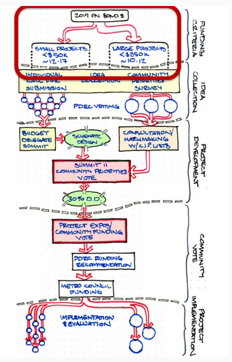
Capital Grants Pilot Decision Tree

Process

Jeffrey | Kevin | Theresa | Blanca | Jairaj | Alisa | Metro



Multiple Streams for Multiple Pots

- Project Development streams are matched to the unique requirements of each funding pot
- While each stream will have similar attributes (multiple votes, multiple forums for engagement and development with community members), each is tailored to make efficient use of community and staff capacity.

Project Development Framework (4/26)

Core Concepts:
- Split stream
- PDRC vetting
- Multiple votes
- Multiple rounds of engagement (community/ implementer forums)

Discussion & Pre-work:
- Does/can this framework align with stated **Goals and Values**?
- What are the **strengths, weaknesses, opportunities, and concerns** with this framework?

Q: Does the Committee approve this framework?

Y | Discussion, clarifications, questions | N

- I like the multiple touchpoints for community participation/ feedback!
- I'm leaning towards few bigger project and some smaller ones given the total $/yr
- Splitting the pot introduces a level of complexity and ultimately work (not necessarily bad), but expect setbacks

☑ Is this our final decision? ☐

Q: What is the threshold between funding pots?

Discussion, clarifications, questions

- Traditional ways of funding have been small scale and short term - would this funding opportunity be multi-year and large enough for CBOs to increase capacity as well as retain staff who are working on these projects? - Jairaj
- or programs that fund BIPOC youth interns to provide some capacity and job training
- or a tiered scale? large - $100k medium - $50k small - $10k?
- 4/26 meeting: presented with: small up to $100,000 and large up to $250,000

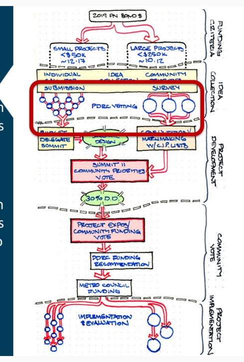
☐ $100,000 threshold final decision?

Q: What is an appropriate balance between the funding pots?

Discussion, clarifications, questions

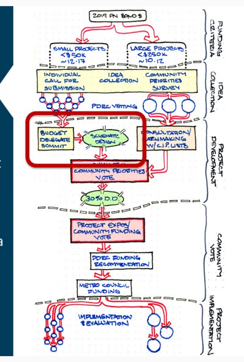
- i.e. 2 large, 19 small for $0.5M and $1.5M: 4 large, 13 small for half $1M /half $1M
- 2/3 large; 1/3 small
- half and half
- 2/3 small; 1/3 large
- 1-2 big ones & several smaller ones?
- Predict size that may come in: 1/3 large, 2/3 smaller? Kevin
- Larger funding doesn't always translate to larger community impact (for one-off projects). It's important to consider that awarding many "small projects," especially at the earlier stages, could help with building institutional trust while supporting CBOs to apply for larger grants in future iterations. (aligns with Guidebook's goals in pp 14-16)
- Observation: The comments here & our first discussion seemed to lean towards more smaller projects, but the most recent vote suggests more funding for large projects. What do y'all think has driven this shift?

☐ Is this our final decision?



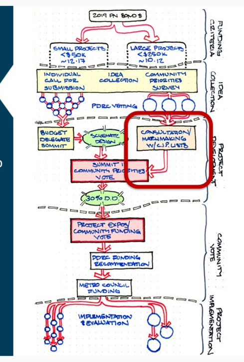
Vetting

- **Small projects:** Program Design and Review Committee reviews projects for feasibility and adherence to Bond and program criteria
- **Large projects:** Program Design and Review Committee reviews Community Priorities Survey to identify stated needs and desires that match Bond and program criteria



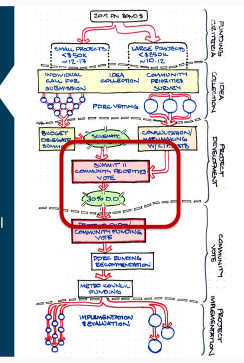
Small Projects: The Budget Delegate Summit & Schematic Design

- **Budget Delegate Summit:** community design charette where idea submitters, subject area experts, implementer and Metro staff build out project ideas
- **Schematic Design:** subject area experts, implementer and Metro staff then develop ideas to present to the community



