

COVER SHEET – AGENDA ITEM #R2

For Commission Meeting: April 14, 2016

“Community Grants Special Grant Agreement: Portland Public Schools Television Services”

Recommendation

Staff recommends that the Commission approve a 2016 Community Technology Grant agreement with Portland Public Schools Television Services for \$150,000.

Background

Portland Public Schools Television Services (PPS TVS) is one of four designated access providers under the cable services franchise agreements. At its March meeting, the Commission discussed Special Grant funding for PPS TVS to upgrade its education access channel and production capabilities to high definition (HD) technology. During the discussion, Commissioners reviewed the established Special Grant funding process and agreed that the PPS TVS’s request met the criteria for funding and voted to move forward with a Special Grant agreement using Community Grant funds.

The purpose and intent of the PPS TVS Special Grant is to replace aging and outdated standard definition equipment that is way beyond “end of life” expectancy and maintenance. The proposed HD production equipment in PPS’s boardroom, studio and master control room will greatly improve the quality, efficiency and delivery of PPS programming. In addition, the upgrade will allow PPS to activate an HD channel on both Comcast and CenturyLink systems.

PPS TVS is not able to upgrade the infrastructure using only PPS funds and needs MHCRC grant funding or other outside support in order to make the transition to HD technology.

Special Grant Process and Criteria

Process

Staff evaluates a Special Grant request based on the established eligibility criteria. If a request meets the criteria, staff brings the Special Grant request to the Commission for consideration.

Criteria

1. The proposed grant request meets the existing Community Technology Grant funding purpose and matching resources requirements and criteria.
2. The proposed grant request leverages a significant amount of other funds that would not otherwise be available.
3. The proposed grant request builds upon an existing or past MHCRC supported or funded project or initiative.
4. The proposed grant request and related availability of other funding is extremely time-sensitive and therefore cannot be considered within another MHCRC competitive grant process.

Prepared by: Rebecca Gibbons
April 7, 2016

AGREEMENT FOR COMMUNITY TECHNOLOGY GRANT

This Agreement is between the Mt. Hood Cable Regulatory Commission (Commission), through the Office for Community Technology (OCT), and School District No. 1J, Multnomah County, Oregon (Portland Public Schools) on behalf of Television Services (Grantee) (together referred to as the "Parties").

RECITALS:

This Agreement is entered into for the purpose of providing the Commission's 2016 grant funds for the Grantee's HD Upgrades for PPS Television Services project.

AGREEMENT:

1. Grant Amount, Use of Grant

Grantee is awarded a total amount of \$150,000 for specific capital costs related to the Grant project. Grantee shall use the Grant funds exclusively for the purposes outlined in its Grant Application (the "Grant"). The Grant Application is attached to this Agreement as Attachment 1. Grantee shall not use the Grant funds for any purposes other than those set forth in Attachment 1.

2. Project Manager

The Commission's Project Manager shall be Rebecca Gibbons or such other person as shall be designated in writing by the OCT Director.

3. Payments

Grantee shall submit periodic invoices for actual capital costs incurred by Grantee related to the approved Grant budget. The invoice shall be on Grantee's letterhead, signed and dated by an authorized representative of Grantee and addressed to "MHCRC c/o City of Portland." The invoice shall include an invoice number and a breakout of the invoice amount by line items which accord with the approved Grant project budget. The periodic invoices shall include supporting documentation, such as copies of receipts or other evidence of payment, for the capital cost amount claimed in the invoice. The Project Manager, at her/his sole discretion, may require additional financial documentation of Grant expenditures.

Upon submission by the Grantee of an invoice, and upon certification by the Project Manager that the invoice is in accordance with this Agreement and any restrictions upon use of the Grant funds, the Commission shall pay to the Grantee the amount as specified in the invoice, not to exceed the total Grant amount of \$150,000 within thirty (30) days from date of the invoice. If the Project Manager finds that the invoice is not in accordance with this Agreement, the Project Manager shall notify the Grantee of the reasons for the disallowance and non-payment.

All invoices for Grant project capital costs must be received by the Commission no later than May 1, 2017 in order to be paid under the Agreement terms. No invoices shall be accepted after the expiration of this Agreement.

4. Financial Records

Grantee agrees to keep accurate and complete financial records that will enable the Commission to easily determine the use of Grant funds and the allocation method of Matching Funds committed by Grantee and Project Partners in the Grant for the project.

5. Reports

Grantee shall submit Interim Status Reports and a Final Status Report (collectively referred to as 'Report(s)') to the Project Manager using the Commission's online grants management system. The Reports shall include both programmatic and financial information as established by the Commission. An example of the range of report information collected is attached to this Agreement as Attachment 2. For a Report to be acceptable to the Project Manager, the Grantee shall document and clearly describe the progress of the grant scope in accordance with the reporting schedule defined below.

Interim Status Reporting period is April 15, 2016 through September 30, 2016. Interim Status Reports are due within thirty (30) days of the end of each reporting period.

Grantee shall submit a Final Status Report no later than June 30, 2017.

Grantee shall immediately provide notice in writing by electronic mail to the Project Manager when Grantee anticipates or realizes any deviation in the Grant project which may result in Grantee's inability to fulfill the Grant project as originally submitted and approved by the Commission.

Grantee shall also provide other financial or program reports as the Commission deems reasonably necessary or appropriate. Grantee shall make its books, general organizational and administrative information, documents, papers and records that are related to this Agreement or Grantee's performance of services available for inspection by the Project Manager or other Commission representatives during reasonable business hours following five (5) business days advance written notification from the Project Manager.

6. Project and Fiscal Monitoring

The Commission and the Project Manager shall monitor the Grantee's performance on an as needed basis to assure compliance with this Agreement. Such monitoring may include, but are not limited to, on site visits at reasonable times, telephone interviews and review of required reports and will cover both programmatic and fiscal aspects of the Grant. The frequency and

level of monitoring will be determined by the Project Manager. Grantee shall remain fully responsible at all times for performing the requirements of this Agreement.

7. Audit

Because grant funds are derived from the cable franchises, the cable companies may conduct a financial review or audit of Grantee for the purpose of verifying whether use of capital grant funds is in accordance with the requirements of cable franchises related to use of capital grant funds. If the Commission receives notice from a cable company in accordance with the terms of the cable franchises of such audit or review, the Commission's Project Manager shall notify Grantee within 5 business days of receiving the notice, and shall identify to Grantee the relevant financial records of Grantee that the cable company seeks to review. The scope of such audit or review of Grantee shall be consistent with the terms of the applicable cable franchise. Grantee agrees to make such relevant financial records available to cable company's authorized representative for inspection and copying. Such records shall be reviewed during normal business hours at a time and place made available by Grantee. The Commission's Project Manager shall promptly provide Grantee with written notice of the audit or review's conclusions.

