PB10 Delegate Guide

CONTACT INFORMATION

If you have questions about the PB Delegate process,
please contact the Budget Office:

City of Cambridge Budget Office
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I. Roles & Responsibilities: Who does what?

PB DELEGATES	COMMITTEE FACILITATORS
• Work as part of a committee to research submitted ideas. Participate in weekly meetings from October to January. • Discuss and prioritize project ideas. • Conduct site visits in Cambridge; visit proposed locations of projects. • Consult with City staff on project feasibility, need, and impact. • Learn about the City's annual budget process. • Evaluate project proposals on need, impact, and feasibility. • Each committee must develop a proposal for at least six projects. • Review project feedback from City staff and the City Manager to make final decisions about projects on the ballot. Modify project language to make it appealing to voters. • Provide explanations to the Budget Office for each project that did not make it to the ballot as to why it did not move forward. • Communicate PB Delegate concerns to facilitators and the Budget Office. • Provide feedback to evaluate the PB process.	• Serve as a neutral party to facilitate committee meetings and ensure that all PB Delegates can participate. • Serve as the main point of contact for the Budget Office and help coordinate communication within the Delegate committee and between the committee and Budget Office. • Set meeting agendas, with help from the Budget Office and partners. • Connect Delegates with information and resources. Facilitators are not expected to do research themselves or make decisions on projects. • Ensure that notes are taken at each meeting and distributed to the committee. Keep committee members who miss meetings updated on the committee's progress and what needs to be done. • Ensure the committee meets its deadlines! Remind Delegates of meetings and deadlines by email or telephone. • Participate in facilitator conference calls or meetings, as determined by the Budget Office. • Provide feedback to evaluate the PB process.

BUDGET OFFICE

- Organize submitted ideas and reserve meeting spaces for committees.
- Pre-sort and categorize ideas by committee.
- Provide data on community demographics and amenities (city maps and studies).
- Provide information on the budget and other materials to guide facilitators and PB Delegates.
- Serve as a liaison between PB Delegates and City departments. Work with departments to obtain feedback on projects, including feasibility and cost estimates.
- Support and advise facilitators and PB Delegates.
- Help resolve conflicts.

OTHER CITY DEPARTMENTS and the City Manager

- Meet with PB Delegates to discuss eligibility rules for projects, clarify what projects are already in the pipeline, and answer questions about the need, impact, and feasibility of projects.
- Communicate with PB Delegates via email or phone to clarify issues or answer additional questions.
- Provide written feedback, edits, and cost estimates to delegates for the PB projects on the ballot shortlist.
- Vet and approve the final shortlist of proposals for the PB ballot.

II. PB Delegate Timeline

MEETING/EVENT	BENCHMARKS & GOALS	DATE
Orientation *Cambridge City Hall*	• Learn about the PB Delegate timeline and proposal development process • Choose your committee, meet your teammates, and review weekly meeting times	Thursday 10/5 6-8 pm
Google Drive Orientation (Optional) *Zoom*	• Learn how to use Google Drive applications like Google Docs and Google Sheets	Tuesday 10/10 6-7:30 pm
Committee Meeting 1 *Zoom*	• Establish committee norms/get to know the team • Review PB Delegate Guidebook • Discuss PB project eligibility criteria • Familiarize yourself with the committee's idea list	Wed 10/11 6-8 pm
Committee Meeting 2 *Zoom*	• Develop project subgroups and assign Delegates for each • Start reviewing maps, demographic info, and other resources • Assign Delegates to conduct site visits for projects	Wed 10/18 6-8 pm
Committee Meeting 3 *Zoom*	• Report back from site visits/research; identify any additional site visits needed • Using the template, develop specific questions to ask City staff during speed consulting #1	Wed 10/25 6-8 pm
Department Speed Consulting #1 *Location TBD*	• Consult with City staff to discuss project intricacies, and assess the need, impact, and feasibility of proposals	**Wed 11/1 5:30 pm - 7:30 pm**
Committee Meeting 4 *Zoom*	• Review department feedback • Select priority projects for additional research	Wed 11/8 6-8 pm

