Get Out The Vote:
Increasing Voter Participation at the Boston Ujima Project

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Policy Analysis Exercise

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"Voting was a form of catharsis and a form of relief, because I'm so hyper-aware of injustice and just like how messed up everything is - and you get told so often that the changes you want to see aren't going to happen until you're like a bajillion years gone so you're just fighting to hope you can advance things. And I think it was a very powerful testament to like - no actually in this lifetime I do get to get something back from this work that I'm putting in - and that like the idealism around economic democracy isn't this like totally pie in the sky thing that just can't happen." - Ujima Member

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Executive Summary

The Boston Ujima Project is an experiment in building a more democratically controlled local economy directly run by Boston's most disenfranchised residents. One of the primary ways Ujima does this is through facilitating voting amongst members on a wide variety of decisions related to a flagship fund through which they finance small businesses that serve their members. This policy analysis exercise aimed to answer the question of how to increase voter participation amongst Ujima's voting members. To do this, we first interviewed four Ujima staff, six members, and looked at a host of documents to understand and archive their second voting event. This helped us understand the current state of Ujima's voter engagement practices. Next, we interviewed two peer organizations with membership and democratic decision-making processes similar to Ujima's, to get different perspectives on how they approached voter engagement and participation. Finally, we looked at what existing literature said on the topic. We distilled all the lessons from these activities into a set of recommendations, split up into technical and adaptive recommendations, and short term and long term recommendations below:

	TECHNICAL	ADAPTIVE
SHORT TERM	Provide voter guidebook when ballot opens Ensure abstention option when ballot opens Increase responsiveness and add a "revise vote" option as ballots are open	Strengthen communication on contextualizing voting events and what steps immediately follow ballots closing Restructure democratic participation in Ujima beyond member votes
LONG TERM	Develop customized voting platform Work with popular educators to improve educational materials needed for voting Increase in-person voting opportunities in members' neighborhoods	Adopt a "proxy voting" system Set up deliberative forums that supplement and support the work of Ujima Establish neighborhood councils Develop participatory process to develop criteria for weighted voting

Introduction

The Boston Ujima Project

The Boston Ujima Project - or Ujima, as it is known to supporters - is an initiative out of the Center for Economic Democracy (CED) in Boston, Massachusetts. CED is an organization that is focusing on building the capacity of grassroots communities to transform American capitalism into a more just, sustainable, and democratic economy.[1] CED is a part of a robust network of organizations in the democratic economy space, which seeks to infuse democratic virtues in all places of work and life, in order to deepen democracy and people power, so individuals have more say in the daily systems, institutions, and norms that control their everyday lives.

CED launched the Ujima Project in 2015, in collaboration with grassroots organizations and other partners across Boston, to (1) broadly develop an alternative economy comprised of stakeholders within the business, arts, and activist communities and (2) launch the first democratically-run investment fund in the country.[2] Named after the Swahili word meaning "collective work and responsibility," Ujima ultimately seeks to assist in building a solidarity economy,[3] rooted in democracy and community control of capital. Our main client contact was Nia Evans, Executive Director of the Boston Ujima Project.

In "Designing Economic Democracy: Boston Ujima Project's Participatory Allocation Process," Libbie Cohn aptly describes Ujima as an initiative piloting an approach to local economic development and city planning, outside of city government, that allows for direct democratic participation at multiple stages. In practice, Ujima does this by developing a community-governed Capital Fund, pooling money together from community residents, impact investors, and foundations to support local businesses, vendors and entrepreneurs.[4] So far, Ujima has strategically built up its Business Alliance, a network of businesses in Boston that meet Ujima's good job standards, vetted by Ujima members and their democratically elected community standards committee. As a part of the Business Alliance, local businesses can gain technical, financial, and other types of support to ensure growth and success. Just recently Cero Cooperative, a local worker-owned food composting business employing working-class people of color, was chosen to receive a $100,000 loan from the Ujima Fund by community vote. The organization's ultimate goal is for the fund to be successful enough in attracting more investment that it can go from investing only in small businesses to financing affordable housing projects, local infrastructure projects and more.[5]

In addition, one of the key innovations of Ujima is how the capital in the fund is allocated. In Ujima's fund, each local investor or Ujima member has an equal vote in deciding how the money is distributed, regardless of the size of their financial contribution.[6] Assemblies, deliberative forums,

community research and expert consultation precede and inform voting and build members' technical knowledge.[7] The logic is that low-income communities of color should have both a say in how their neighborhoods develop, and access to community wealth building that is accountable to community at all stages of development. For Cohn, "The design of the Fund's participatory allocation process will have a significant impact on Ujima's capacity to support meaningful democratic processes and produce more equitable outcomes than traditional approaches to neighborhood economic development and city planning."

Outside of the Capital Fund, Ujima regularly brings together members of the Boston business, arts, and activist communities through time banking[8] initiatives, educational workshops, city-level advocacy for divestment and reinvestment, developing partnerships with anchor institutions, and hosting special events that bring in guest speakers, performers and community members.

Figure 1

Demographic information	Number of voting members	Percentage of voting members
Total Race Unidentified	96	29.91% (of Total Voting Members)
Total Race Identified	225	70.09% (of Total Voting Members)
Of race identified		
White	68	30.22%
Total POC	167	74.22%
Black	110	48.89%
Latinx	24	10.67%
Person of Color	24	10.67%
Mixed Race	22	9.78%
Asian	20	8.89%
Indigenous/Native	14	6.22%
M. Eastern/N. African	4	1.78%
Pacific Islander	1	0.44%

Source: The Boston Ujima Project

When people become Ujima voting members, they can opt into answering several demographic questions, all of which is self-reported. The proportion of those who self-identified their race as well as a list of racial categories they were able to choose from are reported in **Figure 1**. For the category of race, members can check more than one box and none of the categories are further explained. **Figure 2** below shows the breakdown of Ujima's membership based on individual income, again, only among those who decided to disclose this information. Further demographic data for Ujima's voters are available in Appendix G: Demographic Data of Ujima Voting Members.

Figure 2

Annual Income of Ujima Members who Identified Income

Legend:
- <$10,000
- $10,000 - $14,999
- $15,000 - $24,999
- $25,000 - $34,999
- $35,000 - $49,999
- $50,000 - $74,999
- $75,000 - $99,999
- $100,000 - $149,999
- $150,000 - $199,999
- $200,000>

Pie values: 5%, 2%, 2%, 6%, 6%, 13%, 14%, 32%, 15%
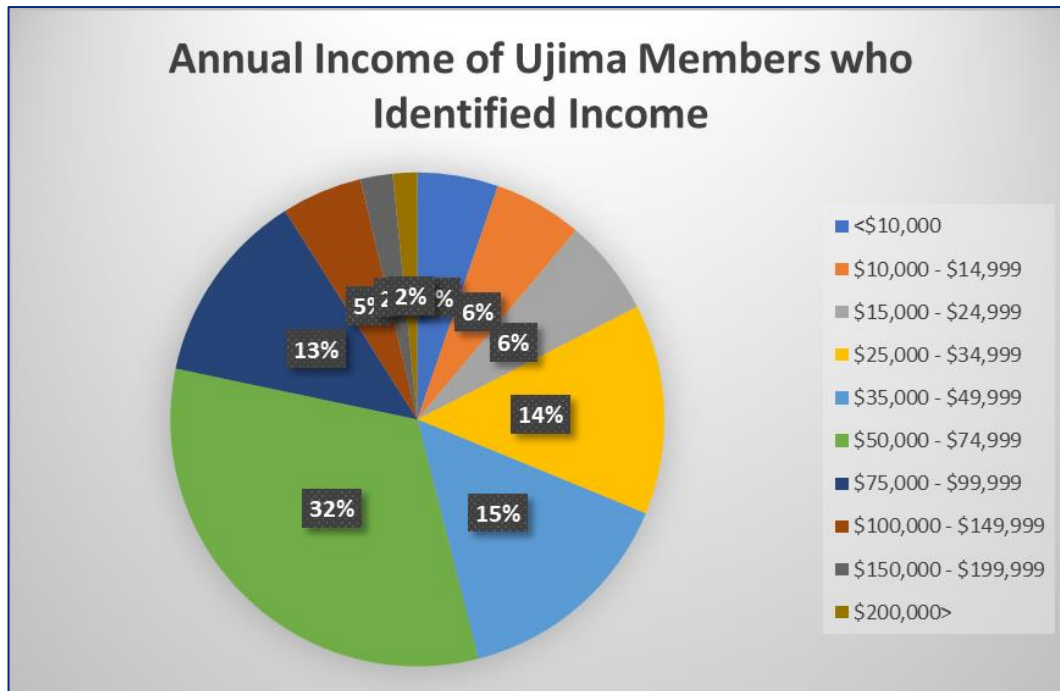
Source: The Boston Ujima Project

As **Figures 1** and **2** indicate, among those providing information, Ujima members are majority people of color who mostly make between $25,000 and $99,999 a year. However, these numbers are likely skewed, as 30% of members declined to disclose their race, and 40% of members declined to disclose their income bracket. Taking the missing data into account, the lowest possible percentage of people of color among Ujima's member-base is 52% and the highest, 82%, respectively. This is based on the remainder of members either not identifying as people of color, or all identifying as people of color. Similarly, the lowest possible percentage of individuals with a working-class income (defined by Ujima as making $50,000 or less) is 27% and the highest, 68%, respectively.

According to U.S. Census and other data, in 2017 42.7% of households in Boston made less than $50,000. 17.9% of Bostonians were making below $14,999, 8.6% were making between $15,000 – $24,999, 7% between $25,000 - $34,999, and 9.2% between $35,000 - $49,999. Moreover, 14.3% made $50,000 - $74,999, 9.9% between $75,000 - $99,999, 15.1% between $100,000 - $149,999, and 17.9% above $150,000, as shown in **Figure 3** below. Despite annual household income and individual self-reported income not being equal comparisons, annual household income in Boston shows that 43% of Boston households are earning $49,999 or less, underscoring the importance of a community-controlled economy working to ensure that vulnerable, working class Bostonians are included in its design.

Figure 3

Annual Household Income in Boston (2017)

■	<$14,999
■	$15,000 - $24,999
■	$25,000 - $34,999
■	$35,000 - $49,999
■	$50,000 - $74,999
■	$75,000 - $99,999
■	$100,000 - $149,999
■	$150,000>
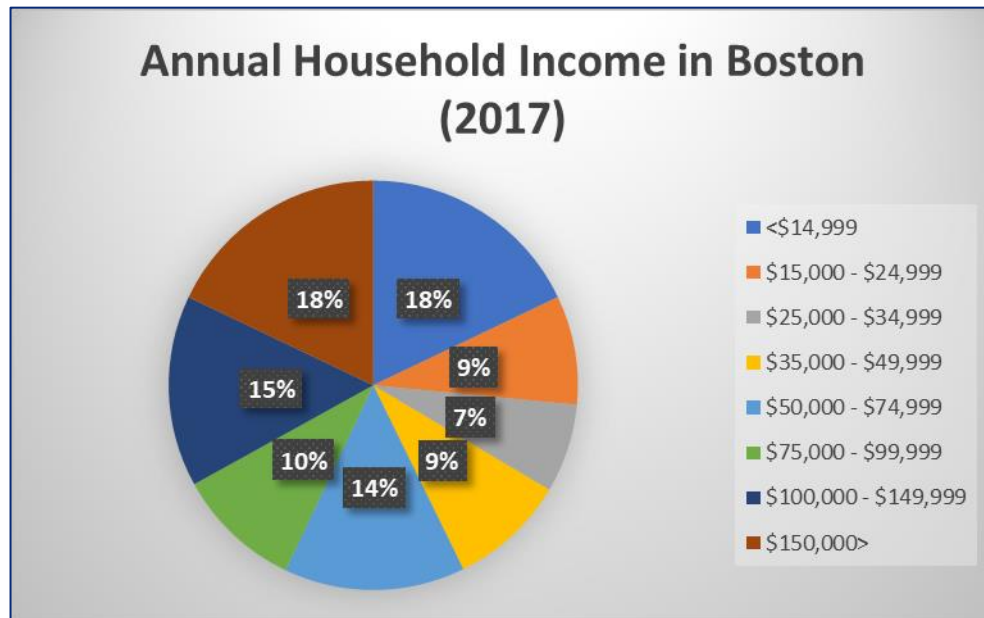
Source: U.S. Census, 2013-2017 ACS, BPDA Research Division Analysis

In 2017, The Boston Globe published "That Was No Typo: The Median Net Worth of Black Bostonians Really Is $8", by Akilah Johnson, who highlighted that the median net worth of a white family was $247,500, compared to just $8 for an African American family and $0 for Dominican families.[9] The stark income inequality in Boston stems from a history of racial segregation, white flight, redlining, urban renewal, and urban policing, that has exacerbated disparities between Boston's higher-income white communities and working-class Black and brown residents.

Background

Ujima's mission to intentionally invest - both socially and financially - in working-class Black and brown communities in Boston is rooted in a long history of divestment from Boston's predominantly Black neighborhoods of Roxbury, Dorchester and Mattapan. The map in **Figure 4** below illustrates the partitioning of Boston's neighborhoods during redlining, which began in 1934. The middle-area labeled red, which represents Boston's Roxbury neighborhood, meant that the area was denoted "hazardous" by mortgage lenders, due to higher concentrations of Black and other nonwhite populations.[10] Surrounding Roxbury are the neighborhoods of Jamaica Plain, Roslindale and Dorchester, which were labeled yellow by lenders, meaning a neighborhood was "definitely declining," and/or was being "infiltrated" by problematic populations (but to a lesser degree), and investments made in these neighborhoods should be conservative.[11]

Figure 4

Source: "Mapping Inequality". Redlining in New Deal America. Richmond University.

Figure 5 is where we see the frightening legacy of Boston redlining today, by looking at average annual household income in 2014-2015 of children who grew up in different Boston neighborhoods, based on U.S. Census data. Children who grow up in the neighborhoods of Roxbury and Dorchester, two historically Black neighborhoods in Boston, that were red- and yellow-lined, had an average household income from less than $10,000 to up to $35,000 a year between 2014 and 2015.[12] Zooming out to the yellow and orange areas on the map (Jamaica Plain, the South End, and outer Dorchester) and that shoots up to about $44,000 a year.[13] In the Blue areas, (now Brookline, Back Bay, Milton and West Roxbury), average annual household incomes rise to $55,000 to $80,000 a year.[14]

According to U.S. Census and other data from 2017, Boston's annual median household income was $62,021.[15] Meanwhile, Roxbury had a population that was 10.5% white, 51.5% Black/African American, 30% Hispanic/Latino, 3.7% Asian, and 4.3% Multiple/Other races with an annual median household income of $27,721.[16] Dorchester had a population that was 21.5% white, 45.4% Black/African American, 18% Hispanic/Latino, 9.4% Asian and 5.6% Multiple/Other races with an annual median household income of $49,662.[17] Finally, Mattapan had a population that was 6.8% white, 73% Black/African American, 15.3% Hispanic/Latino, 1.8% Asian, and 3.1% Multiple/Other

races, with an annual median household income of $48,197.[18] With the exception of Longwood, Fenway and Mission Hill, three Boston neighborhoods with dense student populations, Roxbury, Dorchester and Mattapan had the lowest reported annual median household income of all Boston's residential neighborhoods. Roxbury, Dorchester, and Mattapan also happen to make up three out of the four neighborhoods in Boston with the highest concentrations of Black/African American residents (the other is Hyde Park at 46%, according to the same data from 2017).

Figure 5
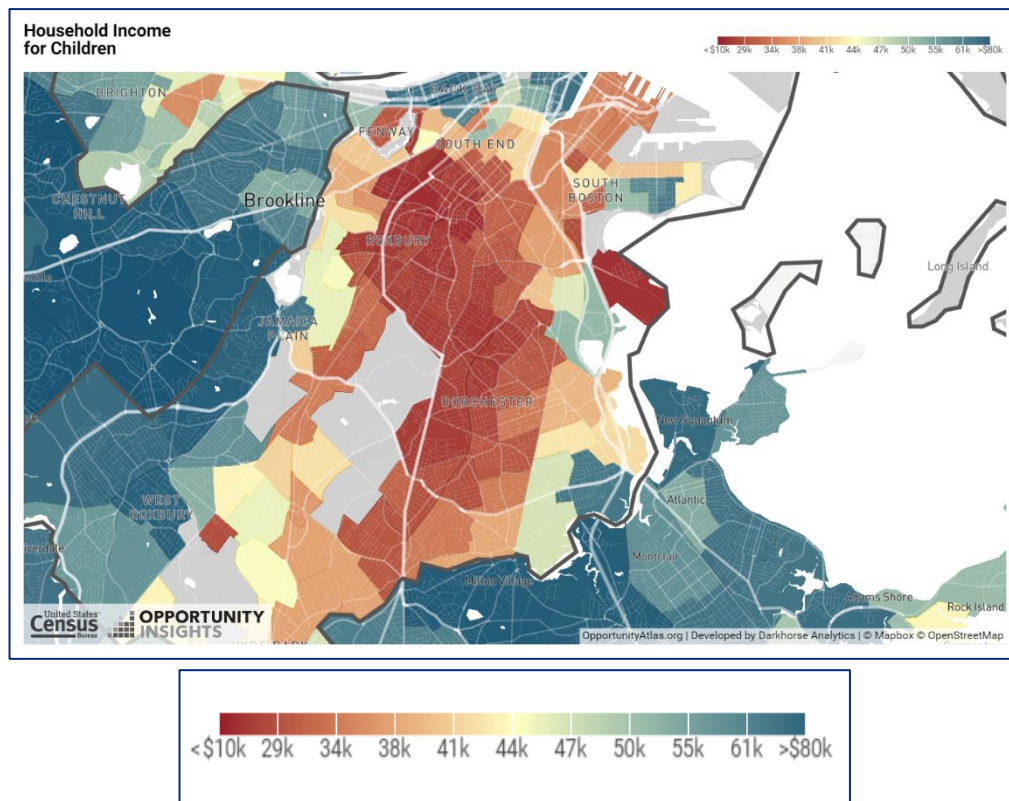
Source: opportunityatlas.org

Figure 6 below shows the fraction of those incarcerated in Boston neighborhoods in April of 2010, according to U.S. Census data. In the neighborhoods in Boston with the highest concentrations of Black and Latinx populations (Roxbury, Dorchester, Mattapan and Hyde Park), incarceration rates are highest, and steadily decline as you move into more affluent neighborhoods in Boston and Greater Boston.

These findings are affirmed in "Black Brown and Targeted: A Report on Boston Police Department Street Encounters from 2007–2010," released by the ACLU of Massachusetts in 2014. The report highlights that between 2007 and 2010, the Boston Police Department had disproportionately

targeted Black and Latinx communities during routine stop and frisks. Further, despite making up less than a quarter of Boston's population, Blacks made up 63.3% of police-civilian encounters.[19]

Figure 6
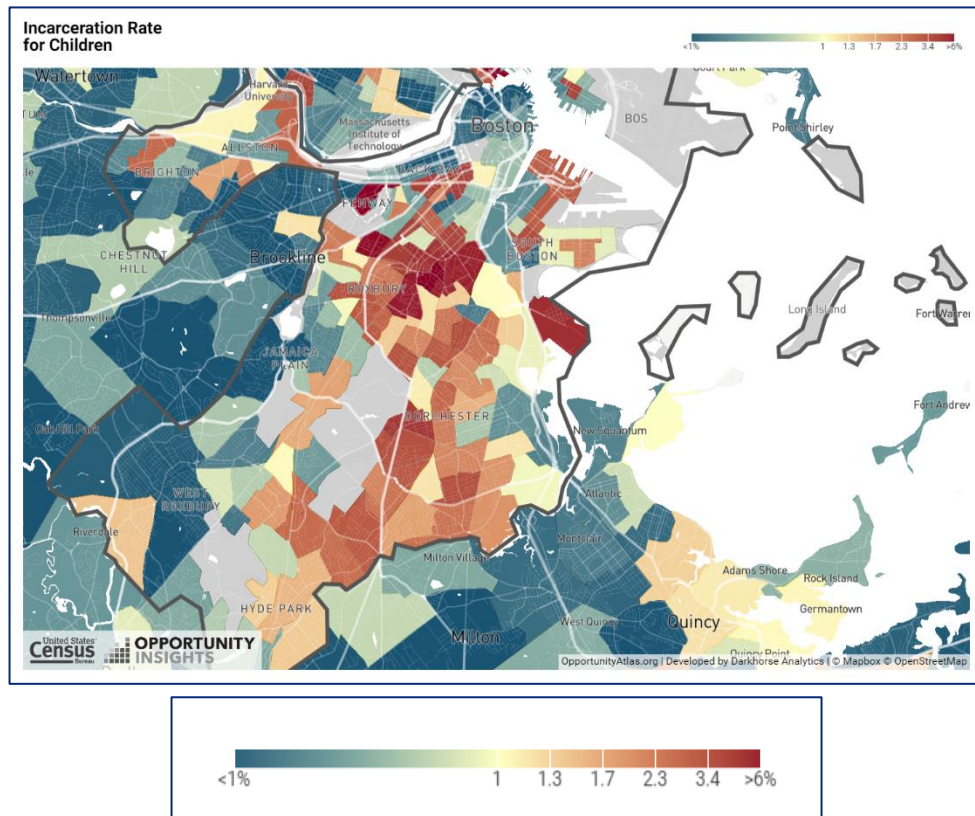
Source: opportunityatlas.org

The Boston Ujima Project's focus on resourcing Black and brown neighborhoods in different capacities is both a political choice and a strategic one. The organization seeks to address harms from historical factors through cultivating an alternative economy, as well as assist communities in dealing with ongoing challenges like hyper incarceration in Black and brown neighborhoods, the school-prison-pipeline, educational disparities, and other systemic inequities. Each of which exacerbate the harms created by community divestment from redlining and other public policy failures of the past.

Research Problem

How can the Boston Ujima Project increase voter participation?

Ujima has had three voting events to date in which the organization's voting membership has been called to participate, and participation has fluctuated between their quorum of fifty percent plus one and fifty six percent. The fifty percent plus one quorum was decided on arbitrarily as a way to ensure that at least a majority of members had a say on any major decision that went to voting. The voting events are below:

> **Voting Event 1,** April 2018:
> Election of a six-person community standards committee to guide decision-making on which businesses qualified for consideration for investment
>
> **Voting Event 2,** April 2019 - February 2020:
> Three separate ballots covering a wide range of decisions (further outlined in the "phase 1" section of this paper)
>
> **Voting Event 3,** November 2019 - December 2019:
> Yes/No vote to invest $100,000 in Cero Cooperative, a worker-owned cooperative working to keep food waste out of landfills

For this Policy Analysis Exercise, Ujima wants us to consider:
1. How they could increase voter turnout for organizational decisions
2. Whether the current quorum is appropriate given their organizational goals of fostering democratic participation
3. How other organizations in the democratic economy space are thinking about voter turnout and quorums

Ujima's primary goal is to get a better sense of what their threshold for participation in votes should be. However, it is important to consider a number of other issues. From speaking with Nia Evans and Aaron Tanaka, we understand a central goal of Ujima to be the strengthening of members' individual and collective technical and structural knowledge about finance and the economy, while also developing their skills and capacities for democratic participation and governance. Examples of these democratic skills and capacities include: debate and deliberation, conflict management, compromise, increasing social ties, taking into account the impact that voting one way or another will have on others in the community, and generally participating in several different types of democratic and decision making processes. If they focus solely on reaching quorum, the people who are most likely to not vote may disproportionately be the most racially and economically marginalized people who have

historically been locked out of decision-making processes, especially those concerning community and economic development. This pattern shows up in US elections and other forms of democratic participation, as poor people and people of color usually have more barriers to voting than others. This would create a problem in that although some percentage of membership would have a say in decision making, those who Ujima most wants to participate will not. So, while the main focus of our PAE is developing recommendations for increasing voter participation, through the process of learning more about Ujima, we developed recommendations that aim to balance Ujima's desire for quantity in voter turnout with quality of voter engagement and development.

