

# Participatory Budgeting in Vallejo:

## Innovation in Democracy & Community Engagement

*A Summary of Cycle 1*



Office of the City Manager • City of Vallejo • California  
February 2014

*When I first heard about Participatory Budgeting and that the City Council had approved this innovative program for Vallejo, I was excited to apply and become a member of the Steering Committee. In a 37-year career managing budgets, I always wanted to see a budget process that reflected stakeholder and community interests, as opposed to one driven by special interests.*

*The projects placed on the ballot and those receiving the greatest number of votes truly represented a group of projects that reflected the interests of all groups in Vallejo and the needs in our community. Progress can be seen in real benefits that include enhancing the quality of life, increasing civic pride, and building a model for improving relationships between community and City government.*

*With President Barack Obama's "Open Government Action Plan" recognizing Participatory Budgeting as one of five highlighted initiatives to make government more open and accountable to its community, the City of Vallejo is leading the nation in innovative and collaborative government. This approach would have never happened 20 years ago. Utilizing Participatory Budgeting has established a fundamental change in how the community and City will work together now, and in the future. To be a part of this and the potential it brings to address the real needs of our city makes me excited to be living in Vallejo and supporting our community in the years ahead.*

*– John De La Torre,  
Vallejo Resident &  
Participatory Budgeting Steering Committee Member*

## **Vallejo City Council**

- Osby Davis, Mayor
  - Bob Sampayan, Vice Mayor
  - Jesus “Jess” Malgapo, Councilmember
  - Robert H. McConnell, Councilmember
  - Katy Miessner, Councilmember
  - Rozzana Verder-Aliga, Councilmember
  - Pippin Dew-Costa, Councilmember
- 
- Stephanie Gomes, Vice Mayor *(December 6, 2005 – January 7, 2014)*
  - Erin Hannigan, Vice Mayor *(December 4, 2007 – December 28, 2012)*
  - Marti Brown, Councilmember *(December 1, 2009 – January 7, 2014)*
  - Hermie R. Sunga, Councilmember *(December 6, 2005 – January 7, 2014)*

## **City Manager**

- Daniel E. Keen

## **Participatory Budgeting Steering Committee**

- Joey Lake, Better Vallejo (Chair)
- Lynda Daniels, Vallejo NAACP (Vice-Chair)
- Cris Villanueva, Filipino-American Chamber of Commerce
- Dennis Albright, Greater Vallejo Recreation District
- James Eggert, Heritage District Neighborhood Watch
- Jesus Malgapo, Filipino-American Retired US Armed Forces Association
- John DeLaTorre, Belvedere Homeowners Association
- Johnny Walker, Solano Association of Realtors
- K. Peter Livingstone, Hillcrest Park Homeowners Association
- Karen McKeivitt, Parkview Terrace Neighborhood Association
- Katy Miessner, Vallejo Heights Neighborhood Association
- Marisela Barbosa, Solano Hispanic Chamber of Commerce
- Mike Browne, Vallejo Convention and Visitors Bureau
- Pam Keith, Solano Community College
- Paul Norberg, Hiddenbrooke Property Owners Association
- Peggy Cohen-Thompson, Solano County Black Chamber of Commerce
- Pelton Stewart, Vallejo Sister City Association
- Pippin Dew, Vallejo Chamber of Commerce
- Robert Wolf, Florence Douglas Senior Center
- Rozzana Verder-Aliga, Filipino Community of Solano County

***Participatory Budgeting Vallejo***

*would like to acknowledge the support, guidance, assistance and expertise offered by:*

*The Davenport Institute at Pepperdine University School of Public Policy*

*Student researchers at Pepperdine University*

*The Goldman School of Public Policy at University of California, Berkeley*

*Student researchers at University of California, Berkeley*

*The New America Foundation*

*The Participatory Budgeting Project*

*and*

*The Residents of Vallejo,*

*who, with their participation, dedicated themselves to improving their city  
and building a stronger democracy.*

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## TABLE OF CONTENTS

Summary . . . . .	6
Part I: Introduction & Background . . . . .	8
Part II: Overview of the Process . . . . .	9
Part III: Participation . . . . .	15
Part IV: Outcomes . . . . .	21
Part V: Key Factors for Success . . . . .	24
<i>Appendix A: Organization Members of the PBSC . . . . .</i>	<i>26</i>
<i>Appendix B: PB Rulebook . . . . .</i>	<i>27</i>
<i>Appendix C: 2013 PB Ballot . . . . .</i>	<i>34</i>
<i>Appendix D: Eligible Voter Identification . . . . .</i>	<i>36</i>

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## SUMMARY

On April 17, 2012 the Vallejo City Council established the first city-wide Participatory Budgeting (PB) process in the United States. Through PB, the community was invited to help decide how to spend \$3.2 million in revenue generated by the Measure B sales tax – a voter-approved 10-year, 1-cent sales tax increase authorized in November, 2011.

The PB Steering Committee and the Vallejo City Council established three clear goals for PB in Vallejo:

1. **Improve the City of Vallejo**
2. **Engage the Community**
3. **Transform Democracy**

After completing the first Cycle of PB, the Vallejo City Council, City Staff, members of the PB Steering Committee, and community volunteers evaluated the process, participation, outcomes, and progress in reaching the three goals.

### **Goal 1: Improve the City of Vallejo**

PB aimed to enhance the quality of life in Vallejo by developing projects that solve real problems, and create strong and healthy communities by building a new spirit of civic pride and raising the profile of Vallejo on the regional, state and national levels.

 ***Outcome: VERY SUCCESSFUL***

From over 800 project proposals generated by community members, 33 projects were developed and placed on the ballot. After a public vote, 12 projects with the most votes received funding, all of which solve real problems, including:

- Infrastructure repairs for streets, parks, community centers, street lighting, city clean-up and small business grants addressing blight, ADA requirements, and seismic standards.
- Services and programs for college scholarships, community gardens and nutrition education, support for school libraries and equipment for the science, technology, engineering, arts and math (STEAM) program at middle schools, and support for a low and no cost spay neuter program.

### **Goal 2: Engage the Community**

PB in Vallejo was created to ensure that all members of the community have a voice, and to engage those who are traditionally underrepresented in politics, who face obstacles to

participating, or who feel disillusioned with the political process, and increase public involvement in civic life.

 **Outcome: SUCCESSFUL**

Targeted outreach succeeded in bringing out proportional representation from most of Vallejo’s demographic groups, especially youth, who participated in higher-than-expected numbers. Ethnic groups, populations from different income levels, unregistered voters, and residents who reported no previous contact with their local government officials were represented in the different phases of PB.

Most striking was the overall high turnout of PB voters when compared to other regions in the U.S. who have instituted a PB process; Vallejo had the highest proportion of voters when compared to total population – higher than longer-established PB programs in Chicago and New York.

*“When I saw how many people were actively engaging in the community, I realized [it] was worth far more than whatever we end up spending the \$3 million on. Genuine community engagement is priceless.”*

*-- Kim Thomas,  
Budget Delegate*

**Goal 3: Transform Democracy**

PB was instituted in Vallejo to empower residents 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.

 **Outcome: SUCCESSFUL**

At each stage of the PB process the number of people who became involved increased. By design, the Participatory Budgeting model used in Vallejo was built to bring together people who had never met before with the focus on listening, learning and sharing experiences and project ideas that would benefit Vallejo. Assembly attendees and budget delegates expressed their support for PB and overwhelmingly reported overall satisfaction and rewarding experiences.

When the voter approved projects were presented to the City Council for consideration, there was a standing room only crowd excited to see that the projects they voted on were going to be approved by the City Council.

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## PART I: INTRODUCTION & BACKGROUND

### 1.1 What is PB?

Participatory Budgeting (PB) is a democratic process in which community members directly decide how to spend part of a public budget. It enables taxpayers to work with government to make the budget decisions that affect their lives. PB is a different way to manage public money and to engage people in government.

*Participatory Budgeting  
is a different way to  
manage public money  
and to engage people in  
government.*

There are four major steps in this structured process:

1. **Budget Assemblies** – Residents and other stakeholders brainstorm ideas that will have a public benefit
2. **Budget Delegates** - Subsets of the residents develop the brainstormed ideas into specific proposals that residents will vote on.
3. **Voting** - Residents vote on the specific proposals on the ballot.
4. **Funding and Implementation** - The projects receiving the greatest number of votes are funded up to the amount that is available and the projects are implemented, providing quality of life improvements for residents.

### 1.2 Participatory Budgeting in Vallejo

In November 2011, on the heels of the City of Vallejo’s emergence from Chapter 9 Bankruptcy protection, the voters in Vallejo narrowly passed a 1% sales tax titled “Measure B” to enable the City to provide a greater depth of public services. Residents of Vallejo who wanted to participate in determining how to spend the additional \$11 million in city revenue caught the ear of Vallejo City Councilmember Marti Brown, who proposed that Vallejo utilize the PB process.

On April 17, 2012, the Vallejo City Council established the first city-wide PB process in the United States. Through PB, the community was invited to help decide how to spend 30% of the revenue generated by the Measure B sales tax - approximately \$3.2 million – collected over a 15 month period from April 1, 2012 through June 30, 2013. The program was approved by the City Council on a 4 to 3 vote, with an additional allocation of \$200,000 to manage the process.

