City of Seattle
Edward B. Murray, Mayor

Seattle Department of Neighborhoods
Kathy Nyland, Director

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MEMORANDUM

To: Councilmember Tim Burgess, Chair, Affordable Housing, Neighborhoods & Finance Committee
Councilmember Lisa Herbold
Councilmember Rob Johnson

From: Kathy Nyland, Director, Department of Neighborhoods

Date: March 31, 2016

Subject: RSJI Analysis of DON Grant Programs (Statement of Legislative Intent 20-1-A-1)

Statement of Legislative Intent 20-1-A-1, adopted with the 2016 Adopted Budget, required the Department of Neighborhoods to assess the accessibility and equity of the department's grant programs.

This report is intended to provide Council and staff information regarding the department's progress to date on the requested analysis. The report includes an overview of the department's grant programs and two additional programs that the department has included in the scope of this review and assessment—the Neighborhood Parks and Street Fund and the Neighborhood Street Fund. All of the programs' application processes included in this first report will be run through the Racial Equity Toolkit to assess barriers to participation in current processes and develop recommendations for potential actions to mitigate these issues.

This report also includes an overview of the department's proposed approach to this analysis, including reviewing previous assessments and stakeholder feedback collected over the last few months, as well as collecting additional stakeholder feedback to better inform the recommendations for the specific Racial Equity Toolkits that will be run on each of the program's application processes. Finally, known opportunities to incorporate recommendations are identified. Additional opportunities to incorporate recommendations in the current year will be discussed in the second report in July as they are identified through the Racial Equity Toolkit analyses.

We look forward to working with Council to ensure that all of Seattle's residents have the opportunity to take advantage of the many grant resources available to them through the Department of Neighborhoods' grant programs.

cc:
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Date: March 31, 2016

From: Tim Wolfe, Department of Neighborhoods
Kathy Nyland, Department of Neighborhoods

To: Councilmember Tim Burgess, Chair, Affordable Housing, Neighborhoods & Finance
Councilmember Lisa Herbold
Councilmember Rob Johnson

Subject: First Report Back to Council on SLI 20-1-A-1: RSJI Analysis of DON Grant Programs

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Executive Summary

As part of the 2016 Adopted Budget, the Council requested that the Department of Neighborhoods (DON) analyze and assess opportunities to improve the grant-making programs' accessibility and equity, including through the use of the Racial Equity Toolkit. This first report to the Council describes the methods and approach that the department will use for this assessment as well as potential opportunities to include recommendations in the current year.

DON will focus the Racial Equity Toolkit analyses on the application processes for the grant-making programs that the department directly manages or provides additional management or support for other departments. The programs included in this first report are the Neighborhood Matching Fund, Participatory Budgeting, Duwamish River Opportunity Fund, Neighborhood Parks and Street Fund and the Neighborhood Street Fund.

DON will run each program's application process through the Racial Equity Toolkit with participation from other departments that perform similar work or interact directly with the program. DON has started running the different programs through the Racial Equity Toolkit and will report back findings and recommended actions to the Council in the second report due in July. Each process will include stakeholder engagement for input and feedback on current barriers to participation, equity issues identified in the processes, and potential benefits and harms of potential changes. For the purpose of the Racial Equity Toolkits, the application process is meant to include everything from the paper or online application to the interview and review process to the selection process and final award process.

Additionally, this first report includes some descriptive data on the various programs. Data included is focused on the application process to provide context on the current reach and scope of the department's grant programs. The amount and quality of current data varies by program and comparing

across programs is challenging due to this and the varied nature of the programs' processes. Additional descriptive data to support any recommended actions will be provided in the second report.

Finally, the report includes a brief overview of stakeholder engagement, analysis, and other feedback done to date before this current report. This is intended to group this analysis in the work done before and the second report will highlight issues or barriers of particular note that have been highlighted in previous stakeholder feedback processes or program reviews.

Background on Department of Neighborhoods Community Grant Programs

DON directly manages three community grant programs—Participatory Budgeting, the Duwamish River Opportunity Fund, and the Neighborhood Matching Fund. Of these programs, the Neighborhood Matching Fund has the most established history in the department and community and has been an anchor program of the department since 1988. The Duwamish River Opportunity Fund was created in the department in 2014 and shares many of the features, processes and application materials of the Neighborhood Matching Fund. Participatory Budgeting was added as a pilot program to the department in 2015 based on a national model for increasing civic engagement in government processes and budgeting. Each of these programs has unique characteristics, outcomes and processes that define them from one another making a linear comparison across programs challenging.

