Recommendations- updated 5.23.21

<u>GRANT PROCESS</u>

1. **Data Collection & Continuous Improvement**
   A. Increase data collection
      a. Surveys after workshop and after decisions are made
         i. Compare data to identify differences in experiences
         ii. Survey via a question on the application itself, a separate email or a short online survey.
         iii. Sample questions:
            1. Collect feedback about number of hours to go through application process and other ways to improve it, from applicants
            2. What did you think of the application process?
            3. How many hours in total did it take you to complete this application?
            4. How do you feel about the amount of data asked for in this grant application?
            5. What is your opinion of assistance provided by CBF staff in completing the application?
            6. Were the instructions and tips provided in the application helpful?
            7. Was the grant application workshop for the grant round helpful?
            8. How did you find out about the grant application?
            9. Please provide us with your suggestions about any improvements to the application process that you think we need to consider.
      b. Demographic information tracked at in each point in the process
   B. Identify pain points
   C. Explore root causes and pain points
      a. survey /focus group with diverse group of potential and actual applicants
      b. Provide incentives and flexibility to participate to ensure diversity of perspectives
   D. Implement or pilot solutions and examine data
   E. Have feedback provided to applicants to improve their application for the next funding cycle

2. **Recommended edits to the Grant Application (sample application: https://dublin.ca.gov/DocumentCenter/View/28045/Example-Grant-Application)**

a. Ask about demographics of organization's beneficiaries, board members, and staff members Applicant? Head of org? Who do they serve? Whole staff demographics?
b. Ask about DEI lens and training
c. #7 Add a request for staff demographics, and number of staff within each job levels (Entry-level,Intermediate,Mid-level,Senior or executive-level).
d. #8 Remove word limit
e. #10 Reason why a request for a new Eastern County assessment is needed (old)
f. # 18 include How is your agency working to ensure hard to reach clients are aware of your services?
g. "The organization charges a fee and/or produces other income that may be used to support this program" -- There should be a consideration to waive the requirement if the program helps an underserved group in Dublin

3. Recommended edits to the Rubric

h. -Request to conduct a new Eastern Alameda County broad-based needs assessment of human services. Last assessment was conducted in 2011 and the demographics of the city have changed with the increase of growth within the city.
i. Add a DEI category and award points for that section. This section should be weighted equally (which requires new DEI questions on application & rubric) Is DEI reflected in their mission? Is the staff diverse? Do they serve diverse set of people within the community, or a part of the community with the most need?
j. Ask targeted DEI questions in the application
    i. For applicant organizations which have staff with limited English proficiency, consider providing language and cultural translation technical assistance with their grant applications. Also consider having at least one grant reviewer who is familiar with that culture / language.
    ii. Give smaller organizations additional time to submit their applications (e.g., two additional week
    iii. Offer to review drafts of grant applications from smaller organizations to provide feedback before the submission deadline).
    iv. Ask about demographics of organization's beneficiaries, board members, and staff members
    v. Ask about cultural competency of staff, where appropriate

F. Recommended edits to the Grant Process

    a. Establish clear priorities for this grant.

    b. Apply a DEI lens to each component of the process

    c. Example ways to make process more equitable and inclusive:
https://www.ncfp.org/wp-content/uploads/2018/09/Incorporating-Diversity-Equity-and-Inclusion-in-your-Grantmaking-Process-A-Checklist-of-Potential-Actions-Arabella-Advisors-2016-a-checklist-of-potential-actions-incorporating-dei-into-your-grantmaking-process-arabella-advisors-1.pdf

    d. Add: -For applicant organizations which have staff with limited English proficiency, consider providing language and cultural translation technical assistance with their grant applications. Also consider having at least one grant reviewer who is familiar with that culture / language.

    e. -Give smaller organizations additional time to submit their applications (e.g., two additional

    f. -Offer to review drafts of grant applications from smaller organizations to provide feedback before the submission datel weeks).

COMMUNICATIONS

1. Establish regular touchpoints with diverse cultural and community leaders and local organizations

    a. Frequency

    b. The city goes to them or they can come to the city

    c. Listening and discussion

2. Establish additional channels for two-way communication with all city residents

    a. Partnering with other organizations and community leaders

    b. Collecting information when people RSVP/register

        i. Ask demographic information

        ii. Ask addresses- Is there a way to understand what parts of Dublin? (East/West Dougherty)

3. Social Media

    a. Engage the Dublin community to revise the currently adopted calendar

        i. Taskforce recommendations:

            1. Lunar New Year- change wording from "Chinese".

            2. Remove Cinco De Mayo, and/or use the opportunity to inform about it's true history and discourage stereotyping

            3. Add Cesar Chavez Day March 31

            4. Explore adding another holiday that is meaningful to Dublin Latino/a community, e.g. Latin American Independence March 15

b. Establish further criteria for posting/approving with a DEI lens, accompanied by DEI training for the social media decision-makers

OTHER

1. **Provide ongoing DEI training for all city staff**
   a. Provide specific to role training, e.g. Social Media Manager
2. **Develop a Dublin City DEI process and decision-making checklist to provide**
   a. Example event planning checklist: https://www8.gsb.columbia.edu/sites/default/files/files/Dean_DEI%20Checklist_FY21.pdf
   b. Send post-event surveys that ask about inclusion and accessibility at the event. Post-event survey sample questions:
      i. The event included a diversity of thought.
      ii. The event speakers/moderators were representative and diverse.
      iii. When applicable: The event expanded my capacity to think about diversity, equity, and inclusion-related topics.
      iv. When applicable: My accessibility needs were met during the event.

