



Participatory Budgeting Vallejo



Participatory Budgeting in Vallejo: Challenges in Transparency & Engagement

A Summary of Cycle 2 (2014)

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City of Vallejo
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May 2016

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Cycle 2 Participatory Budgeting Steering Committee Members	
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John De La Torre Sean McGuire	Belvedere Homeowners Association
Joey Lake Judith Lerner	Better Vallejo
JR Matulac Nestor Aliga	Filipino Community of Solano
Frank Corpuz Ramon Paredes	Filipino-American Retired U.S. Armed Forces Assoc.
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The City of Vallejo and the Participatory Budgeting Program

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*Professor Ashish Goel and Stanford University's Crowdsourced Democracy Team
The Filipino Community Center
The Greater Vallejo Recreation District
Vallejo City Unified School District
The Participatory Budgeting Project*

and

*The residents, stakeholders and volunteers of Vallejo,
who partnered with the City and worked diligently to better their community*



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SUMMARY

The City Council establishment of a second cycle of Participatory Budgeting (PB) in Vallejo followed the completion of Cycle 1 on June 25, 2013. However, Cycle 2 required improvements and changes to existing policies and procedures as the City prepared to not only initiate a second outreach process, but also to implement recommended projects from Cycle 1. Rather than using the non-profit organization The Participatory Budgeting Project (PBP) as a consultant to run PB (as in Cycle 1), the City opted to hire three (3) full-time staff to administer PB processes and projects.

Primary challenges during Cycle 1 related to time constraints for the outreach and proposal development process and guidelines that were not clearly defined, and the Steering Committee (PBSC) and City Council addressed these issues through the 2013-14 PB Rulebook (Appendix A). The revised Rulebook extended the process timeline to 10 months, and attempted to further clarify eligibility requirements for project proposals.

Cycle 2 increased the number of residents at Budget Assemblies 12%, with more than half participating in PB for the first time. Unlike other PB processes in the United States that typically experience a sharp decline in voter participation during the second year, Vallejo's maintained its high turnout with more than 3,750 residents casting a vote in Cycle 2. The data also demonstrated a successful engagement of youth in Cycle 2 with high school students comprising 34% of all voters.

City Council approved the total allocation of funds in the amount of \$2.44 million to fund the eight (8) projects that received the most votes and were recommended by residents. Projects included increasing job readiness skills for youth, the betterment of school nutrition, creating public art, public safety, and street and infrastructure improvements, and increasing opportunities and services for homeless residents.



Figure 1: Voting Information table, PB Poster at Local High School, Vote Results Party

PART I: INTRODUCTION & BACKGROUND

1.1 Participatory Budgeting in Vallejo

In 2012, the City of Vallejo embarked on a journey that aimed to not only bring awareness of the process of municipal budgeting, but aimed to bring the citizens of Vallejo to the “table.” Participatory Budgeting (PB) was intended to be an inclusive, thought-provoking, and empowering bridge between local government and the community. The City of Vallejo was the first City in the United States to utilize PB city-wide, and embraced the challenges, opportunities, fulfillment and growth that came with being a pioneer in transforming government. As Cycle 1 came to a close in May 2013, the City embarked on a second cycle that would begin to adapt PB to Vallejo’s unique environment.

Vallejo embarked on a journey that aimed to not only bring awareness of the process of municipal budgeting, but aimed to bring the citizens of Vallejo to the "table."

Cycle 2 (2013-2014) focused on new approaches for outreach, and a new determination to increase engagement of the community. City Council approved the launch of Cycle 2 on June 25, 2013, and allocated a total of \$2.44 million to fund projects spawned from residents’ ideas. All funding for PB (including administrative costs) are generated from Measure B, a 10-year, voter-approved 1% sales tax that sunsets in 2022. In fiscal year (FY) 2013-14, funding for PB represented 18% of total Measure B revenues.

The Participatory Budgeting Project, Inc. (PBP), a non-profit organization, organized and facilitated the first cycle of PB in 2012-13. However, with the initiation of Cycle 2 and the need to implement projects from Cycle 1, the City opted to hire three (3) new full-time, limited-term positions within the City Manager’s Office that would be primarily tasked with administering the PB program. PBP continued to assist the City during Cycle 2 as an outside consultant. However, PB is only successful with the hard work of the residents of Vallejo that serve in a number of volunteer positions, including the PB Steering Committee (PBSC), Budget Delegates, Committee Facilitators, Poll Workers, and a host of other volunteers throughout the process.

1.2 Impact and Goals of Participatory Budgeting

The process of creating and managing budgets in municipal governments has traditionally been seen as the responsibility of elected officials and public administrators. The idea of the individual resident evaluating at a minute level of detail how tax and service revenues are spent is traditionally seen as burdensome or too technical for untrained residents. Although there are always those “professional citizens” who take an interest in the way city monies are spent, the general population have long had a hands-off approach to city budgets.

1.2.1 Goals for Cycle 2

The first PB Rulebook established three goals:

1. Improve *our* city

- Improve the infrastructure, enhancing the public safety of citizens, and improving the quality of life. Increasing civic pride and raise the profile of Vallejo, while positioning it to be a leader of municipalities world-wide.

2. Engage *our* community

- Ensure that all members of our community have a voice and increase the awareness of the platform to voice concerns and solutions. Engage traditionally underrepresented demographics in politics to increase the understanding that everyone in our community can make changes regardless of preconceived notions.

3. Transform *our* democracy

- Empower Vallejoans with the skills and knowledge they need to shape our city's future. Construct leadership from the bottom up and build deeper connections between residents, neighborhoods, and communities.

In addition to the goals that were established in Cycle 1, the PB Steering Committee (PBSC) and City Council added a fourth goal in Cycle 2:

4. Open up government

- Increase transparency and accountability, and improve communication and collaboration between local government and the community. Create a more just and equitable city.

This additional goal brought a renewed commitment to the community by placing emphasis on the need to be transparent and increase accountability. Opening up government to the residents of Vallejo was addressed through increasing outreach efforts, particularly to marginalized communities, and creating environments that invited dialogue and team building.

PB's success is achieved through encouraging innovation, creating dialogue, and challenging the status quo of how local governments administer the budgeting process. PB helps to improve government transparency, creating opportunities for the average citizen to become involved in the process. PB provides a platform for residents to not only voice concerns, but create solutions.

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1.3 City of Vallejo Overview and Demographics

Vallejo has emerged from the depths of a major U.S. Naval base closure in 1996 and a municipal bankruptcy in 2008. Through all the challenges, Vallejo has shown the will to not only survive, but thrive. As the largest city in Solano County and part of the San Francisco Bay Area, Vallejo's 117,000+ residents comprise one of the most diverse populations in the nation.

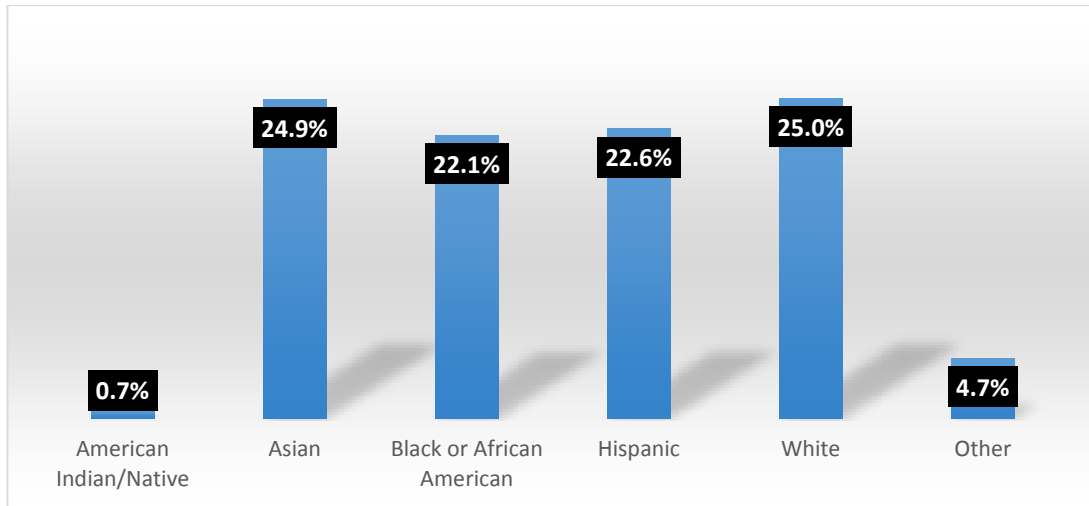


Figure 2: Vallejo's Ethnic Demographics (ACS Family Survey Data/U.S. Census Data)

Vallejo has a median age of 38.5 years and median household income estimated just north of \$60,000 (ACS Family Survey Data/U.S. Census Data).

1.5 Awards and Recognition

Being the first city-wide PB program in the U.S., the City has received positive media attention from local, national and even international outlets, including *National Public Radio*, *The Atlantic*, and the Japanese daily newspaper *Asahi Shimbun*. In addition, the City has been recognized nationally for its innovative PB program:

- 2014 League of California Cities *Helen Putnam Award for Excellence for Enhancing Public Trust, Ethics, and Community Involvement*
- Invited to attend a White House Summit on Participatory Budgeting
- Hosted a day of the 3rd *International Conference on Participatory Budgeting in North America*

PART II: PROCESS

2.1 Cycle Overview

The PB process is often explained within the context of a “cycle.” A cycle takes its participants from the initiation of resident ideas on how to improve Vallejo to the implementation of voter-recommended projects that result in a better Vallejo. Each cycle begins with the collection of ideas that residents believe will address various issues within Vallejo. These ideas are collected through various platforms (includes Budget Assemblies, or public meetings for residents to come together and share ideas, and Open City Hall, an online platform for collecting ideas). Volunteer Budget Delegates then work tirelessly to turn ideas into project proposals, which are then sent through a vetting process to ensure they meet the minimum requirements as stated by the PB Rulebook. Residents are given the opportunity to vote on proposed projects, and the projects that receive the top votes are then submitted to the City Council for approval. After proposals are funded, various City departments, public agencies and/or non-profit organizations are then able to begin implementing plans to carry out the approved projects.



Figure 3: PB Vallejo Cycle

2.2 Steering Committee

On October 8, 2013, City Council members appointed to the PBSC 16 local organizations and five at-large members. As an advisory committee, the PBSC serves as the backbone of the PB process, ensuring that the diversity of Vallejo is encompassed in the representation of participants and that all activities and events are communicated with transparency to the community. They are the primary facilitators of the process, helping to raise awareness about PB and mobile resident participation. All meetings of the PBSC are public, held in compliance with the Ralph M. Brown Act.

“I believe this new democratic process can be a natural part of every city government, so the citizens can truly take part in what happens to the money that they pay in taxes.”

*-Lynda Daniels,
Cycle 2 PBSC Chair*

2.3 Cycle 2 (2014) Rulebook

Originally developed by the PBSC with the guidance of PBP and City Staff, the Rulebook serves as the guiding document for PB. On August 27, 2013, PBSC and City Staff submitted recommendations to City Council for Rulebook changes to help increase the efficiency of the PB process, and avoid projects on the ballot that make implementation logistically challenging or violate laws that govern the use of public funds. Recommendations included prohibiting projects for private individuals or on private property, assuring the City Manager and City Attorney can make final determinations to project eligibility before the ballot is released, and limiting the number of proposals submitted for City vetting.