In addition to the three programs DON directly manages, DON also plays a substantial role in the Neighborhood Parks and Street Fund, a partnership between the Seattle Department of Transportation (SDOT), Department of Parks and Recreation (Parks), and DON. Unlike the other three community grant programs, most of the work funded through the Neighborhood Parks and Street Fund is implemented directly by the City. Likewise, DON works closely on the Neighborhood Street Fund which makes awards for larger transportation infrastructure projects that are ineligible for the Neighborhood Parks and Street Fund either due to size or complexity.

Although not called out specifically in the request, DON, Parks and SDOT will complete a Racial Equity Toolkit analysis of both programs in 2016 with recommendations for changes to the 2017 application cycle for the Neighborhood Parks and Street Fund. As the Neighborhood Street Fund is run on a three-year cycle, any recommendations would be for 2019.

Participatory Budgeting Overview:

Participatory budgeting (PB), renamed *Youth Voice, Youth Choice* by the project steering committee, is a new youth-focused pilot program that will award $700,000 to projects proposed by the community, developed and voted on by youth ages 11-25. Seattle's participatory budgeting project is based on an international model first implemented in 1988 in Brazil. The program has been implemented in some form around the country and world by local and state governments, housing authorities, and schools and universities. While the basic structure of the program is universal, implementing governments and institutions have the ability to customize it to be responsive to local needs. One of the unique aspects of PB in Seattle is the focus on youth ages 11-25. In the U.S. only one other city, Boston, has focused their program on youth as well.

Unlike all of the department's and City's other grant programs—there is no formal application process and ideas are voted on by the community with the top ideas funded up until the full $700,000 has been awarded. A steering committee comprised of 20 youth and adults from community organizations that work with or have a youth focus was formed at the end of 2015 to guide the pilot process and develop project eligibility parameters. The steering committee decided on the age range for participation during the project development phase, set limits on the minimum and maximum funding available for individuals projects and named the Seattle pilot *Youth Voice, Youth* Choice.

Project Phases:
There are no divisions of the funding into sub-funds based on different criteria and the process consists of only one award cycle. The program has three major phases:

- **Idea collection**: community members of any age can participate in an idea assembly. DON hosted seven assemblies, organizing one in each Council District at libraries, community centers and community organizations. Additional mobile assemblies were held at community-based organizations, schools and other youth programs. To be counted as an "idea" collected during this phase, an individual must identify a problem or need in their community as well as a potential solution or intervention. Specific details are worked out in the project development phase. The goal of idea collection is to gather a high volume of ideas from across the city that represent the diversity of communities and needs within the city.
- **Project development**: youth ages 11-25 who live, go to school, receive services or work in the City of Seattle are eligible to participate in this phase. Groups of youth work with City staff and facilitators to synthesize the ideas generated in the first phase into five to ten viable, vetted projects that the City or other local partners can implement. The groups for this phase are dictated by the ideas collected in the first phase. In this pilot process the groups formed included: civil rights and public safety, transportation and utilities, health and human services, neighborhoods and economic development, arts and culture, and parks and recreation. Participating youth are briefed by City staff about the relevant services departments provide related to the project ideas. During the second part of project development, City staff advise youth on evidence-based strategies and interventions to achieve the project goals while also reviewing projects for feasibility and developing cost estimates.
- **Public vote**: After projects have been vetted and cost estimates have been generated, the final projects are put on a public ballot for youth ages 11-25 throughout the city to vote on which projects to fund. In addition to physical paper ballots, an online voting tool is utilized in order to expand the reach and increase the number of voting youth. Voting occurs over a week at the end of May.

Once vote week is complete, the City awards projects up to the available $700,000. Partial funding for a project may be considered depending on the impacts to the project scope if necessary. Projects are then contracted and implemented by City departments and other relevant organizations and agencies. DON manages and monitors the ongoing project progress throughout 2016-2017.

Participation to Date:
To date, the project has only completed the first phase of the process—idea collection. In order to collect as many ideas as possible from as broad a range of individuals, particularly youth, as possible;

DON managed the process in a number of different formats. The City hosted one assembly in each of the seven Council Districts and additional assemblies were hosted by steering committee members and other community partners in schools, community organizations and other youth programs.