A related but more explicit goal of Ujima is to prioritize engaging working-class people of color who live in Boston or have been involuntarily displaced from Boston in the governance and allocation of the fund, partially because these are the people who have been most left out of community and economic development processes and their benefits. However, different neighborhoods experience significantly varying levels of disinvestment and extraction, and more specific demographics of people within the broad "people of color" umbrella face varying levels of economic and political disenfranchisement. Another consideration our PAE explores is whether or not more narrow demographic groups of members are more important to turn out than others, or should be given differing weights when aiming for a voter turnout threshold. For example, Ujima might decide that it is more important to try and hear the voices and develop the democratic participation capacities of working-class Black people in Dorchester than wealthy people of color in Back Bay, although they are all people of color living in Boston.

In short, the aim of this PAE is to help Ujima increase voter participation, while expanding what participation could mean in Ujima's democratic processes. As a relatively new initiative, Ujima is still largely experimental and is constantly adapting and learning. Our hope is that this project can contribute to their evaluation, and experimentation at this early and critical stage.

Methodology

One of the Boston Ujima Project's biggest challenges is getting voting members to participate in Ujima's periodic votes, without taking away from Ujima's broader efforts to educate, engage, and equip voting members with the skills, tools, and knowledge to make more informed decisions. Thus far, their focus as well as their efforts have largely been on reaching a quorum of 50% + 1 of voting members to participate in Ujima's participatory processes - a quorum that, at present, takes much needed staff time, resources, and capacity to reach.

To help Ujima better balance voter turnout with broader efforts at voter engagement, as well as more broadly re-imagine what participatory processes could look like for an organization like theirs, we decided to pursue a number of research methods. These include:

1. **Taking a deeper dive into their second organizational vote**, consisting of three separate ballots, by interviewing Ujima staff and voting members;
2. **Interviewing peer organizations in the democratic economy space** who also utilize a voting member base for organizational decision-making; and
3. **Conducting a literature review** of popular participatory/allocative processes

Part I: Documenting Ujima's Second Vote

First, we had an informal conversation with Nia Evans, Executive Director of Ujima, and reviewed a set of documents that Ujima provided us with (ballot questions, outcomes of votes, abstention forms, email communications, etc.) to ground our broad understanding of what the votes were about and what the process looked like. Then, we interviewed four Ujima staff and six Ujima members about their experiences of the voting process from beginning to end and solicited their feedback and insights on various aspects of Ujima's mission and democratic participation processes.

The member interviews were anonymous, and the staff interviews were not. A list of the questions we pulled from for the interviews is available in Appendices A & B. All members were chosen by Nia with the goal of tapping members who were not being tapped for other partner opportunities, research projects, and other work for Ujima, so as not to overburden any members. The participants ranged in age, gender, ethnic background, and level of involvement in Ujima, but they were all voting members (meaning they lived in Boston and contributed financially to Ujima). Nia originally provided us with a list of 8 members, one was unresponsive after multiple outreach attempts and one did not have time to meet with us. Using the interviews, the documents, and Ujima's Facebook page, we reconstructed

a rough timeline of events and then confirmed it with Nia Evans and Sarah Jacqz, the former Communications Organizer of Ujima.

Given that Ujima wanted us to document the vote similarly to how their first voting event was documented by MIT Students in "Project of Change: Documenting and Reflecting on Boston Ujima Project's Community Standards Committee Election Process," we used that as a reference for how to document and talk about this second voting event.

Part II: Interviewing Peer Organizations with Voting-Members

We interviewed Gregory Jackson, from the East Bay Permanent Real Estate Cooperative, and William Spademan of Common Good. Both are organizations in the democratic economy space like Ujima, and both have a membership base made up of people who contribute financially and participate in decision-making processes. We asked questions to better understand how they structure their membership, how they engage members in decision-making processes, and how effective they are. The list of questions we posed during our interviews are located in Appendices C & D.

Part III: Literature Review

We conducted a literature review of studies focused on popular participatory allocative processes like participatory budgeting, the use of the Quality of Urban Life Index, and location-based social network data in Brazil, research on deliberative democracy and deliberative systems, mini publics and Citizens Assemblies. This helped us to better understand how academics, organizations, communities, and states are thinking about experimentation with democratic processes, as well as best practices.

Part I: Documenting the Boston Ujima Project's Second Vote

Ujima's second vote took place between April 2019 and August 2019. It consisted of three ballot questions:

> **Ballot 1** asked voters to choose which financial institution the flagship Ujima Fund should be held in.
>
> **Ballot 2**, or the Neighborhood Investment Plans, consisted of three parts:
> *1) A series of red, yellow, or green flags on individual businesses sourced from a series of community assemblies over the course of 2018. Voting members were asked to flag these businesses based on the ones they liked (green), the ones they may have some concerns about (yellow), and the ones they deemed problematic (red)*
> *2) Crowdsourcing a list of what businesses and services members say their communities need or want*
> *3) Questions on which community standards Ujima should adopt as a litmus test for which businesses would eventually be invited into the Business Alliance.*
>
> **Ballot 3** asked voters to choose which types of other revenue-generating investment partnerships Ujima should be open to making.

Before the Vote

The Boston Ujima Project decided to hold a series of community assemblies[20] leading up to the official launch of the fund slated for December 2018. During these assemblies, Ujima members, members of affiliated and pre-existing grassroots organizations, and other members of various Boston communities contributed names of businesses they frequented and liked, brainstormed the values and practices they wanted businesses to adhere to, and came up with a list of the top community needs that the Ujima Fund could support one day.[21] At the final citywide assembly in October 2018, attendees who were voting members voted on the neighborhood investment plans. Ujima staff later realized after the assembly that not enough voting members participated at the assembly to reach their pre-set quorum. As a result, after the fund officially launched in December, they decided to move the neighborhood investment plan (which would become ballot 2) to an online vote, and add two other questions that they thought members should have a say in: what financial institution to hold the community investment fund in (ballot 1) and what other investment opportunities should

they be open to (ballot 3). Staff decided to not release all three ballots at once, because they didn't want to overwhelm members. They initially planned on each ballot being open for about a week until it reached quorum, then moving on to the next one. They began talking about voting at their weekly Wednesday membership meetings, and sent the first email announcing a vote on April 18, 2019. Members would be able to vote via an online platform called Mentimeter[22] - where they would walk through a series of slides with detailed information leading up to different questions - or in person with the live guidance of a staff person.

During the Vote

The original deadline for ballot 1 was May 8. Shortly after launching the vote, Ujima staff realized that quorum was going to be hard to reach. By May 8, the original deadline was pushed back, and when ballot 2 opened on May 13, there was no deadline set for it. In order to increase voter participation, Ujima took the following actions:

Swarms: Ujima staff organized voting members into groups of about ten, and designated one "swarm leader" in each group to be responsible for increasing decentralized accountability and facilitating creative ways to get everyone in the swarm to vote.

Text & Phone Banking: Ujima recruited voting members and solidarity members to text and call voting members at various points while the ballots were open, in order to encourage them to vote and solicit feedback about barriers or challenges with voting.

Mass Texts: Ujima used software to send mass text messages to voting members reminding them to vote.

Voting Hotline Livestream: Ujima staff conducted a live-streamed voting hotline event where voting members could call in and have their questions answered live, hear a breakdown of the ballots and how they fit into a larger plan, while being entertained by games and art.

Postcards: Ujima sent postcards to all voting members reminding them to vote, in hopes that physical mail would prompt people in a different way than emails and phone communication.

Emails: Ujima sent multiple emails over the course of the open ballots to different segments of voting members, reminding them to vote.

In the middle of this second voting event, an opportunity arose through informal conversations for Ujima to support Jazz Urbane, a Black owned jazz cafe and restaurant slated to open in Dudley Square in Roxbury. Ujima decided to hold a special event for voting members based in Roxbury and non-member Roxbury residents to help shape what the cafe might become and to begin discussing the

possibility of adding Jazz Urbane to the Neighborhood Investment Plan for further consideration down the line. A few weeks after this special event, Ujima sent an email for a simple "yes or no" vote to only members based in Roxbury, in which they stated "We are writing to ask you to vote on whether or not we may integrate them into our Roxbury Neighborhood Investment Plan...The opportunity to collaborate with Jazz Urbane arose...via previous relationships with Ujima staff, and we initiated conversations outside of our normal protocol. It is our commitment that this will not happen again." Staff made a one-time decision that since this business was located in Roxbury, only Roxbury residents should have a say in it. Nia Evans expressed that it was a one-time decision that was made outside of the regular process and should not happen again.

During the voting process, the most common feedback and questions that came from voters seemed to center around technology and the voting platform, the length of time and number of slides, and content related questions. For example, Mentimeter takes voters through a series of slides with information needed for the vote, before getting to the screen where users input their vote. However, you cannot go back to a previous slide, and so voters lost access to valuable information such as charts and definitions when it came time to actually vote. Ujima addressed this by sending much of the content of the slides as a separate "voter guide" that voters could open in a different window while voting. Though this wasn't provided from the beginning, they were able to respond to feedback in ways that helped people who had yet to vote. The livestream event was another attempt to be responsive to feedback and questions.

After the Vote

Once ballots 1 and 2 reached quorum on August 26, they closed. At this time, Ujima effectively stopped attempting to get people to vote on ballot 3. Ballot 2 results were communicated on September 27, 2019 via email and Facebook. Below is a screengrab of the email that went out, and the entire email is available in Appendix F.

UJIMA RESULTS ARE IN!
MAKING A COMMUNITY-CONTROLLED ECONOMY

WE ARE SO EXCITED TO ANNOUNCE the results of Ballot 2 in our Spring + Summer 2019 Vote, which marks the completion of the first step for this round of our *NEIGHBORHOOD INVESTMENT PLANS for Robxury, Dorchester, and Mattapan*. If you submitted new names of businesses you love on Ballot 2, you will see them in our next round in 2020. *THANK YOU* to all of our Ujima voting members for growing our capacity for collective community governance, and for your patience with our voting process! Here's what we voted on for Ballot 2:

140 LOCAL BUSINESSES Invited to apply to the Ujima Business Alliance

36 COMMUNITY STANDARDS That businesses interested in joining the Business Alliance must meet

14 TOP NEEDS To prioritize for investments in new businesses and infrastructure

Ballot 1 has yet to be communicated for several reasons. Nia communicated that they wanted to release information via a report because there was nuanced feedback, and they wanted a way to convey that. For example, Blue Hub got a lot of support, but also got the most negative feedback. Members were concerned that Blue Hub was not FDIC insured, did not like their financial support of charter schools, and commented on discomfort with their practices and a misalignment of values. Also, no bank received an outright no vote. Ujima has not yet finalized the report at the time of this publishing.

Ballot 3 did not reach quorum and was officially closed in February 2020. One member that was interviewed expressed sadness at hearing that ballot 3 did not reach quorum, and was not aware prior to us mentioning it.

Timeline of Vote

April 14, 2018 – Roxbury Neighborhood Assembly

June 9, 2018 – Blue Hill Neighborhood & Business Assembly

October 6, 2018 – Citywide Assembly: Old Roots, New Rules

December 12, 2018 – Ujima Fund Launches

January 2019 – Ujima Staff Decide to Hold Online Votes

April 16, 2019 – Ujima Starts Swarm Groups to Facilitate Member to Member Voter Outreach

April 18, 2019 – Ballot 1 Launches

April 24, 2019 – In Person Voting at Ujima Weekly Meeting

May 1, 2019 – Workshop on Ballot 1 & In Person Voting at Ujima Weekly Meeting

Early May 2019 – Postcards Mailed to Voting Members Reminding Them to Vote

May 8, 2019 – Workshop on Ballot 2, Part 1 (Businesses) at Ujima Weekly Meeting

May 14, 2019 – Ballot 2 Opens & Announcement of Ballot 1 Extension

May 2019 – Ujima Ceases Swarm Groups

May 15, 2019 – Workshop on Ballot 2, Part 2 (Standards) at Ujima Weekly Meeting

May 21, 2019 – Ujima Launches "Phone A Friend" to Increase Votes

May 30, 2019 – Mass Text Sent to Members Encouraging Voting

May 23, 2019 – Ballot 3 Opens

June 2019 – Phone Banking for Voting Outreach

June 2019 – Abstain Option Provided for All 3 Ballot Questions

July 9, 2019 – Jazz Urbane Café Preview & Feedback Night for Roxbury Residents

June 25 – Begin Recruiting Solidarity & Voting Members to Assist in Voter Turnout

July 10 & 17, 2019 – Phone Banking for Voting Outreach

July 30, 2019 – Voting Hotline Livestream Event & Mass Text Sent

August 2019 – Voting Office Hours w/ Ujima Staff Member Lucas

July 26, 2019 – Mass Text Sent to Members Encouraging Voting

August 5, 2019 – Jazz Urbane Vote Opens for Roxbury Residents Only

September 27, 2019 – Ballot 2 Results Communicated to Membership

February 20, 2020 – Decide to Officially Close Ballot 3

August 26, 2019 – Ballot 1 & 2 Close, Ballot 3 Outreach Ceases

What Went Well

1. Assemblies

2. Follow Up

3. Providing Information

> *"There is something powerful about an assembly … I think it is powerful to kind of see the thing in action with other people, I think that's a valuable thing." - Ujima Member*

Assemblies

The individuals that we interviewed who attended assemblies reported feeling better prepared than people who did not. Ballot 2 - or the Neighborhood Investment Plans & Community Standards - was one of the main agenda items for each of the in-person assemblies, so it makes sense that prior engagement with the material would leave voters feeling more prepared than others who encountered it for the first time online via Mentimeter. Members also said that the assemblies were exciting and engaging.

Follow Up

Several interviewees also expressed that Ujima did a great job of following up with members about the vote through a variety of mediums. Recruiting members to help with phone and text outreach was also a positive and engaging experience for the volunteers.

> *"Voting was a form of catharsis and a form of relief, because I'm so hyper-aware of injustice and just like how messed up everything is - and you get told so often that the changes you want to see aren't going to happen until you're like a bajillion years gone so you're just fighting to hope you can advance things. And I think it was a very powerful testament to like - no actually in this lifetime I do get to get something back from this work that I'm putting in - and that like the idealism around economic democracy isn't this like totally pie in the sky thing that just can't happen." - Ujima Member*

Providing Information

The feedback here was that Ujima does a great job of providing all the information needed to make informed votes. Through in person meetings, via Mentimeter, and via the vote guide, voters felt they had all the content needed to make decisions. The shortcoming here though was that the content can be delivered in ways that are easier to digest and understand for some members, especially the heavily technical material. This may be skewed given who we interviewed, and may not be reflective of wider membership's experiences, but the sentiment is also in line with what Ujima staff expressed in interviews.

Room for Improvement

1. **Work/Time/Priorities**
2. **Technology**
3. **Educational Material & Resources**
4. **Voting Guide Came Late**
5. **Late Abstain Option**
6. **Late Feedback & Responses**
7. **Inconvenient Location**
8. **Lack of Clarity on Bigger Picture & Procedure**
9. **Too Many Open Ballots at Once**

Work/Time/Priorities

Based on interviews, it seems the biggest barrier to voting by far was competing priorities. Numerous interviewees expressed that for them and based on feedback they heard from others, day-to-day obligations involving work, family responsibilities, and fatigue made it difficult to vote. This was true both for people who didn't vote and for people who ended up voting. Many members also expressed that these other priorities and responsibilities kept them from going to Ujima meetings and being involved in other ways, so when it came time to vote they felt like they were really uninvolved and either shouldn't vote or the work required to catch up and vote would have been too great.

> *"The whole time I was trying to get people to combat guilt, I felt like people kept feeling guilty about it and I was like, 'no it's ok.' It's like 'I need to do this but I just haven't been to a meeting and I promise I'm going to start going to meetings' and I was like 'it's fine I'm just letting you know this is a thing for you to do with your time.' I felt like people were feeling really guilty and it made them more tentative to step into the process again cuz it's like, 'Oh I haven't been to a lot of meetings in a while so what's the point of going back at this point?'" - Ujima Member*

Technology

The other most common challenge that interviewees shared was the voting technology. Some members said that it took too long, there were too many slides, the text was too small on many slides, there were glitches where sometimes passwords wouldn't work, the user interface was "awful", and they couldn't go backwards in the slides and read previous charts and resources to help with the voting decisions. One member also expressed that they wish there were "I don't know" options on some of the questions.

Educational Material & Resources

Several interviewees felt that Ujima did a great job of providing all the information necessary to vote in an informed manner, and according to staff, many members were knowledgeable enough to vote on everything with or without the additional materials Ujima provided. Still, a number of interviewees expressed that the resources and information could have been presented in a way that was easier to digest and understand. Some people who do not go to meetings especially did not feel informed enough, and one interviewee expressed getting confused and having to google different terms while they were voting.

> *"It was good that they had a lot of information, but I could see how it also could hamper people's participation...how do you get people information without having them feel overwhelmed? Having the option to vote for three things at one time for me was a lot, whereas the CERO thing was like pretty straightforward like this is the one thing I'm gonna be voting on, here's the information I need to review about that specifically and I can vote on it." - Ujima Member*

Voting Guide Came Late

After hearing feedback about the inability to go backwards in Mentimeter and use different slides, Ujima staff compiled and sent out a PDF voting guide for members to be able to reference at any point. This was very useful for the people who voted afterwards, but not useful for the people who voted before it was sent out.

Late Abstain Option

Ujima did not provide abstain options until June, almost two months after ballot 1 opened. Abstention can be read as a form of participation depending on why members choose to abstain. Some members expressed to us that they wish they could have answered "I don't know" or something similar to some of the questions.

Late Feedback & Responses

While people were voting online, there were opportunities to enter questions and write feedback into a box on Mentimeter. Staff received these inputs, but only after voters submitted their votes. Many of the questions would have helped voters make more informed decisions during the vote. Staff addressed some of this feedback and answered some of these questions at various points, but it was to the benefit of people who had not voted yet and not useful for people who already had.

Inconvenient Location

Some interviewees expressed that they thought the in-person options for voting were out of the way for others. In order to assess if this was the case, it would be helpful to do a more thorough survey of

where voting members are based and what their preferences for voting mediums are (in person vs. online).

Lack of Clarity on Bigger Picture

One barrier that manifested in different ways in the interviews was that of a larger context for the votes. One member who went to meetings semi-regularly and was a part of a working group told us that they had no problem voting, but still struggled to understand what was going to happen with the vote. They did not understand what would happen after the flagging of businesses, how the financial institution would be selected, or why members were voting on those things but not other things. Some members had a hard time understanding why the particular ballot questions were important in the grand scheme of things, and that affected their motivation to vote. Some members also acknowledged that this did not mean Ujima was doing a bad job of contextualizing things, but that they had probably just missed an explanation or an email.

> *"People found it difficult, people would say that had it opened but hadn't been able to complete it." - Ujima Member*

Too Many Open Ballots at Once

For people who did not vote early, having to vote on two or three ballots at once sometimes felt overwhelming and discouraged them from voting. Ujima should explore ways to reduce decision fatigue amongst members.

Part II: Interviewing Peer Organizations with Voting-Members

In order to better assist the Boston Ujima Project with increasing voter turnout among its members, we interviewed two peer organizations that also leverage a voting-member base for organizational decision-making. We spoke to the East Bay Permanent Real Estate Cooperative (EB PREC) in Oakland, California and Common Good in Ashfield, MA - two nonprofit organizations operating in the democratic economy arena.

East Bay Permanent Real Estate Cooperative

The first organization we interviewed was EB PREC. EB PREC is a democratic cooperative led by people of color that works to take land and housing off the speculative market in order to create permanently affordable housing and community-controlled land.[23] They do this by: (1) allowing local residents to invest $1,000 each in a collective fund; (2) using that money to buy properties in Oakland and the East Bay; (3) letting the people who already live there, stay and build equity while training them on how to manage it cooperatively, without any landlords; and (4) having residents, investors, community members, and EB PREC staff co-own and co-steward the property.

We spoke to Gregory Jackson, the Partnerships Coordinator at the organization, who explained EB PREC's membership structure, voting processes, successes, as well as challenges as it pertained to increasing member participation in the organization's participatory processes. At the moment, the organization is still building out their voting processes, with most votes taking place during community meetings led by EB PREC staff, with decisions largely around which properties EB PREC should acquire, rehabilitate, etc. The biggest challenges regarding voter turnout and participation can be boiled down to lack of participation from youth and, more broadly, the population most impacted from the housing crisis in California, balancing equipping members with technical versus structural knowledge, and developing a longer-term strategy for community self-governance.

Engaging Most Impacted
EB PREC currently has 283 members - 207 are investor-owners and 76 are community owners. With four different membership categories (resident owners, community owners, investor owners and staff owners), Greg expressed that as they have been building out their structure, most investor-owners are European-American, and most community members who show up to meetings are 25 or older.

Balancing Technical vs. Structural Education

In talking to EB PREC, we learned of their organization's struggle with the urgency of the housing crisis and how this impacted their educational focus for members. At the moment, their educational focus for members is technical, focusing on aspects of property management, project development, and asset management.

> *"Asset management is a very big thing for our communities. Some of our folks have lost homes because they couldn't pay rent, and some of them have lost homes because they couldn't manage assets." - Gregory Jackson*

As a result of the timeliness of the housing crisis in California, and the technical and financial aspects of acquiring property, EB PREC forefronts equipping members with the necessary knowledge and skill sets at the expense of long-term, more ideological politicization. This balance is also one that Ujima intimately struggles with, as the responsibility of ensuring that members have enough information to vote on more technical or financial organizational decisions has largely fell on Ujima staff. However, fostering ways to rely on non-Ujima staff, community organizations and institutions to participate in deliberative forums so technical and structural knowledge is both created and shared is critical.

Fostering a Long-Term Vision

As a relatively new organization that is still experimenting with what form(s) their participatory processes will take, Greg expressed an interest in the development of regional councils led by neighborhood leaders, so community members can self-organize around areas that interest them, and invite EB PREC for support. Eventually, Greg sees EB PREC's model as one to be replicated by other California counties and even beyond, with EB PREC supporting a decentralized network of organizations and communities self-organizing around decommodifying land and housing.

As a relatively young organization, EB PREC is still fine tuning what democratic decision-making and organization looks like for their members. However, their commitment towards equipping members with the technical and financial knowledge is critical in ensuring that decision-making among membership is informed, given the stakes, as the organization seeks to acquire, rehabilitate, rent and sell homes to vulnerable community members in the East Bay. Perhaps one of the most exciting things about EB PREC was its vision for the future - as an ancillary organization assisting self-organizing neighborhood groups, councils or even other states in adopting their housing organizing strategies. Talking to EB PREC underscored the importance of a long-term vision, useful for any organization looking to expand the potential for a democratic economy in their communities.

