



Participatory Budgeting Vallejo



Participatory Budgeting in Vallejo: Finding the Balance between Innovation and Risk

A Summary of Cycle 3 (2015)

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City of Vallejo
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May 2016**

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Councilmembers	Pippin Dew-Costa
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	Katy Miessner
	Bob Sampayan
	Rozzana Verder-Aliga

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Karen Sims Wendell Quigley	Better Vallejo
Mark Mora Diana Sevilla	Fighting Back Partnership
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E. Charles Kelly Charles Davis	Global Center for Success
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Catherine Parker Monica Tipton	Housing & Redevelopment Commission (HRC)
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Kyle Wichelmann Rich Curtola	Vallejo Chamber of Commerce
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Shelee Loughmiller	At-Large Member
Gary Bennett	At-Large Member
Kim Thomas	At-Large Member
Susie Cole	At-Large Member
Ravi Shankar	At-Large Member
Caroline Miller	At-Large Member



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

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The Filipino Community Center
The Greater Vallejo Recreation District
Public Agenda
Vallejo City Unified School District
The Participatory Budgeting Project

and

*The residents, stakeholders and volunteers of Vallejo,
who are the driving force behind Participatory Budgeting*



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SUMMARY

With the establishment of the third cycle of Participatory Budgeting (PB) in Vallejo by the City Council, 2015 was the beginning of an exciting new chapter for the citizens of Vallejo. Additional eligibility requirements for project proposals included utilizing Community Development Block Grant (CDBG) guidelines for program and service proposals that would help target low- to moderate-income households, established a pre-approval process for non-City implementing partners, implemented a transparent, 3-Stage vetting process to address residents' concerns from Cycle 2, and defined and clarified the Rulebook to avoid confusion and ambiguity. Additionally, the City – through a partnership with Stanford University's Crowdsourced Democracy Team – offered online, remote voting for the first time, and 2 out of every 3 voters opted to cast their ballot online.

While PB's second cycle did not meet many residents' expectations because of ambiguous rules, an obscured vetting process, and unclear definitions of what constitutes "public benefit," rulebook changes prior to Cycle 3 resulted in a smoother proposal development process, better participant satisfaction, and a ballot with projects that could be implemented quicker and easier through a prequalification process for non-City implementing partners.

Although Cycle 3 experienced a slight decline in overall participation, PB continued to garner interest from residents. PB in Vallejo maintained its high turnout with approximately 3,100 residents casting a vote in Cycle 3. The data from voter and participant surveys also continues to demonstrate successful engagement of youth with targeted outreach strategies at Vallejo's local high schools.

City Council approved a total allocation of Measure B (a voter approved, 10-year, 1 percent sales tax) funding in the amount of \$1 million that resulted in the five projects that received the most votes moving into implementation. The voter-recommended projects focused on youth enrichment, improving city road infrastructure, and the building of a new park on Vallejo's Waterfront.



Figure 1: Project Proposal Posters at Expo

PART I: INTRODUCTION & BACKGROUND

1.1 Participatory Budgeting in Vallejo

Democracy at its finest, Participatory Budgeting (PB) is a process that fosters engagement between government and citizens. PB defines collaboration, partnership and community. Stemming back to its formation in Brazil in 1989, this process is now practiced in thousands of cities throughout the world. The process of PB allows average citizens to not just identify problems within the community, but it provides the opportunity to develop solutions, particularly within underserved communities. PB also allows citizens to build a stronger sense of community through dialogue, as well as creating real solutions for often-antiquated city infrastructure. In Vallejo, PB is a multi-stage process that begins with the collection of ideas through Budget Assemblies and online forums such as Open City Hall, continues with the development of proposals by resident volunteers (Budget Delegates), the presentation and voting on proposals at Voting Expos and satellite polling sites (including online voting), and then implementing projects recommended by voters.

Participatory Budgeting was introduced in Vallejo by former City Councilmember Marti Brown, who saw an opportunity to strengthen the City's relationship with the community while positioning itself to be a leader in transformative government. In 2012, Vallejo, along with the guidance of the non-profit organization The Participatory Budgeting Project (PBP), created the first city-PB program in the entire United States. Following after other U.S. jurisdictions who adopted the practice of PB (districts within Chicago and New York City), Vallejo introduced a new way of engaging its residents.

In Fiscal Year 2014-15, City Council approved a third cycle of PB, with the intent to allocate a total of \$1 million for projects funded by Vallejo's Measure B, a 10-year, voter-approved 1% sales tax. However, the funding in Cycle 3 set a new precedent by allocating monies for the process in FY 2014-15 but postponing the \$1 million allocation for projects until FY 15-16, since the vote would not occur until after the new fiscal year began. This funding schedule allowed the City to avoid allocating funding that would not be used for 12+ months.

After the completion of three cycles, Vallejo has allocated over \$6.7 million to 25 approved projects and engaged over 15,000 residents since its inception. PB Vallejo shook up "business as usual" budgeting practices and injected a dose of excitement into a typically bureaucratic

"Participatory Budgeting is training our future leaders. We have a lot of young people coming up being invested in this process, and it's really exposing them to how to get your local government to respond to the public."

*-Shelee Loughmiller,
Cycle 3 PBSC Chair*



PB Vallejo shook up “business as usual” budgeting practices and injected a dose of excitement into a typically bureaucratic process

process, resulting in a renewed commitment from local government as well as the residents it serves.

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 3

The PB Rulebook established four 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 word-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.

4. Open up government

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

1.3 City of Vallejo Overview and Demographics

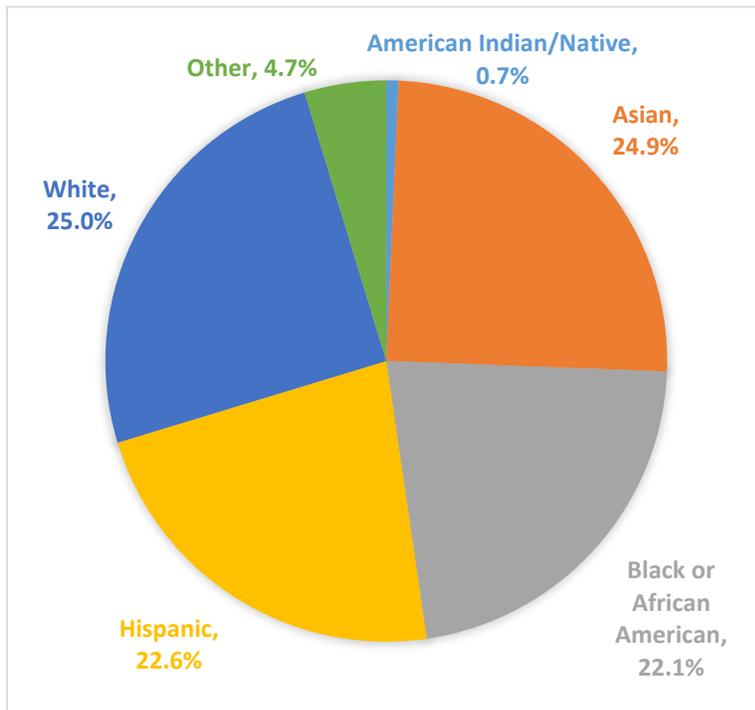


Figure 2: Vallejo Ethnic Demographic (ACS Family Survey Data/U.S. Census Data)

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.

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).

1.4 Awards and Recognition

On May 5, 2015, Vallejo’s PB program was recognized as a Top 10 Program in the 2015 Innovations in American Government Award Competition by Harvard University’s Kennedy School of Government.

PART II: PROCESS

2.1 Cycle Overview

The PB process is often explained within in 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 receives 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.

2.2 Steering Committee

City Council makes appointments to the Participatory Budgeting Steering Committee (PBSC) prior to each cycle, with members typically serving a 2-year term. The Cycle 4 PBSC had 20 members, including a representative from the City’s Housing & Redevelopment Commission, which provides oversight of the City’s CDBG funding. 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.



Figure 3: PB Vallejo Complete Cycle

2.3 2014-15 (Cycle 3) Rulebook

Originally developed by the PBSC with the guidance of City Staff, the Rulebook serves as the guiding document for PB. The Cycle 3 Rulebook (2015) was submitted to City Council for consideration and approved on January 13, 2015. Changes that occurred in the Cycle 3 Rulebook

were a reflection of the needs that were addressed in the Writing the Rules process, including establishing procedures to increase transparency and clarity throughout the PB process.

Recommendations for Cycle 3 Rulebook included the implementation of the 3-stage proposal vetting review by the City staff and the PBSC, the inclusion of the Community Development Pilot Program (CDBG) that applied federal CDBG eligibility rules to program and service proposals submitted through PB, and several clarifications that better defined public benefit, public property, and issues surrounding project sustainability and policy implications.

2.4 Timeline

The following timeline is a representation of the various stages of Cycle 3. The timeline displays a one-month extension for the proposal development process, as well as combining project expos and voting in the month of October.

