or board may also be used to demonstrate commitment but alone will not receive full points. Documentation	Organization has defined justice, equity, diversity, and inclusion as a priority and made some progress at operationalizing these principles within the organization. Examples might include staff and/or board trainings that are offered and/or required. Planning documents or decisions that are guided by justice principles.	No evidence provided of commitment to racial and social justice, diversity, equity and inclusion within organization.



		may be provided but is not expected and will not be viewed as more valuable than description of values and/or work.		
Organization demonstrates strong understanding and practice around community engagement, particularly focused on historically marginalized and culturally diverse communities.	2.2	Engagement practices clearly informed by principles of inclusion, co-creation, and collaboration, and reflect an understanding of the community the organization serves.	Focus of engagement is more on outreach and updates and not well informed by principles of inclusion, co-creation, and collaboration.	No evidence that organization understands or practices inclusive engagement.
Staff (including leadership) and board of the organization reflect the community their proposed project is intended to benefit.	2.4	Majority of staff (including staff leadership) and a majority of the board of directors must reflect the community the project is intended to serve.	At least thirty percent of staff (including staff leadership) and thirty percent of board members reflect the community the project is intended to serve.	No representation of the community the project is intended to serve in staff or board.
Application demonstrates organization ability to manage funds responsibly and effectively.	2.1	Applicant organization must have a balanced budget, even if resilience is weak (e.g., few if any reserves, lack of contingency plan, lack of funding diversity). Organization must also have more than one person (staff and/or board) with financial controls and budget management responsibilities.	Budget may be imbalanced but financial position is improving and reason for recent-year deficit makes sense. At least one staff (paid) or board member (volunteer or paid) is responsible for budget management and financial reporting.	Description of budget management and financial controls is unclear or incomplete. Budget is not balanced and no evidence of improvement or reasonable

				explanation of deficits.
Ability to successfully manage grant.	1.6	Organization and/or staff have experience implementing grants or projects of a similar size, <u>managing</u> some component of work with responsibility for tracking budget and deliverables for that component. Application also provides reasonable plan for managing proposed grant including defining areas of responsibility, project communications management, and methods to ensure deliverables are met on time and within project budget.	Organization and/or staff on project have worked on successful grant funded projects, <u>assisting</u> with component of work related to tracking budget, reporting and/or deliverables for portions of project. Application includes a reasonable plan to manage grant including defining areas of responsibility, project communications management, and methods to ensure deliverables are met on time and within project budget.	Application provides no evidence that the applicant organization has the capacity to successfully manage the grant.

<b>Project Description and Scope: 17 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Project description is complete and intended outcomes are clear.	2.4	It is clear from the project description what the applicant intends to do, why, who the intended beneficiaries are, and intended outcomes.	Some questions remain.	Incomplete, intended outcomes are not clear.
Services and activities described in scope will realistically result in intended outcomes.	3.6	Project services and activities must have a strong likelihood to result in stated intended outcomes.	Probable that services and activities will result in intended outcomes.	Services and activities are not likely to result in stated intended outcomes.
<sup>3</sup> Well described and appropriate plan to maintain project for its full lifecycle (beyond the life of grant).	0.9	Applicant must provide a well-developed plan to ensure benefits for the full lifecycle of the project (e.g., education and outreach, identifying staff and equipment needs, identifying sources of funding to pay for maintenance needs).	Applicant has thought through staff, equipment, and other needs to maintain the project for its full life cycle but has not clearly identified ways in which maintenance plan will be implemented.	Applicant does not provide any plan to maintain the project.
Project timeline is reasonable.	0.9	To receive full points the project timeline must be reasonable and include allowances for delays, both internal and external, that can be accommodated without impacting success of project.	Project timeline appears reasonable but does not accommodate delays, either internal or external caused.	Project timeline not reasonable and likely to create problems

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<sup>3</sup> This criteria only applies to projects that include physical improvements and/or infrastructure.

				for the proposed project.
Plan for project communications is clear and effective.	0.9	Key stakeholders are identified and there is a clear description of the role communication will play in the project, strategies that will be employed, and how communication will be managed.	Stakeholders have been identified and the role of communication in the project is well understood.	No stakeholders or communication modes identified.
Project team (note that team includes non-profit staff, contractors, and other partners) have demonstrated experience executing similar projects.	5.1	Project team members that have been identified have experience successfully implementing projects that share common characteristics to the project for which they are applying. If applicable, application includes plan to secure additional project team members with appropriate experience.	Project team members that have been identified have worked on projects that, while they may not share common characteristics, have prepared them to be successful implementing the proposed project. If applicable, application includes plan to secure additional project team members with appropriate experience.	No experience.
Partnerships on project are meaningful and equitable.	1.7	Partnerships identified in the application must have clearly defined commitments to shared power, collaborative decision-making, accountability, and fair distribution of benefit. Partnership is defined broadly and includes	Partnerships identify commitment to shared power, collaborative decision-making, accountability, and fair distribution of benefit.	No consideration to shared power, collaborative decision-making, accountability, and fair

		collaboration between non-profit organizations, contractors and subcontractors, community groups, and others.		distribution of benefit.
Application demonstrates community support.	1.7	Applicant must provide documentation and/or evidence of strong community support including MOUs, letters of support, Community Benefits Agreements, etc.	Applicant provides documentation and/or evidence of some community support.	No evidence of community support.

<b>Environmental Benefits: 19 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Indirect GHG reduction/sequestration	5.6	To receive full points the project must have a high likelihood of resulting in future or indirect GHG reduction.	Project may result in future and/or indirect GHG reduction.	Project will not result in future or indirect GHG reduction.
<sup>4</sup> Cost effectiveness of emissions reduction (CO <sub>2</sub> e/\$ total budget for project life)	7.7	This criteria is calculated for all applications based on total project budget and fuel displaced by project. Points awarded as follows: bottom 20% of applicants = 0 points, 21 to 40% = 1 point, 41 to 60% = 2 points, 61 to 80% = 3 points, 81 to 100% = 4 points. Methodology for CO <sub>2</sub> e reduction/sequestration will be defined for each type of project and applied consistently.		

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<sup>4</sup> This criteria only applies to projects that include physical improvements and/or infrastructure.

Project provides additional non-GHG environmental benefits	5.7	This is a binary score: points awarded for non-GHG environmental benefits including habitat creation/protection, water management, replacement of grass w/native plants, etc.
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<b>Social Benefits: 19 out of 100 possible points</b>				
Criteria	Possible points	Full points	Middle points	No points
Project reduces and/or stabilizes cost for low income people and people of color.	5.1	Project provides cost savings and/or cost stabilization to household costs of low-income people and people of color (e.g., utility bills, transportation costs, food costs).	Project provides cost savings and/or cost stabilization for low income people either through savings to non-residential facilities owned or occupied by organizations that serve low income people or communities of color.	No evidence of cost savings or stabilization.
Project provides health benefits to PCEF priority populations.	4.6	Project provides meaningful health benefits specifically to PCEF priority populations (e.g. improved indoor air quality, access to low cost/high quality food, etc.).	Health benefits and beneficiary populations noted are general in nature, (e.g. project reduces carbon, tree cover in space not specific to beneficiary, etc.)	No health benefits.
Project and/or project participants are located east of 82nd Avenue or in census tracts with at least 50% households at or below	4.4	All project benefits go to people who live in the target area(s) or, if the project includes infrastructure, it is located in target area(s). If the project includes workforce and contractor development,	At least half of the benefits of the project will go to people who reside in the target area(s). If the project includes workforce and contractor	None of the project beneficiaries and/or project sites are located

200% federal poverty level. If the project includes workforce and contractor development, participants are from PCEF priority population(s).		participants are from PCEF priority population(s).	development, half of participants are from PCEF priority population(s).	in target area(s), or are from PCEF priority population.
Project improves resiliency by 1) addressing the harm to frontline communities caused by climate change, and/or 2) improving ability to withstand and adapt to existing and future climate impacts, and/or 3) protects workers on PCEF projects from exposure to climate related vulnerabilities	5.0	Project addresses current or future vulnerabilities to harm specific to PCEF priority population(s) that are caused by climate change. Impacts of climate change include poor air quality resulting from wildfire, urban heat islands, vector born illness, and others. The resiliency measures must be designed to reduce the identified current or future harm. The application must also, if applicable, identify related potential harm to workers on the proposed project and have a plan to mitigate that harm.	Project has identified general vulnerabilities to impacts of climate change and the proposed project employs general measures to address.	Project does not improve resiliency.

The following two tables will be used to score grant applications that include physical/capital projects. If a project does not have a physical/capital infrastructure component (e.g. education/awareness programs) the weighting is adjusted so that this category has a total of 4 possible points based on the number of jobs supported by the grant (#FTE/grant \$).

- [Table W.1](#) – Grant applications that include physical/capital projects AND have a total budget for contracts that does not exceed \$20,000.

- [Table W.2](#) – Grant applications that include physical/capital projects AND have a total budget for contracts that exceeds \$20,000.

<b>Workforce and contractor benefits Table W.1: 19 out of 100 possible points</b>				
This is the scoring table for applications that include a physical/capital project AND have no more than \$20,000 budgeted for contracting.				
Criteria	Possible points	Full points	Partial points	No points
Grant funded job hours (#FTE/\$ invested).	4.0	Top 20% of all applications received.	Middle 20% of applications received.	Lowest 20% percent of applications received.
Strategy and commitments for recruitment, retention, and advancement of diverse local workers, including apprentices.	4.9	Applicant has a strong strategy and commitments for hiring, retaining, and advancing diverse local workers and apprentices on this project.	Applicant has strong strategy for recruitment and utilization of diverse local workers and apprentices on the project.	Weak or no recruitment strategy and utilization commitments.
Project prioritizes payment of prevailing wages to workers in trades for which a prevailing wage is defined.	4.9	For full points, applicant pays or requires contractors and subcontractors on the project to pay prevailing wages and benefits to employees in trades for which prevailing wages are defined.	Project prioritizes contractors and subcontractors that provide prevailing wages and/or benefits for employees.	No priority.
Project prioritizes provision of benefits to workers not receiving prevailing wage.	5.3	Pays or requires contractors and subcontractors to pay health insurance, paid time off, and retirement contributions.	Pays or require contractors and subcontractors to pay health insurance.	No requirements.



<b>Workforce and contractor benefits Table W.2: 19 out of 100 possible points</b>				
This is the scoring table for an application that includes a physical/capital project AND has a total contracting budget of more than \$20,000				
Criteria	Possible points	Full points	Middle points	No points
Grant funded job hours (#FTE/\$ invested).	3.1	Top 20% of all applications received.	Middle 20% of applications received.	Lowest 20% percent of applications received.
Strategy and commitments for recruitment and utilization of diverse local contractors and subcontractors.	4.3	Have secured diverse local contractor(s) and, if applicable, have commitments from contractors to recruit and utilize diverse local subcontractors.	Reasonable strategy to recruit and utilize diverse local contractors and subcontractors.	No strategy to recruit and utilize diverse local contractors and subcontractors.
Strategy and commitments for recruitment, retention, and advancement of diverse local workers, including apprentices.	3.8	Applicant has a strong strategy and commitments for hiring, retaining, and advancing diverse local workers and apprentices on this project.	Applicant has strong strategy for recruitment and utilization of diverse local workers and apprentices on the project.	Weak or no recruitment strategy and utilization commitments.
Project prioritizes payment of prevailing wages to workers in trades for which a prevailing wage is defined.	3.8	For full points, applicant pays or requires contractors and subcontractors on the project to pay prevailing wages and benefits to employees in trades for which prevailing wages are defined.	Project prioritizes contractors and subcontractors that provide prevailing wages and/or benefits for employees.	No priority.