Common Good

Common Good is an organization, located in Ashfield, MA, that offers a local payment card that creates a funding pool to support community projects and initiatives like renewable energy, small business development, food systems, social justice, the arts, and other basic needs – at almost no cost to participants.[24]

The card functions as follows: participants put money in and get credit, and the money put on the card goes into a Community Fund - to which you get credit to spend at a participating business. The business can then use that credit to pay its employees and suppliers, and employees spend it again at a participating business, with money circulating within a community.

We interviewed William Spademan, the Executive Director of Common Good, who explained to us the way Common Good's system to create a community-controlled economy works, and how their voting system is functioning. Common Good leverages a voting platform that they have designed for community members to weigh in on decisions about the Community Fund that affects them, namely, where the fund's resources should be allocated, and how much. In talking to William, we gained insights into their struggle to increase participation, as well as the combined success of their proxy voting mechanism and voting technology to help them reach 100%-member participation in two out of three of their votes.

Proxy Voting

Common Good currently does not have a quorum or threshold for voter participation, however they boast of reaching 100% participation via "proxy voting" in two out of three of their votes. Proxy voting, a form of "liquid democracy,"[25] is a type of voting system where a member of a body may delegate their vote to a representative, to enable a vote in their absence. At Common Good, when people sign up for a common good card, they have to choose two proxies. If they don't vote, one of their proxies gets an extra vote, and if that proxy doesn't vote, their third proxy gets 3 votes. Despite having problems with this system the first time they rolled it out, they were able to fix them, and two out of three of their votes have reached 100% participation via proxy voting. In their first vote, 60/200 members participated directly, but the percentage of participating voters was smaller during their second vote.

Voting Technology

Regarding how members participate in votes, William noted as a part of his role, he writes the code for their voting platform. By having their own voting website, their proxy voting system is automated.

> *"I don't think we could have done it without the software we wanted. We saw other democratic voting softwares, but nothing was close enough or modifiable enough for what we wanted and needed for our system. Designing it ourselves has really helped, and is easier than modifying something else to do what we want it to." - William Spademan*

William noted that no other voting technology could present the information necessary to voters, in the way that Common Good would have liked. For example, other platforms lacked a veto component for decisions or options that a voting member strongly disliked or disagreed with. They also hadn't seen the option for range voting (for ex. for a question like 'how much of the community fund would members want to use this year', or 'what's the minimum you would feel comfortable with and what's the maximum you would feel comfortable using', etc.). As a result of Common Good's unique needs in a voting platform, designing it themselves has been a success.

Broader Engagement: Outreach and Participation

Common Good's only means of outreach is through their organizational listserv. The organization still struggles to get participants to be more actively engaged. William noted that with respect to voter participation and level of informedness, it had not gone very well, especially with regard to financial information.

> *"If people don't come to meetings, and read emails, they haven't figured out a way to inform members. And most members fit in this category. But they still have opinions." - William Spademan*

Common Good's main success has been to develop a customized voting platform, uniquely designed for the specific needs of the organization. Common Good's voting platform has allowed for a more user-friendly experience, easing the practice of voting for its members. Common Good's proxy voting system also appears to work well, as they have reached 100% voter turnout via proxy in two out of three of their organizational votes.

Part III: Literature Review

When conducting our literature review, we read studies focused on popular participatory allocative processes like participatory budgeting and the use of the Quality of Urban Life Index in Brazil, research on deliberative democracy, deliberative systems, and the Citizens' Assembly process in British Columbia. Our goal was to explore how individuals, organizations, communities, institutions, and governments deepen democracy by reimagining what democratic participation could look like, particularly in the spirit of uplifting their most vulnerable communities. At the end of each literature review, we step back and think about potential lessons for Ujima that also feed into our proposed recommendations.

Participatory Budgeting in Brazil

While developing the framework and theory of change for the Boston Ujima Project, leadership staff have referenced Participatory Budgeting (PB) models as a major influence. PB is a democratic process in which members of a community collectively decide how to spend part of a public budget, putting state power in the hands of real people.[26] PB originated in Porto Alegre, Brazil, in 1989, as an anti-poverty measure that helped reduce child mortality by nearly 20%,[27] redistributed resources to neighborhoods in need and empowered Porto Alegre's poorest residents to make budgetary decisions that would impact their daily lives. Since its inception in Brazil, PB has spread to cities around the world, and has been used to decide budgets from cities and states to housing authorities, schools, and other institutions.

In order to better understand the use of PB and its democratic potential, we read *Participatory Budgeting in Brazil*, by Brian Wampler, who explains the success of PB in Porte Alegre, compared to the practice of PB in other Brazilian cities. Wampler does this by explaining how variation in the delegation of authority to citizens in different municipalities accounts for variations in how accountability and citizenship rights are extended. The factors that contributed to successful PB processes and outcomes in the case of Porte Alegre, include: (1) level of mayoral support for the delegation of authority through PB; (2) type of civil society activity from civil society organizations (CSOs in Brazil) and citizens; and (3) PB's rules to produce a strong PB program.[28] By looking closely at each of these factors, we're offered several key insights that are useful in applying to Ujima's method for increasing voter participation and broader member engagement.

Delegating Authority

To be clear, Porto Alegre is touted as the best-case scenario model for PB practices within Brazil, but also in the context of PB globally. Central to this is the decision-making authority delegated to citizens by their city mayor. Through mayoral support for the PB process, citizens are granted full authority to

determine which projects receive financial support, increasing morale, democratic participation, and government transparency while deepening democracy.[29] In the cases of Brazilian cities where PB was weak, there was little to no decision-making authority granted to citizens, taking away PB's ability to act as a decision-making venue, ultimately leading to increased cynicism among citizens.[30] PB processes tended to weaken in Brazil as mayoral support dropped, preventing civil society organizations from engaging in political behavior.[31]

Citizens' and CSO Willingness to Engage
Another integral element for PB's success was the role of citizenship debates and processes of "cooperation and contestation" to which civil-society organizations (CSOs) were central. PB allows for cooperation and contestation between citizens, which means that citizens must work to secure their interests in PB by engaging in live debates to defend proposals for projects that they believe deserve support.[32] CSOs were critical in developing this, by establishing PB's legitimacy in the community, and bringing their own citizen members into the fold. Leftist mayors in Brazil helped institutionalize participatory practices that were initially experimented with by local and community organizations.[33] Thus, PB was initiated by a government that itself drew on the ideas and interests of CSOs, and ultimately CSOs helped cultivate societal accountability, by encouraging elected officials and bureaucrats to abide by the rule of law.[34]

The role of public debate cannot be understated. Deliberation prior to voting serves as a means to influence fellow citizens, and it also serves as a way to inform government officials that leaders and residents of a community are concerned about a particular issue.[35] Further, when the government successfully implements projects selected by citizens, it reinforces the notion that participation in PB matters and is a valuable tool for promoting change. The government in Porte Alegre had a track record of implementing projects within a 2-3-year timeline, signaling to PB participants that if they participated, action steps would be taken as a result of their sustained engagement.[36]

Participatory Budgeting Rule Structure
Finally, paramount to the PB process in Porto Alegre's context was its rule structure. For one, PB is supposed to direct resources to under-resourced populations.[37] PB saw most participation from low-income communities and women, and its distribution of resources is based largely on two criteria:

- The first being the Quality-of-Life Index, an index which identifies inequalities within a city. Each district or neighborhood receives a portion of the budget, and the specific percentage of the budget depends on the area's overall need, as an attempt to ensure that more resources are spent in the poorest neighborhoods and on the most vulnerable segments of the population.[38]
- The second criterion for the distribution of resources is the mobilization and deliberation processes within the neighborhood or district, where organized groups come together to

compete, negotiate, and deliberate within their own regions over available resources. Because not all projects can be supported, groups form alliances to promote projects.[39]

Among other rules, PB leverages municipal councils, two per area, with one-year terms, who oversee the PB process and make decisions on behalf of their area or thematic area.[40] The use of municipal councils within PB ensures that the voices and interests of neighborhoods are advocated for at every stage of the process. Though not an exhaustive listing of PB's rules, (the rest of which can be found in Appendix O) the above rules point to an attempt to ensure that fair, inclusive and deliberative democratic virtues are upheld throughout the PB process.

Finally, in *Participatory Budgeting as if Emancipation Mattered*, by Gianpaolo Baiocchi and Ernesto Ganuza, the authors echo the importance of the communicative and empowerment dimensions of PB processes. Baiocchi and Ganuza alluded to PB meetings as a public sphere and self-rule in PB largely conceived of as a deliberative process. In explaining the importance of the "empowerment dimension" of PB, that is, the connection of deliberative meetings to the centers of decision making, the authors posit that one of the ways to evaluate whether this dimension is being employed is by asking to what extent participants are able to determine the rules of participation, echoing the importance of "delegating authority" and "rule structure" discussed in depth by Wampler.

Examining the use of participatory budgeting in Brazil offers us useful lessons on how to increase citizen and voter engagement in Ujima elections. One of the best executions of the PB process in Porte Alegre, underscores the importance of the delegation of authority to delegates at all stages of a democratic process, in order to increase broader excitement, transparency, and morale. The reviewed literature also points to the critical role that public debate, and in particular "cooperation and contestation," play in informing voters of the importance of differing perspectives, by elevating the voices of citizens and highlighting key community issues. Lastly, the establishment of a transparent, redistributive, and empowering rule structure contributes to generating lasting trust between the governing body and members, sustaining citizen engagement for the long haul.

Location-Based Social Networks and the Quality of Urban Life Index

In "Could Data from Location-Based Social Networks Be Used to Support Urban Planning?", authors Rodrigo Smarzaro, Tiago França Melo de Lima and Clodoveu Augusto Davis Jr., explain the use of location-based social networks (LBSN) to allocate resources for public policy decisions. The city of Belo Horizonte, Brazil uses a Quality of Urban Life Index, (like Porte Alegre), to determine the areas that need more investment. A case study was developed using data from LBSN to estimate the Local Availability Index, a component of the Quality of Urban Life Index that measures the availability of services inside a geographic region.[41] Results suggested that the use of LBSN data to infer quality of urban life indicators is promising, and can lead to the formulation of new metrics, indexes and

methods, to support urban planning and development.[42] Thus, the use of a Quality of Urban Life Index, namely, LBSN as a metric to determine which neighborhoods need more support, funds and resources is a useful data analysis tool to apply redistributive economics in practice.

Deliberative Democracy, Mini Publics, Deliberative Systems and Citizens' Assemblies

Deliberative Democracy

In *Mapping and Measuring Deliberation: Towards a New Deliberative Quality*, authors André Bächtiger and John Parkinson describe "deliberative democracy" as one in which, ideally, collective decisions are sensitive to good reasons. Deliberative democracy relies on being done in public, so arguments are tested against a broad range of perspectives that transforms abstract thoughts into more evidenced-based reasoning.[43] They continue that what makes democracy *deliberative*, is a method of governing that marries the democratic values of equal inclusion, representation, and decisiveness with publicity and an orientation toward mutual justification, ultimately transforming individuals, issues, and firmly held beliefs.[44]

Bächtiger and Parkinson's definition is valuable in understanding how deliberation can enhance democracy within Ujima. With one of the main values of deliberative democracy being its additive quality. Namely, it provides important ingredients for realizing the democratic aims of inclusivity and representation, which feed into group will formation and group decision-making capacity.[45] The authors conclude that modern democracy is best realized in a deliberative society - one that engages with non-traditional settings for deliberation, and emphasizes the importance of inclusivity and representation for basic democratic functions.

Mini Publics

Central to deliberative democracy are "mini publics," discussed in depth by Nicole Curato and Marit Boker in "Linking mini-publics to the deliberative system: a research agenda." Mini publics are deliberative forums that bring together small numbers of people, and on clearly delineated issues.[46] In this way, we can understand Ujima to function as a mini public in a broader democratic ecosystem. The authors point to the fact that most research in deliberative democracy focuses on the role of small, individual mini public forums, rather than on how mini publics might advance a macro-deliberative agenda. Curato and Boker argue that for mini publics to have influence, they need to be better connected to centers of (less deliberative or even non-deliberative) power so their recommendations bear weight on political decisions. Thus, the urge is for deliberative democrats to pursue a *macro-deliberative* agenda, as mass participation in quality deliberation is central to democratic legitimacy.[47] By focusing on "macro deliberation," institutions can broaden the vision of inclusiveness of deliberation in small forums into society more broadly. A mini public can be understood to have an external, system-enhancing deliberative impact if it fulfils three 'functional

imperatives' in the broader "macro deliberative" system: **deliberation-making**, **seeking legitimacy**, and **capacity building**.[48]

- Successful mini publics can distill and synthesize relevant discourses to be disseminated to the wider public, as opposed to engaging in direct decision making.[49] In this way, mini publics serve as 'brokers of knowledge' as participants in this forum are given time and resources to work out complex issues to which non-participants have no access.[50] It should only be considered deliberation-making if it enriches, rather than puts an end to, public deliberation.[51]

- Successful mini publics have an 'external' obligation to persuade—a duty to justify, clarify, respond, and shift recommendations or collective decisions if need be, safeguarding mini publics from 'participatory elitism'.[52] By extending these forums to broaden the scope of deliberative legitimation to non-participants, a meaningful connection to the deliberative system and the public is forged.[53]

- Finally, successful mini publics should be building capacity, by socializing citizens to civic virtues that have a deliberative orientation, performing as an educative and capacity-building function.[54] Mini publics can also prompt further citizen engagement by reaching out to broader publics and creating more opportunities for deliberative, rather than confrontational terms of public discourse.[55] Though small, each are significant contributions that mini publics can make in building capacities and deepening deliberative democracy in the broader system.

As a mini public and drawing on existing research, we can evaluate Ujima's success according to the above three criteria. Increasing voter participation and member engagement can be measured against the extent to which the organization's participatory processes are able to impact the deliberative quality of the broader political system (as echoed in other literature) generate legitimacy, and build capacity across its member base. In succeeding in each of these areas, Ujima can stretch its orientation as a mini public to broaden and deepen democratic participation outside the walls of the organization, bringing both new and renewed members into their democratic processes.

Deliberative Systems

Though much of the literature on deliberative democracy has focused on the role of mini publics and the deliberative quality of individual forums, as echoed earlier by Curato and Boker, some argue that a more systemic approach to the design of deliberative spaces is important. In "Designing Democratic Innovations as Deliberative Systems: The Ambitious Case of NHS Citizen" by Rikki Dean, John Boswell, and Graham Smith, the authors argue that the concentration on the deliberative qualities of individual forums comes at the cost of the broader and more fundamental project to make democratic systems as a whole more inclusive and reflective. The article tackles the question of what a systems orientation to democratic innovation looks like, and whether it is able to address the frustrations with

past attempts to institutionalize deliberative virtues, using the National Health Service Citizen (NHSC) in England as a case study.

One criticism of the institutionalization of mini publics and other deliberative initiatives is that instead of offering a framework for deeper democratization, they are used mainly as a legitimation tool by public officials who want to rationalize and control public debate.[56] Other critiques include the one-off nature of many democratic innovations, preventing adoption by mainstream political discourse or life in the community.[57] According to Dean, Boswell, and Smith, a systems approach to thinking about democratic innovations challenges us to rethink deliberative and democratic functions through a range of differentiated but interconnected settings, rather than one-off forums. For example, what does it look like to have a system that is deliberative on the whole vs. a system that occasionally allows for one-off deliberative events? Because the deliberative systems approach is more commonly used to theorize and evaluate the democratic health of a political system, it has not been utilized as an approach to *designing* democratic institutions.[58] The authors believe that when a new institutional arena is created, it should be embedded within existing networks, as well as remedy a functional deficit, rather than displacing normal and organic functional activity.

For Ujima, taking a deliberative systems approach to designing their participatory processes could help the organization to reimagine how deliberative and participatory processes organized and run by Ujima are connected to larger political processes in the city and state. As an organization, Ujima is deeply embedded in a number of social justice networks throughout Boston, and further connecting their deliberative processes with other institutional networks (churches, tenant organizations, participatory budgeting processes in Boston, etc.) is worth exploring.

Citizens' Assemblies

To better understand deliberative democracy in practice, it is helpful to examine Citizens' Assemblies (CA), with the CA in British Columbia being a helpful starting point. As Mark E. Warren and Hilary Pearse describe in *Designing Deliberative Democracy: The British Columbia Citizens' Assembly*, the CA in British Columbia represents one of the first times in history that ordinary citizens were empowered to propose to their fellow citizens a fundamental change to a political institution (in this case, British Columbia's electoral system). The CA embodies two central requirements for direct democracy: it allows for open and public deliberation about future legislation, although among a small but genuinely representative body of citizens; and it often allows for the endorsement of legislation by the whole electorate.[59] The CA model therefore offers a way to deliver real popular participation in ''legislation'' in a way that is separated from the normal elite-controlling processes central to existing governmental practices.[60] Lessons from the organizing and execution of the CA may assist Ujima in creatively reimagining what democratic participation could look like outside of member votes.

Following through on an election promise, the BC provincial government chose a body of 160 citizens, who were near-randomly selected, to assess the province's electoral system, and recommend a new system if they believed it necessary.[61] The CA represented a diversity of voices by region, ethnicity, class, age and gender and at one point, a couple of Aboriginal members were hand-selected, to ensure that the Assembly adequately reflected the demography of British Columbia.[62] The government pre-committed itself to putting the recommendation of the CA to a referendum, and then to implementing the results of the referendum – possibly the first time a citizen body has ever been empowered to set a constitutional agenda.[63] The CA met for several months in the course of 2004 to learn about electoral systems, consult with experts and the public, and deliberate.[64] The reform decided on by the CA ended up being supported by a majority of citizens in 77 out of 79 electoral districts, but did not surpass the 60% threshold of affirmative votes needed in the province overall to secure its passing.[65] The results showcase however that a near-random selection of citizens to represent other citizens performs at least as well as elections to authorize representatives, if they are provided the tools, resources, and space to make well informed decisions on behalf of a wider public.[66]

In the context of Ujima, the organization already utilizes public assemblies to bring community together and distill and synthesize organizational decisions that later go to a more comprehensive vote by all members. While participants of Ujima's assemblies are not randomly selected, a number of lessons can be drawn from the CA literature to help strengthen the democratic role of Ujima's assemblies. For example, assemblies can be leveraged more as a regular deliberative body, with perhaps consistent member participants, who are committed to learning about specific topics via deliberation throughout the year, who then decide on an option for a broader vote. This way, the organization is building on an existing forum to take the shape of a more structured body, for sustained deliberation to take place.

Recommendations

In developing our recommendations, we thought it helpful to use a framework offered by Ronald A. Heifetz, who posits that organizational problems are often either *technical* or *adaptive* in nature. Technical challenges are defined as those that can be solved by the existing knowledge of experts, whereas adaptive challenges require new learning – that is, a solution for it does not yet exist. When the problem definition, solution, and implementation are relatively clear, Heifetz calls this a technical change. For an adaptive change, the transformation must come from the collective intelligence of the individuals at all levels of an organization, in order to learn their way toward solutions. With this distinction in mind, we have developed recommendations that provide both technical and adaptive responses to the issue of increasing voter participation and member engagement at Ujima. In addition, our recommendations distinguish between actions that we believe can be taken by Ujima in the short term (over the coming months) and those that require a longer period of time to realize. Our recommendations are summarized and further explained below:

TECHNICAL	ADAPTIVE
SHORT	
Provide voter guidebook when ballot opens	Strengthen communication on contextualizing voting events and what steps immediately follow ballots closing
Ensure abstention option when ballot opens	
Increase responsiveness and add a "revise vote" option as ballots are open	Restructure democratic participation in Ujima beyond member votes
LONG TERM	
Develop customized voting platform	Adopt a "proxy voting" system
Work with popular educators to improve educational materials needed for voting	Set up deliberative forums that supplement and support the work of Ujima
Increase in-person voting opportunities in members' neighborhoods	Establish neighborhood councils
	Develop participatory process to develop criteria for weighted voting

Technical Recommendations - Short Term

Provide voter guidebook when ballot opens

Ujima should provide a voter guidebook from the beginning. Based on member interviews, it would be helpful to make sure that future guides include information on the quorum, definitions of frequently used terms, and clearer guidelines for who is a voting member and who is not, amongst other things decided by some committee of members who have previously voted.

Ensure abstention option when ballot opens

Ujima should ensure that abstention is an available option for all subsequent votes.

Increase responsiveness and add a "revise vote" option as ballots are open

Ujima should be more responsive to questions and feedback in real time, and to allow members to go back and change their votes if they get an answer to a question they had, but was not answered while voting was open. It would also be a good idea to offer a debrief survey or hold in-person debrief sessions after voting events, in order to learn from successes and shortcomings and continuously improve voting practices.

Technical Recommendations - Long Term

Develop customized voting platform

Given the range of challenges and limitations of Mentimeter, and Ujima's unique needs when it comes to voting, Ujima should develop their own custom voting platform. One interviewee expressed a willingness to work with fellow members to develop something that fits Ujima's unique needs. It is our belief that Ujima should dedicate capacity to this. They can also use the software to create a permanent platform that would enable ongoing member feedback and input on a wide variety of things, instead of only votes. Given the growing number of organizations in the democratic economy space who have similar membership and decision-making processes, it is also plausible that whatever software Ujima develops can be modified and used by other organizations facing similar challenges, or could be co-developed with one of these organizations. They can also work with members or volunteers to draw on existing open source platforms such as http://consulproject.org/en/ to develop this platform. Additionally, given the ongoing Covid-19 Pandemic at the time of publishing this paper and physical distancing measures, developing a stronger online voting system is more paramount should situations like this arise in the future.

Work with popular educators to improve educational materials needed for voting

Ujima should continue to work with popular educators to improve ways to communicate the important information needed to make decisions to all of their members, with a special focus on meeting the needs of people with different learning styles. One idea that came up in an interview was

a short video or series of short videos with visuals that members can watch for context and important information prior to voting.

Increase in-person voting opportunities in members' neighborhoods

If, after further research, it is indeed true that many people would prefer to vote in person, it would be a great benefit to provide more voting locations closer to where people are based. Members interviewed came up with great solutions such as permanent or temporary Ujima voting stations or satellite centers throughout Boston, as well as door-knocking, to garner votes. This is especially relevant if access to reliable internet is a problem for some voting members currently or in the future. If this is done, it is important to still provide opportunities for deliberation and reflection prior to voting.

Adaptive Recommendations - Short Term

Strengthen communication on contextualizing voting events and what steps immediately follow ballots closing

Given member interviews, it would be beneficial for Ujima to continue to strengthen communication around why votes are happening and how specific votes fit into immediate and larger next steps for the organization. Ujima might do this through first conducting an evaluation of the mediums through which members receive information and surveying their members to find out what other networks and organizations people are part of. This would result in a map of pre-existing social networks of their membership and may reveal that Ujima should rely more heavily on CSOs, community partners, or other pre-existing community networks to disseminate information to members. Knowing this could help with devising a communication strategy to ensure that members are getting the information they need through the channels they interact with either within or outside of Ujima. This relates to another area for improvement - communicating results in a timely manner. About half of the members interviewed didn't remember seeing the results of the votes, and at the time of this writing, no surveys or debriefs have occurred since the ballots closed. Research shows that when members see the results of their participation in a timely manner, they remain more engaged. Ujima should improve timely and clear communication of results after each vote.