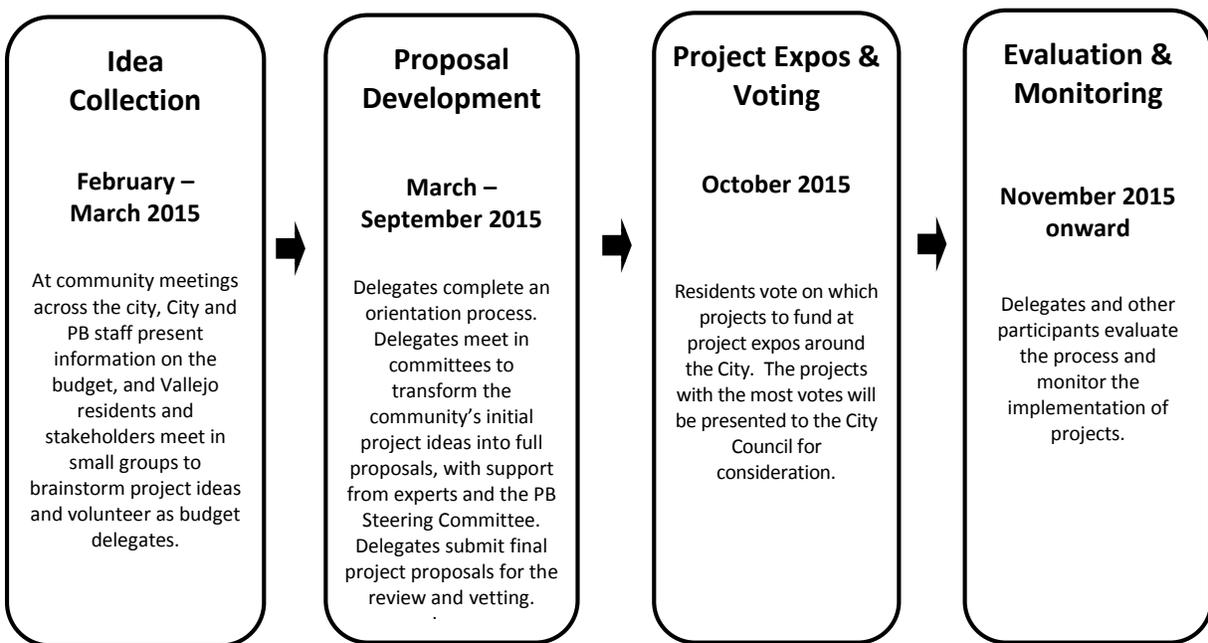


Figure 4: Cycle 3 Timeline

2.5 Budget Assemblies

Nine budget assemblies and three mini-assemblies were held, with 61% of attendees participating in PB for the first time.

A total of 449 community members attended assemblies and 562 ideas were submitted at assemblies or through the City's online portal, Open City Hall. Assemblies also trained 31 volunteers as Small Group Discussion Facilitators and engaged nearly 200 youth. Following assemblies, 74 Budget Delegates and 13 Committee Facilitators volunteered to review, prioritize, and develop ideas into proposals.

As required by the Rulebook, there were two assemblies specifically for youth, one at the Senior Center, one conducted entirely in Spanish with English Interpretation, and one with Tagalog interpretation.

Participatory Budgeting
SHARE YOUR IDEAS
Your Money. Your City. Your Vote.

Thursday, February 5, 2015 at 6:30 p.m.
Filipino Community Center
Magkasinon kani ng kalibutanag sa tagalog
611 Annuar Street

Tuesday, February 10, 2015 at 6:30 p.m.*
Omega Boys and Girls Club
Tandientos Interpretación en Español
1 Positive Place

Tuesday, February 17, 2015 at 6:30 p.m.
Glen Cove Elementary School
501 Glen Cove Parkway

Monday, February 23, 2015 at 2:00 p.m.
Florence Douglas Senior Center
333 Annuar Street

Tuesday, February 24, 2015 at 6:30 p.m.
St. Vincent Ferrer Catholic Church en Español
English interpretation will be available
922 Sacramento Street

Thursday, March 5, 2015 at 6:30 p.m.*
Norman King Community Center
Tandientos Interpretación en Español
545 Magazine Street

Tuesday, March 10, 2015 at 6:30 p.m. *
Stefan Manor Elementary School
815 Cedar Street

*Childcare provided!

Let's make Vallejo even better!

Want to get involved?
Call us at (707) 648-4577
E-mail pbvallejo@cityofvallejo.net
Text "VALLEJO" to (707) 241-8897

Want to submit your ideas?
Go to **Open City Hall**
at www.pbvallejo.org.

Powered by Textizen

All ages welcome!
Refreshments will be served!

Figure 5: Assembly Flyer

"PB made me realize the power of collaboration. You have this one issue on your mind, and you can try very hard to get it done and find a solution for it by yourself, but if you have other people it really gets things done faster and more effectively. So I would say PB showed me the power in bringing people together to solve one big societal issue."

*-Breanna Adams,
Cycle 3 Youth Delegate*

2.7 Budget Delegate Process

After the collection of ideas, PB entered into the Budget Delegate Phase. Occurring between April and September, Delegates worked tirelessly to transform ideas into project proposals for the ballot. Proposals, as required by the Cycle 3 Rulebook, went through a transparent 3-Stage Vetting process to ensure eligibility requirements were met, and keeping both City staff and the PBSC informed of proposal development. Delegates joined one of six committees:

- Economic Development
- Youth
- Education, Programs & Services
- Spanish-Speaking
- Public Infrastructure, Safety & Assets
- Parks, Recreation & Art

Cycle 3 trained 74 Budget Delegates to handle the task of creating project proposals from ideas collected as a result of the assembly phase. Delegates in Cycle 3 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. Non-City implementing partners had to be prequalified before the 1st Stage review (see Appendix F for prequalification guidelines) and submit a letter of



Figure 6: Budget Delegate Meeting

interest specific to the project. The prequalification process helped assure that partners had the financial and organizational capacity to carry out projects if approved, helping avoid delays and challenges that arose with implementation of Cycle 1 and 2 projects. Organized by staff and the PBSC, Vallejo PB held its first Partner Fair on April 30, 2015. This event was utilized to connect delegates to possible implementing partners and facilitate communication that would assist in project development, as well as to assess organizations’ available resources and abilities to carry out funded projects in the event that they were chosen as an implementing partner.

Delegates submitted their project proposals through a 3 Stage Review Process:

- 1st Stage: maximum 500 word summary of the proposal (maximum 60 proposals)
- 2nd Stage: Full proposal based on Project Proposal Guide (Appendix D) submitted to City Staff and the PBSC (maximum 40 proposals)
- 3rd Stage: Final revised proposal, ballot language (maximum 26 proposals)

Thirteen Facilitators were trained to help coordinate the Delegate process. The majority of Delegates reported not participating in PB Vallejo in Cycle 2, but more than three-quarters had attended a Cycle 3 Assembly. Most delegates submitted an idea of their own, and half reported that they volunteered to ensure their idea was represented as a project that was being proposed.

How active are Delegates in their communities?

- 47%** - Reported always voting in general elections
- 70%** - Reported being involved in a religious organization
- 63%** - Have reached out to a politician or civil servant to express views

2.8 Project Expos & Voting

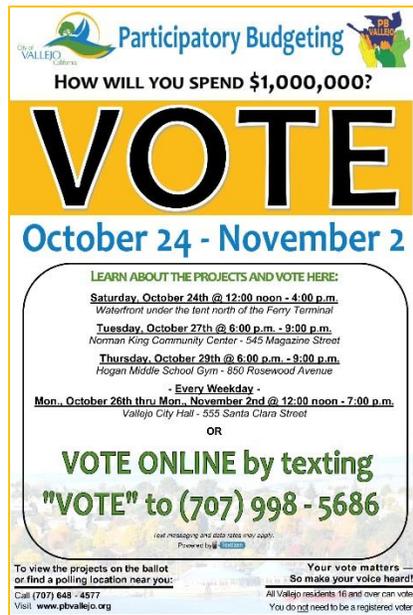


Figure 7: Vote Flyer

The Cycle 3 ballot, announced October 7, preceded the Expos and Voting Phase which occurred simultaneously during the week of October 24 - November 2, 2015. 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 vote for. Displayed on tri-fold posters, all proposals on the ballot were presented by either Budget Delegates or Non-Budget Delegate Representatives (community volunteers). With its launch at a voting expo on the Waterfront, voters were afforded the opportunity to engage in voting online or at physical locations throughout the City of Vallejo.

A notable difference in Cycle 3 from the previous two cycles was the ability for resident to cast their vote online using a digital platform developed by Stanford University’s Crowdsourced Democracy Team (CDT). The convenience and security of an online ballot was the most common form of

voting (2 out of 3 voters cast their vote online). Only a name, valid cell phone number and Vallejo address were required to vote online. Voter verification was conducted at the end of the voting phase by software that cross checked addresses and names, flagging ballots for further review by City staff if the same name was repeated.

The Cycle 3 ballot contained 17 projects; most were capital improvements or durables for the City or a public agency; two were programs and services that adhered to CDBG guidelines and targeted low- to moderate-income families. . A total of 3,098 residents voted in Cycle 3.

How active in the PB process were voters?

54% - Cycle 3 voters that reported voting in a previous cycle

75% - Reported their only participation during Cycle 3 was the vote

2.9 Project Funding & Implementation

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. 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 3 projects included the City of Vallejo’s Public Works Department, Fire Department, and the Vallejo City Unified School District (VCUSD).

PART III: DEMOGRAPHICS

3.1 Outreach

In order to generate high levels of participation, Cycle 3 continued to reach residents of Vallejo in ways that already proved to be successful in Cycle 1 and 2, as well as experimenting with new techniques to increase awareness of PB. 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, with specific attention being paid to those who were traditionally underrepresented in previous PB cycles:



Figure 8: Outreach at Farmer’s Market

- Low-Income Households
- Non-English Native Speakers
- Millennial Generation
- Hispanic and Latino

In effort to engage a culturally diverse community, PB provided written outreach materials with Spanish translations, held Budget Assemblies in Spanish and with Tagalog interpretation, and engaged in outreach activities that targeted ethnic demographic groups with a presence in culturally-based festivals and celebrations. PB was very active and visible at school-based events at local elementary, middle, and high schools. Outreach were carried methods included phone bank calling, presentations at school assemblies and local churches, and canvassing neighborhoods with informational flyers. Information tables were set up throughout the city, including having a presence at Vallejo’s Farmers Market, local colleges, and local businesses that are frequently patronized. PB Vallejo also hosted a Summer Ice Cream Social at a local park to provide an avenue for the community to gather and interact.