8. Publicity

Any publicity shall indicate that the project was made possible by a Grant from the Commission through funds provided by the cable companies. Grantee shall notify the Project Manager before releasing information about the Grant to the press or other news media. The Commission may include information regarding the Grant in periodic public reports.

9. No Other Obligations/Complete Agreement

Grantee acknowledges that, except for the Grant, the Commission has no obligation to provide, and the Commission has not led Grantee to believe in any way (whether expressly or by implication) that the Commission will provide any additional or future assistance, financial or otherwise, either to Grantee or for the Grant project.

This Agreement contains the complete agreement of the parties. This Agreement may not be assigned, nor may any of the Commission's rights be waived, except in writing signed by a duly authorized representative of the Commission. The Commission may specifically enforce, or enjoin a breach of, the provisions of this Agreement, and such rights may be freely assigned or transferred to any other governmental entity by the Commission.

10. Representations

Grantee represents that it has full power and authority, and has obtained all necessary approvals, to accept the Grant, to carry out the terms of the Grant and this Agreement, and to conduct the Grant project in compliance with all applicable laws.

11. Indemnification

Subject to the limitations and conditions of the Oregon Constitution, Article XI, Sections 7 and 9, and the Oregon Tort Claims Act (ORS 30.260 through 30.300), the parties agree to indemnify and hold one another harmless from any loss, damage, injury, claim, or demand arising from their respective activities in connection with this Grant. Neither party shall be liable for any loss, damage, claim, or demand arising from the negligence of the other party or its agents or employees.

12. Compliance with Laws

The Commission and Grantee agree to comply with all applicable local, state and federal laws and regulations that apply to the subject matter of this Agreement.

13. Amendment

The Project Manager is authorized to amend the terms and conditions of this Agreement, provided such changes do not increase the Grant amount or the Commission's financial risks or change the purpose of the Grant. If approved such amendments shall only be effective if in writing, and signed by duly authorized representatives of both Parties. Any change in the amount of the Grant funds or the financial risks under this Agreement must be approved by vote of the Commission.

14. Term of the Agreement

This Agreement becomes effective on April 15, 2016, unless Grantee fails to sign and return the Agreement to the Commission within thirty (30) days of Commission action to approve the Agreement, in which event this Agreement shall be null and void. The term of this Agreement is through, and including, July 31, 2017.

15. Early Termination of Agreement

This Agreement may be terminated prior to the expiration of its term by:

- (a) Written notice provided to Grantee from the Commission before any obligations are incurred; or
- (b) Mutual written agreement of the Parties.

Termination of this Grant shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination. However, upon receiving a notice of termination, Grantee shall immediately cease all activities under this Grant, unless expressly directed otherwise in writing from the Commission in the notice of termination. Further, upon termination, the Commission and/or Grantee shall deliver to the other party all works-in progress and other property that are or would be deliverables had the Grant been completed. Grantee

shall be entitled to receive reasonable compensation as provided for under this Agreement for any satisfactory work completed up until the time of notice of termination.

16. Material Failure to Perform

The Project Manager may terminate this Agreement after determining that Grantee has failed to comply with any material term or condition of this Agreement. The Project Manager shall give Grantee written notice of the intent to terminate this Agreement, identifying the reasons for such action.

If Grantee fails to remove or otherwise cure the material failure within thirty (30) days of the written notice of termination, or if Grantee does not undertake and continue efforts satisfactory to the Project Manager to remedy the failure, then the Commission may, at its sole discretion, require Grantee to refund to the Commission any amounts improperly expended, any unexpended amounts or the full amount of Grant funds paid by the Commission to Grantee for the Grant project in compliance with the terms and conditions of this Agreement.

17. Suspension of Work

The Project Manager may at any time give notice in writing, by electronic mail, to Grantee to suspend work and expenditure of funds provided under this Agreement. The notice of suspension shall specify the date of suspension and the estimated duration of the suspension. Grantee shall immediately suspend work and expenditure of funds to the extent specified. During the period of the suspension Grantee shall properly care for and protect all projects in progress including materials, supplies, and equipment that are on hand for performance of the Grant. The Project Manager may, at any time, withdraw the suspension of work as to all or part of the suspension in written, by electronic mail, notice to Grantee specifying the effective date and scope of withdrawal. Grantee shall then resume diligent performance of the work. In no event shall Grantee be entitled to any incidental or consequential damages because of suspension.

The causes for suspension of work include, but are not be limited to, Project Manager's concerns about Grantee's ability to complete the Grant in accordance with this Agreement or any other non-compliance with the Agreement.

18. Non-Discrimination

In carrying out activities under this Agreement, Grantee shall not discriminate against any employee or applicant for employment on the basis of race, color, religion, age, sex, marital or economic status, familial status, national origin, sexual orientation, disability or source of income. Grantee shall take actions to insure that applicants for employment are employed, and that employees are treated during employment, without regard to their race, color, religion, age, sex, marital or economic status, familial status, national origin, sexual orientation, or disability. Such action shall include but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Grantee shall state that all qualified applicants will receive consideration for employment without regard to race,

color, religion, age, sex, marital or economic status, familial status, national origin, sexual orientation, disability or source of income. In regard to carrying out activities under this Agreement, Grantee shall further not arbitrarily refuse to provide services to any person and shall not discriminate in offering services on the basis of race, color, religion, age, sex, marital or economic status, national origin, sexual orientation, disability or source of income.

19. Severability

If any provision of this Agreement is found to be illegal or unenforceable, this Agreement nevertheless shall remain in full force and effect and the provision shall be considered stricken.

20. Choice of Law and Choice of Forum

This Agreement shall be construed according to the laws of the State of Oregon, without regard to its provisions regarding conflict of laws. Any litigation between the Commission and Grantee arising under this Agreement or out of work performed under this Agreement shall occur, if in the state courts, in the Multnomah County court having jurisdiction thereof, and if in the federal courts, in the United States District Court for the State of Oregon.

21. Survival

As of the date of termination of this Agreement, any pre-existing unresolved claim or dispute by either Party, including but not limited to, money owed, performance due, or any other obligations of the Parties, that is the result of the other Party's performance or non-performance, will, by their terms, survive termination of this Agreement and will be resolved in accordance with the terms and conditions of this Agreement. All indemnity and unperformed obligations will survive termination of this Agreement. The obligation under Section 5 to submit a Final Report shall also survive termination of this Agreement.

22. Assignment

This Agreement or any interest therein may not be assigned or subcontracted without the prior written consent of the Project Manager. In the event of transfer without prior written consent, the Commission may refuse to carry out this Agreement with either the transferor or the transferee and yet retain and reserve all rights of action for any breach of contract committed by Grantee.