Committee Meeting 5 *Zoom*	• Review and finalize 20-30 projects to ask City staff about at the next speed consulting session • Using the template, make a list of questions to ask; assign Delegates to ask about specific projects	Wed 11/15 6-8 pm
Department Speed Consulting #2 *Location TBD*	• Consult City staff about specific projects • Take detailed notes from consultations to discuss during the next committee meeting	**Wed 11/29 5:30 pm - 7:30 pm**
Committee Meeting 6 *Zoom*	• Review department feedback • Select a shortlist of up to 8 projects to send to the Budget Office	Wed 12/6 6-8 pm
Committee Meeting 7 *Zoom*	• Finalize 6-8 proposals and complete project forms to submit to the Budget Office	Wed 12/13 6-8 pm
Proposal Shortlists due *via email*	• **Each committee submits up to 8 proposals to the Budget Office for final approval and cost estimates by City staff and the City Manager**	**Thur 12/14 by 12 pm**
City staff feedback due	• Feedback and cost estimates from City staff provided to PB Delegates	Mon 1/22/24
Committee Meeting 8 *Zoom*	• Review the City staff feedback and cost estimates • Identify any necessary proposal adjustments • Choose proposals and finalize text for the ballot	Wed 1/24/24 6-8 pm
Final ballot text due *via email*	• **Delegates submit final proposal text for the PB ballot and website to the Budget Office by 5 pm**	**Thur 1/25/24 by 5 pm**
Vote!	• Help spread the word about the PB vote • Optional: volunteer at voting sites!	March 7-17, 2024
PB Vote Results Party *Location TBD*	• Winning projects are announced!	**Wed 3/20/24 6-7 pm**

III. PB Delegate Committees and Sample Projects

COMMITTEE	SAMPLE PROJECT AREAS
Community Resources	- Public Arts - Economic development - Education - Homelessness and housing - Library resources - Public Wi-Fi/internet access - Charging stations - Public restrooms - Water fountains/bottle fill stations
Environment	- Community gardens - Composting, recycling, and trash - Electric vehicles - Rodent Control - Solar panels and sustainable energy - Trees/plantings - Shade/outdoor weather coverage
Facilities, Parks & Recreation	- Athletic facilities/fields and equipment - Benches - CPS / Youth Center equipment/resources - Dog parks - Park and playground improvements - Sports and recreation - Universal design play equipment - Water play features
Transportation, Streets & Sidewalks	- Bicycle infrastructure - Bus stop/shelters and transit screens - Parking improvements - Pedestrian walkways - Snow and ice - Street and sidewalk improvements - Traffic calming - Transportation infrastructure

IV. Project Eligibility: What can be funded?

The City of Cambridge develops an operating and capital budget for each fiscal year. The City's fiscal year runs from July 1 - June 30. The operating budget funds programs and services, while the capital budget is used for infrastructure projects. In fiscal year 2025, beginning July 1, 2024, the City will allocate **$2 million of the budget** for Participatory Budgeting projects.

Projects are eligible for PB funding if they meet the following criteria:

- **Benefit the public.**
- **Cost $2 million or less.**
- **If a capital project:**
  - One-time expenditure (as opposed to multi-year project expenses)
  - Implemented on City-owned property (streets, sidewalks, parks, libraries, schools, youth centers, senior centers, municipal buildings, etc.)
    - Projects on Cambridge Housing Authority (CHA), Massachusetts Department of Conservation and Recreation (DCR), and Massachusetts Bay Transportation Authority (MBTA) property are not eligible.
- **If an operating project:**
    - Must have a fixed project duration (up to 3 years)
- **Consistent with existing City policies**
- **Implemented by the City of Cambridge**
- **Can be implemented after July 1, 2024 (the start of the next fiscal year)**

What is an Operating project? What is a Capital project?

Operating Projects fund programs and services, including salaries. Cambridge's 10th PB cycle is the first year operating projects are eligible for PB funding consideration. Multi-year operating projects can win PB funding for a maximum duration of three years. Once PB project funds are spent, the project will end. Many City services like trash, recycling and compost collection, animal control, the Fire Department, and Cambridge Public Schools, involve operating funds.