Large Projects: Matchmaking

- Program Design and Review Committee takes summary of Community Priorities Survey to potential implementers
- Potential implementers identify projects from their community investment plans that match the needs and desires collected
- The Committee works with implementers to align projects with program goals



Community Priorities Vote and Design Development

- Community Priorities Vote identifies pool of potential projects to be further developed
- Implementer staff develops projects in preparation for final Community Vote ballot (could be another opportunity for engagement/design charette)
  - Small projects: ~80% Design
  - Large projects: ~30% Design

Project Development (5/10)

Vetting

Considerations & Context:
- The number of Summit projects will likely be determined by budget.
- How will the Committee score projects using their criteria?
- Ex. Each criterion worth 1 point or weighted?
- Will there be subjective scoring at the margin?

Q: How will the Committee use the established criteria to vet projects & narrow the project pool for Summit development?

Discussion, clarifications, questions

- For NiN Grants - typical graded score ofr 0-5 points for each of 5 application question for 25 total points, then use as a starting point for discussion
- Weighting reflective of criteria voting
- I like not weighting on communities vs. type of project, but weighting the criteria or communities that we voted for vs. the ones we didn't vote for
- sounds like it's going to be the who benefits & what kind of project combined here - if there is an imbalance # of criterias between the 2 I'd vote for weighted
- I like the graded scoring approach, as using a dichotomous approach loses context. BUT...
- Weighting on community impacts? See Project Evaluation Matrix (p. 14 of PB Cambridge '21 Guide)

☐ Graded scoring: Committee will decide weights for each criteria based on prioritization vote & discussion

Budget Delegate Summit/ Schematic Design

Considerations & Context:
- Should the Budget Delegate Summit be limited to small projects?
- Can attendees combine or adapt project ideas into larger projects?
- Additional details to be decided over subsequent meetings as we discuss community engagement.

Q: Does/can a Budget Delegate Summit meet the intent, goals, and values of this program?

Y | Strategic direction: discussion, clarifications, questions | N

- yes if done correctly, and if we make sure we also go to them rather than just expecting them to come to us
- Yes to openhouses, assemblies, (virtual) summits, and charettes, surveys, (provided with childcare, stipends, food, interpretation and other incentives & accomodations)
- And beyond translators, but key community members or past project awardees who can help people navigate?
- Yes, limited to smaller projects esp. if led by smaller groups lacking access to resources/ connections and build closer trust...
- Or, can a smaller project join a larger project? I like the idea of small projects combining, but that also might dilute community needs. And also the complexities of making relationships.
- Has finding partnerships w/ a public agency ever been a barrier? If so, could the Summit help with that?
- Yes, the matchmaking below for large projects is meant to address that issue. For small projects, this summit could address this issue.

☐ Yes, contingent on event & engagement profile
- Engaging communities of interest in their spaces
- Providing resources necessary for inclusion & accessibility
☐

Large Project Matchmaking

Considerations & Context:
- How will the Committee summarize survey results to present to jurisdictions?
- How will the Committee determine if projects suggested by jurisdictions match survey results?
- How exactly will projects have to match survey results?

Q: Does/can a community survey and matchmaking process meet the intent, goals, and values of this program?

Y | Strategic direction: discussion, clarifications, questions | N

- Example from Metro Local Share in 2022: THPRD playground was on CIP list; being created as a nature play area (which would fit the NiN Capital Grant program)
- yes for me but also a little abstract as well - Theresa
- surveys are important - but making it accessible in different languages and having in person paper versions can be helpful to address digital divide.
- The idea sounds good but the process a bit abstract --> For transparency of the process, definitely focus on outreach and communications

☐ Yes, contingent on survey design & matchmaking process
- Survey: available in-person, in multiple languages, clear in purpose
- Racial equity & engagement requirements of CIP projects
☐

Preliminary Community Vote

Considerations & Context:
- Balance between more projects for the community to choose amongst on final ballot but more projects developed that won't ultimately be funded or fewer projects developed with higher proportion of projects funded.

Q: How many projects will be approved through this vote for further development (more development = more unfunded)?