Notwithstanding Grantee's use of any subcontractor for performance of this Agreement, Grantee shall remain obligated for full performance hereunder, and the Commission shall incur no obligation other than its obligations to Grantee under this Agreement. Grantee agrees that if subcontractors are employed in the performance of this Agreement, the Grantee and its subcontractors are subject to the requirements and sanctions of ORS Chapter 656, Workers' Compensation.

23. Electronic Means

The parties agree the Commission and Grantee may conduct this transaction, including any contract amendments, by electronic means, including the use of electronic signatures.

24. Notice

Any notice provided for under this Agreement shall be sufficient if in writing and (1) delivered personally to the following addressee, (2) deposited in the United States mail, postage prepaid, certified mail, return receipt requested, (3) sent by overnight or commercial air courier (such as Federal Express), or (4) email addressed as follows, or to such other address as the receiving party hereafter shall specify in writing:

If to the Commission:

Attn: Rebecca Gibbons, Project Manager:
Mt. Hood Cable Regulatory Commission
c/o City of Portland/ OCT
P.O. Box 745
Portland, OR 97207-0745
Email: rgibbons@mhrc.org

If to Grantee:

Attn: Susan Jordan, Sr. Manager, Finance
Portland Public Schools
501 N Dixon St.
Portland, OR 97227-1807
Email: sjordan@pps.net

Any such notice, communication or delivery shall be deemed effective and delivered upon the earliest to occur of actual delivery, three (3) business days after depositing in the United States mail as aforesaid, one (1) business day after shipment by commercial air courier as aforesaid or the same day an email transmission is sent (or the first business day thereafter if sent on a Saturday, Sunday or legal holiday).

AGREEMENT FOR COMMUNITY TECHNOLOGY GRANT: HD Upgrades for PPS
Television Services

GRANTEE SIGNATURE:

GRANTEE: School District No. 1J, Multnomah County, Oregon (Portland Public Schools)

BY: _____ Date: _____

Name: _____

Title: _____

MT. HOOD CABLE REGULATORY COMMISSION SIGNATURES:

By: _____ Date: _____
Mt. Hood Cable Regulatory Commission Chair

Approved as to Form:

By: _____ Date: _____
Mt. Hood Cable Regulatory Commission Attorney



Application

00281 - 2016 Community Technology Grants

00522 - Special Grant - HD Upgrades for PPS Television Services

Community Technology Grants

Status: Submitted

Original Submitted Date:

Last Submitted Date: 04/05/2016 8:33 PM

Primary Contact

Name:	Mr.	Terry	Proctor
	<small>Salutation</small>	<small>First Name</small>	<small>Middle Name</small> <small>Last Name</small>
Email:	tproctor@pps.net		
Phone:*	503-916-2000	71382	
	<small>Phone</small>	<small>Ext.</small>	
Title:	Manager - Multimedia		

Organization Information

Organization Name:	Portland Public School District - Community Involvement & Public Affairs (TVS)		
Organization Type:	Non-Profit Entity		
Tax ID			
Organization Address:	501 N Dixon St		
City*	Portland	Oregon	97227
	<small>City</small>	<small>State/Province</small>	<small>Postal Code/Zip</small>
Phone:	503-916-2000		

Executive Summary

[Executive Summary](#)

The Executive Summary is your opportunity to introduce your project.

Portland Public Schools Television Services supplies content via cable television and web streaming to families and staff of Portland Public Schools and more generally to Portland residents. Content includes educationally related topics, Board of Education and community meetings, school performances and content from community partners. PPS TVS offers equitable access to educational opportunities, choices and information and promotes greater and more equitable participation in school district decision-making.

Television Services provides school staff and students with a wide range of video related services including:

- Production services: Educational videos, scriptwriting, photography, graphics and editing
- Programming for Cable Channel 28: PPS Board of Education Meetings and special district events
- Videotape documentation & duplication
- Videotaping services: school events, speakers and in-service sessions
- Studio facilities for television broadcasts

Currently, PPS TVS produces programming in standard definition (SD) only. The purpose and intent of this Special Grant request is to replace aging and outdated standard definition equipment that is way beyond “end of life” expectancy and maintenance. The proposed upgrade to HD production equipment in PPS’s boardroom, studio and master control room will greatly improve the quality, efficiency and delivery of PPS programming. In addition, the upgrade will allow PPS to activate an HD channel on both Comcast and CenturyLink systems.

In summary, the replacement and upgrades will:

- Improve the look and sound of School Board meetings
- Help maintain audiences for school board meetings and other events held at PPS
- Produce and distribute programming on par with the quality of commercial and public broadcast

(This field has a character limit of 4000)

Project Narrative

Total Grant Funds:	\$150,000.00
Total Match Funds:	\$157,295.00
Total Funds:	\$307,295.00
Cable System Technology Use	Community Access Channels
Proposed Technology	Video production equipment
Public Benefit Area	Improving Service Delivery
Project Purpose	

In defining the project purpose, applicants must:

Currently PPS TVS Channel 28 is broadcast in standard definition (SD). All of Channel 28's single camera field production is captured and produced in HD but all multi-camera productions are currently produced in SD only, due to non-HD capable equipment.

PPS' television studio, remote system and boardroom are all SD only systems. The boardroom system is responsible for the broadcast and recording of all PPS Board of Education meetings which depending upon the length of the meeting can account for over 30% of our weekly programming. The boardroom is also used for many other events and meetings which are taped and rebroadcast throughout the year including programs such as "Si Se Puede" a recognition of the success of PPS' Latino students and "Young, Gifted and Black" a celebration of our black students, League of Women Voters of Oregon's candidate forums and various student and staff presentations.

Offsite community meetings and studio productions requiring multi-camera and live switching are currently produced in SD only. PPS TVS does not have HD switching capabilities so in order to produce multi-camera HD videos TVS must spend time in post-production editing multiple clips. This impacts TVS's ability to clearly capture and share many of the details of these meetings and in some cases makes it impossible to cover these events due to staffing limitations and equipment limitations (our current field production system is housed in a trailer which cannot always be set up depending on location).

To fill this gap in HD production TVS needs to upgrade the PPS boardroom and replace remote/studio equipment with a portable HD multi-camera system. These two changes will allow Channel 28 to do all of it's production in HD and satisfy the requirements to upgrade the channel to HD. Along with this new equipment TVS needs to replace or upgrade the master control system in order to be able to provide an HD signal to Comcast and CenturyLink.