The City contracted with the non-profit Participatory Budgeting Project, Inc. (PBP) to coordinate Vallejo’s efforts with staff supervision under the Office of the City Manager. PBP helped design Vallejo’s process to meet local needs, issues, and interests. The Vallejo City Council approved the establishment of a Steering Committee composed of local civic organizations that could reach out to their constituents and the community-at-large to ensure an inclusive process. The



PB Steering Committee (PBSC), PBP, and City Staff developed a Rulebook approved by the City Council, which described the process, established goals, created a timeline of key phases, identified roles and responsibilities, and defined project eligibility criteria for funding.

### 1.3 Snapshot of Vallejo

Vallejo is a mid-sized California city with a population of approximately 117,000, located at the north end of the San Francisco Bay region and situated on the waterfront of the Napa River and the Carquinez Strait. Just 32 miles north of San Francisco, Vallejo is home to Mare Island, the nation’s oldest naval base west of the Mississippi until it was decommissioned in 1996.

Median Age	38 years
Population with at least a 4-year degree	24%
Median household income	\$61,481

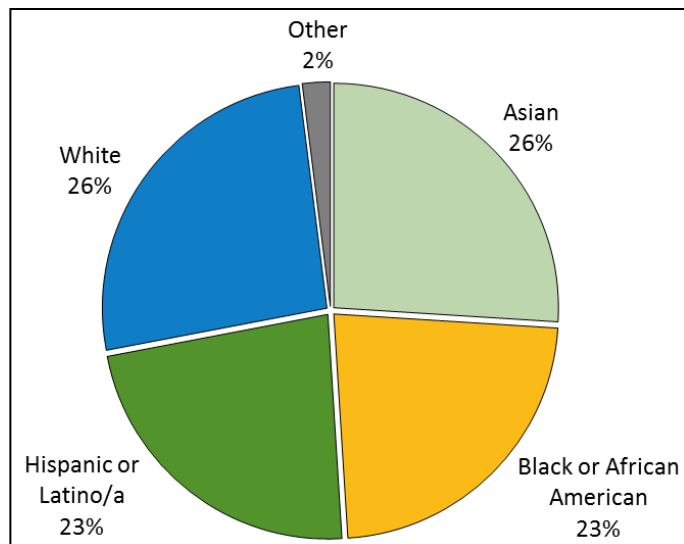


Figure 1 Vallejo Demographics SOURCE: 2007-2011 ACS Data

## PART II: OVERVIEW OF THE PB PROCESS

### 2.1 The Participatory Budgeting Steering Committee (PBSC)

In order to ensure that the PB process in Vallejo represented the city’s diverse population, values, and priorities, a Participatory Budgeting Steering Committee (PBSC) was created to draft a PB Rulebook, plan public meetings, and conduct outreach with diverse communities. The Steering Committee worked with PBP to conduct PB Vallejo with transparency, fairness, and inclusiveness. An open call for PBSC applications was issued by the City of Vallejo, with more than 80 civic organizations within the city encouraged to apply. The City Council formally appointed a committee of 20 members (*See Appendix A for a list of organizational members of the PBSC*).

## 2.2 The PB Rulebook

One of the first and most important tasks was to develop the PB Rulebook that would guide the process, including: the adoption of goals, establishment of project eligibility criteria, creation of a timeline, and an outline of key roles and responsibilities for all stakeholders. Based on a comprehensive understanding of local needs, issues, and interest, the PB Rulebook was developed by the PBSC and PBP, presented to the City Council for consideration by City Staff, and formally approved by City Council in September 2012 (*See Appendix B for the complete PB Rulebook*).

## 2.3 Eligibility

Both capital infrastructure projects and programs or service projects were eligible. However, because PB projects are funded with tax revenue, it was important to outline eligibility criteria:

- ✓ **Projects must benefit the public.**
- ✓ **Projects must be a one-time expenditure.** Since each PB cycle is distinct and has a finite budget allocation, all projects must be able to be completed with funds from a single year's PB process.
- ✓ **Projects must be implemented by the City of Vallejo, or in collaboration with any public agency, non-profit organization, or religious institution.** Projects implemented by non-city public agencies must also include financial or value in-kind contributions.

## 2.4 Timeline

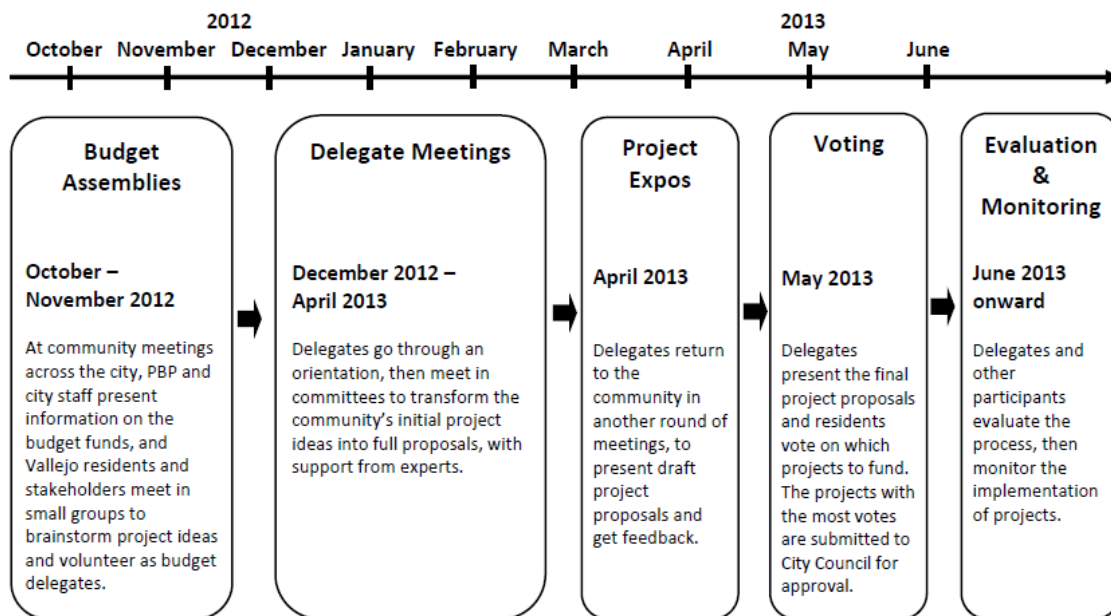


Figure 2 PB Vallejo Cycle 1 Timeline

## 2.5 Budget Assemblies

A total of nine (9) Budget Assemblies occurred from October through November 2012. These community meetings, open to all members of the public (regardless of age), had a dual purpose: 1) to introduce Vallejoans to the concept, process and goals of PB, and to provide general information on the city budget, and 2) to collect ideas from members of the public on possible projects. Trained residents volunteered



Figure 3 Budget Assembly in Vallejo

as small group facilitators, carefully recording all ideas submitted during a brainstorming session. Community members could also submit their project ideas online.

Budget Assemblies provided an opportunity to recruit volunteers who would later serve as Budget Delegates during the next stage of the process, and targeted populations and groups in Vallejo to assure full participation, with some specifically focused on youth and non-English speaking populations.

## 2.6 Delegate Process

*“The whole idea of the community coming together and making decisions on money to improve Vallejo was the biggest pull for me.”*

*-- Shawneen Nicholson,  
Budget Delegate*

All of the ideas submitted during the Budget Assemblies and online were categorized into six themes, each forming a separate Issue Committee:

1. Education
2. Streets & Transportation
3. Parks & Recreation
4. Community & Culture
5. Public Safety
6. Economic Development

In addition, some Demographic Committees representing youth and Spanish-speaking populations were formed to target specific populations and encourage representation from groups that might otherwise not participate.

After an orientation, Budget Delegates (volunteers from the community) chose which issue or demographic committee they wanted to serve on. An intensive process ensued – sifting through ideas, combining similar projects, verifying eligibility, and working with various City of

Vallejo departments and private contractors – to identify the scope of work and determine project costs. Project proposals were then submitted to City staff for final review.

## 2.7 Project Expos

Three Project Expos provided an opportunity for the community to learn about the proposals that had been developed from initial ideas submitted by residents. Participants were able to ask questions and provide feedback to budget delegates presenting each proposal. Project displays were limited in scope and size, similar to a science fair, and Spanish interpretation was offered. More than 500 residents attended.



Figure 4 Project Expo in Vallejo, 2013

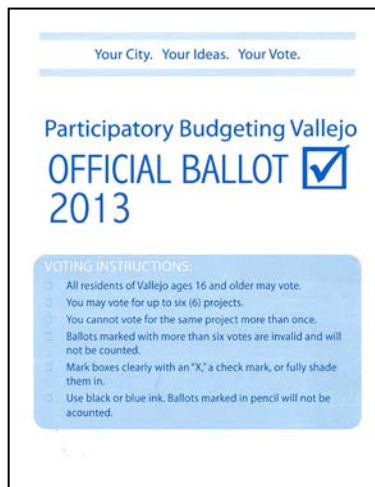


Figure 5 2013 PB Vallejo Ballot

## 2.8 Vote

During the week of May 11-18, 2013, at multiple polling sites around Vallejo, verified residents of Vallejo (or unincorporated areas) who were at least 16 years old were able to vote for the projects they wished to see funded. Each voter was allowed six (6) votes on a ballot that included 33 projects, with no more than one vote allowed per project (*See Appendix C for 2013 Sample Ballot*). The inclusive voter eligibility rules were aimed to more deeply engage all Vallejo residents in their community and government (*See Appendix D for Eligible Voter Identification*). Results from the vote were released on Sunday, May 19, 2013.

