



Greensboro PB

GREENSBORO PARTICIPATORY BUDGETING 2015-2016 RESEARCH AND EVALUATION REPORT

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- More than 2,000 Greensboro residents and volunteers, who contributed ideas, attended events, developed project ideas, and expressed voting preferences in the city's first PB process.
- The grassroots organizers who since 2011 advocated for PB so that residents could directly contribute ideas and votes for capital projects they believed would improve their districts and the city.
- The Greensboro City Council that approved the allocation of city funds making Greensboro the first PB process in the South.
- The Greensboro PB staff members, Ranata Reeder and Erica Lindenberg, who managed the planning, coordination, outreach, logistics, communication, and day-to-day operations of the inaugural process.
- The City of Greensboro's staff that invested time and ideas to help make the first cycle successful.
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EXECUTIVE SUMMARY

“PB allowed a different type of person an equal opportunity to participate, for a change.” – *Steering Committee Member*

In April 2016, more than 1,000 residents voted in Greensboro’s first Participatory Budgeting process for projects they deemed important to be included in the 2016-2017 city’s budget. With a total of \$500,000 allocated for capital projects, divided equally among the city’s five districts, residents voted for two new bus shelters, a city-wide bus tracking phone app, installation of five crosswalks across neighborhood thoroughfares, two mural projects, “Welcome to Greensboro” signage, and public safety and recreation amenities for a total of 26 projects to be installed throughout the city.

Greensboro, NC holds the distinction of hosting the first Participatory Budgeting (PB) process in the South. It is only one of a few in the United States to date to involve the entire city. Additionally, Greensboro’s PB process remains unique in one other way. The funds for the process were derived from the city’s general fund, rather than from discretionary dollars, menu money, or specified tax dollars as is the case in most other U.S. locales. These factors and others, including an initial split vote of support from the City Council, meant that Greensboro’s PB process unfolded differently than elsewhere around the country. Throughout the research/evaluation process, we documented those distinctions along with the challenges and opportunities that arose.

In fall 2015 and spring 2016, a research team led by the University of North Carolina under the direction of Dr. Spoma Jovanovic with graduate assistant Vincent Russell and undergraduate assistant Rodney Johnson, attended more than 74 Greensboro PB events, including steering committee meetings, volunteer trainings, budget delegate meetings, expos, and voting days. The research team analyzed 724 surveys administered both at the beginning of the process and at the end of it, completed dozens of interviews with residents, volunteers, elected officials, city staff and PB staff, and completed research on prior city reports to help educate and inform the process as it was unfolding. The results of that research, along with the recommendations for future iterations of Greensboro Participatory Budgeting, are provided in this report.

“What was so great was not just my ideas, but all the other ideas. It was good to see people involved.”
– *Budget Delegate*


Greensboro residents advocated for Participatory Budgeting for four years before the Greensboro City Council approved money for the process. Advocates argue PB holds the potential to not only reconnect citizens to their government, but also to: foster relationships among neighbors; build coalitions across political, racial and class lines; address inequalities where they persist; and, renew faith that government can be the transparent, equitable, inclusive, and empowering institution that residents of Greensboro want.

EXECUTIVE SUMMARY

Greensboro's first cycle of Participatory Budgeting accomplished its many goals detailed in this report, even under less than ideal circumstances: uneven support from elected officials; a slow start and then a rushed schedule of events that had the effect of hindering some of the desired deliberation; and structural constraints that limited the possibility of transformative projects. Still, Greensboro PB engaged a record number of people in a collaborative, positive, hopeful process, one that the residents assert is important for their city to continue. Building on the accomplishments of the first cycle, and incorporating feedback and recommended changes as detailed by all PB stakeholders, the outlook for Greensboro PB is bright.

KEY FINDINGS

Overall and based on extensive research throughout the entire process, it is clear that Greensboro Participatory Budgeting was well received among all constituent groups, most notably the residents of the city.

 **“This is such an important process that has huge potential to get folks feeling more connected to one another and potentially a greater sense of authentic citizen empowerment.”** – *Idea Collection Participant*

Survey responses, interview answers, and informal comments at the myriad events are included throughout this report providing evidence for the following:

- 1. Greensboro PB successfully included people of color and low-income residents,** reflecting the city's population in ethnicity, income and gender. The latter part of the process was more successful in actively engaging the international community.
- 2. Resident participation in government budget activity increased.** Notably, 85% of PB participants were new to the city's budgeting process. The 2,000 people involved with PB in its first year stands in stark contrast to citizen involvement in information-only budget meetings in the previous five years (2012-2016) that amounted to only 298 people.¹
- 3. Greensboro PB boosted civic engagement** with 70% of the 2,000 participants² not previously involved in city/community endeavors. PB volunteers (in addition to steering committee members) devoted nearly 1,000 hours throughout the process. College students were active in researching and promoting PB.
- 4. Greensboro PB was an easy, positive gateway for residents to engage with city government officials.** Residents exclaimed that their contact with city officials were helpful, upbeat, and indicative of good government. This is particularly relevant considering that 19% of survey

1 See [Appendix](#) for participation history details.

2 60% of survey respondents in idea collection and 72% of voters reported no involvement in other forms of community engagement.

3 20% of survey respondents in idea collection and 18% of voters indicated they did not trust political leaders at least some of the time.

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respondents³ reported they did not trust their political leaders much or at all. A District 1 resident said, “I thought this was a good thing, and I’m hoping that’s how city government conducts other types of business.” A city staff member said, “There are a lot of people who may not know who to contact about particular issues; PB offered a direct way to get involved.”


5. **Residents viewed Greensboro PB as a positive change-making process that builds social capital.** Participants were offered multiple points of entry into the process, allowing engagement in one phase or all, based on resident interests and scheduling. Budget delegates reported that their involvement led to improvements in their ability to relate to neighbors, organize meetings, and build consensus for neighborhood projects.
6. **Greensboro PB motivated residents to want to do more in their city.** Budget delegates overwhelmingly reported that after participating in PB they would be more likely to attend other community meetings. Many, if not most, also indicated wanting to be involved in the next PB cycle to take on greater responsibilities.
7. **The most successful outreach efforts involved community groups,** particularly neighborhood associations. Following that, residents reported they learned of PB from friends/family and through online sources, particularly social media.

RECOMMENDATIONS

In this first-time effort, Greensboro PB accomplished the goals it had established. At the same time, there was no way to fully anticipate all the needs required for the complex, five-district process. Challenges were exacerbated due to lack of time to deeply consider the implications and needs of the process. The research suggests that for PB to reach its fullest potential, there are a number of changes that should be implemented in future processes.

1. **Greensboro Participatory Budgeting (PB) should continue as an annual process to engage residents.** An overwhelming percentage of residents surveyed support continuing the process. Voters said they believed PB is “good for the city.” A city council member said, “I have not had anyone tell me they didn’t want it [PB] or didn’t see the advantage of it.”
2. **Invest more money into Greensboro PB and promote the process fully.** Best practice guidelines suggest \$1 million be allocated for PB for every 100,000 people. For Greensboro, that would mean allocating \$2.5 million for PB. We also recommend fully using city-available media—newsletter, email-blasts, TV, press releases, flyers, brochures—and council member networks to better promote PB throughout all phases. Greensboro PB should be branded to be eye-catching and enticing with a logo, thematic color scheme, slogan, and possibly even animation. PB needs to be part of the fabric of the city, rather than implemented as a separate process.

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 “This process included more community members, and they actually developed a deeper understanding of the budget and the amount of work that goes into what staff does. My favorite part was seeing people get injected into city processes.” – *City Staff Member*

- 3. Develop deeper partnerships with community organizations and established city commissions.** Community partnerships and communication with commissions can be deepened and leveraged. Community groups can provide meeting locations, refreshments, childcare, and translation services. Involvement by city commissions in PB is to be encouraged to coordinate activity. PB money for programs could be designated for area nonprofits to implement which would lighten the load on city staff time.
- 4. Add programmatic projects** for PB consideration. Residents, staff, steering committee members, volunteers, and elected officials all expressed interest in using PB to address issues such as affordable housing, food security, and accessible transportation that benefit low-income adults and children, environmental/beautification projects, and parks and recreation programming.

- 5. Encourage higher quality project ideas rather than a larger quantity of ideas during the idea collection phase.** More time and focus on deliberation and vetting of ideas by community members will save staff time. Collect contact information and idea details from participants. Idea collection events should be restructured to promote deeper discussion of priority, community needs.
- 6. Clarify roles and responsibilities** for elected officials, steering committee members, budget delegates, city department heads, and city staff. Invest in discussions to detail expectations, develop sign-off processes, and affirm authority structures (ex: who can say “yes” or “no” throughout the process). The Steering Committee members need to be the face of PB in the community and acting as liaisons with budget delegates and city council members.
- 7. Incorporate more formal citizen education about city services, departments, and the budget into the PB process** to assist citizens in learning the scope of services the city provides or could provide⁴.


⁴ See [Appendix](#) for an overview of city services.

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8. Adjust Greensboro's PB to be a citywide process, rather than district-based. Project proposals will benefit from less constraints and outreach activity will be more efficient. By expanding PB beyond district boundaries. Most residents are unaware of the district they live in, indicating they are interested in projects around the city, but not necessarily according to district boundaries. If district apportionment is kept, budget delegates should be grouped by district instead of interest area to ensure the necessary dialogue about district priorities and needs.

9. Modify the timeline of PB to align with the city's existing budget process. By starting Phase 1 in spring 2017, there will be time for staff to properly consider adjustments needed for vetting projects and communicating more effectively. With a spring start date and fall vote, city staff members will be able to integrate PB projects into their budgets due the following February, as they desire.

10. Establish a city staff PB task force comprised of members from multiple departments—budget, communications, IT, human relations, etc.—to ensure that PB is integrated smoothly across departments. This task force should be considered internal PB representatives to more broadly educate staff and departments. Similarly, they should be external PB representatives to coordinate with budget delegates and the steering committee members.


 **"I felt grateful that some people in our local government would accept or invite the PB process here."**

– *Idea Collection Participant*

11. Increase youth and international outreach efforts to promote engagement, following the national trend in PB processes to communicate trust and confidence in youth and newer residents to engage in civic matters. Develop mobile idea collection and voting programs for middle schools, high schools, and area colleges and universities.

12. Designate a Greensboro PB volunteer coordinator and develop simple on-line recruiting tools (see National Folk Festival model) to deepen participation. Provide t-shirts and other PB branded materials for volunteers.

13. Build in celebratory and thematic features to PB. For the next cycle of PB to launch with the needed fanfare, support, and visibility for the even greater participation that is desired, the city should host a kick-off event with awards, stories, and updates from first cycle activity. A theme, such as "We're In This Together" or "Arts For All" can provide needed focus on the desired impact of PB such as improving resident-government relationships or enhancing the city's commitment to the arts.