Project prioritizes provision of benefits to workers not receiving prevailing wage.	4.1	Pays or requires contractors and subcontractors to pay health insurance, paid time off, and retirement contributions.	Pays or require contractors and subcontractors to pay health insurance.	No requirements.
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<b>Budget: 13 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Project budget complete and reasonable.	7.8	To receive full points the budget must be complete, clear, and appropriately scaled to the proposed project.	Budget is not complete and/or is not appropriate to the proposed project (e.g., too large, too small, missing key items, including extraneous items).	Budget is complete but would benefit from modification /right sizing to the proposed project.
Project leverage.	5.2	Projects with no leverage = 0 points, 5% = 1 point, 10% = 2 points, 15% = 3 points, 20% = 4 points. Leveraged contribution does not have to be secured at time of application. Funds can come from any non-PCEF source (e.g. other grants, donors, etc.). Leverage contribution can be cash or in-kind. Eligible in-kind contributions include labor, use of equipment necessary for project, others considered on case by case basis.		

## LARGE GRANTS

The purpose of PCEF grants are to address climate change in a way that provides equitable social benefit. Large grants can be funded in any of the four funding areas: 1) clean energy, 2) workforce and contractor development, 3) green infrastructure and regenerative agriculture, and 4) future innovation. Large grants are capped at \$1 million and five years in length. The large grant application requires more information and documentation than small grants and while many criteria are the same as for small grants, the guidance on awarding points may be different.

Please note that not all questions apply to all project types. There are skip patterns indicating when certain applicants should skip a question(s). When the application is released late summer 2020, this function will be automated for ease of use.

The narrative questions in the application that follows includes guidance about length of response. Guidance is displayed as word suggestions in parentheses; for example, (150-250 words). These guidelines are not requirements, they are provided to give applicants a sense of the level of effort the program might expect to see for each question.

### Draft Application Questions

#### Applicant Information & Eligibility

This section provides information about the applicant organization and helps us determine the applicant's eligibility for PCEF funding.

1. Provide the name of the applicant organization and any alternative names if appropriate (e.g., nickname, DBA). \_\_\_\_\_
2. Are you submitting your application through a fiscal sponsor?
  - ☐ If yes, what is the name of the fiscal sponsor organization?
  - ☐ If yes, attach memorandum of understanding or other contract defining the agreement.
3. Applicant organization's Employee Identification Number (EIN) (Note that EIN is also known as a federal Tax Identification Number or TIN): \_\_\_\_\_
  - i. If your organization does not have an EIN and is submitting with a fiscal sponsor, provide fiscal sponsor's EIN: \_\_\_\_\_
4. How long has your organization been a registered non-profit with the State of Oregon? (if applicable) \_\_\_\_\_
5. Applicant organization's business or mailing address: \_\_\_\_\_.
6. Name of applicant organization's Executive Director, CEO or President (if not available list Board Chair): \_\_\_\_\_.

7. Primary contact person for this application:
- ☐ Name and title
  - ☐ Email
  - ☐ Phone
8. Amount of grant request \$\_\_\_\_\_.
9. Timeframe for grant implementation (e.g., one year, 18 months. Maximum is 5).
10. Do all three of the following apply to applicant organization or fiscal sponsor?
- Organization (or fiscal sponsor) is IRS tax exempt
  - Organization (or fiscal sponsor) is a registered non-profit with the State of Oregon
  - Organization (or fiscal sponsor) is not on the Disqualified Charities list with the Oregon Department of Justice.
- ☐ Yes.
- ☐ No - stop. The organization is not eligible to apply for PCEF funding.
11. Does your organization have, or plan to acquire, necessary and appropriate insurance for this project (if you are applying with a fiscal sponsor please confirm that they will provide necessary insurance)? Note that insurance costs can be an eligible grant expense.
- ☐ Yes
- ☐ No – stop. This project is not eligible for PCEF funding.
18. Are there any tax liens on your organization and/or the fiscal sponsor?
- ☐ Yes – stop. This project is not eligible for PCEF funding
- ☐ No
19. Does the proposed project include any physical/capital investment (e.g., tree/garden/farm, efficiency retrofits, solar/other renewable installations, etc.)?
- ☐ No. Skip to number 15 below.
- ☐ Yes. Will the proposed physical/capital investment be located within the City of Portland?
- i. Yes
  - ii. No – stop. This project is not eligible for PCEF funding.
20. Does the proposed project involve installation of solar or other renewable technologies?
- ☐ No – Skip to number 16.
- ☐ Yes
- i. If yes, will the materials on the proposed project be predominantly manufactured in the United States unless a product that meets project need is unavailable or the cost is prohibitive?
    - 1. Yes.
    - 2. No - stop. This project is not eligible for PCEF funding.

21. Is the proposed project a non-physical/capital investment or program (e.g., workforce development, innovation)?
- ☐ No. Skip to 17 below.
  - ☐ Yes. Will the project serve people who reside in Portland?
    - i. Yes.
    - ii. No - stop. This project is not eligible for PCEF funding.
22. Required Signature: The undersigned certifies that the information provided herein, to the best of their knowledge, is true, complete, and accurately describes the proposal. Include the signature in the blank box.

## Organizational Commitments and Capacity

This section collects information about the applicant organization's commitments and capacity to successfully perform the proposed project. All questions in this section apply only to the applicant organization. Do not include information about project partners or contractors as that information is included in other sections. If the application is being submitted using a fiscal sponsor, answer the questions from the perspective of the organization proposing to do the work and not from the perspective of the fiscal sponsor unless specifically indicated.

- O.1. Provide your organization's mission statement and describe how the mission supports PCEF goals and guiding principles. If the organization does not have a mission statement please provide a statement of the organization's purpose and describe how that purpose supports the goals of PCEF. (150 to 250 words)
- O.2. Describe how your organization prioritizes social and racial justice, diversity, equity and inclusion in your programs and services and your approach to community engagement. Describe your organization's record serving PCEF priority population(s), include how long your organization has been focused on the population and what percent of the organization's work this represents. If applicable, include any supporting documents noted in your explanation. (200 to 300 words)
- O.3. Describe your organization's internal practices and commitments to social and racial justice, diversity, equity, inclusion and creating a positive working environment. This question is separate from programs or services being provided and asks only about the organization's internal culture and operations. Include the following components, if applicable: (200 to 300 words)
- ☐ Brief description of recruitment, retention and advancement practices that promote social and racial justice, diversity, equity and inclusion.
  - ☐ Brief description of benefits offered to employees including health insurance, retirement, family friendly practices, paid time off, etc.

- ☐ Brief description of how the organization is advancing social and racial justice, diversity, equity and inclusion practices for staff and board. Indicate what participation is required versus optional for both staff and board.
- ☐ Upload supporting documents (if any) noted in your explanations including written policies and procedures, planning documents, recruitment plans, etc.

O.4. The following information helps us understand how your organization reflects the population(s) your proposed project intends to serve.

- i. In **column A** of the table below, note the primary population(s) that the proposed project is intended to benefit (check all that apply).
- j. Board of Directors: Number of members \_\_\_\_\_. In **column B** in the table below, note the percentage of your board that reflects the intended beneficiary population.
- k. Paid staff: Number of staff \_\_\_\_\_, (#FTE) \_\_\_\_\_. In **column C** of the table below, note the percentage of total paid staff that reflect the intended beneficiary population.
- l. In **column D** of the table below, note the percentage of staff leadership that reflects the intended beneficiary population.

Note: The table below allows you to count people in more than one category (e.g., a person may be a woman and a person with a disability). The "other" category may include specific populations that you serve (e.g., youth, LGBTQ, immigrants, refugees, formerly incarcerated, specific neighborhood, specific racial, ethnic, or cultural group). For each group please indicate the source of the data as being either self-identified (you collected information directly from staff/board) or estimated (you did not collect information directly from staff/board).

	A	B	C	D
	Population(s) served	% of board	% of staff (including leadership)	% staff leadership
POC	<input type="checkbox"/>			
Women	<input type="checkbox"/>			
Low income (define)	<input type="checkbox"/>			
People w disabilities	<input type="checkbox"/>			
Other (specify)	<input type="checkbox"/>			
White	<input type="checkbox"/>			
Women	<input type="checkbox"/>			

Low income (define)	<input type="checkbox"/>			
People w disabilities	<input type="checkbox"/>			
Other (specify)	<input type="checkbox"/> _____			
Source of information	P.15.	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated	<input type="checkbox"/> Self-identified <input type="checkbox"/> Estimated

## Organization Financials

This section asks for information that demonstrates the applicant's ability to manage the requested funds. If you are applying with a fiscal sponsor, provide financial information for O.6, O.7 and O.8 from the perspective of the fiscal sponsor.

O.5. Describe how your organization will manage, track and document spending of grant funds. (e.g., established signature authority, multiple signatures needed for expenditures over certain \$ amount, method for approving work received and fund disbursement, separation of duties, software used to track funds, etc.). (200 to 300 words)

O.6. Submit the following financial documents:

- c. the current, board-approved operating budget; and
- d. the most recent three years of financial statements (audited financials if available): Balance Sheet and Income Statement/Profit & Loss—or Statement of Financial Position and Statement of Activities (we would expect to see an audit for organizations with annual budgets of \$500,000 or above).

O.7. In the table below, enter total revenue and expenses for the current year-to-date plus the past three fiscal years, starting with the most recent year first. If the organization is less than three years old, provide available information.

Fiscal Year	Total Revenue	Total Expenses	Surplus/Deficit
Current year-to-date	\$	\$	\$
20__	\$	\$	\$
20__	\$	\$	\$
20__	\$	\$	\$

Please explain, if applicable: operating deficit indicated in the table above, audit findings, significant surpluses or changes in budget size, and/or budget trends the organization has

experienced in recent years or expects during the grant period (e.g., growth, change in primary revenue sources).

- O.8. Briefly describe financial reserves or other tools your organization has in place to protect operations during times of low revenue (e.g., number of months of operating reserves, line of credit, etc.). (150 to 200 words)

## Project Description and Scope

Type of project (check all that apply):

- ☐ Energy efficiency or renewable energy
- ☐ Green infrastructure or regenerative agriculture
- ☐ Workforce or contractor development
- ☐ Innovation

P.1. Project description: In one or two paragraphs describe the proposed project and what it seeks to accomplish. (75 to 150 words)

P.2. Project beneficiaries: Provide a brief narrative describing who the proposed project is intended to benefit. Note: This does not include the contractors and people employed to work on the project, they are addressed in another section. (150 to 250 words)

- a. If the proposal is for a clean energy, regenerative agriculture/green infrastructure, or innovation project, provide the estimated percent of intended beneficiaries who are low income people or people of color \_\_\_\_\_.
- b. If the proposal is for workforce development and contractor support, estimate the percent of intended beneficiaries who are people of color, women, people with disabilities, and/or chronically underemployed \_\_\_\_\_.

P.3. Location:

- a. If the proposed project includes installation of clean energy, regenerative agriculture/green infrastructure or innovation infrastructure, where is the installation located? Provide zip code(s) \_\_\_\_\_.
  - i. If project beneficiaries reside in a different part of the city, please explain.
- b. If the proposed project includes programs that do not include installation of clean energy, regenerative agriculture/green infrastructure or innovation infrastructure, provide the location of intended participants (zip code(s), neighborhood(s), citywide) \_\_\_\_\_.
- c. If the proposed project includes workforce and contractor development or other non-physical/capital investment, where does the beneficiary population reside (zip code(s), neighborhood(s), citywide): \_\_\_\_\_.



