City of Portland
Office for Community Technology
American Rescue Plan Act (ARPA) Tech Kit Expansion

Final Report and Recommendations - August 2022

"The digital era is here, it's been here, and we have to equip our society to be able to function at it... [to] recognize that not everybody is at home sitting at their desk on high-powered wifi doing their work. We can do buses, why not wifi?"

"More and more, access to and proficiency with technology is required to navigate services and connect with others. Providing technological support is key to uplifting historically disadvantaged populations."

"For many of us, the idea that our internet wouldn't be there is inconceivable. I don't wake up wondering if my internet isn't going to work - but that's not a reality for a meaningful number of folks in our region, and the vast majority are not white."

— QUOTES FROM COMMUNITY INTERVIEWS

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Summary

Since Spring 2022, the City of Portland Office for Community Technology (OCT) has worked with ASCETA to support its continued implementation of the Digital Divide project addressing digital equity barriers and developing solutions to bridging the digital divide using American Rescue Plan (ARPA) grant funds.

This report presents the summation of what emerged from our process together, in which ASCETA:

- Facilitated an inclusive, stakeholder-aligned process for distribution of ARPA Tech Kit funding, including stakeholder engagement, community communications and collaboration

- Integrated and built upon learnings from last year's charter and distribution of approximately $5M in funding, especially regarding user needs and challenges

- Used best practice to discern community needs and identify digital obstacles to be addressed and to prioritize distribution

- Co-created the "executive team" that oversees and coordinates this process, based on reports, learnings and engagement with last year's Executive Team

- Collaborated with OCT staff as it handles compliance and federal monetary processes

This document summarizes the people, process and outcomes of our work together. Included is a completed framework with recommendations.

ACRONYMS
used throughout this document

ARPA
American Rescue Plan Act

CPT
City Planning Team

DIN
Digital Inclusion Network

EC
Executive Committee

KPI
Key Performance Indicator

OCT
City of Portland's Office of Community Technology

ASCETA Approach

ASCETA helps mission-driven teams find their forward in a way that is transformative, inclusive and impactful.
Our unique approach applies equity-based principles of human centered design, management expertise, and executive learning with organizational development theory to achieve alignment and inclusion across a diversity of perspectives, industries, demographics and agendas. Deep insights and powerful results emerge from thoughtful discovery, generative processes and the use of adaptive frameworks to drive information sharing, authentic adaptation and collaborative decision-making.

HUMAN

We approach every inquiry and encounter with the questions: What is essentially human? What do people really feel and think? What deep needs need to be addressed?

DEVELOPMENT

We optimize every encounter and activity to inspire creativity, stimulate insight, and engender reflection and transformative learning. We target the mechanisms that provoke or prevent adaptation, and address the interconnections between people, organizations, industries, culture, and society.

DESIGN

We start with the "end user," the humans impacted by our work, in a way that is intentional, inclusive, collaborative, iterative, joyful, organic, and exploratory.

ASCETA

A Note on the Design Approach

"Design thinking is a human-centered approach to innovation—anchored in understanding customer's needs, rapid prototyping, and generating creative ideas." - IDEO

The ARPA Tech Kit Expansion process is facilitated by ASCETA, a Portland-based BIPOC and woman-owned strategic consultancy that helps mission-driven teams find their forward in a way that is transformative, inclusive and impactful. The approach applies equity-based principles to human centered design, alongside management expertise, adult learning and organizational development theory to achieve alignment and inclusion. In contrast to analytical, linear, historically oppressive processes, this approach is rooted in empathy and subjectivity, and applies thoughtful discovery, iterative processes and adaptive frameworks to generate deep insights and powerful, human-centered results along with a sense of shared understanding, authentic adaptation and collaborative decision-making.

References regarding the application of design thinking to public sector work:

- Christian Bason, Leading Public Sector Innovation: Co-creating for a Better Society (Policy Press Scholarship, 2010)

- Jeanne Liedtka and Randy Salzman, "Applying Design Thinking to Public Service Delivery" (IBM Center for the Business of Government, 2018)

- Also see the emerging field of "Liberatory Design" being developed with Stanford D.School
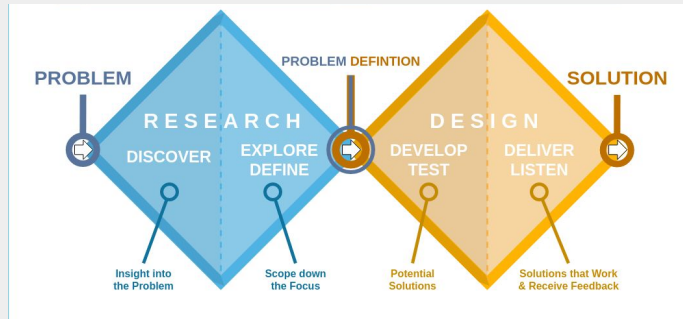
The Double Diamond is **a visual representation of the design and innovation process**. It's a simple way to describe the steps taken in any design and innovation project, irrespective of methods and tools used - *Design Council UK*

The two diamonds **represent a process of exploring an issue more widely or deeply (divergent thinking) and then taking focused action (convergent thinking)**. - *Wikipedia*

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Participants

STAKEHOLDERS
- Invited to participate in workshops, survey
- Select number invited to participate in interviews

118 (approximate) participants in the 2020 CARES Act Stakeholder Collective
Digital Inclusion Network participants
Industry Partners

EXECUTIVE COMMITTEE ("EC")
- Served as a "design team" in facilitated process to apply insights, share perspectives, and collectively develop the approach outlined in this document
- Created as a response to participant evaluations regarding the City of Portland OCT's 2020 CARES Act distribution, as well as many months' discovery work, calling for this process to:
  - Center and be led by frontline communities
  - Center and be led by those with lived experience with digital exclusion
  - Align with best emerging practices in equity-forward decision-making and power sharing

Regina Baker, First Church Love
Carmen Castro, Hispanic Metropolitan Chamber
Azaria Coakley, The Rosewood Initiative
Djimet Dogo, IRCO
Allen Fowler, A Miracle Foundation
Shian Gutierrez, Latino Network
Kyna Harris, Community Member
Juan Miro, FreeGeek
Steve Nakana, Portland General Electric
Etawi O'Byrne, Uprise
Yamungu Seraya, IRCO, UCCO
Erin Yanke, Outside the Frame

CITY PLANNING TEAM ("CPT")
- Engagement and oversight of ASCETA
- Coordination, collaboration and communication with communities
- Compliance and implementation regarding timeline, possibilities, and approaches under ARPA

Elisabeth Perez, Director, Office for Community Technology
Adriana Miranda, Community Engagement and Policy Specialist
Rebecca Gibbons, Strategic Initiatives Manager
Leina Gonzalez Baird, Digital Equity Coordinator

Advisors
Mona Schwartz, Commissioner Rubio's Policy Advisor/Bureau Liaison
Sonia Schmanski, Strategic Projects Manager – Rescue Plan Implementation
Sheila Craig, Grants Manager
Jeff Blade, Procurement Supervisor, Bureau of Revenue and Financial Services
Bea (Beatrice) Coulter, Policy and Communications Specialist
Alexis Gabriel, Social Media Strategist and Community Manager

TIMELINE

START
January 2022

FEB
2/3 Kickoff Mtg
2/18, 2/23 CPT Check-Ins

MAR
Interviews
3/1, 3/17 CPT Check-Ins

APR
Interviews
4/8, 4/20 CPT Check-Ins

MAY
5/5 Stakeholder Session
5/11 Stakeholder Session
5/4, 5/18 CPT Check-Ins

JUNE
6/22 - 7/1 Survey
6/2, 6/7, 6/15, 6/22, 6/29
CPT Check-Ins

JULY
6/22 - 7/1 Survey
7/20 EC Discovery Session
7/27 EC Design Session
7/6, 7/13, 7/20, 7/21, 7/25,
7/27, 7/29 CPT Check-Ins

DELIVER
8/3 EC Iteration Session
8/10 EC Delivery Meeting
8/1, 8/3, 8/8, 8/10 CPT
Check-Ins

August 2022

ACTIVITIES

RESEARCH + REVIEW

- June 2021 OCT ARPA Detailed Survey Response
- July 2021 CARES Act Tech Kit Data Analysis and Resources
- August 2020 COVID-19 Response Digital Divide Work Group Charter
- August 2020 COVID-19 Response Digital Divide Work Group Participants
- June 2021 Updated Tech Kit Applicants Met All Scoring Criteria 6.25.21
- Sept 2020 CARES Act Tech Kit Application
- Community Engagement Data Reports
- Digital Equity Briefing Paper 6/02/22
- Key Info/Comments from OCT CPT during Survey Design
- 9.30.20 Digital Divide Response Project Design
- Aug 2020 Updated Digital Divide Work Group Participants
- CARES Tech Kit Lessons Learned
- City of Portland 2021 Recovery Plan Performance Report to US Treasury
- Digital Divide Response Tech Kit Expansion Final Measures City of Portland Rescue Plan LFRF (LFRF Data Standards)
- Evaluation Lessons Learned CARES Act Tech Kit Application Outreach
- July 2021 CARES Act Tech Kit data analysis and resources
- Oct 5 Final Technology Kit Application Evaluation Method
- Recipient Demographic Questions
- Sept 2020 Tech Kit Draft Application Evaluation

STAKEHOLDER WORKSHOPS

5/7   Discovery Workshop
5/11   Discovery Workshop

CITY PLANNING TEAM CHECK-INS

2/18, 2/23, 3/1, 3/17, 4/8, 4/20, 5/4, 5/18, 6/2, 6/7, 6/15, 6/22, 6/29, 7/6, 7/13, 7/20, 7/21, 7/25, 7/27, 7/29, 8/1, 8/3, 8/8, 8/10, 8/25

EXECUTIVE COMMITTEE SESSIONS

7/20   EC Discovery Session
7/27   EC Design Session
8/3   EC Iteration Session
8/10   EC Review Meeting

INTERVIEWS

Ten 1:1 interviews across various Intersectionalities, Identities and experiences with the digital divide in Portland and community efforts to achieve digital equity

SURVEY

- N = 33
- Gender and age range revealed fairly equal splits
- Majority female (47%)
- Most between the ages of 35-64 (73%)
- Between 76-90% identified as a part of one or more priority population to be served
- Primarily worked for Community Based Organizations (77%) & Culturally Specific Organizations (47%)
- 90% work in Portland
- Self-identified racial identity: 41% White People, 34% Black People, 22% Latinx or Hispanic People, 6% Asian People, 6% American Indian or Native People
- 36% identified as persons with disability

CONTEXT & INSIGHTS

ASCETA

Context: National and Local

This project is occurring within the context of greater national and local efforts to bridge the Digital Divide, and achieve Digital Equity.

WITH DIGITAL EQUITY, WE ALL WIN

National Digital Inclusion Alliance advances digital equity by supporting community programs and equipping policymakers to act.

Examples of Federal Assistance Funding
- Federal Efforts
- Broadband (USF, FCC, RUS, USDA, NTIA)
- BIL + ARPA ($100B)

The pandemic put a spotlight on the public need for trusted digital inclusion services and drew attention to digital inequities.

Local Commitments I City of Portland OCT

CLICK HERE to review the Inaugural Digital Inclusion Fund grant opportunity

- The City of Portland, through the Office for Community Technology (OCT), launched a funding initiative in response to community identified solutions to addressing digital adoption barriers experienced by community members disproportionately impacted by the digital divide and the COVID pandemic: Black People, Indigenous, People of Color (BIPOC), individuals with disabilities, seniors, and other community members in isolation and at high risk of exclusion.

- The **City's Digital Inclusion Fund (DI Fund) pilot** funding year focused on building capacity in community-based organizations that are already experimenting with providing Digital Navigator services to residents or looking to start training existing or new staff to be navigators.

- The **Community Digital Navigator Pilot Program** was designed to build or scale Digital Navigator services in the community to help individuals find and apply for affordable connectivity, obtain low-cost or free computing devices, complete online tasks, and connect to digital skills training and technical support.

  - The grant incorporated a robust and intentional community outreach process both before and during the grant application period. Additionally, incorporating participatory grantmaking principles: nothing for us without is. Participatory Grantmaking is an approach to funding decisions and strategies that emphasizes a human-centered approach and aims to shift traditional power dynamics in grant-making decisions to communities and those most affected by a social issue.

  - These grant opportunities have closed and the grantees selected. The Digital Inclusion Fund is an annual investment and additional funding opportunities are forthcoming. Contact connectingportland@portlandoregon.gov for more information.