 **"What was most rewarding was seeing the citizens becoming more engaged and more understanding of differing views."** – *Steering Committee Member*

EXECUTIVE SUMMARY

YEAR ONE AT-A-GLANCE

Greensboro PB 2015-2016

Year One At-a-Glance

01

August–December 2015

Phase 1: Idea Collection



1098 people
Contributed ideas



18 Steering Committee Members
Appointed by City Council



\$108,300 in donations
Collected to launch Greensboro PB



7 PB training days
For City Staff, Steering Committee and Volunteers



77 Volunteers



675 ideas collected
At neighbourhood assemblies, mobile events and online at ideasgreensboro.org

02

December 2015–March 2016

Phase 2: Proposal Development



40 Budget Delegates
Turned Ideas into project proposals



5 Budget Delegate Committees
Arts & Culture, Parks & Recreation, Safety & Environment, Special Projects, and Streets Sidewalks & Transportation



Over 200 Expo Attendees



1247 Volunteer Hours

03

April 2016

Phase 3: The Vote



1123 Voters
Greensboro residents age 14 and older



46 Projects on 5 Ballots



\$470,000 for Winning Projects



26 Winning Projects
Approved by City Council on 6/7/16



EXECUTIVE SUMMARY

GREENSBORO PB PARTICIPATION AT-A-GLANCE: *Phases I, II, III (2015-2016)*

	PHASE I* Idea Collection	PHASE II* Budget Delegate	PHASE III* Voter	Census/ACS
Age				
15 - 17 years old ¹	3%	0%	3%	5%
18 - 24 years old	15%	8%	18%	18%
25 - 44 years old	44%	61%	29%	34%
45 - 64 years old	27%	23%	34%	29%
≥ 65 years old	11%	8%	16%	14%
Gender²				
Male	41%	60%	40%	47%
Female	59%	40%	60%	53%
Education (residents ≥ 25)				
Less than high school diploma	2%	0%	1%	11%
High school diploma, GED or equivalent	5%	8%	7%	23%
Some college or AA	17%	15%	25%	29%
Bachelor's degree	41%	36%	31%	24%
Graduate or Professional Degree	36%	36%	37%	13%
Annual Household Income				
< \$10,000	15%	8%	12%	9%
\$10,000 - \$24,999	8%	14%	11%	20%
\$25,000 - \$49,999	28%	35%	25%	29%
\$50,000 - \$74,999	21%	27%	20%	17%
\$75,000 - \$99,999	14%	5%	12%	10%
≥ \$100,000	15.3%	11%	20%	15%
Race/ethnicity				
Asian	3%	0%	0%	4%
Black or African American	38%	49%	37%	41%
Hispanic or Latino/a	3%	5%	4%	8%
Other	1%	0%	2%	NA
White	51%	49%	53%	46%
Total surveys collected	160	40	524	NA
Response Rate	59%	100%	47%	NA

* Percentages in this column are computed based on completed survey questions only.

5 Though 14 years old was the minimum age for voting, the youngest Greensboro PB voter was 16 and thus we could compare to census data for 15-17 year olds.

6 Transgender and other gender identity are not included in census data. Therefore voter survey respondents who identified this way were excluded from census comparisons here.

INTRODUCTION



Participatory Budgeting (PB) is regarded by the White House, the World Bank, United Nations agencies, Black Lives Matter and other grassroots organizations as well as governments around the world as a best practice in democracy. To directly address people’s desire to engage with local decision-making, PB has emerged as a well-designed, transparent process for community members to discuss, deliberate, and then decide how they want to spend a designated portion of a public budget. PB in Greensboro followed a model that has been used successfully in other cities in the United States, administered under the direction of and with assistance from the New York-based Participatory Budgeting Project.

GREENSBORO ADOPTS PB WITH COMMUNITY FUNDING AND SUPPORT

On October 7, 2014, the City of Greensboro approved a resolution authorizing the support

of Participatory Budgeting with \$500,000 to be divided evenly among the city’s five districts. The City also reallocated \$100,000 of the current Neighborhood Small Project funds to support the administration of the program, an amount that would later be matched by another \$100,000 from local foundations including Z. Smith Reynolds, the Fund for Democratic Communities, the Community Foundation of Greater Greensboro, and the Peace and Justice Network/Fund for Southern Communities. When the funding for Greensboro’s PB was fully in place by July 2015, staff were hired in August, and the process launched.

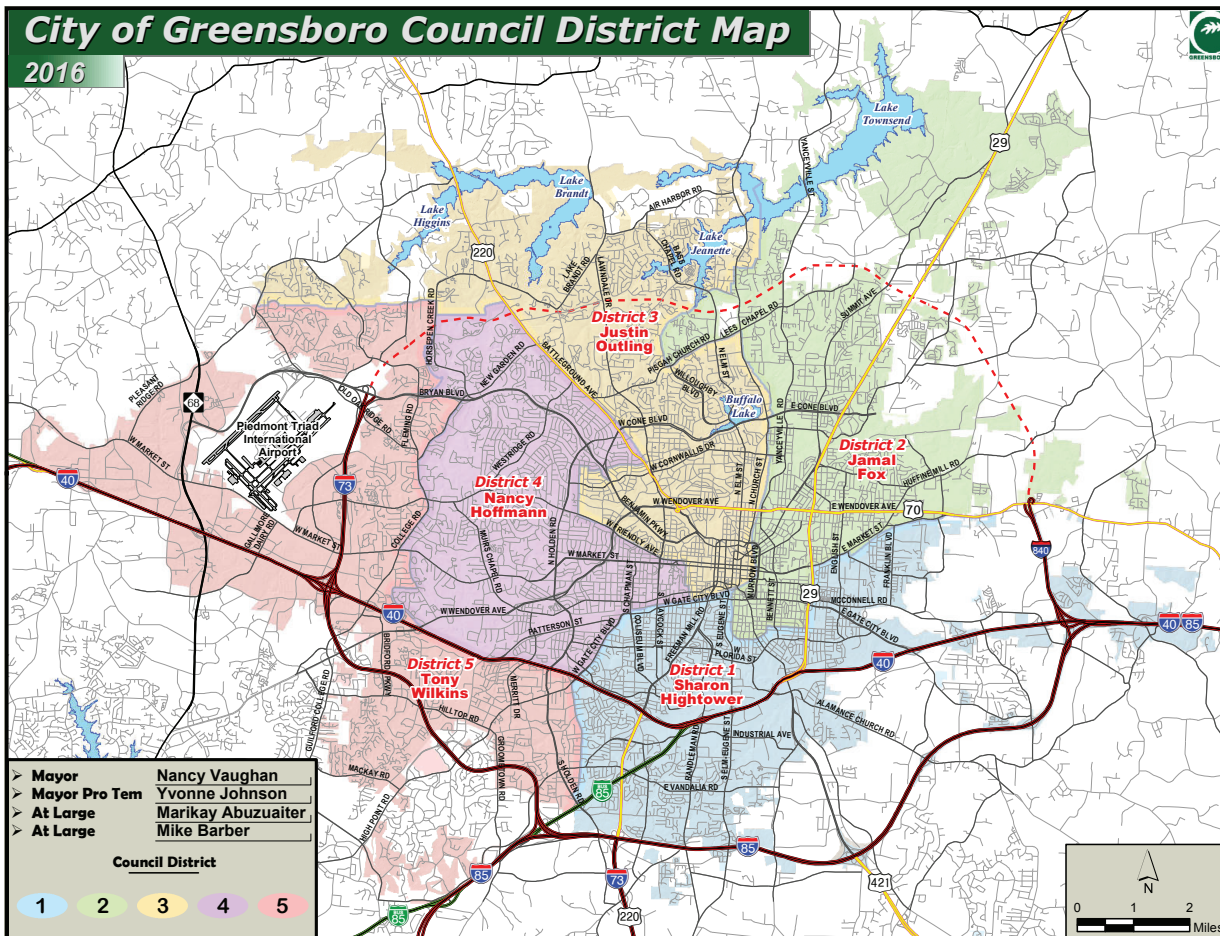
It is relevant to point out that the City Council vote for PB was 5-4, indicating that while support was there, it was hardly unanimous and only came after Greensboro residents advocated for the process over a period of nearly four years. During that time, local residents offered dozens of presentations to neighborhood groups, local nonprofits, churches, and business organizations. They also met with city staff and elected leaders spanning two administrations. They committed to raising the \$100,000 in matching funds required to administer the program, developed community contacts, and cultivated relationships with other PB cities and staff across the country.

About Greensboro, North Carolina

The City of Greensboro, founded in 1808, is the 67th largest city in the United States and third largest in North Carolina. It is home to 282,558 people⁷, who reside in five districts, each with an elected council member. Three additional

7 See Planning Department, City of Greensboro Growth and Development Trends, Revised July 15, 2016.

INTRODUCTION



council members and the mayor are elected at large, for a total of nine City Council members.

Greensboro historically was dependent upon tobacco and other agricultural crops as well as the textile industry and furniture craftsmen as the basis of its economy. By the 21st century, however, changes in the city's economic base and the influx of minority populations combined so that the city was developing a growing local entrepreneurship base, increasing its business development in software and technology, expanding institutions of higher education, growing hospitals and healthcare facilities, and creating more logistics and global transportation jobs and infrastructure.

For its residents, the City of Greensboro provides considerable cultural and recreational amenities. In total, Greensboro has 11 recreational centers, 170 parks, gardens, and special facilities, and 90 miles of trails and greenways. Cultural events take place throughout the year including the National Folk Festival, the Fun Fourth Festival during Fourth of July, and discounted fares during First Fridays. Greensboro has a central library with 7 separate branches, as well as historical and art museums including the International Civil Rights Museum and the Weatherspoon Art Museum. Greensboro's Coliseum is one of the largest venues for major entertainment and sports in the south.

The City of Greensboro provides its citizens with various services including public safety, public

INTRODUCTION

KEY TERMS: The **Neighborhood Small Projects Program** was created in 2001 and provided grants to neighborhood associations for capital improvement projects not to exceed \$20,000. The total amount in the fund has been \$100,000 annually.

transportation, environmental services, parks and recreation, library services, neighborhood development and public improvements, general administration, and leisure/entertainment.

The City of Greensboro's total budget for FY 2015-2016 was \$487,967,637. The general fund, a section of the total budget, was \$259.9 million for FY 2015-2016. Greensboro's PB process allocated \$500,000 from the general fund to be distributed in all districts for project expenses, and used \$100,000 from the **Neighborhood Small Projects Program** fund for its overall implementation.

GREENSBORO PB: A FOUR-PHASE PROCESS

PB in Greensboro followed a model that involves four phases:

Phase I, Idea Collection: Residents brainstorm ideas for public projects they would like to have in their community;

Phase II, Project Proposal Development: volunteer budget delegates develop ideas into project proposals, working with city staff to establish budgets;

Phase III, Expos and Voting: Residents invited to view and then vote for the top five projects they want to see funded; and,

Phase IV, Implementation: Volunteers continue

to work with city staff to implement the projects in the following budget years.