P.4. Project scope including: (3 to 5 pages not including milestones and activities timeline attachment)

- a. Estimated hours for workers that will be paid using PCEF grant funds (e.g., two staff at 0.5 FTE for one month = 160 hours). Do not include staff involved in construction, those worker numbers are requested in a different part of the application.
- b. Describe the proposed project's key milestones and activities in the project milestones and activities timeline template (see [Appendix C](#)).
- c. Provide the information in [Appendix A](#) for each of the project types included (e.g., if the proposed project includes energy efficiency and green infrastructure complete the appendix elements for both).
- d. Describe the organization's approach to project communication, management and continuous improvement for this project (e.g., team meetings at defined time intervals, project management software, clearly defined areas of responsibility for project staff, etc.).
- e. Describe any required site access, permits, regulatory requirements, workforce certifications and/or other compliance issues relevant to the project and statement of commitment and ability to meet those requirements.
- f. In what ways, if any, does the proposed project plan to engage the community and intended beneficiaries? Narrative should include:
  - i. Goals of outreach and engagement plan.
  - ii. Activities and methods used to meaningfully and appropriately engage the community you are serving, including continuous improvement to ensure responsiveness and accountability.
  - iii. Description of the partners (formal and informal) in outreach and engagement, and the benefit they bring to outreach and engagement activities.
  - iv. Note that key milestones should be included in project timeline attachment.
- g. Description of any known challenges/barriers to project success and plan to address them.

P.5. Does the project have the support of the community including intended beneficiaries and project partners? Please explain. Examples of documentation include letters of support, MOUs, Community Benefits Agreements, survey results, etc. (150 to 250 words not including attachments)

P.6. Does your project include physical/capital improvements?

- a. If yes, answer P.9
- b. If no, skip to question E.1

P.7. Describe plans to ensure project benefits are achieved over the operating lifecycle of the project (beyond the term of the grant). For example: tenant/homeowner education, cleaning and watering plans, access to maintenance supports, development of maintenance plan and budget. (200 to 300 words)

## Experience and Qualifications of Project Team

E.1. Describe the experience of the project team (applicant and any other partners or contractors who have already been identified) in completing projects of a similar size and type to the proposed project. For each example, include a) brief description of the project, b) total project budget, c) project start and end date, and d) primary funding sources. If the proposed project is much bigger or different than others the project team have completed before, describe how the examples provided have prepared you for success with the proposed project. (1 to 2 pages)

E.2. Supporting documents:

- a. Resumé of the staff who will act as the project manager for the proposed project.
- b. One to two paragraph bios for each additional staff person from the applicant organization that will be spending at least 25 percent of their work hours on the proposed project.
- c. One to two paragraph bio(s) for contractors and partners (if already identified).

E.3. Describe the ways in which members of the project team have defined, and will ensure, collaborative decision-making, shared power, accountability, and fair distribution of benefit. (150 to 250 words)

## Benefits of project

### Environmental benefits

With the exception of workforce and contractor development programs, PCEF projects must be designed to result in the reduction or sequestration of greenhouse gases (GHG).

B.1. Describe how your organization considers GHG emissions, health and environmental impacts in its operations. (100 to 200 words)

B.2. Is the proposed project a Workforce and Contractor Development grant? If yes, skip to question W.1.

B.3. Describe your organization's current procurement practices and how your organization will consider GHG emissions, health and environmental impacts in procurement practices for the proposed project. (150 to 250 words)

B.4. Applications with direct GHG reduction or sequestration will be evaluated by program staff using standard models. If you feel your project should be evaluated differently please provide a narrative justification along with documentation for the model that you

suggest be considered. Projects that do not have direct GHG reduction (e.g. climate focused community engagement and education programs) will not be scored for this criteria. (if applicable, 200 to 300 words not including attached documentation)

B.5.If the proposed project does not have direct GHG reduction, please provide an explanation of how the project will support PCEF GHG reduction goals. (250 to 350 words)

B.6.If applicable, describe additional environmental benefits of the project that are not related to GHG reduction (e.g., air quality, flood protection, water quality, habitat creation). (200 to 300 words)

## Social benefits

B.7.Cost Savings: If the proposed project will result in cost savings, complete the following:

- a. Who will be the beneficiaries of the cost savings (e.g., residential or commercial renters, residential or commercial owners, applicant organization)? (100 to 200 words)
- b. What are the estimated average annual savings and how were the savings calculated?

B.8.Describe how the project might create pressures that lead to displacement and what strategies and activities are planned to mitigate that risk. If the project does not include any strategies or activities to mitigate potential displacement, please explain why. Note: owners are barred from using improvements funded by PCEF as a basis for rent increases. (200 to 300 words)

B.9.Climate Resiliency: respond to each of the following, if applicable: (150 to 250 words per answer)

- a. Describe how the proposed project reduces harm caused by impacts of climate change;
- b. Describe how the proposed project improves a community's ability to withstand and adapt to current and future impacts of climate change;
- c. Describe how workers on the proposed project will be protected from exposure to the impacts of climate change (e.g., heat, air quality, and vector born disease).

B.10. If applicable, describe social benefits that are not captured above or in the sections about the project's environmental or workforce and contractor benefits (e.g., benefits to health, safety, food access, and community resilience). (150 to 250 words)

## Workforce and contractor benefits

PCEF aims to promote a diverse and inclusive workforce and contractor pool of historically disadvantaged groups, including women, people of color, people with disabilities, and the chronically underemployed. This section considers how the proposed project advances PCEF

goals for promoting a diverse workforce and contracting pool that is reflective of the community and inclusive in access to opportunity.

- W.2. What are the estimated number of job hours for this project paid for with PCEF funds? Include jobs at the applicant organization as well jobs performed by contractors and subcontractors.
- W.3. Inclusive Contracting
- a. Does the proposed project budget include \$350,000 or more for contracting services, or work that is self-performed, on a single physical/capital improvement project (e.g., commercial building, apartment complex, corridor improvement)?
    - i. If yes, skip to W.4
  - b. Does the proposed budget include more than \$20,000 in total contracting for professional, supplier, or construction services?
    - ii. If no, skip to W.3.
    - iii. If yes, answer 1 and 2 below.
      1. Describe your strategy to recruit diverse locally-based professionals, suppliers, and/or construction contractors for this project, including women, people of color, people with disabilities, and the chronically underemployed. If the project will include subcontractors, describe how the recruitment strategy will address recruitment and utilization of diverse local subcontractors. If any or all contractors have already been selected, note this and provide information in [Table 1A](#). (200-400 words)
      2. Complete [Table 1A](#) to identify your commitments to utilize (contract with) diverse locally-based professionals, suppliers, and/or construction contractors for this project, including women, people of color, people with disabilities, and the chronically underemployed. (See definition section for description of diverse contractor criteria).
- W.4. Inclusive Workforce
- a. Does the proposed project involve funding for **physical/capital improvement or installation projects** on a single site with a budget of less than \$350,000 or across multiple sites at any budget amount (e.g., weatherization, solar, tree planting, regenerative agriculture)?
    - i. If no, skip to Budget section below.
    - ii. If yes, answer b, c, and d below.
  - b. Describe the strategy for hiring, retaining, and advancing diverse workers and apprentices on this project. (200-400 words)

- c. Note whether prevailing wages will be required for workers on this project in trades for which a prevailing wage is defined.
  - d. Note whether health insurance, paid time off, and/or retirement contributions will be required for workers on this project that are not receiving prevailing wage. (100-150 words)
  - e. If known, enter commitments for workforce utilization (apprentice and journey), wages, and benefits for the proposed project in [Table 2](#).
- W.5. Inclusive Contracting on Single Site Physical/Capital Projects of \$350K or Greater.
- a. Name of contractor firm (if self-performing, answer for applicant as contractor)
  - b. Business address \_\_\_\_\_.
  - c. Identify whether the contractor meets PCEF requirements for being a diverse contractor (see [definitions](#) section) and, if so, which designation.
  - d. Describe the contractor's prior record of performance utilizing diverse locally-based professional, supplier, and/or construction subcontractors, including women, people of color, people with disabilities, and the chronically underemployed, and strategy to do so on this project. (100-250 words)
  - e. Provide the following:
    - i. Total estimated contract dollars
    - ii. Percent of contract dollars reaching firms certified by the State of Oregon's Certification Office for Business and Inclusion (COBID) as a Minority-Owned Business Enterprise, Women-Owned Business Enterprise, Disadvantaged Business Enterprise, Emerging Small Business, or Service-Disabled Veteran Business (M/W/DBE/ESB/SDV).
    - iii. Percent of contract dollars reaching firms certified by COBID as Minority-Owned Business Enterprise, Women-Owned Business Enterprise, Disadvantaged Business Enterprise (M/W/DBE).
    - iv. Percent of contract dollars reaching non-profits or businesses that are not COBID-certified but are otherwise able to demonstrate majority ownership and leadership by women, people of color, people with disabilities, the chronically underemployed, or other historically disadvantaged populations. Defined as follows:
      - Registered with the Oregon Secretary of State
      - Gross annual receipts (3-year average) do not exceed \$23.98 million
      - Control and management of day-to-day operations is led by persons from the defined population

- For non-profit organizations, demographics of the Board of Directors and executive staff are 51% or greater of the defined populations.
  - For Businesses - ownership of 51% or greater is held by persons from the defined populations, and owner is not an owner or partial owner of other construction/construction-related firms.
- f. Complete [Table 1B](#) to describe commitments to utilization of diverse locally-based professionals, suppliers, and/or construction subcontractors for this project, including women, people of color, people with disabilities, and the chronically underemployed.
- W.6. Inclusive Workforce on Single Site Physical/Capital Projects \$350K or more.
- a. Describe contractor's prior record of performance hiring, retaining, and advancing diverse workers and apprentices and prior record of performance paying prevailing wages and benefits. (If self-performing, answer for applicant as contractor). (100-250 words)
  - b. Identify organizational workforce diversity in [Table 3](#).
  - c. Describe the strategies that will be applied to this project to maximize the hiring, retention, and advancement of journey and apprentice workers from underrepresented and historically disadvantaged populations including women, people of color, people with disabilities, and the chronically underemployed. If applicable, describe whether and how the strategy focuses on specific demographic groups (e.g., formerly incarcerated, veterans, youth, geographic target, LGBTQ, or culturally specific populations such as Black and/or Indigenous communities). (200-400 words)
  - d. Identify whether apprentice utilization on this project will meet maximum journey/apprentice ratios for each apprenticeable trade.
  - e. Identify workforce utilization commitments for the proposed project in [Table 4](#). Include project labor hours for journey level works and BOLI registered apprentices or federally registered apprentices (within maximum utilization thresholds). Describe how these estimates were generated. (100-200 words)

## Budget

Budget.4. Complete budget template (see [Appendix B](#))

Budget.5. Provide amount and source(s) of non-PCEF funds that will be used to leverage the project. For in-kind contributions provide a narrative description that includes what is being provided and how the value was determined (e.g., 10 hours of volunteer labor valued at \$30/hr. = \$300). In-kind contributions can include labor, equipment and supplies. (50-100 words) Note: all in-kind contributions must displace direct project

expenses to be considered leverage for the purposes of scoring the application. Add additional lines to the table below as needed:

Source of funds	Value (\$ cash)	Value (\$ in-kind)	In-kind description
PCEF Grant Request			

Budget.6. If the project includes components from more than one funding category use the table below to estimate, to the best of your ability, the percent of total budget that will be allocated to activities related to each. We recognize that project components will share costs within the budget, making an exact estimate for each funding category difficult.

Funding category	% of total budget
Clean Energy	
Green Infrastructure and Regenerative Ag	
Workforce Development	
Innovation	

## Large grant: Draft scoring guidance

Large grants will be scored on a 100-point scale, earning points for criteria which are grouped into six categories.

1. Organizational commitments and capacity – 13 possible points
2. Project description and scope – 17 possible points
3. Environmental benefits – 19 possible points
4. Social benefits – 19 possible points
5. Workforce and contractor benefits – 19 possible points\*
6. Budget – 13 possible points

Within each category there are a number of criteria. Each criteria is can be awarded up to a certain number of possible points. These are indicated in the column labeled "Possible points".

\* Note that the possible points for the overall categories in the bullets above and the tables that follow do not apply to workforce and contractor support grant applications. Please review point allocation explanation for workforce and contractor support grants on page 80.

\*\* Projects that have a physical/capital infrastructure component can be awarded 19 possible points for criteria within the Workforce and Contractor Benefits category. If a project does not have a physical/capital infrastructure component (e.g. education/awareness programs) the weighting is adjusted so that this category has a total of 4 possible points based on the number of jobs supported by the grant (#FTE/grant \$). The remaining 15 points will be redistributed amongst other categories.