Notes from the Conversations:
- Feedback Collection/Review
  - There needs to be greater data collection on how equitable people feel the process to be
  - There should be a survey on how equitable grant applicants felt the application process was
    - The survey should have room to recommend any questions that should be on the application
    - The Humans Services Commission should conduct an annual review of the survey data/info and reflect feedback onto the application for the next application cycle
- Communication
  - There should be a significant communication in advance of the meeting to review the grant application beforehand, in order to make sure that the application when approved reflects the views of the community on what the process look like
  - There should be a concerted effort to try and establish contact with cultural groups in the Dublin area in order to help promote citywide events/DEI related initiatives.

The task force recommends:

1)Human Resources to conduct a survey with all attendees after application workshops to evaluate if intent/interest to apply for Grant remains. The purpose of the survey is to understand if the application process itself derails individuals from applying and if so why?

-Collect feedback about number of hours to go through application process and other ways to improve it, from applicants, via a question on the application itself, a separate email or a short online survey.

-Collect feedback from past grantees

2)Human resources to identify 3 organizations (1 nonprofit, 1 for profit, 1 faith based) to share City of Dublin resources, media outlets and/or newsletter with their customers/clients.

 3)Human resources to process applications with a DEI lens

        -For applicant organizations which have staff with limited English proficiency, consider providing language and cultural translation technical assistance with their grant applications. Also consider having at least one grant reviewer who is familiar with that culture / language.

        -Give smaller organizations additional time to submit their applications (e.g., two additional

-Offer to review drafts of grant applications from smaller organizations to provide feedback before the submission datel weeks).

- Ask about demographics of organization's beneficiaries, board members, and staff members

-Ask about cultural competency of staff, where appropriate

Due diligence and grant writing decisions

-As you are making decisions about grants to award, consider what your overall portfolio looks like and where there might be "gaps" in terms of diversity. For example, we have found it helpful to create a dashboard of charts with different characteristics of our current grantee portfolio, and keep the portfolio composition in mind as we make decisions. Portfolio characteristics, for example, could include percent of beneficiaries by race/ethnic group, by age, by traumas experienced, by type of intervention, by geography, by income level, by sexual orientation, by gender, etc. Do not over-rely on a scorecard.

-Be aware about how your due diligence process may be biased towards well-resourced organizations with greater capacity (e.g., financial stability, greater evaluation capability, etc.). As such, you may want to decide ahead of time to award a certain amount of funding to smaller organizations, and compare/judge applications from smaller organizations against each other, and NOT against larger, more well-resourced organizations, which will mostly likely have professional grant writers on staff. As well as organization size, consider bucketing grant applications in other categories for comparison.

-Give honest feedback to organizations on their applications, out of deference for the time they invested in applying. This will help build their grant-writing capacity for future grant applications.

-Give stipends to applicants who do not receive grants to compensate them for the time they spent on the application process (e.g., $1,000 for a 10-hour process). Ask applicants how many hours they spent on the application. Better yet, provide funding for the applicants to work with their communities in a deep way to develop community-driven project proposals. NOTE: For open grant application processes, we realize that stipends may not be realistic, since the volume of applications is much higher.

https://hr.uw.edu/diversity/hiring/tools-for-evaluating-applicants/

https://www.ncfp.org/wp-content/uploads/2018/09/Incorporating-Diversity-Equity-and-Inclusion-in-your-Grantmaking-Process-A-Checklist-of-Potential-Actions-Arabella-Advisors-2016-a-checklist-of-potential-actions-incorporating-dei-into-your-grantmaking-process-arabella-advisors-1.pdf

https://hewlett.org/wp-content/uploads/2019/12/Hewlett-Foundation-OE-DEI-Grants-Report.pdf

Tracking data at every point in the process
Did we lose people ? if so, how can we help them? OR what bias is in our process that is leading to that screening out of people?

Collect data on who they serve and who they are (staff)

Who attends the workshop? Is it mandatory?

Change the questions
Change the process
Change the data keeping
Collect feedback from the applicants and those who attended info session (why didn't you apply?)

Embedded in process every step of the way

Social media
- Learning about communities, meeting leaders
- Regular interactions with community leaders… not right before that month celebrates it
- Who is vetting/approving?
  - Communications manager
  - Communications analyst
  - Social media policy- campaigns, White house-
- Why not all the holidays?
Advertise through community organizations/channels,not just your own channels
Concerted effort to have others spread information