2.4 Timeline

The following timeline is a representation of the various stages of Cycle 2 that occurred over the course of a 10-month period.

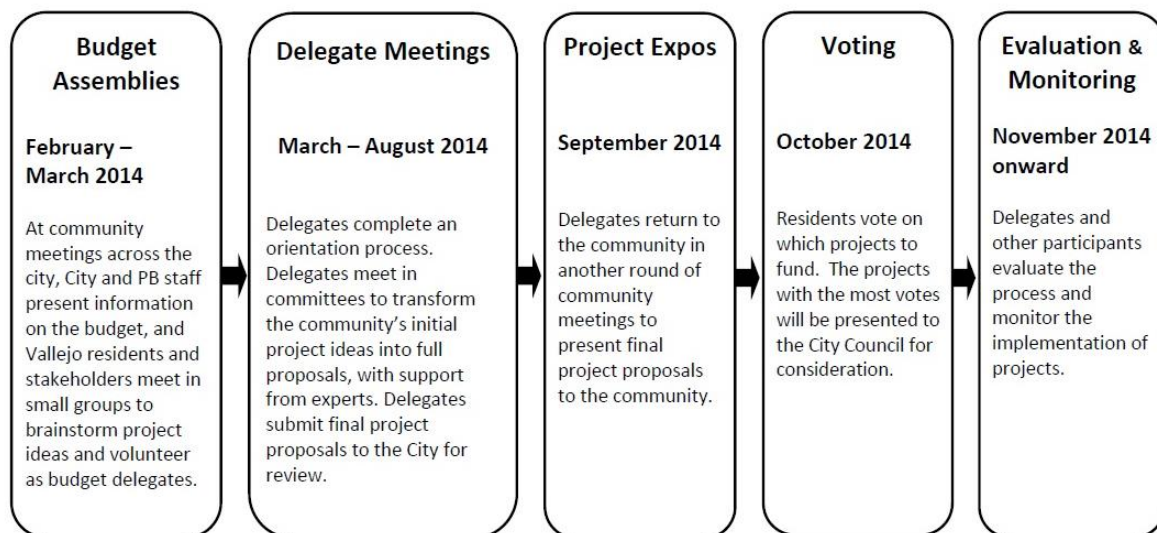


Figure 4: Cycle 2 Timeline

2.5 Budget Assemblies

Spanning February to March 2014, Cycle 2 held 10 Budget Assemblies (one more than in Cycle 1) at various locations that included schools, places of worship, and civic organizations. Assemblies were typically held on a weekday evening or weekend afternoon.

Attendance at the Cycle 2 Budget Assemblies increased by 12% from the previous year, and generated a total of 499 ideas for projects. In efforts to create inclusivity and encourage diversity, some Budget Assemblies were offered with Spanish and Tagalog interpretation, and one Assembly was conducted entirely in Spanish. Childcare was also provided at select assemblies to help encourage attendance. A total of 58 residents were trained as small group facilitators to help assembly attendees create meaningful and collaborative dialogue.

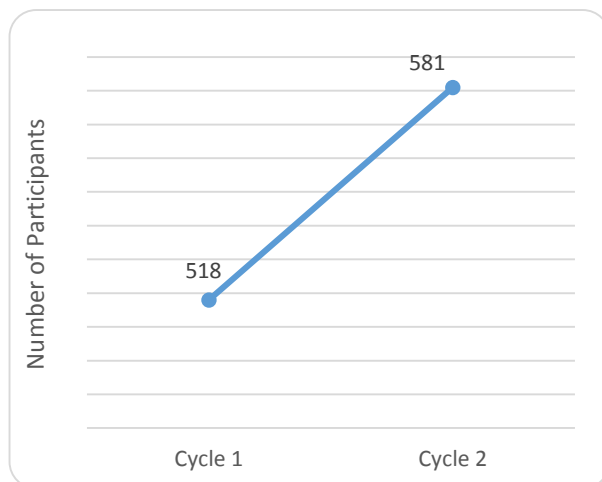


Figure 5: Budget Assembly Participants – Cycle 1 vs Cycle 2

An additional 146 ideas were also collected through Open City Hall, the City’s online platform to facilitate community feedback and participation.

A total of 581 residents attended assemblies in Cycle 2 (518 attendees reported in Cycle 1). Participants in Assemblies ranged from residents who simply sat and listened or proposed an idea, all the way to active participants that volunteered to be Budget Delegates. A total of 58 volunteers were trained in facilitating small group discussions and were responsible for ensuring discussions were conducted in a way that was inclusive, respectful and productive.

Similar to Cycle 1, data continues to show that the majority of attendees at Assemblies were already active within their communities; over half of assembly participants has contacted or have attempted to contact a politician to express their views in the past. Although 13% of participants were ineligible to vote, and another 13% reported that they have never voted, nearly two-thirds stated that they always or often vote in local elections. Over half (58%) reported they had been Vallejo residents for more than 15 years and 72% stated they were homeowners.



Figure 6: Budget Assembly at a local church



Figure 7: Cycle 2 Assembly Flyer

The majority of participants identified crime as the biggest problem faced in their neighborhoods, with unemployment the next most commonly-expressed problem. Based on the reported experiences of the assembly attendees, there was a general consensus that the Budget Assembly process met its purpose and intended goals. Attendees generally rated their experience in assemblies (the educational presentation on PB, small group discussions, handouts and visual aids) as “Good” or “Very Good.” Less than 10% of attendees expressed dissatisfaction with various aspects of the assemblies.

2.6 Budget Delegate Process

Over the course of five months, from March to August 2014, volunteer Budget Delegates navigated their way through the process of training for the role as a Delegate, transforming project ideas into real proposals, compiling detailed information, budgets, and supporting documentation, and submitting those proposals to the City for vetting. 111 Vallejo residents signed up to be volunteer delegates, typically during a Budget Assembly, and after attending an orientation, selected an issue committee to serve on. Committees were formed to address specific needs within the community, and focused on creating proposals that addressed those needs. PB Cycle 2 contained a total of 10 committees, which was an increase from six committees from the previous year. Volunteers also formed two Demographic Committees that were not focused on a particular issue, but rather an effort to bring together people that otherwise might have faced a barrier to participation. A Spanish-Speaking Committee and a Youth Committee were formed and selected ideas from many topic areas they were interested in developing.

Budget Delegate Committees:

- Arts & Community
- At-Risks Populations
- Economic Development
- Education
- Employment & Training
- Natural & Historic Resources
- Parks & Recreation
- Spanish-Speaking
- Transportation & Safety
- Youth



Figure 8: Delegate Meeting at local school

Trained volunteers, or Committee Facilitators, held the responsibility of supporting Delegates during committee meetings by assisting with the prioritization and development of proposals. Facilitators' presence ensured that all voices were heard, that projects adhered to the rulebook, and that standard processes were carried out. In contrast to Cycle 1, where Delegates only needed to complete a 1-page summary of their project with often unsubstantiated budgets, Delegates in Cycle 2 were required to compile a detailed, professional proposal that was akin to a grant application (Appendix D). Delegates were tasked with addressing the need, outlining the specific deliverables, creating an itemized, full-cost budget based on contractor bids or vendor estimates, identifying implementing partners and gathering relevant qualifying documentation (financial reports, non-profit eligibility determination letters, etc.), as well as providing estimates on "soft costs" that were not eligible for PB funding, such as who would cover the costs for insurance, maintenance, permits, and utilities associated with the project.

In total, Budget Delegates reviewed 645 ideas submitted by assembly participants and community members who provided ideas online. Out of the 645 ideas submitted as possible projects, 42 project proposals were submitted for review.

Sixty-one percent of Delegates reported that they did not participate in Cycle 1. Of the 39% that were Cycle 1 veterans, most of their participation in the previous year was voting (87%); only 23% had returned as Budget Delegate volunteers for a second year. The top three responses as to what Delegates believed was the biggest problem in their neighborhoods were: crime (43%), unemployment rate (24%), and schools (20%). A majority of Delegates are already active, reporting an affiliation with a community, religious, tenant or political organization (71%). Nearly half were long-time (15+ years) residents of Vallejo.

2.7 Expos & Voting

Adhering to the same guidelines, all project proposals were presented to the public at expos throughout the city in order for residents to make an informed decision on which projects to support. Displayed on tri-fold posters, all proposals on the ballot were presented by either Budget Delegates or Non-Budget Delegate Representatives (community volunteers). While in Cycle 1 expos were held in the days prior to the polls opening, expos in Cycle 2 were held concurrent with voting, providing a "polling place" adjacent to expo display areas.

Voting took place over 10 days in multiple locations in order to meet all needs of the community, either at a Voting Expo, at City Hall, or at one of more than a dozen “satellite” voting sites at local supermarkets, farmer’s markets, places of worship, community centers, or schools. Voting commenced on September 27, 2014 to coincide with the start 3rd Annual International Conference on Participatory Budgeting held in both Oakland and Vallejo.



Figure 9: Project Expo at the Waterfront

Voters were provided with 20 physical locations to vote. Requirements stated voters must be:

- a resident of Vallejo or an unincorporated area
- age 16 and over
- able to provide proof of residency (oaths were provided for residents who could not easily provide proof, or who did not have a fixed, permanent address)

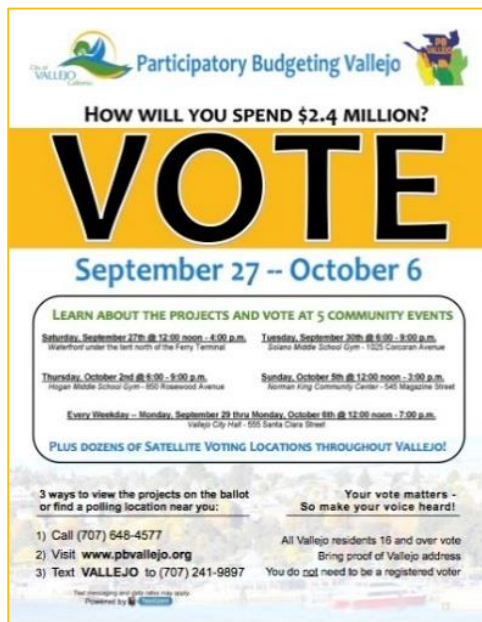


Figure 10: Cycle 2 Vote Flyer

A total of 3,750 voters participated (which represented a small decrease of 4% from the previous cycle). From a list of 25 projects, residents were able to vote up to a total of five 5 projects.

Survey data revealed that 53% of voters in Cycle 2 were first time PB voters who did not participate in Cycle 1. A large majority (85%) reported not having any other participation in PB outside of voting for current project proposals. Less than 10% reported having attended an assembly, attended a project expo, or submitted an idea online on Open City Hall. Three out of four voters felt the projects would benefit the city, half stated they wanted to have a say in deciding the budget, and one-third stated the projects would benefit themselves and their neighborhood. Most voters (64%) had knowledge of at least one (1) project proposal before arriving at the polling site.

2.8 Project Funding & Implementation

After voting, projects that receive the most votes are presented to City Council for consideration and funded. The top eight proposals were approved for funding by City Council on November 4, 2014.