\*\*\* There are some criteria that do not apply to all project types. These are noted in the tables with explanations in footnotes. If a criteria does not apply to a project type it will not be included in the application score.



<b>Organizational commitments and capacity: 13 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Organization has a stated mission and track record of delivering programs that benefit economically disadvantaged community members, including people of color, women, people with disabilities, and/or the chronically underemployed.	2.1	Applicant organization has at least three years of delivering programs that benefit communities identified in this criteria, an organizational focus on those populations, and a stated mission guiding this work.	Organization has at least three years of history of delivering programs that benefit communities identified in this criteria and may or may not identify benefits to priority populations in stated mission.	No history.
Organization has demonstrated commitment to racial and social justice, diversity, equity, inclusion and creating a positive working environment within their internal operations.	2.0	Application must demonstrate that racial and social justice, equity, diversity and inclusion have been identified as a priority and the organization has successfully integrated these principles into operations, decision making and planning. Documentation could include policies, procedures, planning docs, recruitment plan, training offered/required, surveys of staff, and description of practices.	Organization has defined racial and social justice, equity, diversity, and inclusion as a priority and has made some progress at operationalizing these principles within the organization.	No evidence provided of commitment to racial and social justice, diversity, equity, and inclusion within organization.
Organization demonstrates strong understanding and practice around community engagement, particularly	1.9	Engagement practices are clearly informed by principles of inclusion, co-creation, and collaboration, and reflect an understanding of the community the	Focus of engagement is more on outreach and updates, and not well-informed by principles of	No evidence that organization understands or

focused on historically marginalized and culturally diverse communities.		organization serves. Application should include plan or strategy that identifies target population, identification of engagement methods best suited to target population, resources/strategies to address potential barriers (e.g., translation, childcare, etc.), and examples of successful engagement from past.	inclusion, co-creation, and collaboration.	practices inclusive engagement.
Staff (including leadership) and board of the organization reflect the community their proposed project is intended to benefit.	2.1	To receive full points the majority of staff (including staff leadership) and a majority of the board of directors must reflect the community the project is intended to serve.	At least thirty percent of staff (including staff leadership) and thirty percent of board members reflect the community the project is intended to serve.	No representation on staff or board of community the project is intended to serve.
Organization provides benefits to employees.	1.8	To receive full points organization must provide health insurance benefits AND other benefits including retirement, paid time off, other health benefits, family friendly practices, etc.	Health insurance benefits only.	No benefits provided.
Application demonstrates organization ability to manage funds responsibly and effectively.	1.8	Applicant organization shows: revenues not less than expenditures and no egregious audit findings in three years; strong internal budget management practices and financial controls; strong operating reserves and contingency plan. Clearly defined areas of authority over budget and finances within	Budget is balanced, though resilience is weak (e.g., few if any reserves, lack of contingency plan, lack of funding diversity). Organization has more than one person (staff and/or board) with financial controls	Application provided no evidence of internal budget management and financial controls. Audit findings that were not

		organization, more than one individual needed to disburse large funds, consistent financial reporting practices, strong board oversight. Documentation includes three years (if available) audited financials and current YTD financial documents.	and budget management responsibilities.	addressed/remediated, no explanation provided for operating in a deficit.
History of successful grant execution.	1.3	Organization and/or current leadership must provide evidence of successful management of grants that are similar in size or larger than the proposed project.	Organization and/or staff on project have evidence of successful work on grant projects including management of at least some component of work with budget and deliverable-tracking responsibilities, direct work on the funded project and assistance with reporting but may not have managed full grant process.	No history with grants.

<b>Project Description and Scope: 17 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Project description is complete and intended outcomes are clear.	2.4	Project description clearly states what the applicant intends to do, why, who	Some questions remain.	Incomplete, intended

		the intended beneficiaries are, and what outcomes are expected.		outcomes are not clear.
Services and activities described in scope will realistically result in intended outcomes.	3.6	Project services and activities must have a strong likelihood to result in stated intended outcomes.	Probable that services and activities will result in intended outcomes.	Services and activities are not likely to result in stated intended outcomes.
<sup>5</sup> Well described and appropriate plan to maintain project for its full lifecycle (beyond the life of grant).	0.9	Applicant has provided a well-developed plan to ensure benefits for the full lifecycle of the project (e.g. education and outreach, identifying staff and equipment needs, identifying sources of funding to pay for maintenance needs).	Applicant has thought through staff, equipment, and other needs to maintain the project for its full life cycle but has not clearly identified ways in which maintenance plan will be implemented.	Applicant does not provide any plan to maintain the project.
Project timeline is reasonable.	0.9	Project timeline is reasonable and includes allowances for delays, both internal and external, that can be accommodated without impacting success of project.	Project timeline appears reasonable but does not accommodate delays, either internal or external caused.	Project timeline not reasonable and likely to create problems for the proposed project.
Application provides clear plan for managing communication with stakeholders and project participants/beneficiaries	0.9	Applicant has provided a well-developed plan, appropriate to size and type, which includes identification of stakeholders, participant/beneficiary groups, modes of	Basic plan includes identification of stakeholders, participant/beneficiary groups, at least one primary	No plan.

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<sup>5</sup> This criteria only applies to projects that include physical improvements and/or infrastructure.

		communication, timeline with clear milestones and identification of role and area of responsibility for all project staff (person or position) related to project communication.	point of contact from applicant agency, and modes of communication.	
Project team including non-profit staff, contractors, and other partners have demonstrated experience executing similar projects.	5.1	Applicant organization has staff with experience executing projects like the one for which the applicant is seeking funds. If the team includes partners and/or contractors, the applicant has either secured, or provided a detailed plan to secure, team members who have successfully executed similar projects.	Not all project team members have been identified. Those that have been identified have experience successfully implementing projects that share some elements or common characteristics to the project for which they are applying.	No experience.
Partnerships on project are meaningful and equitable.	1.7	Partnerships identified in the application must have clearly defined commitments to shared power, collaborative decision-making, accountability, and fair distribution of benefit. Partnership is defined broadly and includes collaboration between non-profit organizations, contractors and subcontractors, community groups, and others.	Partnerships identify commitment to shared power, collaborative decision-making, accountability, and fair distribution of benefit. Partnership is defined more narrowly than those receiving full points.	No consideration to shared power, collaborative decision-making, accountability, and fair distribution of benefit.
Application demonstrates community support.	1.7	Applicant has provided documentation and/or evidence of strong community	Applicant has provided documentation and/or	Application does not provide

		support including MOUs, letters of support, Community Benefits Agreements, etc.	evidence of some community support.	evidence of community support.
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<b>Environmental Benefits: 19 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Indirect GHG reduction/sequestration	3.6	Project has high likelihood of resulting in future or indirect GHG reduction.	Project may result in future and/or indirect GHG reduction.	Project will not result in future or indirect GHG reduction.
<sup>6</sup> Materials and supplies are selected based on embedded carbon and other environmental and health impacts.	4.0	Applicant has documented how their choices about purchase and use of materials and supplies for the proposed project will be based on reducing embedded carbon, promoting environmental stewardship, and protecting the health of workers and others who will come into contact with the materials and supplies. Applicant has also demonstrated commitment through current operations including procurement policies that detail how	Applicant has articulated a general commitment to making choices about materials/supplies procured based on environmental and health impact. Analysis performed to assess embedded carbon and other environmental impacts is high level.	No consideration of environmental or health impacts in material and supplies choices.

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<sup>6</sup> This criteria only applies to projects that include physical improvements and/or infrastructure.

		carbon, health and other environmental impacts guide decisions.		
Operational choices driven by embedded carbon and other environmental and health impacts.	1.9	To receive full points the applicant must demonstrate strong commitment to making choices about operations that are based on an understanding of embedded carbon, health and environmental stewardship. Commitment can be demonstrated by policies and/or certifications that detail how carbon, health and other environmental impacts are considered (e.g., green purchase criteria, office recycling/composting /reusable, green fleet, etc.).	Applicant has articulated general commitment to making choices about operations based on environmental and health impact. Analysis performed to assess embedded carbon, health and other environmental impacts is high level.	No consideration of environmental and health impacts in operational choices.
<sup>7</sup> Cost effectiveness of emissions reduction (CO2e/\$ total budget for project life)	5.8	This criteria is calculated for all applications based on total project budget and fuel displaced by project. Points awarded as follows: bottom 20% of applicants = 0 points, 21 to 40% = 1 point, 41 to 60% = 2 points, 61 to 80% = 3 points, 81 to 100% = 4 points. Methodology for CO2e reduction/sequestration will be defined using methods outlined in <a href="#">Appendix F</a> for each type of project and applied consistently.		
Project provides additional non-GHG environmental benefits	3.7	This is a binary score: points awarded for non-GHG environmental benefits including habitat creation/protection, water management, replacement of grass w/native plants, etc.		

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<sup>7</sup> This criteria only applies to projects that include physical improvements and/or infrastructure.

<b>Social Benefits: 19 out of 100 possible points</b>				
Criteria	Possible points	Full points	Middle points	No points
Project reduces and/or stabilizes cost for low income people and communities of color.	4.2	Project provides cost savings and/or cost stabilization to household costs of low-income people and people of color (e.g., utility bills, transportation costs, food costs).	Project provides cost savings and/or cost stabilization for low income people and communities of color either through savings to non-residential facilities owned or occupied by organizations that serve low income people or communities of color.	No evidence of cost savings or stabilization.
Project provides health benefits to PCEF priority populations.	3.6	Project provides meaningful health benefits specifically to PCEF priority populations (e.g. improved indoor air quality, access to low cost/high quality food, etc.).	Health benefits and beneficiary populations noted are general in nature, (e.g., project reduces carbon, tree cover in space not specific to beneficiary, etc.).	No health benefits.
Project and/or project participants are located east of 82nd Avenue or in census tracts with at least 50% households at or below 200% federal poverty level. If the project includes workforce and contractor development, participants	3.4	All project benefits go to people who live in the target area(s) or, if the project includes infrastructure, it is located in target area(s). If the project includes workforce and contractor development, participants are from PCEF priority population(s)(s).	At least half of the benefits of the project will go to people who reside in the target area(s). If the project includes workforce and contractor development, half of participants are from PCEF priority population(s)(s).	None of the project beneficiaries and/or project sites are located in target area(s), or are from PCEF priority population.



are from PCEF priority population(s).				
Project improves resiliency by 1) addressing the harm to frontline communities caused by climate change, and/or 2) improving ability to withstand and adapt to existing and future climate impacts, and/or 3) protects workers on PCEF projects from exposure to climate related vulnerabilities.	4.0	Project address current or future vulnerabilities to harm specific to PCEF priority population(s) that are caused by climate change. Impacts of climate change include poor air quality resulting from wildfire, urban heat islands, vector born illness, and others. The resiliency measures must be designed to reduce the identified current or future harm. The application must also, if applicable, identify related potential harm to workers on the proposed project and have a plan to mitigate that harm.	Project has identified general vulnerabilities to impacts of climate change and the proposed project employs general measures to address.	Project does not improve resiliency.
Project avoids and mitigates displacement and/or provides restorative measures for population(s) impacted by displacement, with a focus on displacement resulting from gentrification pressures.	3.7	Applicant has demonstrated consideration of displacement <u>and</u> integrate mitigation and/or restoration measures into project plan (e.g., tenant rights advocacy, rent stability requirements, putting land into affordable housing trust status, etc.).	Applicant has considered displacement and committed to consulting with the community to identify potential mitigation and/or restoration efforts.	No consideration of displacement.

The following four tables will be used to score grant applications that include physical/capital projects. If a project does not have a physical/capital infrastructure component (e.g. education/awareness programs) the weighting is adjusted so that this category has a total of 4 possible points based on the number of jobs supported by the grant (#FTE/grant \$).