In Greensboro, PB was introduced to the general public in the early fall of 2015 when 1098 community members proposed 675 ideas at 12 neighborhood assemblies and 24 mobile, pop-up events. From December to April, volunteer budget delegates invested an estimated 1247 volunteer hours⁸, vetting costs and the feasibility of projects with city staff and departments in order to prepare proposals for five ballots, one for each district. With translation of the ballots available to voters in seven languages⁹, 1121 people perused the 50 projects totaling \$934,300¹⁰ in order to select the winning 26 projects amounting to just under the \$500,000¹¹ allocated for PB.

Voters included U.S. citizens eligible to vote in traditional elections as well as others: youth ages 14 and older, refugees, undocumented immigrants, and the formerly incarcerated. For many voters, PB was the first time they expressed their voice and vote for a community project.

Participatory Budgeting holds the potential to not only reconnect citizens to their government, but also to foster relationships among neighbors to build coalitions across political, racial and class lines, to address inequalities where they persist, and to renew faith that government can be the transparent, equitable, inclusive institution that residents of Greensboro want.

8 Based on 80 hours each for 6 facilitators; 25 hours each for 15 budget delegates; and 4 hours each for 5 facilitators and 16 budget delegates who participated only initially. In addition, 14 UNCG Communication Studies students contributed 308 hours working at expos and voting events.

9 English, French, Spanish, Arabic, Vietnamese, Rhade, and Jarai

10 District 1: \$152,300; District 2: \$157,000; District 3: \$243,000; District 4: \$174,000; District 5: \$208,000.

11 Actual amount is \$470,000.



From the very beginning, Participatory Budgeting (PB) was a process for direct democratic participation that Greensboro’s residents wanted for their city. Through education, advocacy, and partnership with the City of Greensboro, PB was established after much deliberation, a hallmark feature of the process itself. Greensboro PB holds the distinction of being the first PB process in the South and the first in the United States to take root based on citizen action rather than from direction by elected leaders.

GRASSROOTS BEGINNINGS

The effort to bring Participatory Budgeting to Greensboro began in May of 2011 when

the local foundation, Fund for Democratic Communities, invited Josh Lerner and Maria Hadden with the New York-based Participatory Budgeting Project to visit Greensboro with a presentation about PB. Following that visit, a number of local residents were energized and excited about the possibility of implementing Participatory Budgeting in the Gate City. In an effort to gauge interest and generate a groundswell of support, these residents began holding monthly meetings to educate their neighbors about PB as a civic engagement tool.

After almost a year of organizing efforts for PB, in March of 2012 the group of grassroots organizers attended the first International

BACKGROUND



KEY TERMS: The **Expense Budget** pays for all of the operating costs of the city. Includes all expenses incurred by the city. This is similar to a household’s annual budget to pay for food, housing, medical costs, clothing, and childcare.

KEY TERMS: The **General Fund** is used to provide basic city services and cover day-to-day operations. Includes expenses such as police, fire, transportation, parks and recreation, and debt service.

Participatory Budgeting Conference in New York. They attended the conference again in 2013 in Chicago and in 2014 in Vallejo, California. At each of these conferences, the Greensboro delegation learned more of how PB was being shaped in other cities and how elected officials were spearheading PB processes in Chicago, New York, Boston, and St. Louis, among other cities. Greensboro, though still unable to secure a commitment to implement PB to that point, contributed to the shared learning at the conference with presentations detailing its dual efforts focused on community outreach and city government relations.

The community education and outreach campaign reached at least 457 people at more than two dozen events, primarily from the summer of 2012 to the summer of 2013. Those Greensboro residents who attended presentations were enthused with the promise of PB. They generated project ideas and completed colorful “I want PB” postcards that were sent by the organizing group to the mayor to demonstrate the growing local support base.

Meeting with elected leaders and city staff happened simultaneously. Originally, community organizers set a goal to secure one percent of the entire city budget for PB, approximately \$4.5 million at the time. That goal, upon discussions with the city officials, was adjusted to one percent of the **general fund** or \$2.5 million. Discussions continued and the organizing group launched a crowd funding campaign to raise \$4,000 to pay for more advocacy efforts. With that money in hand, in June 2013, organizers invited Josh Lerner and Chicago City Alderman Joe Moore to fly to Greensboro to meet with city council and staff members.

CITY COUNCIL RESPONDS

By August 2013, the City Council created a working group to examine PB's feasibility, chaired by mayor pro-tem, Yvonne Johnson. Other members of the working group included Nancy Hoffmann, Zack Matheny, and Jim Kee (after the municipal election that year, Kee was replaced on the committee by Sharon Hightower). Community organizers were optimistic with the progress, but also wary of the potential pitfalls. The activists knew that many good initiatives in the past had succumbed to "death by committee," and thus remained vigilant in their efforts to prevent the demise of PB.

At the same time the City Council working group was meeting, the grassroots organizers partnered with students from several colleges to host a mini-PB event in October 2013. Using the last of the crowd funded money, \$500 was made available to support some of the 10 community projects showcased at an event drawing 50 people, including Council members Johnson and Hoffman. Attendees offered \$350 in additional donations at the door that was in turn distributed to community groups.



In May 2014, Greensboro representatives were invited to attend a White House-hosted conference, joining nearly 100 scholars, politicians, and practitioners from around the country for Promoting Innovation in Civic Engagement: Exploring Community-Led Participatory Budgeting in the United States. Two community members traveled to Washington, DC along with city council members Jamal Fox and Nancy Hoffmann.

The White House invitation provided an opportunity to strengthen connections to national networks of PB supporters.

City Council's PB working group later issued a statement recommending that the full City Council approve a PB process for Greensboro. Along with the statement, the working group also prepared and presented a draft resolution that was written collaboratively with grassroots organizers.

BACKGROUND



By September of that year, the grassroots-organizing group for PB connected students at UNCG with students at Dudley High School to promote PB within historically underrepresented communities. A semester-long service-learning program was designed to educate students about PB and teach them how to advocate for PB in public spaces.

City Council approved Greensboro's PB process in October 2014 with a 5-4 vote and the stipulation that grassroots organizers raise \$100,000 to contribute to the costs associated with staffing and implementation of the program. The split vote reflected considerable disagreement from some City Council members who deemed the cost of the community outreach activities for PB as too high a price to pay.¹² Those City Council members supporting PB successfully argued that to reach out to the community, it was necessary to hire two contract workers, retain consulting services of the NY-based Participatory Budgeting Project staff, and invest in educational materials,

research, translation costs, and other services to aid the program's success. It would be nearly another year before PB was given the required second vote of approval by the City Council once the start-up money was fully in place to implement the process. This time, the vote by the same City Council members was 7-2.

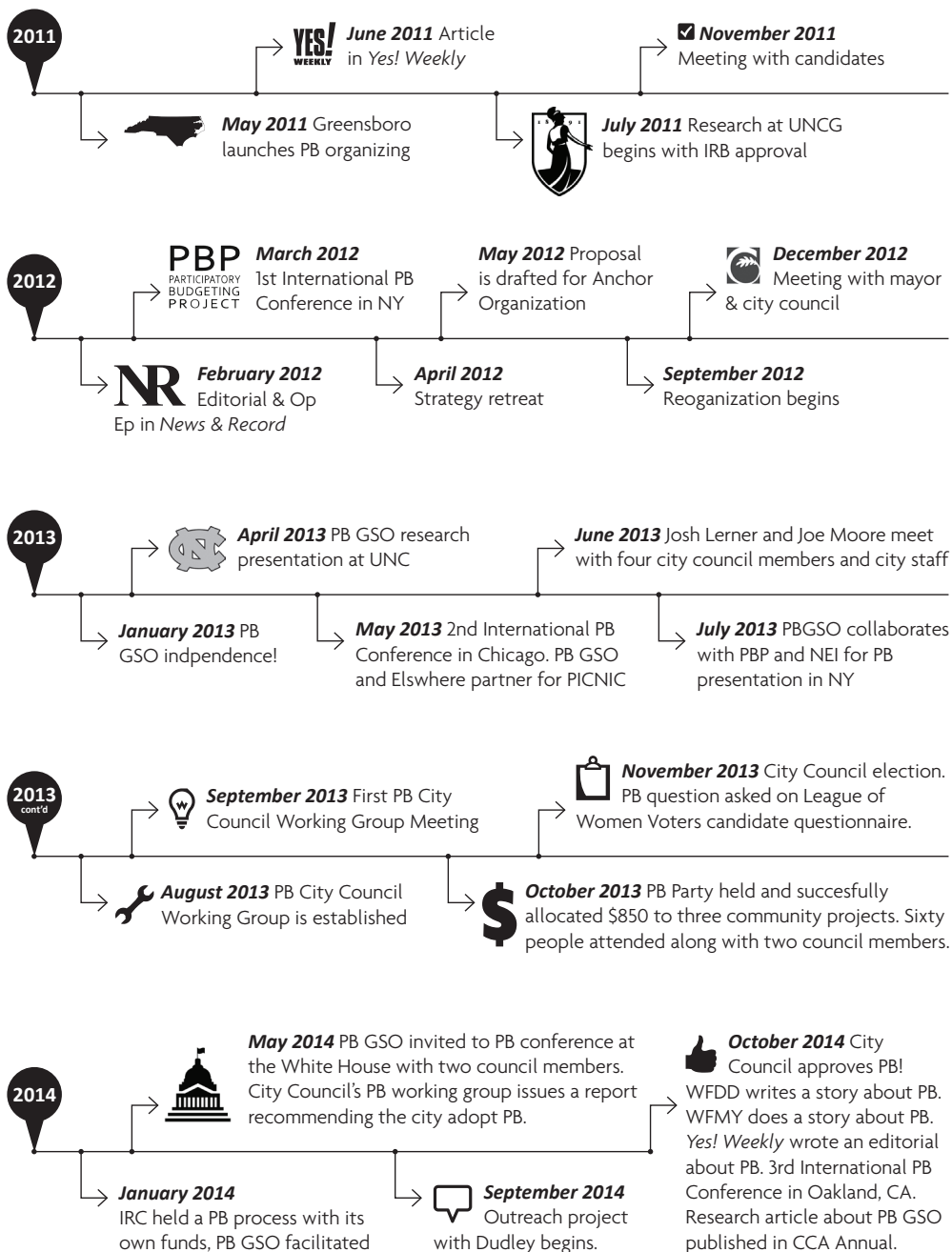
GREENSBORO'S BUDGET PROCESS

The fiscal year for the City of Greensboro begins July 1 and ends June 30. By February, each city department submits a draft budget for its operations, based on a two-year planning and implementation cycle. Department budgets are then adjusted until a complete budget proposal is ready in May. Before the proposed budget can be approved, public hearings and workshops are hosted by the city to inform citizens about the budget and solicit comments. The city manager presents the budget to City Council for approval by June.

Greensboro PB would end up being a very small fraction of the city's 2016-2017 budget. The first year for Greensboro PB used \$500,000 for the capital projects voted for by the public allocated from the city's general fund of \$275 million. PB thus accounted for just 0.18% of the City of Greensboro's general fund. The additional \$100,000 in city funds (matched by \$100,000 from local foundations for a total of \$200,000) to implement PB came from the Neighborhood Small Projects Fund.