Implementation of a PB project involves the process of expending funding through the appropriate City department, or executing contracts and grant agreements with non-City partners. The newly-hired City staff supervise project implementation through the establishment and review of contracts, ensuring proper execution of funding, and documenting updates and progress reports. Implementing partners for Cycle 2 included Vallejo City Unified School District (VCUSD), Vallejo Community Arts Foundation, and the City of Vallejo Public Works Department and Fire Department.

PART III: DEMOGRAPHICS

3.1 Outreach

In order to generate high levels of participation, Cycle 2 continued to reach residents of Vallejo in ways that already proved to be successful in Cycle 1, as well as experimenting with new techniques to increase awareness. Outreach efforts targeted those who were traditionally less likely to participate (youth, immigrants, lower-income, and ethnic minorities) by improving the accessibility of PB events, whether through providing Spanish translation of all materials (including the provision of some assemblies with Spanish and Tagalog interpretation) and through the delivery of education material and presentations to increase the public's understanding. From January to October 2014, City staff coordinated an outreach campaign and provided formal training to volunteers.

“PB has impacted me by giving me a sense of pride, and a sense of happiness. I can talk to people about how they can make proposals to improve our city. PB brings out the greatness and positivity of Vallejo.”

*-Joey Carrizales,
PB Volunteer*

Various locations of outreach included:

- Local Business, Restaurants & Grocery Stores
- Schools
- Community Organizations and Cultural Events
- Recreation Facilities
- Neighborhood & Senior Community Centers
- Religious Organizations or places of worship
- Farmer's Markets

Local events served as a means of reaching large numbers of Vallejo residents. City staff and volunteers attended cultural and community events throughout the PB process through the last day of voting to increase the diversity of participation. Some events targeted to increase turnout were the Filipino festival (Pista Sa Nasyon), the 4th of July Parade, National Night Out, the African



American Alliance School Board Forum, Juneteenth Celebration, Waterfront Weekend, and the Filipino-American Chamber of Commerce Mixer. Get-out-the-vote flyers were placed in City of Vallejo Water Bills, Greater Vallejo Recreation District (GVRD) seasonal catalogues, as well as information disseminated through PB Newsletters, Measure B Quarterly Reports, and the City Managers Bi-Weekly Reports.

Volunteers played an essential role in outreach activities and were indispensable in informing members of the community of upcoming PB events, as well as raising awareness about PB Vallejo.

The City also used a wide range of social media (Facebook, Instagram, NextDoor, etc.), and initiated the use of Textizen (a mobile texting service) as a means of outreach. Textizen was designed to help governments receive feedback from constituents via text messages/SMS, and was utilized in Vallejo as a different way to connect to residents and initiate engagement. Residents could text in an answer to a question seen on a sign or flyer, and the Textizen platform would automatically reply with pre-designed questions and answers to gauge the recipient's level of understanding of PB, assess their level of commitment to the process, and gather contact information to use in future outreach campaigns. Social media platforms provided real time updates, and targeted not only youth, but residents of all ages that tend to get information through technology.

The Stanford University Crowdsourced Democracy Team (CDT) joined with the City and developed an interactive digital ballot that could be used at polling locations on a City computer, iPad or tablet. Stanford CDT not only developed the platform at no cost to the City, but was instrumental in the collection and analysis of data received through surveys collected from voters. Stanford also supplied 25 Chromebook laptop computers that could be used at polling sites providing voters with an option to use the digital ballot instead of conventional paper. At the conclusion of the vote, more than 26% of all voters used the digital platform.

Data was collected from PB participants through surveys at various stages during the Cycle 2 process to help gauge the effectiveness of specific outreach strategies. In some cases, respondents could provide more than one selection for a specific question. The following data is a representation of how Budget Assembly attendees, Delegates and voters were made aware of PB. Data expresses a compilation of both youth (16-17) and adult responses.

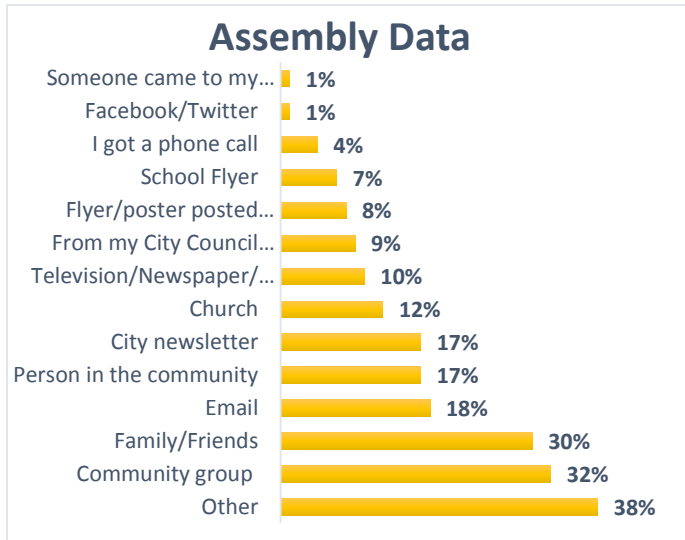


Figure 11: Assembly Outreach Data

3.1.1 Budget Assembly Outreach Data

Out of 581 assembly participants, 41% responded to surveys noting how they heard about the assembly they attended. Only 1% stated that they were informed as a result of door-to-door canvassing.

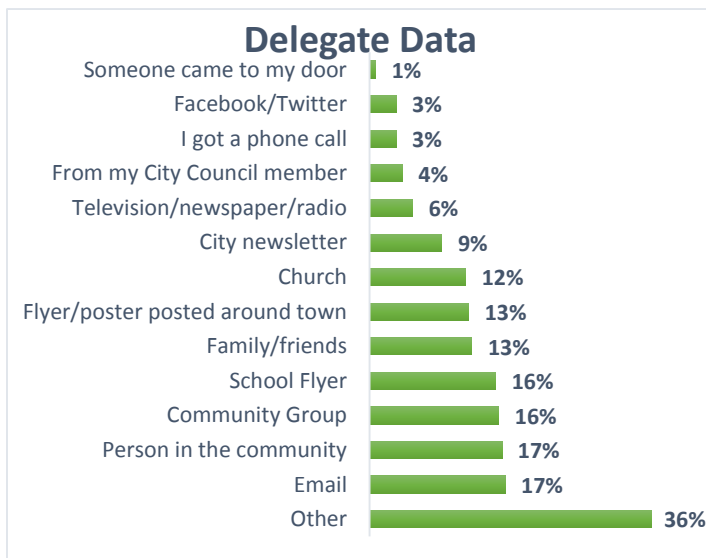


Figure 12: Delegate Outreach Data

3.1.2 Budget Delegate Outreach Data

A total of 111 residents volunteered as Budget Delegates, and 81% responded to the survey. The top outreach methods that attracted Delegates were similar to Assembly attendees, with most Delegates hearing about PB from personal contacts. Delegates who specified "Other" methods listed NextDoor, the Farmer's Market, and even their jobs (which still was likely a person-to-person contact).

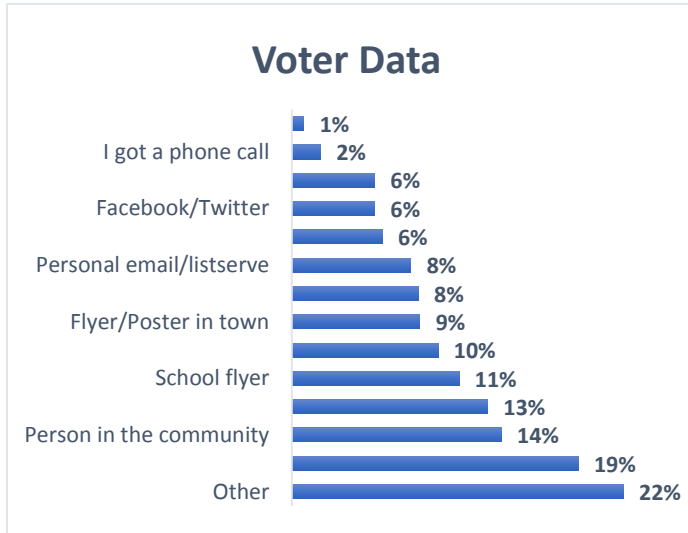


Figure 13: Voter Outreach Data

3.1.3 Voter Outreach Data

Of the 3,750 voters, 62% (2,327) completed surveys providing information as to how they were informed of location of their vote. Although personal contacts were again a common response, the use of 30-second TV ads prompted 10% of voters noting the use of TV. Additionally, flyers had a larger impact on voters than in previous phases of the cycle. Similar to the outreach data from Cycle 1, participation in phase Cycle 2 continued to demonstrate the power of relational outreach methods. The top three answers in each phase presents

information being conveyed through either family and/or friends and through an affiliation through a community group. Data showed that outreach that had the least amount of impact was door-to-door canvassing, social media sites Facebook/Twitter, and phone bank calling. The time investment required (particularly in terms of volunteer hours) for door-to-door canvassing or phone banking suggest these strategies are an inefficient use of resources.

3.2 Methodology

In an effort to capture the varying demographic information of those who participated in the PB process, the City collected information through surveys at key points during the process (Assemblies, Budget Delegate, Vote). Information was collected via voluntary, anonymous paper or digital surveys. Data was collected with the intent to measure the trends and opinions of residents in order to better understand how to successfully meet the goals of PB. However, a key indicator of success in PB is the proportional representative of the different demographic groups within Vallejo – age, gender, ethnicity, income, education, etc. – which would indicate the vote results from 3,000-4,000 residents are valid and theoretically represent the entire 117,000 population. All data was compared for statistical significance ($p=0.01$) to the 2006-2011 American Community Survey (ACS) Family Survey Data and/or data from the U.S. Census Bureau (the most updated data available at the conclusion of Cycle 2 in 2014).

3.3 Demographic Representation

3.3.1 Ethnicity

Asian participation displayed a statistically significant ($p=0.01$) underrepresentation during the Assembly and Budget Delegate phase, but statistically significant increased their representation during the vote from 15% in Cycle 1 to 25% in Cycle 2. There was an increase in the proportional representation of Black/African American assembly participants in Cycle 2 (compared to Cycle 1),

but Black/African Americans continued to be underrepresented in the voting phase. Hispanic representation overall was proportional in the Assembly and Delegate phase, but underrepresented during the voting phase. White community members were overrepresented throughout the process.