Table 1. PB Idea Collection Assembly Participation: February 2016

Assembly Participants	School Visit Participation	Ideas Collected	Budget Delegates	Assemblies Held in February
357	480	534	66	19

In total, over 800 individuals participated in the idea collection phase resulting in over 500 ideas. In addition to the ideas collected in the first phase, 66 youth signed up to participate in the project development phase of the project over the months of March and April.

DON used the voluntary inclusive sign-in sheet at every City and community organization-hosted assembly in order to gather descriptive data about participants. Additional voluntary post-participation surveys were distributed at assemblies in order to understand the impact of participation in the program. In general, program participants to date have represented a broad demographic range.

Table 2. Idea Collection Participation Demographics

	Participants	Percent of Total Participants
Gender		
Male	81	46.6%
Female	92	52.9%
Transgender	1	0.6%
Race/Ethnicity		
White	35	20.5%
Black/African American	21	12.3%
Hispanic or Latino/a	77	45%
Asian	20	11.7%
American Indian/ Alaska Native	4	2.3%
Native Hawaiian/ Pacific Islander	4	2.3%
Other	16	9.4%
Age		
11-25	146	85.4%
26-34	12	7.0%
35+	13	7.6%

Language Spoken in Home	Count	Percent
English	76	43.9%
Spanish	60	34.7%
Multiple	10	5.8%
Somali	7	4.0%
Samoan	2	1.2%
Korean	2	1.2%
Arabic	2	1.2%
Vietnamese	2	1.2%
Chinese	2	1.2%
Amharic	2	1.2%
Oromo	2	1.2%
Tongan	1	0.6%
Cambodian	1	0.6%
Tagalog	1	0.6%
Cantonese	1	0.6%
Kunama	1	0.6%
Eritrean	1	0.6%

(Based on information gathered using the inclusive sign-in sheet at assemblies. 177 Respondents)

After the first phase of the process completed, DON staff assigned each idea to one of the six groups, or committees, to work on further refining the list into five to ten projects per committee. Of the committees, health and human services accumulated the most ideas followed closely by parks and recreation as well as neighborhoods and economic development. Many of the ideas resonate with current topics of conversation around homelessness, job training and human services or resonate particularly with youth including after-school programming or health education programming.

Staffing:
The program is staffed by 1.0 FTE planning and development specialist II (temporary) and 0.75 FTE strategic advisor (regular). Additional support to the program is provided by 1.0 FTE contracts and grants specialist and the strategic advisor that manages the Community Investments Division within the department.

Duwamish River Opportunity Fund Overview:
Created in 2014, the Duwamish River Opportunity Fund (DROF) provides $250,000 a year for community projects in the Duwamish River area to address community issues, concerns and needs in the Duwamish River Superfund cleanup site. The fund is intended to serve community development purposes, enhance existing programs and support new programs focused on challenges faced by the communities in the Duwamish River area. As with the broader cleanup effort, DROF is intended to leverage the work and investments of King County, the Port of Seattle and other public and private entities in the area.

Since its creation, 22 projects have been awarded through the program totaling $500,000, with projects focusing on healthy food and fishing, job training, and environmental and community development. The department currently works closely with a consultant who manages the application and selection processes, contracting, and reporting. DROF projects must be based in or directly serve the Duwamish River communities in order to be eligible for funding.

Table 4. DROF Applications 2014-2015

	2014				2015			
Category	**Applications**	**%**	**Awards**	**%**	**Applications**	**%**	**Awards**	**%**
Healthy Food	4	25.0%	3	33.3%	4	21.1%	2	15.4%
Job Training & Economic Development	3	18.8%	1	11.1%	4	21.1%	4	30.8%
Healthy Lifestyle	4	25.0%	1	11.1%	6	31.6%	4	30.8%
Pedestrian Safety	3	18.8%	2	22.2%	1	5.3%	1	7.7%
Environment	2	12.5%	2	22.2%	4	21.1%	2	15.4%
Total	**16**		**9**		**19**		**13**	

Neighborhood Matching Fund Overview:
The Neighborhood Matching Fund (NMF) was created in 1987 by ordinance to provide neighborhood groups with City resources for community developed and driven projects. City funding is matched by the

community's resources of volunteer labor, donated materials, professional services or cash match. The NMF supports:

- Projects that feature community participation and self-help where the community beneficiaries are also responsible for developing and implementing the project.
- Grassroots, neighborhood-based projects implemented by organizations that are community-based.
- Projects that provide a community benefit and are free and open to the public.
- Projects with distinct outcomes and products as opposed to ongoing services or projects.