Beyond meeting the criteria for HD activation for Channel 28, these upgrades will also help TVS fulfill our goals of providing access to information for PPS' stakeholders. For both systems TVS is replacing the existing cameras with remote controlled HD cameras. This will give TVS the ability to use a multi-camera system with just one staff member increasing the quality and number of events TVS can record and broadcast. Currently, TVS needs at least two employees to staff multi-camera productions and if it is an off-site event more time and staff are needed for set up limiting the number of these events that we can record and broadcast.

As a result of the replacement and upgrades, PPS TVS will create and deliver 100% of programming in HD and will achieve the following outcomes:

- Improve the look and sound of School Board meetings
- Help maintain audiences for school board meetings and other events held at PPS
- Produce and distribute programming on par with the quality of commercial and public broadcast

(This field has a character limit of 30000)

Evaluation Plan

How will you evaluate progress toward and achievement of the projects anticipated outcomes?

The evaluation plan should include evaluation questions, strategies or methodologies to collect data in order to answer the questions and steps to document findings and lessons learned.

PPS TVS will track the number of school board meetings and hours of meeting coverage that originate from the upgraded board room and studio.

PPS TVS will solicit input and feedback from PPS administration, staff and the public on the look and sound of school board meetings.

(This field has a character limit of 8000)

Project Partners

A "Project Partner" is defined as an organization that supplies cash or in kind resources and/or plays an active role in the planning and implementation of the project. You should present who your Project Partners are, their respective roles in the project, and specific contribution each partner will make to the project in the form of financial support, equipment, personnel, or other resources.

N/A

(This field has a character limit of 4000)

PROJECT FEASIBILITY SECTION includes: Technical Design, Implementation Plan, Organizational Capacity and Project Budget (see Final Application Budget form)

Technical Design

The Technical Design should specify in detail the proposed technology and equipment to be employed; the rationale in selecting the particular technology; how the technical design supports the projects use of the community access channels and/or the I-Net; and the plans for maintaining and upgrading the system or equipment in the future.

Educational Media Services - TVS staff will undertake and complete the upgrade. PPS TVS management and engineering staff will lead the design, purchase, installation and testing of equipment.

All equipment has been selected after careful consideration of its expected service life, reliability, price and quality of its production value.

The replacement and upgrade project will bring PPS TVS production equipment up to modern industry standards.

PPS TVS will replace the current out-dated equipment with high-definition production equipment. This includes replacement of the production switcher, cameras, camera control systems, cables, recording devices, character generator and monitors.

PPS TVS will then deliver the channel 28 signal to Comcast and CenturyLink in HD.

(This field has a character limit of 10000)

Proposed Project Start and End Date:

Projects may include timelines of up to 36 months.

Proposed Start Date (month/year) April 15, 2016

Proposed End Date (month/year) June 30, 2017

Implementation Plan

The Implementation Plan should include major tasks and milestones in addition to detailed tasks needed to successfully implement the project.

See attached Implementation Plan

Plan Summary:

Technical design final review and sign off - April 2016

Equipment Purchased – April/May 2016

Equipment Installation – May/June 2016

Initial training on new equipment – June/July 2016

Use and Evaluation - August thru June 2017

Troubleshooting and adjustments – ongoing

(This field has a character limit of 21000)

Organization Capacity

The applicant should demonstrate the Organization's capacity to successfully integrate the project into the organization.

PPS TVS has the support of PPS Administration and Board.

(This field has a character limit of 5500)

Measurable Project Outcomes

What project outcomes do you hope to achieve for the identified community or targeted beneficiaries through the use of the proposed technology?

The replacement and upgrades will:

- Improve the look and sound of School Board meetings
 - Help maintain audiences for school board meetings and other events held at PPS
 - Produce and distribute programming on par with the quality of commercial and public broadcast
-

Budget Narrative

Budget Narrative

PERSONNEL

Chief Engineer, James Kunze, Responsible for preparing the site for the install, working with the PPS IT department and other contractors to move and connect the system to its new location. Connecting and testing all upgrades. Coordinating fellow employees for assistance as needed. Assisting with and attending training.

Project Manager, Terry Proctor, Responsible for overseeing installation, ensuring timeline and budget targets are met. Coordinating employees' time and delegating responsibilities as needed to assist in installation and testing. Attending training.

Producer Dan Green, Assisting the Chief Engineer and Project Manager as needed with installation and testing. Attending training.

Producer Brian Robertson, Assisting the Chief Engineer and Project Manager as needed with installation and testing. Attending training.

Production Assistant Tony Parisi, Assisting the Chief Engineer and Project Manager as needed with installation and testing. Attending training.

Resources:

JK – Engineer, James Kunze

TP – Project Manager, Terry Proctor

DG – Producer, Dan Green

PA – Production Assistant, Tony Parisi

BR – Producer, Brian Robertson

Install Timeline: 4/6/16 – 6/20/16 (assumes 3 weeks for delivery)

Event	Start Date	End Date	Days	Resources - % of work hours
Order Equipment	4/6/16	4/6/16	1	JK- 100%; TP- 75%
Receive Equipment	4/25/16	4/26/16	2	JK- 100%
Install Boardroom HD Upgrades	4/27/16	5/24/16	20	JK- 100%; TP- 75%; PA- 50%; DG- 25%
Test Boardroom upgrades	5/25/16	5/26/16	2	JK- 100%; TP- 75%; PA- 25%; DG- 25% BR- 25%
Install Master Control HD Upgrade	6/03/16	6/06/16	2	JK- 100%; TP- 75%
Test Master Control Upgrades	6/07/16	6/08/16	2	JK- 100%; TP- 75%
Set up Remote HD System	6/13/16	6/14/16	2	JK- 100%; TP- 75%
Test Remote System	6/15/16	6/16/16	2	JK- 100%; TP- 75%

Training Timeline:

Event	Start Date	End Date	Days	Resources – % of work hours
Training Boardroom Upgrades	5/27/16	5/30/16	2	JK- 100%; TP- 100%; PA- 100%; DG- 100% BR- 100%
Training Master Control Updates	6/09/16	6/10/16	2	JK- 100%; TP- 100%; PA- 100%; DG- 100% BR- 100%

Training Remote System	6/17/20	6/20/16	2	JK- 100%; TP- 100%; PA- 100%; DG- 100% BR- 100%
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Install and Training Matching Funds: \$ 37,295

Equipment Use Timeline: 7/1/16 - 12/31/16

Production Staff: Once the upgrade is complete, production staff will produce at least 70 programs utilizing the equipment. The cost of production staff is \$80,000

Project Manager, Terry Proctor, will manage programming and production staff and direct the evaluation of grant outcomes. \$40,000

Equipment Use Matching Funds: \$120,000

TOTAL PERSONNEL Matching Funds: \$157,295

Equipment

See attached equipment and training quote. Equipment includes HD camera systems, monitors, switchers, converter, cabling, etc. needed in order to upgrade the boardroom, studio and master control room to HD.