PB Vallejo continued to attempt to reach the underrepresented Millennial generation and youth with technology, and to a degree was successful utilizing social media sites such as Instagram, Facebook, and Twitter (moderated by City staff) to provide updates on activities, volunteer opportunities, and project implementation. Textizen, a mobile texting/sms platform introduced in Cycle 2, continued to be used and was more effective reaching more than 1,500 residents.

To further increase visibility, PB Vallejo branding was printed on promotional items such as water bottles, key chains, t-shirts, bags and banners. Lawn signs increase the visibility of PB in neighborhoods during the vote. Materials such as PB Newsletters, Measure B Reports, City Website, Press Releases and Vallejo's local Newspaper Times Herald, were instrumental in providing the community with announcements of outreach events and general information.

Information from voluntary surveys at Budget Assemblies, Delegates, and Voting sites expressed which outreach method was responsible for informing participants about PB. Outreach for Budget Assemblies revealed that City-initiated communication (flyers around town or distributed at schools, e-mail) was the most common source of participants' knowledge of PB. Family and/or friends and personal contacts continue to be a major source of information about PB.

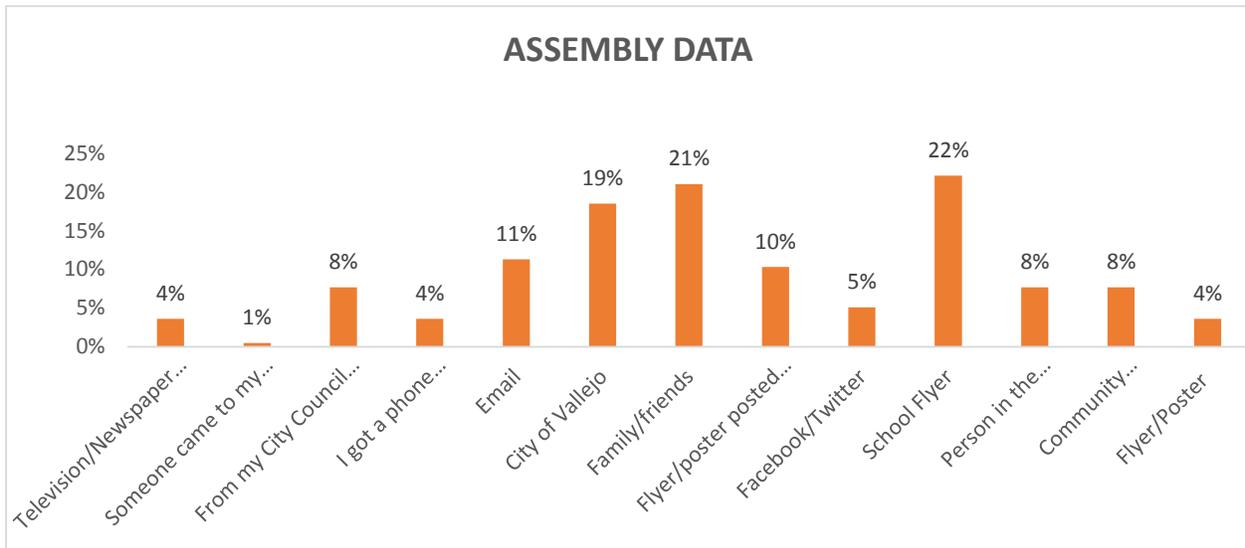


Figure 9: Outreach Data for Budget Assemblies

Delegates were most informed of Participatory Budgeting by friends and/or family, emails correspondents, and both flyers and/or posters and the Delegate process.

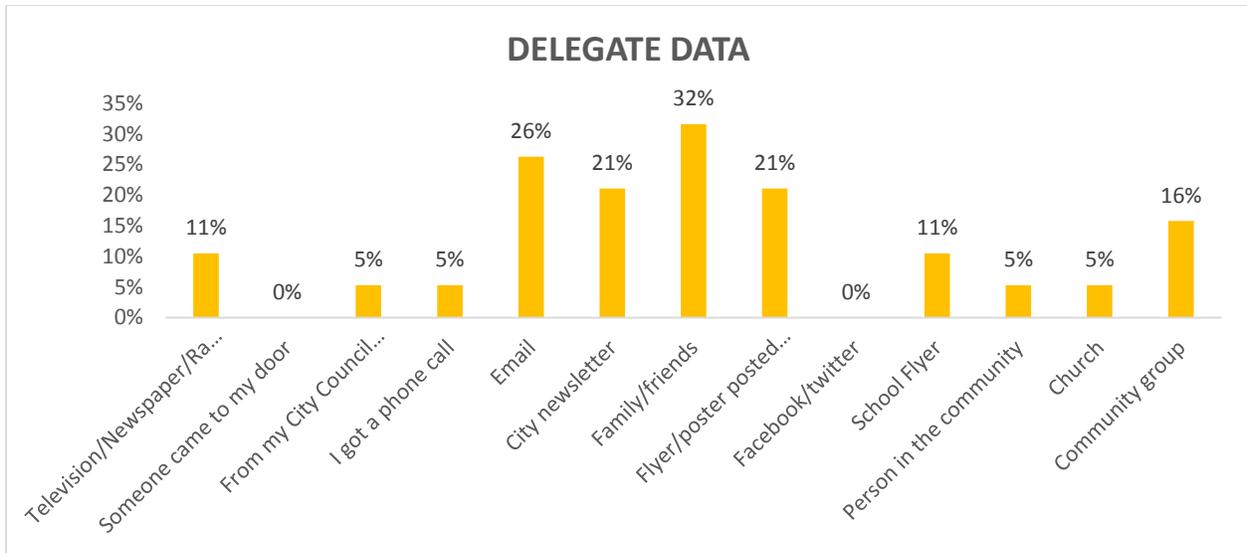


Figure 10: Outreach Data for Budget Delegate Participants

Voter survey data¹ (revealed that the top methods to raise awareness about the PB voting process (and location of vote) were flyers or e-mail.

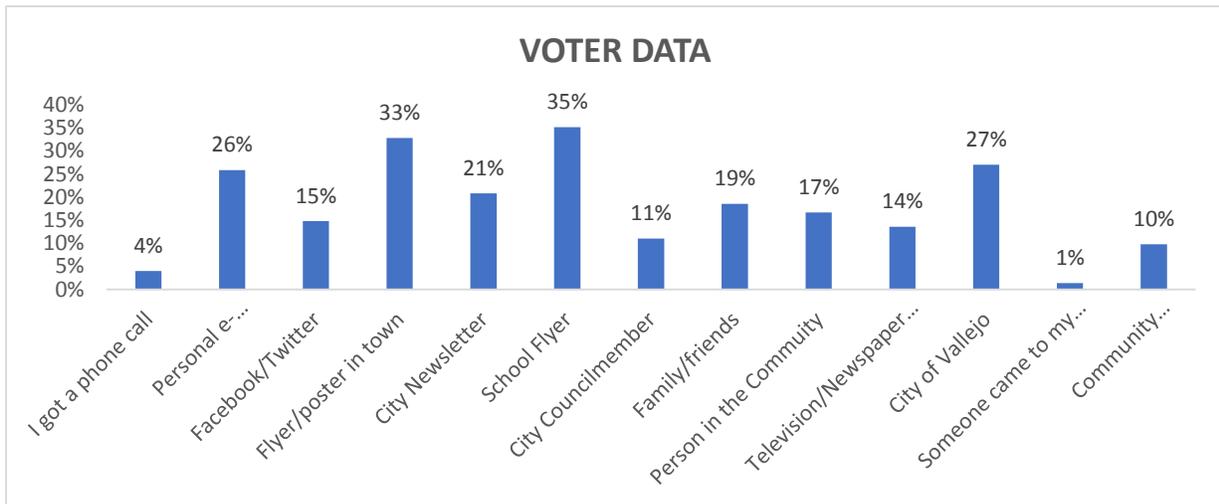


Figure 11: Outreach Data for Voters (Paper Ballots Only)

¹ Due to a technical error, this question was only included on paper surveys during the vote (33% of all voters), and does not reflect responses of voters that chose to vote online.

In contrast to Cycles 1 and 2, where interpersonal relationships were the primary form of how residents learned about PB, Cycle 3 saw an increase in voter information obtained through email, correspondence with the City, or City-produced flyers (distributed either through schools or around town). Since the majority of voters (54%) reported they participated in the previous cycle, this could suggest success in reaching out to participants already in the PB Vallejo contact list.

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 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 representation 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).



Figure 12: Outreach at Pista Sa Nasyon Festival

3.3 Demographic Representation

3.3.1 Ethnicity

Assembly participation expressed an underrepresentation and a decrease in African American/Black attendees over Cycle 2. Participation in the Delegate phase was well represented by all ethnicities. Voter participation continues to show overrepresentation of White voters, representing a majority of all voters. Voter participation continues to express difficulties in engaging proportional representation of African American/Black and Hispanic residents compared to the demographic composition of Vallejo.

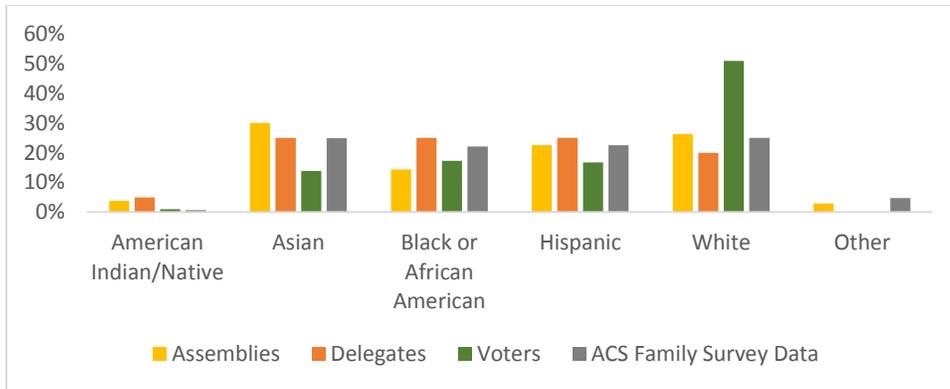


Figure 13: Ethnicity Representation during PB Vallejo

3.3.2 Gender

Voter representation in Cycle 3 displayed a statistically significant overrepresentation of Female voters and a statistically significant underrepresentation of Male voters.