## 2.9 City Council Approval & Funding

Upon completion of the public voting process, the results of the balloting were brought before the City Council for consideration on May 28, 2013. The 12 projects with the most votes were recommended for approval, going through the list in order of votes received until the \$3.28 million allocation was exhausted. The City Council accepted the project proposals and requested that staff return with a complete implementation analysis and plan. Over the following months, the City Council approved and funded each project, including conditions (if any) placed upon the use of approved funds.

Each project was presented to the City Council under separate resolution between July and October 2013. Projects with intricate planning issues, potential eligibility problems, or requiring further development were reviewed by City Staff and changes were made where necessary with the intent to retain the projects' original intention.

## 2.10 Stakeholders

PB is a resident-driven process, relying heavily on community volunteers, organizations and grassroots outreach to maximize participation, inclusivity, and impact (*See the Rulebook in Appendix B for complete stakeholder roles & responsibilities*).

1. **Vallejo Residents and Stakeholders**
  - Identify local problems and needs, propose project ideas, vote on proposals
2. **Budget Delegates (community volunteers)**
  - Discuss and prioritize initial project ideas, develop full proposals
3. **Steering Committee (PBSC)**
  - Design and oversee the PB process, volunteer recruitment & coordination
4. **Workgroups (community volunteers)**
  - Organize event planning, facilitators, outreach, media contacts, and resources
5. **The Participatory Budgeting Project (PBP)**
  - Facilitate/provide materials for volunteers, offer technical assistance
6. **Vallejo City Council**
  - Establishes the PB process, appoints the PBSC, considers final project funding
7. **City staff**
  - Provide program oversight, assess feasibility of proposals, provide cost estimates

## 2.11 Outreach

Many outreach efforts were aimed to engage all Vallejo residents, including newspaper ads and mailers. PB organizers (PBSC, volunteers, PBP, City Staff) also targeted and mobilized hard-to-reach populations, including:

- Low-income
- Ethnic minorities
- Immigrants
- Native speakers of languages other than English
- Youth
- Senior citizens

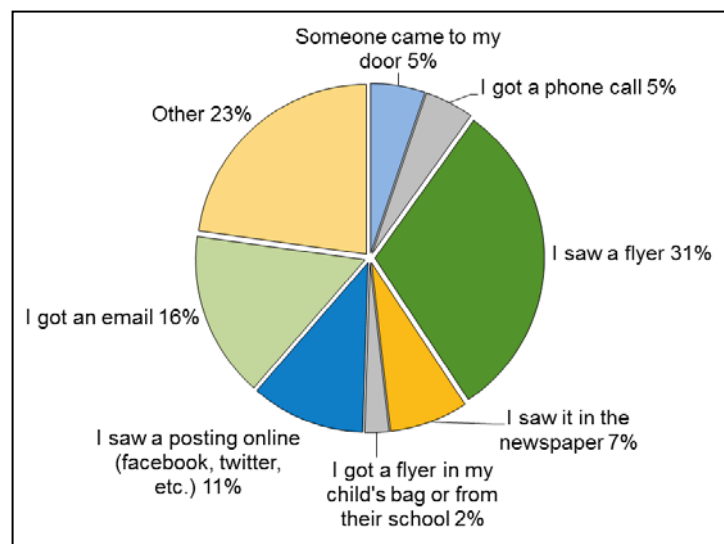


Figure 6 Sources of information among Assembly attendees

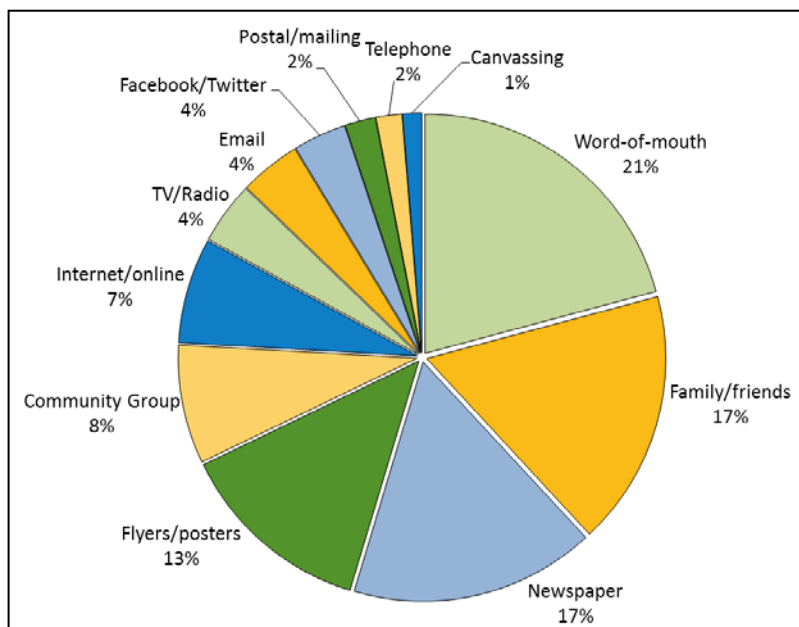


The PB Rulebook called for engaging demographic groups that otherwise typically do not demonstrate proportional representation in municipal activities. One budget assembly was conducted in Spanish (with English interpretation) and two budget assemblies offered Spanish interpretation, in addition to Project Expos. All printed material (flyers, training guides, ballots) were also provided in Spanish. Members of the PBSC approached their respective organizations, which often were representative of specific demographic groups within Vallejo (NAACP, Filipino Community of Solano County, and more). Onsite childcare was available at seven assemblies and all three Project Expos.

Outreach aimed at increasing attendance/participation at budget assemblies and voter turnout included long-proven grassroots strategies, including tables at community events, flyering in high-traffic areas, neighborhood canvassing (door-to-door) in targeted neighborhoods, phone banking (using PBSC organizational member lists), presentations to community meetings, posting of materials/flyers in public places and places of business, lawn signs, and citywide mailings (through the Greater Vallejo Recreational District seasonal mailer).

Traditional media was also utilized, with minimal expenditures for local newspaper and television ads. However, the uniqueness of the PB process and Vallejo’s innovative approach generated much “free” press coverage locally, regionally, and nationally. Non-traditional media was highly influential, especially in turning out youth, including social media sites (Facebook, Twitter, Instagram). The City of Vallejo assisted with press release dissemination and provided updates to subscribers via the City Manager’s Bi-Weekly Report, Vallejo News electronic newsletter and the Measure B Status Report.

Survey data revealed that voters received most of their information about PB from family, friends, and word-of-mouth, differing from assembly attendees who primarily got their information from flyers or online material. This suggests that outreach methods early in the process were effective and became viral, spreading among community members once primary sources of information and facts were well-publicized.



**Figure 7 Source of Information for PB Voters**

Relationship building was critical throughout the process. PBSC members worked diligently to build and expand networks, create new relationships with other community members and

organizations, and establish trust to build PB from the ground up. While traditional blanketing methods were effective, it was the personal and professional relationships between PB volunteers, organizers, and the community that resulted in resident turnout and participation. For this reason, contact information was collected whenever possible, including budget assemblies, PB events, tabling, and canvassing/phone banking. Using repetitive contact (reminders, updates, emails) helped reinforce messaging and encouraged participation on all levels.

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## **PART III: PARTICIPATION**

In order to gauge representative participation and general trends, views, opinions and participant civic knowledge, the City of Vallejo closely tracked and monitored various aspects of participation in each phase of the PB process, using anonymous surveys, exit interviews, and providing avenues for public feedback. All data is taken from surveys and informational interviews conducted by the City of Vallejo, PBP, or contracted researchers, and compared for statistical significance ( $p=0.01$ ) with 2010 Census Data, 2011 & 2012 Solano County Voter Registration data, and/or 2007-2011 ACS Data.

### **3.1 Budget Assembly Attendees**

During the Budget Assembly phase of PB Vallejo, 809 people participated, with at least 518 people attending Budget Assemblies, and an additional 291 participants who submitted ideas via Mindmixer, an online idea submission platform. The average attendance at each of the nine Budget Assemblies was 58, and assembly attendees submitted an average of 1.5 ideas. In total, more than 829 project ideas were submitted through the first phase of the process.

*Participatory Budgeting Assemblies offered new avenues to people to interact with issues of local importance outside of traditional channels.*

Survey data demonstrated that the majority of Budget Assembly participants were active in their community, engaged with their local government, and had long-term vested interests in the city. Nearly half of assembly attendees had lived in Vallejo for more than 15 years, and 61% reported voting in all local elections (this figure rose to 74% after controlling for youth participants who were not eligible to register to vote). More than 11% of assembly attendees were over 18 years of age but *not* registered to vote, suggesting that PB engaged residents typically not involved in civic affairs.

More than 40% of attendees reported having contacted a politician or civil servant within the previous year, and approximately two-thirds had previously worked with other Vallejoans to solve community issues. African Americans, Hispanics, and residents younger than 35 years of age who participated in assemblies were less likely to have interacted with their government officials, suggesting that PB offered new avenues to people to interact with issues of local importance outside of traditional channels.