Capital Projects fund infrastructure improvements, typically things that are bought or built. Most capital projects have some sort of associated operating cost like the ongoing cost to maintain and clean a public bathroom. Capital projects could include open space amenities, transportation infrastructure, vehicle purchases, technological materials, and much more. Examples of previous PB capital projects include youth center upgrades, electric vehicle charging stations, basketball court upgrades, water bottle filling stations, and tree plantings.

Project Vetting

By December 14, your committee will submit a shortlist of **up to 8 project proposals** to the Budget Office, who will share them with other department staff and the City Manager. Department staff will provide cost estimates and final feedback for these proposals. **All shortlist proposals must be reviewed and *approved* by City staff and the City Manager to be eligible for the PB ballot.** The City will review projects to ensure that they meet the requisite need, impact, and feasibility assessments, align with existing city policies, and that they meet all legal requirements for funding. PB is not a substitute for any community process that might also or otherwise be required for project implementation.

We ask that each committee submit 6-8 projects on their shortlist for final vetting by City Staff because some projects may hit roadblocks and not receive final approval from City Staff. Each of the four delegate committees can ultimately recommend 4-6 projects for the PB ballot.

Examples of Eligible and Ineligible Projects

ELIGIBLE	NOT ELIGIBLE
• Repaving a street, sidewalk, or basketball court • Installing new playground equipment, water fountains, lights, and trees • Renovating a portion of a park or building a new community garden • Purchasing equipment or furniture for a school, library, youth center, or senior center • Creating and installing new public art • Public celebrations and festivals • Tree maintenance program • Arts education class	• Renovating a privately owned building, a church, or a T station (not City property) • Installing a boat dock on the Charles River (not City property) • $500 checks to low-income families (direct payments) * • Building a school (too expensive) • Creating a permanent program • Banning the sale of plastic bottles in Cambridge (legislative/regulatory function) • Removing bike lanes (Inconsistent with City policy)

*Though a proposal may be ineligible for PB, it does not mean the project cannot be implemented through alternative funding sources. For example, the City of Cambridge is using $22 million in American Rescue Plan Act (ARPA) funding to provide direct cash assistance, in the form of $500 per month for approximately a year and a half, to every single eligible family under 200% of the federal poverty level in the City of Cambridge. Learn more here: https://www.cambridgerise.org/

What should you do to make sure that your projects work?

- **Remain goal-oriented and be flexible** about how you will meet the public needs you identify. Just because a project does not work in one location doesn't mean it shouldn't be tried in others. If the precise project idea is ineligible, is there a tweak that would accomplish the same goal in an eligible form? *The goal of any project is to solve a problem or somehow improve Cambridge. What need does a project address? What does a project hope to achieve? The installation of the project is not a goal in and of itself.*
- **Look for similar projects.** Consult the City's FY23 and FY24 Budget (provided by the Budget Office - in the PB Delegate Resources folder online) to see what projects are already included in the City's plan.
- **Consult with City staff** through the Budget Office to get concrete answers as to what qualifies as an eligible PB project and what does not.

What other barriers might there be to make a project work?

The following issues are worth keeping in mind as you review project proposals:

- The City has engineering, procurement, or quality standards that the project might not meet or might significantly raise costs when applied.
- The City might not have jurisdiction over all the property involved in a particular project.
- Getting an accurate cost estimate for a unique project might be difficult.

V. Narrowing Down Your Idea List and Developing Proposals

What are the Criteria for Evaluating Ideas?

