

Exhibit A: 2008 Children's Levy Ballot Measure**Measure 26-94**

Renew five-year levy for Children's Investment Fund

Question

Shall Portland continue supporting child abuse prevention, foster children, early childhood, after-school programs, renewing five-year levy starting 2009? This measure may cause property taxes to increase by more than 3 percent.

Summary

Measure would continue financing Children's Investment Fund to support proven programs designed to help children arrive at school ready to learn, provide safe and constructive after-school alternatives for kids, helps foster children and prevent child abuse and neglect and family violence.

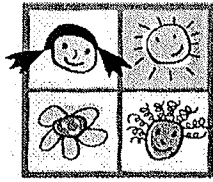
This Children's Investment Fund can only be used for:

- Child abuse prevention and intervention, addressing juvenile crime, school failure, drug and alcohol abuse and homeless youth.
- Early childhood programs making childcare more affordable and prepare children for success in school.
- After-school, summer and mentoring programs: promoting academic achievement, reducing the number of juveniles victimized by crime and increasing graduation rates.
- Children in foster care programs: helping foster children succeed who have been abused and neglected.

Accountability measures include:

- Programs funded must be cost effective and have a proven record of success.
- Investment fund subject to oversight by a citizen committee
- Investment fund subject to annual audits.
- Administrative costs cannot exceed 5 percent.

Levy is \$0.4026 per \$1,000 of assessed property value and produces an estimated \$14 million per year for five years.

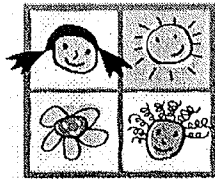
Exhibit B

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After School Grantee	Grant Renewal Amount
Boys and Girls Clubs	102,393
Chess for Success	31,123
Ethos Music Center	81,649
Friendly House: Friendly Chaps	31,871
Girls Inc.	35,461
Impact Northwest: aka Science	57,489
Impact Northwest: Urban Opportunities	54,158
IRCO: INSPIRE	158,171
Native American Youth & Family Center	122,827
Northwest Family Services	92,504
Open Meadow: Step Up	198,841
Saturday Academy	67,705
Self Enhancement, Inc.	310,962
After School Total (13 Grants)	1,345,154

Child Abuse Prevention & Intervention Grantee	Grant Renewal Amount
Catholic Charities: Parent Child Intervention Project	96,995
Impact NW: Parent Child Intervention Project	82,962
Janus Youth Programs: Insights, SEEDS	101,935
Legacy: CARES NW Urgent Assessment	240,290
Lifeworks Northwest: Children's Relief Nursery	301,565
Lifeworks Northwest: Youth Services Team	122,505
Lifeworks Northwest: Family & Community Alliance	154,543
Pathfinders of Oregon: Family Stabilization	157,745
Salvation Army: Parent Child Intervention Project	98,381
Volunteers of America: Home Free	129,048
Volunteers of America: Family Relief Nursery	202,370
Child Abuse Prevention & Intervention Total (11 Grants)	1,688,339

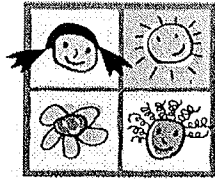


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Early Childhood Grantee	Grant Renewal Amount
Albina Head Start: Early Head Start	454,415
Friendly House: Preschool	61,563
Hacienda CDC: Portland Niños	89,898
Impact Northwest: Parent Child Development Services	112,500
IRCO: Parent Child Success Project	190,363
Latino Network: Juntos Aprendemos	162,789
Morrison Child & Family Services: Listos para Aprender	285,481
Morrison Child & Family Services: Early Childhood Mental Health	430,779
Mount Hood Community College: Early Head Start	284,079
Neighborhood House: Child Care Improvement Project	80,542
Neighborhood House: Early Oregon Pre-Kindergarten	307,809
Peninsula Children's Center	118,078
Portland Public Schools: Head Start	257,053
Early Childhood Total (13 Grants)	2,835,349