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Context: 2020 CARES Act Tech Kit

This project builds upon lessons learned from the distribution of $5M in CARES Act Tech Kit funding in 2020-2021 by the City of Portland OCT, including:

- 2020 Pilot Program in which 100 Chromebooks were distributed through 100 Community Based Organizations (out of 3,522 device requests)

- 2020 CARES Act Tech Kit (see July 2021 CARE Act Tech Kit Data Analysis and Resources)
    - 77/112 applications met criteria
    - 3,500 chromebooks, 547 ipads, 8,429 internet cards, 24 partners
    - Tech Kit= device + internet assistance + training
    - Detailed demographics

REFERENCE MATERIALS

- Covid-19 Response Digital Divide Work Group Charter 08.2020

- Digital Divide Work Group Participants Roles 08.2020

- Digital Divide Response Project Design 9.30.20

- Digital Divide Application 2020

- OCT ARPA Detailed Survey Responses 06.2021

- CARES Act Tech Kit Data Analysis and Resources 07.2021

- CARES Tech Kit Lessons Learned

- CoP 2021 Recovery Plan Performance Report to US Treasury

- Digital Equity Issue Brief: Critical Internet Needs in the Portland Area 06.01.22

Stakeholder Insights

Observations from discovery that help bring deeper truths to light, and are intended to help drive action by introducing a fresh and significant, if relatively unseen perspective

User needs vary by community and intersectionality.

- **Achieving digital inclusion requires understanding specific user challenges.**
- **Culturally and needs-specific communications, engagement, listening, and responsive relationship support is required.**
- *97% survey respondents agreed*

Relational trust is required for impact

- **To build digital inclusion, including culturally specific and/or community-based organizations is key, as people learn best from those they know and trust.**
- **Alternate partnerships (small organizations, religious organizations, schools etc.) are equally important. Successful engagement requires greater listening, respect, responsiveness, and consistency.**
- *91% survey respondents agreed*

Building capacity is key.

- **Sustained, continuous work on the digital divide is desired and required by all.**
- **To be effective and less onerous, and to prevent long-term harm to communities, distributions must: be regarded as investments, focus on building both skills and trust, and must encourage continuous feedback for improvement.**
- *90% survey respondents agreed*

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- **Culturally and needs-specific communications, engagement, listening, and responsive relationship support is required.**
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People face different barriers.

People living insecurely (houseless, refugee, foster youth, DV victims) need additional advocacy if they are to benefit from digital inclusion efforts.

[Some folks] need to meet basic needs first (housing, medical care) - how do you push that even further so people are exploring and accessing different things? Once people have their basic needs met, and they're not in a constant state of panic and trauma, they can feel like they have space to be creative and explore. Just having a time where you actually are using devices, solving problems together in a lab. There need to be opportunities for that.

A lot [of communities] have fears of systems, cultures are unfamiliar, or they are home-bound, don't speak English, some physically or mentally behavioral health problems - a lot of folks with PTSD need and require organizations they can trust and be open to share informations, and when they come it's totally different, day and night. Most young people or elders have lived in refugee camps, isolated Some are very far away from towns where they meet with people. Having people from that environment to big cities like this is overwhelming. These are people who don't know to use latrines and never saw water running from a tap.

After six months, you have to go to work, they have never been employed, it's chaotic....a lot of issues within this communities. Maybe they want to apply for food stamps, other advantages, employment - they have to go to somebody - they expose their documents, social security, addresses, phone numbers - they feel uncomfortable; if they have access to things, they can apply by themselves.

The digital space might not feel welcoming to everyone. There's a lot of economic power to navigate things online...People are left behind, [especially] if they don't feel comfortable trying different things.

[Communities are isolated] depends on context, a lot have fears of systems, cultures unfamiliar, or home-bound, don't speak English, some physically or mentally, [In] behavioral health programs - folks with PTSD...

Relational trust is required for impact

- **To build digital inclusion, including culturally specific and/or community-based organizations is key, as people learn best from those they know and trust.**
- **Alternate partnerships (small organizations, religious organizations, schools etc.) are equally important.**
- **Successful engagement with the City requires the City's greater listening, respect, responsiveness, and consistency.**
- *91% survey respondents agreed*

People will trust culturally specific organizations that are already providing them with access to others social services and resources to meet their needs.

[Government organizations, government employees, and [particular organizations] running the show. They list [other CSO's and network], which is part of our [the communities'] real frustration.

Even talking about tech, virtual world, digital equity - Most are losing sight of in-person relationship and connection, even in training, sitting down w/someone in person.

I could say, this needs to move a lot faster, what are values, prioritized, is everyone ok with me makin this decision, could only happen because we were being more honest and direct with each other.

There's a lot of skepticism of OCT, and [the Digital Inclusion Network has] been a pretty mainstream group for a long time. To our continued frustration, it holds out to be a diverse group but is continuously not, with government organizations, government employees, and [particular organizations] running the show.

They list [other CSO's and network], which is part of our real frustration.... We have deep skepticism of the inertia and institutional practices....t distrust runs deeper than DIN - it's distrust of OCT as an agency.

Digital doesn't have to mean separated completely from the relationship - for marginalized communities - extent to which marginalized community can connect through digital.

People want to talk to the City directly - they want their voice to be heard but they don't have a way.

[What is needed, required are organizations they can trust and open to share information, and when they come it's totally different day and night, most young people or elders have lived in refugee camps, isolated, some are very far away from towns where they meet with people.

Building capacity is key.

- **Sustained, continuous work on the digital divide is desired and required by all.**
- **To be effective and less onerous, and to prevent long-term harm to communities, distributions must: be regarded as investments, focus on building both skills and trust, and must encourage continuous feedback for improvement.**
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We need more resources for our internal capacity building so we can provide training to community members

Red tape, insurance requirements, redundancies - especially new groups who never worked with the city - other groups like [big nonprofits] can spit out insurance certificates. Bureaucratic hoops were really challenging. It meant groups walked away from the opportunity.

Community organizations struggle with the capacity of their own staff. [We need} investment in capacity.

City of Portland is working with community leaders - when they have programs, they share, it's helpful - but also know they have limited capacity to work with or connect with people.

They need to reimburse folks for giving input, like an hourly fee. They need to give a stipend, paid by the City to do this work, approaching from that level, giving respect for what is appreciated by staff... It was done with Metro, Trimet, and the School District.... These are skilled experts, and we need to pay them to do this, instead of assuming that you would share on the side.

Acknowledge and pay [people] for their work - standing contracts, requests, tiny projects, community driven projects.

It works when you're pulling people in when there's resource attached - it's operational and real, asking you to sit on this for [an amount of time] to determine where this is going. Constructive work sessions are the best. People's time is valuable... [It works when you're] not just asking for ideas but you're getting something out of this.
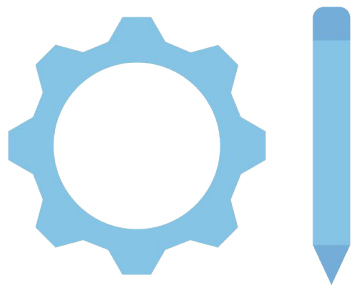
[Agencies get bummed when we don't get grants. Simplify numbers, would just ask if we're putting out any competitive procurement - make it as simple as possible. I suggest some way to divide and allocate equitable procurement - it's tiring for big agencies, but [they] really beat out smaller agencies writ[ing] a narrative and budget.

FRAMEWORK

ASCETA

OVERVIEW

ARPA TECH KIT "FRAMEWORK"

Principles
Outcomes
Trust-Building Approach
Criteria + Application
Tech Kit Components
Budget with Allocations
Implementation Roadmap

THE FRAMEWORK

This framework represents ASCETA's **design synthesis** of all inputs, including community sharing (interviews, workshops, survey) and EC sessions. By "synthesis," we mean that we have translated all data and feedback into actionable knowledge and solutions that, as far as we know at this moment, best address the systemic challenges, needs and goals that have emerged, regarding how the distribution of ARPA Tech Kit resources can help bridge the digital divide in Portland, Oregon.

We wish to underscore that this framework in all its detail does not represent "the" community perspective or decision, for there is not "one" monolithic community perspective. Within every community, there is as much diversity in interest and positionality as there is in identity, intersectionality, and lived experience.

Rather, this framework points a way to addressing community needs systematically and continuously that is supported by general alignment - i.e., we build the framework in accordance to wherever there is strong agreement among EC members, and/or where there was disagreement, interpreted a way forward that is in more loosely drafted but at least aligned with outcomes and principles, and consistent with long-term needs and aims expressed. Put in another way, not all community or EC members would necessarily agree with every aspect of this framework - but we trust that encouraging the City to adopt a trust-building, iterative approach to distribution (listening/learning and addressing needs) will support continuous self-correction, feedback and trust.

Design Principles
Outcomes + KPIs
Trust-Building Approach
Criteria + Application
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Implementation Roadmap

The design of the ARPA Tech Kit distribution is developed around these three principles, derived directly from what we heard, and ASCETA recommends that implementation proceed accordingly, and the principles be adjusted as new learnings emerge.

Note that these principles incorporate and reflect what we heard from folks regarding what outcomes they would like to see from this process.

Principle 1. User needs* are effectively, continuously heard and addressed

Principle 2. Relational trust is built, respected and grown

Principle 3.Capacity increases across the ecosystem for sustained impact

User needs refer to needs that a user has of a service, and which that service must satisfy for the user to get the right outcome. Also in this case, "user" refers to digitally excluded member of priority populations (described in criteria below)

Principles to Action

HOW TO USE THESE PRINCIPLES

We applied the principles as a 'compass' or 'lens' to continuously develop and check the evolution of the design process. For consistency and fidelity to community voice, they might also applied during implementation and ongoing iteration..

1. **Use the principles to check what is known or developed**

   Example: a new scorecard is developed. Use the principles as a "lens" and ask: Does it meet user needs continuously? Build relational trust? Build capacity?

2. **Extrapolate from the particular to the general.**

   Example: check that every decision, process, action, retention and change fits into one and/or more of the principles.

3. **Actively engage team members and stakeholders**

   Example: continuously ask and answer questions relating the work to the principles. "Are we listening to, and really addressing user needs?" "Does this build on, and increase relational trust?" "How might we improve this approach to build sustainable capacity?"

Design Principles
Key Performance Indicators
Trust-Building Approach
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Key Performance Indicators (KPIs)

WHAT IS A KEY PERFORMANCE INDICATOR?

A KPI is a quantifiable measure of performance for a specific objective over time, and refer to a set of quantifiable measurements used to gauge a company's overall long-term performance. They are helpful indicators of progress toward an intended result, and provide focus for strategic and operational improvement, and a way for all stakeholders to see if they're making progress or if work is on track.

WHY KEY PERFORMANCE INDICATORS?

KPI's help to provide data on progress towards achieving desired results. Measurements help provide milestones and targets for progress, and insights to help inform and improve decision-making to:

- **Keep teams and stakeholders aligned**
- **Provide a "health" check -** realistic look at all factors
- **Adapt and adjust -** clearly see where attention is needed to improve, and what is working to build upon
- **Track and build accountability -** help team members and partners track and support progress
- **Gauge changes over time** - with comparison statistics

WHAT TYPES OF KEY PERFORMANCE INDICATORS ARE THERE

The KPIs generated in this section might best be categorized, refined and prioritized, for reports shared with relevant teams and stakeholders. The following are some of the types of categories possible:

OPERATIONAL
Measures processes and efficiencies, daily progress, shorter timeframe

STRATEGIC
Long-term, big-picture goals

LEADING OR LAGGING
Lagging KPI measures past achievement over a previous time period; leading predicts what is likely in the future

QUANTITATIVE OR QUALITATIVE
Quantitative KPI's are measured by a number; qualitative is not

Key Performance Indicators (KPIs)

The following draft KPI's were developed based on community input and EC refinement and are currently under review by CPT to further iterate in accordance with user principles (user needs, relational trust, and capacity build), balanced with City capacity and compliance.

CONSULTANT NOTE: Note these these are draft only, developed over a series of meetings with the EC, with limited feedback from the implementation team regarding what is possible, which require "testing" and consideration to ensure that the evaluative requirements for these KPI's are aligned with the Design Principles, in addressing needs and not creating greater challenges for priority populations and CBO's, building trust rather than creating mistrust, and increasing capacity rather than diminishing it. We therefore advise to iterate what follows with the following considerations.

- Acknowledge that every draft KPI expresses the immediate perspective and experience of each person you helped to brainstorm/develop/create it. We were only able to "brainstorm" some portions, others are more developed and require cultivation. In the process, it is important to examine each contribution for its deeper nuances and meaning.