¹² See [Appendix](#) for City Council Member's comments on PB made during the 2016 local election season.

Greensboro PB Timeline



NOTE: This material was collected, organized, and designed with the help of Vincent Russell, Spoma Jovanovic, Ranata Reeder, and Elizabeth Dam-Regier. Last Update December 2014.

ORGANIZATIONAL STRUCTURE



GREENSBORO PB STEERING COMMITTEE

Striving for geographic and demographic diversity, each of the nine City Council members selected two community members to serve on a volunteer steering committee charged with establishing goals and rules for Greensboro PB as well as serving as ambassadors for its implementation. A total of 18 residents were appointed to the original steering committee:

- 9 men and 9 women
- 4 residents each from Districts 1, 2 and 4
- 3 residents each from District 3 and 5
- 7 African, African American or person of color (none identified as Latino/a)
- 11 white/Caucasian
- Ages 19-78

The committee received a two-evening orientation in September 2015 and then met monthly or more starting in October 2015.

The steering committee members agreed upon goals and rules that were unique to Greensboro, yet linked to the democratic principles of Participatory Budgeting more generally. The outcome was the Greensboro PB Handbook, which was prepared in English and Spanish, available in print and on-line formats.

Member activity levels on the steering committee were uneven. Two appointed members failed to attend the orientation and subsequent meetings and thus were dropped from the roster. Later, other members would drop off the committee and/or find they were unable to fulfill their obligations. Vacancies were not filled.

Steering Committee Goals

- 1. Equity:** To apply careful distribution of funds, outreach, and resources, so that the process is fair for every community member. To see diverse participation, representing the demographics of district residents.
- 2. Empowerment:** To bring historically under-represented residents into the center of the process, so their voices and views would be included in decision-making. The hope was that inclusion in PB might bolster other civic engagement activity.
- 3. Community Building:** To strengthen democracy by creating more community leaders. To provide a process and platform for residents to learn about city operations and have fun doing so.

“I enjoyed the meetings we had and the passionate discussions.” – *Steering Committee Member*

ORGANIZATIONAL STRUCTURE

4. Transparency: To provide clear communication, research and evaluation of the process. To provide more resources and capacity building training to districts/neighborhoods where participation levels had traditionally been lower. To use PB as a bridge to connect residents across neighborhoods and districts, building upon the city's diversity.

GREENSBORO PB RULES

The Greensboro PB Steering Committee invested considerable time to consider and finalize process rules and practices best suited for the city¹³ that were published and posted online to promote transparency.

Phase I: Idea Collection

- Anyone, including residents and out of the area visitors of any age, could contribute project ideas at any of the planned or **mobile events** or through a city-hosted on-line platform.
- At least five Idea Collection events were organized for each of the five districts, with attention paid to accessible locations, proximity to bus routes, varied times, and other considerations to boost engagement from community members, including historically under-represented populations.

KEY TERMS: **Mobile events** were designed, like Neighborhood Assemblies, to collect ideas. However, the format of the mobile events, as the name implies, was taking PB to where people were already likely to congregate. The steering committee stipulated that each district have at least three mobile events where volunteers or staff members worked a table or booth at meetings, street festivals, and other community functions. In total 934 Greensboro residents participated in 24 Mobile Events during the Idea Collection Phase.

KEY TERMS: **Budget delegates** volunteered in teams to review possible project ideas and prioritize for impact and feasibility. The 40 budget delegates, representing all districts in the city, worked in tandem with city staff, vendors, and other community members to consider neighborhood needs, research costs for project proposals, and finally develop visual representations and explanations for ballot presentation.

Phase II: Project Proposal Development

- **Budget delegates** were to be at least 14 years of age¹⁴ who lived in a specified district, worked in a district, had business in a district, were students in a district, or had children who were students in a district.
- Volunteer facilitators were trained to manage the meetings of budget delegates in five different committees.
- Budget delegates, PB process staff, and city staff worked collaboratively with other community stakeholders to prepare budgets¹⁵ and visual representations of project proposals.

¹³ See [Appendix](#) for Greensboro Participatory Budgeting Handbook 2015-2016.

¹⁴ Initially, the steering committee had recommended 11 years of age as the minimum age for participation. Concerns and outcry by the City Council led the steering committee to adjust the age for budget delegates and voting to 14.

¹⁵ At the outset, the steering committee had set a \$30,000 cap on each proposed project to ensure that each district would fund at least three projects. Concerns from the City Council about what they considered to be an unnecessary constraint led the steering committee to lift the cap.

ORGANIZATIONAL STRUCTURE

KEY TERMS: **Project Expos** showcased the budget delegates' final project proposals at six two-hour, open house-style events hosted around the city two weeks prior to the final voting phase. The expos were organized similar to a science fair exhibit, with each project displayed on trifold boards to offer a visual aid. Budget delegates were on hand to explain details about the projects and answer questions. All five districts hosted one PB Expo. An additional expo was developed for the international community that included project names in multiple languages.

Phase III: Expos & Voting

- Each district held a **Project Expo** to showcase the projects to be on that district's ballot. An additional Project Expo, including projects on all the district ballots was organized for the international community, with project titles available in seven languages.
- Budget delegates and other volunteers attended expos to provide more detailed explanation of the project proposals.
- Separate ballots were prepared for each of the five districts.¹⁶
- Voting was open to any resident in Greensboro who was at least 14 years

of age that provided eligible proof of residency. Acceptable voter identification included driver's license, utility bill, student ID, passport, birth or marriage certificate, or union membership card, among other documents.¹⁷ Residents without any identification were provided the option to complete an eligibility oath affirming their residency in the city.

- Each person voted for up to five projects in their council district.
- The highest-voted projects received funding until the \$100,000 was exhausted.

Phase IV: Project Implementation

- Winning projects were submitted to the city manager for inclusion in the 2016-2017 proposed budget, with final approval secured from the City Council on May 3, 2016.
- City staff was charged with tracking implementation progress and posting online for community viewing.



¹⁶ See [Appendix](#) for Sample Ballots.

¹⁷ See [Appendix](#) for a complete list of acceptable voter identification establishing residency and age, see Greensboro Participatory Budgeting Handbook 2015-2016.

This report utilized both quantitative and qualitative data collection methods in order to comprehensively assess Greensboro's PB process. Data sources included surveys, interviews, and field observations. We also utilized other city reports and news articles in order to contextualize the process and its results.

The Greensboro PB Research Board¹⁸ comprised of an interdisciplinary group of faculty researchers from the University of North Carolina at Greensboro, the University of North Carolina at Chapel Hill, North Carolina Agricultural and Technical State University, Elon University, and Winston-Salem State University designed the surveys with support from the non-profit, nonpartisan, New-York-based Public Agenda¹⁹ in order to meet national standards and allow for comparison of Greensboro PB's process to other PB processes across the country.

BACKGROUND RESEARCH

The research team collected data about Greensboro's budget, the city's population, and Participatory Budgeting in order to understand how Greensboro's PB process might impact civic engagement and government operations. Data sources included the Community Foundation of Greater Greensboro's 2006 Social Capital Report, the City of Greensboro's 2014 Comprehensive Annual Report, the City of Greensboro Planning Department's 2015 Demographic and Income Comparison Profile, the City of Greensboro's 2015 Growth and Development Trends, the City



of Greensboro's 2008 State of Human Relations Report, the Greensboro Housing Authority's 2014 Annual Report, and census data.

QUANTITATIVE DATA COLLECTION

PB participants completed surveys across three phases of Greensboro's process: idea collection, project development, and voting. Survey respondents included idea collection event attendees, budget delegates, and voters. The surveys for idea collection events and budget

¹⁸ For detailed information about the board members, see <http://greensboroparticipatorybudgetingresearch.weebly.com/board-members.html>

¹⁹ See <http://publicagenda.org/pages/research-and-evaluation-of-participatory-budgeting-in-the-us-and-canada>

RESEARCH



delegates were administered on paper while voters could choose between completing the survey digitally or on paper, based off whether an individual chose a paper or digital ballot.

The surveys were designed to collect demographic information for PB participants across the different phases. The surveys also measured participant interests in different issue areas, attitudes about PB and city government, and prior civic engagement. The Greensboro PB Research Board designed the surveys with support from Public Agenda in order to meet national standards and allow for comparison of Greensboro’s PB process to other PB processes across the country.

SUMMARY OF SURVEY RESPONSE RATES

Data Source	Total Responses	Response Rate
Idea collection events	160	59% ²⁰
Budget delegates	40	100%
Voters	524	47%

QUALITATIVE DATA COLLECTION

Qualitative data was collected from in-depth interviews and field observations. To ensure multiple viewpoints, a variety of stakeholders were interviewed for the purpose of the report, including idea collection event participants, budget delegates, steering committee members, PB organizing staff, city staff members, and city council members. All of the interviews – except for city staff – were conducted individually face-to-face, over the phone, or through email. City staff members were interviewed in group sessions. The duration of interviews ranged from 15 minutes to an hour and a half.

Interview questions were tailored for each specific stakeholder group and were crafted in collaboration with national partners at Public Agenda, the local Greensboro PB Research Board members, and city officials. Generally, the interviews were designed to understand how people participated in PB, how PB affected relationships between residents and city government, and how PB contributed to the community.

Field notes were recorded across all the stages of Greensboro’s PB process. The observation protocol used in the collection of field notes was intended to assess the quality of deliberation at events. Within conversations at meetings, researchers were attentive to points of negotiation, forms of inclusion, and how authority operated.

These observations allowed for understanding how Greensboro PB unfolded in real-time

²⁰ Percentage is based off the number of people who attended events where surveys were distributed.

interactions with participants. Field notes included thoughts, ideas, and experiences as they occurred at meetings and other events. The field observations provided a more nuanced, detailed view of the PB process which could not have been captured solely through surveys.

PHASE I: IDEA COLLECTION DATA ANALYSIS

What follows is an analysis²¹ of the data collected from 159 individuals who attended idea collection events between October and December 2015²² as part of Greensboro Participatory Budgeting (PB). Where appropriate, comparisons are provided to Greensboro census data or 2010-2014 American Community Survey data.

We collected surveys from 59% of those who attended **neighborhood assemblies**²³ and select mobile events (where PB process staff provided hour-long presentations). We do not have systematic information on the demographics of participants who chose to complete a survey vs. those who did not.

KEY FINDINGS SUMMARY:

- Nearly one in five survey respondents in Greensboro’s idea collection events was less than 25 years of age.
- Survey respondents were generally representative of Greensboro’s population in ethnicity, income and gender, although lower-income residents and men were slightly under-represented.

KEY TERMS: **Neighborhood Assemblies** were hosted in all five districts during PB’s Idea Collection or first phase. These events were designed to be inclusive town hall style meetings to discuss community needs, share ideas and brainstorm projects that residents believed would improve the community. Overall, 146 Greensboro residents participated in 12 Neighborhood Assemblies during the Idea Collection phase.