Only 8.3% reported knowing “a lot” about how the City of Vallejo spends and raises money, compared with one-third who knew “very little.” Yet while a lack of budgetary knowledge could inhibit engagement and participation, 92% of assembly attendees spoke and shared project ideas during meetings.

### 3.2 Budget Delegates

Over the course of nine budget assemblies, more than 200 attendees expressed interest in becoming a budget delegate and working closely with a committee of their peers to transform ideas into concrete proposals. Out of that initial group, 115 community volunteers completed the orientation and were active delegates throughout the process. In addition to the Issue Committees, there were nine youth under the age of 18 who served on a Youth Committee and eight delegates who served on the Spanish Language Committee.

*“Our committee learned more about the challenges city departments face with limited funds and high expectations.”*

*-- Patricia Kutza,  
Budget Delegate*

Survey data demonstrated that the majority of Budget Delegates were active in their community, engaged with their local government, and had long-term vested interests in the city. More than half of delegates had lived in Vallejo for more than 15 years, and 50% had contacted a local politician or civil servant within the previous 12 months. Nine of every 10 delegates believed they could have at least “some influence” over local government.

Overall, the budget delegate process demonstrated greater representation among the major categories (income, gender, age, etc.) when compared to the assembly attendees, reflecting a concerted effort on the part of the PB outreach strategy to engage all communities. After the delegate phase, delegates reported knowing more people in their community and increased likelihood of volunteering to solve community problems, and demonstrated improved ability to correctly identify facts regarding Vallejo and local government.

### 3.3 Voting

A total of 3,917 residents participated by casting a vote during the week of May 11-18, 2013, at 13 polling locations. In total, the PB voting phase turned out 4% of all eligible voters 16 years of



age and over, and a much higher percentage of total population than previous PB processes in Chicago and New York.

PB Voters	
Chicago	1.3%
New York	1.9%
Vallejo	3.4%

**Figure 8 PB Voters as a proportion of total population**

Youth voters (16-17 years of age) accounted for 18% of the total votes cast. When excluding youth under 18 years of age, 3,433 residents – or approximately 6% of traditionally-eligible Vallejo residents – voted in the PB election, a figure that is almost equivalent to the 10% of eligible Vallejo voters that physically turned out to the polls in the last off-year election (2011).

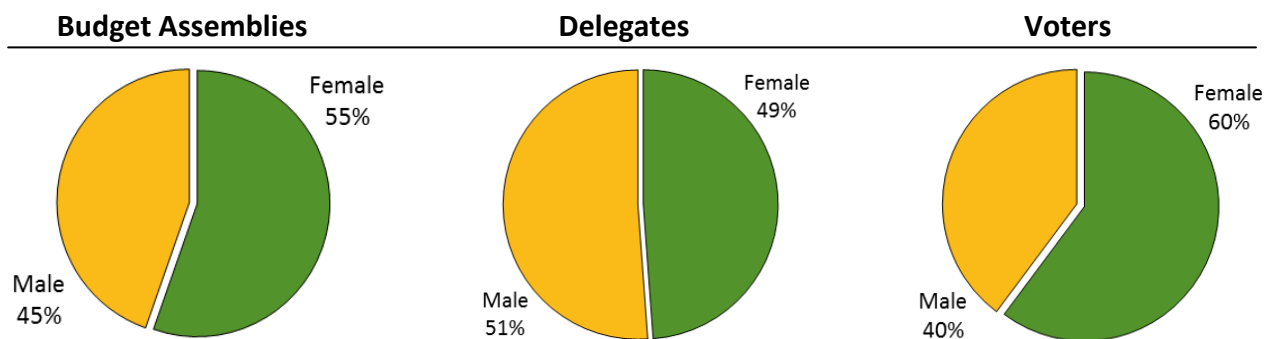
Although most votes (35%) were cast at the City Hall location, mobile voting at supermarkets, local transit hubs, and places of worship was also successful at turning out voters. With 32% of all votes cast at mobile voting sites, providing mobile voting options brought out voters who normally were not active in the PB process.

A key component of Vallejo’s PB process was City Council’s approval of PBSC’s recommendation to provide a lower voting age. Unlike traditional elections, any Vallejo resident over 16 years of age who was able to prove residence within the city or unincorporated areas was eligible to vote (regardless of citizenship, prior convictions, etc.). There were 24 forms of acceptable identification, ranging from government issued ID’s (driver’s license, passport, social security card) to leases, titles, paystubs, student or employer ID’s, and bank statements (*See Appendix D for Eligible Voter Identification*).

### 3.4 Representation

#### 3.4.1 Gender

Both genders were proportionately represented throughout much of the PB process; women were only statistically over-represented in the voting phase.



**Figure 9 Gender Representation in 3 Phases of Participatory Budgeting in Vallejo**

### 3.4.2 Age

Most age groups showed proportional representation, especially with high turnout of youth 15-19 years of age – a cohort that typically does not engage in civic activity. However, there was a statistically significant under-representation of those 25-34 years of age in the assemblies and the vote.

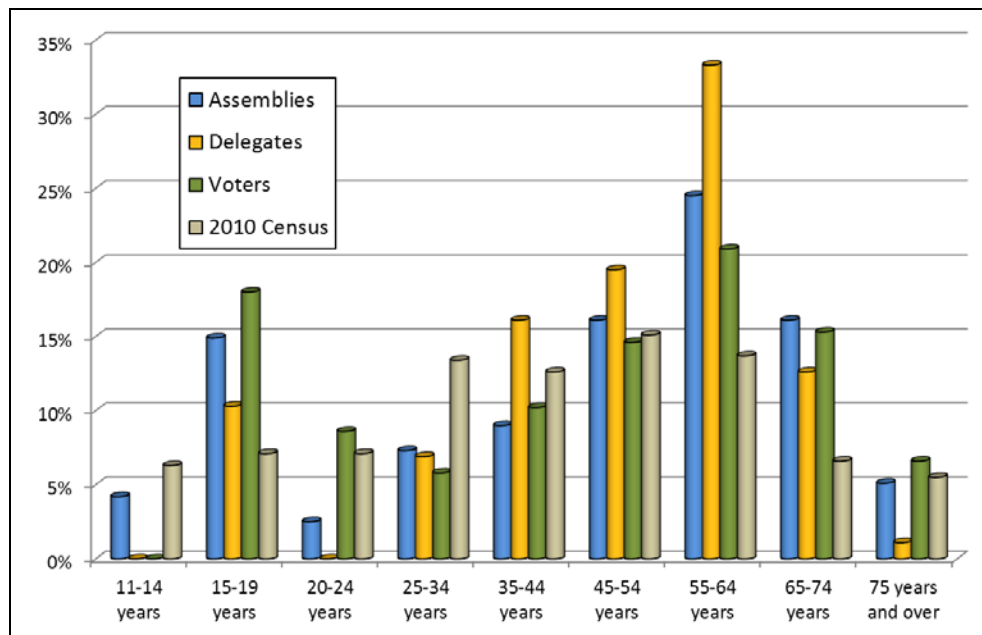


Figure 10 Age & Representation 3 Phases of Participatory Budgeting in Vallejo

### 3.4.3 Ethnicity

Demographic data from surveys and exit interviews revealed Vallejo’s diverse population during Budget Assemblies. Using 2007-2011 ACS data, Vallejo’s demographic makeup is among the nation’s more diverse, with the four major groups – Asians, African Americans, Hispanics, and Caucasians – each accounting for at least 22% of the total population. The different phases of PB in Vallejo were effective at bringing out large numbers from each of the demographic groups.

As a group, only Asians were statistically under-represented in each of the three phases. Hispanic representation was proportional at the initial stages of PB, but dropped off by the time of the vote. Black/African American and Hispanic representation indicated greater proportional representation when the large contingent of youth participants were included, reflecting the diverse background of Vallejo’s young people. Whites (non-Hispanic) were significantly well-represented throughout the process.

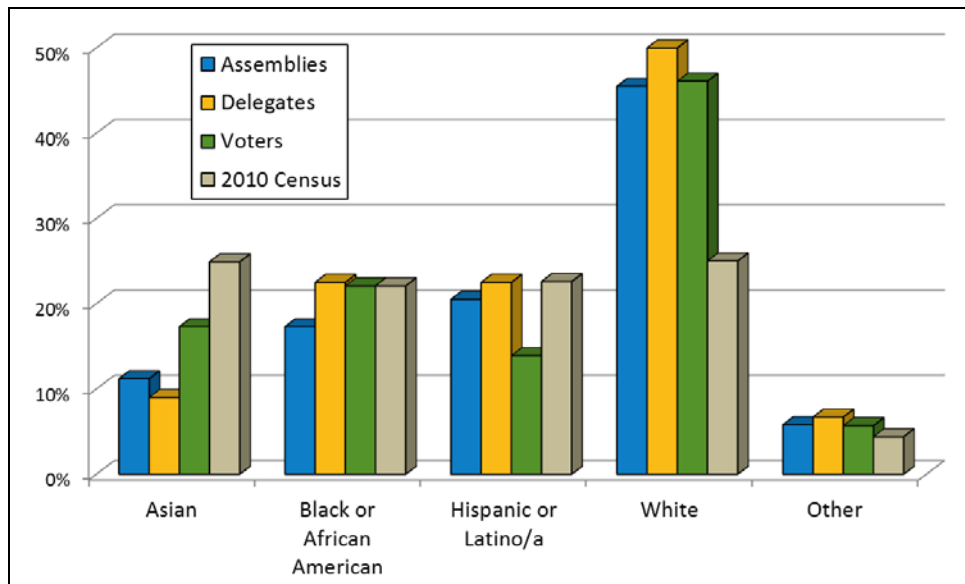


Figure 11 Ethnicity & Representation in 3 Phases of Participatory Budgeting Vallejo

### 3.4.4 Household Income

Major income groups were largely proportionately represented in all phases of the PB process in Vallejo, despite some attrition evident among lower-income groups during the later phases.