Grant Funds: \$150,000

Statement of Matching Resources

A project will not be considered eligible for funding unless the applicant documents the capacity to supply matching resources of at least 50 percent (50%) of the total project cost.

The Statement of Matching Resources is essential to understanding which project costs identified in the Budget Narrative and the line item Budget will be supported by the applicant organization and which project cost will be supported by Project Partners.

Matching funds consist of PPS TVS funds to provide resources as follows:

\$157,295 in salary and fringe benefits

Total: \$157,295

Line Item Budget

Cost Category	Grant Funds	Match Amount	Project Total
Personnel	\$0.00	\$157,295.00	\$157,295.00
Education and Training	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Contractual	\$0.00	\$0.00	\$0.00
Equipment	\$150,000.00	\$0.00	\$150,000.00
Infrastructure/Facilities	\$0.00	\$0.00	\$0.00
Construction	\$0.00	\$0.00	\$0.00
Miscellaneous	\$0.00	\$0.00	\$0.00
Overhead	\$0.00	\$0.00	\$0.00
Totals	\$150,000.00	\$157,295.00	\$307,295.00

Final Application Signature

Signature of Duly Authorized Representative

Terry Proctor

Date 04/06/2016
Title Production Manager
Phone 503-916-2000
E-mail tproctor@pps.net

Supplemental Material Attachments

File Name	Description	File Size
MtHood_PPS_quote_HD_upgrades_mar ch2016.pdf	Equipment quote	651 KB
PPS Channel 28 HD Upgrades Implementation Plan.pdf	Implementation Plan	116 KB

Partner Commitment Letter(s)



CLARK

WIRE & CABLE

408 Washington Blvd., Mundelein, IL 60060-3102
 (847) 949-9944 Fax: (847) 949-9595

Quote

Quote# 173132	Page 1
Cust # 543	Date 02/29/2016
Salesman TY /TY	

Bill To: PORTLAND PUBLIC SCHOOLS
 Attn: A/P
 Television Services
 501 N DIXON
 PORTLAND OR 97221

Ship To: PORTLAND PUBLIC SCHOOLS/TV SER
 ATTN: JIM KUNZE
 5210 N. KERBY STREET
 PORTLAND OR 97217
 (503) 916-5838

***** THIS QUOTE IS GOOD THRU 03/30/2016 *****

Ship via		F.O.B.	Terms	Customer P/O Number			
		MNDLN-PPA	Net 30 Days				
Line#	Quantity	UOM	Item Number / Description	U	Price	UOM	Extension
			Shipping is not included.				
1	4	EA	X-CCT Custom Assembly	01	490.00000	EA	1,960.00
			315' CD7506/CN423C6 in Techflex. Terminated BNC and RJ45.				
2	4	EA	CWR-186DE CABLE REEL/WITH DRUM EXTENSION	01	209.00000	EA	836.00
3	100	EA	NC3MXX 3PIN MXLR-XX SERIES-NKL/SILVER	01	2.17000	EA	217.00
4	100	EA	NC3FXX 3PIN FXLR-XX SERIES-NKL/SILVER	01	2.40000	EA	240.00
5	100	EA	BNC-8-N BNC 75ohm NOTCH-CD7506 042/278	01	1.84000	EA	184.00
							691
Product Total		Discount	Freight	Miscellaneous	Tax	Quote Total	
3,437.00		0.00	0.00	0.00	0.00	3,437.00	

*WISH LIST
ITEMS*

*64100
2796.10*

Board/Route



CLARK
WIRE & CABLE

408 Washington Blvd., Mundelein, IL 60060-3102
(847) 949-9944 Fax: (847) 949-9595

Quote

quote# 173168	page 1
Cust # 543	Date 03/01/2016
slsman TY /TY	

Bill To: PORTLAND PUBLIC SCHOOLS
Attn: A/P
Television Services
501 N DIXON
PORTLAND OR 97221

Ship To: PORTLAND PUBLIC SCHOOLS/TV SER
ATTN:JIM KUNZE
5210 N.KERBY STREET
PORTLAND OR 97217
(503)916-5838

***** THIS QUOTE IS GOOD THRU 03/31/2016 *****

Ship Via		F.O.B.		Terms		Customer P/O Number	
		MNDLN-PPA		Net 30 Days			
LINE#	Quantity	UOM	Item Number / Description	UOM	Price	UOM	Extension
1	1,000 FT		Shipping not included. CD7506-0 RG6 HD/SDI COAX 4.5GHZ CMR BLK	01	0.39800 FT		398.00
Product Total		Discount	Freight	Miscellaneous	Tax	Quote Total	
398.00		0.00	0.00	0.00	0.00	398.00	



BOARD

Quotation

811 South 192nd Street, #100
 SeaTac, WA 98148
 Ph: (206) 870-0244
 Fax: (206) 299-9990

Date	2/22/2016
Quotation #	18290
Rep	WEF
Account #	
Project	

Bill To
Portland Public Schools Attn: Jim Kunze 501 North Dixon Street Portland, Oregon, 97227 USA

Ship To
Public Info/Communications 550 N. Wheeler Pl Portland, OR 97227

FOB	Terms	Ship Via	Valid Until	P.O. No.
Origin	Net on Invoice	Ground	3/22/2016	

Item	Description	Qty	Unit	Total
AW-HE130KPJ	Board Room	4	7,646.00	30,584.00T
AW-RP120GJ	Panasonic - 3MOS PT Cam 3G-SDI, Black	1	4,008.00	4,008.00T
	Panasonic - Camera Controller. IP Connection and Control of Up to 100 Remote Cameras. Highly Functional Remote Controller with New Joystick and Other Operating Enhancements.			
NB-AVCB-W	NigelB White Finish Anti-Vibration Multi-Camera Bracket	3	352.00	1,056.00T
AK-HRP200GJ	Panasonic Corporation - Remote operation panel provides ergonomic operation of the HC3800 camera via the AKHCU200	1	2,450.00	2,450.00T
MC-DT	control unit with optional RS-422 serial control cables			
	Broadcast Pix - Mica Live Integrated Production System with 8 HD/SD SDI Inputs and 7 channels of file inputs - and Desktop Control; Mica with 3 keys	1	14,912.00	14,912.00T
2000	Broadcast Pix: 2000 Control Panel - Granite or Mica	1	11,467.00	11,467.00T
802	Broadcast Pix - Panasonic Camera Control, Control up to 9 Panasonic cameras, software only.	1	839.00	839.00T
997-7251-00	Planar-21.5 inch Wide Black HID Compliant Zero Bezel Projected Capacitive Multi-Touch LCD, USB controller, VGA, HDMI, DVI-D, internal power, speaker, 100 mm VESA compatible, dual hinge stand.	1	369.00	369.00T
997-7847-00	Planar - PXL2271MW, 22" 1920x1080 LED monitor with height adjustable stand	2	189.00	378.00T

All quotes are valid for 30 days unless otherwise noted. By signing above, the purchaser/licensee acknowledges that the purchaser/licensee read and agrees to the terms and conditions set forth by ABS and quoted vendors. ABS terms and conditions supersede any and all purchase orders and other documents relating to the system or the purchase or license thereof. Purchaser/licensee is subject to shipping/handling and 3% credit card processing fees incurred related to order, unless otherwise stated.

