

## 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	