As representatives of the community, you should keep the community's best interests in mind as you decide which projects to work on and include in the final ballot. The criteria below will help you evaluate and prioritize project ideas:
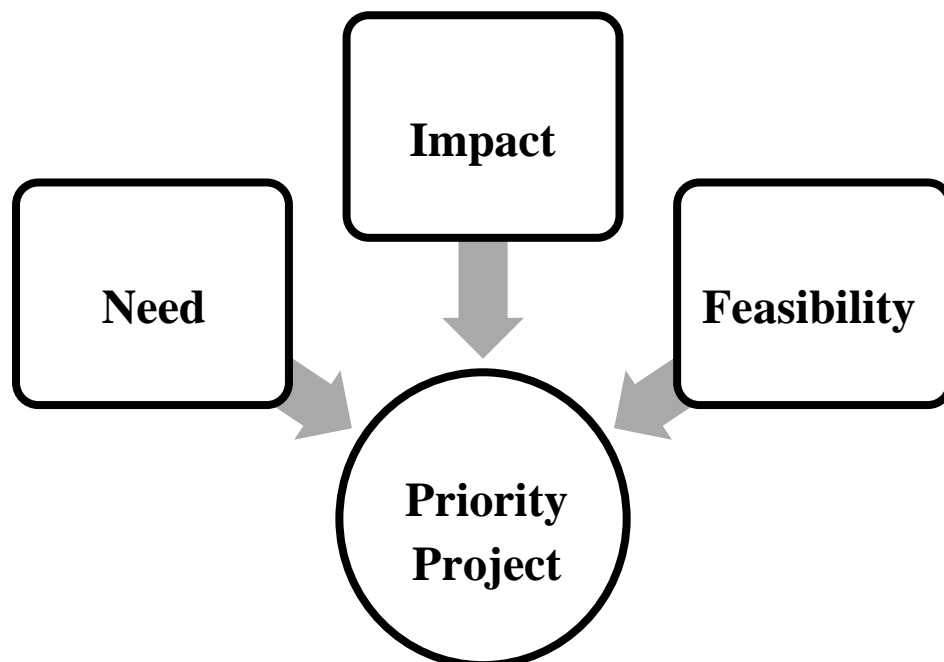
How do we know if there is a high NEED for this project?

- High level of community need based on neighborhood household income levels or other demographic data.
- High level of community support for the project, demonstrated by feedback from community members, the number of times the idea was proposed, etc.
- High level of need identified through the committee's research and experience.
- The community lacks access to the type of project in question.

How do we know if a project will have a large IMPACT on the community?

- A relatively large number of people would benefit from the project.
- An underserved or underrepresented community will benefit from the project (low-income households, youth, immigrants, seniors, veterans, people with disabilities, etc.).
- The project is in a location where community members regularly congregate.
- The project would have a long-term benefit for people in the community.

How do we know if a project has a high degree of FEASIBILITY?

- Similar projects have been implemented by the City before. Consult with City staff and look at the City's budget documents for previous fiscal years. Determine if similar work is being done by the City.
- Project appears to meet the eligibility criteria outlined on page 8.
- Project could likely be implemented for less than $2 million. Look at the City's budget to see what similar projects have cost.
- Confirm that the project location is owned by the City and not by other entities, such as the MBTA, DCR, a university, the Cambridge Housing Authority, or a private owner.

Can the committee consider other factors, like equity?

Yes. NEED, IMPACT, and FEASIBILITY are minimum requirements for any project to be eligible for the ballot, but your committee is welcome to consider other factors, like equity, when evaluating projects.

How to Research Needs and Develop Project Proposals

1. **Discuss Community Needs as a Committee**

   Needs are things and conditions that make it possible for every person to live a dignified, healthy, and peaceful life. Committee members will work together to determine the areas of highest need in the community. The maps and demographic information may come in handy for these discussions.

   What can you do in PB to address needs?
   - Prioritize those projects that address the deepest and most urgent needs.
   - Give underserved and underrepresented people a voice and increase their participation.
   - Prioritize projects that benefit the most underserved communities and neighborhoods around Cambridge.

2. **Do Field Research**

   Field research is one of the best ways that PB Delegates can gather information to research project ideas and evaluate a project's relative need and impact. PB Delegates can visit different neighborhoods to assess needs, meet with local service providers and community groups, conduct site visits of proposed project locations, conduct simple neighborhood polls by talking to residents on the street or emailing out a survey to neighborhood groups, etc.

   Tips for site visits:

   - **Brainstorm questions beforehand**, either with your committee or individually. Many questions will be project-specific.