Foster Care Grantee	Grant Renewal Amount
Boys and Girls Aid: Wendy's Wonderful Kids	30,000
Impact Northwest: Safe & Together	225,895
Janus Youth Programs: Insights - ECHO Program	148,306
Legacy Randall Children's Hospital: Medical Home	114,347
Lifeworks Northwest: Children's Relief Nursery Foster Care	51,036
Native American Youth & Family Center: Foster Care Services	278,362
Self Enhancement, Inc.: Foster Care Services	205,595
Youth, Rights & Justice: Schoolworks	167,213
Foster Care Total (8 Grants)	1,220,754
Mentoring Grantee	Grant Renewal Amount
Big Brothers Big Sisters: Community Based	174,576
Friends of the Children	339,302



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Impact Northwest: Mentoring	102,963
IRCO: African Immigrant Mentoring	122,024
Metropolitan Family Service: Experience Corps	137,547
Portland Opportunities Industrialization Council: Mentoring	66,219
Start Making a Reader Today (SMART)	60,087
Trillium Family Services: Family of Friends	53,764
Mentoring Total (8 Grants)	1,056,482

Total Grants Approved for Renewal (53 Grants)	8,146,078
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Grant Performance Summary 2009 - 2012

Using the metrics that staff has tracked for the past three years, staff recommends renewing all program grants for the final year of the Levy with one exception. Multnomah County has agreed to take over funding for the eight SUN schools that the Levy is currently supporting which means that four current after-school grants will not be renewed with Levy funding (Camp Fire, Neighborhood House, Metropolitan Family Services and Impact NW).¹

Staff is tracking a variety of metrics on all grants on an annual basis including the following:

1. Number of children/families served as compared to contract goals;
2. Number and percent of early exits from programs (i.e. children/families who receive a minimal amount of service);
3. Various participation and service utilization metrics including the number of children/families that receive enough service to be tracked for program outcomes (participation threshold);
4. The number of outcome goals met;
5. Staff turnover;
6. Percentage of grant funding spent over time.

In tracking these metrics, staff prepares a data sheet (See Exhibit A for example) for each grant that provides grant performance information on these metrics expressed as an average percentage over the life of the grant. The data sheet also includes average rates for each metric for the Levy as a whole, the program area, and the sub-program area, if applicable (e.g. after-school enrichment programs or early childhood home visiting programs). Staff also prepares a Grant Performance Summary (See Exhibit B for example) for each grant that includes a program performance review. Grantees receive a rating in the performance review section on the metrics outlined above.

To consolidate the information on each grant into a readable format for the Committee's review, staff has prepared tables for each program area that summarize the performance ratings for each grant. The program area tables are Exhibits C through G to this document. Both the data sheets and the grant performance summaries were provided to grantees for review and correction before these documents were finalized.

Staff has highlighted in yellow in each table all metrics on which the referenced program has performed more than one standard deviation outside the mean (average), and where such a rating might be concerning. In other words, if a program has low staff turnover, we have not highlighted that cell in yellow because low staff turnover is not concerning. Keep in mind that the mean for each indicator is based on the **three year average of the annual rate of performance on each indicator**. The data represented in the tables reflects average performance over the 3 grant years.

Based on the data, staff recommends renewing all program grants for the following reasons:

1. Nearly all grantees have no more than one area of concern among the metrics listed in the chart.
2. In the one case where a grantee has two areas of concern highlighted (Child Abuse Prevention grant to Listen to Kids), Impact NW took over operation of the program during Year 3 of the grant and program delivery was impacted in the transition phase. Staff recommends renewing the grant for the final year of the levy to allow Impact NW to fully implement the program.
3. Most of the concerns highlighted in yellow have relevant mitigating circumstances (e.g. trends are positive, issue has been resolved etc.) such that staff does not recommend terminating any of the grants based on the noted performance issue. See the footnotes below the tables for explanations related to the highlighted metrics.
4. Since funding for all programs was cut for the current fiscal year due to decreased levy revenues, and these cuts took into account the level of under-spending in the first two grant years, staff does not recommend any further cuts based on unspent budgets as of the end of Year 3 of the grants.

¹ Performance information on these grants is included in the after-school table attached as Exhibit F for reference only.