Discussion, clarifications, questions

- Typical for NiN Capital Grants, 150% of funding limit would go through the pre-application to invitation for full application
- considering statistics and the bell shape curve... more projects = very dispersed votes and difficult for community to vote on
- kind of hard to predict community behavior
- How would we try to get the same community members to engage/come out and participate in two votes?
- maybe instead of giving a #, decide on a cut off (I/X make it to next round etc)
- I recall there being one PB where the app connected those engaged to later voting stages?
- important to make this process community centered and activate new community members to stay involved.
- **Open** = **more projects approved** for further development, **greater burden** on community & implementers, **more investment & development** for projects that won't be approved in final vote, **more choices in final vote**.
- **Closed** = **fewer projects approved** for further development, **lower burden** on community & implementers, **less investment & development** for projects that won't be approved in final vote, **fewer choices in final vote**.
- I want to say more projects (to the extent it's not a burden), since it means more community decision-making at an early stage, where some projects [straying from classic model but representative of community] get filtered out by bias...

☐ Is this our final decision?

Design Development

Considerations & Context:
- Projects are developed to a sufficient level to be evaluated by community.
- Secondary development is more technical, so leaning on staff and contractors would be more efficient. Even with a second charette, final materials would still be implementer-prepared prior to the final vote. A second charette would give the community an additional touchpoint and allow for more input on the final proposal.

Q: Is secondary development via charette or implementer-prepared?

< Budget Delegate Summit | Implementer prepared >

Discussion, clarifications, questions

- Many of my engagement experience expressed wanting opportunity to follow up for more inputs or for people to follow up with them.
- If more technical, implementer-prepared could maybe be alright if it lessens the burden on budget delegates and keeps them informed/ opportunity to review or provide feedback as needed

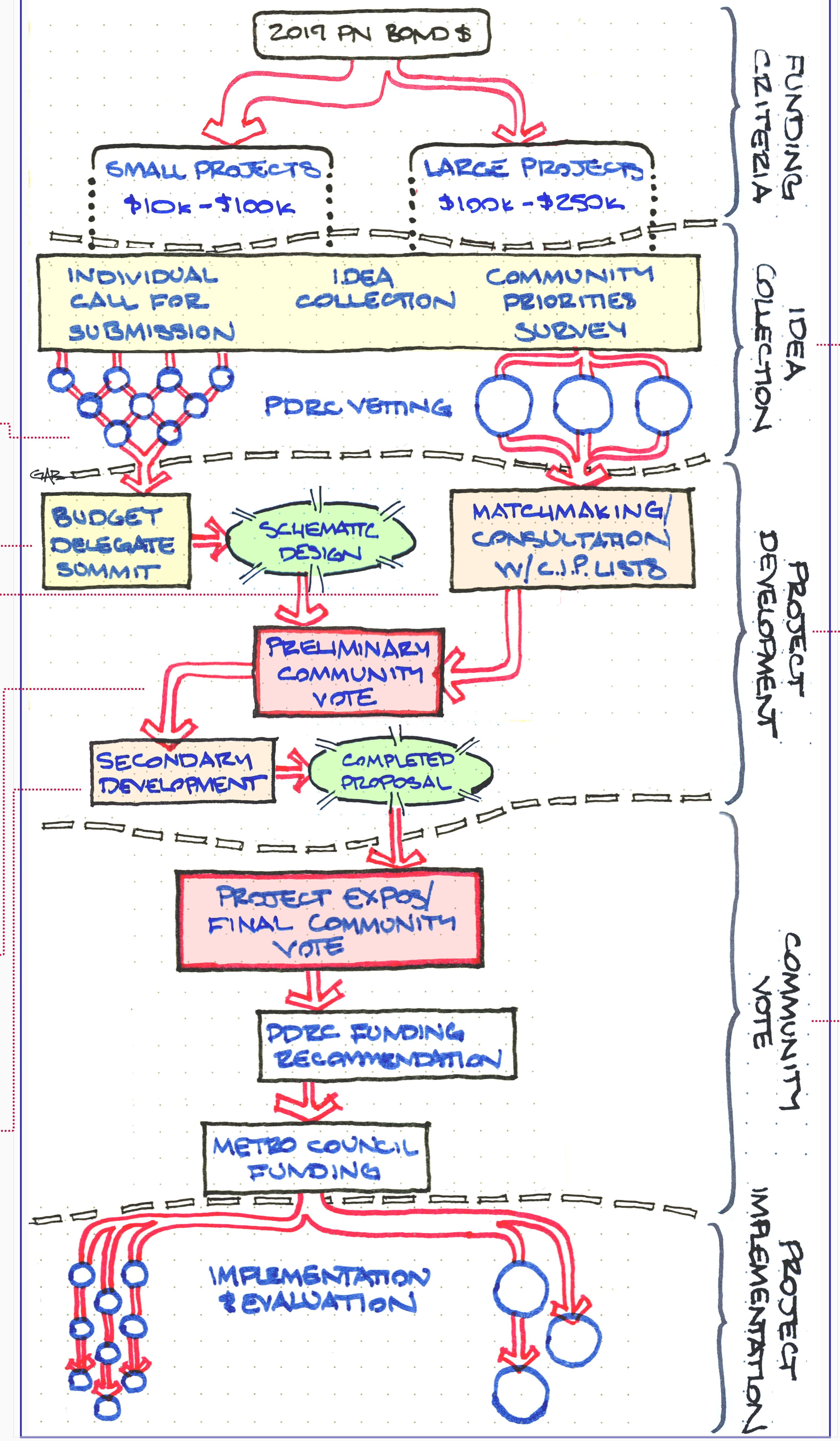
☐ Budget Delegate Summit for additional touchpoint w/ follow-up by implementer during final development/ballot preparation ☐