- [Table W.1](#) – Grant applications that include physical/capital projects that have a total budget for contracts that does NOT exceed \$20,000 AND do not include a single-site using more than \$350,000 in PCEF funds.
- [Table W.2](#) – Grant applications that include physical/capital projects that have a total budget for contracts that exceeds \$20,000 AND does not include a single-site using more than \$350,000 in PCEF funds.
- [Table W.3](#) – Grant applications that include physical/capital projects that have a total budget for contracts that does NOT exceed \$20,000 AND includes a single-site using more than \$350,000 in PCEF funds.
- [Table W.4](#) – Grant applications that include physical/capital projects that have a total budget for contracts exceeds \$20,000 AND includes a single-site using more than \$350,000 in PCEF funds.

<b>Workforce and contractor benefits Table W.1: 19 out of 100 possible points</b>				
This is the scoring table for applications that include a physical/capital project AND have no more than \$20K budgeted for contracting AND do not include any single site using more than \$350K in PCEF funds				
Criteria	Possible points	Full points	Partial points	No points
Grant funded job hours (#FTE/\$ invested).	4.0	Top 20% of all applications received.	Middle 20% of applications received.	Lowest 20% of applications received.
Strategy and commitments for recruitment, retention, and advancement of diverse local workers, including apprentices.	4.9	Applicant has a strong strategy and commitments for hiring, retaining, and advancing diverse local workers and apprentices on this project.	Applicant has strong strategy for recruitment and utilization of diverse local workers and apprentices on the project.	Weak or no recruitment strategy and utilization commitments.
Project prioritizes payment of prevailing wages to workers in trades for which a	4.9	Applicant pays, or requires contractors and subcontractors on the project to pay, prevailing wages and benefits to employees in trades for which prevailing wages are defined.	Project prioritizes contractors and subcontractors that provide prevailing wages	No priority.

prevailing wage is defined.			and/or benefits for employees.	
Project prioritizes provision of benefits to workers not receiving prevailing wage.	5.3	Applicant pays, or requires contractors and subcontractors to pay health insurance, paid time off, and retirement contributions.	Pays or require contractors and subcontractors to pay health insurance only.	No requirements.

<b>Workforce and contractor benefits Table W.2: 19 out of 100 possible points</b>				
This is the scoring table for physical/capital project that includes a contract budget of more than \$20K AND does NOT include any single site construction that proposes to use more than \$350K in PCEF funds.				
Criteria	Possible points	Full points	Middle points	No points
Grant funded job hours (#FTE/\$ invested).	3.1	Top 20% of all applications received.	Middle 20% of applications received.	Lowest 20% of applications received.
Strategy and commitments for recruitment and utilization of diverse local contractors and subcontractors.	4.3	Have secured diverse local contractor(s) and, if applicable, have commitments from contractors to recruit and utilize diverse local subcontractors.	Reasonable strategy to recruit and utilize diverse local contractors and subcontractors.	No strategy to recruit and utilize diverse local contractors and subcontractors.
Strategy and commitments for recruitment, retention, and advancement of	3.8	Applicant has a strong strategy and commitments for hiring, retaining, and advancing diverse local workers and apprentices on this project.	Applicant has strong strategy for recruitment and utilization of diverse local workers and	Weak or no recruitment strategy and utilization commitments.

diverse local workers, including apprentices.			apprentices on the project	
Project prioritizes payment of prevailing wages to workers in trades for which a prevailing wage is defined.	3.8	Applicant pays, or requires contractors and subcontractors on the project to pay, prevailing wages and benefits to employees in trades for which prevailing wages are defined.	Project prioritizes contractors and subcontractors that provide prevailing wages and/or benefits for employees.	No priority.
Project prioritizes provision of benefits to workers not receiving prevailing wage.	4.1	Applicant pays, or requires contractors and subcontractors on the project to pay, health insurance, paid time off, and retirement contributions.	Pays or require contractors and subcontractors to pay health insurance only.	No requirements.

**Workforce and contractor benefits Table W.3: 19 out of 100 possible points**

This is the scoring table for physical/capital project that has a total budget for contracts that does NOT exceed \$20K AND includes single site construction proposed to use more than \$350K in PCEF funds.

Criteria	Possible points	Full points	Middle points	No points
Grant funded job hours (#FTE/\$ invested).	2.6	Top 20% of all applications received.	Middle 20% of applications received.	Lowest 20% of applications received.
Apprentice utilization rate.	3.5	This is a binary score applicants can receive if apprentice utilization meets maximum journey/apprentice ratio per apprenticeable trade.		
Inclusive apprentice recruitment.	3.5	Contractor (or applicant if self-performing) has a record of diverse apprentice	Contractor has strong strategy to recruit and	Weak or no recruitment strategy.

		utilization and strong strategy to recruit diverse apprentices.	utilize diverse apprentices.	
Inclusive apprentice utilization.	3.1	Highest 20% of all applications for diversity of apprentices used on the project.	Middle 20% of all applications for diversity of apprentices used on the project.	Lowest 20% of all applications for diversity of apprentices used on the project.
Non-apprentice workers recruitment strategy.	3.1	Contractor has a strong record of recruitment, retention, and advancement of diverse workers and strong recruitment strategy for the proposed project.	Contractor has strong strategy to recruit diverse workers on the proposed project.	Weak or no recruitment strategy.
Non-apprentice workers utilization commitments.	3.2	Highest 20% of all applications for diversity of non-apprentice workers used on the project.	Middle 20% of all applications for diversity of non-apprentice workers used on the project.	Lowest 20% of all applications for diversity of non-apprentice workers used on the project.

**Workforce and contractor benefits Table W.4: 19 out of 100 possible points**

This is the scoring table for physical/capital project that has a total budget for contracts that exceeds \$20K AND includes single site construction proposed to use more than \$350K in PCEF funds.

Criteria	Possible points	Full points	Partial points	No points
Grant funded job hours (#FTE/\$ invested).	2.0	Top 20% of all applications received.	Middle 20% of applications received.	Lowest 20% of applications received.

Strong recruitment strategy and utilization of diverse local subcontractors.	2.8	Contractor (or applicant if self-performing) has a record of diverse locally-based subcontractor utilization and strong strategy and commitments to recruit and utilize diverse local subcontractors.	Contractor (or applicant if self-performing) has strong strategy and commitments to recruit and utilize diverse local subcontractors.	Weak or no recruitment strategy and commitments.
Percent of total contract dollars reaching diverse contractors.	2.7	Top 20% of applications receive.	Middle 20% of applications receive.	Lowest 20% of applications receive.
Apprentice utilization rate.	2.4	This is a binary score applicants can receive if apprentice utilization meets maximum journey/apprentice ratio per apprenticeable trade.		
Inclusive apprentice recruitment.	2.4	Contractor (or applicant if self-performing) has a record of diverse apprentice utilization and strong strategy to recruit diverse apprentices.	Contractor has strong strategy to recruit and utilize diverse apprentices	Weak or no recruitment strategy.
Inclusive apprentice utilization commitments.	2.5	Highest 20% of all applications for diversity of apprentices used on the project.	Middle 20% of all applications for diversity of apprentices used on the project.	Lowest 20% of all applications for diversity of apprentices used on the project.
Non-apprentice workers recruitment strategy.	2.0	Contractor has a strong record of recruitment, retention, and advancement of diverse workers and strong recruitment strategy for the proposed project.	Contractor has strong strategy to recruit diverse workers on the proposed project.	Weak or no recruitment strategy.

Non-apprentice workers utilization commitments.	2.1	Highest 20% of all applications for diversity of non-apprentice workers used on the project.	Middle 20% of all applications for diversity of non-apprentice workers used on the project.	Lowest 20% of all applications for diversity of non-apprentice workers used on the project.
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<b>Budget: 13 out of 100 possible points</b>				
Criteria	Possible points	Full points	Partial points	No points
Project budget complete and reasonable.	7.8	To receive full points the budget must be complete, clear, and appropriately scaled to the proposed project.	Budget is not complete and/or is not appropriate to the proposed project (e.g., too large, too small, missing key items, including extraneous items).	Budget is complete but would benefit from modification/right sizing to the proposed project.
Project leverage	5.2	Projects with no leverage = 0 points, 10% = 1 point, 15% = 2 points, 20% = 3 points, 25% = 4 points. Leveraged contribution does not have to be secured at time of application. Funds can come from any non-PCEF source (e.g., other grants, donors, etc.). Leverage contribution can be cash or in-kind. Eligible in-kind contributions include labor, use of equipment necessary for project, others considered on case by case basis.		

## WORKFORCE AND CONTRACTOR DEVELOPMENT GRANTS

Workforce and contractor development proposals can be made for small grant or large grant funding and can also be the focus of a planning grant. A workforce and contractor development project may be part of a physical/capital project proposal or exist as a stand-alone application. It is important to note that participants in the project (beneficiaries) need to reside in Portland<sup>8</sup>.

The scoring and evaluation of workforce and contractor development grants differ from other categories of grants in important ways. The amount of points allocated to each category is also adjusted to reflect the nature of these grants. The list of categories to be scored below outlines how scoring, and possible points awarded, will differ or remain the same for workforce and contractor development grants.

**Organizational Commitments and Capacity (13 possible points):** the questions and scoring for this category are the same. Workforce and contractor development grants should look to small and large grant applications and scoring guidance depending on the size of the grant application.

**Project Description and Scope (38 possible points):** the questions and scoring for this category are the same. Workforce and contractor development grants should look to small and large grant applications and scoring guidance depending on the size of the grant application.

**Environmental Benefits (2 possible points):** only one criteria in this category from the large grant scoring guidance will be scored. For small grants the points from the environment criteria are reallocated to other categories. The criteria for this category is:

- Operational choices driven by embedded carbon and other environmental and health impacts.

**Social Benefits (30 possible points):** social benefits points will be awarded to workforce and contractor development grants based on the following criteria:

- Project and/or project participants are located east of 82nd Avenue or in census tracts with at least 50% households at or below 200% federal poverty level. If the

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<sup>8</sup> If your project will accept participants from outside of Portland, it is important that PCEF dollars be allocated proportionally to the participants that reside in Portland. For example, if a training cohort will have 20 participants and 5 are from outside of Portland then PCEF funds should only be used to cover 75% of the program costs (e.g., staff time, facility costs, materials).



project includes workforce and contractor development, participants are from PCEF priority population(s).

**Workforce and Contractor Benefit (4 possible points):** points will be awarded for one to two criteria for both large and small workforce and contractor development grants:

- Grant funded job hours (#FTE/\$ invested).
- If the project budget for contract services exceeds \$20,000 then the following criteria for small and large grants applies: Percent of total contract dollars reaching diverse contractors.

**Budget (13 possible points):** the questions and scoring for this category are the same. Workforce and contractor development grants should look to small and large grant applications and scoring guidance depending on the size of the grant application.

## DEFINITIONS

**Apprentice:** An individual enrolled in a Bureau of Labor and Industries (BOLI) certified apprenticeship program. Apprenticeships combine paid on-the-job training and classroom instruction in a manner that meets approved industry standards. The length of the apprenticeship program depends upon the occupation (e.g., one to six years). Successful completion of an apprenticeship program is required to reach journey-level status. Apprentice wages usually begin at half the salary of journey work and increase as they are able to perform more complex tasks.

**Apprenticeable trade:** Refers to the list of trades and job classifications that are registered through BOLI as having a designated apprenticeship program:

[https://www.oregon.gov/boli/atd/pages/a\\_statewideopportunities.aspx](https://www.oregon.gov/boli/atd/pages/a_statewideopportunities.aspx).

Note that each classification includes subclassifications (e.g., the “electrical” link connects to a page with more detailed electrical trades apprenticeships including Limited Energy Tech A/B, Limited Residential Electrician, Inside Electrician, and Limited Renewable Energy Electrician). Currently, there is not a BOLI-certified training program for regenerative agriculture, landscaping, or green infrastructure

**BOLI (Oregon Bureau of Labor and Industries):** Oregon State agency that oversees apprenticeship programming in the state and has enforcement responsibility for state laws prohibiting discrimination in employment, housing, public accommodation, and vocational, professional and trade schools.