   - **Capture what you see** using photos and videos. Photos will come in handy when developing final project proposals. You can upload them to your committee folder in Google Drive.

   - **Speak to locals.** How do they understand community needs? What ideas proposed during idea collection might address their needs? Seek out a variety of opinions to see where there may be conflicts between groups. For example, students and parents may have different views on issues in local schools.

   - **Take Notes!** You will be reporting back to your committee on your field research, and you'll need to refer to your findings later. It is important that you have a good record of the experience. Keep track of new questions that arise from the research.

3. **Consult with City staff**

The Budget Office will serve as a liaison to other City departments that are relevant to your project development. Budget staff will help you figure out which other departments you need to speak with and will connect you via email or phone.

You will also have two opportunities to meet in person with representatives from multiple departments during two department "speed consulting" events in November. Your committee facilitator and the Budget Office will help organize those consultations as well as any follow-up communication with departments.

The most relevant City departments for PB projects include: Arts Council, Commission for Persons with Disabilities, Community Development, Electrical, Historical Commission, Human Services, Information Technology, Library, Open Space Committee, Public Works, School Department, Traffic, and Water. Budget staff can help you determine if any other departments are relevant to the ideas you are researching.

The City's website has a lot of helpful information and resources to help guide your work. The following links may be good places to start:

- **5-Year Street & Sidewalk Reconstruction Plan:** https://www.cambridgema.gov/Departments/publicworks/Initiatives/fiveyearplanfor sidewalkandstreetreconstruction
- **City Budget information:** http://www.cambridgema.gov/budget
- **City Construction Projects:** https://www.cambridgema.gov/Departments/publicworks/cityprojects
- **Demographics and Statistics FAQ:** http://www.cambridgema.gov/CDD/factsandmaps/demographicfaq
- **Envision Cambridge:** http://envision.cambridgema.gov/wp-content/uploads/2019/06/201906_EnvisionCambridge-Final-Report.pdf
- **GIS Unit Map Gallery:** http://www.cambridgema.gov/GIS/mapgallery
- **Open Space Map Gallery:** http://www.cambridgema.gov/CDD/factsandmaps/mapgalleries/openspace.aspx
- **Neighborhood Map Gallery:** http://www.cambridgema.gov/CDD/factsandmaps/mapgalleries/neighborhood.aspx
- **Transportation Data:** http://www.cambridgema.gov/CDD/factsandmaps/transportationdata.aspx
- **Transportation Map Gallery:** http://www.cambridgema.gov/CDD/factsandmaps/mapgalleries/transportation.aspx
- **Open data portal:** https://data.cambridgema.gov/browse

To prepare for the department Speed Consulting session, each committee will submit a list of questions in advance to the Budget Office so that City Staff will have time to review and prepare the necessary information to answer questions. **Please submit all your committee's speed consulting questions to the Budget Office following the format example below.**

This example includes real questions from a previous PB Environment Committee. Each committee will be provided a template of this question form in Google Drive that can be updated throughout the process.

(Speed Consulting Question Form Example)

Community Gardens

Delegates asking the question: Isabelle Johnson, Michael Borne, Grace Roberts

Subject related questions:

1. Are any new community gardens planned to be built in FY25?
2. What is the procedure to join a community garden?
3. In terms of "green equity," are there spaces in lower-income areas (North Cambridge, Riverside, The Port, Wellington-Harrington) that could benefit from community garden enhancement?

Rodent Control

Delegates asking the question: Bill Morris, Fred James

Subject related questions:

1. What measures is the city taking to manage rats in Cambridge? What neighborhoods are most heavily impacted?
2. How do community gardens impact the rodent population?
3. Would additional Big Belly Trash cans help the City's efforts?
4. How could PB funds be used effectively to reduce the City's rodent population?

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4. Use the Project Evaluation Matrix

The Project Evaluation Matrix is a tool your committee can use to help evaluate project ideas based on the need, impact, and feasibility criteria outlined on pages 8-9. The Matrix uses a numeric scale of 1-4 where **1 indicates the lowest level** of need, impact, or feasibility and **4 indicates the highest level** of need, impact, or feasibility. The projects with the **highest** total score continue to be researched and developed. This process can be used at different points in the proposal development process to help determine which projects will move forward. Please note that this is provided as an optional tool; your delegate committee can develop other tools with additional considerations (such as equity) if members prefer.