There are three funds within the NMF:

- **Large Projects Fund**: Awards around $1.5 million annually to projects up to $100,000. Applicants must identify a neighborhood district council that the project will be implemented in in order to be eligible for funding. Projects may be physical or non-physical and must support community building around the project. The Large Projects Fund application review process involves City staff, Neighborhood District Council representatives and other community members identified by DON staff. The total application process takes around three months from the time of submission to notice of decision. Contracting can take anywhere from one to four months from award notification depending on the size and complexity of the project.
- **Small and Simple Projects Fund:** Awards projects up to $25,000 through three cycles throughout the year. Projects can be physical or non-physical and must facilitate community building around the project. NMF staff review Small and Simple applications with the support of relevant City staff. The application process takes around eight weeks from the time of submission to notice of decision, with contracting completed within one month from notification.
- **Small Sparks:** Awards projects up to $1,000 for community capacity building projects. Applications are accepted year-round and are reviewed by NMF staff with notice provided within two weeks and contracting completed within one month from notification.

Table 5. NMF Awards by Fund, 2010-2015

Funding Opportunity	2010	2011	2012	2013	2014	2015
Large Projects Fund	$1,247,418	$1,031,157	$1,407,081	$434,120	$873,125	$1,505,515
Small and Simple Projects	$1,100,541	$852,029	$1,250,329	$1,354,980	$1,335,224	$1,477,146
Small Sparks	$60,537	$52,536	$45,144	$52,010	$80,716	$161,823

Staffing:

The NMF is staffed by 8.0 FTE including one full-time planning and development specialist, supervisor that directly manages five full-time planning and development specialists II (project managers), one full-time assistant finance analyst, and one full-time administrative staff assistant. Staffing levels have remained consistent in the previous five years, but have varied greatly since the program was created and different sub-funds within NMF have been created or moved within the program.

Neighborhood Parks and Street Fund Overview:

Created in 1999, the Neighborhood Parks and Street Fund (NPSF) historically provides around $1 million per year from the Cumulative Reserve Subfund for major maintenance projects identified in neighborhood plans, identified and prioritize by the community. The process is run through the Neighborhood District Councils and final funding decisions are made by the Department of Neighborhoods, Seattle Department of Transportation, Department of Parks and Recreation and the City Budget Office. Major maintenance projects up to $90,000 are funded.

Table 6. NPSF Applications and Awards by Council District, 2013-2015

	2013		2014		2015	
Council District	**Applications**	**Awards**	**Applications**	**Awards**	**Applications**	**Awards**
District 1	13	5	13	3	17	5
District 2	15	5	8	3	29	3
District 3	3	3	15	3	28	6
District 4	14	4	7	4	21	3
District 5	6	2	5	2	19	3
District 6	11	3	8	3	21	3
District 7	16	3	12	6	14	4
Total	**78**	**25**	**68**	**25**	**149**	**28**

Each year, the total available funding is divided evenly between the Neighborhood District Councils and all feasible, prioritized projects up to the individual District Council limit are funded. In some cases, fewer eligible projects are available and an individual District Council's funding may be used to supplement another District Council that has more requests than funding available. Over time, the intent is to smooth this out across the District Councils, with those that received less funding one year receiving more in future years to compensate.

Table 7. NPSF Applications and Awards by Neighborhood District Council, 2013-2015

	2013		2014		2015	
Neighborhood District Council	**Applications**	**Awards**	**Applications**	**Awards**	**Applications**	**Awards**
Ballard	7	1	5	1	15	2
Central	0	1	4	3	13	2
Delridge	7	2	8	2	14	3
Downtown	5	2	4	3	7	2
East	3	2	9	1	14	1
Greater Duwamish	11	2	7	2	14	3
Lake Union	8	2	4	2	9	3
Magnolia/ Queen Anne	10	1	7	1	9	2
North	5	2	3	3	11	2
Northeast	4	3	4	2	16	2
Northwest	8	2	5	2	12	2
Southeast	8	2	6	2	16	2
Southwest	3	3	3	1	3	2
Total	**78**	**25**	**68**	**25**	**149**	**28**