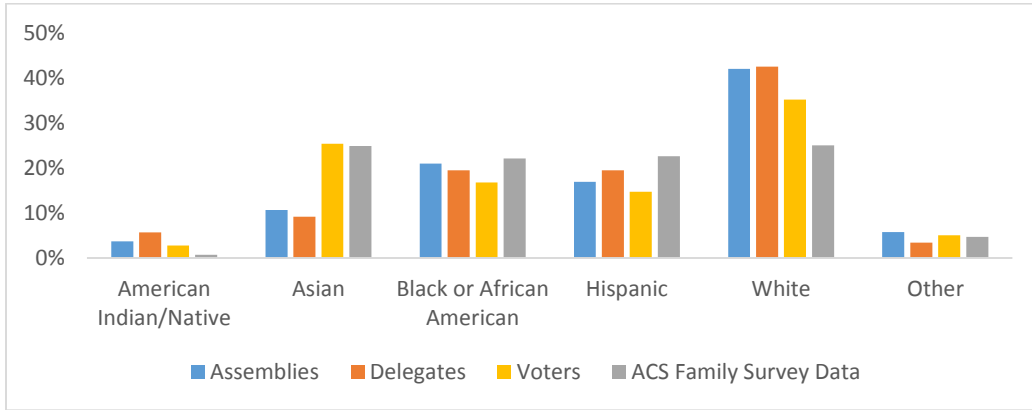


Figure 14: Ethnic Representation in PB Vallejo

3.3.2 Gender

As with Cycle 1, data continues to express a fairly consistent representation of gender throughout all phases, but statistically presents a slight increase in female voters and slight decrease in male voter representation.

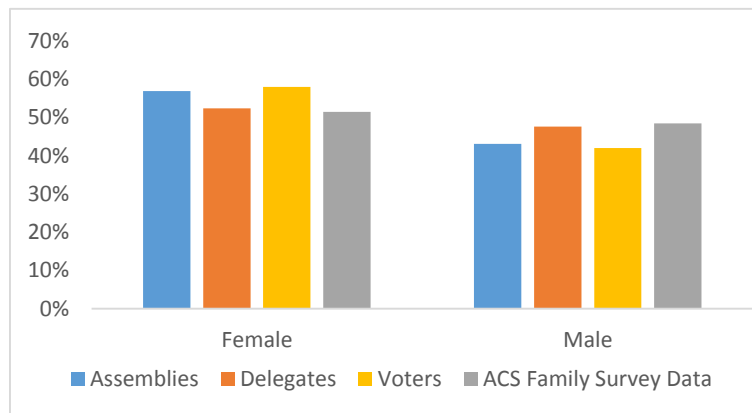


Figure 15: Gender Representation in PB Vallejo

3.3.3 Household Income

All income categories are proportionately representative.

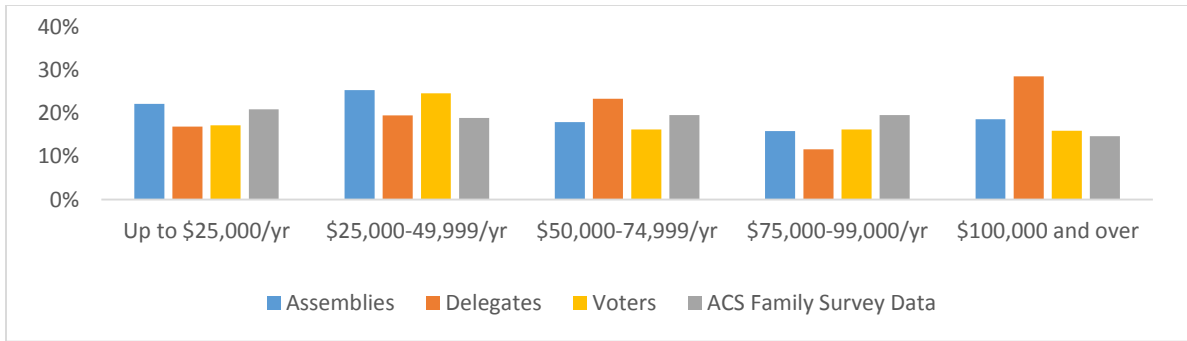


Figure 16: Household Income Representation in PB Vallejo

3.3.4 Age

Because City staff and PBSC members brought the vote to local high schools, ages 16-17 comprised 34% of all voters. However, the large proportion of youth voters did not affect the final outcome; after controlling for age and removing all voters under 18 years, the same eight projects still received the highest number of votes. Ages 65-74 were the only group that were consistently overrepresented during all three 3 phases, and ages 18-40 were significantly underrepresented.

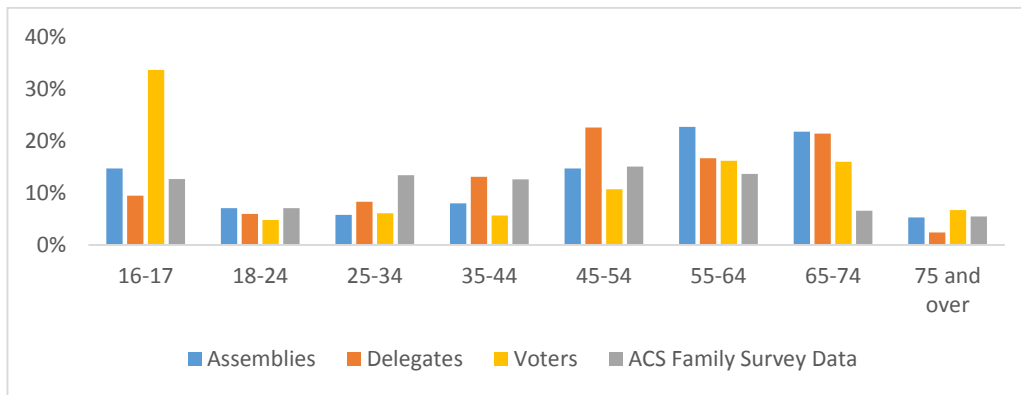


Figure 17: Age Representation in PB Vallejo

3.3.5 Primary Language & Country of Birth

PB staff and volunteers continue to express desires to be all inclusive of those who are representative of the community through increasing efforts to provide language interpretation in Spanish and Tagalog at Assemblies, and providing written documents in Spanish. Survey data for country of birth and language presents similar finding for Cycle 2 as it presented in Cycle 1. There continues to be an underrepresentation of participants whose primary language is non-English. County of birth representation also continues to present statistically underrepresented for voters who were born outside of the U.S.

3.3.6 Registered Voter Status

Voters were not required to be current registered voters and PB voter's status were not contingent on prior criminal record(s) or legal residency status.

3.4 Representation Summary

An examination of all three phases of PB demonstrates that overall, participation still remains strong throughout each phase.

However, demographic groups are not equally represented in the process, with a significant overrepresentation throughout the PB process among White, older (65+ years), female residents. Those groups demonstrating the most significant underrepresentation are Asian Assembly and Delegate participants, and African American and Hispanic Voters. Voter between the ages of 18-54 and residents with English as a second language underrepresented as well.

Non-Registered voters were grossly underrepresented, which may suggest the need to increase awareness of the voting requirements among those who traditionally (or legally) would not vote in normal elections (undocumented residents, residents with criminal/legal history, low-income residents).

Although many outreach efforts have been carried out to increase the representation of various underrepresented demographic groups, data continues to suggest that there are specific groups in Vallejo which required targeted outreach efforts.

PART IV: OUTCOMES

4.1 Outcome Summary

Cycle 2 Projects funded by City Council were allocated for either departments within the City of Vallejo, or for a public agency or registered non-profit organization. The remaining funds after the first seven projects received full funding was \$302,553. The City Council partially funded the Special Fire Rescue Vehicle Replacement (originally requested \$488,000), and the Fire Department identified the difference from existing budget allocations.

The culmination of two cycles of PB in Vallejo has funded a total of 20 projects totaling more than \$5.7 million in Measure B funding. Please see Appendix E for a complete list of details.

Cycle 2 Funded Projects	Cost	Votes
1. Help the Homeless Veterans, Seniors, Disabled, & Kids	\$588,000	1,975
2. Prioritizing Street & Pothole Repair	\$1,000,000	1,682
3. Improving School Meals	\$18,000	1,429
4. Summer Youth Employment & Internship Program	\$186,000	1,378
5. Sidewalk Repair & Street Tree Preservation	\$162,000	977
6. Strike Up the Bands	\$90,000	905
7. A.B.C. - Arts, Beautification, Community Development	\$96,000	842
8. Special Fire Rescue Vehicle Replacement	\$302,553	725

Figure 18: Cycle 2 Funded Projects

OUTCOMES CYCLE 1 vs. CYCLE 2	CYCLE 1	CYCLE 2
Participated in Budget Assemblies	518	581
Ideas Generated at Assemblies	829	645
Volunteer Budget Delegates	115	111
Projects Submitted for Vetting	60	42
Residents of Vallejo Voted	3,917	3,750
Projects Funded by City Council	12	8
Amount Allocated to Fund Projects	\$3.28 M	\$2.44 M

Figure 19: Outcomes by Cycle

4.2 Implementation Challenges

The second cycle of PB in Vallejo required not only facilitating a second, improved outreach campaign, but also added the responsibility for City staff to implement the 12 winning projects from Cycle 1. The primary task was to establish a clear implementation procedure, including standard grant agreements for projects involving non-City partners, a monitoring and evaluation program, and realistic funding and reimbursement procedures. Additionally, because the first proposal development process in Cycle 1 had less staff oversight, simplistic proposal guidelines, and unclear eligibility rules, the City was faced with legal and logistical obstacles that required projects being significantly modified or altered, or implementing partners that did not have the capacity to successfully undertake projects. As a result, it took as much as 12 months just to get some projects under contract, and more than two years later, five projects are still not fully complete.

4.2.1 Public vs. Private

The most significant challenge in implementation was assuring projects met legal requirements for the use of public funds. Three projects from Cycle 1 were recommended by voters for funding, but which required the use of public funds to improve private property and/or to benefit private individuals. City staff worked with proposed partners after the vote to modify projects in order to prevent the misuse (real or perceived) of public funds.

- **College Bound Vallejo** – Scholarships for Vallejo students to attend college (\$320,000)
Problem: Awarding more than \$300,000 in scholarships to 30-60 private individuals could be perceived as using public tax revenue to benefit a small number of residents.
Solution: City staff developed an open application process, prioritizing students from low- to moderate-income households. Each student could receive \$1,000 per semester for tuition or books, and was required to serve 40 hours of community service every six months, providing immediate benefit to the community in return for receiving publicly-funded scholarships.
- **Small Business Grants for Mare Island & Downtown** – Funding for start-up costs or improvements for local businesses (\$300,000)
Problem: Using public tax revenue to cover start-up costs for small, private businesses or to improve private property would transfer public funds into the hands of private individuals.
Solution: Staff developed an open application process for small businesses to apply for matching grant funding (1:1) for façade improvements, signage, and/or ADA access/restrooms, noting the public benefit of improved storefronts and access for people with disabilities.
- **The Spay Neuter Project** – Renovations at a private Veterinary Clinic to increase capacity for low-cost spay/neuter procedures (\$165,000)

Problem: Using public tax revenue to improve private property would transfer public funds into the hands of private individuals.

Solution: Staff developed a voucher system for resident to obtain low- or no-cost spay/neuter coupons that could be redeemed at local veterinary clinics. Residents could pay a small deposit (\$20-45); low-income households would qualify for a free coupon. The City would reimburse the difference in cost for the procedure directly to the veterinary clinic, disbursing the benefit of the project to a wide swath of the City and helping to lower the cost of City contracts with County Animal Control that frequently deals with feral cat populations.

PART V: FACTORS FOR SUCCESS

There are many issues and challenges that arose during Cycle 2 of PB that offer opportunities for the program to evolve and adapt, helping ensure that future cycles are more successful.