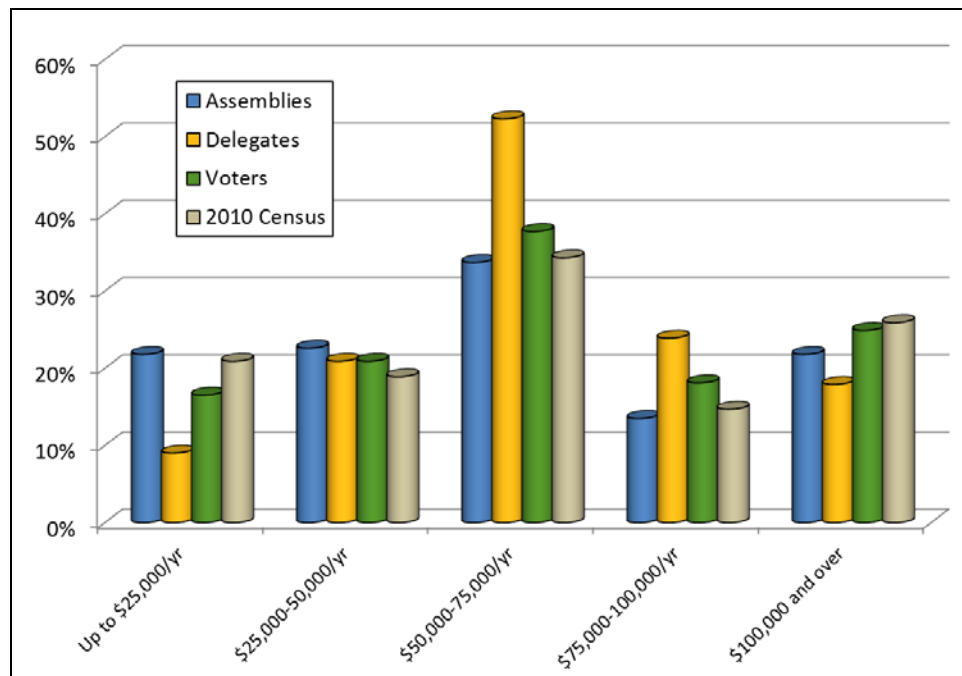


Figure 12 Income & Representation in 3 Phases of Participatory Budgeting Vallejo

### 3.4.5 Education

All three phases of PB in Vallejo brought out higher than expected numbers of participants with 4-year or graduate degrees when compared to the 2007-2011 ACS Data (24% of Vallejoans have at least a 4-year degree). The pool of budget delegates was heavily populated by people with some level of higher education, with at least 87% of all delegates having completed some college. The portion of delegates with “some high school” were almost entirely comprised of the Youth Committee delegates, drawn from current middle & high school students.

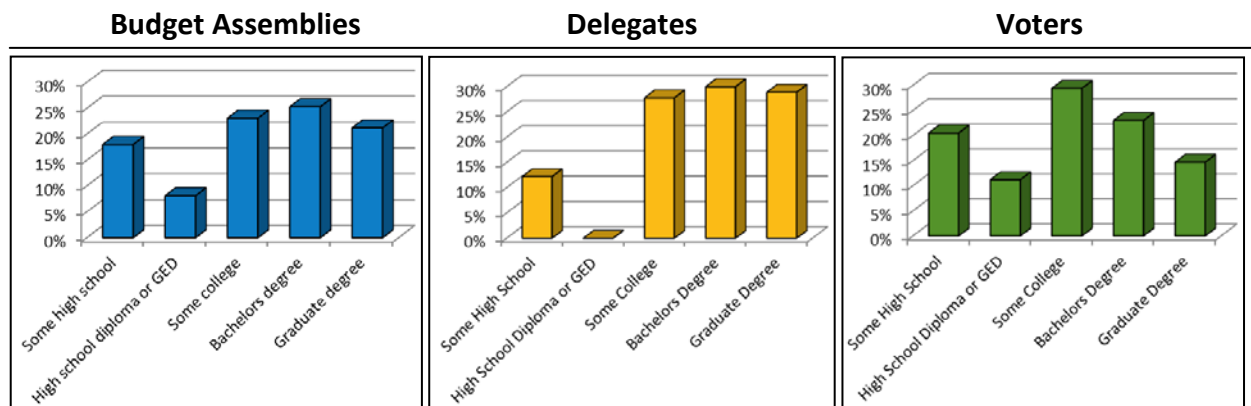


Figure 13 Education & Representation of Participatory Budgeting Vallejo

### 3.4.6 Native Language / Country of Birth

There was generally good representation of Vallejo’s English as a second language population (2007-2011 ACS Data reports that 39% of Vallejoans are non-native English speakers). Yet despite holding assemblies and expos in Spanish and other with interpretation, providing all printed material in both English and Spanish, and forming a demographic delegate committee of Spanish speakers, there was significant underrepresentation of non-native English speakers throughout the process. The conversational aspect of small-group discussions during the assembly and delegate phases appear to have been obstacles at generating proportional representation.

However, the ratio of U.S.-born vs. foreign born attendees was proportional throughout most of the process, with some statistically significant underrepresentation of foreign-born residents during the vote.

### 3.5 Representation Summary

Throughout the three phases, all demographic groups had some representation in Vallejo’s PB process. There was significant outreach effort made toward demographic groups that typically do not participate in civic activities, with success demonstrated in bringing out youth, Vallejo’s ethnic groups, populations from the range of income levels, and even foreign-born residents.

However, comparing data from PB surveys, interviews, and exit polling with 2007-2011 ACS Data for Vallejo and Solano County’s Voter Registration revealed there were some statistical differences (p=0.01) resulting in over- and under-representation of specific groups.

Asians and non-native English speakers were the only groups significantly under-represented throughout the three phases. Males, 25-34 year olds, Hispanics, non-U.S. born residents and lower income households (up to \$25,000/year) were only significantly under-represented in the voting phase.

Adults with a college degree, native English speakers, and white residents were over-represented throughout all three phases of PB. Females, older residents (55-74 years of age), mid- high-income households (\$50,000-100,000/year), and U.S. born residents were over-represented only in the vote.

The budget delegate process was the most time-consuming and required a high level of investment from volunteers, and a fair amount of knowledge, education or experience was helpful for delegates. While efforts were made to make the budget delegate phase accessible to all, it is possible that some residents may have felt unprepared to serve in this capacity. The over-representation of Vallejo residents between 55-74 years of age is typically seen in other civic activities, reflecting the ability of retired or semi-retired residents to be more invested in projects.

## PART IV: OUTCOMES

Vallejo’s first cycle of PB engaged more than 5,000 residents and generated 800+ ideas. The 30% Measure B allocation approved by the City Council for the first cycle of PB funded the 12 projects that received the most votes (totaling \$3.28 million).

The 12 projects garnering the most votes included infrastructure repairs for streets, parks, community centers, street lighting, city clean-up and small business grants addressing blight, ADA requirements, and seismic standards. Projects also included college scholarships, community gardens and

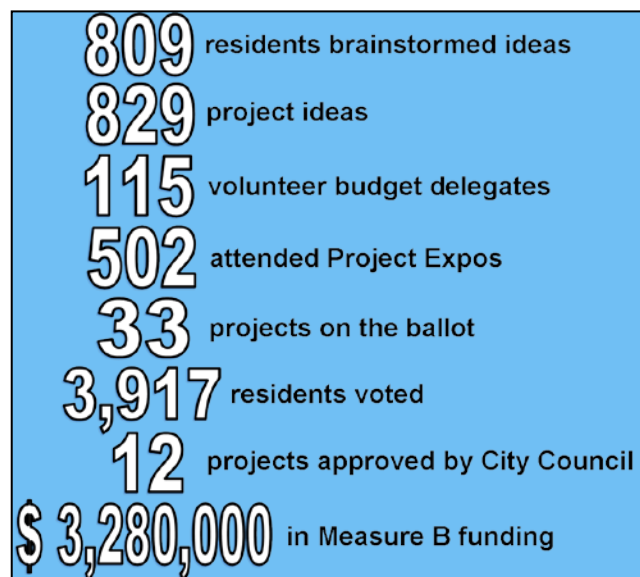


Figure 14 Participatory Budgeting Vallejo Cycle 1

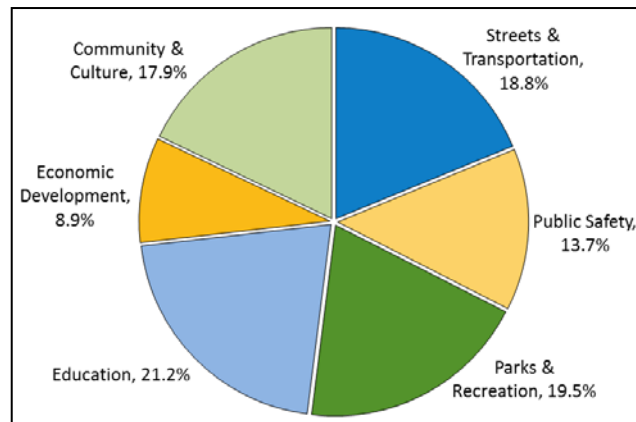
nutrition education, support for school libraries and STEAM equipment for middle schools, and support for a low and no cost spay neuter program.