Table 8. NPSF Application and Award Amounts by Neighborhood District Council, 2013-2015

Neighborhood District Council	**2013 Award Amount**	**2014 Award Amount**	**2015 Award Amount**	**Total**
Ballard	$90,000	$165,000	$176,800	**$431,800**
Central	$103,000	$100,000	$195,321	**$398,321**
Delridge	$97,650	$152,000	$264,996	**$514,646**
Downtown	$90,600	$206,400	$198,300	**$495,300**
East	$70,000	$180,000	$185,500	**$435,500**
Greater Duwamish	$90,000	$201,000	$179,500	**$470,500**
Lake Union	$92,750	$109,000	$89,300	**$291,050**
Magnolia/ Queen Anne	$90,000	$182,000	$190,000	**$462,000**
North	$114,750	$140,000	$196,300	**$451,050**
Northeast	$103,250	$95,000	$198,000	**$396,250**
Northwest	$95,500	$75,500	$242,850	**$413,850**
Southeast	$72,500	$180,000	$190,700	**$443,200**
Southwest	$90,000	$194,100	$114,000	**$398,100**
Total	**$1,200,000**	**$1,980,000**	**$2,421,567**	**$5,601,567**

Unlike other City community grant programs, NPSF projects are implemented by SDOT and Parks directly. Community members develop project ideas based on needs identified in their community and eligible projects are reviewed and prioritized by the Neighborhood District Councils. Past projects have

included crossing improvements like rapid flashing beacons and curb bulbs, traffic calming measures, park benches or tables, trail and path maintenance, and natural area renovation.

Neighborhood Street Fund Overview:
Originally created using Bridging the Gap Levy funding in 2006, the Neighborhood Street Fund (NSF) provides approximately $1.5 million per year on a three-year funding cycle for larger transportation infrastructure projects over $100,000. With the passage of the 2015 Levy to Move Seattle, the NSF will continue on with $24 million to cover the next nine years of the program.

The process is similar to the NPSF in that proposals can be submitted by any individual and are reviewed and prioritized by the Neighborhood District Councils. Ultimately, the Move Seattle Citizen Oversight Committee evaluates the project list and makes final funding recommendations to the Mayor and City Council.

Methods and Approach to RSJI Analysis

To supplement and support the Racial Equity Toolkit analyses requested by Council, DON will use both quantitative descriptive program data and qualitative stakeholder feedback. DON formed five individual teams to run the programs through the Racial Equity Toolkit, including representatives of other departments that interact frequently with the DON community grants programs or have relevant experience or expertise including SDOT, Parks, the Office of Immigrant and Refugee Affairs, the Office of Sustainability and the Environment, Seattle Public Utilities, the Office of Economic Development and the Office of Arts and Culture.

In addition to conducting new stakeholder engagement to provide the input and data needed for the Racial Equity Toolkits, DON has collected stakeholder feedback numerous times over the last decade particularly related to the NMF and, to a lesser degree, the NPSF. To fully understand the work that has been done to examine and assess DON's grant programs in the past and to help refine what aspects of the programs' processes to focus the current assessment on, DON reviewed meeting notes from advisory groups, surveys filled out by past participants, written evaluations and assessments, and met with individuals from different community organizations with experience with the different programs.

From this review, several issues surfaced consistently from year to year regarding NMF, NPSF and grant programs in the department and City in general including: reimbursement; fiscal sponsorship; application processes, requirements and reviews; and transparency of City review and appeals processes. Addressing some of these issues requires review of the City's legal, risk and financial requirements, obligations and policies while others are solely policy or program decisions.

Previous NMF Stakeholder Engagement:
Throughout the years since its inception, many aspects of the NMF have changed while maintaining the core mission of providing resources to communities to implement community identified and driven projects. At various times, the NMF has had additional sub-funds associated with the program, has had more or less project management staff, and has had different revenue sources including Community Development Block Grant. Recent major survey and evaluation efforts include work done every year since 2009, each of which have included stakeholder engagement in some form.

It should be noted that many of the issues or obstacles that were identified in past analyses and evaluations have been addressed by program changes and process improvements by NMF staff over the years. These include:

- Developing a web-based application system, moving away from a previously paper-intensive process.
- Providing more opportunities for technical assistance beyond one-on-one conversations, including the start of Small and Simple and Large Projects Fund workshops.
- Increasing funding limits of Small Sparks and Small and Simple Projects Fund
- Streamlining and simplifying different fund applications by moving to a common application form across all funds.