- Each KPI is a source of insight and direction. It has added on the work before it, and itself is an arrow to potential improvement based on feedback

- Make choices, adjust, edit and adapt these KPI's based upon what is learned,, knowing that commitments will never be "exactly right," but always one step closer to what is needed

- While traditional usage of KPI's apply them as determinative and authoritative, this work progresses in the context of equity and addressing exclusion, in full awareness of the biases embedded in numbers, and with appreciation of the complex human stories that iterative processes better capture. We also conscientiously proceed so as to support the movement to transcend white supremacy culture, and therefore encourage those who apply these KPI's to not treat them as blanket determinations, but as important signifiers and checks, not to override but to validate and/or themselves be checked by community feedback and collective intuition.

DRAFT ARPA TECH KIT KPIs
PRINCIPLE 1. User needs are effectively, continuously addressed

GOALS ("Design Criteria")	Key Performance Indicators (KPI's)
Enough Device Inventory - Enough to meet intersectional user needs and 100% distribution **Accessibility to internet services** **Adaptability of equipment** to meet users' special needs (particularly children, small businesses) **Receipt of devices and training -** Black and Indigenous People, and residents of color, people with disabilities, and seniors, ("community members"), who have faced barriers to being digital adopters, have received devices and culturally-/ability-specific training to use it effectively.	*KPI's Focusing on Priority Population Digital Adoption -* **<u># Digital skills of recipients (how to use the device, reset passwords, update the device, navigate apps, use the device warranty, navigate the internet and other software - in different languages)</u>** **# People with devices by ARPA Kit priority population** *KPI's Focusing on this Project's Digital Inclusion Activities -* **# Devices distributed*** **# People receiving devices*** **# People receiving help to navigate services and internet connection** **# People receiving help from other members of their own community** **# Culturally appropriate digital literacy trainings and technical support sessions provided, including specialized setup and training support for people living with disabilities.** **# Community members receive help navigating the process and options to subscribe to internet service (discount programs and subsidies)** * disaggregated by Zip code, race and ethnicity, gender, annual household income, household size, age, disability, type of device

DRAFT ARPA TECH KIT KPIs
Principle 2. Relational trust is built, respected and grown

GOALS ("Design Criteria")	Key Performance Indicators (KPI's)
Engagement: **Outreach -** Is an active engagement of community and/or individuals, it is not a passive endeavor **Participation** - across the identified groups with good engagement and representation **Requests** - what we are offering **More Involvement:** **More Involvement in City -** People from the populations we are trying to reach become more involved with the city, maybe as representatives of those communities **Small Grassroots Org Involvement** **Repeated Use of Tech Support / Classes** - devices are still being used, trust in asking for help, follow-up and help is given proactively. City/orgs are not waiting for community members to call them for help. **Community Determination** - Vetting by identified community leaders - Community leads what trust looks like	**Requests** - tracking and recording type of request to understand the needs in the priority populations **Spike in Public Comments** - access to technology increases participation and feedback on City processes **Spike in Involvement** - by language groups who have the least outreach - reflect translation of materials and increased trust in prioritizing community **Variety of Language Groups -** taking part in the program *Notes* **Matrix of CBOs + Partnerships -** by priority population

DRAFT ARPA TECH KIT KPIs
Principle 3. Capacity increases across the ecosystem for sustained impact

GOALS ("Design Criteria")	Key Performance Indicators (KPI's)
Quality over quantity **Capacity -** Build to achieve goals **Fair pay -** for people delivering the program **Full time staff** - to support this work (not a deal breaker) Orgs can decide what they need. **Realistic Timing -** set realistic timing for overworked partner organizations - Clearify how long the project will last **ACP Sign Ups -** Pay someone to do ACP sign ups vs paying their internet bill. (utilize other services that already exist) **Continuous support**. Following an recipient's journey for X amount of months and follow up to find the impact. **Working across organizations -** to refer individuals to one stop shop for tech and support needs (More than one One-Stop-Shop) (Capacity - do an environmental assessment - who can handle the work, who can do referrals) **Working with organizations -** who are already serving priority populations	**Utilization -** Success in the utilization of the technology **Participants Professional advancement** - long-term learning by participants accompanied by career/work progress - Happiness (how do we measure this? Does this mean customer satisfaction survey?) **Social determinants of health** improvement **Satisfaction** from both staff and participants **# Signups** **# Referrals** **% Continuity of Digital Access** after support ends **% Device recipients paired** with support organization or location **% Increase in org budget, time and/or staff** dedicated to achieving Digital Equity for priority populations *Digital Navigators can survey folks that they serve* **# Organizations with increased digital literacy capacity and providing training** *From ARPA Proposal* - # community organizations build new capacity to provide digital literacy training and technical support designed specifically for community members.

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Trust-Building Approach: *departing from traditional approaches*

Community members shared concerns during our Discovery regarding their need for for the ARPA Tech Kit distribution process to ease not add to the burden of over-burdered nonprofits, while centering those nonprofits, trusting and building trust with them, and following their leadership with respect to community needs.

In approaching which distribution approach to take for this project, we looked to new forms of resource distribution created in response to the critique of traditional forms, which tend to have these characteristics:
- Time-consuming for recipients
- Funder power instead of needs influences priorities
- Unnecessary burden on nonprofits
- Privileges organizations not led by BIPOC

And finally, equity requires acknowledging the deeply-rooted history of racial inequity in philanthropy and government largesse, characterized and defined by a sense of urgency, defensiveness, quantity over quality, worship of the written word, the belief in only one right way, paternalism in decision-making, either/or thinking, power hoarding, fear of open conflict, individualism, "only one" thinking, believing progress is bigger/more, objectivity / neutrality, and the right to comfort - all of which can be collectively identified as white supremacy culture.
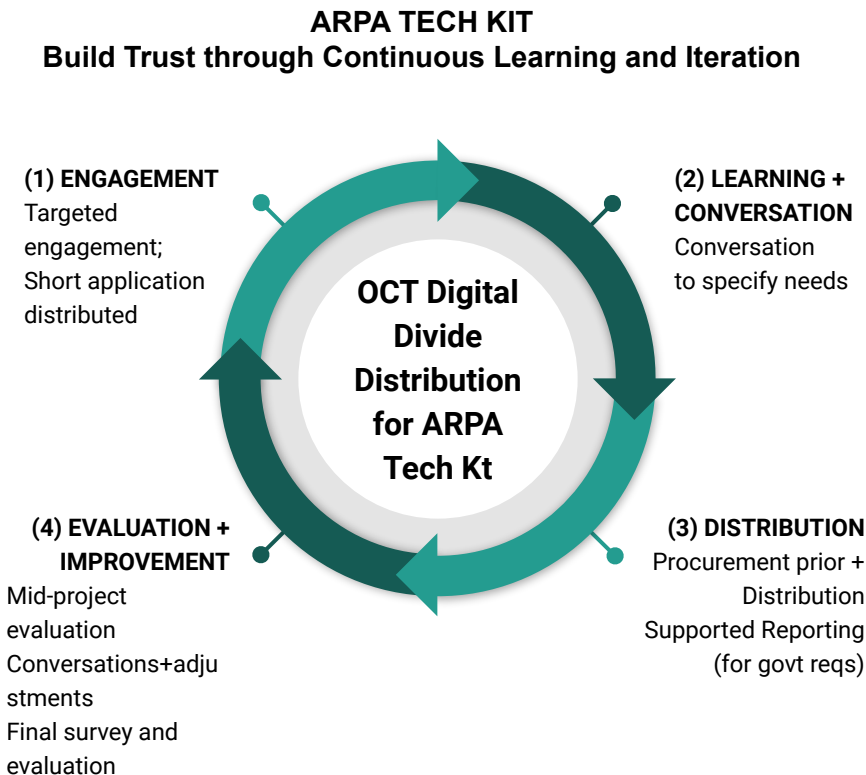
Moving away from all of this translates to removing obligations on grant recipients (See this article for examples), or activities including multi-year unrestricted (or less restricted) funds, converting reporting processes into a two-way conversation), or supporting grantees and communities to weigh in on decision-making.

Time →

Traditional Grants (Giver-centered)	Trust-Based Philanthropy (Recipient-centered)
Announcement (e.g. RFP)	**Conversation** to align on needs
Application	(Minimal submission)
Notice	**Compensation**
Reporting for "Accountability"	**Conversation** for further needs and to improve the experience

Trust-Building Approach

ARPA TECH KIT
Build Trust through Continuous Learning and Iteration

(1) ENGAGEMENT
Targeted engagement;
Short application distributed

(2) LEARNING + CONVERSATION
Conversation to specify needs

OCT Digital Divide Distribution for ARPA Tech Kt

(4) EVALUATION + IMPROVEMENT
Mid-project evaluation
Conversations+adjustments
Final survey and evaluation

(3) DISTRIBUTION
Procurement prior + Distribution
Supported Reporting (for govt reqs)

This "Trust-Building" Approach emerged through many rounds of listening, workshopping, conversation and iteration with the community, CPT and EC.

We heard underscored over and again, the importance of listening to specific community needs, not making blanket assumptions, trusting community organizations, and taking time to set up and support sustainable systems to address the digital divide. We also heard of greater harms done, or the frustration and waste of resources, when the hardware and/or training and services provided are incomplete in considering how each recipient encounters, learns, and adapts. "Quality over quantity," was a phrase oft repeated in this process.
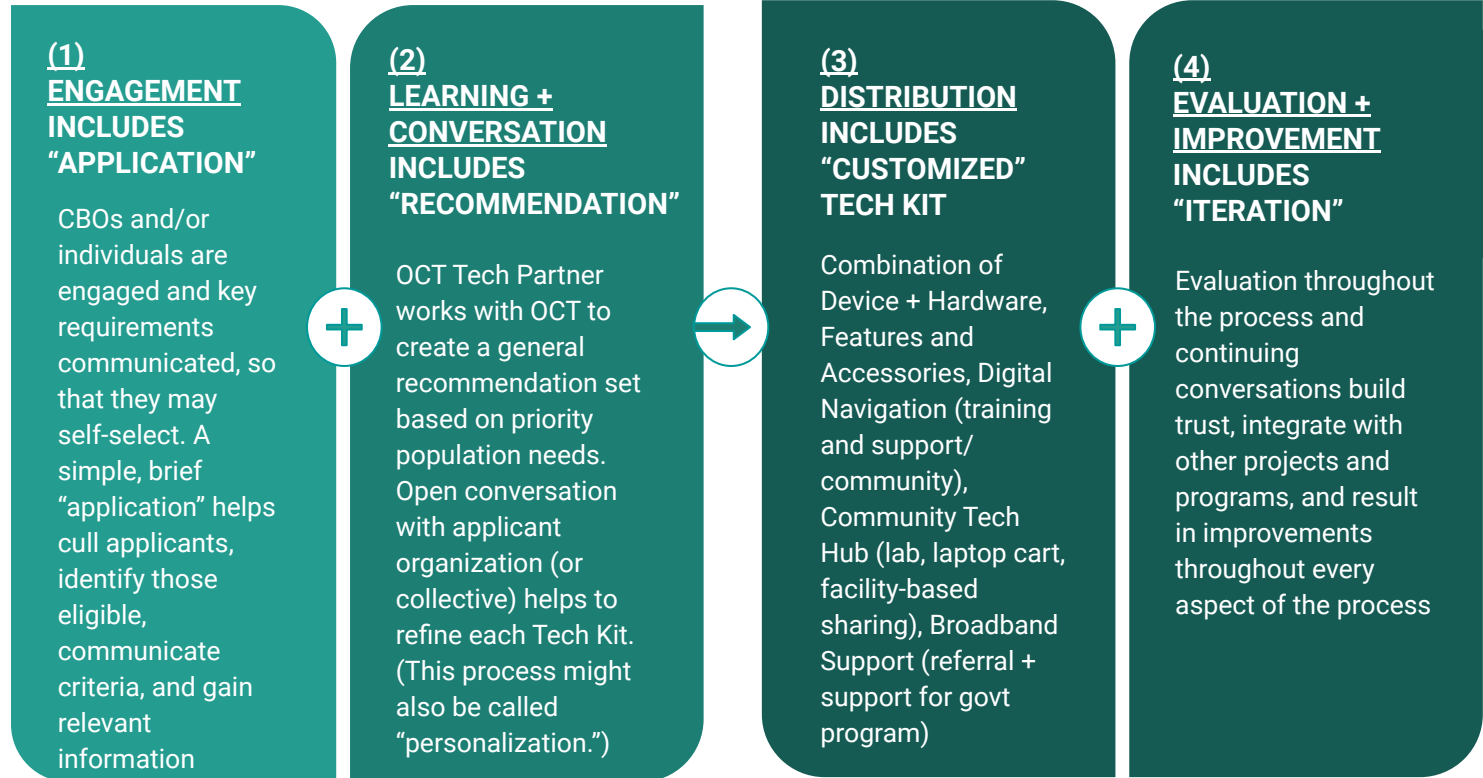
A primary challenge we heard raised in this work, and forecast being a significant issue to address in implementation, is the issue of how to "trust," invest in "relationship" and believe that the City can ease burdens on organizations, with so many government requirements and expectations based in mistrust and legalism - namely, compliance and accountability. Prioritizing these has evolved over more than a century, and interactions with the government tend to feel like bureaucratic entanglements that involve a great deal of overhead, time, onerous paperwork, repetition and runaround. Fortunately, our work with CPT has indicated many opportunities and much motivation to evolve traditional norms regarding "compliance," in favor of what works best to address true community needs, include community voices, and achieve digital equity.
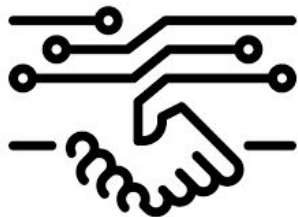
ARPA TECH KIT "APPLICATION"

This schematic clarifies some key ideas that were starting to emerge to shape the process in accord with principles, namely:

- **Short/brief application**
- **Conversational development** of customized tech kits (with OCT providing tech support and recommendation based on priority needs)
- **Continuous iteration** and improvement to support the CBO and individual experience, and improve process

Next steps would be development, testing, and feedback on this new approach.