EXHIBIT A: Grantee Data Sheet Template

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GRANTEE: (Insert Org name, Program Name)

1. Service Goals	GRANTEE 3 Year Average: % of goal achieved

2. Early Exits	3 Year Average %	3 Year Average Rate for Levy	3 Year Average Rate for Program Area	3 Year Average Rate for Similar Programs in Program Area

3. Participation/ Utilization	3 Year Average: % of participants who met participation threshold or utilization goal	3 Year Average Rate for Levy	3 Year Average Rate for Program Area	3 Year Average Rate for Similar Programs in Program Area
Outcome Threshold				
Component 2				
Component 3				
Component 4				

4. Staff Turnover	GRANTEE 3 Year Average: % of Levy-supported positions turned-over	3 Year Average Rate for Levy	3 Year Average Rate for Program Area

5. Outcomes	GRANTEE 3 Year Average: % of outcome goals met	3 Year Average Rate for Levy	3 Year Average Rate for Program Area

EXHIBIT B: Grantee Performance Summary Template

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GRANTEE PERFORMANCE SUMMARY 2009-2012

Grantee Organization Name:	Grantee Program Name:
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Service Description

Annual Service Goal:	
Annual Budget FY 2011-12:	
Culturally Specific Program: No/ Yes	Percent of Children Served from E Portland: %

Program Performance Review

1. Service Goals <i>Staff Comments:</i>	No Concerns	Concerns
2. Early Exits <i>Staff Comments:</i>	Low Average	High
3. Participation & Service Utilization <i>Staff Comments:</i>	High Average	Low
4. Staff Turnover <i>Staff Comments:</i>	Low Average	High
5. Outcome Goals Met <i>Staff Comments:</i>	All Most	Some Few

Financial Review

Average % of budget unspent over last 3 years: %
<i>Staff Comments:</i>

Notes

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EXHIBIT C: Early Childhood Programs Performance Summary
2009 - 2012

Grantee	Service Goals	Early Exits	Participation/ Service Utilization	Staff Turnover	Outcome Goals Met
Albina Early Head Start	No Concerns	Average Low ¹	Average High ²	Average	Most
Friendly House Preschool	No Concerns	Average	High	High ³	Most
Hacienda CDC- Portland Niños	No Concerns	Average	Average	Average	Most
Impact NW-PCDS	No Concerns	Average	Average	High ⁴	Most
IRCO- CAPS	No Concerns	Low	Average	Average	Most
Latino Network- Juntos Aprendemos	No Concerns	Low	Average	Low	Most
Morrison- Early Child. Mental Health	No Concerns	n/a	Average	Average	Most
Morrison- Listos Para Aprender	No Concerns	Average	Average	Average	Most
Mt Hood CC- Early Head Start	No Concerns	High ⁵	High	Average	Most
Neighborhood House- CCIP	Concerns ⁶	n/a	n/a	Average	Some
Neighborhood House- EOPK	No Concerns	Low	Average	Average	Most
Peninsula Children's Center	No Concerns	Average	High	High ⁷	Most
Portland Public Schools- Head Start	No Concerns	High ⁸	High	Low	Most

¹ Center-based services have lower rates of early exit compared to the program area average. Home-based services have early exit rates that are in line with program area average rates.

² Center-based services have higher rates of participation compared to the program area average. Home-based services have participation rates that are in line with program area average rates.

³ Turnover has not affected program's service goals or outcomes because it took place before school year started and was done in order to maximize grant funds to best staffing for program.

⁴ The three-year average turnover rate includes staff changes resulting from the Levy funding reductions made in spring 2012. Staff does not have concerns about program turnover.

⁵ Early exit rate for center based services was low, but for home based services was higher than average among similar programs. Early exit rate in FY10/11 was 0% but jumped to 13% in FY11/12. Staff believes this is an atypical pattern and is not concerned at this time.

⁶ (Program serves in-home childcare providers through networks that provide business development and childcare quality support). Most service goals met, but program has had continuous struggles with recruiting, enrolling and retaining providers in one of the 5 networks it supports. In that network, it has had 10 slots available for providers in the past, but at year-end report (FY11-12) had only 6 enrolled providers. Program has had management changes this year (FY12-13) and Levy staff continues to monitor the program's progress. Program tracks 3 main outcomes per year (increased quality of childcare, increased business income and improved business practices); has highly rigorous program evaluation annually that examines other elements of quality. Program has nearly met it's outcomes in past years; it achieved all outcomes in FY11/12.

⁷ Levy-related funding reductions contributed to high turnover. Turnover reported does not include teachers but other staff that supervise teachers and that provided family advocacy services.

⁸ While early exit rate over past two years was higher than average among similar programs, it was in line with the average last year. Staff is not concerned about this fluctuation at this time.