Project	A. How much <u>need</u> is there for this project?	B. How much <u>impact</u> would this project have on the community?	C. How <u>feasible</u> is the project?	Total project score
Project 1:				
Project 2:				
Project 3:				
Project 4:				
Project 5:				
Project 6:				

VI. What will your committee produce?

1. Project Proposal Forms Shortlist: Thursday, December 14, 2023, by 12 pm

You will submit the following information as a Word document to the Budget Office for City departments to review and designate approval for proposals. Each committee will submit up to 8 proposals for vetting. <u>Please submit your committee shortlist together in *one* document</u>.

[Project Title] – 50 Characters Max Including Spaces	Submitted by: [Committee]
BUDGET DELEGATE PROJECT #1 OVERVIEW	
Relevant Idea List ID(s) -	
[List relevant idea(s) from the idea spreadsheet]	
POTENTIAL LOCATION(S)	
[As succinct as possible, no more than 6 words]	
PROJECT DURATION – [1-3 years for programmatic projects]	
[Only relevant to operating projects. Operating projects can have a maximum project duration of three years.]	
ESTIMATED COST	
[City staff will fill this in, but delegates can include estimates the committee prepared as part of its research]	
SHORT DESCRIPTION - [240 Characters]	
[240 characters, including spaces – this will be on the ballot, be specific]	
LONG DESCRIPTION – [1-4 paragraphs + concept images]	
[Can be 1-4 paragraphs or longer – this won't fit on the ballot but provides an opportunity to explain details of the project. This will be posted online.] [The goal of any project is to solve a problem or somehow improve Cambridge. What need does this project address? What does this project hope to achieve if implemented? The installation of the project is not a goal in and of itself.]	
PHOTOS/IMAGES	
[1-4 photos/images inserted into the document. Images should also be emailed to the Budget Office or uploaded to Google Drive.]	

2. Final Proposal Text: Thursday, January 25, 2023, by 5 pm

Once your committee has reviewed cost estimates, feedback, and project approval status from the City Manager and City departments, choose the four projects that will feature on the ballot, finalize the text* and information on the proposal forms, and re-submit the projects to the Budget Office. This is where space and character limits become very important. Please follow the template formatting below.

[Project Title] – 50 Characters Max Including Spaces	Submitted by: [Committee]
POTENTIAL LOCATION(S)	
[As succinct as possible, no more than 6 words]	
PROJECT DURATION – [1-3 years for programmatic projects]	
[Only relevant to operating projects. Operating projects can have a maximum project duration of three years.]	
ESTIMATED COST	
[From City Staff]	
SHORT DESCRIPTION	
[240 characters, including spaces – this will be on the ballot, be specific]	
LONG DESCRIPTION	
[Can be 1-4 paragraphs or longer – this won't fit on the ballot but provides an opportunity to explain details of the project. This will be posted online.]	
PHOTOS/IMAGES	
[1-4 photos/images inserted into the document. Images should also be emailed to the Budget Office or uploaded to Google Drive.]	

*Final text for PB projects should incorporate "plain language." Plain Language is clear, effective communication that is easy to understand. Using plain language is one of the simplest ways to advance equity and communicate more effectively with our community. All final project text will be reviewed and potentially edited by the City's Language Access Manager to ensure plain language and accurate translation. The hemingwayapp.com is a resource you can use to review plain language.

**The project title, cost, location, duration, and short description will all appear on the ballot. All the proposal information, including the images, will appear on the City's PB website (pb.cambridgema.gov) and at voting sites. See examples from the PB9 cycle below:

Smart Recycling and Trash Compactors ($40,000)

Location To be determined based on need and impact. Add five touchless rodent-resistant "Big Belly" recycling and trash compactors in Cambridge. Big Belly bins are solar-powered and more efficient than traditional bins. They keep the City cleaner, reduce the rodent population, and increase access to recycling.