To supplement the stakeholder feedback already collected in previous years without duplicating past efforts, DON will engage with different stakeholders once different potential strategies for addressing barriers or issues already identified by the community have been developed but before recommendations are formed. Like former analyses, DON will likely engage community stakeholders through additional focus groups, individual interviews and online surveys as necessary and appropriate to the type of input, feedback and guidance needed and solicited.

While many of the issues identified in previous evaluations and analyses have been addressed, there are several areas where additional evaluation is needed in order to identify the appropriate recommendations. One of the main items of focus in the 2009 evaluation that has not been addressed is to review and streamline the Large Projects Fund review process and geographic parameters.

Previous PB, DROF, NSF and NPSF Stakeholder Engagement:
While NMF has been the subject of much discussion captured through formal feedback collection like surveys, focus groups and interview, the rest of the department's programs do not have the same depth or breadth of collated stakeholder feedback.

As PB is a new program not yet halfway through its first year, there is minimal feedback or data to date on the process outside of what has been actively collected through implementation. Similarly, DROF is a relatively small and geographically-focused fund so there is not the same volume of previous documented conversations about issues or recommendations to address issues. For these two programs, stakeholder engagement conducted will be to address issues identified through the Racial Equity Toolkits and will be formally gathered and documented as part of the toolkit. Additionally, lessons learned and applicable recommendations to the NMF and NPSF resulting from this or previous analyses could be applied to both DROF and PB as appropriate.

Feedback related to the NPSF has come from individuals on the Neighborhood District Councils over the last few years and there is documentation to support many of the challenges, barriers and issues associated with the current application process; however, a more formal and documented review or Racial Equity Toolkit analysis of the process has not happened yet. Similarly, the Neighborhood Street

Fund application process has not been formally reviewed using the Racial Equity Toolkit and this work will generate stakeholder feedback for recommendations for future cycles.

Major Themes across Programs from Past Engagement:
While each program is unique and drawing too many parallels or connections should be done so cautiously, there are some common practices, policies or procedures that are consistent across at least two or more of the programs, meriting particular attention in this analysis. Some of these issues are handled different from program to program and a potential solution or recommendation could be applied to the other programs, while in other instances there may be some areas where universal change is needed to address the issues.

Reimbursement: Across DON grant programs one of the common issues identified is that the grants are all wholly reimbursable—requiring community organizations, groups and individuals to have some dollars available in advance in order to start a project. This poses a barrier particularly for nascent or truly grass-roots community groups or groups without access to capital. Often times, the activities that these groups seek funding for center around capacity building or community/organizational development. This is of particular issue for Small Sparks projects that are intended to provide start-up or seed funding to community groups to organize that may not already have enough capital or organizational capacity or networks to front the cost or find a willing fiscal sponsor.

Fiscal Sponsorship: In an effort to address the issue of reimbursement, NMF and DROF both have fiscal sponsorship requirements for awarded projects. In addition to providing an additional layer of financial review and coverage, fiscal sponsors can also provide insurance for projects and provide additional support to projects, including administrative or logistical support. One of the challenges applicants sometimes face is in identifying a good fiscal sponsor that is organizationally aligned with their project and willing to be a sponsor. Any potential recommendations related to the current fiscal sponsor model could directly impact issues related to reimbursement described above as well.

Application Process: While there are many similarities across DON grant programs, each program has a unique application process. Each program has a unique application form/method, submittal process, review process, selection criteria, and decision-making process. The application processes will be the main focus of the Racial Equity Toolkit analyses. Appendix A provides more detail of the current application processes by program and fund.

Racial Equity Toolkit Analyses
In addition to the issues that have been previously identified as possible barriers, DON will run each program's application process through the Racial Equity Toolkit to assess those and other potential barriers to access and participation in the department's grant programs. Individuals from various departments that work with DON's grant programs or have related and relevant programming will participate on the teams running the Racial Equity Toolkits. The intent is to have all of the RETs completed by end of April/early May to allow time to analyze findings and develop options for implementing recommended actions.