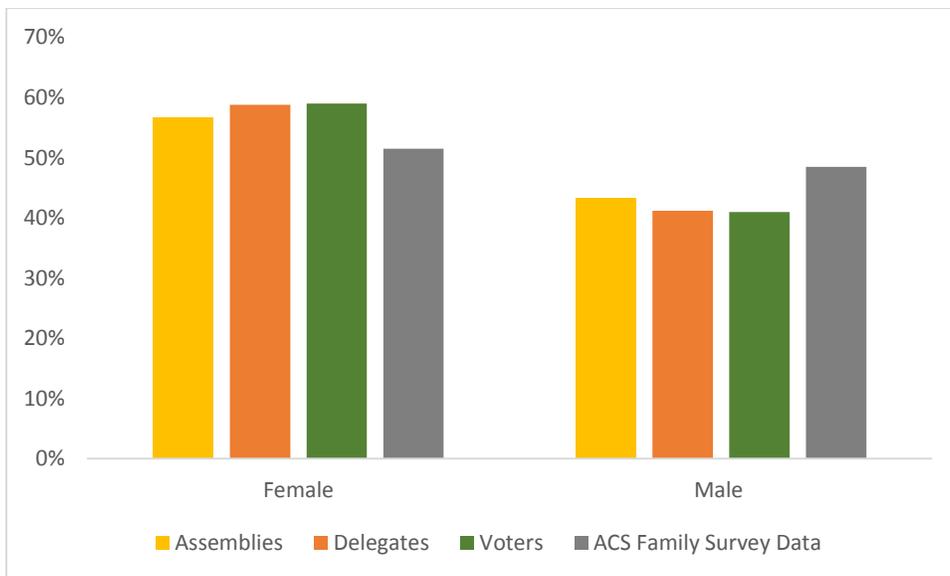


Figure 14: Gender Representation during PB Vallejo

3.3.3 Household Income

Household Income levels during the Assembly and Delegate Phases overall displayed comparable representation to the population of Vallejo.

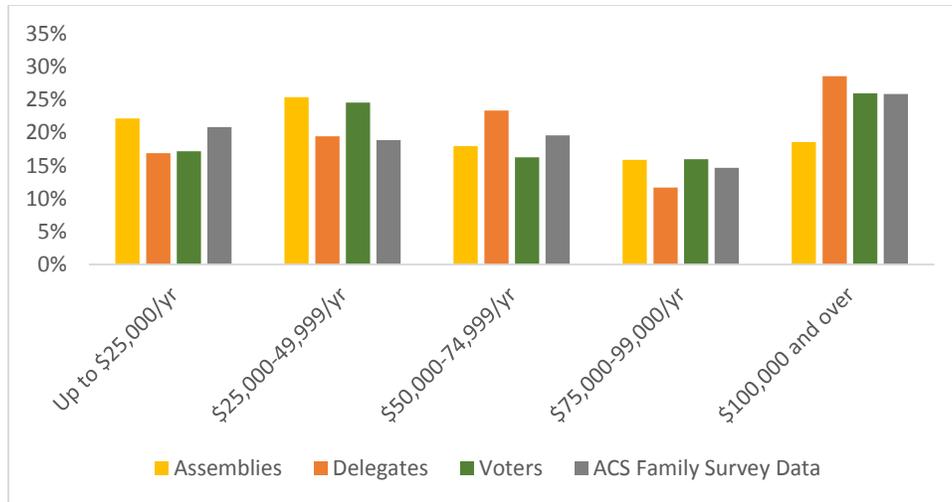


Figure 15: Household Income Representation during PB Vallejo

3.3.4 Age

Assembly representation continues to display similar trends, presenting low participation from ages 25-34, and high participation from high school students. Older residents (55 years and over) continue to be well represented in all phases. All age groups showed proportional representation during the Delegate phase. Ages 35-54 were more likely to opt for online ballots (34% of all online voters).

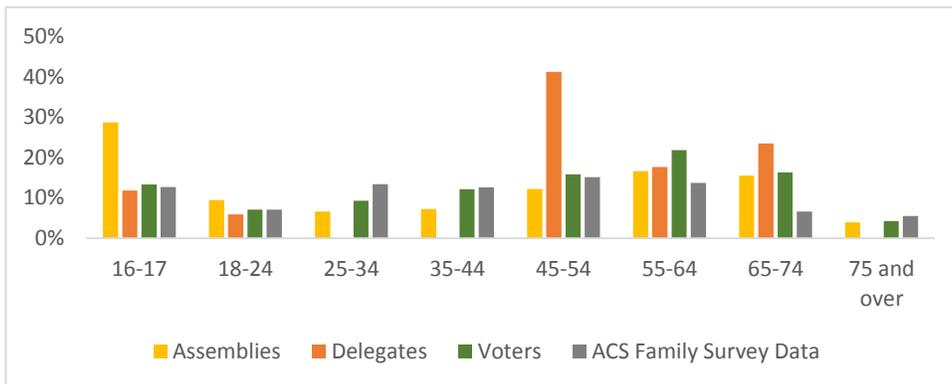


Figure 16: Age Representation during PB Vallejo

3.4 Representation Summary

After an analysis of all three phases of PB in Vallejo, the data demonstrates that demographic groups generally continue to be represented, but with a the most statistically significant overrepresentation among White, older (65+ years), female residents. Those groups

demonstrating the most significant underrepresentation were Asian, African American/Black, and Hispanic voters.

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

On November 5, 2015, a vote results party was held to announce the top voter-recommended projects for Cycle 3. As a result of 3,098 voters that participated in the final phase of Cycle 3, there were five projects that were anticipated on receiving funding. On December 8, 2015, City Council approved resolutions that authorized the allocation of \$1 million in Measure B funds and the implementation of all five winning projects. (Please see Appendix E for complete details of funded projects.)

Voter & City Council Approved Projects	Cost	Votes
People Projects		
After School Sports – Soccer & Basketball <i>Implementing Partner: Vallejo City Unified School District</i>	\$50,000	1,629
Vallejo Firefighter Youth Academy <i>Implementing Partner: City of Vallejo Fire Department</i>	\$50,000	1,289
Infrastructure Projects		
Waterfront History Arts Park <i>Implementing Partner: City of Vallejo</i>	\$395,000	1,216
U Help Vallejo Kids Win – After School Technology Program <i>Implementing Partner: Vallejo City Unified School District</i>	\$240,000	1,030
School Road Repair <i>Implementing Partner: City of Vallejo Public Works</i>	\$265,000	987

Figure 17: Cycle 3 Funded Projects

Although each of the three cycles of PB has had a slight overall decrease in participation, the number of projects funded, and the amount allocated towards projects, Cycle 3 proved that PB in Vallejo continues to not only pique the interest of Vallejoans, but also demonstrates that citizens find value in the PB process. Winning projects elicited the value the community places on opportunities for youth, as well as the community at large through projects are broad in impact and serve a wide swatch of Vallejo’s residents. Over three cycles of PB, projects that are geographically-specific, or that serve a narrowly-defined group of residents tend to garner fewer votes.

Cycles 1, 2 & 3 Outcomes	CYCLE 1	CYCLE 2	CYCLE 3
Participated in Budget Assemblies	518	581	449
Ideas Generated at Assemblies	829	645	562
Volunteer Budget Delegates	115	111	74
Projects Submitted for Vetting	60	42	25
Residents of Vallejo Voted	3,917	3,750	3,098
Projects Funded by City Council	12	8	5
Amount Allocated to Fund Projects	\$3.28 M	\$2.44 M	\$1 M

Figure 18: Outcomes by Cycle

4.2 Implementation Challenges

The third cycle of PB in Vallejo required not only an improved outreach campaign, but continued implementation of the 12 winning projects from Cycle 1, and the eight winning projects from Cycle 2. Implementation requires establishing a clear project management procedures, standard grant agreements for projects involving non-City partners, a monitoring and evaluation program, and realistic funding and reimbursement methods. Projects from Cycle 2 continued to pose challenges to staff, particularly around projects that were contingent on non-City funding, projects with undefined deliverables, and the capacity of non-City implementing partners.

The top vote-garnering project in Cycle 2, “Help the Homeless,” requested \$588,000 in Measure B funding. However, the proposal placed on the ballot did not have clearly defined deliverables, listed an implementing partner that did not have the capacity to fully administer the project, and the amount requested represented half of what was needed to fully implement the project (Delegates were anticipating match funding from the county that never materialized). In addition, the project’s goals were not only ambitious, but complex and required more in-depth analysis and research by City staff. As a result, the proposal required substantial development after the vote. More than 18 months after City Council approval, the project still has not expended any funds.

PART V: FACTORS FOR SUCCESS

There are many issues and challenges that arose during Cycle 3 of PB that offer opportunities for the program to evolve and adapt, helping ensure that future cycles are more successful.