Q: Is secondary development the same for small and large projects?

Y | Discussion, clarifications, questions | N

☐ Is this our final decision? ☐

Implementation and Project Development Framework

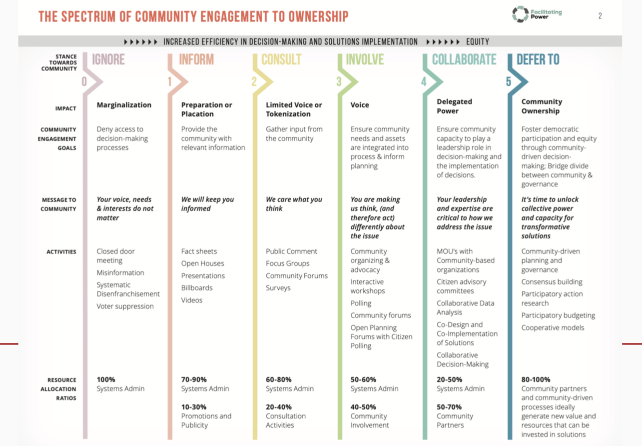


Reflective Questions, Racial Equity Framework

Goals and Outcomes:
- How does this decision advance racial equity?
- What are the racial equity outcomes that will be affected by this decision?
- Does this decision reflect our racial equity principles?

Benefits and Burdens:
- Who will benefit from this decision?
- Who will be burdened by this decision?
- What racial inequities are being produced or perpetuated by this decision?

Resources and Partners:
- What resources are needed for this decision to be successful?
- What other decisions, practices, or processes are necessary to ensure succcess?
- What partnerships are needed to ensure success?



Target Populations

Environmental Justice
Center communities that are disproportionately impacted by pollution and environmental hazards, and/ or disproportionately vulnerable to climate change-related disasters

Underserved Communities
Center communities that are or have been historically underinvested, nature-deficient, represent intersecting marginalized identities, and/or communities impacted by displacement or gentrification.

Engagement

Jeffrey | Kevin | Theresa | Blanca | Jairaj | Alisa | Metro

Engaging Communities (5/24)

Goals & Priorities

Q: What are inclusive and equitable community engagement strategies we can use in this process?

Discussion, clarifications, questions

- Language translation.
- Variety of engagement activities (virtual, visual, open-ended, etc.)
- Pay and reward people for their time and input.
- Photovoice gallary / gallery walks
- Breakout groups!
- Make activities fun!
- Community group agreements maybe??
- making sure there are multiple time opportunities if doing in-person event
- learning about the needs from community first so experts know what to address
- utilizing community specific media outlets and chat groups
- partner with community engagement liaisons/ representatives
- Many of my engagement experience expressed wanting opportunity to follow up for more inputs or for people to follow up with them.
- going to existing community events rather than only relying your own events
- I love PB Cambridge's GIS platform for informing and collecting comments!

Project Development Budget Priorities

Considerations & Context:
- Program priorities are limited by budget and personnel capacity, so it is important to prioritize where it is most important to maximize engagement.
- Our draft budget emphasizes early engagement w/ target communities.
- In this section, we will establish our principles and priorities for engaging target communities throughout the participatory process.
- Keep in mind the racial equity reflective questions above as we work through this section.