- **Transparency isn't just about informing – it's about *involvement***

At its core, PB is about more than consultation – it's about collaborative decision-making. However, bureaucracies are frequently entrenched in conventional processes, and transparency is often defined as simply “informing” the public. In Cycle 2, the City accepted 42 proposals in July 2014 for vetting prior to any ballot being approved; 15 of those projects were deemed ineligible due to legal concerns, impacts on policy that overstepped authority established in the City Code or Charter, or simply because they were too under-developed and would require months of staff time to complete development and fully implement. When, after nearly 4 months of work, Delegates received word that many of their projects would not move forward via a Friday afternoon e-mail from City staff, they were rightly incensed and a public outcry ensued, nearly derailing the entire process and threatening to postpone the vote.

However, the problem wasn't that the City deemed the project ineligible – the problem was the vetting process was conducted internally without any communication between Delegates, the PBSC, and City staff. Certainly unclear rules and guidelines in the Cycle 2 Rulebook contributed to the confusion, but legitimate debate as to whether eligibility rules were right or wrong was secondary to the public's discontent at being excluded from a process that claimed to be “participatory.” Heading into Cycle 3, the PBSC and City Staff conducted several in-depth evaluation sessions and identified a truly transparent, inclusive 3-stage vetting process that maintained open communication.



- **An efficient and effective PB program needs to identify the agency’s responsibilities that are authorized to be performed with the public funds allocated through PB**

Participatory budgeting is about determining how a portion of a public agency’s budget should be spent. However, the agency needs to be clear and up front about what responsibilities that agency has and is expected to perform utilizing that budget. A school district likely wouldn’t allocate part of its budget to investigating a homicide outside of its jurisdiction because that responsibility falls on a law enforcement agency, not a school. Similarly, a City with limited resources and funds wouldn’t necessarily allocate part of its budget to unemployment services because that responsibility falls to county social services. But when the public is asked how to spend a part of their tax revenue, absent clear definitions of what normal tasks and duties that budget enables, residents may end up identifying other needs outside of the agency’s jurisdiction, resulting in a transfer of funds out of the budget to other agencies (often whom have their own tax base and revenue streams).

- **Define the term “public”**

Residents have differing interpretations of the term “public,” whether it be “public benefit” or “public property.” Is there a minimum number of people that must be served to meet expectations of “public benefit?” Should projects always target low- or moderate-income households? Or is public benefit met when projects are open to everyone? What is the definition of “public property?” Is a building owned by a public, 501(c)3 non-profit corporation considered “public property?” Or is it only that property owned by a public agency? Every jurisdiction will have its own interpretation of “public” – but in order to minimize confusion and avoid legal challenges to project implementation, those interpretations should be clearly defined *before* a PB process is initiated.

- **Use resources and volunteer time wisely where data demonstrates effectiveness**

Gathering data at different stages of the PB process allows staff to identify the most effective use of resources. Different outreach strategies have a wide range of effectiveness, and each jurisdiction, neighborhood, and demographic will be more receptive to different campaigns. Most importantly, volunteer time is invaluable, and residents who devote their time to a government process like PB want to feel valued. Surveys and data will quickly identify the most effective venues for turning out residents at public meetings, assuring volunteers have a rewarding experience working with their neighbors and fellow stakeholders. The worst thing for a PB process is an empty public meeting where volunteers are standing around feeling like their time is wasted.

- **Don’t overburden volunteers with bureaucracy**

Volunteers – especially Budget Delegates – are busy. They have their own lives, families, jobs, obligations and experiences. Most of them are not trained public employees familiar

with budgets, city statues, planning regulations, financial statements or public bidding requirements. While PB offers an opportunity to familiarize residents with many of these inner-workings of local government and, ultimately, generate more informed voters and stakeholders, over-burdening volunteers with technical requirements paperwork can result in high drop-out rates. At the same time, making the proposal development process overly-simple can create significant obstacles to implementation. Finding the fine line is the key to retaining volunteers, developing accurate, shovel-ready proposals, and improving City-resident collaboration.



Cycle 2 Participatory Budgeting Steering Committee Members

Representative(s)	Organization
John De La Torre Sean McGuire	Belvedere Homeowners Association
Joey Lake Judith Lerner	Better Vallejo
JR Matulac Nestor Aliga	Filipino Community of Solano
Cris Vellanueva Joey Palma	Filipino-American Chamber of Commerce
Frank Corpuz Ramon Paredes	Filipino-American Retired U.S. Armed Forces Assoc.
Karol Heppe Liat Meitzenheimer	Greater Vallejo Recreation District (GVRD)
Pam Keith A. Marie Young	Solano Community College
Peggy Cohen-Thompson LaGuan Lea	Solano County Black Chamber of Commerce
David Gonzales Citlali Zepeda	Solano Hispanic Chamber of Commerce
Tom Atwood Rich Curtola	Vallejo Chamber of Commerce
Mike Browne Carrie Baulwin	Vallejo Convention and Visitors Bureau
Lori Allio Michelle Whitney	Vallejo Heights Neighborhood Association
Lynda Daniels Dan Halyard	Vallejo NAACP
Pelton Stewart Jeremy Medina	Vallejo Sister City Association
Gary Bennett	At-Large Steering Committee Member
Kim Thomas	At-Large Steering Committee Member
Ravi Shankar	At-Large Steering Committee Member
Shelee Loughmiller	At-Large Steering Committee Member
Susie Cole	At-Large Steering Committee Member

Participatory Budgeting in Vallejo Cycle 2 Rulebook

About this Rulebook

This booklet was developed by the Steering Committee for Participatory Budgeting in Vallejo (PB Vallejo) in September 2012 and revised in July 2013, with assistance from City of Vallejo staff and the non-profit organization The Participatory Budgeting Project (PBP). While participatory budgeting is inspired by experiences elsewhere, we want the Vallejo process to reflect the special characteristics of our community. The Steering Committee and City Council agreed on these guidelines and rules based on our understanding of local needs, issues, and interests.

This rulebook is only a starting point, and we intend for it to remain a work in progress. We expect to continue developing and improving the process as it unfolds. Hopefully you will even help!

What is Participatory Budgeting?

Participatory Budgeting (PB) is a democratic process that was first developed in Brazil in 1989 and is now practiced in over 1,500 cities around the world. In these cities, PB lets community members directly decide how to spend part of a public budget. Though each PB initiative looks different, the process generally involves several months of public meetings, discussions, and voting, so that the public has time to make wise decisions.

Participatory Budgeting in Vallejo

In 2012, the Vallejo City Council established the first city-wide PB process in the United States. Through PB, the community helps the City Council decide how to spend a pre-determined amount of the City's general fund. In June 2013, as part of the Fiscal Year 2013-2014 budget process, the City Council approved an allocation of approximately \$2.2 million for the second cycle of PB Vallejo projects. Vallejo residents and stakeholders develop project proposals, residents vote on projects, and the list of the projects that receive the most votes are submitted to City Council for consideration.

Project Eligibility

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

- **Benefit the public.** Projects that only benefit private individuals or groups are not eligible. Projects may not result in a 'gift of public funds' to individuals (See Cal. Const. Art. XVI § 6) and must serve a public use or purpose, providing a "public benefit". Generally this means that the project results in a concrete or quantifiable service or benefit to the public.

- **Are a one-time expenditure that can be completed with funds from this year's PB process.** Both capital infrastructure projects and program or service projects are eligible. A multi-year program will be eligible only if it off-sets other expenditures in the City budget so that the cost is \$0, pays for itself, or increases City revenues.
- **Are implemented by the City of Vallejo, or in collaboration with the Vallejo City Unified School District, the Greater Vallejo Recreation District, or any other public agency, non-profit organization, or religious institution that operates in Vallejo.** Projects implemented by non-city public agencies, however, must also include financial or value in-kind contributions from the agency, in addition to PB funding. Projects may not be implemented on private property, by private individuals or for-profit organizations, and may not promote religious views or beliefs.

In addition to these criteria, the following rules apply to projects:

- For some projects not implemented by the City of Vallejo or a public agency, the City will use a formal bidding process to select the entity that will be responsible for implementing the project. This process will be determined by the City Manager, or designee, in consultation with the City Attorney.
- California Gov't Code § 1090 prohibits PB project participants from receiving financial compensation as a result of a project they helped promote.
 - City or agency staff may participate but may not work on proposals that involve their office or department.
 - City or agency staff may not initiate, be the main representative of or participate in projects where they will receive a personal benefit. However, if requested by the City Manager, or designee, an employee-upon approval of their manager-may give professional input on whatever project is discussed, subject only to time and other project constraints.
- In most cases, funds will not be distributed up front and will be distributed as a reimbursable service, purchase order and/or progress payment to a local certified contractor.
- Initial determination of project eligibility will be made by the PB Steering Committee and Budget Delegates based on a qualification check list.
- Projects must be fully eligible and approved by the City Manager, or designee, before the Expos. A fully eligible project must contain the following:
 - Sufficient details to understand the purpose and intent of the project.
 - Identification of Public Benefit(s)
 - Proposed Beneficiary(ies)
 - Total Budget, including the cost to fully implement the project to completion (i.e. bidding, staff, etc.)
 - Timeframe for project completion
 - Non-City project proponents must consent to implementation and present proof of eligibility
- Final project determination for ballot placement will be made by the City Manager, or designee, in consultation with the City Attorney.

Goals: What is this for?

We hope to accomplish four main goals through PB Vallejo:

1. Improve our city

- Improve the infrastructure of the City, assist in enhancing the public safety of citizens, and to improve the quality of life for residents through the creation of and payment for projects without the expenditure of Measure B funds for salary expenses.
- Build a new spirit of civic pride and raise the profile of Vallejo on the regional, state, and national levels.

2. Engage our community

- Ensure that all members of our community have a voice.
- Engage those who are traditionally underrepresented in politics, who face obstacles to participating, or who feel disillusioned with the political process.
- Increase public involvement in civic life in Vallejo. To the extent applicable, public meetings will comply with the open meeting requirements of the Ralph M. Brown Act.

3. Transform our democracy

- Empower Vallejoans with the skills and knowledge they need to shape our city's future.
- Build leadership from the bottom up and forge deeper ties between residents, neighborhoods, and communities.