- **Target existing events to engage the public rather than holding stand-alone meetings**
The conventional model of PB in the U.S. typically utilizes “Budget Assemblies,” stand-alone, City-organized public meetings, to engage residents, encourage participation, and recruit volunteers. Similarly, Project Expos are stand-alone events providing the public with the opportunity to view displays for each projects and cast their ballot. However, achieving high turn-out at these City-sponsored events is difficult, and the cost of resources and volunteer burnout is high. With attendance at stand-alone PB events dropping, and online voting increasing, City staff began to target existing festivals, community and cultural events, and other venues where people were already congregated for outreach and voting. Coordinating PB polling sites outside of places of worship, at weekend festivals (particularly those celebrating one of the community’s ethnicities or cultures), or even back to school nights, achieved better results with lower costs. For example, in Cycle 1, all Assembly events were stand-alone events costing the City approximately \$27 per person. In contrast, by Cycle 3 the cost had dropped to \$9 per person. During the vote phase, polling places with paper ballots received the highest turnouts at the Farmer’s Market, outside of a place of worship, a weekend Waterfront Festival, and the Halloween Carnival.
- **Online voting offers convenience and new challenges for a representative vote**
Cycle 3 was the first time PB in Vallejo offered online voting. However, while two out of every three voters elected to cast their ballot online, analysis of the survey data showed that online voting actually exacerbated already-disproportionate representation of demographic groups in Vallejo. The typical online voter was an older, white female – a group already significantly overrepresented in the previous cycles. As a result, the overall demographic representation in the Cycle 3 vote was actually less proportional than previous cycles. Stanford University’s Crowdsourced Democracy Team is working closely with City staff in an attempt to use targeted, online advertising to try and balance the disparity in Cycle 4.
- **Prequalify non-City implementing partners to address capacity issues early**
In order to assure non-City implementing partners had the administrative capacity to fully implement projects, the City required the submission of a prequalification application well before proposals were developed. This assisted Delegates during proposal development by utilizing the strengths of organizations or public agencies, and helped them avoided the implementation pitfalls that delayed winning projects from Cycle 1 and 2. Additionally, it assured that partners were not only aware of proposals being developed

in which they may play a role, but also allowed them to be part of the development process from the beginning and better address community and organizational need.

- **Utilize existing guidelines (e.g., CDBG) instead of re-inventing the wheel**

In preparation for Cycle 3, the City was explored ways to better address community need, particularly around low- to moderate-income households that are typically marginalized in political processes and often underserved. Utilizing existing, effective and successful guidelines and rules from other public agencies helped simplify the prequalification process and expedited aligning organizations with potential projects.

- **It can't all be about bureaucracy and paperwork – Everyone loves ice cream**

In the third cycle, City staff and the PBSC realized that building community and social capital was more than volunteers developing grant proposals and budgets. Some public meetings do not need an agenda or action minutes – they just need chocolate syrup. By rewarding volunteers with “non-functional” events (e.g., the summer ice cream social), the PB process encouraged comradery and thanked the people that make PB possible.



Cycle 3 Participatory Budgeting Steering Committee Members	
Representative(s)	Organization
Eva Coley Patricia Baisden	African American Alliance
Karen Sims Wendell Quigley	Better Vallejo
Mark Mora Diana Sevilla	Fighting Back Partnership
JR Matulac Gloria Bautista	Filipino Community of Solano County
E. Charles Kelly Charles Davis	Global Center for Success
Liat Meitzenheimer Karol Heppe	Greater Vallejo Recreation District (GVRD)
Catherine Parker Monica Tipton	Housing & Redevelopment Commission (HRC)
David Gonzales Andrea Garcia	Solano Hispanic Chamber of Commerce
Kyle Wichelmann Rich Curtola	Vallejo Chamber of Commerce
Cynthia Markson Peggy Cohen-Thompson	Vallejo Community Access Television
Michelle Whitney Karimah Karah	Vallejo Heights Neighborhood Association
Lynda Daniels Corinne Quinn	Vallejo NAACP
Pelton Stewart Jeremy Medina	Vallejo Sister City Association
Shelee Loughmiller	At-Large Steering Committee Member
Gary Bennett	At-Large Steering Committee Member
Kim Thomas	At-Large Steering Committee Member
Susie Cole	At-Large Steering Committee Member
Ravi Shankar	At-Large Steering Committee Member
Caroline Miller	At-Large Steering Committee Member

Participatory Budgeting in Vallejo Cycle 3 Rulebook

About this Rulebook

This is the third edition of this rulebook. It was originally developed by the Steering Committee for Participatory Budgeting (PB) in Vallejo in September 2012 and revised in July 2013 and January 2015, 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 City Council approved 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. 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 portion of City Funding. In June 2015, as part of the Fiscal Year 2015-2016 budget process, the City Council will allocate funding for third cycle PB 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.

Fifteen percent of the allocated Measure B funding shall be designated for programs and services that target at-need populations in Vallejo (using the federal Community Development Block Grant (CDBG) social service guidelines and eligibility). This shall serve as a pilot concept for future Cycles of PB, where the annual CDBG program and service funding might be allocated through Vallejo's PB process.

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.

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.

Project Eligibility

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

- **Provide primary benefit for the public-at-large (or a subset group that is not delineated by exclusive or paid membership in a group, organization, or by participation in a specific activity).** Projects that only benefit private individuals 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. Generally this means that the project results in a direct/primary concrete or quantifiable service or benefit to the public.
- **Provide a tangible, permanent benefit that allows for broad public access.** This includes a long-term plan to maximize benefit for the full utility of acquired assets (typically sustainable beyond the 12-16 month implementation timeline). This criterion may not always apply to program and service project proposals that otherwise meet existing CDBG guidelines.
- **Are designed to accomplish their goals and fulfill their purpose using funds from this year's PB process.** Projects may not obligate the City to ongoing funding beyond the PB allocation. If other funding sources are needed to accomplish the project goals, those funds must be secured prior to submission for City review and vetting.
- **Are capital infrastructure, capital improvement, durable acquisition, or program and service projects.**
 - Capital Infrastructure/improvement and/or durable acquisition projects for public purposes, on public property within incorporated City limits, and implemented by the City of Vallejo and/or a public agency operating in Vallejo are eligible for Measure B funding. Public property is property held by a public agency.



- Program and service projects implemented by a public agency and/or pre-qualified 501(c)3 non-profit organization are eligible for a designated portion (15%) of Measure B funding allocated through Vallejo’s PB process. All program and service project proposals must meet the existing City-implemented CDBG guidelines and qualifications; the City must be able to document that all program recipients reside within incorporated City limits, and that at least 51% of program recipients are low- or moderate-income. Funding cannot cover administrative, overhead, or routine maintenance costs.
- Individual proposals may request funding from either capital infrastructure/durables or programs and services, but not a combination.

PB ALLOCATION & ELIGIBILITY		
Projects	Programs & Services	Capital Infrastructure & Durables
How Much	Estimated \$150,000*	Estimated \$850,000*
Funding Source	15% of Measure B	85% of Measure B
Where	Public and/or Private Property within incorporated City limits	Public Property owned by City or Public Agency within incorporated City limits
Implemented by:	Public Agency and/or 501(c)3 nonprofit	City of Vallejo and/or Public Agency
Who Benefits:	Incorporated City residents, at least 51% low- to moderate-income	All Vallejoans
Min/Max per project	\$20,000 min \$50,000 max	\$30,000 min \$400,000 max
When	Beginning in February 2016	Beginning in February 2016
* Measure B funding amount determined by Vallejo City Council as part of the FY 2015-16 Budget		

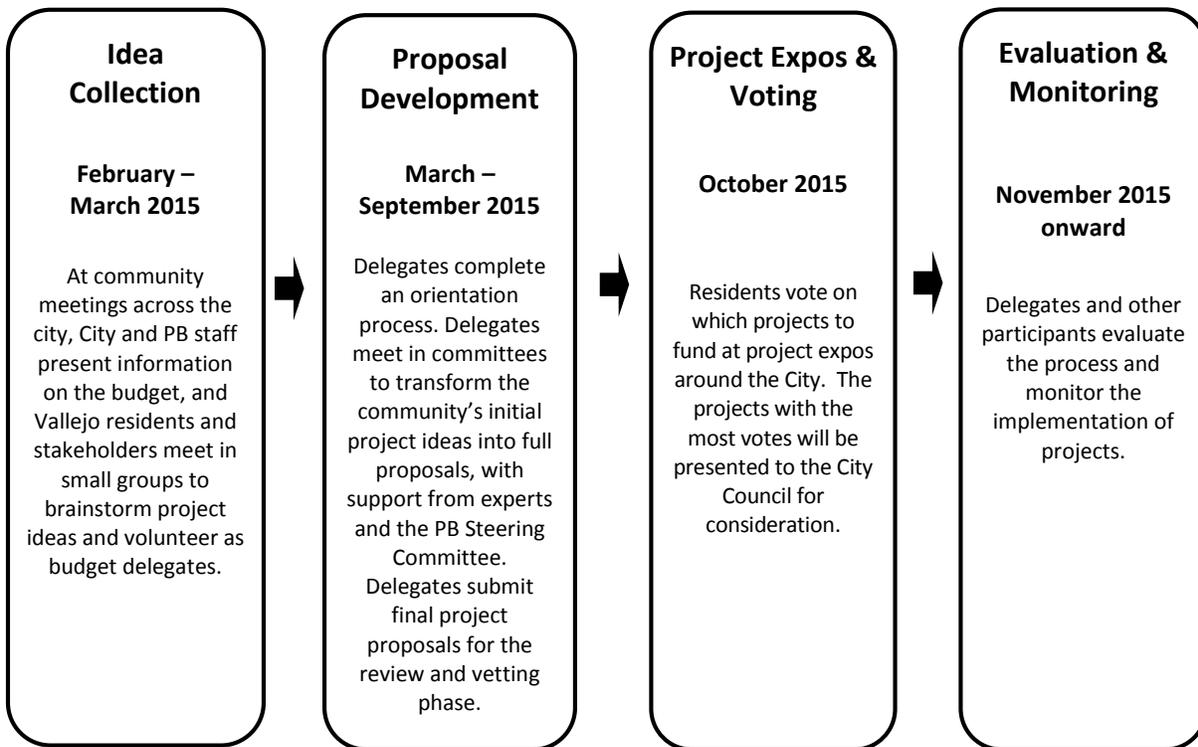
In addition to these criteria, the following rules apply to projects:

- Projects may not result in the private benefit of individuals or confer value to a non-public entity. Examples of these types of ineligible projects could include purchasing assets for a non-public entity that generate net revenue for a private entity, non-profit organization, or individual(s) that exceeds the costs of the program in which that revenue was generated.