In order to coordinate stakeholder engagement, DON is running the toolkits simultaneously and has begun identifying critical stakeholders to engage, questions to ask each stakeholder by fund, and developing methods to engage with each unique stakeholder group in the way that is most likely to facilitate the input or feedback needed. For some of the programs, like Participatory Budgeting, follow up surveys with participant youth, community organizations and schools that have interacted with the program to date are likely the most efficient way to gather feedback. Any new surveys conducted will help supplement already collected survey data from the programs.

Individual interviews with a cross section of stakeholders that have participated in multiple grant programs within the department will be another key point of data collection. DON intends to engage former successful and unsuccessful applicants to different programs; new populations that have unique barriers to participation, particularly the City's newer immigrant and refugee populations; homeless, youth, and LGBTQ communities and organizations; and other individuals and organizations that represent a cross-section of experiences with DON's grant programs.

Each Racial Equity Toolkit is being independently, with the exception of the Neighborhood Parks and Street Fund and the Neighborhood Street Fund, which are being run concurrently as there is a large degree of overlap in process between the two funds. The individual Racial Equity Toolkits will be run by DON with the participation of the following departments:

Participatory Budgeting: DON, SPU, OIRA, OAC
Duwamish River Opportunity Fund: DON, OED, OSE
Neighborhood Matching Fund: NMF, DPR, other departments TBD
Neighborhood Parks and Street Fund: DON, SDOT, DPR
Neighborhood Street Fund: DON, SDOT

Opportunities to Incorporate Findings in 2016:

Participatory Budgeting

Vote Week & Outreach—findings from the RET regarding barriers to participation during the idea collection phase will most likely be relevant to participation during vote week. Given the timeline to have the RET completed in April, DON should be able to implement changes to outreach, process requirements, and other aspects impacting vote week at the end of May.

Duwamish River Opportunity Fund

Interview Process and Selection—depending on what aspects the findings suggest changing, DON could potentially make small changes to the interview process, requirements or selection process. Some small changes have been made in 2016 already including the composition of the review team. Previously the review team was comprised of one City representative from the City Budget Office and up to five community individuals from the Duwamish communities. Beginning in 2016, the DROF review team will include two City representatives, two individuals representing the Duwamish communities and two individuals with subject matter expertise in areas related to the fund. Additionally, guidance will be given to the review team to consider projects as submitted and only make changes to projects scope and/or budget if the stated outcomes can clearly still be met with the modifications.

Neighborhood Parks and Street Fund

The NPSF application closed at the beginning of February and the process is well under way for 2016. Due to this, any substantive changes to the process, review or selection of projects will need to wait until the 2017 application cycle. Improvements in this internal communication and coordination between departments and the public could be made mid-process as the impacts and expectations would be internal-facing and would only benefit the current process. Any externally-communicated expectations of additional review time for comments from departments or introduction of an appeals process would need to be carefully considered within the current timeline and process.

Neighborhood Matching Fund

As the NMF guidelines, criteria and processes for the following year are finalized at the end of the current year, there is little opportunity to make substantive changes to the program mid-year. Recommendations that reflect outreach or engagement strategies could be introduced in 2016; however, most other findings would need to be implemented as part of the 2017 NMF process.