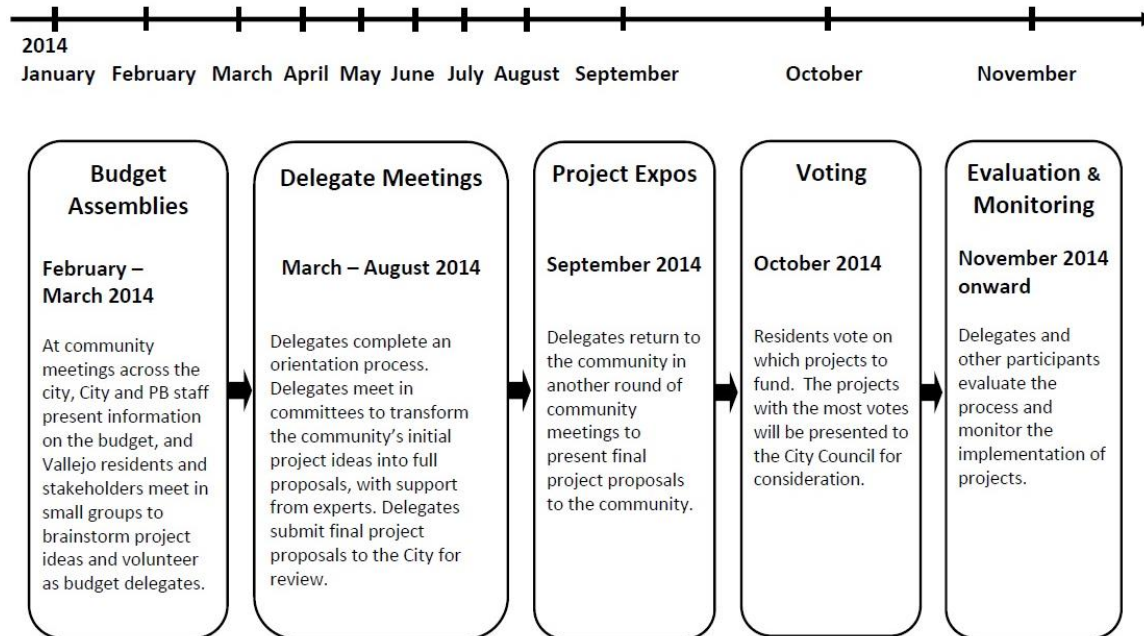
4. Open up government

- Increase transparency and accountability of local government to community stakeholders.
- Improve communication and collaboration between local government and the community.
- Support a framework within government for decision-making that promotes a more just and equitable city.

We ask everyone involved to work with us to achieve these goals.

Timeline: What happens when?

The PB process involves a series of meetings that feed into the city’s annual budget cycle. The second cycle of PB Vallejo has five main stages. Alongside these face-to-face meetings, the public will submit, review, and discuss project ideas online.



Rules: How does it work?

Budget Assemblies

- Budget Assemblies will seek to reflect Vallejo’s diversity and include all segments of the community.
- The public will learn about the city budget and propose project ideas during the assemblies, including, but not limited to:
 - Two afternoon assemblies for youth,
 - One daytime assembly for seniors,
 - One Spanish-language assembly with interpretation in English,
 - One assembly focused on the Filipino community with interpretation in Tagalog
 - One assembly focused on the African-American community
 - Other assemblies will attempt to target areas where a fewer number of residents voted in the first PB cycle.
- The public will have the ability to submit project ideas online, through mail-in and email submission, and through community meetings. Anyone is welcome to attend the assemblies and propose project ideas.

Delegate Meetings

- All budget delegates must attend a delegate orientation session.

- At the delegate orientation sessions, each delegate will join a committee to discuss and develop project proposals for a certain issue area or demographic group.
 - Issue committees may include but are not limited to: Transportation, Public Health, Public Safety, Education, Parks & Recreation, Environment, Art & Culture, Housing
 - Demographic committees may be formed to ensure maximum participation from people who might not otherwise participate, including: Youth, Seniors, Spanish-Speakers, and members of the Filipino and African American communities. These committees will develop projects that specifically address the needs of their demographic group.
- Any residents of Vallejo, its unincorporated areas, *or* stakeholders in Vallejo - people who physically work in Vallejo, own a business in Vallejo, attend school in Vallejo, *or* are parents of children who attend school in Vallejo may participate.
- The Steering Committee and Budget Delegates will strive to minimize the total number of projects (i.e. combining projects that address a similar public need and vetting projects that do not meet the eligibility criteria and rules). As the City has limited staffing resources, a maximum of sixty (60) project proposals will be submitted to the City for final review. This number may be increased only at the discretion of the City Manager (i.e. two additional project proposals are prepared).
- After the City has reviewed the final project proposals, they may not be altered or combined, except under extraordinary circumstances as determined by the City Manager, or designee.

Project Expos

- There will be at least three Project Expos, including one in Spanish. At the Project Expos, budget delegates will present the final project proposals to the community. The Steering Committee will determine the final number of Project Expos.
- The Steering Committee will determine the maximum number of projects to be presented at the Project Expos.
- After the Project Expos, project proposals may not be altered or combined, except under extraordinary circumstances as determined by the City Manager, or designee.
- Participants will abide by the Campaigning Guidelines as determined by the Steering Committee and the City Manager, or designee.

Voting for Projects

- People are eligible to vote for projects if they:
 1. are at least 16 years old, *and*
 2. are residents of Vallejo or its unincorporated areas.
 - Budget delegates who have committed their time to the process and are under the minimum voting age as determined by the City Manager, or designee.



- Through these inclusive voter eligibility rules, the City of Vallejo aims to more deeply engage all Vallejo residents in the community and government.
- At the time of voting, voters must present proof that they satisfy the eligibility requirements. A comprehensive list of acceptable IDs will be publicized prior to the vote.
- Voting opportunities will take place on multiple days and in multiple locations. Each voter can vote on one occasion.
- Each voter may cast one vote per project. The Steering Committee will decide the number of total votes a voter may cast based on the following calculation: up to 20% of the total number of projects on the ballot rounded to the nearest whole number. Ex. 15% of 50 projects = 7.5 = 8 votes.
- No campaigning will be allowed at polling locations.
- The Steering Committee will determine the structure of the ballot with input from the City Manager, or designee.

Approval of Funding by City Council

- Upon completion of the public voting process, the results of the balloting will be brought before the City Council for consideration. The City Council will have the discretion to approve which projects are funded, the amount of funding, and conditions (if any) placed upon the use of approved funds.
- If there is a tie, subject to available resources and the discretion of the City or other agencies, Council will try to secure additional money to complete the tied projects. If this is not possible, the remaining funds will be split between the tied projects. If these projects cannot be completed with partial funds, the remaining money will go to the project with the next most votes that can be fully funded, or into a reserve fund.
- If the available funds do not cover the cost of the next highest vote-getting project, subject to available resources and the discretion of the City or other agencies, Council will try to secure additional money to complete the project. If this is not possible, the project will be partially funded. If the project cannot be completed with partial funds, the remaining money will go to the project with the next most votes that can be fully funded, or into a reserve fund.

Monitoring of Funded Projects

- After the vote, a monitoring committee of Steering Committee members and budget delegates will be established to monitor the implementation of funded projects.

Amendments

- The Steering Committee may propose changes to the Rulebook with approval from a quorum of the Committee, and final approval by City Council. The City Council may make changes to the Rulebook via a majority vote.

Roles & Responsibilities: Who does what?

There is a role for everyone in participatory budgeting, but different people have different roles and responsibilities, based partly on their stake in the community and their time commitment to the process. We encourage every community stakeholder to both participate and encourage others in the community to participate.

Vallejo Residents and Stakeholders

Anyone can participate in the process, even if they only come to one meeting or only vote.

- Identify local problems and needs
- Propose project ideas
- Volunteer to serve as budget delegates
- Mobilize Vallejo residents and stakeholders to participate
- Vote on project proposals, *if a Vallejo resident*

Budget Delegates

Budget delegates do the extra work necessary to turn community ideas into real projects.

- Discuss, categorize, and prioritize initial project ideas.
- Vet the initial list of project ideas against the eligibility check list. If project does not meet all criteria it will be struck from the list.
- Consult with Vallejo residents and stakeholders on project proposals.
- Develop full project proposals.
- Prepare project posters and presentations.
- Mobilize Vallejo residents and stakeholders to participate.
- Monitor project implementation.
- Evaluate the PB process.

Facilitators

Facilitators help residents participate effectively in budget assemblies and delegate meetings. They are neutral parties that do not advocate for particular projects.

- Facilitate group discussions and meetings, and ensure that all participants are able to contribute
- Serve as the main point of contact between the City Manager, or designee, and delegates, helping to coordinate communication and resolve conflicts
- Connect delegates with information and resources
- Ensure that notes are taken at meetings and distributed afterward
- Support delegates in researching, assessing and developing proposals, based on criteria that include feasibility, need and benefit

Workgroups

Steering Committee members, representatives of other organizations, and community stakeholders are welcome to help implement PB Vallejo by volunteering in the following workgroups:

- **Event Planning:** Help organize budget assemblies, delegate meetings, project expos and the vote, by securing venues, food, childcare, equipment, and other amenities.
- **Facilitation:** Help develop facilitation plans for assemblies and meetings, recruit and train facilitators, facilitate meetings, and develop meeting materials.
- **Outreach:** Help design and implement outreach plans, recruit and train outreach workers, and develop outreach materials.
- **Media:** Help generate media coverage, respond to media requests, and organize press events.
- **Online Participation:** Help plan, oversee, and promote the PB Vallejo website and opportunities for online engagement.
- **Resource Development:** Help pursue additional funding and resources for PB Vallejo.

City Manager Designee

The City Manager Designee will be the main person responsible for coordinating the PB process.

- Serve a point of contact between the City and the PB Process
- Coordinate PB outreach efforts
- Serve as staff liaison to the PB Steering Committee. Will enforce rules of order.
- Recruit and coordinate volunteers
- Create qualifications check-list based on this Rule Book
- Categorize project ideas
- Reserve space for assemblies and meetings
- Arrange food, childcare, and interpretation for assemblies and meetings
- Present information on the City's budget and past spending
- Distribute promotional materials
- Serve as liaison between PB participants and City
- Present final voter- approved project priorities to the City Council for consideration
- Present updates to the City Council

City and Agency Staff

- Assess feasibility and legality of project proposals
- Provide cost estimates for project proposals
- Offer feedback on project proposals

The Participatory Budgeting Project (PBP)

The City of Vallejo has contracted PBP, a non-profit organization, to support the City in designing and implementing PB Vallejo.

- Prepare PB Vallejo Rulebook
- Prepare educational and promotional materials
- Recruit PB Steering Committee Members
- Work with the City Manager’s Office to train and support the new City Manager Designee responsible for coordinating the PB process.
- Conduct trainings for participants
- Provide ongoing technical assistance to the City
- Assist City staff with facilitation of process milestones (budget assemblies, budget delegate meetings, project vetting, project expos, the vote, evaluation, and monitoring)
- Help categorize project ideas
- Assist with evaluation of the PB process

Vallejo City Council

- Establish the PB process
- Appoint the Steering Committee
- Appoint two alternates to the Steering Committee (one organization and one at-large) who will automatically fill vacant positions should they become available during the current PB cycle.
- Approve the Rulebook
- Approve funding for the projects prioritized by voters

City Council Liaisons

City Council will select two liaisons to the Steering Committee.

- Provide support to the Steering Committee
- Facilitate communication between the Steering Committee and City Council

Steering Committee

A Steering Committee coordinates PB Vallejo. The committee is composed of 21 members, including; a minimum of 14 civic organizations and a maximum of 7 at-large. The City Council shall appoint two alternate members to the PBSC who will not have member privileges unless they fill a vacancy that has become available. Steering Committee meetings will be held in compliance with the open meeting requirements of the Ralph M. Brown Act.