- Future sustainability of a project must not be contingent on market- or demand-driven revenue streams. Examples of these types of ineligible projects could include start-ups or enterprise-driven non-profits.
- Projects must not require a change in City or public agency policy in order to be implemented and achieve the goals outlined in the proposal. Examples of these types of ineligible projects could include studies, ordinance development, or campaigns.
- Projects implemented by non-City public agencies must also include financial or value in-kind contributions from the agency, in addition to “PB funding.”
- To comply with California Government Code § 1090, Budget Delegates who develop projects may not receive any financial benefit from funds disbursed.
 - 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 specific projects, subject only to time and other constraints.
- For non-City implementing partners, funding may be used for skilled and/or limited-term labor, but cannot be used to cover administration, overhead, or to fund an ongoing position.
- In most cases, funds will not be distributed up front and will be distributed as payment for service, on a reimbursement basis, and/or progress payment to a local certified contractor.
- Projects may not promote religious views or beliefs.
- Projects must be fully eligible and approved by the City Manager, or designee, in consultation with the City Attorney, before being placed on the ballot. 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, in-kind contribution, etc.), documented by a contractor bid, vendor quote, or other full-cost estimate
 - Timeframe for project completion
- Proposals with a non-public agency as implementing partner, or with potential non-profit subcontractors, must be identified and pre-qualified on or before the First Stage Review.
 - Qualification guidelines for 501(c)3 nonprofit organizations seeking funding for a program and/or service will be developed and released by the City prior to the first Budget Assembly. Existing 501(c)3 contractors receiving CDBG funding and other 501(c)3 organizations that prequalify prior to the final Budget Assembly will be invited to present their experience, existing services, and qualifications to Budget Delegates during Department and Agency briefings at the commencement of the Budget Delegate Phase.
 - Non-City public agencies must submit a letter of interest on or before the First Stage Review in order to be considered during review and vetting.
- Final project determination for ballot placement will be made by the City Manager, or designee, in consultation with the City Attorney.

Timeline: What happens when?

PB has four main stages:



Rules: How does it work?

Idea Collection

- 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 second 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.

Proposal Development

- All budget delegates must attend a delegate orientation session and project proposal workshop.
- 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. Delegates may not join more than one committee.
 - 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. At least four delegates must sign up before a demographic committee can be formed.
- 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, vetting projects that do not meet the eligibility criteria and rules, and prioritizing projects based on greatest need and benefit). A fully eligible project must also undergo a three-stage review and vetting process, with exact dates to be determined by the City Manager's designee(s) and the Steering Committee prior to the start of the Delegate phase.

- **First Stage Review:** Budget Delegates shall submit to the City a summary (approximately 500 words) for each project proposal, not to exceed 60 total project proposals (46 capital infrastructure/durable and 14 program and service). City staff and a subcommittee of the Steering Committee will provide general feedback on eligibility issues and concerns, but will make no binding determinations.

In order to be eligible for possible funding at the conclusion of the cycle, implementing partners and/or any 501(c)3 non-profit organizations (including potential non-profit subcontractors) who may seek to implement project proposals must submit a prequalification application and letter of interest to the City on or before the First Stage Review. All public agencies who may be implementing partners must submit a letter of interest for each proposed project on or before the First Stage Review.

Project proposals or non-City implementing partners that do not undergo this First Stage Review are ineligible for continued development or funding in the current cycle.

- **Second Stage Vetting:** Budget Delegates shall submit to the Steering Committee (or a subcommittee) a maximum of 40 fully-eligible project proposals (30 capital infrastructure/durable and 10 program and service). The Steering Committee will conduct an initial eligibility screening and forward the proposals, along with the Steering Committee's recommendations, to the City for full vetting. City staff will provide extensive feedback and revision requests to both the Budget Delegates and the Steering Committee.

Where needed, City staff, designated Steering Committee members and the Budget Delegates shall meet and discuss the eligibility determination in an attempt to gain



mutual understanding and seek avenues to alter the project proposal for a more favorable outcome. Ultimately, the City Manager, in consultation with the City Attorney, shall make final determinations on whether project proposals are eligible for the Third Stage Review of the PB ballot.

Project proposals deemed ineligible in the Second Stage Vetting may no longer be developed in the current cycle's process and cannot be submitted for Third Stage Review.

- **Third Stage Review:** Budget Delegates shall submit a maximum of 26 eligible and/or revised project proposals (20 capital infrastructure/durable and 6 program and service) that include final ballot language, poster photos, etc. to City staff for consideration on the ballot. City staff will concurrently notify the Steering Committee and the Budget Delegates of final ballot determinations.

The City Manager, in consultation with the City Attorney, shall determine final project proposal eligibility.

- The Steering Committee shall determine the number of available slots per committee for each of the three stages of review/vetting, as well as the ballot. The Steering Committee shall not make determinations about individual projects advancing to the ballot.
- 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 & Voting

- There will be at least three Project Expos, including one with Spanish interpretation available, to take place during the PB vote. Budget delegates will present final project proposals to the community. The Steering Committee will determine the final number of Project Expos.
- Participants will abide by Campaign Guidelines as determined by the Steering Committee and the City Manager, or designee.
- The PB ballot shall not contain more than 26 project proposals clearly separated into two sections:
 1. A maximum of 6 Program & Service project proposals
 2. A maximum of 20 Capital Infrastructure/Durable project proposals
- Each voter may cast one vote per project proposal. Voters may cast votes for up to 25% of the total number of Program & Service project proposals, and up to 25% of the total number of Capital Infrastructure/Durable project proposals (rounded to the nearest whole number). For example, on a ballot with 6 Program & Service proposals, and 20 Capital Infrastructure/Durable proposals, each voter may vote for up to two (2) Program and Service project proposals, and up to five (5) Capital Infrastructure/Durable project proposals.
- 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.
- In recognition of the underrepresentation of the 20- to 34-year-old age group in Cycles 1 and 2, a focus for Cycle 3 will be on increasing representation from this demographic voting bloc.

The Steering Committee and City staff will research the logistics of implementing alternative voting methods, including, but not limited to, an online voting platform that allows Vallejo residents to be authenticated and vote remotely.

- 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.
- 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.

Consideration of Project Funding by the 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, or 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, the City Council will attempt to secure additional money to complete the project(s), partially fund the next highest vote-getting project, or split the remaining funding between any tied projects. If the project(s) cannot be completed with partial funds, the remaining funds will go to the project with the next most votes that can be fully funded, or into a reserve fund. If none of the above-mentioned methods for allocating remaining funds are possible, the balance of unused funding from the 15% of Measure B allocated for programs and services will revert over to the 85% for capital infrastructure/durables in the current cycle, or vice versa.

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 the 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.

- Attend a Budget Delegate Orientation and a Project Proposal Workshop.
- Discuss, categorize, and prioritize initial project ideas.
- Make initial determination on project proposal eligibility prior to development, with assistance from the Steering Committee and staff.
- Assess need and benefit when determining which eligible project proposals will not be resubmitted at different stages of review.
- 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 a workgroups. These workgroups may include, but are not limited to:

- **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, generate media attention, recruit and train outreach workers, and develop outreach materials.
- **Online Participation:** Help plan, oversee, and promote the PB Vallejo website and opportunities for online engagement, including researching a possible online voting method for Cycle 3.
- **Research & Evaluation:** Help identify research priorities and evaluate data gathered during the PB process.
- Additional workgroups may be formed on an as-needed basis as deemed necessary by the Steering Committee and the City Manager Designee(s).

City Manager Designee

The City Manager Designee will be the main person(s) responsible for coordinating the PB process with input and assistance from the Steering Committee.

- Serve as 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
- Create implementing partner eligibility check-list
- Create a pre-qualification application for non-public implementing entities that reflects Vallejo-specific CDBG eligibility and requirements.
- 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, including monthly updates on the operating budget and PB expenses.
- Distribute promotional materials
- Serve as liaison between PB participants and City
- Present implementation analysis and plan for voter-recommended project proposals 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 Vallejo's PB process.

- Facilitate a Writing the Rules Workshop at the conclusion of the PB Cycle
- Support the City Manager Designee(s) responsible for coordinating the PB process.
- Provide ongoing technical assistance to the City

- Assist City staff with facilitation of process milestones 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.
- Take action on the Rulebook
- Consider 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

Housing and Redevelopment Commission (HRC)

- Be represented by one member on the Steering Committee
- Assist with determining project eligibility during Second Stage Vetting, including for Program and Service projects that are required to meet CDBG guidelines.

Steering Committee

A Steering Committee coordinates PB Vallejo. The committee is composed of up to 21 members, including: a minimum of 12 civic organizations, one member of the Housing and Redevelopment Commission (HRC), 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. Liaisons provide technical support to Budget Delegates during proposal development, provide informational updates on Delegate Committees' progress to the Steering Committee, and connect Budget Delegates with resources.
- Recruit organizations and community stakeholders to workgroups
- Mobilize Vallejo residents and stakeholders to participate
- Facilitate budget assemblies and delegate meetings
- Assist City Manager Designee in arranging food, childcare, and interpretation for assemblies and meetings
- Categorize project ideas and conduct preliminary review of ideas for eligibility

- Make initial eligibility recommendations of 40 project proposals during Second Stage Vetting and submit proposals and recommendations to City staff
- Meet with City Manager, staff, and Budget Delegates if concerns arise over project proposal vetting determinations
- Assist City Manager Designee in presenting voter-recommended project priorities to the City Council for consideration
- Evaluate the PB process Recommend rulebook revisions to the City Council
- Monitor project implementation
- Set meeting agendas through individual or group requests via the Steering Committee leadership at least seven days prior to meetings.