Subtotal
Sales Tax (0.0%)
Total

Signature _____



811 South 192nd Street, #100
 SeaTac, WA 98148
 Ph: (206) 870-0244
 Fax: (206) 299-9990

Quotation

Date	2/22/2016
Quotation #	18290
Rep	WEF
Account #	
Project	

Bill To
Portland Public Schools Attn: Jim Kunze 501 North Dixon Street Portland, Oregon, 97227 USA

Ship To
Public Info/Communications 550 N. Wheeler Pl Portland, OR 97227

FOB	Terms	Ship Via	Valid Until	P.O. No.
Origin	Net on Invoice	Ground	3/22/2016	

Item	Description	Qty	Unit	Total
997-7953-00	Planar-43in diagonal, FHD, ultra slim, LED backlight, wide array of inputs, USB playback, 350 nit brightness, speakers, RS232 and LAN control.	1	727.00	727.00T
UN32H5201	Samsung-32" Class 1080p Smart LED TV	1	832.00	832.00T
WFM2300	Tektronix - WFM2300 - Portable 3G/HD/SD-SDI Waveform Monitor/Generator, with Eye/Jitter Measurement, Li-ion Battery (Option 3G required for 3G-SDI Support)	1	5,722.00	5,722.00T
WFM200BA	Tektronix - Rechargeable battery pack for replacement	1	350.00	350.00T
WFM200BC	Tektronix - External Battery Recharge Unit Tektronix 15% education discount applied to quote	1	545.00	545.00T
Ki Pro Rack	AJA Video Systems - NEW-Rackmount Digital File Recorder, with Apple ProRes 422 and DNxHD, includes: 2 x AC Power Cords, (No Storage Modules included)	1	3,655.00	3,655.00T
KI-STOR1000-USB	AJA - 1TB HDD storage module with USB 3.0 connection	2	452.00	904.00T
80-0048	Symetrix - EDGE Frame	1	2,280.00	2,280.00T
80-0102	Symetrix-Radius 12x8 EX	1	2,243.00	2,243.00T
80-0086	Symetrix - Xin12- 12 Channel analog input expander, 12 Channel Dante Transmit	1	2,543.00	2,543.00T

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Subtotal
Sales Tax (0.0%)
Total

Signature _____



811 South 192nd Street, #100
 SeaTac, WA 98148
 Ph: (206) 870-0244
 Fax: (206) 299-9990

Quotation

Date	2/22/2016
Quotation #	18290
Rep	WEF
Account #	
Project	

Bill To
Portland Public Schools Attn: Jim Kunze 501 North Dixon Street Portland, Oregon, 97227 USA

Ship To
Public Info/Communications 550 N. Wheeler Pl Portland, OR 97227

FOB	Terms	Ship Via	Valid Until	P.O. No.
Origin	Net on Invoice	Ground	3/22/2016	

Item	Description	Qty	Unit	Total
80-0065	Symetrix-2 Line VoIP Interface Card	1	275.00	275.00T
80-0068	Symetrix - 4 Channel Digital Output Card	1	311.00	311.00T
US-3000	Universal Scaler. Accepts HDMI/DVI/VGA/YPbPr/CV and outputs SDI.	1	1,200.00	1,200.00T
DA-SDI-HDTV	APANTAC SDI to HDMI/DVI Converter with 1 x 2 SDI Distribution Amplifier (with	1	330.00	330.00T
Freight	Estimated Freight		1,655.00	1,655.00T
WEF	Thank you! Bill Floyd 503.550.0171 Bill@advancedbroadcastsolutions.com			

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Subtotal \$89,635.00
Sales Tax (0.0%) \$0.00
Total **\$89,635.00**

Signature _____

CH 28



February 19,2016
Quote: PPS021916rev2

Jim Kunze
Portland Public School

Jim:

Thank you for taking a little more time to discuss the details of the upgrade. With the information we discussed I have been able to complete the revised proposal to upgrade your system.

Here is the revised pricing with Replacing the Encoder and the Informa with upgraded units, and upgrading the operating system on the Master Control, Playback Server, MediaServer and ServerLink. As we discussed on the phone, a blanket license of windows for the district can be used, you will supply the WIN7 PRO or Enterprise operating system licenses.

You will upgrade the operating system and give us remote access, we will then complete the OS upgrade and reconfiguration of the system.

The MediaServer will require an upgraded capture card and OS drive to have an HD input. These are included in the line item on page 2.

You requested Squeeze on the Serverlink to be updated. These are included in the line item page 2.



PRICING

Encoder Upgrade

RAPTOR Encoder (RAP-211-1)

2U Chassis, Windows 7 SSD RAID1 OS/Storage Drives
2 HD Inputs

~~\$ 4,530.00~~

Informa Upgrade/Phoenix

Phoenix (PHX-211-1)

2U Chassis, Windows 7 SSD RAID1 OS/Storage Drives
1 HD Output

\$ 3,600.00

Misc Upgrade

Master Control, DS-2000, Media Server, Serverlink

Operating System Upgrade (WIN7 PRO/ENT 64bit OS Provided by PPS)
Configure and integrate systems,
Hardware, MS HD Capture Card and SSD OS Drive
Software, Squeeze 10 update, VLM, Server App, HTML5 PLY License

\$ 2,990.00

Shipping

\$ 120.00

Upgrade Total

\$11,240.00

Note: Pricing provided is based on upgrades to your existing equipment. Upgrades and products listed in this quote carry 3 month parts warranty and a 1 year labor warranty.

Your entire system does qualify for extended warranty. Please ask about pricing.

I am not sure if Frank is still running the system or who is, but we now offer our Content Management Service where we can run and manage the system remotely. Please let me know if you are interested I can tell you all about it.