- Design and oversee the PB process
 - Distribute promotional materials
 - Promote PB in their organizations and at community events
 - Volunteer for at least 1/3 of assemblies, 1/3 of expos and 1/3 of voting sites, or recruit volunteers to meet these requirements
 - Steering Committee members will be assigned as liaisons to Budget Delegate committees, but may not participate as budget delegates
 - Recruit organizations and community stakeholders to workgroups
 - Mobilize Vallejo residents and stakeholders to participate
 - Facilitate budget assemblies and delegate meetings
-
- Assist City Manager Designee arrange food, childcare, and interpretation for assemblies and meetings
 - Help categorize project ideas
-
- Assist City Manager Designee present voter-approved project priorities to the City Council for consideration
 - Evaluate the PB process
 - Revise rules to the PB process
-
- Monitor project implementation

The Steering Committee includes representatives of civic, business, cultural, educational, and community organizations, all nominated by City Council. The Steering Committee designed this Rulebook and oversees Vallejo's PB process.

Steering Committee meetings are held in compliance with the open meeting requirements of the Ralph M. Brown Act. Whenever possible, the Steering Committee will make decisions by consensus. If consensus is not reached, decisions will be made by a formal vote and approved only by a quorum.

SC civic organization members must nominate a primary representative and a secondary representative, and provide names and contact information to the City Manager, or designee, via a letter pledging their interests. If the civic organization's primary representative cannot attend, the named secondary representative must.

PBSC members (civic organization and at-large) who do not attend three regular PBSC meetings in a 12-month period shall be disqualified from the PBSC and replaced by an alternate. However, if a PBSC civic organization secondary representative has met the attendance requirement, the PBSC civic organization remains a qualified member of the PBSC. If the primary representative has not met the attendance requirement they will be disqualified and the civic organization must submit a new letter nominating primary and secondary representatives to the PBSC. A City

Manager designee shall contact member civic organizations if two regular meetings are missed by either an organizational representative or the organization as a whole.

SC members will serve two (2) PB cycles. A cycle is defined as beginning before budget assemblies and ending after the vote.



Participatory Budgeting Vallejo



OFFICIAL BALLOT 2014

VOTING CODE: _____

VOTING INSTRUCTIONS:

- Enter your Voting Code in the space above
- All residents of Vallejo ages 16 and older may vote
- You may vote for up to five (5) projects
- You cannot vote for the same project more than once
- Ballots marked with more than five (5) votes are invalid and will not be counted
- Mark boxes clearly with an "X", a check mark "✓", or fill in the entire box "■"
- Use black or blue ink - ballots marked in pencil will NOT be counted.



Participatory Budgeting Vallejo

<input type="checkbox"/> <p>Vallejo Museum: Preserving Vallejo's Past The project will preserve artifacts, photos, and documents through the purchase of storage materials, conservation supplies, and museum-grade shelves. LOCATION: Vallejo Naval and Historical Museum at 734 Marin Street</p>	<input type="checkbox"/> <p>Special Fire Rescue Vehicle Replacement This project will replace the Fire Department's rescue vehicle that was put out commission two years ago with a new Technical Rescue Team Vehicle. LOCATION: City-Wide</p>
<input type="checkbox"/> <p>Improving School Meals Contract a chef or professional culinary consultant to improve the taste, appeal and cultural relevancy of school meals. LOCATIONS: Vallejo City Unified School District schools</p>	<input type="checkbox"/> <p>Improve Safety of Blue Rock Springs Park Install solar-powered parking lot lighting & extend lighting on the Sulphur Mountain Ridge hiking trail. LOCATION: Blue Rock Springs Park, parking lot & hiking trail</p>
<input type="checkbox"/> <p>Sidewalk Repair and Street Tree Preservation Funds will be used to repair sidewalks damaged by tree roots while preserving street trees. No tree removal will occur as part of this project. LOCATIONS: Vallejo owner-occupied homes who apply, awarded in order of date of submission</p>	<input type="checkbox"/> <p>Murals for Youth The project aims to inspire the youth by placing four murals on Vallejo City Unified School District sites. LOCATIONS: Four Vallejo City Unified School District school sites</p>
<input type="checkbox"/> <p>Equip an Electronics Lab at Vallejo High School Purchase Electrical Equipment to enhance electronics programming in the Engineering Academy at Vallejo High School. LOCATION: Vallejo High School</p>	<input type="checkbox"/> <p>The Herbert House - Waterfront Victorian Treasure Renovation & restoration including ADA compliance in bathroom and ramp, painting exterior/interior, landscape, parking lot asphalt & foundation repair. LOCATION: The Herbert House at 1 Kentucky Street across from the Vallejo Yacht Club.</p>
<input type="checkbox"/> <p>Pedestrian Crosswalk Safety and Traffic Calming Increase pedestrian safety in dangerous crosswalks by enhancing the capacity of Public Works to deploy traffic calming and crosswalk safety devices. LOCATIONS: Various locations throughout Vallejo, determined by traffic engineers</p>	<input type="checkbox"/> <p>A.B.C. Arts, Beautification, Community Development Strengthen neighborhood identity through community-involved beautification, art and architecture makeovers, murals, and downtown mobile tech tours. LOCATIONS: City-Wide, Waterfront, Downtown Arts & Entertainment District, Two Flat neighborhoods & Communities</p>
<input type="checkbox"/> <p>Improve Safety of Hanns Park Increase personal security with solar-powered parking lot lighting & trimming trees & undergo growth to allow visual inspection of the park's picnic area. LOCATION: Hanns Park general picnic area and parking lot</p>	<input type="checkbox"/> <p>Dual-Purpose Recycling/Trash Cans on Waterfront Dual-purpose trash receptacles would be installed in the high-usage Waterfront area for environmental, beautification, and health improvements. LOCATIONS: 1-mile radius along the main downtown Waterfront area</p>
<input type="checkbox"/> <p>Strike Up the Bands Will provide much needed new instruments to ALL High School & Middle School band programs in Vallejo allowing MORE students to participate in band. PARTNERS: VCLUSD, Bond Booster Programs at all 5 schools</p>	<input type="checkbox"/> <p>Commemorative & Memorial Waterfront Park Create a zero- or low-water use park that will memorialize our veterans, and commemorate the history and contributions of Vallejo and Mare Island. LOCATION: The barren end of Independence Park, on the waterfront between the Ferry Terminal and Brinkman's Marina, along Mare Island Wharf.</p>
<input type="checkbox"/> <p>Omega Boys & Girls Club Kitchen Project Install commercial kitchen equipment & appliances to provide nutrition/cooking education and allow senior meal preparation; also fix parking lot flooding. LOCATION: Omega Boys & Girls Club at 1 Positive Place</p>	<input type="checkbox"/> <p>Summer Youth Employment and Internship Program Provides Vallejo youth an opportunity to improve their futures by enhancing skills, increasing confidence, and gaining professional work experience. LOCATIONS: City of Vallejo, Vallejo City Unified School District, various local non-profit organizations</p>
<input type="checkbox"/> <p>Workforce Skills Development for Adults This project provides 300 Vallejo residents with FREE Computer Skills Training that will help increase their competitiveness in the job market. LOCATION: Vallejo Job Center at 440 Marin Street</p>	<input type="checkbox"/> <p>Restore the Mare Island Logo on the Blue Bridge We propose to fully restore the faded Mare Island Shipyard logo on the blue Causeway Bridge that goes onto Mare Island from Tennessee St. LOCATION: Mare Island Causeway Bridge</p>
<input type="checkbox"/> <p>Prioritizing Street and Pothole Repair-Repaving Improve traffic safety by enhancing the capacity of Public Works to repair and repave streets, particularly in areas of high need and increased risk. LOCATIONS: Various locations determined by traffic engineers using the Pavement Condition Index</p>	<input type="checkbox"/> <p>Community Branding of Vallejo A community-wide branding and marketing strategy to leverage Vallejo's unique assets in order to attract & retain visitors, residents and businesses. LOCATION: City-Wide</p>
<input type="checkbox"/> <p>Empower Vallejo Students via Boating An educational project that will change the way students discover Science, Math, Engineering, Technology and Art through a hands-on sailing program. LOCATIONS: VCLUSD Middle Schools, the Vallejo Yacht Club</p>	<input type="checkbox"/> <p>Help the Homeless Veterans, Seniors, Disabled & Kids Help the Homeless will provide life skills, vocational training, transitional help, medical and mental health referrals and recovery of the homeless. LOCATION: To Be Determined</p>
<input type="checkbox"/> <p>Waterfront Promenade: Ramp to Mare Island Causeway Waterfront Path Connection Ramp to Mare Island Causeway Provides Safe, Convenient, Wheelchair, Bicycle and Pedestrian access reducing vehicle conflict. LOCATIONS: Waterfront East Promenade near the Coast Guard, connecting to the sidewalk along the south side of the Mare Island Causeway @ Bridge to Mare Island</p>	<input type="checkbox"/> <p>3 in 1 Bike Lanes for Safety and Convenience! Increase striping and marking of bicycle lanes and routes along selected streets. LOCATIONS: Various locations throughout Vallejo determined by traffic engineers</p>
<input type="checkbox"/> <p>Improve Safety & Comfort of River Park Provide rest spots by adding benches along the waterfront path and increase personal security by installing solar-powered parking lot lighting. LOCATION: River Park walkways (part of the Bay Area Trail) from end to end and the River Park parking lot.</p>	<input type="checkbox"/> <p>Improve Safety & Comfort of River Park Provide rest spots by adding benches along the waterfront path and increase personal security by installing solar-powered parking lot lighting. LOCATION: River Park walkways (part of the Bay Area Trail) from end to end and the River Park parking lot.</p>





Participatory Budgeting Vallejo



PROJECT PROPOSAL GUIDE

Information to prepare & assemble prior to submitting a proposal

All project proposals must be submitted online using the City’s Formstack application process by July 18th. Before you can submit a proposal online, you will need to do 2 things:

1. Compile the necessary information required to complete the proposal (listed below)
2. Received a unique Proposal Submission Code from your facilitator that confirms your committee has voted to put the proposal forward for City vetting.

Your facilitators will provide the submission code and the link for online submissions once the committee is ready to move forward with submission – likely in late June.

However, so that complete and accurate proposals can be assembled, below is a list of the information required. Proposals with missing information or documentation that is not uploaded along with the proposal will cause delays, so make sure that everything is in order.*



TIP: If you need assistance with scanning documents for upload, have any questions about the form, or would like further clarification on any issue, PB Staff in the City Manager’s Office is here to help you!
 Will Morat, 707-648-4109, wmorat@ci.vallejo.ca.us
 Alyssa Alford, 707-648-4577, aalford@ci.vallejo.ca.us



REQUIRED INFORMATION

GENERAL

- Full names of all the delegates from your committee that worked on the proposal
- One e-mail address for the PB staff to send a confirmation that the proposal was received
- Project Title (max 72 characters)
- Unique 4-digit Proposal Submission Code (provided by your facilitator)
- Short Project Summary (1-3 sentence description of what your project is about)

PROJECT DETAILS

- Detailed project description (Be specific and use as much space as you need.)



TIP: If you have tables, graphs, charts or other data that support your description, you can upload this as a separate document in addition to completing a detailed description.

- What is the need and/or problem in the community? (1-2 paragraphs)

* Each bullet point in this guide will be separate question in the online application.