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. Enforcing attendance rules shall be a responsibility of the Steering Committee leadership.

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

An updated list of individuals and organizations who serve on the Steering Committee for 2015 can be reviewed on the City's [website](#).

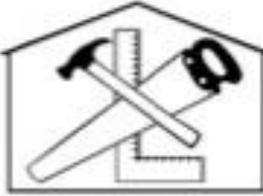


Participatory Budgeting Vallejo



2015 OFFICIAL BALLOT

VOTING CODE: _____

1 vote	4 votes
	
PEOPLE	INFRASTRUCTURE
<p>One-year programs that follow Federal Housing & Urban Development (HUD) Community Development Block Grant Guidelines:</p> <ul style="list-style-type: none"> • Provides a program, service, training, class, event, workshop, social service, education, internship, certification course, and/or ongoing assistance • 51% or more of participants are low- to moderate-income 	<p>Builds infrastructure for a public agency:</p> <ul style="list-style-type: none"> • streets/roads • public facilities • buildings <p>Purchases an asset for a public agency:</p> <ul style="list-style-type: none"> • Equipment • Vehicles • Materials • Tools

VOTING INSTRUCTIONS:

- Every ballot must have a voting code sticker
- You may not use votes from one section in another
- You cannot vote for the same project more than once
- Ballots marked with more than the allowable votes are invalid
- Use black or blue ink - ballots marked in pencil will NOT be counted





PEOPLE

Vote for
1 of 2
Projects

Afterschool Sports Program - Soccer & Basketball
Fund coaches for the ASES Afterschool Sports Program providing soccer & basketball to students at 14 Elementary and Middle schools in Vallejo that serve youth from low- to moderate-income households.
LOCATION: 14 Elementary and Middle Schools

Vallejo Firefighter Youth Academy
A youth development and mentoring program with life guidance and firefighter career exploration for youth ages 14-18 who are at risk of social, academic and/or economic challenges.
LOCATION: Various Vallejo Fire Department stations

Vote for
1 of 2
Projects

\$ 50,000
PARTNER: VCLUSD

\$ 50,000
PARTNER: City of Vallejo



INFRASTRUCTURE

Vote for
4 of 17
Projects

Enhance Neighborhood Watch - Outreach Van for VPD
Purchases a custom van, portable canopies, chairs, tables, and multimedia presentation equipment for Vallejo Police Department Community Service Division to bring neighborhood watch training citywide.
LOCATION: Citywide

Enhanced Disaster Response
Items to help improve disaster response; equipment caches for neighborhood use by CERT, more customized equipment for VPD's new rescue truck and radio components to aid emergency communication.
LOCATION: Citywide

Improve Vallejo's Image by Upgrading Public Events
Purchase a modern, mobile stage complete with light and sound to improve Vallejo's image thru public events and festivals. Stage can be rented at fraction of retail cost from GVRD for public events.
LOCATION: Citywide

Beautify Downtown and Georgia Park
Enhance the security and beauty of the Downtown by installing tree and decorative lighting to alleyways and streets and install lighting, benches, drought-resistant plants and trees in Georgia Park.
LOCATION: Streets/Alleyways & Georgia Park in Downtown Vallejo

School Roads Repair
Repair roads adjacent to schools most in need of repair. Public Works engineers will identify roads based on the Pavement Condition Index.
LOCATION: Citywide roads adjacent to VCLUSD schools

U Help Vallejo Kids Win - Afterschool Tech Program
Support student achievement in Math and Technology with After School Education and Safety Program [ASES] in 14 VCLUSD schools through the purchase of 380 iPads.
LOCATION: 14 Elementary and Middle Schools

Vote for
4 of 17
Projects

\$ 50,000
PARTNER: City of Vallejo

\$ 155,000
PARTNER: City of Vallejo

\$ 110,000
PARTNER: GVRD

\$ 155,000
PARTNER: City of Vallejo

\$ 400,000
PARTNER: City of Vallejo

\$ 240,000
PARTNER: VCLUSD

↑
MORE PROJECTS



INFRASTRUCTURE

(continued...)

Vote for
4 of 17
Projects

Commercial/Event Kitchen at GVRD Community Center
Build a commercial kitchen at GVRD's Vallejo Community Center on Arnold St., adding an amenity to a public building to benefit residents who can rent for weddings, receptions, events & parties.
LOCATION: Vallejo Community Center at 220 Arnold St.

Safety Through School Fences
Install, upgrade and repair fences at 5 schools that are most in-need based on VCLUSD's School Fences District Wide evaluation (Pennycook, Mare Island, Highland, Charter Elementary & Franklin M.S.).
LOCATION: 5 Elementary and Middle Schools

Safer Streets - Bike Lanes & Markings
Increase safety and awareness on roads with bicycle lane striping and markings along at-risk Vallejo streets identified by City traffic engineers.
LOCATION: Citywide

Waterfront History Arts Park
Transform the barren, dirt lot on the Waterfront into a relaxing, fun, eco-friendly, family-friendly gathering spot for special celebrations, community arts, and creative educational offerings.
LOCATION: Independence Park region, south of Ferry terminal

Waterfront Flags and Welcome Signs
New flags and flagpoles and sidewalk mosaics would beautify our waterfront. New welcome signs at City entrances would let visitors and residents know they are entering a vibrant city.
LOCATION: Waterfront and Mare Entrances to Vallejo

Pedestrian Safety and Traffic Calming
Increase pedestrian safety in and near the most dangerous crosswalks and roadways in Vallejo by enhancing the capacity of Public Works to deploy safety devices and traffic calming interventions.
LOCATION: Citywide

Path 2 Vallejo's Future! Waterfront Promenade Ramp
Ramp connection from Waterfront Promenade Path to Mare Island Causeway sidewalk. Provides Safe, Convenient Pedestrian, Wheelchair and Bicycle access. Reduces traffic conflict; completes the Promenade.
LOCATION: North Waterfront Promenade Path next to CoastQuest

Fountains of Native Flora
Plant native, drought-tolerant plants in the currently nonoperational fountains on the steps between the JFK Library and City Hall and in the small lawn in front of the unused fountains.
LOCATION: Vallejo City Hall & JFK Library Courtyard

Mobile Nutritional Cooking Carts for Kids
Purchase of 14 mobile cooking kitchen carts for VCLUSD schools to provide hands-on learning about cooking, nutrition, & health at schools serving Vallejo youth from low- to moderate-income households.
LOCATION: 14 Elementary and Middle Schools

Vote for
4 of 17
Projects

\$ 155,000
PARTNER: GVRD

\$ 40,000
PARTNER: VCLUSD

\$ 117,000
PARTNER: City of Vallejo

\$ 395,000
PARTNER: City of Vallejo

\$ 215,000
PARTNER: City of Vallejo

\$ 400,000
PARTNER: City of Vallejo

\$ 330,000
PARTNER: City of Vallejo

\$ 65,000
PARTNER: City of Vallejo

\$ 110,000
PARTNER: VCLUSD



Participatory Budgeting Vallejo



PROJECT PROPOSAL GUIDE

Information to prepare & assemble prior to submitting a proposal on July 17, 2015

All project proposals must be submitted online using the City’s online application by July 17th, 2015 (your facilitator will provide the link in early June). Below is a list of the information required in order to submit a complete and accurate proposal. Keep the following in mind:

- Only projects submitted and checked by City staff during the First Stage Review on May 22, 2015 are eligible to be submitted for full vetting.
- Eligibility rules are outlined in the Cycle 3 PB Rulebook (pages 3-4) at www.pbvallejo.org
- Non-profit organizations that are listed as implementing partners must have been prequalified with the City by May 22, 2015, and have requested participation in the project during First Stage Review.
- Public Agency partners must have submitted a letter to the City by May 22, 2015 approving project
- Documents for upload must be in PDF, Excel, Word, JPEG, GIF, or PNG format
- Applications with missing information or documentation that is not uploaded could affect eligibility



TIP: If you need assistance with scanning documents for upload, have any questions, or would like further clarification on any issue, PB Staff in the City Manager’s Office is here to help you!
 Alyssa Alford, 707-648-4577, alysa.alford@cityofvallejo.net



GENERAL

1. Full names of all the delegates from your committee that worked on the proposal
2. One e-mail address for the PB staff to send a confirmation that the proposal was received
3. Project Title (max 72 characters)
4. Total budget amount request
5. Unique 4-digit Proposal Submission Code (provided by your facilitator)
6. Short Project Summary (max 500 characters)

PROJECT DETAILS

7. 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.

8. What is the type of project? (choose one)
 - a. Program and/or Service

► **If 8(a):** How will the city be able to document that at least 51% of the people benefitting are Vallejo residents with low- or moderate-income? (1-2 paragraphs)
 - b. Capital Improvement¹ and/or Durable²
9. Why is this project needed? (1-2 paragraphs)
10. How will the project address or solve this need and/or problem? (1-2 paragraphs)
11. Describe in detail how residents, visitors, groups, communities, geographic areas, or the City of Vallejo will benefit from this project (1-2 paragraphs)
12. Describe the potential challenges and/or obstacles for this project (1-2 paragraphs)

¹ A “capital improvement” is defined as the addition of a permanent structural improvement or the restoration of some aspect of a property that will increase its value or useful life. This could be a public building, renovating a structure or creating/improving public infrastructure like roads or parks.
² A “durable” is defined as a good that yields utility over time, rather than being consumed in one use. This could include the acquisition of vehicles, property, equipment, or other infrastructure that is retained by the City or a public agency for public benefit.