Restructure democratic participation in Ujima beyond member votes

Participatory budgeting processes in Brazil, Citizens' Assemblies, and other deliberative processes illustrate that democratic participation can look like many different things, apart from casting an individual vote. In assessing democratic participation among members, in the short term Ujima should reconsider how it conceptualizes member participation, putting less pressure on votes as a means of measuring member involvement and voice. This can include, developing a metric for assessing democratic participation outside of a "member vote," which can include a Ujima member: attending

an assembly, offering input in a deliberative forum, and emailing Ujima staff about concerns regarding organizational decisions.

From a "deliberative systems" lens, Ujima may want to track how it is building skills amongst its members that end up impacting the broader political process, which is important, albeit difficult to measure. Another metric to consider for this could include measuring participation and engagement at the organizational level, vs. at an individual level. For example, how many organizations/networks did Ujima draw on or draw into their democratic processes, how has this increased over time, and does it represent a good 'spread' of associational life?

Adaptive Recommendations - Long Term

Adopt a proxy voting system
As Ujima struggles to reach quorum for its votes, the organization should consider adopting a proxy voting system similar to Common Good, to more easily reach quorum and full participation. This could entail each voting member assigning two proxies that would vote on their behalf should they decide not to vote, allowing the first proxy vote to count for two votes if a voting member does not vote, and the second on the list to count for three, should the second proxy not vote. This way, voters would still cast votes via proxy, and Ujima would more easily reach quorum.

Set up deliberative forums that supplement and support the work of Ujima
Ujima should experiment with developing deliberative forums for that allow for a participatory budgeting style of "cooperation and contestation" and debate. These can be adapted from existing neighborhood assemblies, be permanent fixtures or set up to lead up to particular votes. These forums would engage with local CSOs, including neighborhood associations, churches, youth and student groups, immigrant and tenant organizations, who meet regularly to discuss certain topics. In doing so, the organization should keep in mind the role of representation and inclusivity, the extent to which these forums are connected and communicating to the broader Ujima community, and how embedded they are in existing democratic systems, social institutions, and community organizations.

Establish neighborhood councils
Democratically elected neighborhood councils should be created in order to uplift neighborhood interests while holding Ujima staff accountable to acting and executing upon results of election decisions. Neighborhood councils can also serve as a body to catalyze the self-organization of other Ujima members in their respective neighborhoods to increase participation in votes, deliberative forums, and assemblies. Ujima should work closely with community partners and CSOs to develop these councils, so they do not necessarily "belong" exclusively to Ujima.

Develop participatory process to develop criteria for weighted voting

The use of the Quality of Urban Life Index in participatory budgeting systems in Brazil, and specifically, Location-Based Social Networks, informed local governments of the most under resourced neighborhoods, and ultimately where to prioritize the delegation of funds. Ujima should consider weighting the votes of individuals from neighborhoods with lower Quality of Urban Life indicators, namely youth, houseless or displaced residents, or individuals from other vulnerable communities, to elevate more disenfranchised voices in the Boston community. In order to execute this effectively, Ujima can undertake a participatory-deliberative process to identify (a) if members want to weight votes, and (b) if so, how that weighting occurs. Alternatively, senior Ujima staff might decide that votes should be weighted in the future, and in turn design a process where members get to decide what weighting looks like. If votes are going to be weighted at the individual level, then knowing the demographic data of all voting members will be essential, which is not the case currently as discussed in the Introduction. If votes are going to be weighted by neighborhood, block or type of business that is on the ballot, then this will likely be less of an issue. However, in order to bolster the case that Ujima is redistributing power and voice to more disenfranchised members – as opposed to relatively higher-income individuals – the issue of acquiring demographic data from all members will have to be addressed.

Conclusion

Since 2015, the Boston Ujima Project has been working hard to build an inclusive, representative, and empowered solidarity economy primarily by investing in historically neglected Black and brown neighborhoods in Boston. The organization has seen a number of successes, including growth in the size of its staff, their membership base, and their democratic investment fund. Ujima has also seen growth in the number of community-embedded businesses it has been able to support, both technically and financially. However, the question of how to increase participation among its voter base, a task that currently is very demanding of staff time and resources, is the one we sought to assist with. To get a better sense of what Ujima could do to improve existing turnout, as well as reimagine what democratic participation could look like beyond individual votes and reaching a quorum, we turned to (1) documenting the process of their second vote by speaking to Ujima voting members and staff, (2) interviewing peer organizations in the democratic economy space who also engage with a voting member base, and (3) conducting a literature review of other popular participatory processes.

Based on this approach, we proposed thirteen technical and adaptive, short- and long-term recommendations, ranging from creating a customized voting platform technology and improving educational materials for voting to restructuring democratic participation in Ujima beyond member votes and developing elected neighborhood councils. In light of COVID-19, our recommendations point to some technical responses, aimed at increasing voter participation and engagement remotely.

As we were conducting our research, we gathered some proposals on follow up measures for the organization to further engage with, in order to build on our research efforts. These include:

1. Documenting future voting events in the same way we documented the second voting event in this policy analysis exercise, to keep record of successes and challenges.
2. Obtaining more comprehensive coverage of demographic information of voting members (for example, by removing the opt-in option for new members, and re-surveying existing members for whom data are missing), in order to assess how well the organization is engaging the communities they aim to serve.
3. Conducting a feasibility study of what the establishment, form and function of more locally embedded deliberative forums and neighborhood councils could look like, in partnership with community organizations and institutions.

Other questions worth exploring that we were unable to address in this Policy Analysis Exercise include:

- What do members' access to internet look like?
- How many people would actually prefer to vote in person if there was a voting station in their neighborhood vs. voting online?
- Does the demographic make-up of voting members reflect the demographic make-up of the neighborhoods that Ujima aims to serve and partner with?
- What are the pre-existing social networks of Ujima membership?
- Can Ujima physically map out who voted and who did not to see if there are participation hotspots and desserts?

The Boston Ujima Project's bold goal of building a new democratically controlled economy in Boston is a sorely needed one. For generations, the logic of American capitalism has failed to produce an economy that works for most Black and brown working class Boston residents, and experiments like Ujima that try to build elements of a new economy show that there is an alternative, no matter how small the first step. Conversely, because of generations of disenfranchisement and undemocratic decision-making, many people are alienated from the processes, skills, and capacities needed to build democratic institutions that meet their needs. Ujima recognizes this, and is thoughtfully filling the gap by leveraging the creativity, energy, brilliance, and resources available in these communities. It is our hope that our recommendations align with Ujima's approach, and generate dialogue and action that propels Ujima further towards their vision. Ujima's success has the potential to positively impact many lives in Boston, and offer lessons that will impact many more lives across the country and daresay the world for generations to come.

Endnotes

[1] "Home: Center for Economic Democracy." CED, www.economicdemocracy.us/.

[2] "Boston Ujima Project." Ujima, www.ujimaboston.com/.

[3] The Solidarity Economy is a global movement to build a just and sustainable economy through mutualistic cooperation, prioritizing environmental stewardship and human development over profit.

[4] Cohn, Libbie Dina. Designing Economic Democracy Boston Ujima Project's Participatory Allocation Process. Massachusetts Institute of Technology, 2017, Designing Economic Democracy Boston Ujima Project's Participatory Allocation Process, dspace.mit.edu/handle/1721.1/113805.

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[7] Ibid

[8] A Timebank is a system of exchange where the unit of value is person-hours. When a member of a timebank performs one hour of service for another member, they are awarded one hour of credit in the Timebank, which can then be redeemed for one hour of service from another member. For more information, visit https://www.ujimaboston.com/timebank

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[16] Ibid

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[20] People's movement assemblies (PMA) are democratic and participatory processes by which a large body of people make collective decisions together. The model is used by a wide variety of grassroots organizations, and came to Ujima from studying Cooperation Jackson. More info can be found here: https://projectsouth.org/global-movement-building/peoples-movement-assemblies/

[21] See Appendix E: Ujima's Citywide Investment Plans Assembly Results & Next Steps

[22] Mentimeter is an app used to create presentations with real time feedback mechanisms such as polls. Ujima currently uses this to collect votes.

[23] Who We Are, East Bay Permanent Real Estate Cooperative , ebprec.org/who-we-are.

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Appendix

Appendix A: Member Interview Questions

Introduction
1. Introduce ourselves
2. Overview of project & how interviews will be used
3. Discussion of confidentiality and anonymity
4. Get consent

Build Rapport
1. Name, age, gender, ethnicity, neighborhood, self identified class status,
2. How long have you been involved with Ujima and in what capacities?
3. How engaged are you now in Ujima's votes/democratic processes? If less engaged, what would make them more engaged and if they are already engaged, what's keeping them engaged?
4. What made you want to get involved with Ujima? What is Ujima doing right?

Pre-Vote
1. Do you know how the ballot questions were developed? Or why?
2. When did you first hear a vote was going to happen, and how did you hear about it?
3. What did you know about the vote before it happened?
4. Did you do anything to prepare for the vote? If so, what?
5. Did Ujima try to prepare you for the vote? If so, how?
6. Were you a part of any conversations or activities related to the vote before it happened? If so, what?
7. What do you think went well regarding voter outreach and preparation?
8. What do you think could have gone better in relation to voter outreach and preparation?

During Vote
1. When did you vote?
2. How long did it take?
3. On a scale of 1-10, how difficult or easy did you find voting, and why?
    a. How did you find the technology? How do you think others found it?
    b. If you found it difficult, what could have made voting easier?
4. On a scale of 1-10, how difficult or easy do you think others found voting? Why?
5. On a scale of 1-10, how well did you understand all of the questions and your options when voting? Elaborate.
6. Why did you vote when you did? (right away, or later?)
7. Did you know what your options were for how to vote? (online, by mail, etc) How did you know and why did you choose the method you did?
8. Do you have thoughts on what methods might be easier for different people?
9. Did anyone reach out to you while the ballots were open? Who, how, when, and how many times?
10. Did you talk to anyone to help you decide how to vote?
11. Were there any activities or discussions, formal or informal, between you and other members or staff that took place while the ballots were open, related to the ballots?

12. Did you have any feedback you wished you could have communicated while the voting was happening?

13. What do you think went well about the voting process?
14. What do you think could be improved about the voting process?

Post Vote

1. What kind of follow up was there after the vote happened?
2. When did you hear about the results, and how did you hear about it?
3. How did you feel about the results when they came out?
4. Was there any debrief, survey, or discussion of next steps that happened after the vote?
5. Was there an opportunity to give feedback after the vote? Did you have any feedback to give at the time or now?
6. Any other thoughts on things that went well about the process at any stage?
7. Any other thoughts on things that could be improved about the process at any stage?

Voter Turnout & Development

1. Do you know what Ujima's quorum is for votes?
2. How do you feel about the quorum?
3. What are your thoughts on the mediums through which you can vote?
4. What are your thoughts on voter preparedness? Did you feel prepared, and how could that be improved?
5. When you vote, how much do you take into account how your vote will affect you vs how your vote will affect other members? How much do you think others take that into account?
6. How was this different from other democratic processes you have observed or have participated in?

Other

1. In your opinion, when should Ujima rely on community-wide voting to make decisions? When is it necessary?
2. How did this election compare with subsequent Ujima elections?
3. How do you hope Ujima's voting processes evolve over time?
4. On a scale of 1-10, how important do you think your participation and voice in Ujima votes is to Ujima?
5. On a scale of 1-10, how important is your participation and voice in Ujima votes, to you?
6. Do you like weighing on organizational decisions for Ujima, or would you prefer other types of democratic participation? (i.e. relying on committees/caucuses for decision-making, liquid democracy, etc.)
7. Do you want to be more democratically involved in Ujima, beyond voting? If yes, do you have any ideas of how or what this could look like?
8. Is there anything else that we have not covered yet in this conversation that you would like to share?

Appendix B: Staff Interview Questions

Introduction
1. Introduce ourselves
2. Overview of project & how interviews will be used
3. Discussion of confidentiality and anonymity
4. Get consent

Build Rapport
1. Name, age, gender, ethnicity, neighborhood, self identified class status,
2. How long have you been involved with Ujima and in what capacities?
3. What made you want to get involved with Ujima?

Pre-Vote
1. Historically and in the present, what's informing Ujima's approach to designing the organization's democratic and participatory processes?
2. What was the initial motivation for holding an election, from your perspective?
3. What was your role, if any, in developing/planning for the election?
4. When did you first communicate that a vote was going to happen, and how? How often between then and the start of the vote?
5. What did you communicate about the vote?
6. Did you try to prepare people? How?
7. Did you consider debates, assemblies, or anything else (to prepare members to vote) that didn't happen? Why or why not?
8. What do you think went well regarding voter outreach and preparation?
9. What do you think could have gone better in relation to voter outreach and preparation?

During Vote
1. Walk me through the voting process.
2. What role did you play, if any, in implementing the processes around the election?
3. What voting technologies did you use? How long did it take you or others to vote?
4. What information was presented to voters, and how was it presented?
5. On a scale of 1-10, how difficult or easy do you think your members found the voting process & technology, and why?
6. What could have made it easier?
7. What did follow up and outreach look like while ballots were open?
8. Did members contact Ujima with any feedback or questions during the voting process?
9. Were there any activities or discussions, formal or informal, between you and other members or staff that took place while the ballots were open, related to the ballots?
10. What do you think went well about the voting process?
11. What do you think could be improved about the voting process?

Post Vote
1. What kind of follow up was there after the vote happened?
2. When did you finalize the results, and when/how did you communicate it out?
3. How did you feel about the results when they came out?
4. Was there an opportunity to give feedback after the vote? How did membership feel?
5. Do you feel confident that the results of this election accurately reflect the needs and preferences of Ujima's members? Why or why not?
6. Was there any debrief, survey, or discussion of next steps that happened after the vote?
7. Any other thoughts on things that went well about the process at any stage?
8. Any other thoughts on things that could be improved about the process at any stage?

Voter Turnout & Development
1. How do you feel about the quorum?
2. What are your thoughts on the mediums through which you can vote?
3. What are your thoughts on voter preparedness? Did you feel you adequately prepared voters, and if not, how could that be improved?
4. How was this different from other Ujima votes?
5. How was this different from other democratic processes you have observed or have participated in?

Other
1. What were the biggest challenges?
2. What could have sped up the voting process? What could have helped get more people to vote?
3. In your opinion, when should Ujima rely on community-wide voting to make decisions? When is it necessary?
4. How did this election compare with subsequent Ujima elections?
5. How do you hope Ujima's voting processes evolve over time?
6. Is there anything else that we have not covered yet in this conversation that you would like to share?

Appendix C: EBPREC Interview Questions

Introduction
1. Introduce ourselves
2. Overview of project & how interviews will be used
    a. Ujima is interested in increasing voter turnout, but also developing the capacity and "informedness" of their voting members. They hope to better understand this through documenting their second organizational vote, a literature review, and looking to other, similar-missioned organizations for lessons/best practices. They suggested we reach out to EBPREC, a fellow democratic economy organization with an organizational structure that includes member-voters to weigh in on key decisions. Thus, we are interested in learning more about EBPREC's voting model to gauge how you all are balancing voter engagement and voter capacity-building (work that at times, can be at odds with each other). We believe this will help us provide Ujima with some recommendations, based on key insights gained from similar organizations also working to strike this balance
3. Discussion of confidentiality and anonymity
4. Get consent

Build Rapport
1. Name, age, gender, ethnicity
2. How long have you been involved with EBPREC and in what capacities?
3. What made you want to get involved with EBPREC?

Organizational information
1. What is the goal/mission of the organization?
2. Who are your members (age, socio-economic status, ethnicity, racial demographics, etc), and how do they weigh in on organizational decisions?
3. Historically and in the present, what's informing EBPREC's approach to designing the organization's democratic and participatory processes?

Voter Turnout
1. Do you have a quorum? What is it, and why? How do you feel about the quorum?
2. How would you evaluate EBPREC's effectiveness at getting members to participate in votes or other decision making processes? What are challenges or things you do well?
3. What are some ways that you've seen other similar organizations think about voting thresholds or quorums?
4. Are there other organizations that you think do creative and/or effective jobs of member participation beyond quorums?

Voter Development

1. Do you feel you adequately prepare your members to participate in decision making processes/votes? (education, accessibility, etc)
   a. If not, how could that be improved?
2. Are there certain demographic groups that participate more than others? If so, who and why do you think that is?
   . How do you feel about the imbalance, if there is one, and how does it affect your organizational goals?
3. Have you discussed giving different weights to members that fall into different demographic groups? What are your thoughts on that?
4. Are there elements of other democratic processes you have observed or have participated in that you would like to incorporate into EB PREC?
5. What are your biggest challenges with regard to improving your organization's democratic processes?

General Voting/Democratic Processes
1. What types of decisions merit holding a vote, and why?
2. Walk me through EBPREC's community voting process
3. When do you first communicate that a vote is going to happen, and how? How often between then and the start of the vote are staff communicating?
4. What do you think is going well regarding voter outreach and preparation prior to meetings?
5. What do you think could be going better in relation to voter outreach and preparation?
6. What voting technologies did you use, if any? How long did it take you or others to vote?
7. What information was presented to voters, and how was it presented?
8. On a scale of 1-10, how difficult or easy do you think your members found the voting process & technology, and why?
9. How do you feel EBPREC's voting process could be made more accessible?
10. What are your thoughts on the mediums through which members can vote?
11. What kind of follow up was there after the vote happened?
12. When did you finalize the results, and when/how did you communicate it out?
13. Was there an opportunity to give feedback before, during, or after the vote? How did membership feel?
14. Do you feel confident that the results of these votes accurately reflect/represent the needs and preferences of EBPREC's [most vulnerable] members (community/investor owner members)? Why or why not?
15. Was there any debrief, survey, or discussion of next steps that happened after the vote?
16. In your opinion, when should EBPREC rely on community-wide voting to make decisions? When is it necessary? Are there decisions beyond co-ops that members could be weighing in on?
17. How do you hope EBPREC's voting processes evolve over time?
18. Does EBPREC consider other types of democratic participation? (i.e. relying on committees/caucuses for decision-making, liquid democracy, etc.)
19. Is there anything else that we have not covered yet in this conversation that you would like to share?

Appendix D: Common Good Interview Questions

Introduction

1. Introduce ourselves
2. Overview of project & how interviews will be used
3. Discussion of confidentiality and anonymity
4. Get consent

Build Rapport
1. Name, age, gender, ethnicity
2. How long have you been involved with Common Good and in what capacities?
3. What made you want to get involved with Common Good?

Organizational information
1. What is the goal/mission of the organization?
2. Who are your members (age, socio-economic status, ethnicity, racial demographics, etc), and how do they weigh in on organizational decisions?
3. Historically and in the present, what's informing Common Good's approach to designing the organization's democratic and participatory processes?

Voter Turnout
1. Do you have a quorum? What is it, and why? How do you feel about the quorum?
2. How would you evaluate Common Good's effectiveness at getting members to participate in votes or other decision making processes? What are challenges or things you do well?
3. What are some ways that you've seen other similar organizations think about voting thresholds or quorums?
4. Are there other organizations that you think do creative and/or effective jobs of member participation beyond quorums?

Voter Development
1. Do you feel you adequately prepare your members to participate in decision making processes/votes? (education, accessibility, etc)
   a. If not, how could that be improved?
2. Are there certain demographic groups that participate more than others? If so, who and why do you think that is?
.   How do you feel about the imbalance, if there is one, and how does it affect your organizational goals?
3. Have you discussed giving different weights to members that fall into different demographic groups? What are your thoughts on that?
4. Are there elements of other democratic processes you have observed or have participated in that you would like to incorporate into Common Good?
5. What are your biggest challenges with regard to improving your organization's democratic processes?

General Voting/Democratic Processes
1. What types of decisions merit holding a vote, and why?
2. Walk me through Common Good's voting process

3. When do you first communicate that a vote is going to happen, and how? How often between then and the start of the vote are staff communicating?
4. What do you think is going well regarding voter outreach and preparation prior to meetings?
5. What do you think could be going better in relation to voter outreach and preparation?
6. What voting technologies did you use, if any? How long did it take you or others to vote?
7. What information was presented to voters, and how was it presented?
8. On a scale of 1-10, how difficult or easy do you think your members found the voting process & technology, and why?
9. How do you feel Common Good's voting process could be made more accessible?
10. What are your thoughts on the mediums through which members can vote?
11. What kind of follow up was there after the vote happened?
12. When did you finalize the results, and when/how did you communicate it out?
13. Was there an opportunity to give feedback before, during, or after the vote? How did membership feel?
14. Do you feel confident that the results of these votes accurately reflect/represent the needs and preferences of Common Good's [most vulnerable] members? Why or why not?
15. Was there any debrief, survey, or discussion of next steps that happened after the vote?
16. In your opinion, when should Common Good rely on community-wide voting to make decisions? When is it necessary? Are there decisions beyond co-ops that members could be weighing in on?
17. How do you hope Common Good's voting processes evolve over time?
18. Does Common Good consider other types of democratic participation? (i.e. relying on committees/caucuses for decision-making, liquid democracy, etc.)
19. Is there anything else that we have not covered yet in this conversation that you would like to share?

Appendix E: Ujima Citywide Investment Plans Assembly Results & Next Steps *(Starts on Next Page)*

Boston Ujima Project's

CITYWIDE
INVESTMENT PLANS

Assembly Results & Next Steps

TABLE OF CONTENTS

1. Background

2. Good Business Standards

3. Neighborhood Investment Plans

4. Top Neighborhood Needs

5. Ujima Fund Guiding Values

6. Key Learnings and Questions

7. Ujima Fund Timeline

Building a Democratic Investment Prcess

After opening for membership in late 2017, Ujima held **3 Neighborhood** and **2 Citywide Assemblies,** engaging over **550 residents** between September 2017 and October 2018. In April 2018, we elected our Community Standards Committee, who created a proposal for standards based on member input. At our Citywide Assembly in October 2018, Old Roots New Rules, we built on the neighborhood level planning to create our Neighborhood Investment Plans & Top Neighborhood Needs. We also voted on our Good Business Standards and gave input to share the Ujima Fund Guiding Values. The following pages show the process and results for each aspect of Ujima's initial Citywide Investment Plan. There is no blueprint for governing a democratic investment fund, and we are learning through experimentation. We will end with sharing key learnings and questions moving forward.