Attachments

Attachment A. Application Process by Program and Fund

SLI #20-1-A-1
Attachment A. Application Process by Program and Fund

	Application Form	Review	Interview/ Presentation	Selection
Participatory Budgeting	In place of a paper application, individuals attend a City-, school- or community organization-hosted idea collection assembly and contribute an idea, or ideas, as part of a brainstorming session. Ideas can also be contributed online via social media or an online form. To be considered a formal "idea" an individual needs to identify a problem and a potential solution and, if known, a location for the project idea.	At the end of idea collection, DON project staff review all of the ideas and group them into committees by theme. Each committee is formed of youth, ages 11-25, who review all of the project ideas with City staff from relevant departments and whittle down the list into five to ten concrete proposals over the course of two months. City staff advise the committees on feasibility, cost estimates, evidence-based best practices and other considerations when developing the projects.	At the end of the project development phase, youth from the committees develop presentations and videos for each project to be used over the course of a month to raise awareness of the project and the process culminating in a vote week, where any youth in the city, ages 11-25, can vote on which projects to fund.	The top projects up to the amount of funding available will be awarded as voted.
Duwamish River Opportunity Fund	Applicants submit a written application that includes 18 questions detailing: the applicant organization, project information, proposed outcomes, community involvement, alignment with DROF priorities, management and fiscal responsibilities, City staff involvement and long-term funding. The application also requires applicants submit a project budget.	After applications are received, they are reviewed and scored by a team of six individuals—two City staff, two community members from the Duwamish area, and two subject matter experts in DROF priority areas.	In-person or teleconference presentations are strongly recommended but not required and are held in a single day. In the previous cycles, almost every applicant has signed up for a presentation and the review team finalizes their recommendations after the round of presentations on the same day.	After reviewing both paper applications and presentations, the review team recommends which projects and at what funding amounts should be awarded to the DON Director for final approval.
Neighborhood Matching Fund: ***Small Sparks***	Web-based application form detailing: project information, fiscal sponsor information, proposed idea, community involvement, outcomes, budget, and volunteer match.	NMF staff review applications on a rolling-basis throughout the year and provide notice of decision within two weeks of submission.	Not required.	NMF staff review and notification.
Neighborhood Matching Fund:	Web-based application form detailing: project information, fiscal sponsor information, proposed idea, work plan, community involvement,	There are three cycles of the Small and Simple Projects Fund throughout the year (February, June, and September). During each review cycle, NMF staff, City department staff and	Not required.	NMF staff meets with the DON Director to advise on recommendations for awarded projects after reviewing and scoring

Small and Simple Projects Fund	outcomes, budget, and volunteer match. Optional workshops are provided in advance application deadlines for applicants to learn more about the funding opportunity and the application process.	other relevant agencies review applications for feasibility, eligibility and overall project readiness. Internal reviews are held over the course of one month.		projects. The department director has final approval on award decisions.
Neighborhood Matching Fund: ***Large Projects Fund***	Web-based application form detailing: project information, fiscal sponsor information, proposed idea, work plan, community involvement, outcomes, budget, and volunteer match. Before submitting an application, applicants are required to attend a mandatory workshop. Applicants must be associated with a geographic area in order to apply. There are five workshops scheduled over the course of three months.	All applications are initially screened by City staff for eligibility and to verify documented community match and attendance at a workshop. Applications that meet the eligibility requirements are reviewed and rated by members of the Citywide Review Team (CRT) and the project's local District Council Review Team (DCRT). The CRT is comprised of one representative of each of the 13 Neighborhood District Councils as well as four at-large community members selected by staff. The DCRT is comprised of at least three community members from organizations represented on the Neighborhood District Council.	Applicants are required to present at an open house to both the CRT and DCRT. At the completion of the presentations, applicants are scored by the CRT and DCRT members and the CRT meets to make final award recommendations.	The CRT's award recommendations are communicated to applicants who have ten days to file an appeal on procedural grounds. After the appeals process, the CRT submits final recommendations to the City Neighborhood Council (CNC) for review and approval. After CNC approval, the recommendations are submitted to the Mayor and ultimately the City Council for review and approval via legislation.
Neighborhood Parks and Street Fund	Online form identifying infrastructure need or problem, potential solution if known, and City department and community involvement to date.	SDOT and Parks staff do an initial review to ensure projects are eligible and feasible within the funding constraints. Applications are then sent to the Neighborhood District Councils for review and initial prioritization of their top three projects. The top prioritized are then re-reviewed by SDOT and Parks for feasibility and cost estimates and sent back to the Neighborhood District Councils for final review and prioritization. After the second round of prioritization, the full project list is reviewed by SDOT, Parks, DON and the City Budget Office.	Neighborhood District Councils request, but do not require, presentations from applicants before the first prioritization.	The final recommended project list is included as part of the Capital Improvement Program Budget and adopted by the Council through the normal budget process.

SLI #20-1-A-1
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Neighborhood Street Fund	Online form requiring applicants to identify a location, problem and need statement, and contact information. Additional supporting information or documentation may be submitted but is not required.	1) SDOT staff do an initial review to ensure projects are eligible and fall within the funding limits. 2) Applications are then sent to the Neighborhood District Councils for review and to select five projects. 3) SDOT completes feasibility review, conceptual designs and cost estimates and sent back to the Neighborhood District Councils for prioritization. 4) Final review and project selection is conducted by the Move Seattle Levy Oversight Committee	Neighborhood District Councils request, but do not require, presentations from applicants before the first prioritization.	Move Seattle Levy Oversight Committee makes final recommendations for funding and the project list is included as part of the Capital Improvement Program Budget adopted by the Council through the normal budget process.