SUMMARY OF INTERVIEWS

Interviewee	Number of Interviews Conducted
Budget delegates	6
City council members	4
City staff members	5
Neighborhood assembly participants	23
PB organizing staff	2
Steering Committee members	4
Total	44

SUMMARY OF FIELD OBSERVATIONS

Type of Event	Number of Events	Field Note Pages
City planning meetings	15	25
Steering Committee meetings	14	111
Idea collection events	14	223
Budget delegate committee meetings	25	141
Project expos	5	15
Vote	1	6
Total	74	521

KEY TERMS: **Budget Delegate Committees** were comprised of budget delegates who resided in each of the districts joined together to work on one or more of the committees to divide project proposals into five distinct areas: arts and culture; parks and recreation; safety and environment; streets, sidewalks, and transportation; and special projects.

21 Spoma Jovanovic, Ph.D., Vincent Russell, and Rodney Johnson completed this evaluation of the first phase of the process with the involvement and assistance of the NY-based Public Agenda.

22 There were 36 idea collection events with a total of 1098 attendees, including 12 neighborhood assemblies with 146 people and 24 mobile events reaching 952 people.

23 See [Appendix](#) for PB Neighborhood Assemblies Map.

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- Residents with higher levels of formal education were significantly over-represented among survey respondents.
- The demographic trends in Greensboro's participation generally reflect trends at other PB sites in North America.
- A substantial number of survey respondents reported not having been involved in other forms of civic engagement and neighborhood involvement prior to attending the PB idea collection events.
- 3 out of 4 survey respondents voted in the most recent local elections.
- While most respondents believed that they had at least some influence in making their community better and most said that they trusted their political leaders at least some of the time, 1 in 5 respondents did not feel this way.
- 23 community groups were named as the source from which respondents had found out about the idea collection events.
- Respondents over 35 years of age were substantially more likely than younger survey respondents to name TV/newspaper/radio as a source through which they had heard about the events.
- Respondents who had not completed a bachelor's degree were substantially more likely than other survey respondents to indicate friends or family as a source through which they had heard about PB.
- Concern for the range of community needs was fairly even, with between 38% and 49% of respondents naming "beautification/environment", "parks & rec", "transportation" and "sidewalks" as needs. The exception was "housing options/availability" which was a concern for only 23% of survey respondents.
- Respondents under 34 years of age were substantially more likely than other survey respondents to name "beautification/environment" as an issue with which they were concerned.
- Respondents with household incomes under \$25,000 were substantially more likely than other respondents to name "housing options/availability" as an issue with which they were concerned.

DEMOGRAPHIC DATA

Summary:

- Nearly 1 in 5 survey respondents at the idea collection assemblies was less than 25 years of age.
- Overall, individuals who completed surveys during the idea collection events were generally representative of Greensboro's population in ethnicity, income and gender, although lower-income residents and men were slightly under-represented.
- Residents with higher formal levels of education were significantly over-represented among survey respondents in Greensboro's idea collection assemblies, compared to Greensboro's population.
- The demographic trends in Greensboro participation generally reflect trends seen across other PB sites in North America.
- Most survey respondents reported having been born in the U.S. and most had lived in Greensboro for eight years or more.
- Of those able to report the district in which they live (only 48%) about equal numbers of surveys were collected across four of the five districts, with only a smaller proportion of survey respondents representing District 3.

Figure 1. Age ranges of survey respondents in PB idea collection assemblies

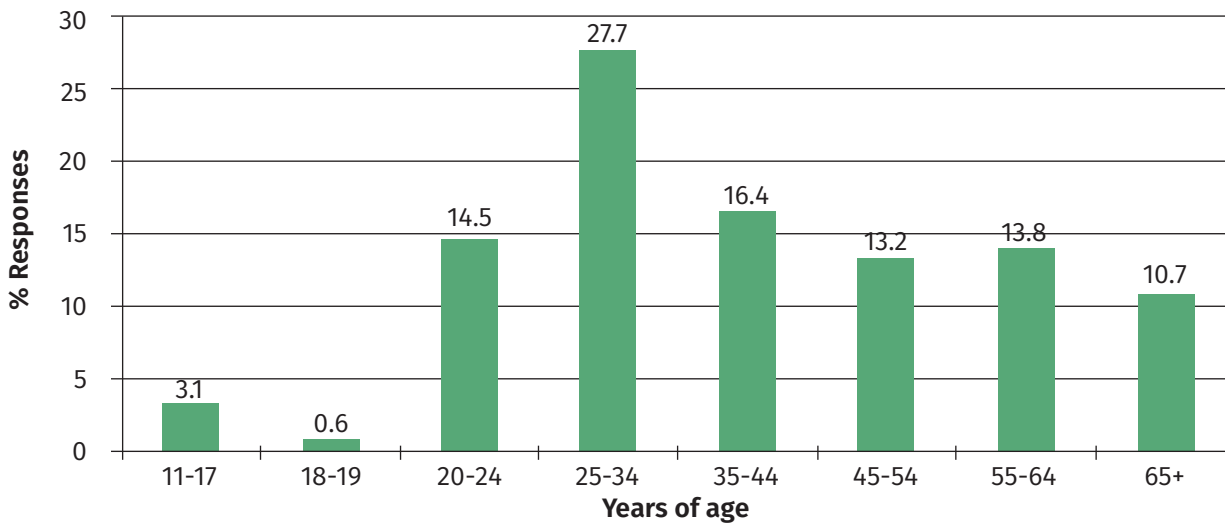
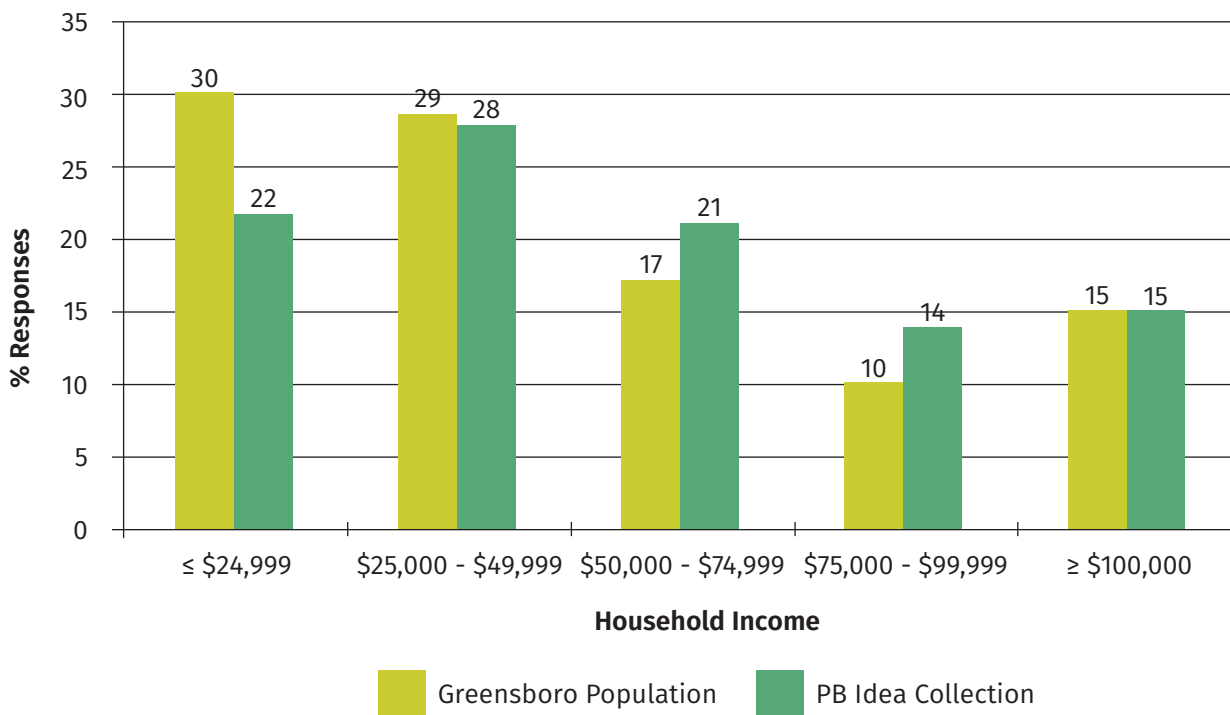


Figure 2. Household income comparison between survey respondents in PB idea collection events and Greensboro general population



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Figure 3. Race/ethnicity comparison between survey respondents in PB idea collection assemblies, Greensboro general population, and Greensboro voters in 2013

Race/ethnicity	PB idea collection	Greensboro Population	Greensboro Voters, 2013
American Indian and Alaska Native alone	0%	0.50%	0.12%
Asian alone	2.56%	4.00%	0.37%
Black or African American alone	37.82%	40.60%	31.59%
Hispanic or Latino/a	3.21%	7.50%	0.30%
Native Hawaiian and Other Pacific Islander alone	0.64%	0.10%	NA
White alone, not Hispanic or Latino/a	50.64%	45.60%	66.46%
Two or More Races	3.85%	2.60%	0.28%
Other	1.28%	NA	1.16%