(1) ENGAGEMENT INCLUDES "APPLICATION"

CBOs and/or individuals are engaged and key requirements communicated, so that they may self-select. A simple, brief "application" helps cull applicants, identify those eligible, communicate criteria, and gain relevant information

(2) LEARNING + CONVERSATION INCLUDES "RECOMMENDATION"

OCT Tech Partner works with OCT to create a general recommendation set based on priority population needs. Open conversation with applicant organization (or collective) helps to refine each Tech Kit. (This process might also be called "personalization.")

(3) DISTRIBUTION INCLUDES "CUSTOMIZED" TECH KIT

Combination of Device + Hardware, Features and Accessories, Digital Navigation (training and support/ community), Community Tech Hub (lab, laptop cart, facility-based sharing), Broadband Support (referral + support for govt program)

(4) EVALUATION + IMPROVEMENT INCLUDES "ITERATION"

Evaluation throughout the process and continuing conversations build trust, integrate with other projects and programs, and result in improvements throughout every aspect of the process
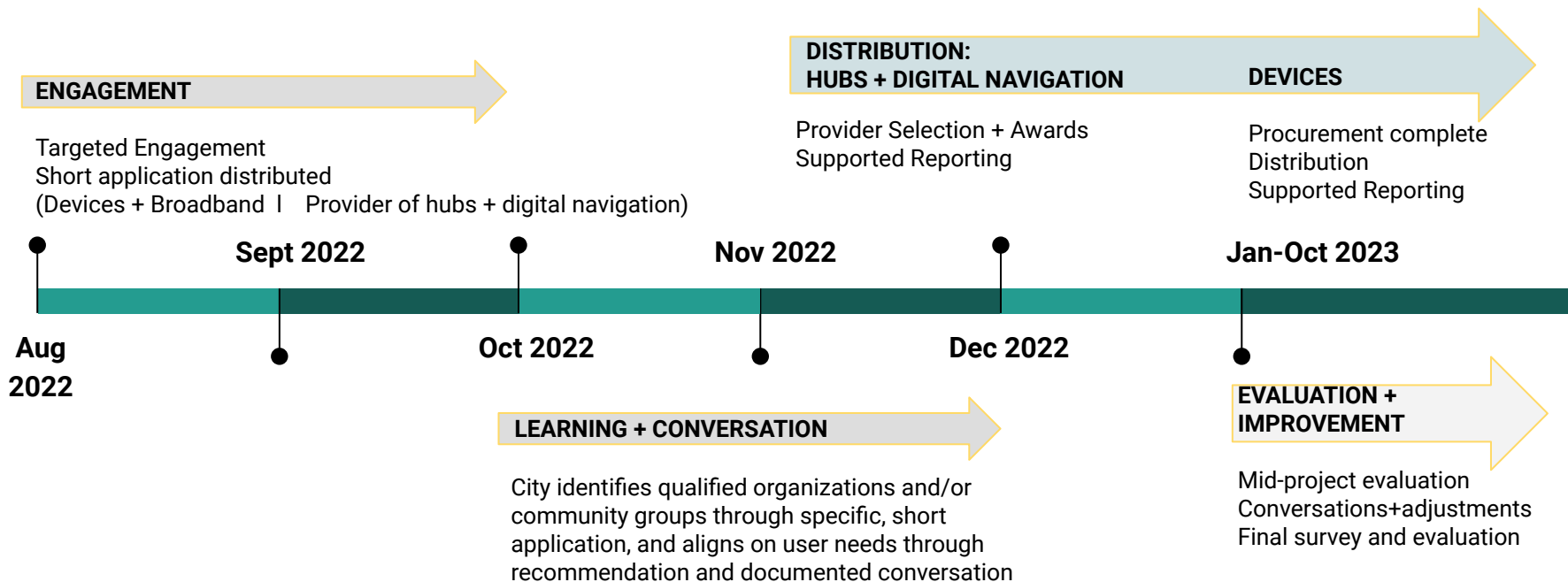
NOTE: PERSONALIZATION + TECH PARTNERSHIP

One clear result of our discovery process was that priority population users have different needs, and that in order to achieve digital adoption:

- Different priority populations require different tech kit approaches (e.g. regarding type of devices, features, accessories, training needed - see Tech Kit Components section of this document).
- Assessment and some degree of personalization are required, especially for those priority populations that experience many different intersectionalities and therefore different arrays and combinations of requirements
- The pace, change and availability of technology is such that City staff, CBO staff, most general population members, and members of those who experience digital exclusion are not typically most aware of what technology is available, effective, and procurable
- People are experts with respect to their lived experience and needs; the knowledge gap to be addressed is - what available resources and technology exist to address these needs?

One possible solution that emerged was the possibility of the City's developing a partnership with tech groups that could help co-create ARPA Tech Kit recommendations for priority populations. Such a partner would be knowledgeable, informed and aware of what is emergent, available, affordable and effective in the technology space for serving and supporting priority populations, and would be able to bridge the knowledge gap by helping to craft recommendations, that could serve as a basis of conversation and personalization to the extent possible with priority populations.

Trust-Building Approach: Suggested Timeline

Below is a suggested timeline, based on iterative review and current knowledge shared by EC and CPT, and subject to development as needs are further learned, processes are developed, and supply timelines better understood. Also included on the following slides in this section are general suggestions with high-level steps, provided to CPT as a starting point for Implementation Planning, underscoring that these are underline suggestions only, to be continuously evolved based on community feedback, consultation regarding government constraints and compliance concerns, and the principles above (user needs, relational trust and capacity building).

ENGAGEMENT

Targeted Engagement
Short application distributed
(Devices + Broadband | Provider of hubs + digital navigation)

DISTRIBUTION:
HUBS + DIGITAL NAVIGATION

Provider Selection + Awards
Supported Reporting

DEVICES

Procurement complete
Distribution
Supported Reporting

Sept 2022

Nov 2022

Jan-Oct 2023

Aug 2022

Oct 2022

Dec 2022

LEARNING + CONVERSATION

City identifies qualified organizations and/or community groups through specific, short application, and aligns on user needs through recommendation and documented conversation

EVALUATION + IMPROVEMENT

Mid-project evaluation
Conversations+adjustments
Final survey and evaluation

Eligibility + Selection Criteria

The following criteria emerged from our process to help focus and make the greatest impact with the limited ARPA funding available, by focusing this particular project's efforts on the most marginalized and digitally excluded priority populations. That is, to help prioritize limited resources, respect organizational capacity, and achieve digital equity aims, ARPA Tech Kit distribution shall:

1. Connection to Portland: live, work, worship, or access services in Portland

2. Prioritize folks that are both:

Low-income*
*As defined by Affordable Connectivity Program (ACP) - at or below 200% of the Federal Poverty Guidelines, or if a member of the household meets at least *one* of the criteria below:

- Received a Federal Pell Grant during the current award year;
- Meets the eligibility criteria for a participating provider's existing low-income internet program;

Participates in one of these assistance programs:

- The National School Lunch Program or the School Breakfast Program, including through the USDA Community Eligibility Provision;
- SNAP
- Medicaid
- Federal Public Housing Assistance

- Supplemental Security Income (SSI)
- WIC
- Veterans Pension or Survivor Benefits
- or Lifeline;

Participates in one of these assistance programs and lives on Qualifying Tribal lands:

- Bureau of Indian Affairs General Assistance
- Tribal TANF
- Food Distribution Program on Indian Reservations
- Tribal Head Start (income based)

Identify with 3-5+ the following priority population intersectionalities:

- Black people
- Indigenous peoples
- People of color
- People with disabilities
- People with language barriers (immigrants, refugees, ESL)
- Seniors
- LGBTQIA+

- Houseless or facing housing insecurity
- Foster youth
- Special needs youth
- Survivors of domestic violence
- People impacted by incarceration

3. Prioritize serving the most marginalized, digitally excluded persons and/or households

- Houseless or facing housing insecurity
- People impacted by incarceration
- People with language barriers: refugees specifically

4. Ensure representative distribution across all priority populations

5. Take a community approach to bridging the gap on the digital divide:

- **Preference for collaborations**
- **Preference for peer support among and between organizations, especially including small community organizations**

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ARPA TECH KIT "APPLICATION" - sample draft questions

INFORMATION
To build trust and transparency, be certain to share the Principles, Process and Criteria clearly through text and visualization, and to offer this brief "application" in multiple languages and with support as needed. Develop these criteria-based questions to fit both/with CBO and individual applications.
IDENTIFICATION + ELIGIBILITY-RELATED QUESTIONS
1. We are accepting applications from individuals, and from community-based organizations to help distribute ARPA Test Kits. Are you applying as: • CBO/community group • Individual or household in need • Advocate or relative of someone in need. If an advocate or household head) **Who are you applying for?** Name

INDIVIDUAL APPLICATION	CBO APPLICATION
2. What is: • Your Name: • Are you applying for yourself, or for your whole household? • If household, what is the total number you are applying for overall / total? (#)?	**2. What is:** • Your Name: • Your Title: • Your Organization's Name, and/or all related collaborators and partner organizations • What is the total number you are applying to serve overall / total? (#)?
3. Only those who have a personal connection(s) to Portland can apply? **Select all that apply:** • I live in Portland • I work in Portland • I worship in Portland • I live in the Portland region/metropolitan area and received support through Portland-based organizations • None of the above apply to me	**3. Only applications whose recipients have a personal connection(s) to Portland can apply. Select all that apply:** This project will serve those who • live in Portland • work in Portland • worship in Portland • live in the Portland region/metropolitan area and received support through Portland-based organizations • None of the above apply

# ARPA TECH KIT "APPLICATION" - sample draft questions

IDENTIFICATION + ELIGIBILITY-RELATED QUESTIONS	
INDIVIDUAL APPLICATION	**CBO APPLICATION**
4. Only folks who are low-income as defined by Affordable Connectivity Program (ACP) qualify for this distribution. Are you • At or below 200% of the <u>Federal Poverty Guidelines</u>, OR • A member of your household meets at least *one* of the criteria below: (Insert ACP options)	**4. Only folks who are low-income as** defined by Affordable Connectivity Program (ACP) qualify for this distribution. Will this project serve those who are: • At or below 200% of the <u>Federal Poverty Guidelines</u>, OR • Whose households meet at least *one* of the criteria below: (Insert ACP options)
5. Recipients must identify with at least 3 of the following. With which of the following do you, or those you serve, identify (select all that apply)? • Black people • People with low income • Indigenous peoples • People of color • People with disabilities • People with language barriers (immigrants, refugees, ESL) • Seniors • Houseless or facing housing insecurity • Youth, particularly foster and special needs children and their families • Survivors of domestic violence • People in rural areas • People impacted by incarceration	**5. Each recipient must identify with at least 3 of the following. With which of the following intersectionalities do you anticipate each recipient in this project to identify (select all that apply)?** • Black people • People with low income • Indigenous peoples • People of color • People with disabilities • People with language barriers (immigrants, refugees, ESL) • Seniors • Houseless or facing housing insecurity • Youth, particularly foster and special needs children and their families • Survivors of domestic violence • People in rural areas • People impacted by incarceration
6. This project aims to prioritize the most marginalized, digitally excluded persons and/or households. Please confirm if you qualify as any of the following groups: • Houseless or facing housing insecurity • People impacted by incarceration • People with language barriers: refugees specifically	**6. This project aims to prioritize the most marginalized, digitally excluded persons and/or households. Please confirm if those you intend to serve with this project qualify as any of the following groups:** • Houseless or facing housing insecurity • People impacted by incarceration • People with language barriers: refugees specifically