	<b>Project Name</b>	<b>Cost</b>	<b>Votes</b>
1	<b>Potholes &amp; Street Repair:</b> This project increased the City’s budget for repair and paving of city streets by approximately 19%.	\$550,000	2,297
2	<b>Light Up Vallejo! A Lighting Improvement Project:</b> This project improves nighttime visibility, public safety and the City’s image through the installation of 40 light poles throughout the City and decorative tree lights in the downtown.	\$170,000	1,619
3	<b>Parks &amp; Recreation Improvements:</b> This project includes improvements to 13 parks across the City.	\$621,500	1,323
4	<b>Support the STEAM Program:</b> This project provides funding to the Vallejo City Unified School District to purchase equipment for the middle schools’ Science, Technology, Engineering, Arts & Mathematics programs.	\$270,000	1,163
5	<b>Street Cleaning &amp; City Cleanup:</b> This project will develop and implement a neighborhood cleanup program.	\$120,000	1,153
6	<b>College Bound Vallejo:</b> This project will provide scholarship funds to students entering college. Scholarship recipients will be required to perform community service in the City.	\$320,000	1,100
7	<b>Community Gardens &amp; Nutrition Education:</b> This project will provide funding for 10 community gardens throughout the City, as well as educational materials.	\$146,500	954
8	<b>Small Business Grants for Mare Island &amp; Downtown:</b> This project will provide multiple grants for small businesses to alleviate blight, increase public accessibility or repair construction that is vulnerable to seismic hazards.	\$300,000	889
9	<b>The Spay Neuter Project:</b> This project will provide at least 1,650 low- or no-cost spays and neuters for pets owned by Vallejo residents.	\$165,000	861
10	<b>Improvements to Florence Douglas Senior Center:</b> This project will install emergency lighting and exit fixtures, a new floor in the kitchen and double-paned energy efficient windows.	\$109,150	860
11	<b>Omega Boys &amp; Girls Club Gym Renovation:</b> This project will fund improvements to the floor and performance arts capabilities of a Boys and Girls Club facility.	\$60,000	830
12	<b>Camera Pilot with Intelligent Archives:</b> This project funds the installation of cameras throughout the City as well as fund a server that will centrally store camera footage.	\$450,000	802

**Figure 15 The 12 Projects garnering the most votes by residents and approved by Vallejo City Council**

There was a fair distribution of resident votes across the six main categories, and two proposals from each of the categories ended up in the top 12 funded projects.

In exit polling and surveys, 86% of voters reported they wanted to see PB continue in Vallejo, including residents whose ideas were not selected or did not appear on the ballot. Approval was even higher among delegates: 93% of budget delegates wanted to see PB continue for a second year. Moreover, 80% of budget delegates reported that the orientation and overall delegate experience was “good” or “great.”



**Figure 16 Total votes received by category**

Throughout the process, PB has positively impacted Vallejo’s reputation, resources, relationships and communication with residents, and has built a strong volunteer base and community infrastructure.

PB generated positive media coverage of Vallejo, improving the City’s image post-bankruptcy (the City of Vallejo entered into Chapter 9 bankruptcy in 2008, and exited in 2011) in the midst of community public safety concerns. As the first city in the nation to implement PB city-wide, Vallejo has become a leader in civic innovation and is building on the successes achieved in Cycle 1.

*“What surprised me was the enthusiasm of the other youth involved. It’s not every day I talk to people my age who are truly willing to put in the time and effort to bring about change in Vallejo.”*

*-- Jennifer Aguiar,  
11th Grader & Budget  
Delegate*

As the projects from Cycle 1 are implemented, it is clear that PB has created substantial value in terms of in-kind resources for the City. The parks & recreation improvement project has generated roughly \$180,000 in additional funds (29% of the initial project funding) from the Greater Vallejo Recreation District as part of the contract to overhaul the city’s parks. As other projects move forward, it is expected that similar in-kind contributions will be offered by other public agencies, non-profits, and religious organizations during implementation.

PB has also created a new forum for productive exchange between citizens and government, serving as an important channel for the City to learn and receive feedback about community needs and priorities not typically accomplished through other channels of public input (usually a few minute public comment at meetings in which grievances are raised



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but rarely solved). Part of this communication exchange is a result of the vibrant infrastructure for engagement that PB built in Cycle 1. The process engaged people who typically do not participate in public meetings and processes, has provided residents with new tools for thinking about change in their city, allowed them to better understand the process of engaging with their city and generated substantive leadership. As Cycle 2 began in October 2013, there were four organizations and 28 at-large applicants for five openings on the PBSC, demonstrating the public's renewed interest in participatory democracy.

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## PART V: KEY FACTORS FOR SUCCESS

There is little precedent for using Participatory Budgeting within municipal government in the United States, and implementing a successful PB program requires foresight, clarity and adaptability. The process will undoubtedly challenge a municipal government's resources, staff, and community volunteers and test the public's resolve. Identifying potential areas of concern before the PB process is underway can alleviate some of the confusion, frustration, and shortfalls that arise when a community transforms its democracy. The following are some key factors for success in implementing the PB project:

***Project eligibility cannot be too broad.*** Clear, concise and easily understood eligibility guidelines will assist in evaluation of projects, focus residents around eligible-ready ideas, and prevent disappointment among participants. Eligibility guidelines that are too broad or ambiguous leave open the possibility of confusion and frustration, and require a greater investment of city resources.

***Clarify the roles of volunteers, committee members, and City staff.*** A rulebook with clear roles and responsibilities holds all parties accountable. Unclear roles and responsibilities can allow tasks to fall through the cracks, and outreach and recruitment opportunities can be missed.

***Prevent campaigning and "politics as usual."*** Setting guidelines in the rulebook that prevent campaigning by key volunteers (e.g., budget delegates, PBSC members, City staff) can help present the process as fair and equal.

***Target demographic groups less likely to participate.*** Smaller, specific and targeted tabling events can bring in demographics that have a history of lower participation. Providing language interpretation opportunities at public meetings for the major languages spoken among



residents encourages full participation, and site-specific tabling and outreach can help bring out all groups.

***Invest resources to vet projects before they appear on the ballot.*** Having the Steering Committee and Budget Delegates evaluate ideas before they are reviewed by City staff encourages continued democracy. Allowing time for City staff to assure all projects are eligible and have a clear scope of work before project expos and the public vote is highly important. Moving forward with a public vote on projects that don't already clearly fit the eligibility guidelines can create problems later during implementation and slow the process of breaking ground – this delay can cause apathy and frustration among participants, damaging future participation.

***Make the voting process simple and clear.*** Voting rules, the number of projects on the ballot, the number of votes allowed per resident, and the organization of project proposals on the ballot requires careful planning to avoid confusion at the polls.

***Identify a plan, financial resources and City staff for project implementation.*** The total cost of a project should include the “hidden costs” of implementation – developing contracts and scopes of work, legal review, public bidding (if necessary), planning review and approvals, monitoring and tracking, etc.

***Expect the unexpected and learn to adjust to overcome challenges.*** Allowing committee members and City staff to recommend adjustments and revision to the process deepens targeted outreach and clarifies eligibility criteria.



<b>2012-2013 Cycle 1 Participatory Budgeting Steering Committee</b>
Better Vallejo
Vallejo NAACP
Greater Vallejo Recreation District
Solano Hispanic Chamber of Commerce
Vallejo Convention & Visitors Bureau
Solano County Black Chamber of Commerce
Belvedere Homeowners Association
Vallejo Chamber of Commerce
Heritage District Neighborhood Watch
Solano Community College
Hillcrest Park Homeowners Association
Filipino-American Retired US Armed Forces Association
Parkview Terrace Neighborhood Association
Vallejo Heights Neighborhood Association
Hiddenbrooke Property Owners Association
Vallejo Sister City Association
Filipino Community of Solano County
Filipino-American Chamber of Commerce
Solano Association of Realtors
Florence Douglas Senior Center

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# Participatory Budgeting in Vallejo 2012-2013 Rulebook

## About this Rulebook

This booklet was developed by the Steering Committee for Participatory Budgeting in Vallejo (PB Vallejo) in September 2012, with assistance from 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 thus agreed on these guidelines and rules based on our understanding of community 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, together with other community members. 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 Participatory Budgeting process in the United States. Through PB, the community is invited to help decide how to spend a minimum of 30% of the revenue generated by the Measure B sales tax - approximately \$3.2 million, collected over a 15 month period from April 1, 2012 through June 30, 2013. Vallejo residents and stakeholders will develop project proposals, residents will vote on projects, and the list of the projects that receive the most votes will be submitted to City Council for approval.

## 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.
- 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 implemented by non-profit organizations or religious institutions must also meet the eligibility guidelines used by the Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program.

## Goals: What is this for?

We hope to accomplish three main goals through PB Vallejo:

### 1. **Improve our city**

We aim to enhance quality of life In Vallejo by developing projects that solve real problems and create strong and healthy communities. We hope that this process will build a new spirit of civic pride and raise the profile of Vallejo on the regional, state, and national levels.