- How will the project address or solve this need and/or problem? (1-2 paragraphs)
- What kinds of benefits will this project create? (Mark all that apply)
 - Direct benefits to a specific group, community, or geographic area
 - Indirect benefits to specific groups, communities, geographic areas, or the City of Vallejo generally
- Describe how the groups, communities, geographic areas, or the City of Vallejo will benefit from this project (1-2 paragraphs)
- Describe the potential challenges and/or obstacles for this project (1-2 paragraphs)

PROJECT PARTNERS & IMPLEMENTING ENTITIES



TIP: The online application only allows for 2 partners. If you have more than 2, make sure to include **all** the following information **for every partner, non-profit, or public agency that will be involved in the project** on a separate document. The application has a field where you can upload this document under “Additional Partners.”

- How many implementing partners does the project require?
 - 1
 - 2 or more
- Who will implement the project? (Mark all that apply)
 - The City of Vallejo
 - A non-profit organization
 - A public agency (e.g., VCUSD, GVRD, Solano County, etc.)
 - A religious organization
 - Other: _____
- Have the implementing entity/entities reviewed the proposal? (Even non-City of Vallejo partners and agencies involved must review the proposal prior to submission.)
- Will the project be implemented on public or private property?
- Does the partner own or lease the property where the project will occur?



IF THE PARTNER IS NOT THE CITY OF VALLEJO, PLEASE COMPLETE THE FOLLOWING FOR EACH PARTNER:

- Partner name, phone, and e-mail

IF PARTNER IS A NON-CITY PUBLIC AGENCY (GVRD, VCUSD, Solano County, etc.):

- Describe the in-kind contribution to be provided by the public agency. This could be staffing, administration, ongoing maintenance, etc.



TIP: The City of Vallejo, non-profit organizations, and religious organizations do **NOT** need to provide an in-kind contribution

IF PARTNER IS NON-PROFIT, RELIGIOUS ORGANIZATION, OR OTHER:

- Upload a copy of the organization’s IRS 501(c)3 registration letter
- Upload a copy of the organization’s pro forma financial statement for the current year (or accounting of operating costs, revenues & expenses)
- Describe the organization’s structure. Include a description of the board of directors and key staff members, specifically noting any board members staff – volunteer or paid – that are serving in your committee.

BUDGET & COST ESTIMATION



TIP: Participatory Budgeting funding typically only covers "hard costs" for projects (i.e., materials, skilled labor, etc.). However, most projects will also likely have other expenses ("soft costs") that arise during implementation, such as ongoing utilities/maintenance, environmental review, permits, etc. Your proposal will need to consider both of these costs and plan for how they will be covered.

- How much total funding is the project requesting from Participatory Budgeting (not to exceed \$2.4 million)?
- Upload an itemized budget for the entire project (You should develop a spreadsheet or table on Microsoft Word or Excel that outlines your itemized budget).



TIP: Per Vallejo's Municipal Code Article XI, Section 1101, all wages for skilled labor must be set at prevailing wage

- What type of project is this?
 - Capital Improvement (e.g., constructing a building or structure, renovating/remodeling an existing structure, creating physical infrastructure, etc.)
 - Program and/or Service (e.g., after-school programs, resource centers, job training, etc.)
 - A combination of capital improvement & program and/or service



- Describe the project timeline/schedule.
 - You may also attach a detailed timeline schedule as a separate document if already prepared.

IF THE PROJECT HAS A CAPITAL IMPROVEMENT ASPECT:

- Upload one (1) complete bid from a licensed contractor for any work that requires skilled labor

IF THE PROJECT REQUIRES THE PURCHASE OF ANY MATERIALS OR EQUIPMENT IN ADDITION TO THAT PROVIDED BY A LICENSED CONTRACTOR:

- Upload material and equipment cost estimates from a vendor and/or implementing partner (e.g., labor estimate from GVRD, quote for material from Home Depot)

SOFT COSTS

- Provide a specific cost estimate and name of the project partner who will absorb the following costs typically not covered by PB funding:

<input type="radio"/> Utilities	<input type="radio"/> Environmental Review
<input type="radio"/> Staffing/Administration	<input type="radio"/> Design/architecture
<input type="radio"/> Insurance	<input type="radio"/> Permits
<input type="radio"/> Maintenance	<input type="radio"/> Other: _____
<input type="radio"/> Professional Consultants	



Participatory Budgeting Vallejo



Help the Homeless Veterans, Seniors, Disabled & Kids

Help the Homeless will provide life skills, vocational training, transitional help, medical and mental health referrals and recovery of the homeless.

Implementer:	City of Vallejo
Cost:	\$ 588,000
Location:	To be determined



Who Benefits: Homeless veterans, seniors, disabled and kids will directly benefit from this project but the entire Vallejo community will benefit from the overall help this project will provide.

Detailed Project Description: Vallejo has over 250 homeless veterans, seniors, disabled and kids. Vallejo has NO homeless shelter OPEN to help them. Give our homeless the kind of help they can really use VOTE for "HELP THE HOMELESS" and Give our friends in need a chance Together, We Can!

Committee: At-Risk Populations



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



Improving School Meals

Contract a chef or professional culinary consultant to improve the taste, appeal and cultural relevancy of school meals.

Implementer: Vallejo City Unified School District (VCUSD)

Cost: \$ 18,000

Location: Vallejo City Unified School District Schools



Who Benefits

All VCUSD students are able to participate in the District’s meal programs; all students can directly benefit. This benefits the larger community via a healthier workforce and less dependence on public healthcare funds.

Detailed Project Description

This project is aimed at improving the health of our youth. Everyone agrees school meals should be improved. The community wants healthier students and students want more appealing meals. While strict health guidelines are maintained by the district, students are not fully utilizing the programs available, instead eating unhealthy, outside options. This program would provide a culinary professional to bridge the gap between healthy and appealing. This professional would:

- Develop recipes for the use in the school meal programs that meet the nutritional guidelines for school meals, are culturally relevant and most importantly are appealing to students.
- Train the Student Nutrition Services staff to enhance their culinary skills.

Committee: **Education**





Participatory Budgeting Vallejo



Summer Youth Employment and Internship Program

Provides Vallejo youth an opportunity to improve their futures by enhancing skills, increasing confidence, and gaining professional work experience.

Implementer: City of Vallejo, Vallejo City Unified School District

Cost: \$ 186,000

Location: City of Vallejo, Vallejo City Unified School District, various local non-profit organizations



Who Benefits

56 Vallejo youth (high school and college age) will directly benefit from this opportunity, as well as local non-profits, city departments and the school district.

Detailed Project Description

Paid internships improve the participants' future work marketability by giving them experience in a professional setting. High school students will intern at the school district & nonprofits while college age students will work in our city government's various departments.

Committee: **Employment & Training**



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



Prioritizing Street and Pothole Repair-Repaving

Improve traffic safety by enhancing the capacity of Public Works to repair and repave streets, particularly in areas of high need and increased risk.

Implementer:	City of Vallejo
Cost:	\$ 1,000,000
Location:	Various locations determined by traffic engineers using the Pavement Condition Index



Who Benefits

This project benefits the City through improved appearance and public safety. Reductions in auto accidents and trip-fall hazards for pedestrians, as well as lessened expenses from poor road conditions benefit all.

Detailed Project Description

Funds for pavement preservation will allow Public Works to address streets already identified as needing attention, potentially saving money in the long-term.

Committee: **Transportation & Safety**



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



Sidewalk Repair and Street Tree Preservation

Funds will be used to repair sidewalks damaged by tree roots while preserving street trees. No tree removal will occur as part of this project.

Implementer:	City of Vallejo
Cost:	\$ 162,000
Location:	Vallejo owner-occupied homes who apply, awarded in order of date of submission



Who Benefits

All Vallejo neighborhoods will benefit, which, in turn, will contribute to healthy communities in our city. Individual homeowners will benefit by the repair of hazardous sidewalks adjacent to their property.

Detailed Project Description

This project will be implemented at no cost to the resident homeowner. Priority will be given to low to moderate income households. The Department of Public Works will determine which sidewalks will be repaired. Permit fees will be waived.

Committee: **Transportation & Safety**





Participatory Budgeting Vallejo



Strike Up the Bands

Will provide much needed new instruments to ALL High School & Middle School band programs in Vallejo allowing MORE students to participate in band.

Implementer:	VCUSD, Band Booster Programs at all 5 schools
Cost:	\$ 90,000
Location:	Jesse Bethel & Vallejo High Schools; Franklin, Hogan & Solano Middle Schools



Who Benefits: Students at all 5 schools will benefit from better band programs, especially band members. Studies show that participation in music programs increase a student's overall academic achievement, benefiting all Vallejo.

Detailed Project Description: New instruments will breathe new life into our band programs. Over the last 20 years music and the arts have been greatly cut back in our public schools, so that a large percentage of the cost of band programs has been borne by the students themselves and their parents.

Committee: **Education**



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



A.B.C. Arts, Beautification, Community Development

Strengthen neighborhood identity through community-involved beautification, art and architecture makeovers, murals, and downtown mobile tech tours.

Implementer:	Vallejo Community Arts Foundation (VCAF)
Cost:	\$ 96,000
Location:	City -Wide locations. Waterfront, Downtown Arts and Entertainment District, and Two-Pilot Neighborhoods and Communities



Who Benefits: All of Vallejo will be able to enjoy and benefit. Helping establish The Arts and Entertainment District and our neighborhoods in a new light. Benefits: Tourism, jobs, economic development, and enhancing the city's image.

Detailed Project Description: 5 city-wide projects targeting 17 sites will involve artists, architects, and Vallejo neighborhoods and downtown in a partnership process. These beautification projects will create tangible symbols of community pride and instill leadership skills and sense of ownership.

Committee: **Arts & Community**



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



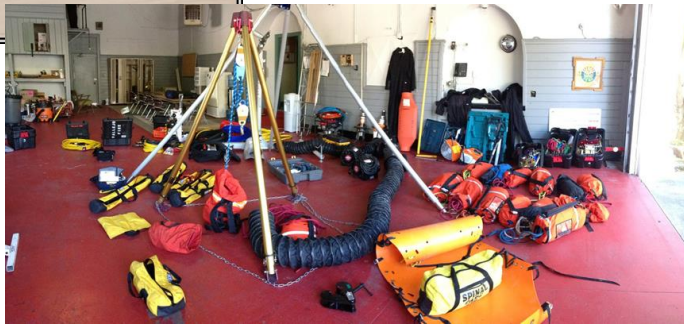
Special Fire Rescue Vehicle Replacement

This project will replace the Fire Department's rescue vehicle that was put out commission two years ago with a new Technical Rescue Team Vehicle.

Implementer: City of Vallejo Fire Department

Cost: \$ 488,000

Location: Citywide



Who Benefits

The entire community will benefit from efficient rescue operations. Best utilization of firefighter personnel by having air tank filling capabilities at fire scenes, and safer operations during dark conditions.

Detailed Project Description

This project is to acquire a Technical Rescue Team Vehicle (TRTV) that will fill the vacuum left when the old rescue truck and air filling unit were taken out of service. The proposed TRTV will have an air compressor capable of filling air tanks so fire personnel at the scene don't have to run to the only firehouse capable to fill tanks in the city. The rescue vehicle will also be equipped with lights for safer night operations improving safety for our fire fighters and victims. Rescue truck carrying all rescue equipment necessary to an emergency, mobile air filling station, and specialized lighting system; all together means serving our community efficiently and safer for all..

Committee: **Transportation & Safety**



Participatory Budgeting Vallejo