Figure 4. Highest level of education of individuals 25 years of age and over

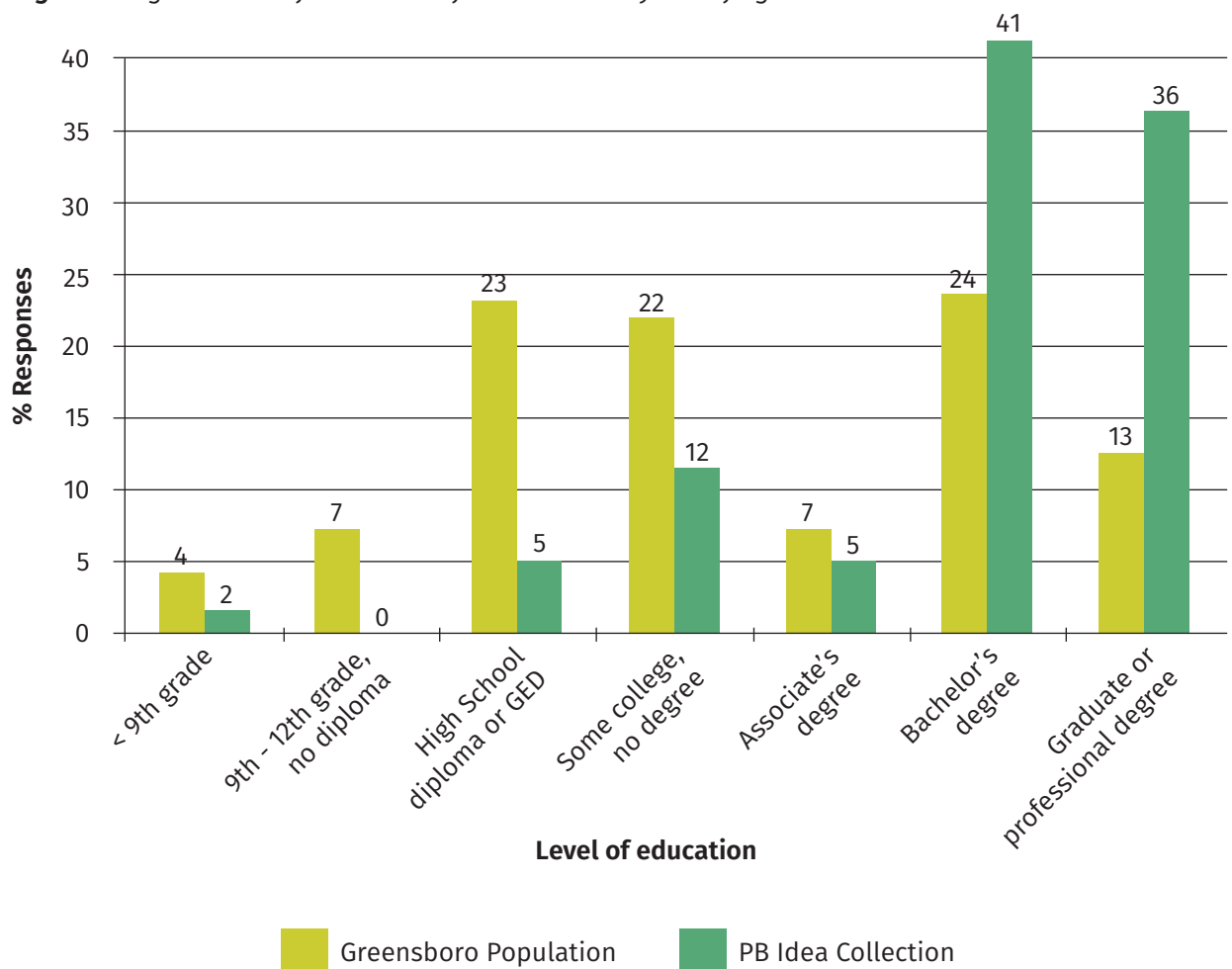


Figure 5. Gender comparison between survey respondents in PB idea collection events and Greensboro general population

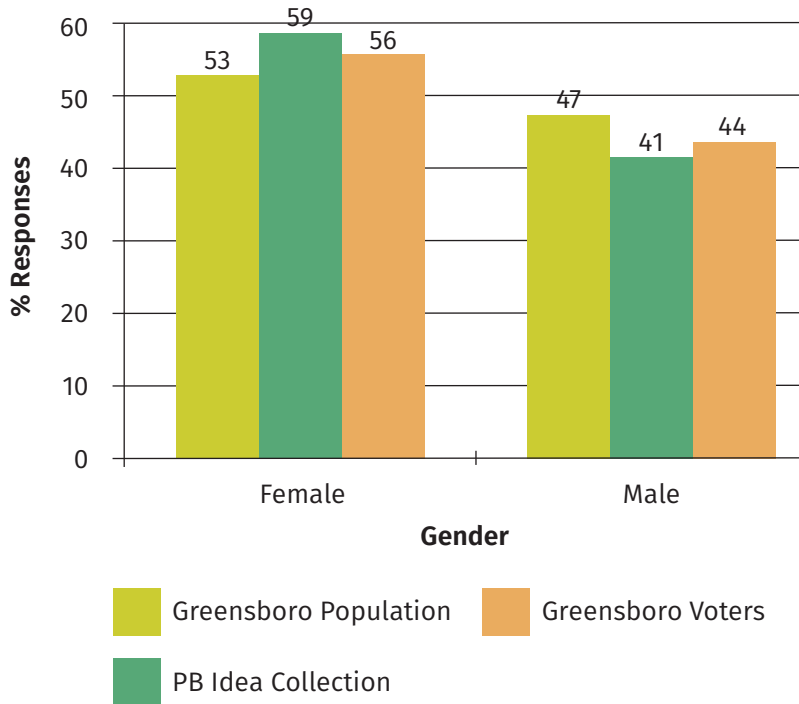


Figure 6: Country of birth

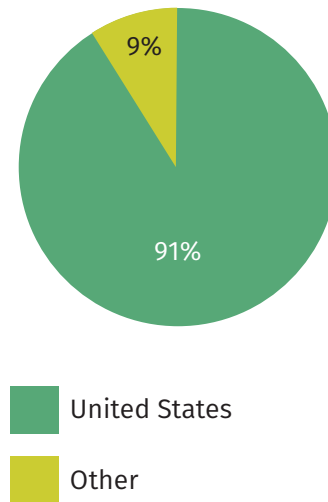
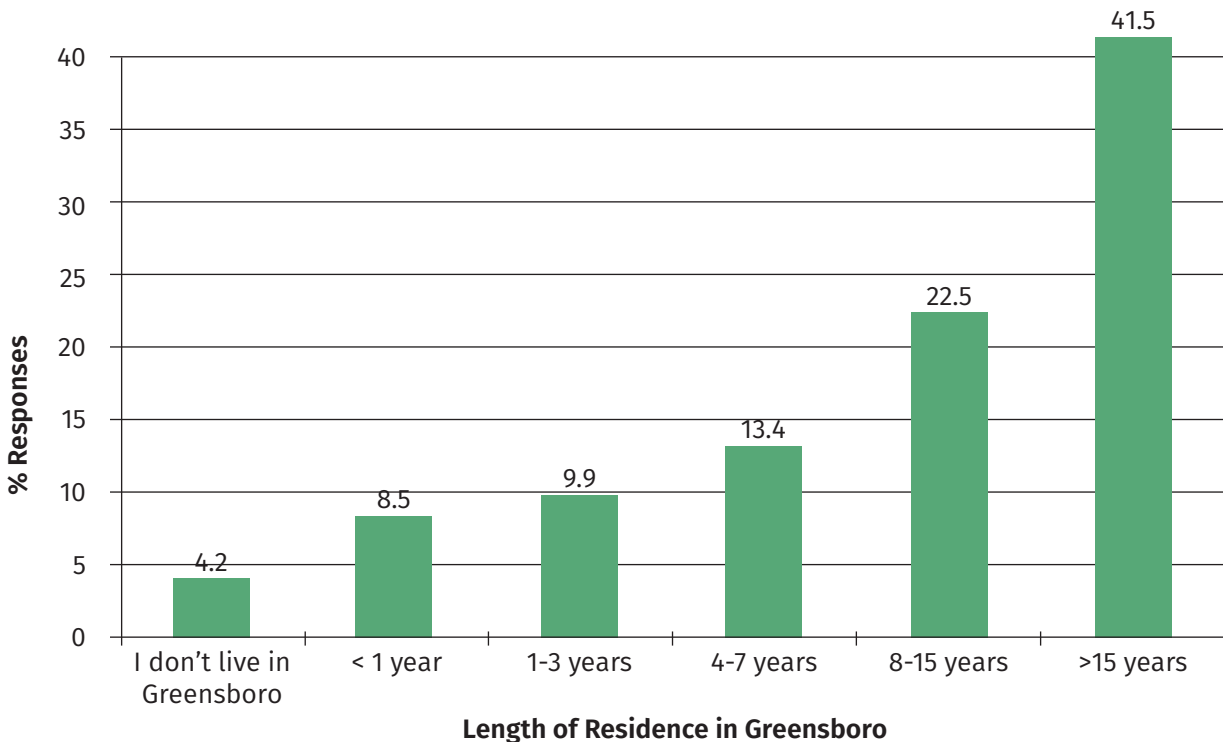
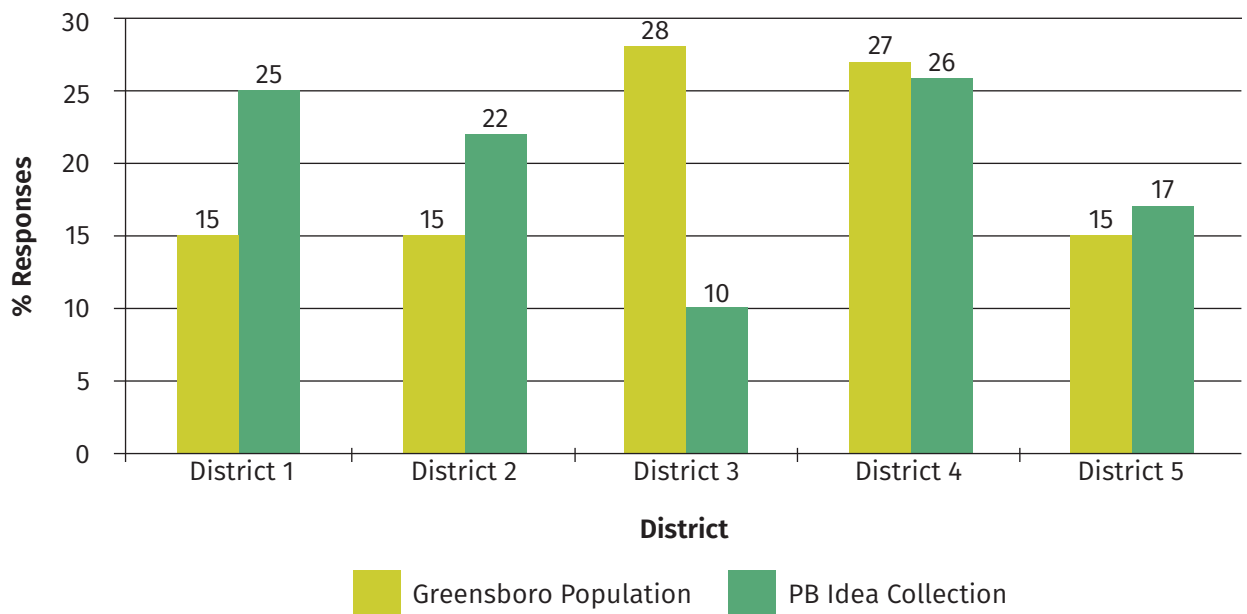


Figure 7. Length of residence in Greensboro among PB idea collection event survey respondents



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Figure 8. District representation among PB idea collection survey respondents



Age

Young people (under 25 years old) made up about 18% of survey respondents, including 3.1% under the age of 18 (see Figure 1).

Household Income

Half of survey respondents reported household incomes below \$50,000/year, including 22% who reported household incomes below \$25,000/year (see Figure 2).

- Across nearly all income categories, survey respondents were representative of census data²⁴. Individuals with household incomes of less than \$25,000/year were slightly under-represented among survey respondents.

Race/Ethnicity

Half of survey respondents identified as a person of color, including about 38% of survey respondents who identified as Black/African American (see Figure 3).

- Across all race/ethnicity categories, survey respondents were representative of census data.
- Across all race/ethnicity categories except White, participation percentages in PB were higher than those for the 2013 municipal election.

Education

77% of survey respondents (age 25 and older)²⁵ reported having a bachelor's degree or higher (see Figure 4).