TIMELINE

AUG 2017
Membership Launch

SEP 2017
Citywide Assembly

NOV 2017
Fields Corner Neighborhood Assembly

APRIL 2018
Standards Committee Election

APRIL 2018
Roxbury Neighborhood Assembly

JUNE 2018
Blue Hill Ave Neighborhood Assembly

OCT 2018
Citywide Assembly

DEC 2018
Fund Launch
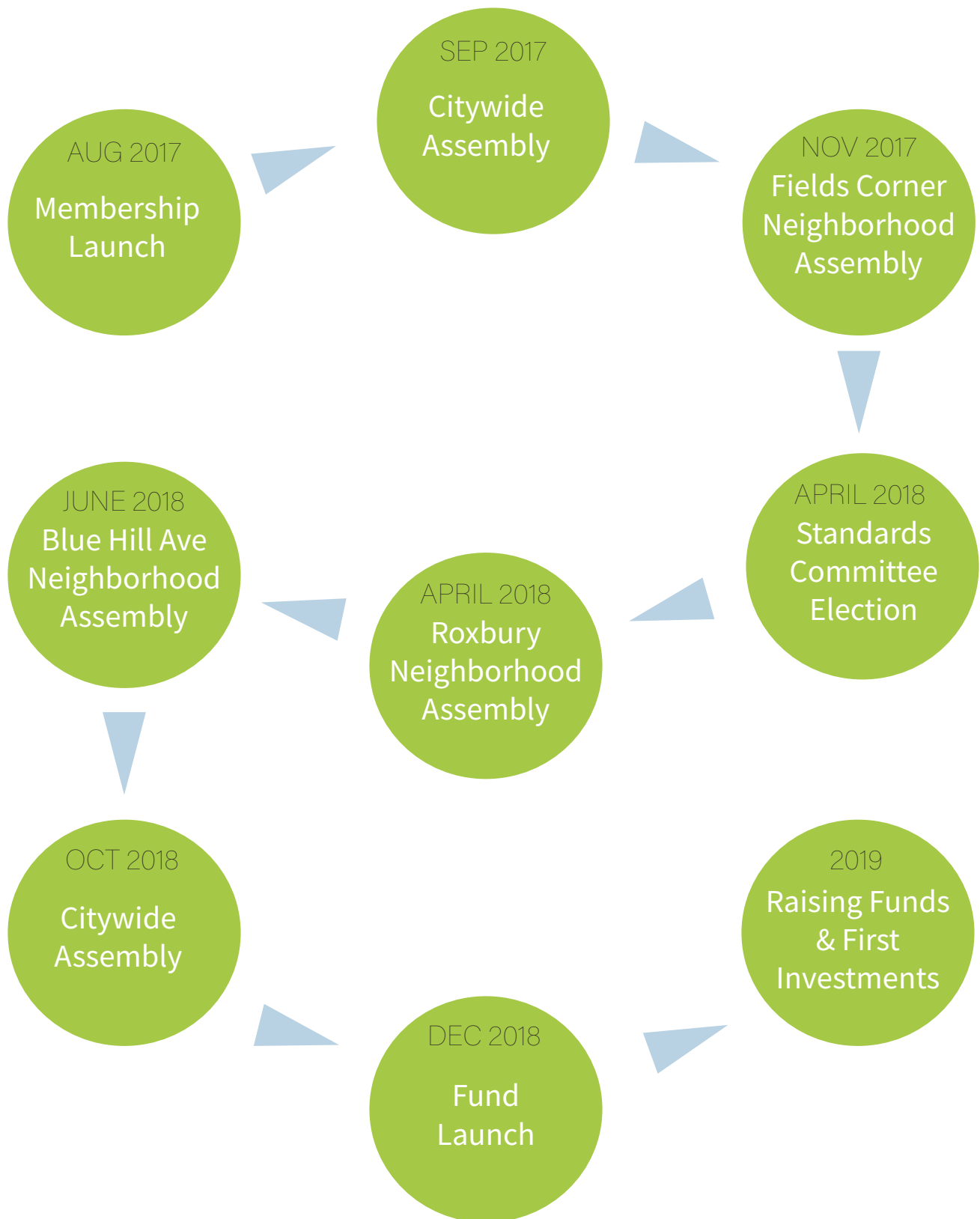
2019
Raising Funds & First Investments

PROCESS

In April, over 51 percent of our voting members (100? members) elected the first ever Ujima Community Standards Committee, made of local small business and cooperative leaders, grassroots community leaders, and residents.

The committee met for six months between May 2018 and October 2018 to craft a propsal for Ujima's Good Business Standards across eight different categories, as well as severl sector specific standards.

At the CityWide Assembly in October, the Standards Committee presented Ujima's proposal to members that were present. Following questions and discussions, voting members voted to accept all 36 Business Standards, and (for the sector specifc standards.)

NEXT STEPS:

• Based on the new standards, the Community Standards Committee will facilitate the application of businesses to the Ujima Business Alliance
• --------?

GOOD BUSINESS STANDARDS

RESULTS

Good Faith Effort

1) Community Benefits Reporting: Complete a yearly Community Benefits Report

2) Worker Satisfaction Survey: Allow employees to complete a yearly Workers Satisfaction Survey

3) Ujima Participation: Attend at least 50% of meetings for the Ujima Business Alliance

4) Community Benefits Pledges: Set yearly goals through a Community Benefits Pledge

Community Ownership

1) People of Color Ownership: People of Color own a majority of the business

2) Commitment to Employee Ownership: Commit to an Employee Ownership Feasibility Study

Good Local Jobs

1) Women Workforce: At least 33% of employees identify as women or gender non-conforming

2) POC Workforce: At least 60% of employees are People of Color

3) Trans and Gender Nonconforming Workforce: Workplace policies center the safety and success of Queer and Trans Women of Color

4) CORI Friendly Policy: Practice CORI (criminal record) Friendly hiring practices

5) Sanctuary Business: Commit to Sanctuary Business Pledge to protect immigrant workers

6) Youth of Color Employment:If appropriate and financially able, host at least 1 youth summer job or paid internship

7) Minimum Wage: 100% of employees are paid the state minimum wage

8) Compensation Ratio: No staff is paid more than 5 times the lowest paid employee

9) Paid Family and Medical Leave: Early adoption of Massachusetts Paid Medical and Family Leave Law

10) Fair Scheduling: Implement a Fair Scheduling Policy for hourly wage earners

11) Fair Classification: No nonconsensual misclassification of employees as 1099 contractors

Worker Power

1) Workplace Democracy: Commit to an Employee Governance Feasibility Study

2) Worker Board Seat: Allow at least 1 elected worker on a corporate board with outside investors

3) Collective Bargaining: No union blocking or intimidation

4) Open Book Accounting: Commit to an Open Book Accounting Feasibility Study

5) Civic Engagement: Promote worker voting and civic engagement

6) Workplace Culture: Update policies and trainings to prevent workplace sexual misconduct

RESULTS CONT.

Health and Safety

1) Non Toxic Products: Commits to a Non Toxic Workplace Policy

2) Occupational Safety and Compliance: No unaddressed OSHA violations or complaints

3) Health Benefit Information: Provide resources to access health insurance

4) Employee Wellness Plan: Adopt Employee Wellness Plan

Customers and Vendors

1) Product or Service Mission: Have a stated community or social goal for the enterprise

2) Consumer Feedback Channels: Invite formal customer feedback opportunities

3) Ujima Purchasing Agreement: Adopt an Ujima Purchasing Pledge to purchase from other Ujima businesses

4) Supplier Diversity: Where possible, at least 25% of overall vendors are People of Color owned

Environment

1) Green Energy Plan: Commit to a Green Energy Plan

2) Zero Waste Plan: Commit to a Zero Waste Plan

Community Power

1) Civic Engagement: Promote community civic engagement

2) Voter Engagement: Promote customer voter engagement

3) Ujima Community Benefits Programs: Give preference for donations to Ujima's Grassroots Nonprofit Partners

Sector Specific....

PROCESS

During our Neighborhood Assemblies, residents collectively generated lists of local "Businesses we love," based on which businesses met community values as well as providing satisfactory goods and services.

At our Citywide Assembly in October, we voted to prioritize and grow the list of local businesses that had been named as "Businesses we love" during the assemblies that came before. Businesses that received 3 or more 'red flags' from community memebrs were removed from the list of most loved businesses.

NEXT STEPS:

• Businesses that meet the Good Business standards will be invited to join the alliance
• Businesses interested in financing will go through a due diligence process
• Ujima members will make the final vote to approve investments

RESULTS

Top Businesses Across All Neighborhoods

Bikes Not Bombs	Strand Theater	Black Market
Olio Culinary Collective	Fresh Food Generation	Suya Joint
Spontaneous Celebrations	CERO Cooperative	Frugal Bookstore
Chilacates	Bowdoin Bike School	Haley House
Dorchester Food Coop	Commonwealth Kitchen	Food Project
Coalition for Occupied	Oasis Vegan and Veggie	Essential Body Herbs
Homes in Foreclosure	Parlor	Dudley Cafe
Boston Community Coops		

Businesses We Love By Neighborhood

DORCHESTER

CERO	Fabwright Origins	Taste of Eden	Fields Corner Civic Association
Bowdoin Bike School	Flames	The Wake Up	Four Corners Yoga and Wellness
Daily Table	Ideal Sub	Uphams Corner Health Center	Grove Hall Library
Dorchester Food Co-op	Juice and Jazz Cafe	Victoria's Diner	Harbor Point Liquors
America's Food Basket	The Rotisserie	YMCA	Harp & Bard
Commonwealth Kitchen	Black Economic Justice Institute (BEJI)	ATS Equipment	Harvard Street Health Center
CoCo Leaf	Blarney Stone	Ba Le	Healthworks
Fresh Food Generation	Dorchester Business Lab	Back to Life	Lambert's
Strand Theater	Eastern Bank	Codman Square NDC	Made Organics
Vegan Veggie Oasis	El Barrio	Coils to Locs	Natl Wholesale Liquidators
The Food Project	Farmers Market	Crawford Drug	Rosa's Supermarket
Boston Community Co-ops	Homestead	Dorchester Brewing Co	Savin Bar & Kitchen
Coalition for Occupied Homes in Foreclosure (COHIF)	Island Style	Dorchester Not For Sale	South Bay Yoga
Democracy Brewing	McKenna's Cafe	Dorchester People for Peace	The City School
My Thai Vegan	Next Step Soul	Dot Ale	Tremendous Maids
Oasis Vegan Parlor	Santo Domingo	East Boston Savings Bank	Wings and Tingz
BRED Gourmet	Shanti	El Barrio Mexican Grill	
Diaspora Africa	Sustainability Guild		
	Tabletop		

RESULTS CONT.

ROXBURY

Haley House
Dudley Cafe
Black Market
Essential Body Herbs
Food Project Farmer's Market
Boston Building Resources
Frugal Bookstore
Suya Joint
Silver Slipper
Fort Hill Grill
Nos Casa
Red Sun Press
Ideal Subs
Paige Academy
Bon Me
Lucy Stone
Restoring Roots Landscaping Co-Op

Inner City Sanctuary for the Arts
Merengues
One United
Washington Plaza Mall
Essential Body Herbs
First Teacher Boston
Mr. Tamole
Roxbury Innovation Center
Roxbury YMCA
Save a Lot
The Food Project
Tony Williams Dance Center
Tropical Foods
Alternatives for Community & Environment (ACE)
DSNI
Flames

Gallery Eye Care Vision Source
Hibernian Hall
Kush Grove
Maxine on St. James
Merengue
Norma Rosario's Catering
P+R Restaurant
Pudding Stone
QHC Quality Heating + Colling
Render Coffee
Social Good Marketing
Ugi's
United Housing
YMCA
Delectable Delights
Diablo Glass

Dudley Grille
Egleston YMCA
Fasika Cafe
Goodwill
Hercules Press
HYCC
Just Relax Massage Therapy
METCO, INC.
NAACP Boston Branch
Place Tailor
Ruiz Market
Shelburne Community Center
Slades
Soleil
Sydney Janey Design and Boston Paper Works

MATTAPAN

Chez Vous
Norfolk Hardware
Simco
Ali's Roti

City Soil
Juice Up
Le Foyer Bakery
Lenny's Tropical Bakery

Mattapan's Finest
Tablecloth Place
Urban Farming Institute
Golden Crust

PROCESS

During our Neighborhood Assemblies, we held discussions about what was missing from members' local economies. Members generated solutions for what would meet unmet collective needs.

CHILD CARE
COMMUNITY EVENT/GATHERING SPOT
COMMUNITY LAND TRUST for AFFORDABLE HOUSING
COMMUNITY-OWNED ENERGY
COMMUNITY-OWNED INTERNET
SUPERMARKET (GOOD ONE)
S   RESTAURA
URBAN FA
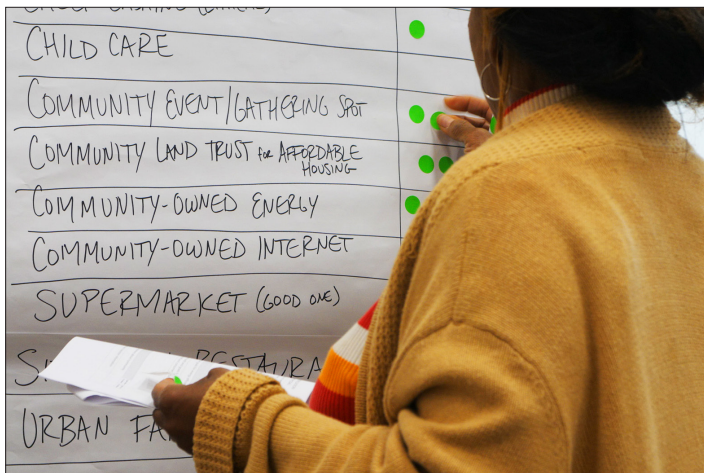
At our Citywide Assembly, members voted to prioritize the most urgent community needs from the lists that had been generated in previous assemblies.

NEXT STEPS:

The next step toward meeting our neighborhood needs is Conducting feasibility studies with Ujima members, starting with our top priorities.

RESULTS

Top 8 Needs Across All Neighborhoods

1. Community Land Trust for Affordable Housing
2. Community-Owned Internet
3. Shared Commercial Space for Black Entrepreneurs
4. Urban Farm
5. Community Event Space
6. Art Space
7. Community-Owned Energy
8. Affordable Childcare

PROCESS

During our Citywide Assembly, popular education and workshops engaged voting members in the harms and racial biases embedded in many traditional financing models.

With this knowledge, members gave input on key questions at the intersection of finance and collective values. This input will shape the fund terms and values that will guide the financing

NEXT STEPS:
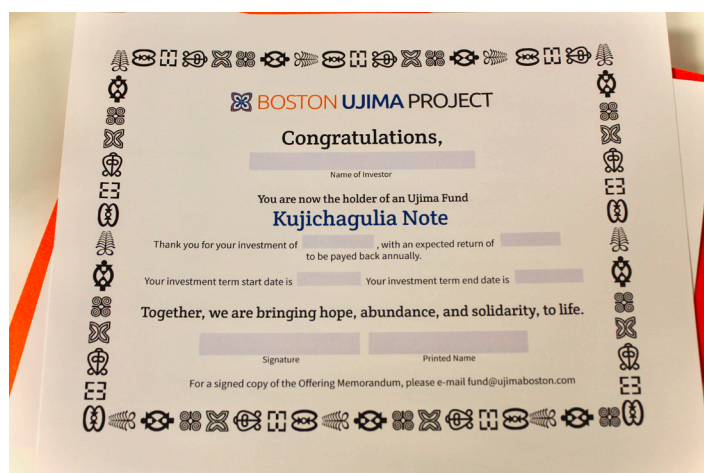
- _____
- _____
- _____

RESULTS

When you think about radical inclusion, what groups do you want Ujima's Fund to serve?

👤 45

Should we require collateral on all of our loans?

50%	41%	9%
NO	NOT SURE / MIXED FEELINGS	YES

👤 22

RESULTS

Should we require personal garantuees?

47%

29%

18%

6%

NO | NOT SURE / MIXED FEELINGS | ONLY IF REALLY NEEDED | YES
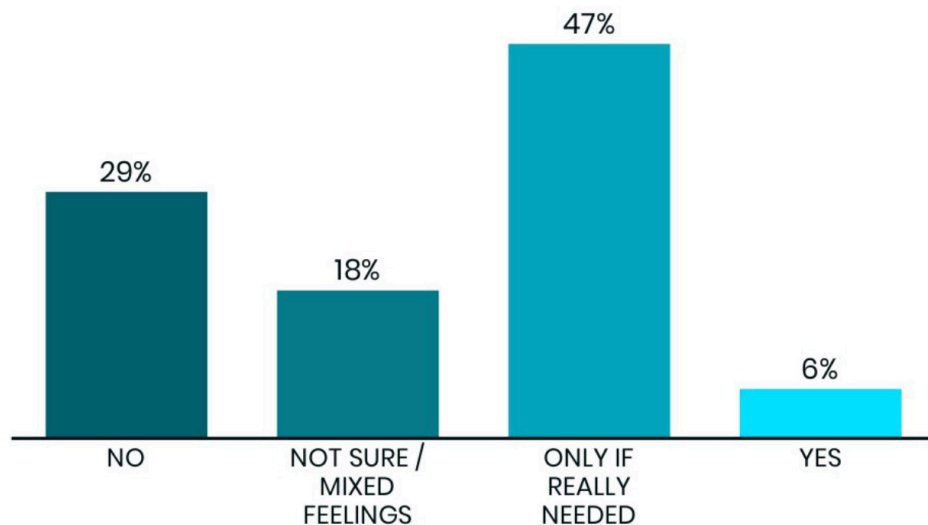
👤 17

Should we accept personal assets like a home or a car belonging to the entreprenuer?

63%

0%

31%

6%

NO | NOT SURE / MIXED FEELINGS | ONLY IF REALLY NEEDED | YES
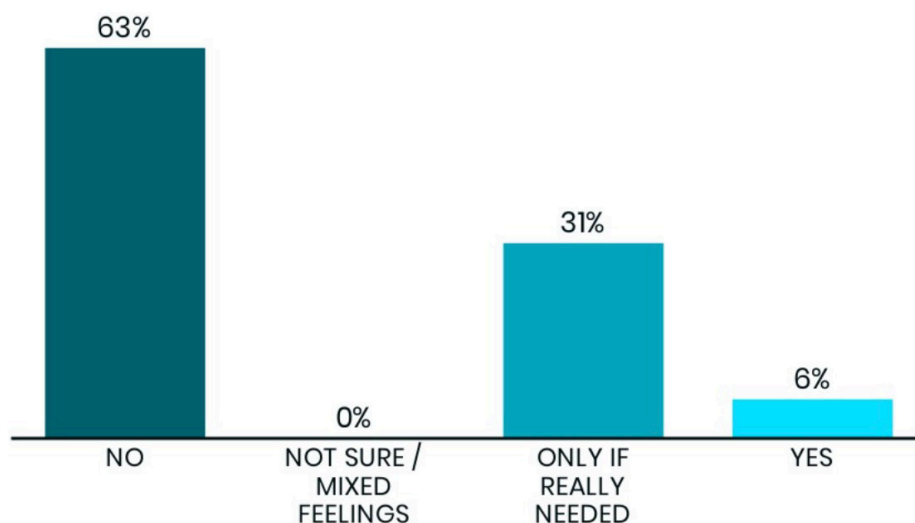
👤 16

RESULTS

Should we accept NEW BUSINESS ASSETS the owner will buy with our capital? (E.g. a new walk-in freezer a restaurant owner would buy with our funds?)

NO	NOT SURE / MIXED FEELINGS	ONLY IF REALLY NEEDED	YES
18%	6%	29%	47%
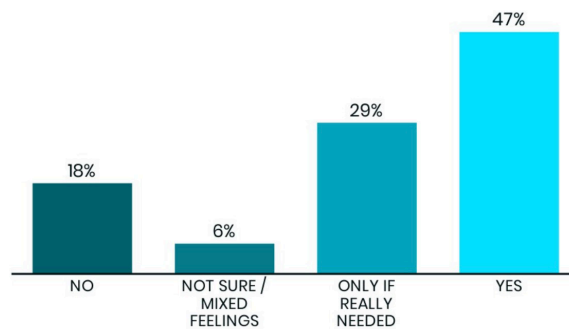
Should we accept PRE-EXISTING BUSINESS ASSETS? (E.g. an oven that was already in a restaurant before they applied for a loan?)

NO	NOT SURE / MIXED FEELINGS	ONLY IF REALLY NEEDED	YES
25%	19%	38%	19%
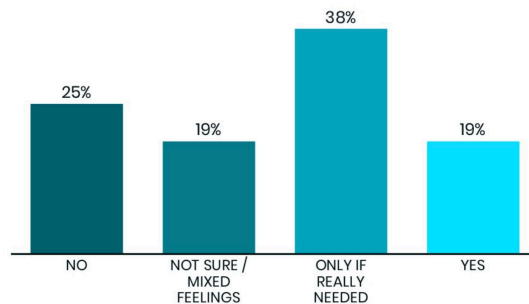
👤 16

KEY LEARNINGS & QUESTIONS

Reclaiming Finance

Money and finance can be scary or even triggering topics for many of us. *How do we create the learning and healing opportunities we need to reclaim our local economy?*

Practicing Radical Inclususion

True Economic democracy requires radical inclusion. *How can we ensure that all marginalized communities are able to participate in the process?*

Growing a Citywide Movement

We've engaged over 500 people but it's still a small fraction of the neighborhoods we want to represent. *How can we grow to a true movement for community ownership and control in Boston?*

Appendix F: Ballot 2 Announcement Email *(Starts on Next Page)*

UJIMA RESULTS ARE IN!
MAKING A COMMUNITY-CONTROLLED ECONOMY

WE ARE SO EXCITED TO ANNOUNCE the results of Ballot 2 in our Spring + Summer 2019 Vote, which marks the completion of the first step for this round of our ***NEIGHBORHOOD INVESTMENT PLANS for Robxury, Dorchester, and Mattapan****.* If you submitted new names of businesses you love on Ballot 2, you will see them in our next round in 2020. *THANK YOU* to all of our Ujima voting members for growing our capacity for collective community governance, and for your patience with our voting process! Here's what we voted on for Ballot 2:

140 LOCAL BUSINESSES
Invited to apply to the Ujima Business Alliance

36 COMMUNITY STANDARDS
That businesses interested in joining the Business Alliance must meet

14 TOP NEEDS
To prioritize for investments in new businesses and infrastructure

Here's the full list of ***140 LOCAL BUSINESSES*** that Ujima voting members are inviting to *apply* to join the ***UJIMA BUSINESS ALLIANCE***:

DORCHESTER

America's Food Basket Association
ATS Equipment
Ba Le
Back to Life
Black Economic Justice Institute (BEJI)
Blarney Stone
Boston Community Co-ops
Bowdoin Bike School
BRED Gourmet
Coalition for Occupied Homes in Foreclosure (CO-HIF)
CoCo Leaf
Codman Square NDC
Coils to Locs
Commonwealth Kitchen
Crawford Drug
Daily Table
Democracy Brewing
Diaspora Africa
Dorchester Brewing Co
Dorchester Business Lab
Dorchester Food Co-op
Dorchester Not For Sale
Dorchester People for Peace
Dot Ale
East Boston Savings Bank
Eastern Bank
El Barrio Mexican Grill
Fabwright Origins
Farmers Market
Fields Corner Civic
Flames
Four Corners Yoga and Wellness

Fresh Food Generation
Grove Hall Library
Harbor Point Liquors
Harp & Bard
Harvard Street Health Center
Healthworks
Homestead
Ideal Sub
Island Style
Juice and Jazz Cafe
Lambert's
Made Organics
McKenna's Cafe
Mr. Tamole
My Thai Vegan
Next Step Soul
Oasis Vegan Parlor
Rosa's Supermarket
Santo Domingo
Savin Bar & Kitchen
Shanti
South Bay Yoga
Strand Theater
Sustainability Guild
Tabletop
Taste of Eden
The City School
The Food Project
The Rotisserie
Tremendous Maids
Uphams Corner Health Center
Vegan Veggie Oasis
Victoria's Diner
The Wake Up
Wings and Tingz
YMCA

ROXBURY

Alternatives for Community & Environment (ACE)
Black Market
Bon Me
Boston Building Resources Center
Delectable Delights
Diablo Glass
DSNI
Dudley Cafe
Dudley Grille
Egleston YMCA
Essential Body Herbs
Fasika Cafe
First Teacher Boston
Flames
Fort Hill Grill
Frugal Bookstore
Gallery Eye Care Vision
Goodwill
Haley House
Hibernian Hall
HYCC
Ideal Subs
Just Relax Massage
Kush Grove
Lucy Stone
Maxine on St. James
Merengue
METCO, INC.
NAACP Boston Branch
Norma Rosario's Catering
Nos Casa
One United
P+R Restaurant
Paige Academy
Place Tailor

Pudding Stone
QHC Quality Heating + Cooling
Render Coffee
Roxbury Innovation Center
Roxbury YMCA
Ruiz Market
Save a Lot
Shelburne Community Center
Silver Slipper
Slades
Social Good Marketing
Soleil
Suya Joint
Sydney Janey Design and Boston Paper Works
The Food Project
Therapy
Tony Williams Dance
Tropical Foods
Ugi's
United Housing
Washington Plaza Mall
YMCA

MATTAPAN

Ali's Roti
Chez Vous
City Soil
Golden Crust
Juice Up
Le Foyer Bakery
Lenny's Tropical Bakery
Mattapan's Finest
Norfolk Hardware
Simco
Urban Farming Institute

DO YOU SEE BUSINESSES YOU NAMED OR THAT YOU LOVE? HELP US SPREAD THE WORD TO OUR BELOVED BUSINESSES!