**EXHIBIT D: Child Abuse Prevention/Intervention Programs Performance Summary
2009 - 2012**

Grantee	Service Goals	Early Exits	Participation/Service Utilization	Staff Turnover	Outcome Goals Met
Catholic Charities- PChIP	No Concerns	High ¹	Average	Average	All
Janus Youth Programs- SEEDS	No Concerns	Average	Average	Average	Most
Legacy Emanuel Hospital-CARES NW	No Concerns	N/A	High	Low	Most
LifeWorks NW – Relief Nursery	No Concerns	Average	Average	Average	Most
LifeWorks NW- FCA	No Concerns	Average	Average	Average	All
LifeWorks NW- YST	No Concerns	Average	Average	Average	All
Listen To Kids - PChIP	Concerns ²	Average	Low ³	Average	All
Pathfinders of Oregon	No Concerns	Average	Average	Low	Most
Salvation Army- PChIP	No Concerns	Average	Low ⁴	Low	All
VOA- Relief Nursery	Concerns ⁵	Average	Average	Average	Most
VOA – Home Free	No Concerns	N/A	Average	Low	Most

¹ While the early exit rate over the past two years was higher than average, the early exit rate improved in 2011-12 (Year 3) as compared to 2010/11 (Year 2). Staff is not concerned about the higher than average early exit rate because, by design, some families may choose short-term crisis intervention services over longer term services.

² In 2011-12 (Year 3) the program did not meet any service goals primarily due to staff turnover at the beginning of the program year and then again at the end of the program year with the impending merger of Listen To Kids with Impact NW. As of July 1, 2012, the Listen To Kids PChIP program became a program of Impact NW. Staff believes that Impact NW should be given the opportunity to fully implement the program.

³ Rating based on percentage of participants meeting the participation threshold (families that received at least 6 months of service). The overall percentage of families meeting the home visiting utilization goal was average; though there was a significant drop in service utilization in 2011-12 (Year 3). As stated in endnote 2 above, staff believes that Impact NW should be given the opportunity to fully implement the program.

⁴ This rating is based on the percentage of participants meeting the participation threshold. Very few participants met the threshold in 2009-10 (Year 1). In consultation with the technical assistance team, the participation threshold was changed in 2010-11 (Year 2). The percentage of participants meeting the participation threshold increased in subsequent years. The home visit utilization rate, a more meaningful indicator, falls in the average range. Staff is not concerned about the percentage of participants meeting the participation threshold.

⁵ The program has consistently met/almost met the numbers to be served and service goals for the therapeutic classrooms. While the program has met the numbers to be served goal for home visiting, the program has not met the home visiting service goal and in 2011-12 (Year 3) provided half the number of home visits as compared to the previous two years, which is concerning. The program has shared plans for improving home visit completion. Since the therapeutic classroom is the primary service component, staff believes renewal is warranted.

EXHIBIT E: Foster Care Programs Performance Summary
2009 - 2012

Grantee	Service Goals	Early Exits	Participation/ Service Utilization	Staff Turnover	Outcome Goals Met
Boys & Girls Aid – Wendy's Wonderful Kids	No Concerns	N/A	N/A	Average	Some
Impact NW – Safe & Together	No Concerns	Average	Average	Average	Most
Janus Youth Programs - ECHO	No Concerns	Average	Low ¹	Average	Most
LifeWorks NW - CRN	No Concerns	Average	High	Average	Most
Native American Family Center	No Concerns	Average	Average	Average	Some
Randall Children's Hospital at Legacy Emanuel – Medical Home	No Concerns	Average	N/A	Low	Most
Self Enhancement, Inc	No Concerns	Average	Average	Average	Some
Youth, Rights, & Justice: Attorneys at Law – School Works	No Concerns	N/A	Average	Low	All

¹ The participation threshold for this program is set higher than other foster care programs (participating in services for at least 12 months as compared to 6 months for most other foster care programs). Home visit utilization is a more meaningful indicator. While the two year average home visit utilization rate is less than ideal, there was significant improvement in 2011-12 (Year 3).