Phase	Tasks	Allocation	% of Total	Total
0 General		$ 10,000.00	4%	$ 10,000.00
	0.1 Digital Platform (Idea Submission, Comment, Voting)			
3 Idea Collection		$ 60,000.00	24%	$ 70,000.00
	3.1 Online Community Info Session			
	3.2 Community Kickoff & Idea-Generating Event			
	3.3 Community Survey			
	3.4 Online Idea Submission			
	3.5 Community Tabling (In-person submission)			
	3.6 Compile & Summarize Community Ideas & Survey Results			
	3.7 Vet & Refine Community Ideas for Project Development			
4 Project Development		$150,000.00	60%	$220,000.00
	4.1 Budget Delegate Summit I			
	4.2 Schematic Design			
	4.3 Preliminary Community Vote			
	4.4 Budget Delegate Summit II			
	4.5 Secondary Development			
5 Community Vote		$ 30,000.00	12%	$250,000.00
	5.1 Project Expo (w/In-person voting)			
	5.2 Online Community Vote			
	5.3 Community Tabling (In-person voting)			
	5.4 Compile & Summarize Community Vote results			
	5.5 Prepare PDRC Recommendation for Metro Council			

Q: Between idea collection & voting, does this budget split reflect your vision and goals?

Discussion, clarifications, questions

Y | N

☐ Is this our final decision? ☐

Idea Submission

Q: How can we maximize engagement & inclusion during Idea Submission?

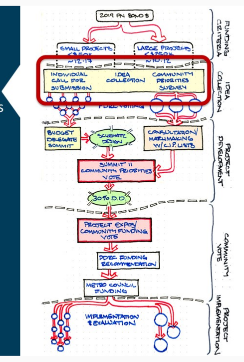
Discussion, clarifications, questions

- Having staff fill out forms while giving space for delegates to speak and elaborate their ideas
- Use infographics, stories, and photos for project background and proposal guidelines. Also, interpretation > direct translations
- Understand that youth are encouraged to attend (especially for those of us who have served as "translators" to our parents!)
- Variety of engagement activities (virtual, visual, open-ended, etc.)
- Explicitly describe our intentions of including those often excluded.
- Make activities fun!
- Allow participants to write up key questions "snowball fight"
- Option to start with storytelling
- learning about the needs from community first so experts know what to address
- going to existing community events rather than only relying your own events
- utilizing community specific media outlets and chat groups - ex) idea recruitment ad

Q: Is Idea Collection a hybrid process (online & in-person)?

Y | Discussion, clarifications, questions | N

☐ Is this our final decision? ☐



Idea Collection

- **Small projects** concepts/ideas are submitted by community members and community-based org's
- Community priorities survey identifies community needs and desires for **large projects** in their neighborhoods

Q: How are ideas submitted in-person? (E.g., community events, info sessions, community public spaces like libraries, schools, religious spaces)

Discussion, clarifications, questions

- school events, community centers,
- going to existing community events rather than only relying your own events
- community liaison pickups
- Tabling at gathering locations identified specifically by community (e.g., marketplace, park, etc.)
- At earlier sessions, make a space for people to offer suggestions?
- For those visiting such sites, they should have understanding of cultural "manners"
- In person in-language surveys / or in person collection tools
- Classic focus group events - we could call them "ideation stations" :)
- asking before going/promoting in a space

☐ Is this our final decision?

Budget Delegate Summits & Project Development

Q: How can we maximize engagement & inclusion through Budget Delegate Summits & Project Development?

Discussion, clarifications, questions

- providing food, drinks, and a wide variety of ways to participate (virtual and in person)
- Provide stipends to honor peoples time
- Icebreaker activities like nature storytelling (shared in Metro's Connecting with Nature Report)
- mock up project sites like Park(ing) Day displays
- Sharing photos/stories of past projects -- big posters! Have past awardees have a station to share own experiences of proposal process? Or even hosting event at a project site!
- Project implementers and landscaper being receptive to ideas that may not be traditionally accustomed to
- different booths for different expert areas or projects
- have different sessions/rooms for different languages

Q: Is the Budget Delegate Summit & Project Expo one large event each or multiple smaller events?

Discussion, clarifications, questions

- with 1 event how do we support folks who might not be able to make it? I like the idea of 1 large event for cohesion but can foresee it leaving folks out
- Maybe one large weekend event (sort of like a conference)
- smaller, spread out events so folks have more time to think through ideas / let ideas develop
- Multiple smaller to cover many people's varied work and life schedules.
- Greensboro PB recommends at least 1 event for morning, weekend, and evening.