### 2. **Engage our community**

We aim to ensure that all members of our community have a voice. We will make every effort to engage those who are traditionally underrepresented in politics, who face obstacles to participating, or who feel disillusioned with the political process. Through widespread and meaningful community engagement, we hope to 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.

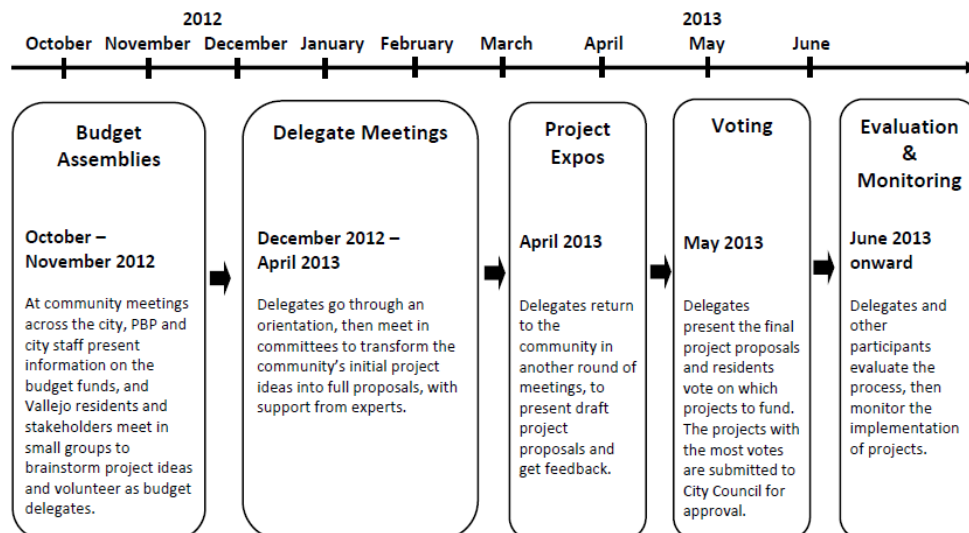
### 3. **Transform our democracy**

We aim to empower Vallejo residents and stakeholders with the skills and knowledge they need to shape our city’s future. By enabling people to make real decisions-, we will build new leadership from the bottom up and forge deeper ties between residents, neighborhoods, and communities.

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 2012-2013 cycle has five main steps, starting in October 2012 and continuing into 2013. Alongside these meetings, the public will submit, review, and discuss project ideas online.



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### **Rules: How does it work?**

#### **Budget Assemblies**

- The public will learn about the city budget and propose project ideas during at least nine assemblies, including one afternoon assembly for youth, one daytime assembly for seniors, and one Spanish-language assembly. At least one other assembly will include interpretation in Spanish, and there will be interpretation in other languages as necessary.
- The public will also be able to submit project ideas online, through mail-in and email submission, and through meetings at places like senior centers, schools, and clubs.
- Anyone is welcome to attend the assemblies and propose project ideas.
- Participants can volunteer to serve as budget delegates if they:
  1. are at least 14 years old, *and*
  2. are residents of Vallejo or its unincorporated areas, *or* are 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.

#### **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 include but are not limited to: Youth, Seniors, Spanish-Speakers. These committees are meant to ensure maximum participation from people who might not otherwise participate. They will develop projects that specifically address the needs of their demographic group.

#### **Project Expos**

- There will be at least three Project Expos, including one in Spanish. At the Project Expos, budget delegates will present their project proposals to the community and get feedback through a science fair format.

#### **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 areasThrough these inclusive voter eligibility rules, PB Vallejo aims to more deeply engage all Vallejo residents in their 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 can cast, once the approximate number of projects on the ballot is known.

### 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 funding approval. 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 for the last bit of funding, 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 last bit of available funds does 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 make changes to the Rulebook via a three-quarters majority vote of those present at the meeting, 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
- Select budget delegates
- 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.

- Identify local problems and needs
- Discuss and prioritize initial project ideas
- 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

### Steering Committee

A Steering Committee coordinates PB Vallejo. The committee includes 20 civic organizations nominated by City Council. A full list of Steering Committee members is included at the end of the rulebook. 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
- Mobilize Vallejo residents and stakeholders to participate
- Facilitate budget assemblies, delegate meetings, and delegate orientations
- Evaluate the PB process
- Revise rules to the PB process
- Arrange food, childcare, and interpretation for assemblies and meetings
- Monitor project implementation
- Deliver final budget priorities to the City
- Recruit organizations and community stakeholders to workgroups
- Facilitate communication with city departments and agencies

### City Council Liaisons

City Council has selected two liaisons to the Steering Committee. See the end of the rulebook for more details.

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

### 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.

### **The Participatory Budgeting Project (PBP)**

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

- Prepare PB Vallejo Rulebook based on Steering Committee input
- Prepare and distribute educational and promotional materials
- Present information on the budget funds and past spending
- Facilitate and provide materials for budget delegate orientation
- Reserve spaces for assemblies and meetings
- Arrange food, childcare, and interpretation for assemblies and meetings
- Mobilize Vallejo residents and stakeholders to participate
- Offer technical assistance on the PB process
- Coordinate evaluation of the PB process
- Recruit organizations and community stakeholders to workgroups

### **Vallejo City Council**

- Establishes the PB process
- Appoints the Steering Committee
- Approves the Rulebook and structure
- Approves funding for the projects prioritized by voters

### **City and Agency Staff**

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

### **About the Vallejo City Council**

The Vallejo City Council established the first city-wide PB process in the United States. The City Council is made up of the following members:

- Osby Davis, Mayor
- Erin Hannigan, Vice-Mayor
- Hermie R. Sunga, Councilmember
- Marti Brown, Councilmember\*
- Stephanie Gomes, Councilmember\*
- Bob Sampayan, Councilmember
- Robert H. McConnell, Councilmember

\*The City Council liaisons to the Steering Committee are Councilmembers Stephanie Gomes and Marti Brown.

### **About the PB Vallejo Steering Committee**

In accordance with the City Council resolution that established PB, the City invited 80 civic organizations to apply to serve on the PB Vallejo Steering Committee. In July 2012, 20 organizations applied, with each Councilmember nominating up to three groups. Council approved all 20 applications. These



## Appendix B: PB Rulebook



representatives of civic, business, cultural, educational, and community organizations designed this Rulebook and are overseeing PB Vallejo. The following individuals and organizations serve on the Steering Committee for 2012-2013:

- Joey Lake, Better Vallejo (Chair)
- Lynda Daniels, Vallejo NAACP (Vice-Chair)
- Dennis Albright, Greater Vallejo Recreation District (GVRD)
- Marisela Barbosa, Solano Hispanic Chamber of Commerce
- Mike Browne, Vallejo Convention and Visitors Bureau
- Peggy Cohen-Thompson, Solano County Black Chamber of Commerce
- John DeLaTorre, Belvedere Homeowners Association
- Pippin Dew, Vallejo Chamber of Commerce
- James Eggert, Heritage District Neighborhood Watch
- Pam Keith, Solano Community College
- K. Peter Livingstone, Hillcrest Park Homeowners Association
- Jesus Malgapo, Filipino-American Retired US Armed Forces Association
- Karen McKevitt, Parkview Terrace Neighborhood Association
- Katy Miessner, Vallejo Heights Neighborhood Association
- Paul Norberg, Hiddenbrooke Property Owners Association
- Pelton Stewart, Vallejo Sister City Association
- Rozzana Verder-Aliga, Filipino Community of Solano County
- Cris Villanueva, Filipino-American Chamber of Commerce
- Johnny Walker, Solano Association of Realtors
- Robert Wolf, Florence Douglas Senior Center

Your City. Your Ideas. Your Vote.

# Participatory Budgeting Vallejo OFFICIAL BALLOT 2013

## VOTING INSTRUCTIONS:

- All residents of Vallejo ages 16 and older may vote.
- You may vote for up to six (6) projects.
- You cannot vote for the same project more than once.
- Ballots marked with more than six votes are invalid and will not be counted.
- Mark boxes clearly with an "X," a check mark, or fully shade them in.
- Use black or blue ink. Ballots marked in pencil will not be accounted.