Let business owners know they are invited to apply to the Ujima Business Alliance and should contact us at this address: **standards@ujimaboston.com.**

These are the *36 STANDARDS* that businesses interested in joining the *UJIMA BUSINESS ALLIANCE* must meet, originally drafted by our *ELECTED COMMUNITY STANDARDS COMMITTEE*:

GOOD FAITH EFFORT

1) Community Benefits Reporting
2) Worker Satisfaction Survey
3) Ujima Participation
4) Community Benefits Pledges

HEALTH AND SAFETY

1) Commit to Non Toxic Workplace Policy
2) Occupational Safety and Compliance
3) Health Benefits Support
4) Employee Wellness Plan

CUSTOMERS & VENDORS

1) Product or Service Mission
2) Consumer Feedback Channels
3) Ujima Purchasing Agreement
4) Supplier Diversity

WORKER POWER

1) Commit to Workplace Democracy Feasibility Study
2) Worker Board Seat
3) Collective Bargaining
4) Commit to Open Book Accounting Feasibility Study
5) Civic Engagement & Voting
6) Workplace Culture /Prevent Workplace Sexual Misconduct

COMMUNITY POWER

1) Promote Civic Engagement
2) Promote Voter Engagement
3) Ujima Community Benefits Programs

ENVIRONMENT

1) Commit to Green Energy Plan
2) Commit to Zero Waste Plan

COMMUNITY OWNERSHIP

1) Majority POC Ownership
2) Commit to Employee Ownership Feasibility Study

GOOD LOCAL JOBS

1) 33% Womxn Workforce
2) 60% POC Workforce
3) Safety & Success of Trans & Gender Nonconforming People
4) CORI Friendly Policy
5) Sanctuary Business
6) Youth of Color Employment
7) Minimum Wage
8) Max 5:1 Compensation Ratio
9) Paid Family & Medical Leave
10) Fair Scheduling Policy
11) Fair Classification

These are the *13 INDUSTRY SPECIFIC STANDARDS* that applicable businesses must meet, created with the help of *GRASSROOTS ADVISORS*:

HOUSING DEVELOPERS

1) Good Faith Effort: Community Process and Approval
2) Customers and Vendors: True Housing Affordability

ADVISED BY Alternatives for Community and Environment, City Life/ Vida Urbana, and Right to the City

DOMESTIC CARE EMPLOYERS

1) Good Local Jobs: Complies With MA Domestic Workers Bill of Rights
2) Good Local Jobs: Domestic Workers Living Wage
3) Good Local Jobs: Au Pair Minimum Wage

ADVISED BY Matahari Women Workers' Center

BUILDING TRADES

1) Good Local Jobs: Boston Residents Jobs Policy Hiring
2) Good Local Jobs: Small Construction Wages
3) Good Local Jobs: Prevailing Wage
4) Customers and Vendors: Minority Sub-Contractors
5) Health and Safety: No OSHA Violations
6) Health and Safety: Employees Take OSHA Classes

ADVISED BY Boston Jobs Coalition and Massachusetts Coalition for Occupational Safety and Health

RESTAURANT/ FOOD SERVICE

1) Good Local Jobs: No Sub-Minimum Wage

ADVISED BY Restaurant Opportunity Center of Boston

MAJOR NON-PROFITS

1) Good Faith Effort: Comply Fully With PILOT Payments

ADVISED BY Pilot Action Group

For a fuller explanation about the standards, head to **www.ujimaboston.com/standards**.

These are the *TOP 14 NEEDS* which will be prioritized for *UJIMA FUND* investments in new businesses and infrastructure.

1. Community Land Trusts for Affordable Housing & Commercial Real Estate
2. Community-Owned Energy (Alternative to Eversource)
3. Urban Farms
4. Affordable Childcare
5. Community Event/ Gathering Spot
6. Community Owned Internet
7. Youth Space
8. Black Market Type Store/ Space
9. Wellness Space
10. Arts Space
11/12. TIE: Sit Down Restaurant / Ethical Check-Cashing
13/14. TIE: Coffee Shop/ Bookstore

Check out some exciting *RESULTS HYPE!* Watch Nia and Charles' **interview on BNN yesterday** for more context about the vote results, and spread the word!

... and some **voting reflections** from a few of our Ujima Voting Members - **Thanks to Darris, Louise, Joyce and Nadav!**

> ❝ I try to be involved and invested in my community. For me voting in the Ujima ballots is a piece of that. I want to be a part of the process, have my voice heard, and put in the work to help support our community.”
>
> - Voting Member
> *DARRIS JORDAN*
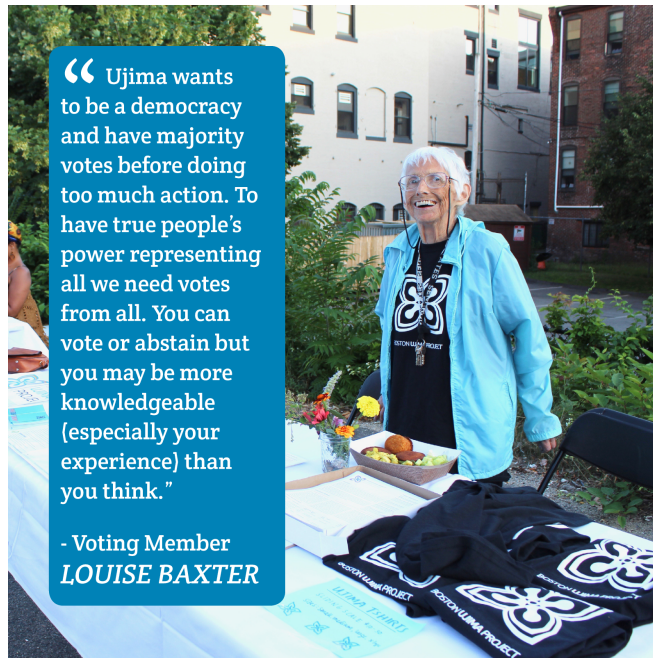
> **Ujima wants to be a democracy and have majority votes before doing too much action. To have true people's power representing all we need votes from all. You can vote or abstain but you may be more knowledgeable (especially your experience) than you think."**
>
> **- Voting Member**
> *LOUISE BAXTER*

> **I know voting with and for Ujima, my vote counts."**
>
> **- Voting Member**
> *JOYCE CLARK*

"The experience of voting as an Ujima member on business standards and other core questions has been a moving and empowering opportunity. So much of the way we live, from home to work, is dictated and decided upon by corporations and a system that doesn't work for all of us, so to be given the agency to shape our communities in this way is exciting and inspiring for all that's possible."

- Voting Member
NADAV DAVID

DON'T FORGET! DO YOU SEE BUSINESSES YOU NAMED OR THAT YOU LOVE ON THE LIST? PLEASE HELP US SPREAD THE WORD TO OUR BELOVED BUSINESSES! Let business owners know they are invited to apply to the Ujima Business Alliance and should contact us at **standards@ujimaboston.com.**

Thank you so much, and as always please be in touch with questions, comments, and ideas! (Just reply to this email.)

- THE UJIMA TEAM
Nia, Lucas, Charles, Pampi, Aaron and Sarah

To unsubscribe from future mailings please click here.

Appendix G: Demographic Data of Ujima Voting Members

All Voting Members

Category	Count	Percentage
Total Voting	321	
Total Race Identified	225	
Total Race Unidentified	96	
Total POC	**167**	**74.22%**
Asian	**20**	
Indigenous/Native	**14**	
Mixed Race	**22**	
Person of Color	**24**	
Middle Eastern or Northern African	**4**	
Pacific Islander	**1**	
Black	**110**	
Latinx	**24**	
White	**68**	
Lowest Possible POC	**167**	**52.02%**
Highest Possible POC	**263**	**81.93%**

Total Income Identified	189	
Total Income Unidentified	132	
Total Less than $10,000	10	
Total $10,000 - $14,999	11	
Total $15,000 - $24,999	12	
Total $25,000 - $34,999	26	
Total $35,000 - $49,999	28	
Total $50,000 - $74,999	61	
Total $75,000 - $99,999	24	
Total $100,000 - $149,999	10	
Total $150,000 - $199,999	4	
Total $200,000 or more	3	
Total Working Class Income	87	46.03%
Total Non Working Class Income	102	
Lowest Possible Working Class Income		27.10%
Highest Possible Working Class Income	219	68.22%

Total Race and Income Identified	181	
Total Race and Income Unidentified	89	
Total POC and Income Unidentified	34	
Total Working Class Income and Race Unidentified	4	
Total POC Working Class Income	59	32.60%
Total White Working Class Income	27	14.92%
	Lowest Possible POC Working Class Income	18.38%
Highest Possible POC Working Class Income	186	57.94%

Total Gender Identified	226	
Total Gender Unidentified	95	
Total Choose Not to Identify	6	2.65%
Total Female	**140**	**61.95%**
Total Gender Diverse (non-conforming, transgender)	**14**	**6.19%**
Total Male	**74**	**32.74%**

Total Public Benefits Identified	206	
Total Public Benefits Unidentified	115	
Total No	**176**	**85.44%**
Total Not Sure	**3**	**1.46%**
Total Yes	**27**	**13.11%**

Demographic Data for Ballot 1 Voters

Category	Count	Percentage
Total Voting	136	
Total Race Identified	102	
Total Race Unidentified	24	
Total POC	**82**	**80.39%**
Asian	**9**	
Indigenous/Native	**7**	
Mixed Race	**13**	
Person of Color	**13**	
Middle Eastern or Northern African	**3**	
Pacific Islander	**1**	
Latinx	**19**	
Black	**50**	
White	**32**	
Lowest Possible POC		**60.29%**
Highest Possible POC	**106**	**77.94%**

Total Income Identified	96	
Total Income Unidentified	40	
Total Less than $10,000	**4**	
Total $10,000 - $14,999	**5**	
Total $15,000 - $24,999	**8**	
Total $25,000 - $34,999	**14**	
Total $35,000 - $49,999	**14**	
Total $50,000 - $74,999	**29**	
Total $75,000 - $99,999	**10**	
Total $100,000 - $149,999	**7**	
Total $150,000 - $199,999	**2**	
Total $200,000 or more	**3**	
Total Working Class Income	**45**	**46.88%**
Total Non Working Class Income	**51**	
Lowest Possible Working Class Income		**33.09%**
Highest Possible Working Class Income	**85**	**62.50%**

Total Race and Income Identified	91	
Total Race and Income Unidentified	45	
Total POC and Income Unidentified	**14**	
Total Working Class Income and Race Unidentified	**3**	
Total POC Working Class Income	**32**	**35.16%**
Total White Working Class Income	**10**	**10.99%**
Lowest Possible POC Working Income	**Lowest Possible POC Working Class Income**	**23.53%**
Highest Possible POC Working Class Income	**94**	**69.12%**

Total Gender Identified	109	

Total Gender Unidentified	27	
Total Choose Not to Identify	**3**	**2.75%**
Total Female	**64**	**58.72%**
Total Gender Diverse (non-conforming, transgender)	**5**	**4.59%**
Total Male	**40**	**36.70%**

Total Public Benefits Identified	103	
Total Public Benefits Unidentified	33	
Total No	**91**	**88.35%**
Total Not Sure	**1**	**0.97%**
Total Yes	**11**	**10.68%**

Total Zip Code Identified	**130**	
Total Zip Code Unidentified	**6**	

Zip Code	Neighborhood	Count	Race Identified	POC	Income Identified	<$50K	POC & <$50K	Public Benefits Identified	Public Benefits Yes	Notes
1608	Worcester	1	1	1	0	N/A	N/A	0	N/A	Displaced
1886	Westford	1	1	1	1	0	0	1	0	
2072	Stoughton	1	1	1	1	1	1	1	1	Displaced
2113	North End	1	1	1	1	0	0	1	0	
2115	Fenway-Kenmore	3	3	2	3	2	2	3	1	
2116	Back Bay	1	1	1	1	0	0	1	0	
2118	Roxbury	1	0	N/A	0	N/A	N/A	1	0	
2119	Roxbury	19	15	13	13	7	6	14	1	
2120	Roxbury	2	2	0	1	0	0	1	0	
2121	Dorchester or Roxbury	5	5	5	3	2	2	4	0	Identify as Roxbury residents
2122	Dorchester	6	6	5	6	3	2	6	0	

2124	Dorchester	15	11	10	8	5	4	10	2	
2125	Dorchester	6	3	3	3	1	0	2	0	
2126	Mattapan	2	1	1	0	0	N/A	1	0	
2127	South Boston	1	0	N/A	0	N/A	N/A	0	N/A	
2128	East Boston	3	3	3	2	2	2	3	0	
2130	Jamaica Plain	33	29	16	30	9	5	30	3	
2131	Roslindale	5	5	5	5	4	4	5	1	
2134	Allston	3	3	1	3	2	0	3	0	
2136	Hyde Park	6	6	6	3	1	1	4	0	
2138	Cambridge	2	1	1	1	1	1	1	0	1 Grassroots Membership and 1 Youth Membership
2143	Somerville	2	1	1	1	1	1	1	0	1 Youth Membership
2144	Somerville	2	2	1	2	1	0	2	0	1 Youth Membership
2145	Somerville	1	1	0	1	0	0	1	0	
2151	Revere	1	0	N/A	0	N/A	N/A	0	N/A	
2205	Leather District	1	1	1	1	0	0	1	0	
2215	Fenway-Kenmore	1	1	1	1	0	0	1	0	
2324	Bridgewater	1	1	1	1	0	0	1	0	Displaced
2368	Randolph	2	2	2	1	0	0	1	0	1 Displaced
2446	Brookine	1	1	0	0	N/A	N/A	1	0	
2471	Watertown	1	1	1	1	1	1	1	1	1 Good Business Membership

Demographic Data for Ballot 2 Voters

Category	Count	Percentage
Total Voting	122	
Total Race Identified	97	
Total Race Unidentified	25	
Total POC	**72**	**74.23%**
Asian	**7**	
Indigenous/Native	**6**	
Mixed Race	**12**	
Person of Color	**11**	
Middle Eastern or Northern African	**2**	
Pacific Islander	**1**	
Latinx	**17**	
Black	**44**	
White	**32**	
Lowest Possible POC		**59.02%**
Highest Possible POC	**97**	**79.51%**

Total Income Identified	85	

Total Income Unidentified	37	
Total Less than $10,000	**4**	
Total $10,000 - $14,999	**4**	
Total $15,000 - $24,999	**7**	
Total $25,000 - $34,999	**11**	
Total $35,000 - $49,999	**14**	
Total $50,000 - $74,999	**26**	
Total $75,000 - $99,999	**10**	
Total $100,000 - $149,999	**4**	
Total $150,000 - $199,999	**2**	
Total $200,000 or more	**3**	
Total Working Class Income	**40**	**47.06%**
Total Non Working Class Income	**45**	
Lowest Possible Working Class Income		**32.79%**
Highest Possible Working Class Income	**77**	**63.11%**

Total Race and Income Identified	82	
Total Race and Income Unidentified	40	
Total POC and Income Unidentified	**12**	
Total Working Class Income and Race Unidentified	**3**	
Total POC Working Class Income	**28**	**34.15%**
Total White Working Class Income	**12**	**14.63%**
Lowest Possible POC Working Class Income		**22.95%**
Highest Possible POC Working Class Income	**83**	**68.03%**

Total Gender Identified	92	

Total Gender Unidentified	30	
Total Choose Not to Identify	**0**	**0.00%**
Total Female	**57**	**61.96%**
Total Gender Diverse (non-conforming, transgender)	**0**	**0.00%**
Total Male	**35**	**38.04%**

Total Public Benefits Identified	92	
Total Public Benefits Unidentified	30	
Total No	**80**	**86.96%**
Total Not Sure	**1**	**1.09%**
Total Yes	**11**	**11.96%**

Total Zip Code Identified	**115**	
Total Zip Code Unidentified	**7**	

Zip Code	Neighborhood	Count	Race Identified	POC	Income Identified	<$50K	POC & <$50K	Public Benefits Identified	Public Benefits Yes	Notes
1608	Worcester	1	1	1	0	N/A	N/A	0	N/A	Displaced
1886	Westford	1	1	1	1	0	0	1	0	
2072	Stoughton	1	1	1	1	1	1	1	1	Displaced
2113	North End	1	1	1	1	0	0	1	0	
2115	Fenway-Kenmore	3	3	3	3	3	3	3	1	
2116	Back Bay	1	1	1	1	0	0	1	0	
2118	Roxbury	1	0	N/A	0	N/A	N/A	0	N/A	
2119	Roxbury	15	11	9	10	4	3	12	1	
2120	Roxbury	2	2	0	1	0	0	1	0	
2121	Dorchester or Roxbury	5	4	4	2	1	1	3	0	2 Identify as Roxbury residents
2122	Dorchester	5	5	4	945	2	1	5	0	

2124	Dorchester	12	9	8	7	4	3	8	2	
2125	Dorchester	6	4	4	3	2	1	2	0	
2126	Mattapan	1	1	1	0	N/A	N/A	1	0	
2127	South Boston	1	0	N/A	0	N/A	N/A	0	N/A	
2128	East Boston	3	3	3	3	2	2	3	0	
2130	Jamaica Plain	29	27	14	27	9	4	27	3	
2131	Roslindale	5	5	5	5	4	4	5	1	
2132	West Roxbury	1	1	0	0	N/A	N/A	1	0	
2134	Allston	3	3	1	3	2	0	3	0	
2136	Hyde Park	5	5	5	2	1	1	3	0	
2138	Cambridge	1	0	N/A	0	N/A	N/A	0	N/A	1 Youth Membership
2143	Somerville	2	1	1	1	1	1	1	0	1 Youth Membership
2144	Somerville	2	2	1	2	1	0	2	0	1 Youth Membership
2145	Somerville	1	1	0	1	0	0	1	0	
2151	Revere	1	0	N/A	0	N/A	N/A	0	N/A	
2205	Leather District	1	1	1	1	0	0	1	0	
2215	Fenway-Kenmore	1	1	1	1	0	0	1	0	
2368	Randolph	2	2	2	1	0	0	1	0	1 Displaced
2446	Brookine	1	1	0	0	N/A	N/A	1	0	
2471	Watertown	1	1	1	1	1	1	1	1	1 Good Business Membership

Demographic Data for Ballot 3 Voters

Category	Count	Percentage
Total Voting	102	
Total Race Identified	81	
Total Race Unidentified	21	
Total POC	**63**	**77.78%**
Asian	**8**	
Indigenous/Native	**6**	
Mixed Race	**11**	
Person of Color	**11**	
Middle Eastern or Northern African	**2**	
Pacific Islander	**1**	
Latinx	**15**	
Black	**36**	
White	**25**	
Lowest Possible POC		**61.76%**
Highest Possible POC	**84**	**82.35%**

Total Income Identified	71	

Total Income Unidentified	31	
Total Less than $10,000	**4**	
Total $10,000 - $14,999	**4**	
Total $15,000 - $24,999	**7**	
Total $25,000 - $34,999	**10**	
Total $35,000 - $49,999	**9**	
Total $50,000 - $74,999	**26**	
Total $75,000 - $99,999	**8**	
Total $100,000 - $149,999	**3**	
Total $150,000 - $199,999	**1**	
Total $200,000 or more	**1**	
Total Working Class Income	**34**	**47.89%**
Total Non Working Class Income	**39**	
Lowest Possible Working Class Income		**33.33%**
Highest Possible Working Class Income	**65**	**63.73%**

Total Race and Income Identified	67	
Total Race and Income Unidentified	21	
Total POC and Income Unidentified	**12**	
Total Working Class Income and Race Unidentified	**3**	
Total POC Working Class Income	**22**	**32.84%**
Total White Working Class Income	**9**	**13.43%**
Lowest Possible POC Working Class Income		**21.57%**
Highest Possible POC Working Class Income	**58**	**56.86%**

		76	
Total Gender Identified		76	
Total Gender Unidentified		27	
Total Choose Not to Identify		**0**	**0.00%**
Total Female		**46**	**60.53%**
Total Gender Diverse (non-conforming, transgender)		**0**	**0.00%**
Total Male		**30**	**39.47%**

Total Public Benefits Identified		78	
Total Public Benefits Unidentified		24	
Total No		**69**	**88.46%**
Total Not Sure		**1**	**1.28%**
Total Yes		**8**	**10.26%**

|		
Total Zip Code Identified		**96**
Total Zip Code Unidentified		**6**

Zip Code	Neighborhood	Count	Race Identified	POC	Income Identified	<$50K	POC & <$50K	Public Benefits Identified	Public Benefits Yes	Notes
1545	**Shrewsbury**	1	0	0	0	N/A	N/A	0	N/A	
1886	**Westford**	1	1	1	1	0	0	1	0	
2072	**Stoughton**	1	1	1	1	1	1	1	1	**Displaced**
2113	**North End**	1	1	1	1	0	0	1	0	
2115	**Fenway-Kenmore**	3	3	3	3	3	3	3	1	
2116	**Back Bay**	1	1	1	1	0	0	1	0	
2119	**Roxbury**	13	10	8	9	5	3	11	1	
2120	**Roxbury**	2	2	0	1	0	0	1	0	
2121	**Dorchester or Roxbury**	3	3	3	981	0	0	2	0	**1 Identifies as Roxbury** resident