²⁴ For the purpose of these analyses, we considered the survey respondents to be representative of the Greensboro population in a given demographic category whenever the difference in percentages between survey responses and census data was no more than five percentage points.

²⁵ For this analysis we excluded survey respondents who were younger than 25 as their current level of education may not be a reliable indicator of their eventual level of education. This is also how the census reports educational attainment.

- Less educated residents were substantially under-represented and highly educated residents were substantially over-represented among survey respondents. Specifically, individuals with bachelor's degrees or higher were over-represented by 40%.

Gender

More women (59%) attended the idea collection events than men (41%) (see Figure 5).

- Women were slightly over-represented, by 6%, and men were slightly under-represented by 6% when compared to the general population.
- Women were slightly over-represented, by 3%, and men were slightly under-represented by 3% when compared to voting in Greensboro's 2013 municipal election.

Country of Birth

The vast majority (91.2%) of survey respondents were born in the United States of America. Other countries represented include: Swaziland, Malaysia, United Kingdom, Russia, Colombia, South America, Myanmar, Mexico, Panama, Turkey and Nicaragua (see Figure 6).

Length of Residence in Greensboro

Over 40% of survey respondents have lived in Greensboro for more than 15 years (see Figure 7).

- 18.4% have lived in Greensboro three years or less and 4.2% did not live in Greensboro.

District Representation

Based on these surveys, participation from Districts 1, 2, and 4 residents was relatively equal – with representation from Districts 3 and 5 somewhat lower (see Figure 8).

- 52% of survey respondents did not answer the question indicating district residency suggesting that they may know in which district they reside.

CIVIC ENGAGEMENT, BELIEFS AND EFFICACY

Summary:

- Most survey respondents reported not having been involved in other forms of civic engagement and neighborhood involvement in the previous year.
- 26% of survey respondents did not vote in the last local election, including about 15% who reported not voting then because they were not eligible.
- Respondents varied greatly in the number of individuals they knew in their neighborhoods.
- While most respondents believed that they had at least some influence in making their community better and most said that they trusted their political leaders at least some of the time, 1 in 5 respondents did not feel this way.
- The majority of survey respondents said they were comfortable participating in small and large group settings, speaking with neighbors, negotiating, and contacting government officials. However, a substantial minority (between 30% and 40%) did not feel that way or were not sure.

Community Engagement

The majority of respondents (84.4%) reported that they had not previously attended a budget meeting. Similarly, most survey respondents said they had not, in the past 12 months, worked with other people in their neighborhood to fix a problem (56.9%) (see Figure 9).

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Figure 9. Previous civic engagement and neighborhood involvement

	Yes	No	Not Sure
Have you previously attended a budget meeting hosted by the City of Greensboro?	15%	84.4%	0.6%
In the past 12 months, have you worked with other people in your neighborhood to fix a problem?	41.3%	56.9%	1.9%

Figure 10. Past voting history among PB idea collection survey respondents

Did you vote in the 2013 local (not US Presidential) election?	
Not eligible	14.6%
No, but I am eligible	11.4%
Yes	70.9%
Not Sure	3.2%

Figure 11. Number of neighbors that respondents said they knew by name

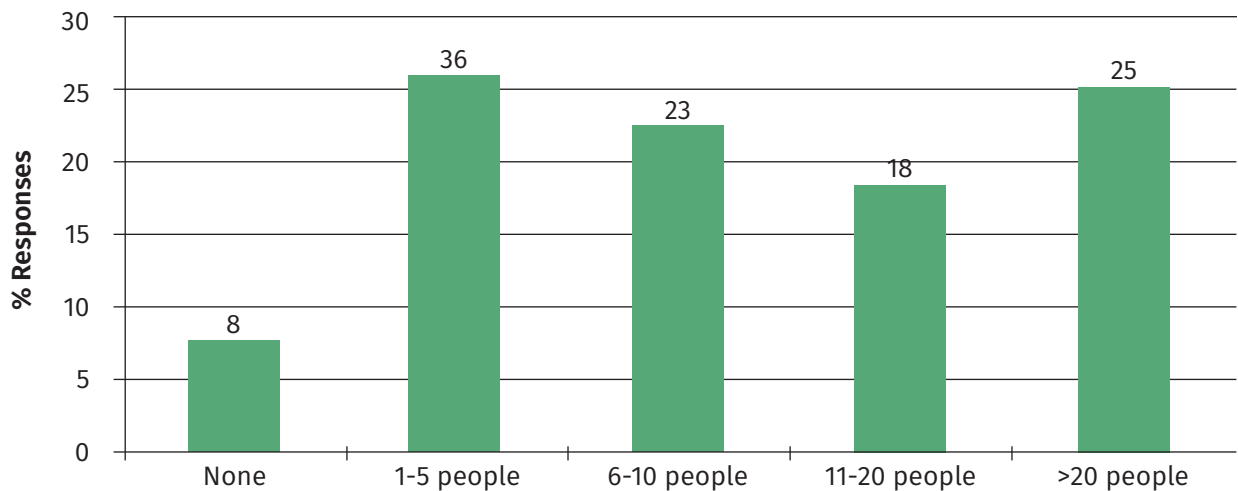


Figure 12. Beliefs about individual influence and elected leaders' decisions among PB idea collection survey respondents

	None	Only a little	Some	Quite a lot	A great deal
How much influence do you think you have in making your community better?	2.8%	17.6%	44.4%	19.7%	15.5%
How much of the time can you trust your elected leaders in Greensboro to do what is right?	3.7%	16.2%	52.2%	21.3%	6.6%

Figure 13. Comfort interacting with other individuals and the government among PB idea collection survey respondents

Do you typically feel comfortable:	Yes	No	I don't know	No Response
Speaking in front of groups	62.5%	15.6%	4.4%	17.5%
Leading a small group discussion	73.1%	8.1%	3.8%	15%
Organizing meetings	63.1%	13.1%	6.9%	16.9%
Talking with my neighbors	70.0%	7.5%	75.0%	15.0%
Negotiating and building agreements	54.4%	13.1%	11.3%	21.3%
Contacting government officials	57.5%	11.3%	14.4%	16.9%

Past Voting

71 percent of respondents indicated that they voted in the 2013 local election, however 14.6% of respondents indicated they were not eligible to vote (see Figure 10).

Knowing People in One's Neighborhood

Respondents varied in the number of individuals they knew in their neighborhood (see Figure 11).

- 56.3% said they knew 10 or fewer people in their neighborhood by name.
- 41% said they knew more than 10 people in their neighborhood by name.
- 8% said they did not know the names of anyone in their neighborhood

Political Efficacy

Most respondents believed they had at least some influence in making their community better (80%) and had at least some trust in their elected leaders to do what is right (80%) (see Figure 12).

- However, 20% respondents believed they had only a little or no influence on making their community better. Similarly, 20% did not believe, or believed only a little, that they could trust their elected leaders to do what is right.

Other Kinds of Efficacy

The majority of survey respondents indicated they were comfortable participating in small and large group settings, speaking with neighbors, negotiating, and contacting government officials (see Figure 13).

- Interestingly, a large percent of people did not know, or did not respond to how comfortable they felt about any of the given situations (ranging from 18.8%-32.6%).

SOURCES OF RECRUITMENT AND ISSUES OF COMMUNITY CONCERN

Summary:

- Community groups were commonly named as the source from which respondents had found out about the idea collection assembly.
- Respondents over 35 years of age were substantially more likely than younger survey respondents to name TV/newspaper/radio as a source through which they had heard about the event.
- Respondents who had not completed a bachelor's degree were substantially more likely than respondents who had completed bachelor's degrees to indicate friends or family as a source through which they had heard about the event.

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Figure 14. How respondents heard about PB idea collection events

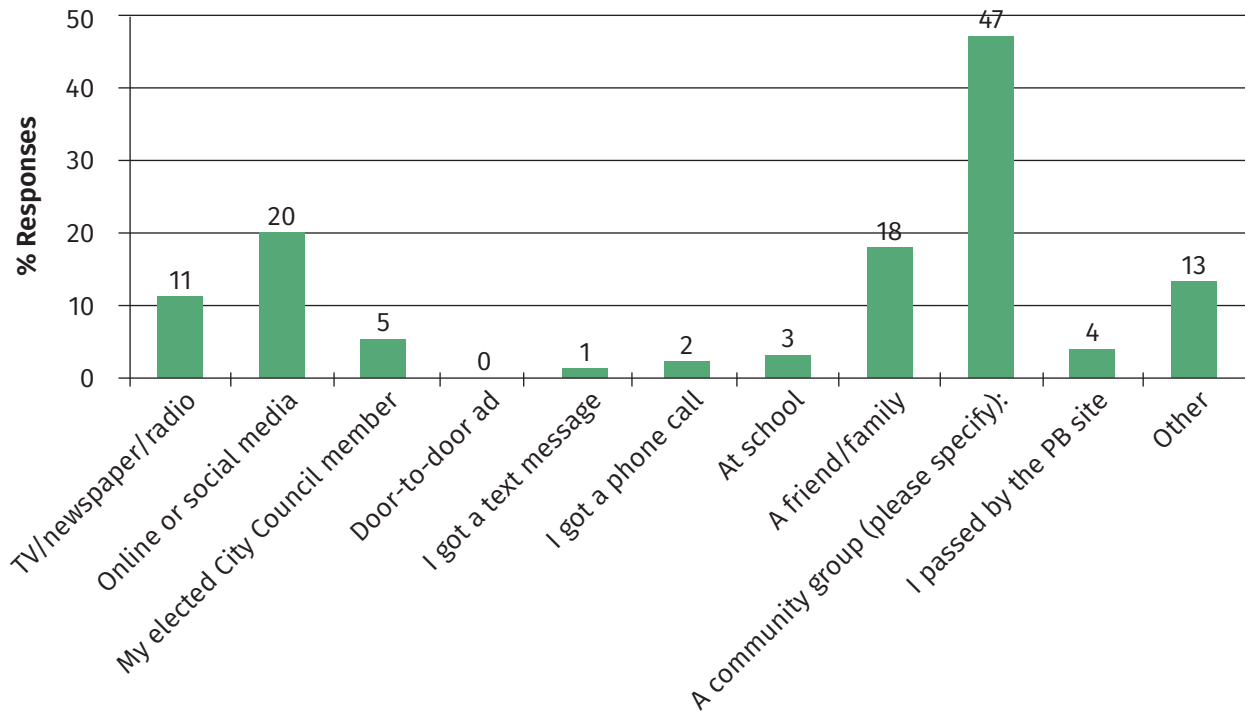
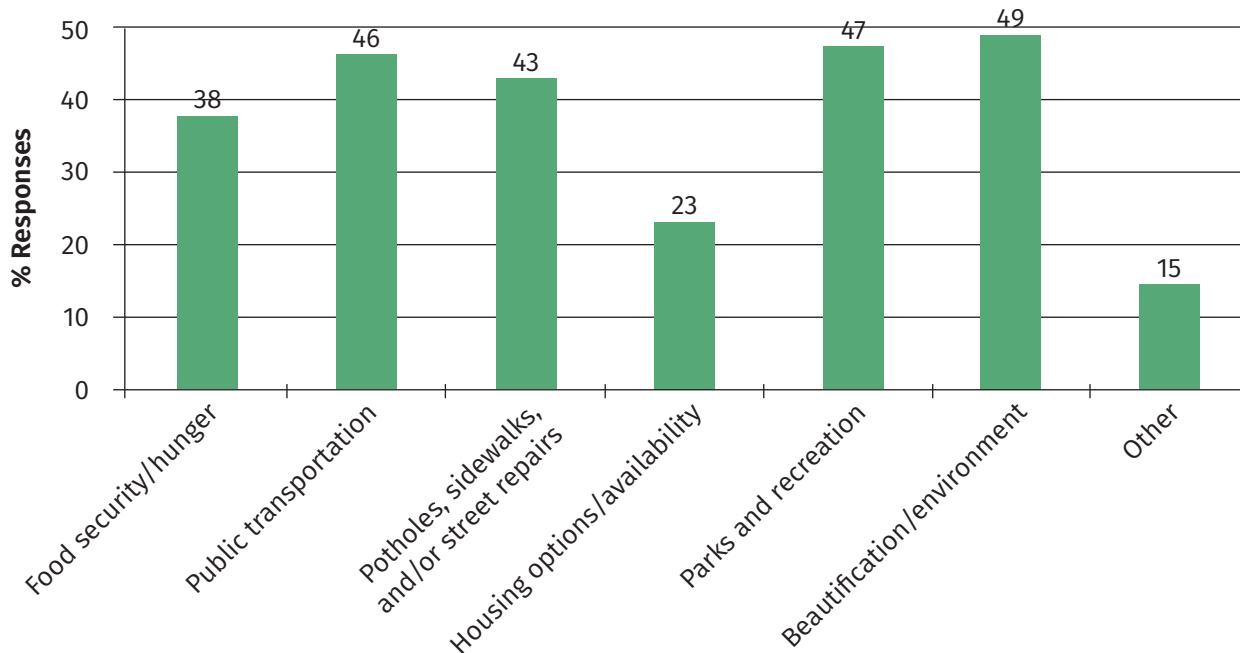