Chris Stockert

TechVideo Solutions

T: (972) 245-0747

Toll Free: (888) 636-8745

cstockert@techvideosolutions.com

~~4,530.00~~
6710.00



Remote



811 South 192nd Street, #100
 SeaTac, WA 98148
 Ph: (206) 870-0244
 Fax: (206) 299-9990

Quotation

Date	2/22/2016
Quotation #	18294
Rep	WEF
Account #	
Project	

Bill To
Portland Public Schools Attn: Jim Kunze 501 North Dixon Street Portland, Oregon, 97227 USA

Ship To
Public Info/Communications 550 N. Wheeler Pl Portland, OR 97227

FOB	Terms	Ship Via	Valid Until	P.O. No.
Origin	Net 30	Ground	3/22/2016	

Item	Description	Qty	Unit	Total
Roadie	Roadie Broadcast Pix Roadie Portable with 4 HD/SD SDI (1 input can be analog) + 8 channels of clips and graphics	1	10,057.00	10,057.00T
1000	BROADCAST PIX 1000 Control Panel - Granite, Mica or Slate	1	5,657.00	5,657.00T
802	Broadcast Pix - Panasonic Camera Control, Control up to 9 Panasonic cameras, software only. Control over IP	1	896.00	896.00T
40	Broadcast Pix Roadie hard shell roll around case	1	938.00	938.00T
AW-HE130KPJ	Panasonic - 3MOS PT Cam 3G-SDI, Black	2	7,646.00	15,292.00T
AWRP50NJ	Panasonic:AWRP50NJ Controller	1	1,884.00	1,884.00T
997-7251-00	Planar-21.5 inch Wide Black HID Compliant Zero Bezel Projected Capacitive Multi-Touch LCD, USB controller, VGA, HDMI, DVI-D, internal power, speaker, 100 mm VESA compatible, dual hinge stand.	1	369.00	369.00T
Ki Pro Rack	AJA Video Systems - NEW-Rackmount Digital File Recorder, with Apple ProRes 422 and DNxHD, includes: 2 x AC Power Cords, (No Storage Modules included)	1	3,655.00	3,655.00T

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Subtotal
Sales Tax (0.0%)
Total

Signature _____



811 South 192nd Street, #100
 SeaTac, WA 98148
 Ph: (206) 870-0244
 Fax: (206) 299-9990

Quotation

Date	2/22/2016
Quotation #	18294
Rep	WEF
Account #	
Project	

Bill To
Portland Public Schools Attn: Jim Kunze 501 North Dixon Street Portland, Oregon, 97227 USA

Ship To
Public Info/Communications 550 N. Wheeler Pl Portland, OR 97227

FOB	Terms	Ship Via	Valid Until	P.O. No.
Origin	Net 30	Ground	3/22/2016	

Item	Description	Qty	Unit	Total
KI-STOR1000-USB	AJA - 1TB HDD storage module with USB 3.0 connection	2	452.00	904.00T
SCM820	Shure - SCM820 - Eight Channel Digital Automatic Mixer, Block Connectors	1	1,659.00	1,659.00T
SCM800	Shure - Eight Channel Microphone Mixer	1	643.00	643.00T
Freight	Estimated Freight		630.00	630.00T
WEF	Thank you! Bill Floyd 503.550.0171 Bill@advancedbroadcastsolutions.com			0.00

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Subtotal \$42,584.00
Sales Tax (0.0%) \$0.00
Total **\$42,584.00**

Signature _____

Remote



CLARK

WIRE & CABLE

408 Washington Blvd., Mundelein, IL 60060-3102
(847) 949-9944 Fax: (847) 949-9595

Quote

Quote# 173132 Page 1
Cust # 543 Date 02/29/2016
Salesman TY /TY

Bill To: PORTLAND PUBLIC SCHOOLS
Attn: A/P
Television Services
501 N DIXON
PORTLAND OR 97221

Ship To: PORTLAND PUBLIC SCHOOLS/TV SER
ATTN: JIM KUNZE
5210 N. KERBY STREET
PORTLAND OR 97217
(503) 916-5838

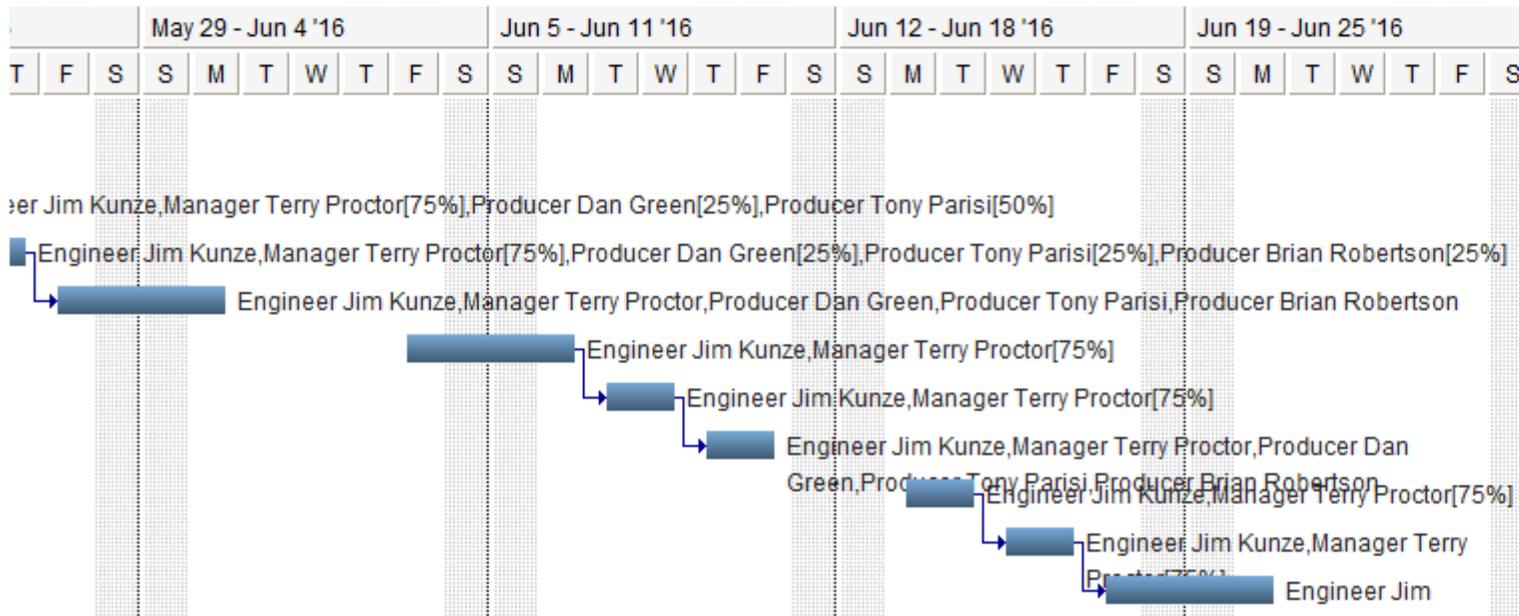
***** THIS QUOTE IS GOOD THRU 03/30/2016 *****