ARPA TECH KIT "APPLICATION" - sample draft questions

SELECTION-RELATED QUESTIONS	
INDIVIDUAL APPLICATION	**CBO APPLICATION**
7. What are you applying for help with?: ● Device, Hardware, Features and/or Accessories * ● Broadband Support (referral + support for govt program) *	**7. What are you applying for help with?:** ● Device, Hardware, Features and/or Accessories * ● Broadband Support (referral + support for govt program) * ● <u>To provide</u> Digital Navigation (training and support/community) ● <u>To provide</u> Community Tech Hub (lab, laptop cart, facility-based sharing)
8. (Self-Assessment) Our tech partner will help us create a recommended Tech Kit for us to discuss. To help us get started, do you have specific or unique technology needs we should know about? *(Add specific choices as the implementation team identifies these)*	**8. (Self-Assessment) Our tech partner will help us create a recommended Tech Kit for us to discuss. To help us get started, do you have specific or unique technology needs we should know about?** *(Add specific choices as the implementation team identifies these)*
9. (Other questions as necessary; keep short, simple and non-burdensome. For example:) ● **Are you affiliated with a church, community nonprofit, or other agency that might partner and collaborate to best serve priority populations?**	**9. (Digital Navigation-Specific Questions may include:)** ● **Grants for digital navigation are available up to $** ● **Do you have experience providing culturally competent training? If so, to which populations?** ● **What types of training(s) and/or digital navigation support could you provide? What have you provided before?** ● **How many people might you serve?** ● **What support do you need?**
	10. (Hub Specific Questions may include): ● **Do you have experience providing geographical hubs? If so, please describe.** ● **How many people might you serve?** ● **What support do you need?**

Tech Kit Components
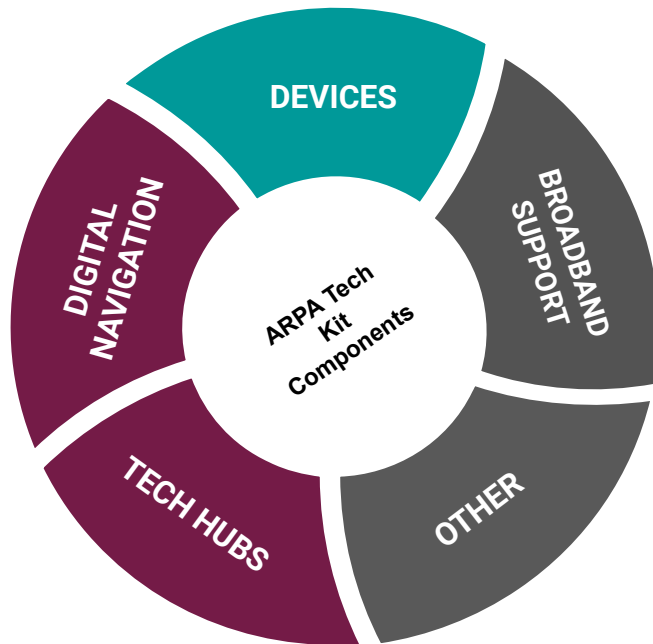
Discovery activities surfaced the following needs to be addressed for bridging the digital divide for priority populations, grouped in the following components
- Devices
- Digital Navigation
- Tech Hubs
- Broadband Support
- Other (flexibility to understand other needs)

Details and notes regarding what was learned during discovery are included on the following slides. (% indicates survey validation of interview insights)

Tech Kit Components: DEVICES

When asked what would most help bridge digital divide for priority populations, community respondents indicated devices, but not without <u>hardware, warranties, software and accessories</u> which vary depending on each population's specific needs - in addition to training, skills and navigation addressed in the next section. What emerged was an emphasis on *usability*, not just ownership of devices, and *quality* of match and fit, not just quantity distributed.. Below is data from discovery to build upon.

DEVICE OPTIONS	FEATURES AND ACCESSORIES	
- Laptops (88%) - Smartphones / androids (63%) - I-pads (51%) - Chromebook (33%) with hotspots as needed - Android tablets (30%) - GranPad (touch screen tablet) with subscriptions	- Devices with direct internet accessibility: (73%) - Devices that have ability for fast updates, streaming capabilities and downloading: (67%) - MS Windows Operating System: 61% - Ancillary devices for special needs (48%) - Mac Operating System (42%) - Computers with more memory (42%)	- Mouse (33%) - Repairability (limited support from manufacturer) (33%) - Touch screens (30%) - SquareUp Terminal - digital payment system - Touchpads and Linux Operating System least selected, at only 9% and 6%.

NOTES: Familiarity, Ease and Connectivity
- Some devices are easier to use than others and have built-in features
- Need to explore multiple options to access internet, e.g. "Maybe a portable wi-fi option like Beacon-mobile offers. Chargers/solar charger generator"
- "I would include broadband devices that can support more than one end user."
- "Most people are used to phones."
- Respondents had conflicting views over whether Apple iOS or Android devices were easier to use and/or more compatible with certain devices.

NOTES: Accessories
- Accessories/features must be compatible with devices individuals have access to, e.g. "Device-compatible headphones"
- "Other assistive technology that is person centered and allows access plus software."

Software Compatibility
- Respondents had conflicting views over whether Apple iOS or Android devices were easier to use and/or more compatible with certain devices.
- Security is an issue: "Make security updates mandatory" "Password managers and other security measures."
- Financial integration; "knowing how to set up a checking account, knowing how to securely connect it to a device, database and accounting software (quickbooks, sharepoint)"
- Device-compatible headphones
- "A variety of input devices; tablets (Wacom) and other art-making accessories are important to the communities I'm involved in."

Tech Kit Components: DEVICES (continued)

Priority Populations	Identified Needs	Suggestions - _to be further developed_ with support of technology experts specializing in specific needs
People with Physical Disabilities	Visual impairment/blindness	Apple devices (high accessibility support); Large screens/buttons; Large font options; Screen reader software
	Wheelchair users	Wheelchair attachments/stands; Fall/impact protection; Stylists; Adaptive software
Seniors	Visual/hearing impairment	Large print devices; High volume devices
	Technological literacy	Teach users about risk of scams
People who are deaf	Hearing impairment	Apple devices (high accessibility support); T-loop hearing device; Large screens; Tactile equipment; Voice-to-text apps and other software
Low-income	Financial support	Low cost support and services Help navigating the processes to sign up for programs
Houseless	Durability, access and security	Long battery life/"Portable high-capacity battery packs"; data packs, hotspots or reliable wifi access points; theft-deterrent measures/devices Make sure the trainers are trauma informed
Immigrants and Refugees	Language accessibility	Devices and services provided in native language
People impacted by incarceration	Access and security	Access to space with wifi
Other (Please specify)	Data protection	Privacy training: "empowering communities to own their data and teaching mindfulness toward sharing/interconnectivity/privacy from Big Tech or scammers"

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Tech Kit Components: DIGITAL NAVIGATION

Respondents largely agreed that technical support is an essential aspect to any digital inclusion effort. We heard that training, skills and navigation are critical, and that it is important to prioritize usability, not only ownership, as well as *quality* (of match and fit) over *quantity* (distribution). Below is data from discovery to build upon.

| TECH LABS		TRAINING AND LEARNING
● 88% felt "computer labs with onsite technical support at trusted locations" would help priority populations, with 55% describing them as "very important".	● 90% felt "laptop/iPad carts with onsite technical support" were also necessary, with 48% describing them as "very important".	● 1:1 Training and Support ● Collective Learning (e.g. classes, workshops) ● Multigenerational Mentorships (between young and elder, Gen Z and Boomer, etc.) ● "Train the Trainer" classes that teach how to teach ● Specialized Training (e.g. translators, ASL workshops, ADA and senior training) ● Language support ● For the City - 311, navigators and referral info ● Media includes booklets, videos, handouts, etc.
NOTES: Convenience/Location means different things for different users - fixed locations in specific areas as well as mobile locations needed ● "Elderly and disabled; in my experience, many are willing to go to computer rooms but no further." ● "These would serve urban populations who have greater access to walkable sites and public transportation better than they would serve rural populations or populations that are home bound."	**NOTES: Language Accessibility** ● "BIPOC especially Spanish speaking communities would benefit from these hubs and group training. Most programs are in English and those who struggle with the language face a huge hurdle when trying to learn to navigate the digital space" **NOTES: Mobility** ● Mobility, transportation and transience impact access greatly ● Those who have limited access to transportation. Having more, smaller, more community-focused/driven hubs scattered throughout the city would be massively beneficial. ● "Houseless would benefit from a location to go to to access the computer."	**NOTE: MEDIA AND MATERIALS** ● Language and culturally-appropriate engagement and instructions was a lesser though important theme that arose primarily in interviews: e.g. basic pictoral instructions to go with devices, videos, joint marketing

Tech Kit Components: BROADBAND ACCESS

Respondents frequently reflected that accessing the Internet is an essential part of bridging the digital divide.

ACCESSIBILITY + ADVOCACY		OTHER INITIATIVES	
When considering options to increase broadband access, the two most selected were: ● **More public WiFi hotspots**, including libraries and community centers: 70% ● **More broadband bandwidth/higher speed internet access** (especially for larger families): 64%	*Other options with over 50% validation* ● **Advocate/navigate** to provide outreach, resources and support for getting and maintaining effective internet access ● **Cash/gift cards** for good internet connection ● **Universal support** based on federal poverty level current cut-off for affordable high-speed internet	*Parallel initiatives to build broadband access are simultaneously occurring, with options for development explored through the Digital Equity Roundtables.*	
		Oregon Broadband Fund ($1.5M for Oregon) Eligible activities include: ● Planning and development of broadband ● Digital literacy including cybersecurity ● Digital inclusion ● Digital adoption	**American Rescue Plan Capital Projects Fund ($157M for Oregon)** Eligible activities include: ● Broadband infrastructure ● Digital Connectivity Technology Projects: Device loans or public availability, Public wifi equipment ● Multi-purpose community Facility projects
NOTES: Device Accessibility - Tech devices without reliable internet access are of limited use - fast and free/affordable Wifi is essential to program success ● "Free wifi that is a good speed for low income and discounted for the others." ● "Just make internet fast and free for all!""	**NOTES: Advocacy -** Advocacy for public Wi-Fi ● "Internet access needs to be a basic human right in modern society, on the same level of food, clothing, and shelter. Working effectively to reduce monopolies (Comcast) and offer more viable options."	**NOTES: From EC + CPT in light of emergent resources for broadband** ● Given the significant alternate support for broadband access, focus this project on support using existing resources - i.e. signups to current programs like ACP and increasing access (e.g. hot spots and/or gift cards to supplement deficient access) ● Advocacy and collaboration to support universal, effective access"	

Budget Allocation

The following budget allocation emerged from the EC's exploration of allocations that best meet user needs, increase relational trust, and build capacity.
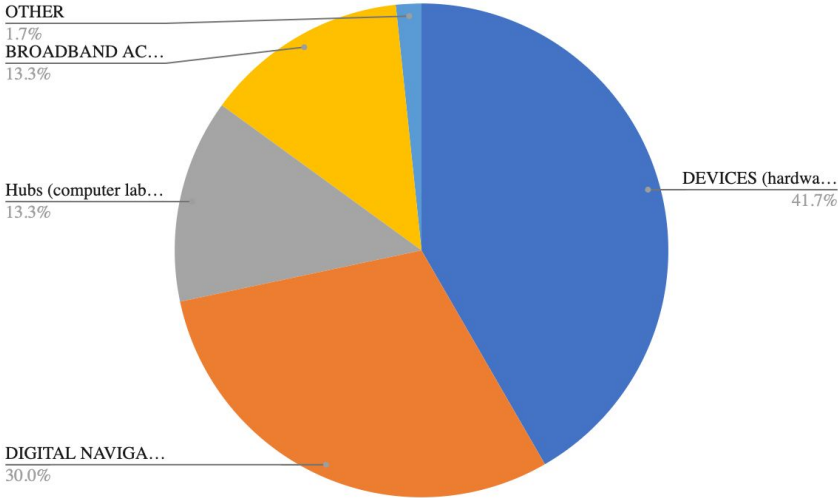
ARPA TECH KIT COMPONENTS	%	$
DEVICES	**41.67%**	**$1,391,596**
DIGITAL NAVIGATION (MEDIA COMPONENT)	24.00%	$801,559
	6.00%	$200,390
	30.00%	**$1,001,949**
TECH HUBS	**13.33%**	**$445,311**
BROADBAND ACCESS	**13.33%**	**$445,311**
OTHER	**1.67%**	**$55,664**
	100.00%	**$3,339,831**

Budget Allocation: CBO and OCT

Participants shared the need for the City / OCT's provision of resources, particularly regarding digital navigation (e.g. 311 and referral resources) and broadband (e.g. engagement, referral and supplementing ACP resources), as well as needing to build trust with organizations and residents, and distribute directly to individuals not affiliated with nonprofit organizations.