**Beneficiaries:** In the context of PCEF, beneficiaries are the people, communities or entities that are intended to receive the tangible positive financial, personal, or environmental impacts of a PCEF project or program, but who are not directly employed by the grant project. This could include, for example, residents whose homes are weatherized as part of a clean energy project or workers and contractors that receive training as part of a workforce development project.

**Capital project or improvement:** A project that includes construction or installation including, but not limited to, weatherization, installation of renewable or energy efficiency technology, or planting. Also called physical project or improvement.

**Carbon dioxide equivalent (CO<sub>2</sub>e):** metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

**Chronically Underemployed:** This term describes groups of people that are both unemployed as well as persons that are working fewer hours than desired due to structural or systemic barriers to full employment.

**Clean energy:** Refers to projects or programs that seek to reduce carbon emissions through energy efficiency or the development of renewable energy sources.

**Climate resiliency:** The capacity for social, economic, and ecological systems to absorb stresses and continue functioning in the face of external threats and hazards imposed by climate change. This can include actions at the individual, community, or citywide level that address hazards of climate change including extreme temperature events, air quality, vector-borne disease, flooding, infrastructure shutdown, food security, etc.

**Co-benefits:** The production of multiple or secondary benefits associated with a project. For example, installing trees for carbon sequestration may have co-benefits such as cooling through shade, enhanced quality of life in the neighborhood, flood mitigation, and habitat creation.

**COBID:** The State of Oregon's [Certification Office for Business Inclusion and Diversity](#), which is intended to enhance social equity in public-sector contracting by providing certification for businesses based on the on different attributes of the business ownership and size. Businesses can receive COBID certification for being an Emerging Small Business( ESB), Minority/ Women Business Enterprise (M/WBE), Service Disabled Veteran Enterprise (SDV), and Disadvantaged Business Enterprise (DBE).

**Community benefit agreement:** A project-specific contract regarding the creation and distribution of benefits associated with a project. Participants in a community benefit agreements (CBAs) typically include a developer or property owner and coalition of community groups, though may include government signatories. Agreements may focus specifically on labor and contracting or may include a broader set of social and environmental impacts.

**Community resilience:** Resilience refers to the ability to withstand and recover from disruptions. A resilient community has social and environmental systems that are less vulnerable to disruption and more able to recover and adapt when disruption does occur.

**Commitments:** Applications for PCEF funding include questions about commitments to inclusive contracting and hiring. Commitments are self-identified goals that are used for scoring an application and, if the application is successful, the commitments become part of the grant contract.

**Contractor:** PCEF grant applications include questions about the utilization of professional, supplier, and construction contractors and subcontractors. This refers to for-profit or non-profit entities for which PCEF funds are used to contract specific services for a PCEF funded project.

**DBA:** Acronym for “Doing Business As.” DBA applies when an business or non-profit organization is operating under a name that is different than the legal name with which the entity is registered.

**Demographics:** Information about the characteristics of a population or group.

**Disabled, persons with a disability:** Individuals with a physical, mental, cognitive, or developmental condition that impairs, interferes with, or limits a person's ability to engage in certain tasks.

**Displacement:** Occurs when an individual or business moves out of their existing location. Displacement may be involuntary (e.g., eviction, rent increase) or voluntary (e.g., leave because of changes to the neighborhood or new economic opportunity).

**Direct GHG Emissions Reductions:** Greenhouse gas emissions savings that are clearly connected to reduced fossil fuel energy use or carbon sequestration due to physical/capital projects or changes in people's energy use choices.

**Diverse Contractor:** For PCEF grant applications, diverse contractors are either:

- Certified by the State of Oregon's Certification Office for Business and Inclusion (COBID) as a Minority-Owned Business Enterprise, Women-Owned Business Enterprise, Disadvantaged Business Enterprise, Emerging Small Business, or Service-Disabled Veteran Business (M/W/DBE/ESB/SDV) (provide certification #); or
- A non-profit or business that is not COBID-certified but otherwise able to demonstrate majority ownership and leadership by women, people of color, people with disabilities, the chronically underemployed, or other historically disadvantaged populations. Defined as follows:
  - Registered with the Oregon Secretary of State
  - Gross annual receipts (3-year average) do not exceed \$23.98 million
  - Control and management of day-to-day operations is led by persons from the defined population
  - For non-profit organizations, demographics of the Board of Directors and executive staff are 51% or greater of the defined populations.
  - For Businesses – ownership of 51% or greater is held by persons from the defined populations, and owner is not an owner or partial owner of other construction/construction-related firms.

**Diversity:** Refers to the range of human difference, recognizing unique attributes of individuals and groups. Commonly refers to the differences that make people unique include race, ethnicity, nationality, gender identify, sexual orientation, relition, age, socio-economic status, and physical and mental ability.

**Economically disadvantaged:** Economically disadvantaged individuals are those whose social disadvantage (subjection to racial or ethnic prejudice or cultural bias, without regard to individual qualities, because of the individual's identity as a member of a group) has diminished capital and credit opportunities as compared to others who are not socially disadvantaged.

**Energy Efficiency:** A measure of how efficiently an appliance, building, organization or country uses energy. Examples of projects designed to increase energy efficiency include, but are not limited to : heating, lighting water and cooling efficiencies, repairs to increase the performance of the building envelope, community initiated energy plans, energy storage, and green building design.

**Equity:** Refers to fairness and is different than equality, which refers to sameness. In a very simplified example, serving everyone the same meal would represent equality, while serving individuals based on their needs would represent equity. An equity lens considers how systems do or do not promote fair access to opportunity and well-being.

**Firm:** Any business entity engaged in a PCEF project . Can include contractors performing work on a project, as well as additional products or services aquired in implementing a project.

**Fiscal Sponsor:** A qualified non-profit organization that is providing the organizational infrastructure and administrative support for a PCEF grant project application that does not have their own formal non-profit designation.

**FTE:** An acronym for "Full Time Equivalent" that assesses the amount of time allocated to a project based on the assumption of an average full time job of 2,080 hours of paid work or leave hours compensated per year, averaging 40 hours per week. For example, two employees each working half time (20 hours per week) would count as 1 FTE. Two employees who will work 30 hours per week on a project for the duration of one year would be counted as 1.5 FTE (.75 x 2, as 30 is .75 of 40). A single employee who is anticipated to work 20 hours per week for 6 months would be counted as .25 FTE (.5 hours for .5 of the year).

**Greenhouse gasses:** Natural and human made gases in the earth's atmosphere that trap heat. Greenhouse gasses (GHGs) resulting from human activities contribute to global climate change. GHGs are often referred to in carbon dioxide equivalents (CO<sub>2</sub>e) is often used to describe different greenhouse gasses in a common unit.

**Greenhouse gas reduction project:** A project implemented within the City of Portland that reduces emissions or the presence of carbon dioxide or other compounds that contribute to climate change.

**Greenhouse gas sequestration:** A project that involves long-term storage of carbon dioxide or other pollutants to mitigate or defer global warming. Examples include but are not limited to:

protections and restoration of urban tree canopy, protection and restoration of greenspace and wetlands; and agricultural practices that increase the capacity of the soil to store carbon, also referred to as “regenerative agriculture”.

**Green Infrastructure:** A project that uses vegetation, soils, and other elements and practices to restore some of the natural processes required to reduce greenhouse gases while also benefiting water quality and creating healthier urban environments. Examples include but are not limited to: urban tree canopy, green roofs, greenspace protection, bioswales, and green streets.

**Historically disadvantaged:** Refers to groups of people who have faced systemic and institutional discrimination and barriers.

**Innovation:** A PCEF funding category that provides the Grant Committee with flexibility to fund projects that do not directly fall under one of the other categories, but which provide an opportunity to further the goals of the legislation.

**Installed Capacity:** The nameplate generating capacity, in kilowatts of alternating current, of a project that generates renewable electricity.

**Inclusion:** Refers to the creation of a welcoming and safe space for individuals. Where diversity focuses on inviting a range of people to a space, inclusion focuses on ensuring the invitees feel like they belong and are valued.

**Job hours:** A measure of total anticipated or reported time spent by all workers on activities of a specific project. Used to calculate the total FTE, for example, 2,080 job hours annually is equal to a full time equivalent employee being compensated for 40 hours per week, for 52 weeks of the year. Totals may vary based on the type of work and the wages paid.

**Journey level:** Individuals who have successfully completed an apprenticeship program and can demonstrate a high level of competency in an occupation receive a journey card and certificate that is nationally recognized, opening the door to career growth and higher wage opportunities.

**kWh or kilowatt-hours:** A measure of energy savings or generation from a project. One thousand kilowatt-hours are equal to 1 megawatt-hour (kWh), and is equivalent to 34.13 therms.

**Letter of support:** An informal commitment of shared goals or values from community groups or individuals who directly or indirectly are interested in the success of a PCEF grant proposal.

**Lifetime kWh:** The total amount of energy savings or generation anticipated over the operating lifecycle of a PCEF project.

**Local, locally-based:** PCEF grant applications include questions about local workers and contractors. The attention to local elements supports PCEF’s intention of serving Portlanders and

aiming to reduce GhG emissions associated with commuting, while also recognizing the regional nature of the labor and contractor pool. For the purposes of this program, local is defined as a residence or business location within 30 miles of Portland City Hall.

**Low Income:** Individuals, households or tenants with a gross household income below 200 percent of the federal poverty level.

**MFI:** Median Family Income for the Portland Metropolitan Statistical Area as defined by the US Housing and Urban Development (HUD), which is adjusted for inflation and published periodically here: [https://www.huduser.gov/portal/datasets/il.html#2020\\_data](https://www.huduser.gov/portal/datasets/il.html#2020_data)

**Memorandum of Understanding (MOU):** A formal agreement between a PCEF grant applicant and relevant partners, contractors, and subcontractors proposing to work together on a project. The MOU should outline roles, responsibilities, and anticipated workforce elements relevant to the project.

**Moderate Income:** Individuals, households or tenants with a gross household income below 80 percent of MFI, but above 60% of MFI.

**Neighborhood:** PCEF applicants may define neighborhoods using official or functional contours. Officially, the City of Portland has ninety-four recognized neighborhood associations and seven district coalitions, though residents may have their own sense of neighborhood based on patterns of interaction and identity.

**Operating lifecycle:** Lifecycle is the length of time used for the purposes of estimating economic and environmental benefits. For example, a solar panel might have a lifecycle of 25 years, meaning that benefits would be considered for that whole period. For efficiency measures PCEF will use industry-standard improvement, project or appliance product life (in years) for energy saving measures as defined by the Northwest Power and Conservation Council's Regional Technical Forum at <https://rtf.nwcouncil.org/measures>. For renewable energy technologies, the operating lifecycle will be based on industry standards derived from the National Renewable Energy Lab Life Cycle Assessment Studies: <https://www.nrel.gov/analysis/life-cycle-assessment.html>. For other types of projects related to green infrastructure, the operating lifecycle will be defined by the methodology in [Appendix F](#).

**Physical project or improvement:** A project that includes construction or installation including, but not limited to, weatherization, installation of renewable or energy efficiency technology, or planting. Also called capital project or improvement.

**Prevailing wages:** Industry-specific wage and fringe benefit standards required by law for public works projects. For privately-owned construction projects receiving greater than \$750,000 of total public funds, prevailing wage standards generally apply as defined in [Oregon Statute](#)

[\(ORS 279C.800\(6\)\(a\) and OAR 839-025-0004\(20\)\(a\)\)](#). Residential affordable housing is generally exempt from the prevailing wage law. Oregon's prevailing wage rate (PWR) law is administered by the Bureau of Labor and Industries (BOLI). The PWR is designed to ensure that construction contractors compete on their ability to perform work competently and efficiently while maintaining community-established compensation standards. Additional information can be found at [https://www.oregon.gov/boli/WHDPWR/Pages/W\\_PWR\\_Pwrbk.aspx](https://www.oregon.gov/boli/WHDPWR/Pages/W_PWR_Pwrbk.aspx) and <https://www.oregon.gov/boli/WHDPWR/Pages/index.aspx>.