Three New Public Art Murals ($120,000)

Location: The Port, Mid-Cambridge, North Cambridge Revitalize Cambridge with 3 new neighborhood murals. This public art project would reflect our cultural diversity, strength, and positive energy. Local artists working with high school students would produce the murals.

VII. FAQs

1. Will we only be developing proposals for projects that are on the idea list?
Yes. The idea list given to each committee contain all the ideas submitted by community members that relate to the committee's focus. *PB Delegates must consider every project on the list and provide a brief explanation for why a project doesn't advance.*

2. How do we divide up the projects among us or decide who does what?
This is up to each committee to decide. You can each work on separate projects or you can work in subcommittees on groups of projects. Most committees find it helpful to divide projects into subcategories. For example, the Environment Committee may want to group projects into subcategories such as recycling & compost, solar, and trees, etc. To help expedite the delegate process, the Budget Office will categorize the project list; it's up to the delegate committee to decide what, if anything, it does with those categories.

3. How will we know how to determine project costs?
The Budget Office will work with other City departments to answer questions about costs and other concerns. *It is up to City staff, not PB Delegates, to determine the final cost estimate for a proposal.*

4. How specific should our proposals be?
Your proposals should specify the goals and outcomes of a project, its proposed location(s), if applicable, why it's needed, and who it will benefit. It does not have to be long, but it should outline these elements in clear, concise, plain language. Please see the Project Proposal Form on pages 16 and 17 for details.

5. Are there constraints on where projects can be located?
Yes. Many City projects cannot be implemented without a targeted community process to solicit feedback from the neighborhood to ensure that residents most impacted by a project have an opportunity to provide input. Additionally, the city can only implement capital projects on city-owned land. For that reason, it is better to allow for some flexibility in where certain projects will be implemented.

6. How can we be sure that the City isn't simultaneously planning one of the projects we're working on?
Delegates can consult the City's FY23 and FY24 budgets, which have been uploaded to Google Drive, and can ask City staff about projects they are planning to undertake in the next few years. The Budget Office will also help you determine whether proposed projects are already being planned for future budgets.

7. What is the best way to communicate within our committee outside of meetings?
Each committee is free to decide what works best in terms of communication, as long as your communication method is as inclusive as possible. Most committees choose to communicate via email.

8. Can we work with other committees?

Committees are encouraged to work together to assess community needs and research projects that affect other committee's areas of interest. For example, a neighborhood's environmental and transportation needs may be connected. Committees may want to meet to identify needs, share ideas, or discuss lessons learned and challenges. You can work with your facilitator and the Budget Office to plan meetings or other exchanges between committees.

9. Can we campaign for our projects?

Yes, you can encourage voters to vote for your projects, but you must remain respectful of the other committees and the PB process when campaigning. You can campaign *for* your projects, but not *against* other projects on the ballot. However, if you volunteer at voting events, you must remain neutral during the events and refrain from campaigning at that time.

VIII. Advice from PB Delegates in Other PB Processes

- Use your interactions with the City departments strategically. Work with the Budget Office to make sure you make the most of the limited interactions.

- Your job as a PB Delegate is to work with the rest of your committee to develop a consensus on which projects make the ballot. Community needs should be the focus, not individual needs or your specific project.

- Get specific early in the process about what exactly you hope to do and what questions you need to be answered.

- Frequent communication between Delegates is a must. You also may want to set internal committee deadlines or checkpoints to help move things along.

- Stay in touch with the other committees. You may want to partner on some projects. Other committees can help work through challenges or offer useful advice.

- One key factor in capital eligibility is who owns the land or property. Figure this out early, since it might not always be obvious!

- You may want to consider bundling projects for voting purposes.

- Meet with relevant organizations and stakeholders. You may get feedback to improve a proposal, learn about needs, get a better sense of the support for an idea, or identify barriers. Take notes and report back to the committee.

- In determining which projects should go on the ballot, think about who in the community is likely to support it. Consider how to maximize its appeal through plain language (descriptive project title and a compelling short description).

Thank you for making Participatory Budgeting possible in Cambridge!