The following distribution emerged from EC discussions regarding the balance of labor required to effectuate the above. (% associated with each line item, e.g. totalling 100% for devices)

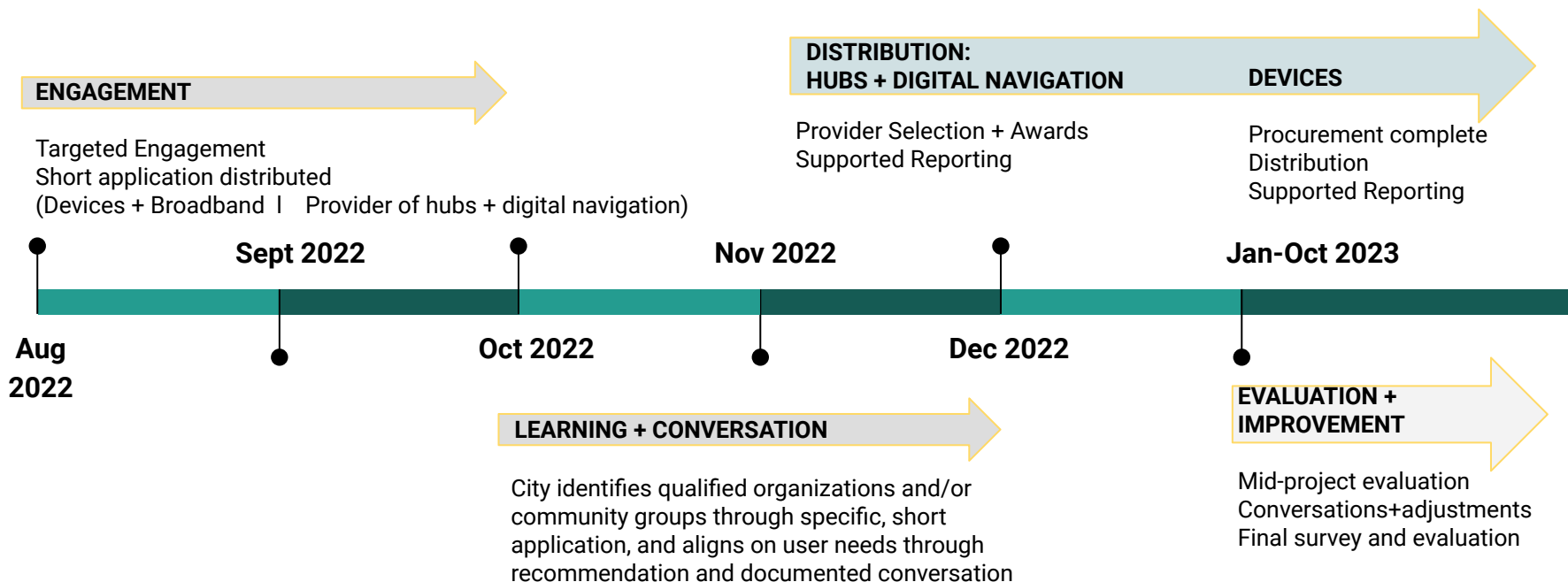|	CBO		CITY	
DEVICES	70%	$ 974,117	30%	$ 417,479
DIGITAL NAVIGATION / MEDIA	60%	$ 601,170	40%	$ 400,780
TECH HUBS	70%	$ 311,718	30%	$ 133,593
BROADBAND ACCESS	10%	$ 44,531	90%	$ 400,780
OTHER	100%	$ 55,664	0%	$ -
		$ 1,987,199		$ 1,352,632

NOTE ON EC DISCUSSIONS REGARDING USE OF CITY FUNDING:
- **CBO Support:** Important to provide City staffing and resources to support CBO's and to increase and not reduce their capacity to build relationships and address needs
- **Non-CBO Distribution and Individual Relationship**: City to support inclusion efforts through a 311-like referral line, distribution through community centers (such as churches, barber shops) and capacity to answer questions and develop relationship directly with residents, especially those who belong to priority populations. City may also distribute directly to those not affiliated with CBO's

Design Principles
Key Performance Indicators
Trust-Building Approach
Criteria + Application
Tech Kit Components
Budget with Allocations
Implementation Roadmap

Trust-Building Approach: Suggested Timeline *- same as Slide 30*

Below is a suggested timeline, based on iterative review and current knowledge shared by EC and CPT, and subject to development as needs are further learned, processes are developed, and supply timelines better understood. Also included on the following slides in this section are general suggestions with high-level steps, provided to CPT as a starting point for Implementation Planning, underscoring that these are <u>suggestions only</u>, to be continuously evolved based on community feedback, consultation regarding government constraints and compliance concerns, and the principles above (user needs, relational trust and capacity building).

ENGAGEMENT

Targeted Engagement
Short application distributed
(Devices + Broadband | Provider of hubs + digital navigation)

**DISTRIBUTION:
HUBS + DIGITAL NAVIGATION**

Provider Selection + Awards
Supported Reporting

DEVICES

Procurement complete
Distribution
Supported Reporting

Aug 2022 — **Sept 2022** — **Oct 2022** — **Nov 2022** — **Dec 2022** — **Jan-Oct 2023**

LEARNING + CONVERSATION

City identifies qualified organizations and/or community groups through specific, short application, and aligns on user needs through recommendation and documented conversation

EVALUATION + IMPROVEMENT

Mid-project evaluation
Conversations+adjustments
Final survey and evaluation

Implementation Roadmap - suggestions for implementation

PHASE	1. ENGAGEMENT	2. LEARNING + CONVERSATION	3. DISTRIBUTION	4. EVALUATION + IMPROVEMENT
GOAL	● **Inform priority populations; encourage them to apply** ● **Attract applications (to respect capacity, be clear about qualifications)**	● **Identify qualified organizations and/or community groups through short application** ● **Align on user needs thru recommendation and documented conversation**	● **Effective distribution of Digital Tech Kit components with greatest ease to overburdened CBO's/CSO's and greatest impact in addressing needs**	● **Assess project process and progress** ● **Connect and adjust** ● **Evaluate and report for further OCT projects and learning**

STEPS	**Invitation Email with Short Application Form**
	● Clarify eligibility requirements to narrow applications for Devices, Digital Navigation and/or Broadband
	● Send to:
	  ○ CARES Act qualified applicants (77/112)
	  ○ Targeted CBO's/CSO's where priority populations are missing (see Slide 24)
	  ○ All CBO's/CSO's
	  ○ Open to individual referrals from CBO's/CSO's and online
	City-Led Learning Workshops
	● Open forums with presentation and Q&A about the ARPA Tech Kit requirements and process
	● Recommended that Application be open for at least three weeks
	Conversations
	● City follow-up on applications as needed to
	  ○ Learn needs
	  ○ Clarify reporting expectations and improve process
	  ○ Co-create recommended "Tech Kit" for each group/individual
		Review application
		● Apply Eligibility and Selection Criteria
		● Create list of prioritized organizations and groups
		Formulate ARPA Tech Kit Recommendations
		● Create recommendations based on known needs of priority populations and intersections developed from this project's discovery in collaboration with experts regarding appropriate technology
		Conversation and Alignment
		● City follow-up to share recommendation and align on needs with prioritized organizations
		● Document conversation (suggest using something like google forms or a database, to track + document each conversation)
			Procurement + Coordination
			● For Devices - orders made by city recognizing the limited bandwidth of CBO's/CSO's in managing procurement, supply chain challenges and the opportunity for bulk order discounts
			● For Media - created in collaboration with CBO's/CSO's to ensure culturally specific, appropriate materials by trusted voices
			● For Broadband - appropriate communication and coordination with existing programs, along with supplementary gift cards as needed to help users achieve effective access, and to address issues regarding bandwidth and speed for households
				Evaluate of awardees / recipients
				● Schedule follow-up evaluation conversations, as needed (6 months after award)
				● Create simple standard evaluation tool
				● Send out "evaluation template" with options for conversation if preferred by recipient
				Program evaluations
				● Monitor + track program KPIs
				Improvements
				● Receive feedback from recipients re what worked and what didn't?
				● Identify improvement areas along the way and iterate + learn from process
				Report back to Treasury
				● Prepare and send ARPA program accomplishments + impacts, challenges + learnings
				Share Publicly
				● Send update to EC, stakeholders and public re ARPA program accomplishments + impacts, challenges + learnings

Recommendations

ASCETA

"Nothing about us, without us."

— QUOTE FROM WORKSHOP

RECOMMENDATIONS: Introduction

The approach outlined in this document appears to represent a shift change from the prior CARES Act approach, which itself was a radical, emergency-driven, community-led, City-facilitated collaborative initiative, successfully coordinated and executed in the face of the pandemic in 2020.

This work was developed from community perspectives and with the design support of community leads, and suggests even greater collaboration, iteration, thoughtfulness and expansiveness, towards addressing true user needs and achieving digital adoption among the most challenged priority populations. It suggests shifting from traditional linear grants processes, and a straightforward "distribution" of assets approach, towards a "trust-building" relational approach that builds capacity for long-term sustainable impact, in alignment with practices emerging across the City of Portland and in every space seeking to address needs and adapt quickly to rapidly-changing circumstances: namely, building human-centered processes into what was previously law-centered, bureaucracy-driven work product. This approach aims to address the needs of those most digitally excluded through relationship building, continuous listening, conversation, and reliance on culturally competent, trusted community-based organizations, and to develop and adjust processed as needed - all of which is in alignment with the City of Portland's aspirational values and focus on equity.

Such steps will take work. Because this is new work, requiring new skills and some amount of trial and error, mistakes will be made; learning must occur; and grace must be given in order to immediately execute while creating for the long haul, feedback loops and communicative processes necessary to convert a 171-year-old culture and practices that are deeply entrenched and tend to embody, no differently from most bureaucratic government processes, what Tema Okun calls White Supremacy Culture.

While reviewing these recommendations, note that significant work is being invested globally in building trust with government (e.g. a recent Deloitte report); these efforts should be studied and integrated, with crucial attention to this difference, between those efforts and the content here, which is the commitment to equity, and the centering and leadership of excluded community perspectives and experience.

The following recommendations support steps in the direction of new learning - by recipients of how to utilize their devices and gain new skills, by organizations on how to continuously engage, understand and address needs, and by the city and other ecosystem members, on how to systematically collaborate and organize to address the critical challenge of bridging, particularly for priority populations, the Digital Divide.

RECOMMENDATIONS
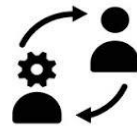
FROM PREMORTEM:
In our final session, we posed two questions to the EC in the form of a "premortem," an exercise in which design teams look ahead to the end of a project and imagine it has failed. By working backwards from the point of failure and/or wild success, we better understand risks, catch challenges before they bloom, and address issues with strategic insight as the project progresses. We also posed to them a question regarding the other extreme - what if the project succeeded beyond wildest expectations? What made that happen? This section summarizes identified risks, along with associated recommendations developed by ASCETA based on participants' positive projections.

FROM PREMORTEM

1. **COMMUNITY TRUST/ENGAGEMENT + CBO LEADERSHIP**

2. **CBO CAPACITY AND CITY SUPPORT**

3. **APPLYING CRITERIA AND COMMUNITY RECOMMENDATIONS**

4. **MANAGING EXPECTATIONS**

5. **USER SUPPORT THROUGH COLLABORATION**

6. **TRACKING AND VERIFICATION**

FROM ASCETA

7. **STRATEGY**

8. **CULTURE**

9. **STRUCTURE**

FROM ASCETA:
In addition to the project-specific concerns and solutions listed here, ASCETA adds suggestions within the framework of organizational change. Using a simplified framework of "Strategy, Culture and Stucture," we hope to stimulate thinking and focus attention on what it will take of the City to shift mindsets, behaviors and behavioral expectations, as well as develop skillsets and competencies necessary to effectively listen, learn, adjust and adapt in the culturally competent, informed way required for addressing the needs and challenges of priority populations, in order to achieve digital adoption.