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 and upload under the field "Additional Partners."

13. How many implementing partners does the project require?

- a. 1
- b. 2 or more

14. Who will implement the project? (Mark all that apply)

- a. The City of Vallejo
- b. A prequalified, 501(c)3 non-profit organization

► **If 14(b):** Provide the partner non-profit organization name, website, contact person, phone number & e-mail. *Only organizations pre-qualified by May 22 are eligible.*

- c. A public agency (e.g., VCUSD, GVRD, Solano County, etc.)

► **If 14(c):** Provide the following:

- Partner agency name, contact person, phone number & e-mail
- Describe the in-kind contribution the public agency has agreed to provide if the project is funded. This could be staffing, administration, ongoing maintenance, matching funds, etc. (1-2 paragraphs)

15. Where will the project be implemented?

- a. Public property (owned by the city or a public agency)
- b. Private property (owned by a resident or non-profit organization)

► **If 15(b):** Does the partner own or rent/lease the property where the project will occur?

BUDGET & COST ESTIMATION

TIP: Participatory Budgeting grants only cover "hard costs" for projects (e.g., materials, skilled labor, equipment, etc.). However, most projects will also likely have other expenses ("soft costs"), such as ongoing utilities/maintenance, overhead/administration, salaried positions, building permits, etc. Your proposal will need to consider both of these costs and plan for how they will be covered.

16. Upload an itemized budget for the entire project that has line items accounting for the entire amount of PB funding requested. You should develop a spreadsheet or table on Microsoft Word or Excel. Work with City staff to make sure you have a complete, full-cost budget!

Make sure you have documentation to upload that supports your budget request, including:

- At least one (1) complete bid from a licensed contractor for any work that requires skilled labor, building, construction, or professional installation.
- Copies of vendor quotes, official estimates, or online retailers for any durable, equipment, material or product purchases.
- Letter(s) from implementing partners agreeing to absorb any soft costs not covered by PB



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

17. Describe the project timeline/schedule.

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



Participatory Budgeting Vallejo



Afterschool Sport Program – Soccer & Basketball

Fund coaches for the ASES Afterschool Sports Program providing soccer & basketball to students at 14 Elementary and Middle schools in Vallejo that serve youth from low- to moderate-income households..

Implementer:	VCUSD
Cost:	\$ 50,000
Location:	11 Elementary Schools and 3 Middle Schools



Who Benefits

Students involved in the sports program will directly benefit by their involvement in organized sports team and being emerged in a team environment. Benefits also include better health, fitness, and improved social skills.

Detailed Project Description

This project is to allocate funds for a new Afterschool Sports Program through After School Education and Safety (ASES). This new program will offer more sports training opportunities to students at 14 Elementary and Middle Schools in Vallejo. Currently the Vallejo School District does not have an Afterschool Sports Program due to inadequate funding. Through Participatory Budgeting funds, it will be possible to create and implement a comprehensive sport program at each ASES school site.

The Vallejo School District will absorb soft costs and their in-kind contribution includes field rentals for all sports and a one-time bus trip for a game for both soccer and basketball.

Committee: **Spanish-Speaking**



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



Vallejo Firefighter Youth Academy

A youth development and mentoring program for boys and girls ages 14 - 18 that provides life guidance and career exploration for youth who are at risk of social, academic and/or economic challenges.

Implementer: City of Vallejo

Cost: \$ 50,000

Location: Various Vallejo Firefighter Department Fire Stations



Who Benefits:

Our at-risk youth will receive guidance to structure their lives at school, home & work. The community benefits by enhanced public safety through fire prevention, emergency response training, and promoting community service.

Detailed Project Description:

The Vallejo Firefighter Youth Academy is a youth development and mentoring program that provides life guidance and career exploration for 30-40 youth who are at risk of social, academic and/or economic failure. The fundamental principles of this 9 month program are academic achievement, community service and self discipline. High school aged boys and girls are mentored by firefighters and empowered to improve their community while maximizing their potential in a safe, structured and fun environment.

This mentoring program is being implemented in honor of fallen firefighter Robbin Mackbee who was the first Vallejo firefighter killed in the line of duty. Robbin spent numerous hours tutoring and mentoring youth in his time.

Committee: **Education, Programs & Services**





Participatory Budgeting Vallejo



Waterfront History Arts Park

Transform the barren, dirt lot on the Waterfront into a relaxing, fun, eco-friendly, family-friendly gathering spot for special celebrations, community arts, and creative educational offerings.

Implementer:	City of Vallejo
Cost:	\$ 400,000
Location:	Independence Park region, south of Ferry terminal



Who Benefits: This park will benefit all visitors to and residents of Vallejo. The park's is designed to encourage and welcome people of all ages, abilities, and interests.

Detailed Project Description: There are two parts to this project:

- Landscaping will be divided into native shrubs, grasses, and ground covering. Native drought tolerant trees, no higher than 25 feet, will shade benches and picnic and game tables. Walking trails made of decomposed granite will meander through the xeriscape. Drip irrigations will efficiently water all native, drought tolerant plants.
- A focal point and reminder of the city's naval heritage will be a sculpture of a half-scale model of a submarine sail (conning tower). Strategically placed binoculars along the waterfront, with Historic narratives of Mare Island and Vallejo, will peak the curiosity of visitors and residents. The binoculars can assist in the observation of marine wildlife and birds. The City's design architect will incorporate as many elements as possible into the final project.

Committee: **Public Infrastructure, Safety & Assets**



Participatory Budgeting Vallejo



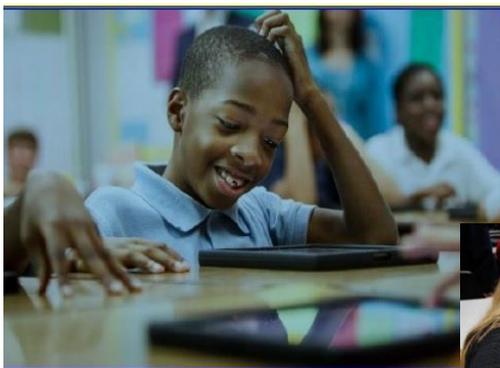
Participatory Budgeting Vallejo



U help Vallejo Kids Win – Afterschool Tech Program

Support student achievement in Math and Technology with After School Education and Safety Program [ASES] in 14 VCUSD schools through the purchase of 280 iPads.

Implementer:	VCUSD
Cost:	\$ 240,000
Location:	11 Elementary and 3 Middle Schools



Who Benefits

VCUSD After School Education and Safety Programs (ASES) work to serve all Vallejo’s students in their success, with emphasis on those from the most impoverished homes. Technology is key to our students’ success.

Detailed Project Description

Increasing and supporting the opportunities for the life-successes of Vallejo students is the goal of VCUSD ASES after school programs. technology is an ever-more critical tool for educational and career success. To acquire these technological skills, you must have access to the tools! this “Help Vallejo students after school program” will provide these tools, by funding the purchase of Ipad portable hand-held computing devices. This will be supplemented with VCUSD instruction in computer programming; video creation/editing; on-line homework/learning and math/science skill [stem]. Math success is the best predictor of high school graduation

Committee: **Educations, Programs & Services**



Participatory Budgeting Vallejo



Participatory Budgeting Vallejo



School Roads Repair

This project will provide funding for repair roads adjacent to the schools at the discretion of the Public Works department. Public Works will identify which roads are in the most need of repair.

Implementer:	City of Vallejo
Cost:	\$ 400,000
Location:	Vallejo Roads near schools



Who Benefits:

Repairing the roads benefits all residents who live in the neighborhood of the school, residents who drop of their children at the school, and any individual who drives on the repaired roads.

Detailed Project Description:

The City of Vallejo's Public Works Department and their engineers will be given full discretion in determining how to best repair roads immediately adjacent to schools. Public Works will utilize their Pavement Condition (PCI) Index to determine and prioritize which school roads are in the need of repair the most.

Committee: **Spanish-Speaking**



Participatory Budgeting Vallejo

Prequalification Requirements* for Non-Profit Organizations

Organizational Information

- Narrative of organization mission & vision
NOTE: Mission/Vision must match proposed project
- Overview of organizational structure
Include:
 - 1) Key personnel list & resumes
 - 2) List of board of directors and bios
- Organization's written fiscal policies/procedures
- Organization's written personnel policies/procedures

Legal Documents

- IRS 501(c)3 designation letter
- Articles of incorporation
- Bylaws
- Authorizing governing board resolution (and roll call vote)
– authorizing organization's signatory
- Liability, Auto & Worker's Comp insurance certificate(s)

Financial Records

- Current year (plus 2 previous years) pro forma financial statements
 - Income & Expenses (P&L), Cash Flow, Balance Sheet
- NOTE: Pro forma statements must demonstrate the following four requirements:*
- 1) No operational deficits in current year
 - 2) No debt service deferment or forbearance in last 3 years
 - 3) Maximum 30% average administration/overhead over 3 years
 - 4) Balance sheet must show assets equal to or greater than liabilities
- NOTE: Organizations are eligible to submit proposals for project funding up to 150% of 3-year average annual revenues*
- IRS Form 990 (previous 2 years)

Experience

- Narrative of organization history & legacy
 - Number of years in existence, growth, etc.
- Narrative of experience (e.g., serving low/moderate income populations)
- 2 letters of reference (or reference contact info)

To apply, go to:

<https://cityofvallejo.formstack.com/forms/prequalification>

* Prequalification does not guarantee funding.
For a detailed Participatory Budgeting rulebook, visit:
<http://www.ci.vallejo.ca.us/common/pages/DisplayFile.aspx?itemId=160934>