STREETS & TRANSPORTATION	COST	PUBLIC SAFETY	COST
<input type="checkbox"/> <b>A1. Potholes and Street Repair</b> This project supplements the Public Works budget for street repair/maintenance. Vote for a smooth ride and improve Vallejo's image!	\$550,000	<input type="checkbox"/> <b>D1. Light Up Vallejo! A Lighting Improvement Project</b> In an effort to improve public safety, 40 new street light poles and decorative tree lights will be installed across Vallejo. <i>Public and Residential Areas</i>	\$170,000
<input type="checkbox"/> <b>A2. Traffic Calming Measures (Bike Lanes included)</b> More traffic calming measures, including additional bike lanes, will create a safer city for pedestrians, drivers and bike riders.	\$415,000	<input type="checkbox"/> <b>D2. 150 Camera Pilot with Intelligent Archives</b> One year Pilot Evaluates use of intelligent archives to watch cameras & license plates, by detectives, prosecutors, and police. <i>Waterfront, Downtown and High Crime areas, as prioritized by VPD.</i>	\$450,000
<input type="checkbox"/> <b>A3. Street Cleaning &amp; City Cleanup</b> This project award contract with California Conservation Corps to hire local youth for neighborhood cleanups.	\$120,000	<input type="checkbox"/> <b>D3. Make our Streets Safer with a Driving Simulator</b> To reduce the number of police-involved collisions, a driving simulator for the VPD will enhance their emergency driving skills. <i>Vallejo Police Department</i>	\$100,000
<input type="checkbox"/> <b>A4. Mare Island Way Welcome Arch</b> A downtown entry arch will establish Vallejo as a great destination rich in culture, arts, history, poised for a bright future. <i>Mare Island Way &amp; Georgia Street</i>	\$130,000	<input type="checkbox"/> <b>D4. New Armored Rescue and Communications Vehicles</b> Purchase an armored rescue vehicle and a tactical communications vehicle to improve emergency response and combat violent crime.	\$270,000
<input type="checkbox"/> <b>A5. Public Sidewalks Around Hillcrest Area</b> Replacing these sidewalks will bring them up to standard code, safe for public use and usable for all disabled people. <i>Vallejo Heights Hillcrest Subdivision</i>	\$870,000		
<b>PARKS &amp; RECREATION</b>			
<input type="checkbox"/> <b>B1. Small Business Grants for Mare Island and Downtown</b> Multiple \$5-30K grants are proposed to help with start-up costs or improvements for businesses on Mare Island or Downtown Vallejo. <i>Downtown &amp; Mare Island</i>	\$300,000	<input type="checkbox"/> <b>E1. Outdoor Fitness Equipment at Waterfront</b> Family-friendly, free fitness equipment to help compete your full Cardio workout at the Waterfront.	\$50,000
<input type="checkbox"/> <b>B2. College Bound Vallejo</b> 2 College Counselors & 30-4 year scholarships. Goal: serve all Vallejo students; double number of Vallejo students going to college. <i>Vallejo High School</i>	\$320,000	<input type="checkbox"/> <b>E2. GVRD Tennis Facilities Improvement</b> Resurface all GVRD supported courts. In lights/shading walls. PB funding combines with matching \$225K. <i>Amador, Castlewood, Glen Cove, Somerset Parks</i>	\$130,000
<input type="checkbox"/> <b>B3. The Vallejo Flea Market</b> The Solano AIDS Coalition will plan and operate a weekly flea market in downtown Vallejo. The market will operate on Saturdays and is open to all. <i>301 Georgia Street</i>	\$25,000	<input type="checkbox"/> <b>E3. Mare Island Heritage Preserve and Historic Park</b> Four vote will ensure needed safety upgrades, repairs and beautification improvements to both city-owned, non-profit-run parks. <i>800 &amp; 822 Main/Amador; 1100 &amp; 1395 Main/Amador Avenue, Main Island</i>	\$280,500
<input type="checkbox"/> <b>B4. Community Discovery Project to Brand Vallejo</b> A communitywide program to discover & brand the good things you say about Vallejo, which will create a better image for our home!	\$230,500	<input type="checkbox"/> <b>E4. Parks and Recreation Improvements</b> Facilities at Vallejo's parks & recreation sites need repair and upgrades. This project includes improvements at 13 sites. <i>Beverly Hills Park, Blue Rock Springs, Boggs Park, Crest Ranch Park, Delta Meadows Park, Grant Mahoney Park, Grant Mahoney Park, Harms Memorial Park, N. Vallejo Park, Richardson Park, Terrace Park, Washington Park, Beece Courts, PH, Soccer Fields</i>	\$621,500
<input type="checkbox"/> <b>B5. Small Business Planning Training in Spanish</b> Solano College Small Business Development Center will deliver two 12-week classes for 20 micro entrepreneurs, in Spanish. <i>Solano Community College</i>	\$33,000	<input type="checkbox"/> <b>E5. Community Gardens and Nutrition Education</b> Develop ten gardens across Vallejo to serve as safe spaces to grow food, beautify neighborhoods, educate kids, and decrease crime. <i>Jesse Beber High, Louisa Udo Farm, Omega Boys &amp; Girls Club, Cave Language Academy, Cal Maritime, Global Center for Success, Royalissance Family Center, Mrs. Theater Guild, Kyle's Temple, St. Vincent's Community Garden</i>	\$146,500
<b>COMMUNITY &amp; CULTURE</b>			
<input type="checkbox"/> <b>C1. Vallejo Blues &amp; Heritage Festival</b> To bring back what was once a successful Blues Festival, which honored the great music history of the City of Vallejo. <i>Waterfront</i>	\$92,000	<input type="checkbox"/> <b>E6. After School Program Facilities &amp; Mobile Rec Unit</b> Repairs to Hogan Middle School facilities and purchase of a mobile-recreation unit to provide new GVRD programming in locations citywide. <i>After School Program Facilities: Hogan Middle School, Castlewood Park &amp; Conquistador Park, Mobile Rec Unit, Parks, Schools, &amp; Community Centers</i>	\$170,000
<input type="checkbox"/> <b>C2. Florence Douglas &amp; Conversations Senior Centers</b> RDS - Emergency lighting, flooring and energy efficient windows. CCL - Seniors socialize, identify play live music, games and dance. <i>RDS: 333 Amador Street, Conversations Senior Center; 332 Georgia Street</i>	\$109,150		
<input type="checkbox"/> <b>C3. Bring Back the Vallejo Pow-Wow</b> Funding for Vallejo Intertribal Council's Native American Pow-Wow gathering. <i>Waterfront</i>	\$20,000	<input type="checkbox"/> <b>F1. Vallejo Museum: Community Outreach &amp; Education</b> The project will educate Vallejoans about Vallejo's history with pop-up banner exhibits, displays in the community, & oral history. <i>734 Main Street</i>	\$29,450
<input type="checkbox"/> <b>C4. Public Art Project to Honor Vallejo's Music Legends</b> Artwork will honor "Music Legends of Vallejo" and will be placed in public venues to promote a positive image of Vallejo. <i>Vallejo City Hall, Libraries, Public Health Department Courts</i>	\$50,000	<input type="checkbox"/> <b>F2. VallejoPROUD</b> VallejoPROUD produces 12 free lectures on Vallejo at the Empress Theatre. Recordings will be distributed via VCAT and on DVD. <i>Empress Theatre, VCAT, Vallejo Architectural Heritage Foundation</i>	\$136,000
<input type="checkbox"/> <b>C5. Volunteer and Community Resource Coordinator</b> New staff position at the City to research & maintain info on volunteer opportunities and needs, and other community activities. <i>Vallejo City Hall</i>	\$75,000	<input type="checkbox"/> <b>F3. Vallejo School Marching Band Programs</b> This project will enhance the band programs at our schools through the purchase of instruments and materials. <i>Hogan, Solano &amp; Francisco Middle Schools, Vallejo, Jesse Beber High Schools</i>	\$200,000
<input type="checkbox"/> <b>C6. The Spay Neuter Project</b> Revised former Glen Cove Veterinary Office to Vallejo's 1st high volume, high quality, low and no cost Spay and Neuter Clinic. <i>1235 Warren Avenue</i>	\$165,000	<input type="checkbox"/> <b>F4. Mira Theatre Guild Summer Arts Education Program</b> 12-week summer program for kids ages 8-17 focusing on the arts. The program (M-F, 7am-5pm) promises a learning environment. <i>Bay Terrace Theater, 51 Daniels Avenue</i>	\$60,000
<input type="checkbox"/> <b>C7. Community Center Space at Mira Theater - New Roof</b> Replace roof to preserve historic community center and theater with approximately 15,000 sq ft of mixed-use facilities. <i>Bay Terrace Theater, 51 Daniels Avenue</i>	\$80,000	<input type="checkbox"/> <b>F5. Support School Libraries &amp; STEAM Program</b> Funding for school libraries & equipment for Science, Tech, Engineering, Arts & Math (S.T.E.A.M.) program at middle schools. <i>Vallejo, Jesse Beber HS Libraries, Hogan, Solano &amp; Francisco Middle Schools, Louisa Udo &amp; Highland Elementary Schools</i>	\$270,000
		<input type="checkbox"/> <b>F6. Omega Boys &amp; Girls Club Gym Renovation</b> The gym needs repairs to the floor, upgrade to gym with lighting & sound, a drop-down screen, projector, and stage drapes. / <i>Positive Place</i>	\$60,000

## Appendix D: Eligible Voter Identification



**Acceptable ID's for Vallejo residents 16 years of age or older in Cycle 1 PB Vallejo included any of the following:**

- Voter registration card
- Passport (US or Foreign)
- Permanent Resident Card (Green Card) or other Immigration Documentation
- Driver's License or other state ID
- Social Security Card or Social Security benefit statements or check
- Consular ID or state ID issued by a foreign government
- Student ID
- Employee ID
- Employment Authorization Document
- Current lease
- Utility bill or other bill with address
- Credit card with address
- Bank or credit card statement or loan document with address
- Medicare or other insurance document with address
- Tax forms
- Hospital/medical records with address
- School records (or naming the parents of children attending school and the parents' address)
- Title to any property (automobiles, house, etc.) with address
- Pay stub or letter from employer with address
- Birth or marriage certificate
- Military Identification or Military Dependent ID card
- Union Membership Card
- (Last resort) Signed oath that you reside in Vallejo and are 16 years or older

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