PREMORTEM RECOMMENDATIONS

1. COMMUNITY TRUST/ENGAGEMENT + CBO LEADERSHIP	
Failure Factor	*"Wild" Success Hacks*
LACK OF KNOWING OR ENGAGEMENT DUE TO ● **NOT KNOWING** ● **FEAR OF (OR LACK OF TRUST IN) GOVERNMENT** ● **TOO-HIGH BARRIERS.** We heard concerns that people would not want or partake in the resources offered in this project, because "word didn't get out to the communities in need," or "people [don't know] about the process or process," or there is "a barrier (too hard, no support) to get the goods." In addition, there are concerns that there is no incentive for engagement for the community members doing the work. As one participant wrote, regarding their community's fear of the government, particularly based on prior experience, "Would people trust something free from the government? They are putting something in the equipment to monitor and control us - reluctance. Who is distributing the equipment to the community and what is the message? Messaging is key here, if message goes wrong, it's all off."	**CBO-LED PROCESS WITH CITY SUPPORT INCLUDING COMPENSATION** for all labor**.** Underscored throughout this process was the importance of CBO's leading interaction with the community, as well as the overall process to ensure building upon, and building relational trust and shared cultural/communicative culture with priority populations that exists already. CBOs require decision-making power and flexibility to adjust how they serve community based on community feedback - which would increase engagement and help to holistically address barriers to participation. To communities, success looks like: "City gives the power to the awarded CBOs and plays a supportive background role that is collaborative with CBOs and not a power dynamic that leaves the CBOs believing this was not a supportive and collaborative process." As another put it, "The city write the check and back off." Including budget for CBO administrative costs, adding flexible scope of work requirements. **BUILD ACCOUNTABILITY TO THE COMMUNITY** through iterative check-ins, e.g. with the EC at key decision points, respecting time, labor and expertise with lived experience with appropriate compensation and resource provision.

PREMORTEM RECOMMENDATIONS

2. CBO CAPACITY AND CITY SUPPORT	
Failure Factor	*"Wild" Success Hacks*
CHALLENGES TO DELIVERY RESULT FROM ● **DEMAND OUTWEIGHING ABILITY TO DELIVER** ● **STRAINED CBO CAPACITY** ● **INSUFFICIENT CITY STAFFING TO SUPPORT CBO** Concerns were expressed that CBO's and those who work in them would experience greater burden and strain than is supportable, and that "request and demand outweigh the ability to deliver," particularly if there is insufficient City staffing and support, causing more challenges to meeting needs and further damaging trust,	**DESIGN FOR THESE CHALLENGES BY:** **Managing expectations and demand** - Clarify and communicate criteria, and create steps that help the system adjust and adapt incrementally. Rather than a singular high-labor demand event, create a series of learning loops (e.g. announcement, short application, iterative emails and conversations sharing learnings and status, culling candidates in successive waves as needed). **Optimizing ability to deliver -** Use a UX design approach to cocreate the process in accordance with specific CBO needs per each phase in the distribution process, forecasting gaps and adjusting distribution volumes and timelines. **Building CBO capacity through City support** - The EC created a budget that includes building City capacity to support CBO's (e.g. in handling procurement, facilitating process, collaborate).

PREMORTEM RECOMMENDATIONS

3. APPLYING CRITERIA AND COMMUNITY RECOMMENDATIONS	
Failure Factor	*"Wild" Success Hacks*
CITY DOES NOT FOLLOW EC AND COMMUNITY RECOMMENDATIONS for achieving impact and addressing needs**.** Concerns were expressed regarding whether the City will follow the criteria and approach developed here, further fracturing trust and barring impact.	**FOLLOW PRINCIPLES AND APPLY CRITERIA**. Clearly outline criteria, rules and expectations based on EC recommendations, and apply these throughout. Adjustments must occur based on implementation considerations and continuous learning; however, use thoughtful intention to follow the principles and carry out eligibility and selection according to the criteria set forth. Or as expressed in session, "We stuck to the criteria the EC set forth."
4. MANAGING EXPECTATIONS	
Failure Factor	*"Wild" Success Hacks*
DISAPPOINTMENT AND UNNECESSARY EFFORT RESULT FROM TOO HIGH EXPECTATIONS. We heard concerns regarding the possibility that the community "expected too much for the funding provided, and that realistic expectations were not set "so people didn't know what to expect and were disappointed."	**CONVERSE AND COMMUNICATE CONSISTENTLY**, with attention especially to initial messaging. Folks reiterated the need for openness, transparency, and consistency in communications, particularly with regard to managing expectations (e.g. regarding timelines and process), and sharing results.

PREMORTEM RECOMMENDATIONS

5. USER SUPPORT THROUGH COLLABORATION	
Failure Factor	*"Wild" Success Hacks*
PRIORITY USERS' LEARNING AND ADOPTION DO NOT OCCUR DUE TO <u>LACK OF COLLABORATIVE SUPPORT</u>. We heard concerns throughout, as well as stories from those working with folks with learning needs not addressed in prior distributions, that priority users will not have the customer support, basic digital literacy skills and navigation needed for successful adoption to occur. In addition, we heard concerns expressed that organizations and City government might not sufficiently collaborate and work with and across one another (and/or with and across departments within each) in order to access holistic, even adequate support services,	**CONTINUOUS FOCUS AND ADJUSTMENT BASED ON <u>MEETING PRIORITY USERS' NEEDS</u>.** Do what frontline community members did inherently during this process, repeatedly, as often as beginning every meeting and interrupting every process with the question until it is autonomic and automatic, "does this help address priority users' needs?" and inquiring and/or adjusting accordingly. For success and impact, both of this project as well as the precedence and practice it sets for other OCT and collaborative projects regarding the Digital Divide, such an action aims for the "wild success" of "mak[ing] it easy for community members to get their needs met," and "purchasing quality devices" that are lasting.

PREMORTEM RECOMMENDATIONS

6. TRACKING AND VERIFICATION	
Failure Factor	*"Wild" Success Hacks*
PRIORITY POPULATIONS DO NOT RECEIVE DEVICES DUE TO <u>LACK OF TRACKING AND VERIFICATION</u>. Doubts arose regarding whether city devices "didn't go to priority populations because we don't know how to verify," alongside concerns as to whether and how well outcomes are tracked.	**CLARITY OF KPI'S, AND SUCCESSFUL <u>TRACKING OF OUTCOMES ACROSS USER JOURNEYS</u>.** Clarify and solidify KPIs and align on outcomes sought along each phase of users' journey (applying approaches common in UX design, defining phases for user adoption, etc.). Track the journey through: ● **Self-Verification** - add "a box at the top to verify their application is truthful" ● **Assessment** - basic questions for people when they get the equipment [to] show us how we exceeded expectations. ● **Surveys** - pre and post that show outcomes/measures of success (not just inputs/outputs) ● **Program Evaluations** - what did we do, how did we do it, is anyone worse off because of this, is anyone better off? How well did we communicate? ● **Conversations** - qualitative data collected from gathering stories and narratives of user experience to help generate insights

ASCETA RECOMMENDATIONS

7. STRATEGY		
"FROM" *our experience + observation*	**"TO"** *what is needed*	**"DO"** *our recommendation*
Significant listening and work was done by ASCETA to engage community input, but even more time, work and effort was invested in creating alignment among, and to support and await collaborative conversations and practices within the various functions of City government and the CPT. We observed that across the City, there are different community engagement mechanisms for different projects, with varying roundtables and areas for engagement that oftimes feel redundant to community. We also noticed incentives to skip questions of purpose, principles and larger questions of "why" in favor of detail mastery and the checkbox mechanics of implementation, with micro-focus with regard to specific work, even if counter to the intent and impact of projects.	The timing of this project alongside many others for OCT and the City of Portland at a changing time, in the face of many challenges, represents a prime opportunity for unifying and aligning all efforts across the city into one overarching goal/vision, and unified strategies. Given the exigencies, it seems an optimal time to remove literalism and guardedness - to convert folks to thinking and acting strategically and collaboratively, towards executing tasks while checking for alignment and impact matching intention, with flexibility to achieve overall aims.	Create strategic alignment in this project by activating the principles contained in this document as detailed, while continuously checking approaches and implementation steps against the principles. We further recommend that OCT at least (and the City of Portland in sum) align its work, both in this ARPA Tech Kit Project as well as across all projects, by developing a unifying goal with commitments to ecosystem-wide futures such as Digital Equity specifically, and equity in general (e.g. see DIN Reimagining Final Report and Recommendations). We also recommend designing and developing pathways and design facilitation skillsets in order for the ecosystem - including both community as well as staff members - to continuously engage, and to continuously provide input that is integrated into practice. Such an approach would include: using strategic design, liberatory frameworks, UX design-type engagement, training in adaptive leadership and project management (e.g. Agile methodologies and approaches).

ASCETA RECOMMENDATIONS

8. CULTURE		
"FROM" *our experience + observation*	**"TO"** *what is needed*	**"DO"** **our recommendation**
We experienced during this project laudable personal efforts and team desire to shift away from historic attributes of bureaucratic culture: the sense of urgency, defensiveness, quantity over quality, worship of the written word, the belief in only one right way, paternalism in decision-making, either/or thinking, power hoarding, fear of open conflict, individualism, "only one" thinking, believing progress is bigger/more, objectivity / neutrality, and the right to comfort (see Okun). Efforts tended to encounter backlash and/or setbacks with respect to other government units.	What more might be done to help support a cultural shift to a more welcoming, inclusive, innovative and equitable culture, that is: ● Collaborative, in Listening+Learning Together ● Trust-based, relational ● Innovative+Adaptive (understanding and adjusting to needs)	To achieve these ends, we recommend best practices developed in other industries to achieve the same, including: ● A Human-Centered Design approach to culture change: define and align on culture goals, ideate opportunities and challenges, co-create solutions, implement and iterate ● Build project-based teams and best practices (e.g. Agile best practices) ● Alongside equity and human rights transformation (DEIJ work progressing), explore liberatory structures, design models and practices

ASCETA RECOMMENDATIONS

9. STRUCTURE		
"FROM" *our experience + observation*	**"TO"** *what is needed*	**"DO"** **our recommendation**
We experienced and observed program teams struggle with how to incorporate relational trust and community-centered approaches given habits, practices and regulations centering the government in legalistic compliance. We also observed that structural, institutional incentives including "complaint"-based system of correction exacerbate distrust, and linear rather than adaptive relational practices, and form thick barriers to the quick communications and alignment between functions required for community responsiveness.	What is needed - are structures, policies, practices and habits that support trust, community-centered approaches, and iterative practices necessary for continuous improvement, innovation, and user responsiveness.	• Develop positive feedback models to cultivate mindsets and behaviours oriented towards creative solutioning and affirmation, rather than fear-based complaint-based approaches to change ("dings") • Innovation Team(s) of cross-departmental, cross disciplinary folks to facilitate transforming mindsets, developing practices, and instilling design approaches throughout • Engagement Team(s) to lead, develop and train staff in culturally appropriate priority community engagement team. • Use these necessary functions in ARPA and other projects to build the structure, staffing and practices within OCT

FINAL NOTE: CONSULTANT'S REFLECTION

There was a moment in ASCETA's work on this project, when when a team member on a Zoom call to suddenly exclaimed, "I just got chills all over my skin!"

We were past the midpoint of our process, reviewing details emerging through Discovery and Design work with priority communities. Suddenly in the meeting, it emerged that compared to the national synthesis and federal approach, frontline communities in Portland had in many ways - survey, interviews, workshops, sessions - originated solutions to the digital divide that are **systemic and community-based.**

In other words, Portland's answer to the experience of exclusion was not further individuation – but rather **greater community, and strengthening systems of support.**

The "shiver" moment was that we had come to this conclusion directly as a result of listening to those on the front lines, and synthesizing different communities' expressed needs and suggested solutions. This result falls squarely into line with other cutting-edge work of which ASCETA and many persons on the call have been a part, that is progressing across City, regional, state and national fronts: namely, work that addresses root causes of issues like hunger and houselessness with systemic, collaborative, supportive models based on, and led by, the lived experience and perspectives of those most impacted, rather than historic political theory that privileges some by rendering implicit the social affinities and ancestry that explicitly determine who has, and who may not have.