EXHIBIT F: After-School Programs Performance Summary
2009 - 2012

Grantee	Service Goals	Early Exits	Participation/ Service Utilization	Staff Turnover	Outcome Goals Met
Boys and Girls Clubs	No Concerns	Average	Average	High ¹	All
Camp Fire	No Concerns	Average	High	Average	Most
Chess for Success	No Concerns	Average	Low ²	Low	All
Ethos	No Concerns	High ³	Average	Average	All
Friendly House	No Concerns	Average	Low ⁴	Average	Most
Girls Inc	No Concerns	Average	Average	High ⁵	Most
Impact NW: aka Science	No Concerns	Average	Average	Average	Most
Impact NW: SUN	No Concerns	High ⁶	Average	Average	All
Impact NW: Urban Opportunities	No Concerns	Average	Average	Average	All
IRCO:INSPIRE	No Concerns	Low	Average	Average	Most
Met. Family Services: SUN	No Concerns	Average	Average	Average	Few ⁷
NAYA	No Concerns	N/A	High	Average	Few ⁸
Neighborhood House	No Concerns	Average	Average	Average	All
NW Family Services	No Concerns	Average	Low ⁹	Average	All
Open Meadow	No Concerns	Average	Average	Average	All
Sat Academy	No Concerns	Low	Average	Average	All
SEI	No Concerns	N/A	High	High ¹⁰	All

¹ Average staff turnover rate is double the average for the Levy as a whole, and more than double the average rate for after-school programs; however, the rate decreased in Year 3 of the grant so the trend is positive.

² Grantee had a very high participation threshold for the first two years which resulted in low percentages meeting the threshold. After working with the technical assistance team and determining that the program outcomes could be met with substantially less participation, the threshold was lowered and the percentage meeting the threshold increased substantially.

³ A high early exit rate is partly due to defining an early exit as a participant who attended less than 50% of the classes offered. Most programs selected a lower level of service to count as an early exit (in the range of 10-25% of the service offered). The definition has been changed for the 12/13 contract year.

⁴ Grantee had a high participation threshold given the mobility of the population served by the program. Children often have to change schools once they find permanent housing in another part of town which means they no longer attend grantee's after-school program. After analyzing outcome data, staff determined that outcomes were met at a lower rate of participation and the threshold was lowered for the third grant year. Consequently the percentage meeting the threshold increased.

⁵ The organization went through considerable change two years ago which led to a high level of staff turnover in the short term. Turnover has declined significantly in Year 3 with no management turnover.

⁶ This SUN grant includes one high school and one elementary school. Many students at the high school level participate less than the 30 day threshold due to other commitments.

⁷ Grantee met 2 of 3 goals in Year 1, and nearly met the 3rd goal. Goals were changed to align with other SUN programs in years 2 and 3 and grantee didn't meet either goal in Year 2. The homework outcome was missed by a similar and significant margin in Years 2 and 3; grantee is implementing improvements to address the issue.

⁸ For the first two years, grantee did not meet goals because goals were structured only to capture improvements. A majority of youth served did make improvements, but many started high and remained high on the goals measured. Goals were restructured to capture maintenance of high levels and improvement for Year 3. Grantee met one of the

goals in Year 3, and missed one. This led grantee to implement changes to its assessment system to make sure that accurate assessments were made by staff who knows youth best.

⁹ Grantee exceeded service goals for number served but had less success in getting youth to regularly attend at some schools, particularly in Year 2. Participation rates improved in Year 3.

¹⁰ Grantee had high turnover in one year, but no turnover in Year 3.

EXHIBIT G: Mentoring Programs Performance Summary
2009 - 2012

Grantee	Service Goals	Early Exits	Participation/ Service Utilization	Staff Turnover	Outcome Goals Met
Big Brothers Big Sisters- Comm. based	No Concerns	Low	Average	High ¹	Most
Friends of the Children	No Concerns	Low	High	Average	Most
Impact NW- Mentoring	No Concerns	Average	Average	High ²	All
IRCO- AIM	No Concerns	Low	High	High ³	Most
Metropolitan Family Services- Experience Corps	No Concerns	Average	Average	Average	All
POIC- Mentoring	No Concerns	Low	High	Average	Most
SMART	Concerns	Average	Average	Average	Most
Trillium- Family of Friends	No Concerns	Low	High	Low	All

¹ Rate was only 1% point out of the average range. Levy staff is not concerned with turnover at this time.

² A small number of staff operate this program so percentages for turnover are high. Levy staff is not concerned at this time.

³ A small number of staff operate this program so percentages for turnover are high. Levy staff is not concerned at this time.