2122	Dorchester	3	3	3	3	1	1	3	0	
2124	Dorchester	11	8	7	5	3	2	6	1	
2125	Dorchester	4	3	3	2	1	0	1	0	
2126	Mattapan	1	1	1	0	N/A	N/A	1	0	
2127	South Boston	1	0	N/A	0	N/A	N/A	0	N/A	
2128	East Boston	2	2	2	2	2	2	2	0	
2130	Jamaica Plain	29	26	16	26	10	5	27	3	
2131	Roslindale	2	2	2	2	1	1	2	0	
2134	Allston	2	2	1	2	1	0	2	0	
2136	Hyde Park	5	5	5	2	1	1	3	0	
2138	Cambridge	1	0	N/A	0	N/A	N/A	0	N/A	1 Youth Membership
2143	Somerville	1	1	1	1	1	1	1	0	1 Youth Membership
2144	Somerville	2	1	1	1	0	0	1	0	
2145	Somerville	1	1	0	1	0	0	1	0	
2151	Revere	1	0	N/A	0	N/A	N/A	0	N/A	
2205	Leather District	1	1	1	1	0	0	1	0	
2215	Fenway-Kenmore	1	1	1	1	0	0	1	0	
2368	Randolph	1	1	1	1	0	0	1	0	Displaced
2446	Brookine	1	1	0	0	N/A	N/A	1	0	

Ballot #1: Banks + Financial Institutions

Menti code: 63 83 29
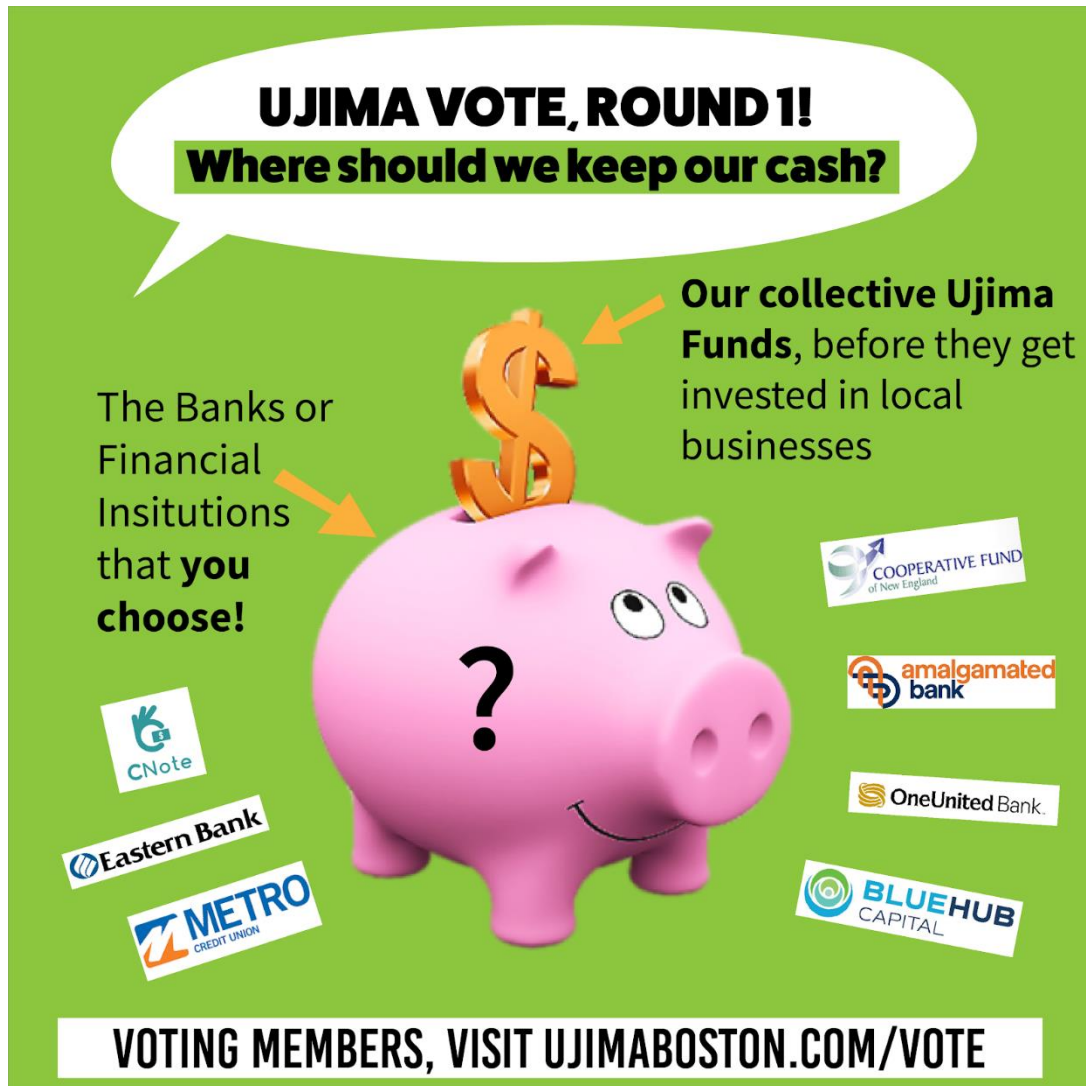
WELCOME TO THE FIRST UJIMA BALLOT OF 2019: ROUND ONE!

Our community has raised over $500K. It's getting real. We're holding 3 ballots to get member voice on several key decisions:

1) **Banks & Financial Institutions**
2) **Businesses & Standards**
3) **Opportunity Partnerships**

How Did We Get Here?

To learn more about the member-driven process that has gotten us here, you don't have to do it now, but you can visit www.ujimaboston.com/vote and watch a video recap when you have time!

Voting Options

If you'd prefer to vote in person, you can join our team for the next couple Wednesday evenings!
Where: City Life/ Vida Urbana, 284 Amory St., Floor 1 in Jamaica Plain | When: 5:00PM, through May 22nd

FOUR VOTING TIPS

1) Go slow
2) Complete each question fully before moving on. You will not be able to go back once you've submitted an answer. We've created a reference sheet which might be helpful to open in another window at bit.ly/ballot1guide
3) Read the sub-texts. We'll try to explain and give useful context on the process.
4) Remember feedback for the end. We are building our own democracy and your collective input will help us improve our process!

Let's get started!

We have to keep the money for the Ujima Fund somewhere! But where?

We want your help deciding on our plan for where to keep our reserves and our funds before they are invested. We know that finance can be complex. Don't worry. It's important that we know what you think. We'll try to provide enough information for you to make an informed decision. We've created a reference sheet which might be helpful to open in another window at bit.ly/ballot1guide. Should you have any questions, please let us know at the end of this ballot.

We are considering using a blend of four different types of accounts.

Click through to learn more about each.

1) Checking Account
- **Interest bearing account**
- **Most liquid: money can be accessed quickly**

2) Money Market Account

- **Interest bearing savings account**
- **Higher rates than normal savings**

3) Fund
- **Structured pool of money set aside for a specific purpose**
- **Highest rate of interest among these financial products**

4) Certificate of Deposit
- **Fixed interest bearing account**
- **Least liquid: money is less easy to withdraw**

Ujima has nominated seven financial institutions based on a few key considerations.
Click through to understand these considerations.

Risk & FDIC Insurance
One way to offset risk is to use products that include FDIC (Federal Deposit Insurance Corporation) insurance. FDIC insurance fully insures deposits in applicable accounts up to $250,000 per depositor.

Return
We also consider the return that products will offer us. Returns are stated in terms of Annual Percentage Return (APR), which is the amount of interest an investment or deposit is expected to make over the course of a year.

Mission
Finally, we consider mission alignment. We seek to hold our reserves and funds at institutions whose values align with Ujima's principles.

Now You're Ready!
Next, you will see slides with information about seven financial institutions and their products. We've created a reference sheet which might be helpful to open in another window at
bit.ly/ballot1guide.

Seven Institutions to Review
Review the information for each institution on the following slides, and vote to approve as many financial products as you like. First up, Amalgamated Bank!

1. Amalgamated Bank

Amalgamated Bank is a regional bank and Benefit Corporation based in New York. Amalgamated was started in the labor union movement and seeks to serve those who are working and living to make the world more just, compassionate, and sustainable.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Checking Account	**0.045%**	**Impact Lending (clean energy, sustainable food, affordable housing, etc.)**	**Yes**
Money Market	**0.045%**	**Impact Lending (clean energy, sustainable food, affordable housing, etc.)**	**Yes**
Fund	**2.45%**	**2/3 Treasury Bills, 1/3 Government Bonds**	**No**

Please approve the products that you are comfortable with by circling the relevant options.
- **Checking Account**
- **Money Market**
- **Fund**
- **None of the Above**

2. Metro Credit Union

Metro Credit Union is a regional, not for profit financial cooperative owned by and operated for its members. Metro Credit Union is based in Massachusetts.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Checking Account	**0.045-0.05%**	**Local Lending**	**National Credit Union Administration Insured**
Money Market	**2.227%**	**CD's, Government Bonds, and Commercial Paper (short term corporate debt)**	**No**

Please approve the products that you are comfortable with by circling the relevant options.
- **Checking Account**
- **Money Market**
- **None of the Above**

3.   OneUnited Bank

One United Bank is a Black-owned, private commercial, national bank based in California with branches in Florida and Massachusetts. One United is focused on improving neighborhoods and supporting Black-owned businesses.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Savings	**0.2%**	**Unknown**	**Yes**
Money Market	**0.399%**	**Unknown**	**Yes**

Please approve the products that you are comfortable with by circling the relevant options.
- **Savings Account**
- **Money Market**
- **None of the Above**

4.   Eastern Bank

Eastern Bank is a private commercial, regional bank based in Massachusetts. Eastern Bank is a mutual company owned by its clients and customers and gives back 10% of net profits as grants to nonprofits.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Checking Account	**0.02%**	**Local Lending and Public Markets**	**Yes**
Certificate of Deposit	**1.982-2.178%**	**Local Lending and Public Markets**	**Yes**
Money Market	**1.746%**	**Local Lending and Public Markets**	**Yes**

Please approve the products that you are comfortable with by circling the relevant options.
- **Savings Account**
- **Money Market-**

- **None of the Above**

5. C Note

C Note is a national fund and Benefit Corporation based in California. C Note invests in Community Development Financial Institutions (CDFIs), which lend to small businesses and in the affordable housing market.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Fund	**2.716%**	**A Network of Community Development Financial Institutions (CDFIs)**	**No**

Please approve the products that you are comfortable with by circling the relevant options.
- **Fund**
- **None of the Above**

6. BlueHub Capital

Blue Hub Capital—formerly Boston Community Capital—is a national fund and Community Development Financial Institution (CDFI) based in Massachusetts.

Blue Hub loans to support affordable housing, education, health, access to affordable and healthy food and commercial development.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Fund	**Up to 2.96%**	**A Network of Values Aligned, Mission Oriented Projects, Businesses, and CDFIs**	**No**

Please approve the products that you are comfortable with by circling the relevant options.
- **Fund**
- **None of the Above**

7.   Cooperative Fund of New England

The Cooperative Fund of New England is a regional, nonprofit Community Development Financial Institution based in Massachusetts. CFNE focuses on advancing community based, cooperative enterprises and housing.

Financial Product	APR As of April 2019	Invested In?	FDIC Insured?
Fund	**1.982%**	**Housing Cooperatives (23%), Other Cooperatives (71%), Nonprofits (6%)**	**No**

Please approve the products that you are comfortable with by circling the relevant options.
- **Fund**
- **None of the Above**

Congratulations and Thank You!   **107**

Congratulations and thank you for participating in the first Ujima Vote of 2019. Our next vote will concern our Neighborhood Investment Plans and the Ujima Good Business Standards we'll apply to them. Stay tuned for more updates from Ujima!

Appendix I: Ballot 2 Reference Guide

UJIMA BALLOT REFERENCE GUIDE

Ballot #2: Neighborhood Investment Plans +
Ujima Community Standards

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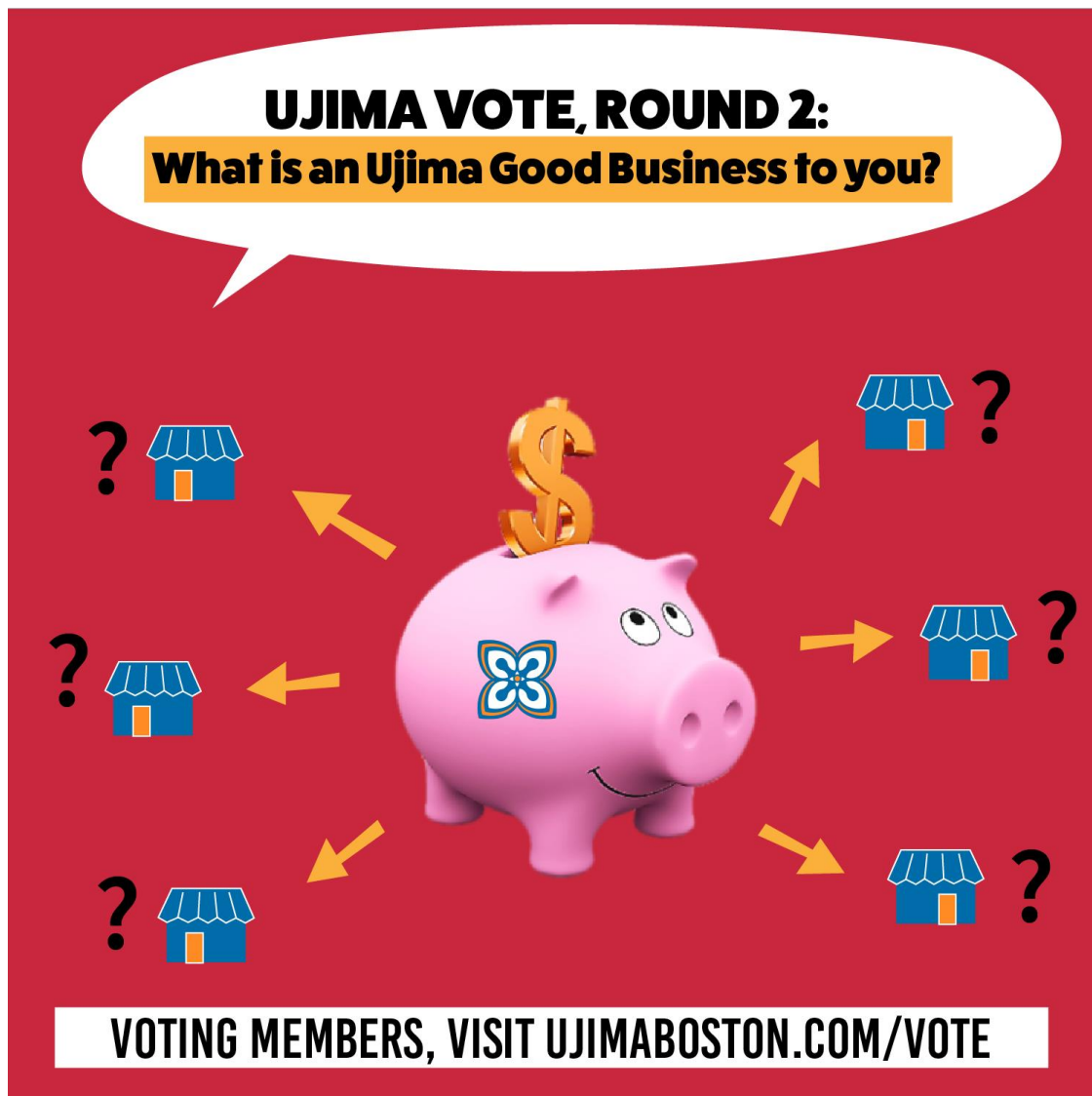
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3) Opportunity Partnerships

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If you'd prefer to vote in person, you can join our team for the next couple Wednesday evenings!
Where: City Life/ Vida Urbana, 284 Amory St., Floor 1 in Jamaica Plain | When: 5:00PM, through May 22nd

FOUR VOTING TIPS

1) Go slow
2) Complete each question fully before moving on. You will not be able to go back once you've submitted an answer. We've created a reference sheet which might be helpful to open in another window at bit.ly/ballot2guide.
3) Read the sub-texts. We'll try to explain and give useful context on the process.
4) Remember feedback for the end. We are building our own democracy and your collective input will help us improve our process!

Let's get started!

First Up: Neighborhood Investment Plans

- **In the next section, you will see 3 Neighborhood Investment Plans, for Dorchester, Roxbury, and Mattapan, and a list of Community Needs that were approved by Ujima members in attendance at our Citywide Assembly in October.**
- **These Neighborhood Investment Plans are lists of businesses that community members love and want to support.**
- **The Community Needs are types of businesses that community members would like to see, that do not currently exist.**
- **To reach a 51% threshold and make a binding decision, we are asking you to review and vote on the plans and list of needs.**

Instructions For each plan:

- **Review the Neighborhood Investment Plans**
- **First, note any businesses you have somewhat serious concerns about. These businesses will receive a yellow flag and we will research issues.**
- **Then, note businesses you have very serious concerns about. They will receive a red flag; businesses with 3 red flags will be removed from the plan.**
- **Note: red flags should be given with care. Concerns should be serious, like workplace abuse.**
- **Remember: you can't navigate backwards. Please jot down your thoughts to answer the questions on the upcoming slides.**
- **Important: If there are businesses you love that you do not currently see in the plan, you will have an opportunity to add them for the next round.**

Dorchester Neighborhood Investment Plan

Bowdoin Bike School	Flames	The Wake Up	Fields Corner Civic
Daily Table	Ideal Sub	Uphams Corner Health	Association
Dorchester Food Co-op	Juice and Jazz Cafe	Center	Four Corners Yoga and
America's Food Basket	The Rotisserie	Victoria's Diner	Wellness
Commonwealth Kitchen	Black Economic Justice	YMCA	Grove Hall Library
CoCo Leaf	Institute (BEJI)	ATS Equipment	Harbor Point Liquors
Fresh Food Generation	Blarney Stone	Ba Le	Harp & Bard
Strand Theater	Dorchester Business Lab	Back to Life	Harvard Street Health
Vegan Veggie Oasis	Eastern Bank	Codman Square NDC	Center
The Food Project	El Barrio	Coils to Locs	Healthworks
Boston Community Co-ops	Farmers Market	Crawford Drug	Lambert's
Coalition for Occupied	Homestead	Dorchester Brewing Co	Made Organics
Homes in Foreclosure	Island Style	Dorchester Not For Sale	Natl Wholesale Liquidators
(COHIF)	McKenna's Cafe	Dorchester People for	Rosa's Supermarket
Democracy Brewing	Next Step Soul	Peace	Savin Bar & Kitchen
My Thai Vegan	Santo Domingo	Dot Ale	South Bay Yoga
Oasis Vegan Parlor	Shanti	East Boston Savings Bank	The City School
BRED Gourmet	Sustainability Guild	El Barrio Mexican Grill	Tremendous Maids
Diaspora Africa	Tabletop	Mr. Tamole	Wings and Tingz
Fabwright Origins	Taste of Eden		

Roxbury Neighborhood Investment Plan

Haley House
Dudley Cafe
Black Market
Essential Body Herbs
Boston Building Resources
Frugal Bookstore
Suya Joint
Silver Slipper
Fort Hill Grill
Nos Casa
Ideal Subs
Paige Academy
Bon Me
Lucy Stone
Merengues
One United
Washington Plaza Mall

First Teacher Boston
Roxbury Innovation Center
Roxbury YMCA
Save a Lot
The Food Project
Tony Williams Dance
Center
Tropical Foods
Alternatives for
Community &
Environment (ACE)
DSNI
Flames
Gallery Eye Care Vision
Hibernian Hall
Kush Grove

Merengue
Norma Rosario's Catering
P+R Restaurant
Pudding Stone
QHC Quality Heating +
Colling
Render Coffee
Social Good Marketing
Ugi's
United Housing
YMCA
Delectable Delights
Diablo Glass
Dudley Grille
Egleston YMCA
Fasika Cafe

HYCC
Just Relax Massage
Therapy
METCO, INC.
NAACP Boston Branch
Place Tailor
Ruiz Market
Shelburne Community
Center
Slades
Soleil
Sydney Janey Design and
Boston Paper Works
Essential Body Herbs
Maxine on St. James
Goodwill

Mattapan Neighborhood Investment Plan

Chez Vous
Norfolk Hardware
Simco
Ali's Roti

City Soil
Juice Up
Le Foyer Bakery
Lenny's Tropical Bakery

Mattapan's Finest
Urban Farming Institute
Golden Crust

Community Needs

Select your top 4 community needs. Ignore the instruction bar below: please do not select more than 4.

- Community Land Trust For Affordable Housing & Commercial Real Estate
- Community Owned Internet
- Urban Farm
- Black Market Type Store / Space
- Community Event / Gathering Spot
- Art Space
- Community Owned Energy (alternative to Eversource)
- Childcare
- Check Cashing (ethical)
- Youth Space
- Bookstore
- Wellness Space
- Cafe / Coffee Shop
- Sit Down Restaurant

Thank you for weighing in on Ujima's Neighborhood Investment Plans & Community Needs List!

Now it's time to vote on Ujima's Good Business Standards!

In the next section, you will see 36 Ujima Good Business Standards that were approved by Ujima members in attendance at our Citywide Assembly in October.
Our Community Standards Committee derived these standards after a
4-month member engagement process followed by a 4-month refinement process.

STEPS
- **You will see slides on 8 different Standards categories.**
- **Each Standards category has more than one applicable standard.**
- **Read each standard and vote on each one.**
- **Write down any questions you have. You'll have a chance to list your questions after you vote.**

The Ujima Good Business Standards

1. Good Faith Effort

1) Community Benefits Reporting: **Complete a yearly Community Benefits Report.**
   The Community Standards Committee (CSC) will use the Community Benefits Report to track progress on all Ujima standards for the annual review and recertification process.

2) Worker Satisfaction Survey: **Allow employees to complete a yearly Workers Satisfaction Survey**
   The worker surveys will be anonymous and reviewed only by the CSC. We have not yet set a minimum satisfaction score to remain in good standing.

3) Ujima Participation: **Attend at least 50% of meetings for the Ujima Business Alliance**
   The number of yearly meetings of the Ujima Business Alliance (UBA) will be decided by the members of the alliance.

4) Community Benefits Pledges: **Set yearly goals through a Community Benefits Pledge**
   Community Benefits Pledges set goals for improvement above Ujima's minimum certification standards.

2. Community Ownership

1) People of Color Ownership: **People of Color own a majority of the business**
   For 2 person partnerships, at least 50% is owned by a person of color. For 3 or more owners, a majority is POC owned. For nonprofits, a majority of the board is POC.
2) Commitment to Employee Ownership: **Commit to an Employee Ownership Feasibility Study**
   The business owner(s) will attend a workshop about options for employee ownership or profit sharing, and conduct a study to see if any could meet their financial and ethical goals.