National Approach to Digital Adoption
Focus on "individual":   - Device ownership   - Individual skills   - Personal adoption
Individual ownership and learning
Digital adoption is an individual experience

Portland-specific Insights Regarding Digital Adoption,
For priority populations, individual adoption will not happen without community/group and systems support: - Relational learning (and need for identify/affinity to feel comfortable learning)   - Community leadership and support   - Systemic/organizational collaboration
Importance of hubs for learning and sharing together, particularly for the most digitally excluded communities struggling with basic needs (houseless, refugees)
Digital adoption occurs best in relationship and community with others, particularly for priority populations

Thank you!

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ASCETA

Appendix

Sample "scorecard" for internal evaluation, tracking and reference during eligibility and selection

ASCETA

SAMPLE SCORECARD - ELIGIBILITY / "Yes" required for all criteria to proceed

CRITERIA *Recipient individuals and/or households are:*	**Validation (how will we know)** : *Self reported in application; documentation before distribution*
1. Connection to Portland: live, work, worship, or access community services in Portland	<u>Self-reported:</u> no "proof required"
2. Low-Income: at or below 200% of federal poverty guidelines <u>OR</u> at least one ACP household criteria is met: ● Received a Federal Pell Grant during the current award year; ● Meets the eligibility criteria for a participating provider's existing low-income internet program; Participates in one of these assistance programs: ● The National School Lunch Program or the School Breakfast Program, including through the USDA Community Eligibility Provision; ● SNAP ● Medicaid ● Federal Public Housing Assistance ● Supplemental Security Income (SSI) ● WIC ● Veterans Pension or Survivor Benefits ● or Lifeline; Participates in one of these assistance programs and lives on Qualifying Tribal lands: ● Bureau of Indian Affairs General Assistance ● Tribal TANF ● Food Distribution Program on Indian Reservations ● Tribal Head Start (income based)	<u>For individuals/households</u>: self reported in application; tax forms or official letter or statement required for distribution/receipt <u>For CBO's</u>: target population for this program is connected to Portland per this criteria ● self-reported in application ● documentation prior to distribution (e.g. list of individuals and description of CBO validation process)
2. Priority Population: at least <u>three (3)</u> priority intersectionalities. *Note: individuals and/or households that meet any of the following may count each instance separately (e.g. "Indigenous" is also a "People of Color"; or "Special Needs Youth" may also be "People with disabilities")* ● Black people ● Indigenous peoples ● People of color ● People with disabilities ● People with language barriers (immigrants, refugees, ESL) ● Seniors ● LGBTQIA+ ● Houseless or facing housing insecurity ● Foster youth ● Special needs youth ● Survivors of domestic violence ● People impacted by incarceration	

SAMPLE SCORECARD START - SELECTION

NOTE: Use wariness with use of scorecard. Numbers appear objective and final in ordering, but the assessments underlying each component, and the use of algorithms without statistically significant iteration based on human-centered evaluation and feedback, is inherently imperfect and subjective. This scorecard and the points associated are intended to provide a basis for sorting and discussion, as a framework for conversation and reference point, not necessarily final determination.

CRITERIA *(self-reported at first; documentation prior to distribution)*	Points
0. Eligibility: must meet requirements (Portland connection, Low-income + three priority intersectionalities to be considered for selection.	
1. Systemic Digital Exclusion: ● # of priority intersectionalities	5 points per criteria met (4 x 5 = 30 points)
2. Prioritize those most marginalized # belong to one of the following ● Houseless or facing housing insecurity ● People impacted by incarceration ● People with language barriers: refugees specifically	20 points for each most digitally excluded population **(60 points possible)**
3. Take a community approach to bridging the gap on the digital divide: ● Preference for collaborations ● Preference for peer support among and between organizations, especially including small community organizations	# of orgs: ● 20 points per organizations in the collaborative (+5 for smaller sized organizations, threshold to be determined) Quality of support and connection:

Other factors to be developed based on this report and implementation considerations for individuals and CBO's separately, for example:
● Experience providing culturally competent training? If so, to which populations?
● Experience providing # types of digital navigation training
● What types of training(s) and/or digital navigation support could you provide?
	● User needs addressed thru collab: 20
	  ● Deepens relational trust between community members (e.g. peer support): 20
	  ● Builds capacity of organi built: 20
	Total Possible = 60+ points

SAMPLE SCORECARD START - GRANTEE PORTFOLIO MIX

| CRITERIA	Points
1. Inclusion: Ensure representative distribution across all priority populations	• Review applicant portfolio against, priority populations + overall ARPA Tech Kit distribution matrix
2. Budget Allocation: Assess applicants within current budget allocation; consider recruiting/sourcing for underrepresented groups	• Identify # of ARPA Tech Kit unrepresented intersectionalities

QUESTIONS TO CONSIDER

- Will this be validated, and if so how? How to balance development of relational trust with compliance requirements and accountability? Is self-reporting "enough" during application phase? What documentation or research will be required and when?

- How might you balance validation with the extra burden of time, work and efforts expended by overburdened organizations (and bias towards large, established organizations)?

- What is best done in conversation or in the screening application?

- How do we ensure/check that the most digitally excluded populations benefit?

- How do we ensure that organizations have relational trust, community credibility and experience?

Appendix

Draft ecosystem perspectives for recommended use in implementation, DIN reimagining, and other work towards bridging the Digital Divide and achieving Digital Equity and Adoption in the Portland, Oregon region

ASCETA
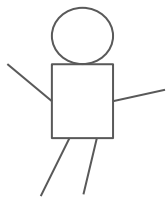
ECOSYSTEM SUMMARY
Developed by participants, building upon survey and interview inputs

The following slides include information collected during this process to support OCT's reimagining the Digital Inclusion Network, which would be helpful for leveraging the ARPA Tech Kit process to make headway in creating the systemic connections, practices and changes necessary to achieve Digital Equity in the region.

Specifically, building in greater collaboration and engagement in this process would leverage limited resources for alignment and greater impact.

Example steps:
1. Reach out and share this deck across the ecosystem, with all named stakeholders and partners
2. Invite feedback and ideation regarding how each might engage in these efforts
3. Connect among partners and support their collaboration through communication, advice, and/or funding as needed (e.g. educational institutions to CBO/CSO's for space; ISP's to understand bulk pricing possibilities; public residences to CBO's)
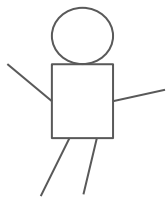
DRAFT ECOSYSTEM MAP

Developed by participants, building upon survey and interview inputs

COMMUNITY	PUBLIC	CORPORATE / PRIVATE
CBO's, CSO's ● CBOs led by their community ● Orgs serving all of the end user groups ● Nonprofits ● Organizations that are specifically trained to provide support in these areas of expertise ● Houseless communities' needs ● Community partners **Community Hubs** ● Families ● Social and religious orgs (churches, temples) ● Small businesses (barber) **Shared Resources** ● Mutual aid groups ● Community Media Centers ● Farmer's markets/food pantry **SME's (Subject Matter Experts) with Lived Experience** ● Those we are serving ● Individual community members	**Government** ● City government (OCT, police, fire) ● Regional government (Metro, Mult Co) ● Tri-County Govt. Partnerships ● County Government **Public Resources** ● Libraries ● Health providers (OHA, DHS) ● Schools ● Housing providers ● Recreation ● (Public) Transportation Providers **Adult Education and Training** ● Anchor institutions ● PCC/MHCC, PSU ● Higher ed ● Unions-apprenticeship programs **Public Leaders** ● Community leaders ● Elected officials **Public Residences** ● Jails prisons and homeless shelters	**Digital Resource Providers** ● Internet Service Providers (e.g. Comcast) ● Device retailers ● People creating inaccessible web content ● Tech companies **Digital Support Workers** ● Technical support ● Translators / Interpreters ● Digital Navigators ● Volunteers ● Library staff **Funders** ● Funders

COMMUNITY - *empathy mapping (to address the digital divide)*

WHO - Whose collaboration is most needed to achieve Digital Equity in the Portland region?
DO - What do they need to DO to help achieve Digital Equity and Inclusion in the Portland region?
BIGGEST PAIN? - What is their greatest challenge or obstacle right now?
GREATEST GAIN? - What is their greatest need, desire or wish right now?

WHO	DO	BIGGEST PAIN	GREATEST GAIN
CBO's, CSO's (nonprofits)	• Share needs • Shape decisions • Place value on Digital Equity & Inclusion issues and dedicate staff and funds for necessary efforts. • Focus/Research Groups/paid committees • Advocate on behalf of the people they serve; train people on tech in their own language • Contacting smaller nonprofits and going out into the community. Talking to more community members to hear their needs.	Lack of Trust with Government • Trauma Pain/Emotional Labor-and then nothing changes or requested implementation is over questioned • Lack of trust from Gov • Not trusting Culturally specific CBO's with their own funding oversight Capacity / Skills Training • Resources and staff • Lack of pay lack of resources • Limited capacity to scale services • Organizational training needs - staff need tech skills before they can teach tech skills • Staffing Government Requirements • Not meeting the needs of all the family members. More often than not devices are capped to families	• Community and connection (52%) • Systemic solution (48%) • New ideas and approaches (42%) • Funding (42%) • Reduce barriers where there are many which improves the community • CBO's have already established and trusted relationships with CBO's • Advocacy, training, education is needed
Community Hubs (family, church, small biz)	• Capacity building • Recovery Clubs • Activist Groups • Houseless Community • Engaging with community	Lack of Resources and Capacity • Need outweighs what we have resources for • Already overwhelmed by living, hard to take on a new task or role, or participate in training on how to do stuff Disconnection with Church • People don't want to deal with church unless secular element • Fearful of people who are most impacted; i.e the houseless, addicted, activist etc	• Can help bridge between individual and govt-trust • Because the work is supposed to support and benefit all, not some • Language skills • Comfort and confidence • Trust is there already
Shared Resources (mutual aid)	• Support Mutual Aid services that are already up and running • Increase capacity of staff, services and volunteers • Add new resources & services to non-profits & community organizations	Usually run by a small group or one volunteer, easily overwhelmed by need and not supported by those with resources	• Helping the community • Creating partnerships with people who are willing to fund. • Stability and sustainability

COMMUNITY - *empathy mapping*

WHO	DO	BIGGEST PAIN	GREATEST GAIN
Individual Community Members	- Lived experience - Reduce Barriers that prevent attendance - Increase resources, engagement and services - Grow organic connections to priority populations - build buy-in with community leaders - Buy Gift cards for participation (comment - give people money so they can decide where to spend/what to spend on)	Lack of Engagement/Capacity/Reason to Participate - Just don't know about the DIN - Likely assume DIN isn't open to them to participate - Lack of mentorship - Don't have the time to participate, or have other constraints that need to be accomodated Perceptions and Power Sharing - Disenfranchised groups are perceived to be hard to work with - people afraid to invite them & people in power are resistant to sharing power	- Represent community that most people at the table don't know anything about. - Increase sustainability

PUBLIC - *empathy mapping*

WHO	DO	BIGGEST PAIN	GREATEST GAIN
Government (City, Metro, Tri-Co) Library	- Share needs - Shape decisions - Provide resources - Create policy - Accessibility to refugees families - Provide transportation and resources to families to access resources	Lack of Consistency/Capacity - Not trustworthy, don't keep promises - Turnover of the people that are supposed to be there for the community - Limited resources and lots of priorities Government-Centered, not Community Centerd - Don't use plain language - Set it up so community has to come to government, need to go to community more - Comfortable with the relationships they have Other - electeds	- Good policy impacts everyone - Lots of resources

PUBLIC - *empathy mapping*

WHO	DO	BIGGEST PAIN	GREATEST GAIN
Public Resources (Libraries, Schools, OHA/DHS, Housing, Transport, etc.)	● Increase ● Where people who have needs actually are ● Libraries: Provide technology access and tech training. The library's hours/locations are good.	Practical: ● Schools - insufficient number of tablets/computers per household. Not 1-to-1	●
Adult Education and Training (Higher Ed, Union Training)	● Develop materials ● Collect data on learning gaps ● Provide training	● Have to be enrolled ● Funding/grant requirements ● Requires regular attendance	● Access to expertise/resources ● Certificate or other proof of skill ● Some prefer learning in groups
Public Leaders (electeds, community leaders)	●	● Already overworked! Ask them to identify community members who are interested	●
Public Residences (Jails, Prisons)	● Provide training, provide resources to those in need, especially in transition out of incarceration	● Punitive and controlling	● Need is HUGE