**POC:** Acronym for people of color.

**Priority population:** People and communities that are intended beneficiaries or workers within the entire PCEF program, in alignment with the social equity goals of the PCEF initiative and the PCEF Guiding Principles. This includes low-income households, women, people of color, people with disabilities, and the chronically underemployed.

**Project Target Population:** The specific people and communities that are intended to benefit from a given PCEF project proposal. This will vary dependent on the goals, community outreach mechanisms, and outcomes of each project application.

**Qualified Non-Profit Organization:** Organizations that are eligible to apply for and receive PCEF grant funds, by meeting all the following requirements:

- Organization is designated at the Federal level as a 501(c) or 521(a) non-profit entity
- Organization is registered and certified with the Oregon Secretary of State as a non-profit organization. <https://sos.oregon.gov/business/Pages/nonprofit.aspx>
- Organization is NOT on the Oregon Department of Justice list of Disqualified Charities. <https://www.doj.state.or.us/charitable-activities/wise-giving/disqualified-oregon-charities/>

**Racial Justice:** The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice goes beyond "anti-racism." It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures, and to redress harms, particularly to Black, Indigenous, and people of color.

**Regenerative Agriculture:** Farming and land management practices that reverse climate change by rebuilding soil organic matter and restoring degraded soil biodiversity and contributing to carbon sequestration.

**Renewable Energy:** Energy that is not produced from fossil fuels or nuclear power and which is produced from sun, wind, or water. In-river hydropower projects that harm or have the potential



to harm salmonids or other aquatic species, or Native American or other communities that rely on such species shall not be considered renewable energy in the context of PCEF.

**Self-perform:** Refers to an applicant conducting work on a project rather than contracting it out.

**Social and racial justice, diversity, equity and inclusion:** PCEF grant applications give attention to social and racial justice, diversity, equity, and inclusion. These terms are distinct yet connected, and the terms are defined alphabetically in this definition section.

**Social Justice:** Focused on and addressing the root causes of racial, economic, and environmental inequities in our culture and communities, social justice strives to include the people who are most impacted by those systemic inequities as leaders and decision-makers.

**Training Agent:** A designation assigned to an employer who is registered to provide apprentice training opportunities. Such "training agents" have promised to provide the on-the-job training and supervision according to approved industry standards. The employer evaluates progress and makes recommendations to the apprenticeship committee regarding an individual's advancement in the program.

**Underrepresented populations:** Refers to a group of people (population subset) that comprise a smaller percentage of the total than would be expected given the size of the group relative to the total population.

**Utilization:** Refers to the percentage of work hours or contract value that is projected for a given project based on trade, demographic group, and/or level of work (i.e., apprentice vs. journey-level).

## APPENDICES

### Appendix A: Information Required for Specific Funding Types

#### Renewable Energy

To include in project description and scope:

- Estimated annual kWhs the project will generate in first year
- Estimated lifetime kWhs the project will generate
- Installed capacity
- Peak load benefits
- Indicate the fuel the project generated power will replace (e.g., grid power, natural gas)
- If applicable, describe energy storage

#### Energy Efficiency

To include in project description and scope:

- Estimated annual energy savings in first year (kWhs/btus/therms/cf/cords/gallons)
- Estimated lifetime energy savings
- Indicate the fuel source(s) that will be displaced. If the efficiency project will displace multiple fuel sources please estimate ratio for each (e.g., 25% reduction in grid electricity, 75% reduction in natural gas)
- For weatherization projects please indicate the estimated percent of energy use reduced per building unit (e.g., 15% energy use reduction per household)
- Describe planned efficiency measures
- Buildings served by project:
  - estimated square footage of non-residential commercial buildings
  - estimated square footage of multifamily buildings
  - number of single-family residential units
- Does the project include energy-conservation education? If so, please describe.

#### Regenerative Agriculture

To include in project description and scope:

- What is the size of the site that will be used for the proposed project? (indicate acres or square feet)
- What is the current use of the site
- How many years will site be secured for regenerative agriculture purposes? If more than five years, provide documentation

- Describe the practices used in the proposed project that will contribute to carbon sequestration
- If the project will produce food for local consumption, identify the estimated number of people served (or pounds of produce).

## Green Infrastructure

To include in project description and scope:

- If project includes tree planting include number of trees
- If the project includes habitat creation such as shrubs and groundcover please describe including square feet of site(s)
- If the project includes bioswales indicate number and location (if known)
- If appropriate, include square feet of impervious surface removed
- Current use of site(s), if known.

## Workforce and Contractor Development

- For workforce development grants, please describe:
  - Enrollment goals (signed up for the program)
  - Completion goals (finished/graduated)
  - Placement goals (got a job related to the program training)
  - Type of work for which the participant will be trained (e.g., regenerative agriculture, weatherization, solar PV)
  - Type of training provided
  - How the program is designed to result in career placement and/advancement.
- For business development grants, please describe:
  - Number of businesses that will be assisted<sup>9</sup>
  - Total number of hours of assistance to be provided
  - Measures of success (e.g., business open, stabilized, growing)
  - Types of businesses your program is designed to reach (e.g., businesses starting or scaling, business new to the clean economy space or familiar with the work)
  - Type of assistance you plan to provide
  - If the applicant is a recipient of Prosper Portland's COEP funding, provide a description of how PCEF funding will support distinct and complementary programming.

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<sup>9</sup> The number of businesses served should be per business and not per event; for example, if a business attends a workshop and also receives 1-1 assistance this would be recorded as one business assisted.

## Appendix B: Budget Templates

The table below is an example of the budget template which will be provided in excel format. The template used in the application will have adequate space for narrative descriptions of budgeted expenses.

	Construction/ Infrastructure	Narrative Description	Outreach & Engagement	Narrative Description	Training & Capacity	Narrative Description	Admin
Personnel	\$		\$		\$		\$
Travel	\$		\$		\$		\$
Equipment/ materials	\$		\$		\$		\$
Contracted Work	\$		\$		\$		\$
Other	\$		\$		\$		\$
Category totals	\$		\$		\$		\$
Project TOTAL	\$		\$		\$		\$

Personnel detail budget table (add rows for additional personnel)					
Position Title	Hourly Rate	Benefits, Fringe & Payroll Taxes	Esimated Hours	Total Cost	Position Title
	\$	\$		\$	
	\$	\$		\$	

## Appendix C: Milestones and Activities Timeline Template

Milestone 1 (M1)	Start Date	End Date
Title		
Activity 1 title	Activity description	
Activity 2 title	Activity description	

### Instructions:

- Milestone: Project milestones can be: significant markers in a project that indicate one stage of development is complete, decision points, events, marker that a project goal has been achieved
  - Milestone title: short descriptive sentence
  - Enter start and end date for each milestone only. Add additional rows for additional tasks under each milestone as needed.
- Activities: The activities listed under each milestone should describe the grant funded activity that will lead to achieving each milestones
  - Activity title: short descriptive sentence
  - Activity description: brief (no more than two paragraph) description of each task. Narrative should provide enough information that a reader can easily understand the activity.
  - Add additional rows to enter as many activities as needed under each milestone.

Additional tables will be available to add multiple milestones with associated activities.

## Appendix D: Workforce and Contractor Equity Tables

PCEF aims to promote a diverse and inclusive workforce and contractor pool of historically disadvantaged groups, including women, people of color, people with disabilities, and the chronically underemployed. Information provided in the following tables helps us understand how the proposed project advances PCEF goals for promoting a diverse workforce and contracting pool that is reflective of the community and inclusive in access to opportunity. Note that the commitments made in your application become part of your grant contract and performance will be monitored and reported.

We understand that for some projects, the contractors and/or subcontractors may not be selected yet and have accommodated that in the tables and the scoring.

For the **Inclusive Workforce** tables, application information is provided at an aggregate level (e.g., 25% men and women of color, 10% women of color, 10% white women), with an opportunity to identify other populations that may be a focus of your organization (e.g., persons with disabilities, formerly incarcerated). Respond for each category to the best of your ability and allow individuals to be “double counted” (e.g., an individual may be counted as a person of color and again as a person with disabilities). It is our intention to design the grant reporting systems such that information is captured at the individual level, thus providing disaggregated information and addressing the issue of double counting. We also anticipate that the reporting system will disaggregate information by specific subgroups (e.g., African American, Native American, Latinx, Asian, Pacific Islander).

### TABLE 1A. Inclusive Contracting

A sample is provided as an illustration.

When completing Table 1A, note DK for items that you don’t know. Add rows as needed.

Type of work being contracted	Total value of work being contracted(\$)	Percent of contract dollars to reach diverse contractors (see <a href="#">definitions</a> section)	If contractor has been identified, provide name, business address, and letter of intent/agreement.
Facilitation	\$10,000	100%	DK
Outreach Materials	\$5,000	100%	DK
Translation Services	\$5,000	100%	Best Translation

			1234 Best Drive Portland, OR 9xxxx
Catering	\$5,000	50%	DK
Weatherization	\$600,000	60%	DK

**TABLE 1B. Inclusive Contracting for Single Site Physical/Capital Projects of \$350K or Greater**

A sample is provided as an illustration.

When completing Table 1B, note DK for items you don't know. Add rows as needed.

Type of work being subcontracted	Total value of work being subcontracted (\$)	Percent of contract dollars to reach diverse contractors (see <a href="#">definitions</a> section)	Name of firm(s) and business address if subcontractor has been identified
Facilitation	\$10,000	100%	DK
Outreach Materials	\$5,000	100%	BEST Graphics, 2345 Best Drive, Portland, OR
Translation Services	\$5,000	100%	Best Translation, 1234 Best Drive, Portland, OR
Solar Installation	\$150,000	0%	DK
Weatherization	\$600,000	60%	Two of three subs identified: <ul style="list-style-type: none"> <li>• Business 1 name and address</li> <li>• Business 2 name and address</li> <li>• DK</li> </ul>

**TABLE 2: Workforce Information for Proposed Project, If Available**

A sample is provided as an illustration.

When completing Table 2, note DK for items you don't know and NA for items that are not applicable. Add rows as needed.

Type of work	Project Hours	Utilization Commitments	Wages	Benefits
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		(% of hours to priority populations)		
Apprentice		1.% POC 1a. % Women POC 2. % Women Non-POC % 3. % Other priority population (please define) 4. Total unduplicated percent of hours by priority populations		
Journey-level		1. % POC 1a. % Women POC 2. % Women Non-POC % 3. % Other priority population (please define) 4. Total unduplicated hours by priority populations		

**TABLE 3: Organizational Diversity of Current Employees**

A sample is provided as an illustration.

When completing Table 3, note DK for items you don't know and NA for items that are not applicable.

Classification	% POC (Women and Men)	% POC Women	% Non POC Women	% Other priority population (please define)
Management/Professional				
Office and/or support staff				



**TABLE 4: Workforce Information for Proposed Project Single Site Physical/Capital Projects \$350k or Greater**

A sample is provided as an illustration.

When completing Table 4, note DK for items you don't know and NA for items that are not applicable.

Type of work	Project Hours	Utilization Commitments (% of hours to priority populations)
Apprentice		1. % POC 1a. % Women POC 2. % Women Non-POC % 3. % Other priority population (please define) 4. Total unduplicated hours by priority populations
Journey – level		1. % POC 1a. % Women POC 2. % Women Non-POC % 3. % Other priority population (please define) 4. Total unduplicated hours by priority populations

## Appendix E: Contractor Partnership Survey

The partnership survey will be a standardized form that is available electronically and in print. Grantees, contractors, and subcontractors will each receive a version of the survey, tailored to their role in the project and relationship. Results will remain confidential in order to foster candor.