3. Good Local Jobs

1) Women Workforce: **At least 33% of employees identify as women or gender non-conforming**
   Because some sectors have so few women, even a 33% requirement will be much higher than industry norms. For Ujima's higher certification levels (TBD by all of us), the CSC hopes to add stronger gender inclusion requirements.
2) POC Workforce: **At least 60% of employees are People of Color**
   Supporting good jobs for working class people of color is a central reason Ujima Project exists.
3) Trans and Gender Nonconforming Workforce: **Workplace policies center the safety and success of Queer and Trans Women of Color**
   Examples of these practices include: anti-oppression trainings; visible posting of rights and resources for queer and transgender people, women, and people of color; targeted outreach in hiring processes.
4) CORI Friendly Policy: **Practice CORI (criminal record) Friendly hiring practices**
   For businesses that choose to run a CORI (most do not have to), follow Boston's Vendors Policy that only allows CORI checks to screen final candidates applying for "sensitive positions"

5) Sanctuary Business: **Commit to Sanctuary Business Pledge to protect immigrant workers**

> A Sanctuary Business Pledge can vary between business sectors, but at minimum includes a commitment not call ICE on employees, especially when in a labor or workplace dispute

6) Youth of Color Employment: **If appropriate and financially able, host at least 1 youth summer job or paid internship**

> Businesses with workplaces suitable for youth can apply to host a summer job through the City of Boston's SuccessLink Program.

7) Minimum Wage: **100% of employees are paid the state minimum wage**

> This would require jobs like servers and farmworkers, who are often paid a"sub-minimum wage," to receive the actual minimum wage and not have to depend on tips.

8) Compensation Ratio: **No staff is paid more than 5 times the lowest paid employee**

> The difference between the highest and lowest paid employee in major US corporations has grown to over 350 to 1. A 5 to 1 ratio allows businesses to have flexibility, but requires the lowest paid workers to receive a raise if the top salaries increase too quickly.

9) Paid Family and Medical Leave: **Early adoption of Massachusetts Paid Medical and Family Leave Law**

> Employers will develop a plan to begin phasing in Paid Medical and Family Leave before it's required start in 2021 (12 wks family, 20 wks medical). Employers will also encourage employee use of accrued time off and existing leave laws.

10) Fair Scheduling: **Implement a Fair Scheduling Policy for hourly wage earners**

> A Fair Scheduling Policy includes at minimum: 2 weeks notice for work schedule, time off rules between shifts, hours to current employees before new hiring, and the ability to request schedule changes without retaliation.

11) Fair Classification: **No nonconsensual misclassification of employees as 1099 contractors**

> This prevents businesses from classifying workers as contractors to avoid paying taxes and benefits. Sometimes other approaches to compensation may be allowed if agreed upon by the recipient.

4. Worker Power

1) Workplace Democracy: **Commit to an Employee Governance Feasibility Study**
   The business owner(s) will attend a workshop about options for employee governance and workplace democracy, and develop a plan for adoption if appropriate for the business.
2) Worker Board Seat: **Allow at least 1 elected worker on a corporate board with outside investors**
   Most small businesses don't have formal boards. When they do, it's often for outside investors to have a seat at the table. In these cases, non managerial employees should also have a board seat to balance investor interests.
3) Collective Bargaining: **No union blocking or intimidation**
   Employers should follow a Card Check Neutrality policy that recognizes the right of workers to organize, and prevents influence or intimidation in a union drive.
4) Open Book Accounting: **Commit to an Open Book Accounting Feasibility Study**
   Open Book Accounting is a business practice where employers show non-sensitive parts of a company's financial statement to employees to increase transparency and efficiency.
5) Civic Engagement: **Promote worker voting and civic engagement**
   Provide voter registration materials, paid time for voting and/or civic advocacy, referrals to Ujima's grassroots community partners.
6) Workplace Culture: **Update policies and trainings to prevent workplace sexual misconduct**
   Written policies, regular trainings, women and/or transgender managers of color, and protected employee reporting channels are some ways to help prevent workplace abuse.

5. Health and Safety

1) Non Toxic Products: **Commits to a Non Toxic Workplace Policy**
   Employers will conduct a review of workplace products and develop a plan to substitute unhealthy products.
2) Occupational Safety and Compliance: **No unaddressed OSHA violations or complaints**
   An OSHA complaint or violation means that there is a complaint about the health or safety of the workplace. Ujima businesses must review and remedy any problems.
3) Health Benefit Information: **Provide resources to access health insurance**
   An OSHA complaint or violation means that there is a complaint about the health or safety of the workplace. Ujima businesses must review and remedy any problems.

4) Employee Wellness Plan: **Adopt Employee Wellness Plan**

> **Engage employees to identify internal practices, culture shifts, new programs and outside resources to address workplace physical, mental and emotional stress.**

6. Customers and Vendors

1) Product or Service Mission: **Have a stated community or social goal for the enterprise**

> **Business owners are expected to have a clear vision for how their company could benefit society.**

2) Consumer Feedback Channels: **Invite formal customer feedback opportunities**

> **Because we're asking Ujima members to shop from our Certified Good Businesses, it's important for members to share critical feedback with business owners, rather than shopping somewhere else.**

3) Ujima Purchasing Agreement: **Adopt an Ujima Purchasing Pledge to purchase from other Ujima businesses**

> **A Purchasing Pledge includes a review of vendors and contractors to identify opportunities to shift to Ujima companies.**

4) Supplier Diversity: **Where possible, at least 25% of overall vendors are People of Color owned**

> **The 25% applies to discretionary budgets (not rent, utilities etc.) for sectors where there are POC businesses lists or directories.**

7. Environment

1) Green Energy Plan: **Commit to a Green Energy Plan**

> **This would include an annual energy audit and goals for energy efficiency and transitioning to renewable sources.**

2) Zero Waste Plan: **Commit to a Zero Waste Plan**

> **This would include an annual waste and water audit and goals for recycling, composting, and waste reduction, including staff and consumer education.**

8. Community Power

1) Civic Engagement: **Promote community civic engagement**

> Maintain a physical or online space to educate customers about community issues that are sponsored by Ujima Project.

2) Voter Engagement: **Promote customer voter engagement**

> For retail businesses, make voter registration cards and election information available to customers.

3) Ujima Community Benefits Programs: **Give preference for donations to Ujima's Grassroots Nonprofit Partners**

> Some businesses have charity and pro-bono programs. Businesses should prioritize outreach to Ujima's Grassroots Partners for these opportunities.

Business Sector Standards

Ujima's Community Standards Committee also received proposals from grassroots organizations that have expertise in specific industries or business sectors. The list of sector specific standards will grow as we learn about other industries and build partnerships with additional grassroots organizations, worker centers and advocacy groups. Ujima receives proposals from our grassroots partners to ensure that our businesses represents the demands we are fighting for in the broader economy.

Restaurant / Food Service

- Restaurant Opportunity Center
  - **Good Local Jobs: No Sub Minimum Wage - No "sub-minimum" wage to tipped workers, and pay at least the state minimum wage for all tipped workers.**

Building Trades

- Boston Jobs Coalition
  - **Good Local Jobs: Boston Residents Jobs Policy Hiring: Comply with BRJP hiring requirements on all jobs (51% Boston Residents, 51% People of Color, 25% Women)**
  - **Good Local Jobs: Small Construction Wages: Pay at least $15/hr for construction jobs that are not covered by BRJP or prevailing wage agreements**
  - **Good Local Jobs: Prevailing Wage: Pay a prevailing wage for all publicly funded construction projects**

- - Customers and Vendors: Minority Sub- Contractors: Maintain written outreach and selection policy to promote MWBE subcontractors
- MassCOSH
  - Health and Safety: OSHA Violations: Have no "serious" OSHA violations in the last 4 years, or show their correction
  - Health and Safety: OSHA Classes: All construction employees take "OSHA 10" before starting work, paid for by employer

Major Nonprofits

- PILOT Action Group (PAG)
  - Good Faith Effort: PILOT Payments: Fully complies with Boston's Payment In Lieu of Taxes (PILOT) Program, and engages communities of color to design in-kind contribution portions

Domestic Care Employers

- Matahari Women's Center
  - Good Local Jobs: Domestic Workers Bill of Rights: Maintains full compliance with the Massachusetts Domestic Workers Bill of Rights
  - Good Local Jobs: Domestic Workers Living Wage: Pay $18/hr minimum for domestic care work
  - Good Local Jobs: Au Pair Minimum Wage: Pay at least Massachusetts minimum wage (not $4/hr)

Housing Developers

- ACE / City Life / Right to the City
  - Good Faith Effort: Community Process and Approval: Engages key stakeholders, commits to planning processes accountable to community, no opposition by Ujima Grassroots Partners.
  - Customers and Vendors: True Housing Affordability: For rental housing, 50% overall affordability, with 30% affordable for 0-30% AMI, and 20% affordable for AMI 31- 60%

Appendix J: Vote Counting + Results Guidelines

Ujima Epic Ballot: April - August 2019

Overall counting

- Quorum **is the minimum # of participants/amount of members we need to vote (fill out a ballot or formally abstain) for it to be legitimate = 50 percent of voting members + 1 voting member**
  - **This count is based on our number of voting members *before* the ballot launched, minus any members who opt to switch to solidarity during the vote**
- Majority **is more than half of the number people who cast positive votes**
  - **Positive votes are inclusive of all votes that are not abstentions.**
  - **Including those who fill out menti or paper ballots (*not* counting those who abstain)**
  - **Whoever chose to affirm the majority (on google form) is added after the majority is tallied (from Mentimeter votes)**

Ballot 1 - Banks + Financial Institutions

- **The Ujima Fund Management Team will choose to allocate Ujima fund reserves from within any of the choices that have been approved by the majority of votes from the Mentimeter Ballot 1.**
- **The Ujima Fund Management Team will not put any funds in any choices that did not receive majority approval.**
- **Questions**
  - **Should the fund team take into consideration data beyond the majority approval in making a plan to allocate funds?**

Ballot 2 - Businesses and Standards

Businesses

- **Process is that we are definitely removing businesses that received 3 red flags, this is stated in the instructions of vote**
- **The Ujima Team will research issues with any business that has a** yellow flag **and**
- **Businesses with 3 red flags will be removed from the plan and Ujima Team will research issues**
- **Assuming that the majority of voting members (who do not abstain) approve the overall neighborhood investment plans, businesses in the plans that did not receive flags will all be contacted by Ujima to apply to the Ujima Business Alliance**

- **Questions**
  - **How promptly will we do the research on the yellow flags?**
  - **Who will do research?**
  - **Who/ how will we determine that the concern has been either confirmed or addressed**
  - **How will it be reported back to the individual or to all members?**

Community Needs
- **We will give one point to a need for each vote from members.**
- **We are *not considering the order***
- **If people chose more than 4 than we will only give 1 point to each of the top 4 that they chose**
- **Questions:**
  - **Are we incorporating any tallies from Old Roots New Rules and before?**
  - **How do the results from this vote on needs impact the broader feasibility study process?**
    - **For example, would it change the number and which exploratory studies (member meeting months) that we do?**
      - **I.e. Bookstore gets the most votes from members, does it now get put on the list of needs for exploratory studies? Does it bump off another need?**
  - **Could this skip over the synthesis + voting phase and whichever is the top need we do a more in depth feasibility study on before putting out RFP's**

Standards
- **Standards which receive** 80% 3-5's **will be ratified and be applied immediately to inviting businesses to the Ujima Business Alliance**
- **For members that voted both in October 2018 and in this ballot, we are counting their most recent vote.**
- **Questions:**
  - **For people who voted on standards at Old Roots New Rules and** did not **vote in this ballot, are we adding their votes to the standards count?**

Ballot 3 - Investment Partners
- **The Ujima Fund Management Team will be open to partnering with any institutions to find investment opportunities, of those that are approved by the majority voting members (of those who do not abstain)**
- **The Ujima Fund Management Team will not partner with any institutions that are not approved**
- ***We will cap the number of businesses that we invest in, who come through this channel, to no more than one third of our total investments. This cap can undergo periodic review by members**

Vote Closing Process Questions
- **Who is processing the mentimeter and paper data?**
- **How long do we anticipate this taking for each?**
- **Do we want to announce all of the results at the same time or roll them out?**
- **What will be the format of the announcement?**

Appendix K: July 2nd Jazz Urbane Announcement

(Starts on Next Page)

Appendix K: July 2nd Jazz Urbane Announcement

(Starts on Next Page)

Campaign Email: Jazz Urbane To Roxbury Ujima Members   [Test]

Email Details:
From name: Boston Ujima Project
From email address: info@ujimaboston.com
Email subject: July 9: Help shape Dudley's new Black-owned Jazz Cafe! First of multiple sessions. Rsvp and spread the word! 100 seats.

HTML Content:
Note any tokens below will be replaced dynamically when the mail is sent out. If you use <<Organization Name>>, <<Organization URL>>, <<Organization Mission Statement>>, you can set up their actual values by editing the Organization Information section of your Organization Profile .

If you're having trouble viewing this email, you may see it online

Join us on July 9th to help shape Dudley's new Black-owned Jazz Cafe!

Where: Bruce Bolling Building: Jazz Urbane Cafe Space

When: Tuesday, July 9th, 6:30pm - 8:30pm

(Second conversation: September 2019, day TBD)

RSVP NOW to reserve your seat! 100 seats. First come first serve.

Roxbury residents and Roxbury Ujima members:

Come together with Ujima and Jazz Urbane in partnership with BECMA, Black Market, The Collier Connection, Powerful Pathways, and Smarter in the City for the FIRST restaurant preview and feedback session about the new Black-owned Jazz Cafe coming to Dudley Square: Jazz Urbane!

Attendees will meet the entrepreneurs, sample food, listen to music, and engage in community real talk about the vision for Jazz Urbane's business model. Join us in shaping this neighborhood in a way that keeps it in the hands of community: It's a process!

50 Seats Available for Roxbury Ujima Members

50 Seats Available for Roxbury Residents Who Are Not Ujima Members

For Roxbury Ujima members: Ujima will only consider Jazz Urbane in our community-led investment process if Roxbury Ujima members approve! HOW will Jazz Urbane meet our Community Standards?

For other Roxbury residents: What needs and visions do you have for a new jazz cafe? Give input and ask questions directly to the entrepreneurs!

We have three goals for the night:

1. Seek a decision from Roxbury Ujima members on whether or not Ujima can proceed with exploring investment in Jazz Urbane Cafe. Jazz Urbane Cafe is willing to work with Boston Ujima Project by meeting robust community benefits standards.

2. Provide Roxbury residents and Roxbury Ujima members the opportunity to learn more about the Jazz Urbane Cafe concept and associated community benefits.

3. Provide Jazz Urbane Cafe team the opportunity to shape concept and associated community benefits with Roxbury resident input (This is just Jazz Urbane's first community feedback session).

We DO Have a Voice! See you on July 9th.

<<Unsubscribe URL>>

Text Content:
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3. Provide Jazz Urbane Cafe team the opportunity to shape concept and associated community benefits with Roxbury resident input (This is just Jazz Urbane's first community feedback session).

We DO Have a Voice! See you on July 9th.

<<Unsubscribe URL>>

Appendix L: June 27th Jazz Urbane Vote Email

(Starts on Next Page)

Campaign Email: Jazz Urbane Ballot 7/25/19 [Test]

Email Details:
From name: Boston Ujima Project
From email address: info@ujimaboston.com
Email subject: Important Vote on New Business: Jazz Urbane

HTML Content:
Note any tokens below will be replaced dynamically when the mail is sent out. If you use <<Organization Name>>, <<Organization URL>>, <<Organization Mission Statement>>, you can set up their actual values by editing the Organization Information section of your Organization Profile .

If you're having trouble viewing this email, you may see it online

Hello Roxbury Ujima members!

If you were not able to join us for the first restaurant preview and feedback session for a new Black-owned restaurant named Jazz Urbane, **we are writing to ask you to vote** on whether or not we may integrate them into our Roxbury Neighborhood Investment Plan.

Central to Ujima's operation is our democratic process whereby **we decide, together, on our Neighborhood Investment Plans** (the lists of businesses that we want to support, and invite to go through our Community Standards process).

The opportunity to collaborate with Jazz Urbane arose outside of this context, via previous relationships with Ujima staff, and we initiated conversations outside of our normal protocol.

It is our commitment that this will not happen again.

On Tuesday July 9th, we brought together Roxbury residents and Roxbury Ujima members for the FIRST restaurant preview and feedback session about **Jazz Urbane Cafe.**

One of our central goals for the event was to seek a decision from Roxbury Ujima members on whether or not Ujima can proceed with exploring investment in Jazz Urbane, in addition to providing Roxbury residents and Roxbury Ujima members the opportunity to learn more about the business and providing the Jazz Urbane team the opportunity to shape the concept and associated community benefits with Roxbury resident input. This was just the first community feedback session, and we hope you will join for future sessions!

In order to maintain the integrity of our process and to facilitate community-led development in Dudley, we want all Roxbury Ujima members to participate in this vote. ***This is not a vote on whether or not Jazz Urbane will receive investment***, rather whether or not they will join the process with other businesses that have been named by Ujima community members.

Please **[VOTE HERE ON THE JAZZ URBANE BALLOT!](#)** **Thank you for your vote.**

Please let the Ujima Team know if you have questions at info@ujimaboston.com!

In community,

The Ujima Team
Nia, Charles, Lucas, Pampi, and Sarah

<<Unsubscribe URL>>

Text Content:
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Please VOTE HERE ON THE JAZZ URBANE BALLOT! Thank you for your vote.

Please let the Ujima Team know if you have questions at info@ujimaboston.com!

In community,

The Ujima Team
Nia, Charles, Lucas, Pampi, and Sarah

<<Unsubscribe URL>>

Appendix M: April 19th Ballot 1 Announcement Email

(Starts on Next Page)

Gmail by Google

Nia Evans <nia@ujimaboston.com>

[VOTE!] Where Should We Keep Our Money?
1 message

Nia Evans <info@ujimaboston.com>　　　　　　　　　Fri, Apr 19, 2019 at 8:06 AM
Reply-To: Nia Evans <info@ujimaboston.com>
To: Nia Evans <nia@ujimaboston.com>

If you're having trouble viewing this email, you may see it online

IT'S VOTING TIME AGAIN!

We've been blown away by the level of excitement and support for launching the first democratic loan fund in the U.S., right here in Boston. In the last 4 months, **our community has raised over half a million dollars with 115 investors. *It's getting real.*** We are ready to make our own economy!

As we prepare to make our first loans to businesses, **we need our voting members to make some key decisions to govern the direction of the fund.**

In the next month, we'll be rolling out 3 rounds of voting. The first round will be about where we keep our reserves and our funds until they are invested in local businesses and projects.

Vote Round 1: Where should we keep our money?

Place your vote online now (on a phone or computer): **Visit menti.com and enter the code 62 25 94!**

OR, place your vote in person with our team: **before our weekly meetings at 5:00PM Wednesday 4/24 or Wednesday 5/1 at City Life/ Vida Urbana.**

This vote will only take you 15 minutes. **We need over half of voting members to make this vote binding and for Ujima to be truly democratic!**

More information about the votes: www.ujimaboston.com/vote

Thank you for helping to **#MakeOurEconomy!**

Appendix N: April 30 Swarm Invitation Email

(Starts on Next Page)

                                                                    Nia Evans <nia@ujimaboston.com>

Help Us Swarm to the Ujima Vote this Spring
1 message

Sarah Jacqz <info@ujimaboston.com>   Tue, Apr 30, 2019 at 10:19 AM
Reply-To: Sarah Jacqz <info@ujimaboston.com>
To: Nia Evans <nia@ujimaboston.com>

If you're having trouble viewing this email, you may   see it online

Hello Nia,

Good morning! We are writing to invite you to participate in our **Spring 2019 Ujima Member Vote Swarm**. **We are inviting you because you are an active and enthusiastic Ujima member (thank you!) and we would really appreciate your leadership in this moment.** We also recognize that as an active Ujima member and someone who does so much more in the community, you may not have the capacity at this time, and we totally understand that.

As you may have seen, we recently launched **3 Rounds of Votes**, which are very important in moving Ujima to the next phase: We've raised over half a million dollars and now we're gearing up to make our first democratic loans to Boston businesses we love in July 2019. (It's getting real.)

The Vote Swarm is a pilot experiment with the goal of helping build a strong culture and systems for **self-governance of Ujima**, and will involve the leadership of 20+ Ujima voting members as **Swarm Leaders**, who will each be assigned a **Swarm group**, that they will support to participate in the current round of votes. We will be basing the swarm groups partially on member team sign ups; we figured that common interests were an initial glue to help deepen existing relationships and form new ones. **We need 51 percent** voting participation to move forward, and we need the collective to help us make this democracy thing real.

Swarm lead responsibilities:

- **Ensure your swarm members have renewed their membership** (AKA registered to vote)
    - Log in at bit.ly/ujimamembers. You must be a voting member to vote.
- **Remind and encourage your members to vote in each of the 3 rounds of voting**
    - VOTING OPTIONS
        - Online - Go to menti.com and enter the code: 62 25 94
        - In person - Before our weekly meetings, @ 5:00PM Wednesdays at City Life/ Vida Urbana, 284 Amory St. in Jamaica Plain, Floor 1
    - VOTING SCHEDULE (Subject to adjustment. Votes will not close until we reach 51 percent.)
        - Round 1: Banks & Financial Institutions - April 18 - May 2
        - Round 2: Businesses & Standards - May 3 - May 10
        - Round 3: Opportunity Partnerships - May 11 - May 18

We will support you by providing you with helpful scripts to reach out to your group, for each of the votes.

Please let us know this week if you are interested in joining as a Swarm lead, and don't hesitate to respond with questions or feedback. We will let you know your swarm groups and share scripts upon your response.

If you are not able to be a lead, we ask that you make sure you **VOTE**, as well as checking to ensure your membership is up to date :)

Thank you!

Sarah and the Ujima Team

http://ujimaboston.z2systems.com/np/clients/ujimaboston/unsubscribeEmail.jsp?type=16&emailId=96a8dcbe85ada1596fb7027f3849a3449m15930296a&userId=Un%2FThw%2B0UkrLD%2FRnrqq87hQ0PpJFvPvC

Appendix O: Participatory Budgeting Rules in Porto Alegre, Brazil

(a) There is a division of the municipality into regions to facilitate meetings and the distribution of resources. Citizens are elected as "pb delegates" within their region. Municipalities are decentralized to the local, district level.

(b) Government-sponsored meetings are held throughout the year, covering different aspects of the budgeting and policy-making cycles: distribution of information, policy proposals, debates on proposals, selection of policies, election of delegates, and oversight.

(c) A "Quality-of-Life Index" is created by the government to serve as the basis for the distribution of resources. Regions with higher poverty rates, denser populations, and less infrastructure (for example, government services) receive a higher proportion of resources than better-off and wealthier neighborhoods.

(d) There is public deliberation and negotiation among participants and vis-à-vis the government over resources and policies at the regional level. The "Bus Caravan of Priorities" allows pb's elected representatives to visit all pre approved project sites before the final vote. This allows delegates to evaluate the social needs of a proposed project.

(e) Citizens vote for elected representatives, pb delegates, who represent their interests during negotiations with other delegates and government officials.

(f) Elected representatives vote on all final projects. Voting can be done by secret ballot or though a public show of hands. The results become part of the public record.

(g) A municipal-wide council (pb council) is elected to make Final Decisions and to exercise oversight committees. All regions elect two representatives to this council, which oversees pb and makes final budget recommendations. This council meets regularly with the municipal government to monitor the program.

(h) After the final approval of the annual budget by pb delegates, the mayor sends it to the municipal legislative chambers to be approved. The Legislative branch can block specific projects.

(i) There is the publication of a year-end report that details the implementation of public works and programs.

(j) The establishment of regional or neighborhood committees serves as a mechanism to monitor the elaboration and execution of policy projects.