Ship Via		F.O.B.	Terms	Customer P/O Number			
		MNDLN-PPA	Net 30 Days				
Line#	Quantity	UOM	Item Number / Description	SI	Price	UOM	Extension
			Shipping is not included.				
1	4	EA	X-CCT Custom Assembly 315' CD7506/CN423C6 in Techflex. Terminated BNC and RJ45.	01	490.00000	EA	1,960.00
2	4	EA	CWR-186DE CABLE REEL/WITH DRUM EXTENSION	01	209.00000	EA	836.00 2796.00
3	100	EA	NC3MXX 3PIN MXLR-XX SERIES-NKL/SILVER	01	2.17000	EA	217.00
4	100	EA	NC3FXX 3PIN FXLR-XX SERIES-NKL/SILVER	01	2.40000	EA	240.00
5	100	EA	BNC-8-N BNC 75ohm NOTCH-CD7506 042/278	01	1.84000	EA	184.00
Product Total		Discount	Freight	Miscellaneous	Tax	Quote Total	
3,437.00		0.00	0.00	0.00	0.00	3,437.00	

		Name	Duration	Cost	Start	Finish	Predecessors	
1		Order Equipment	1d?	\$401.54	04/06/2016	04/06/2016		Engineer Jim Kunze,Manager Terry Proctor[75%]
2		Receive Equipment	2d?	\$400	04/25/2016	04/26/2016		Engineer Jim Kunze
3		Install Boardroom upgrades	20d?	\$10796	04/27/2016	05/24/2016	2	Engineer Jim Kunze,Manager Terry Proctor[75%],Produc
4		Test Boardroom upgrades	2d?	\$2225.92	05/25/2016	05/26/2016	3	Engineer Jim Kunze,Manager Terry Proctor[75%],Produc
5		Training on Boardroom Upgrades	2d?	\$2176.96	05/27/2016	05/30/2016	4	Engineer Jim Kunze,Manager Terry Proctor,Producer Da
6		Install Playback upgrades	2d?	\$803.08	06/03/2016	06/06/2016		Engineer Jim Kunze,Manager Terry Proctor[75%]
7		Test Playback Upgrades	2d?	\$2294.51	06/07/2016	06/08/2016	6	Engineer Jim Kunze,Manager Terry Proctor[75%]
8		Training on Playback Upgrades	2d?	\$2176.96	06/09/2016	06/10/2016	7	Engineer Jim Kunze,Manager Terry Proctor,Producer Da
9		Set Up Remote System	2d?	\$2294.51	06/13/2016	06/14/2016		Engineer Jim Kunze,Manager Terry Proctor[75%]
10		Test Remote System	2d?	\$2294.51	06/15/2016	06/16/2016	9	Engineer Jim Kunze,Manager Terry Proctor[75%]
11		Training on Remote System	2d?	\$2176.96	06/17/2016	06/20/2016	10	Engineer Jim Kunze,Manager Terry Proctor,Producer Da

Resources	Mar 27 - Apr 2 '16							Apr 3 - Apr 9 '16							Apr 10 - Apr 16 '16						
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	
er Dan Green[25%],Producer Tony Parisi[50%]																					
er Dan Green[25%],Producer Tony Parisi[25%],Producer Brian Robertson[25%]																					
n Green,Producer Tony Parisi,Producer Brian Robertson																					
n Green,Producer Tony Parisi,Producer Brian Robertson																					
n Green,Producer Tony Parisi,Producer Brian Robertson																					

Engineer Jim Kunze, Manager Terry Proctor



Grant Agreement -- Attachment 2

EXAMPLE OF INTERIM REPORT INFORMATION

OUTCOMES ACTIVITIES AND PROGRESS

Describe project activities that focus on the intended outcomes and/or progress made toward the outcomes. Provide both quantitative and qualitative details as they relate to an activity.

LEARNINGS AND EVALUATION

Summarize the key evaluation steps completed or underway. What are the primary lessons learned thus far about the project? Have you had any course corrections or adjustments to your project based on learnings thus far? How might these learnings impact project implementation in the next Reporting Period?

IMPLEMENTATION SUCCESSES AND CHALLENGES

By using the project's original implementation plan/timeline (included in Attachment 2 to the Grant Agreement, The Implementation Plan), provide a mark-up of the plan indicating the status of your project in relation to the original plan/timeline by adding a "status" column to your activities list.

Describe any anticipated and unanticipated successes and challenges.

EXPENDITURE DETAIL

Provide a line item accounting, in context of the original grant budget, of the expenditures incurred during the Reporting Period; including both Grant fund and Matching fund expenditures.

Provide a clear narrative of the expenditures incurred for each line item identified above.

Provide a clear explanation of any expenditure that substantially differs from the original Grant budget.

WORK SAMPLES

Periodically, the MHCRC will use photos and videos (with permission) on our website to highlight the work of the organizations we support. Please send us photos or videos that illustrate the impact of the grant project in the community. (By sharing photos or videos, you acknowledge that any and all material you are providing has been obtained with appropriate signed media releases and may be shared with the MHCRC's stakeholders and broader audiences.)

EXAMPLE OF FINAL REPORT INFORMATION

RESULTS

Describe the significant project activities that took place throughout the life of your project and how these activities contributed to the realization of the original project purpose and outcomes. (As applicable, please quantify your results as they related to your original project outcomes, i.e. numbers of people served, the demographics of those served, the number and type of content created, the number/type of classes/programs offered, etc.)

Outline your evaluation process, including evaluation tools and methods. Detail the results of your evaluation.

Do you have a testimonial story to tell that captures the essence of the project's impact? (Where anonymity is required, please use pseudonyms.)

REFLECTIONS

What did you learn about the problem or issue you were trying to address?

What did you learn about the population served?

What factors contributed to your success?

What, if any, were the significant challenges encountered? How did you address both anticipated and unanticipated challenges in the course of the project?

EXPENDITURE DETAIL

Provide a line item accounting, in context of the original grant budget, of the expenditures incurred during the Project term; including both Grant fund and Matching fund expenditures.

Provide a clear narrative of the expenditures incurred for each line item identified in Step 1.

Provide a clear explanation of any expenditure that substantially differs from the original Grant budget.

SUSTAINABILITY

Will the project/program continue beyond the term of this Grant? If so, what are your next steps and plans for continuing or changing the project/program?

WORK SAMPLES

Periodically, the MHCRC will use photos and videos (with permission) on our website to highlight the work of the organizations we support. Please send us photos or videos that illustrate the impact of the grant project in the community. (By sharing photos or videos, you acknowledge that any and all material you are providing has been obtained with appropriate signed media releases and may be shared with the MHCRC's stakeholders and broader audiences.)