One large event | Multiple smaller events

☐ Is this our final decision? ☐

Q: If more than one, how are these organized (by type, by neighborhood, etc.)?

Discussion, clarifications, questions

- East & West & South (ex: 2 in Hillsboro 2 in Gresham etc), maybe 1 centrally located
- Geographic makes the most sense I think. Also paying attention to neutral ground (ex: not at religious or politcal venues, etc.)
- If in person, located by public transit access within neighborhoods or whatever subsets used
- If we do hybrid we need to make sure both options are evenly accessible; a lot of hybrid events I've seen have leaned heavily towards supporting virtual or in-person attendants
- Make it all virtual
- Virtual + In-person options?
- "Proposal advocate" > "Budget delegate" ? I was also unfamiliar with "charette" prior to this!
- Consider that how it's organized can also play out how cross-cultural and cross-project collaboration happens

☐ Is this our final decision?

Community Votes

Q: How can we maximize engagement & inclusion through the project expos and community votes?

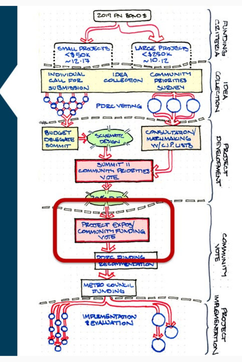
Discussion, clarifications, questions

- Mail-in option with info packet lessens the burden
- hybrid - in person can use things like stickers or ballots
- stickers on project location maps
- Freebies like Oregon Zoo tickets?!
- yes. 2 week (whatever feasible) transit pass is nice too...although that's trimet not metro
- Educational materials if using more novel voting methods like Ranked-Choice
- Give voters option of being notified of voting results and/ or future civic engagement work with Metro.

Q: Are the Votes hybrid processes (in-person & online)?

Y | Discussion, clarifications, questions | N

☐ Is this our final decision? ☐



Project Expos and the Community Vote

- Once projects are developed enough for grant application and Community Vote, presentations are prepared and project expos organized
- Projects are placed on a Community Vote ballot by project type or budget
- The People Vote!

Q: How is voting distributed among locations and resources? (E.g., ballot boxes, tabling at community events & spaces, flyers to residents)

Discussion, clarifications, questions

- More voter ballot boxes/opportunities targeted towards voter suppressed communities in this process -- trust building!
- I like the idea of including the primary election drop box sites (linked), as it can lay a path for further civic engagement + representation + empowerment

☐ Is this our final decision?

Eligibility & Credentialing

Idea Submission & Community Survey

Q: What is the age minimum for idea submission?

6+ | 11+ | 16+ | 18+

Discussion, clarifications, questions

☐ Is this our final decision?

Q: What is the age minimum for the survey?

6+ | 11+ | 16+ | 18+

Discussion, clarifications, questions

☐ Is this our final decision?

Q: Should idea submission and the survey be limited to individuals and groups within the program geography?

Discussion, clarifications, questions

Y | N

☐ Is this our final decision? ☐

Q: How should age & geographic eligibility be verified to balance accessibility & legitimacy?

Discussion, clarifications, questions

☐ Is this our final decision?

Community Votes

Q: Should the two Votes have identical parameters? Is one more targeted than the other? (Ex: Prelimi-nary Vote is more limited and targeted while the Final Vote is Metro-wide)

Discussion, clarifications, questions

Y | N

☐ Is this our final decision? ☐

Considerations & Context:
- Following the principle of communities choosing how public money is invested in their communities, **PB processes often use a ballot that allows people to choose projects up to the funding limit.** If the pot is $50k and there are $100k worth of projects, they can choose up to the pot limit, regardless of how many projects are selected.
- This method usually requires either online or in-person facilitation.
- Various ranked choice options such as instant run-off or STAR methods might be easier to implement for drop-off or mail-in options, but would not have as direct a connection to the concept of community-sourced budget prioritization.

Ex. Vote to Buget Limit

Ex. Multiple Votes

Ex. Ranked Choice

Q: What voting method should be used (ranked choice, single vote, multiple votes, vote to funding limit)?

Discussion, clarifications, questions

☐ Is this our final decision?

Q: How should we balance online & in-person voting to ensure both accessibility & legitimacy?

Discussion, clarifications, questions

Q: Should voting eligibility & credentialing be the same as for idea submission and/or the survey?

Discussion, clarifications, questions

Y | N

☐ Is this our final decision? ☐