### Grantee Survey

- Name of Project/Grantee Organization:
- Name of Contractor Organization:

The following information will be used to strengthen programming that supports the development of equitable and successful project partnerships. The information you provide is confidential – no information will be attributed to you or your organization.

- On a scale of 1 to 10, with 1 being low and 10 being high, how would you rate your *willingness to partner with this contractor in the future?*
- On a scale of 1 to 10, *how well did the contractor create an inclusive and equitable partnership*, with 1 being not at all inclusive and equitable and 10 being very inclusive and equitable?
- Any comments or suggestions you would like to share regarding the quality of working relationships with this contractor?
- Reviewer's Name – This information is confidential. We ask for your contact information so that we can follow up with any questions.

### Contractor Survey

- Name of Project/Grantee Organization:
- Name of Contractor Organization:

The following information will be used to strengthen programming that supports the development of equitable and successful project partnerships. The information you provide is confidential – no information will be attributed to you or your organization.

- On a scale of 1 to 10, with 1 being low and 10 being high, how would you rate your *willingness to partner with this organization in the future?*
- On a scale of 1 to 10, *how well did the partner organization create an equitable and inclusive working environment*, with 1 being not at all equitable and inclusive and 10 being very equitable and inclusive?
- Were timely payments made? Always, Usually, Sometimes, Never

- Any comments or suggestions you would like to share regarding the quality of working relationships with this organization?
- Reviewer's Name – This information is confidential. We ask for your contact information so that we can follow up with any questions.

### Subcontractor Survey

- Name of Project/Grantee Organization:
- Name of Contractor Organization:

We are gathering the following information so that we can support the development of successful project partnerships. The information you provide is confidential – no information will be attributed to you or your organization.

- On a scale of 1 to 10, with 1 being low and 10 being high, how would you rate your *willingness to partner with this contractor in the future?*
- On a scale of 1 to 10, *how well did the contractor create an equitable and inclusive working environment*, with 1 being not at all equitable and inclusive and 10 being very equitable and inclusive?
- Were timely payments made? Always, Usually, Sometimes, Never
- Any comments or suggestions you would like to share regarding the quality of working relationships with this contractor?
- Reviewer's Name – This information is confidential. We ask for your contact information so that we can follow up with any questions.

## Appendix F: Estimating Greenhouse Gas Reduction

The Portland Clean Energy Community Benefits Fund (PCEF) seeks to achieve carbon reduction goals in a way that provides equitable social and economic benefits. To that end, the program needs to account for and evaluate proposals with regard to climate impact at the application phase, as well as on an ongoing basis as part of project reporting. Greenhouse gas (GHG) emission reductions are realized when there is a decrease in burning of fossil fuels, sequestration of carbon through plants or other natural process, or reduction in release of other heat-trapping industrial or agricultural gasses.

The following provides an overview of the approach that PCEF will use to calculate GHG impact and evaluate grant proposals for different categories of proposed projects.

**Clean Energy Projects:** Includes energy efficiency and renewable energy projects.

**Energy Efficiency:** Applicants will enter information requested in the application including estimated energy savings percentage, source of displaced fuel, number of units being served, etc. Applicant provided estimates of savings will be evaluated for reasonableness as part of the technical review. If estimates are found to be technically not feasible given proposed project scope and budget, the application will not pass the technical review stage. For applications that pass the technical review stage, program staff will calculate GHG savings based on applicant inputs and regional models for carbon intensity. Average energy use of based on the building type will be used as the baseline, unless more detailed study with supporting documentation is provided. Industry-standard lifespans will be used to estimate lifecycle savings.

Residential – Single Family Homes  (number of homes) x (% reduction anticipated) x (energy source factor) =  Estimated GHG benefit	Residential – Manufactured Homes  (number of homes) x (% reduction anticipated) x (energy source factor) =  Estimated GHG benefit	Residential – Multi-Family  (number of units) x (% reduction anticipated) x (energy source factor) =  Estimated GHG benefit	Commercial  (number of square feet) x (% reduction anticipated) x (energy source factor) =  Estimated GHG benefit
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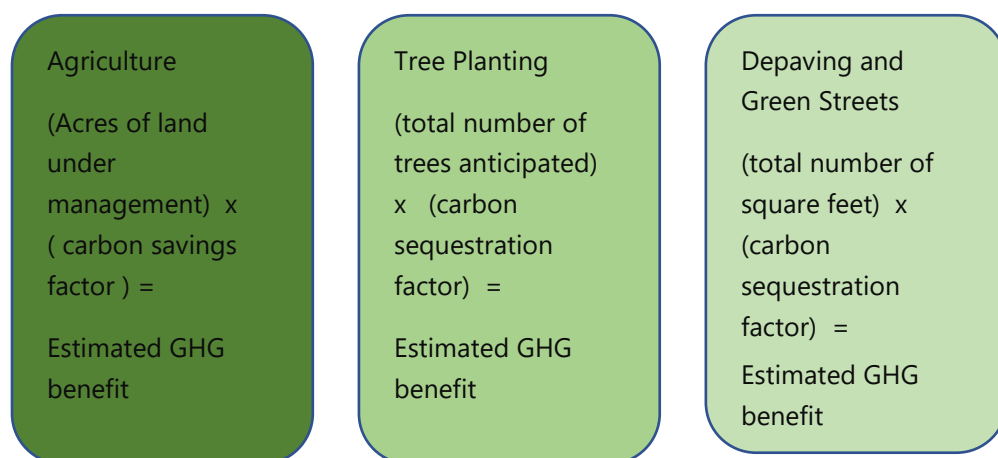
**Renewable Energy:** For projects seeking to generate renewable energy through use of solar, wind, or another renewable technology, applicants will provide estimated annual generation and program staff will use derating factors and lifespan standards from National Renewable Energy Lab (NREL) models.

**Regenerative Agriculture:** The program will use a methodology for estimating land use carbon sequestration. PCEF will provide a list of regenerative agriculture practices, and indexes for those carbon savings factors in the Request for Proposal. For evaluating applications, the program will develop a high-level carbon sequestration per acre value and calculate an overall sequestration based on the size of the proposed project and the applicant will provide an estimated length of time the land will be secured for regenerative agricultural purposes.

**Green Infrastructure Projects:** These are projects that seek to improve the natural elements of our built environment and provide services such as food, shade, stormwater control, or habitat for animals and people. This can include elements of urban agriculture, bioswales, depaving projects, greenspace preservation, and tree planting. Many of these activities sequester carbon on both a long and short term basis. While it is more difficult to model the carbon impact of these potential grant activities, PCEF will use accepted methodologies to estimate impact.

**Tree Planting and Urban Forestry:** For these projects, we will use a methodology for estimating carbon sequestration of trees using the average carbon sequestration factors in the City of Portland and the i-Tree computer model. For evaluating applications, the program will use a single sequestration value derived from an average of all city approved public trees. An average value will be used to accommodate applicants who may not have yet identified the exact site and/or appropriate tree species for their project.

**Bioswales, Depaving and Green Streets:** For these projects, we will use a methodology for estimating carbon sequestration of converting paved surfaces to vegetation using the carbon sequestration model contained in the [Center for Neighborhood Technology Green Values National Stormwater Management Calculator](#) .



## Appendix G: Understanding the Application Questions and Scoring Criteria

This appendix provides additional explanations for a handful of application questions and scoring criteria that have been raised by members of the public during the last couple of months. Further guidance will be developed and included in the final RFP.

### Experience and Qualifications of the Project Team

This information in this section of the application helps assess the capability of your project team to successfully implement the proposed project. When reviewing projects of similar size and type, we are not expecting that everything must be a one-to-one equivalent. Rather, we are seeking to understand if the project team has implemented projects that are similar in complexity and scope. When compiling bios for project team members, try to highlight what about their background (including personal and professional background) is well-suited to this project.

### Benefits of the Project

#### Environmental Benefit

With the exception of workforce and contractor development programs, PCEF projects must be designed to result in the reduction or sequestration of greenhouse gases (GHG). If the proposed project does not have direct GHG reduction, applicants other than workforce and contractor development proposals must provide an explanation of how the project will support PCEF GHG reduction goals indirectly.

PCEF aims to implement climate action in ways that are consistent with environmental stewardship and health. All applicants are asked to describe whether and how their organization considers GHG emissions and environmental impacts in operations and in procurement. This could include, for example, procurement policies or certifications. Resources that may be useful to you include the City's Sustainable Procurement Policy includes information <https://www.portlandoregon.gov/bfrs/article/695574>, the Sustainability at Work program <https://beta.portland.gov/sustainabilityatwork>, and Sustainable Procurement Initiatives (including low carbon concrete and contractor code of conduct) <https://www.portlandoregon.gov/bfrs/79321>.

## Workforce and Contractor Benefits

### The Approach

The scoring for the workforce and contractor benefit section applies a Race to the Top approach. For several measures, rather than being prescriptive we ask applicants to tell us what works in their context. Over time we will gain a better understanding of what is working and where there are gaps and use that information both to set utilization goals and identify areas that may need additional investment.

This section of the application includes questions about recruitment strategies and utilization commitments. Recruitment strategies help us understand whether you are employing effective practices for hiring, retaining, and advancing diverse workers and contractors. Utilization commitments tell us about your goals for employing and contracting with diverse populations. If your application is successful and a grant is awarded, your responses to these questions become part of your grant agreement (contract) and are commitments to which you, the grantee, are responsible for fulfilling.

### Inclusive Contracting

To support the goal of access to opportunity, PCEF prioritizes funding to organizations that implement best practices in utilization of diverse local contractors ***including professional, supplier, and construction contractors***. Questions about contracting apply when the project budget includes over \$20,000 in contracting services for professional, supplier, or construction services.

A number of effective practices have been identified as helpful for increasing the recruitment and utilization of historically underrepresented and disadvantaged contractors, particularly for organizations that do not have deep relationships with this population. The following are a few examples and NOT a comprehensive list. The final RFP will reference a broader list of effective practices.

- Work with relevant business technical assistance providers to ensure qualified potential bidders are aware of bid opportunities and are supported in the bidding and estimating process.
- Place notifications of bid opportunities in culturally or geographically targeted media.
- Segment work in order to allow smaller qualified firms to successfully bid (i.e., identify opportunities to break larger contracts into a series of smaller contracts).
- Identify prime contractors that are able and willing to play a mentoring role to M/W/DBEs.

## **Inclusive Workforce**

Ensuring community access to employment opportunity is a PCEF priority – with particular attention given to priority populations including women, people of color, people with disabilities, and the chronically underemployed.

A thoughtful approach to recruitment, retention, and advancement of workers can support an increase in the number of historically underrepresented and disadvantaged people in the trades and the development of a workforce reflective of our community's diversity. The following are a few examples and NOT a comprehensive list. The final RFP will reference a broader list of effective practices.

- Conduct outreach and recruitment events in partnership with community-based organizations and individuals that are influencers with the target populations.
- Allow for possible lack of previous experience, provide on-the-job training, and provide employees and apprentices with a fair chance to perform successfully.
- Maintain an inclusive and harassment-free workplace by providing trainings that include expected crew behaviors and procedures for resolving or reporting problems, and utilizing programs such as Green Dot, All Voices, and the Wider Opportunities for Women harassment-free workplace check list.
- Recruit graduates of certified pre-apprentice programs with a proven record of serving the target population.

## **Wages**

Creating jobs that provide living wages is a priority of PCEF. By law, payments for work funded by PCEF must be at least 180 percent of the state minimum wage. This includes all jobs related to a PCEF grant (e.g., programming, administration, construction).

It is important to note that the prevailing wage law applies to PCEF (see Definitions for additional information). While privately-owned construction projects with less than \$750,000 of total public funds are generally not subject to the prevailing wage law, the PCEF Committee made a policy decision to apply prevailing wages (and fringe) on physical/capital projects on a single site with a PCEF budget of \$350,000 or more in public funds.