Figure 15. Reported community needs/issues among survey respondents attending PB idea collection events



- Concern for the range of community needs was fairly even, with between 38% and 49% of respondents naming beautification/environment, parks & recreation, transportation and sidewalks as community concerns. The exception was housing options/availability, which was a concern for only 23% of survey respondents.
- Respondents under 34 years of age were substantially more likely than older survey respondents to name beautification/environment as an issue with which they were concerned.
- Respondents with household incomes under \$25,000 were substantially more likely than respondents with household incomes over \$25,000 to name housing options/availability as an issue with which they were concerned.

OUTREACH METHODS

About 47% of respondents indicated that they heard about the idea collection events from a community group.


- Overall 23 different community groups were specified. The most often reported groups included: SynerG, Interactive Resource Center (day shelter for those experiencing homelessness), Temple Emanuel, Greensboro Chamber of Commerce, neighborhood associations, and Action Greensboro.
- 16% of respondents heard of PB idea collection events from more than one source.
- Respondents over 35 years of age were substantially more likely than younger survey respondents to name TV/newspaper/radio as the source through which they had heard about the event (17.4% vs. 2.7%).
- Respondents without a bachelor's degree were substantially more likely than survey

respondents with bachelor's degrees to indicate friends or family as a source through which they had heard about PB (27.9% vs. 12.9%).

IDENTIFYING COMMUNITY NEEDS

Concern for community needs was fairly even, with 38% to 49% of respondents naming each issue area as a concern. The exception was housing options/availability, which was a concern for only 23% of survey respondents.

- Beautification and/or environmental issues (49.3%), parks and recreations (47.1%), public transportation (46.4%), and potholes, sidewalks, and/or street repairs (42.8%) were needs most often reported.
- Most (73.2%) survey respondents were concerned with more than one community need.
- Respondents under 34 years of age were substantially more likely than older survey respondents to name beautification and/or environment as an issue with which they were concerned (52.1% vs. 34.9%).
- Respondents with household incomes under \$25,000 were substantially more likely than other respondents to name housing options and/or availability as an issue with which they were concerned (37.5% vs. 16.1%).

 **“The fact that the city of Greensboro is willing to funnel \$500,000 into community improvement projects and is asking from community members as to the distribution of it is amazing!”** – *Idea Collection Participant*

PUBLIC COMMENTS ABOUT IDEA

COLLECTION EVENTS

In general, survey respondents reported enjoying the concept of, and being active participants in Greensboro PB. Additionally,

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respondents appreciated meeting people and hearing the different proposed ideas. Respondents' ideas about how to improve the PB idea collection events were generally focused on:

- The need for larger facilities and more seating
- More event advertising and participation
- Clarification of the PB process and capabilities

“Better marketing for upcoming meetings. I only saw one advertisement.” – *Idea Collection Participant*

“Better direction on what could be done with PB.”
– *Idea Collection Participant*

PHASE II: BUDGET DELEGATES AND PROPOSAL DEVELOPMENT

In the second phase of Greensboro PB, budget delegates worked with city staff members to develop project proposals. In this section of the report we provide our findings based off data collected from budget delegates and city staff members.

The data from city staff members is based off three group interviews and four one-on-one interviews. The interviews were conducted in May 2016 and lasted between 30 and 90 minutes.

The data collected from budget delegates includes 40 surveys, six interviews, and field observations. The survey completion rate was 100%. Between October 2015 and February 2016, the research team attended 25 budget delegate events and generated 141 pages of field notes. What follows are our findings from budget delegates.

KEY FINDINGS SUMMARY

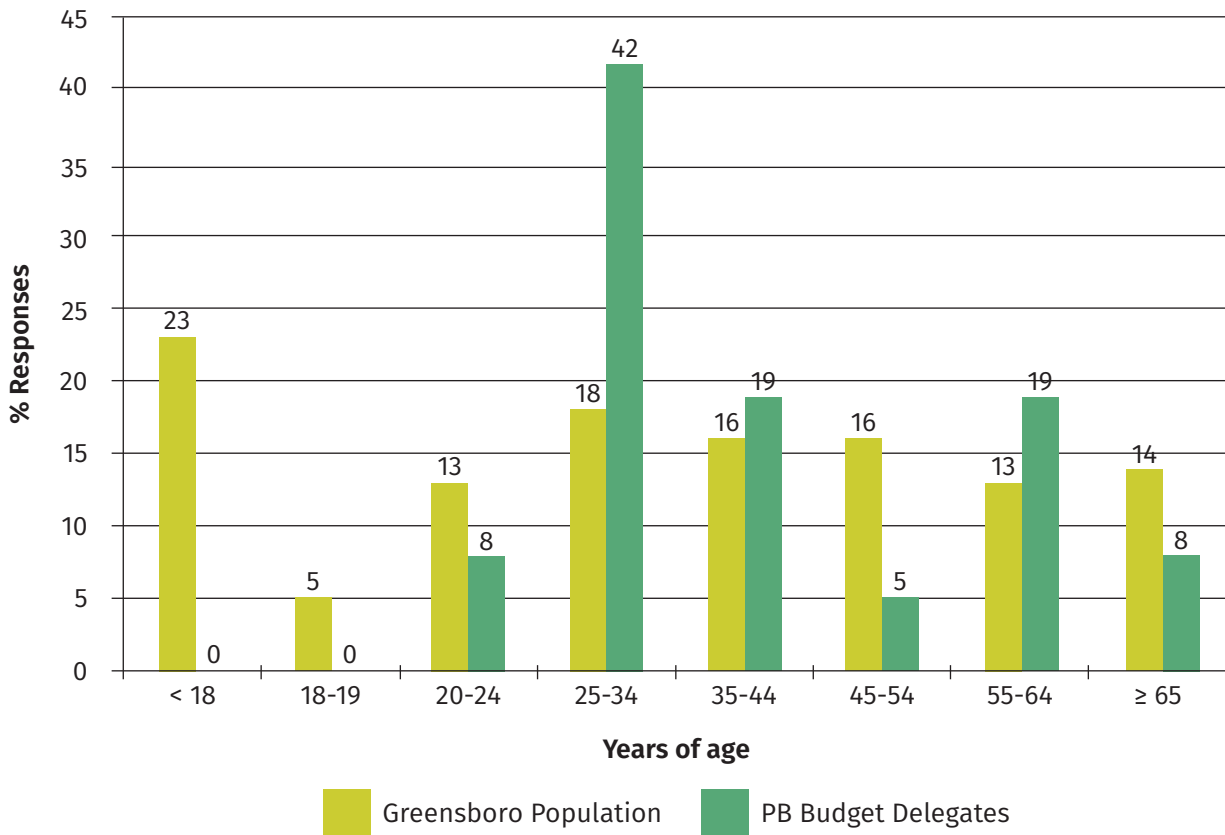
Budget Delegates

- Two thirds of budget delegates had lived in Greensboro eight or more years.
- Budget delegates were highly educated, with 72% possessing at least a bachelor's degree.
- Budget delegates ranged in age from 20 to 65+, and they were diverse in terms of race, gender, and social class.
- The budget delegates found their work rewarding because they developed new relationships and empowered others.
- In interviews, budget delegates reported increased skills in the areas of relating to neighbors, leading group discussions, and monitoring city government.
- The budget delegates also indicated that they would be more likely to attend community events in the future, including political party meetings, rallies/protests, and school group meetings.
- Attrition of budget delegates was a significant challenge.
- The work of budget delegates was also frustrated by vague project eligibility requirements and complex relationships between city departments.

City Staff

- Staff members interacted with residents in new ways and in new contexts. PB reflected a different, active outreach strategy rather than a passive one.
- Overall, city staff members viewed PB as beneficial for the community.
- Many staff members wanted to contribute more and wished they were included sooner or given more time to help with project proposals.

Figure 16. Age comparison between PB budget delegates and Greensboro's general population



- Department leadership did not adequately anticipate the personnel commitment necessary for PB, and staff members were not fully informed of what department leaders knew.
- Several staff members reported they were frustrated that they would have to adjust their budgets after the PB vote. They believed the money had not been set aside in advance for PB projects.²⁶
- PB promoted interdepartmental collaboration and highlighted organizational and process gaps.

BUDGET DELEGATE DEMOGRAPHIC DATA

Age

61% of budget delegates were between 25 and 44 years old. People younger than 25 were just 8% of the budget delegates, and no one under 18 served as a budget delegate (see Figure 16).

- Comparison to census data: Persons aged 25-34 were significantly over-represented in the group of budget delegates.

²⁶ City budget staff indicated \$500,000 was added to the FY 2016-2017 budget to a special projects fund to cover PB project expenses, unless departments had already budgeted for the project within their budget.

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Figure 17. Household income comparison between PB budget delegates and Greensboro's general population

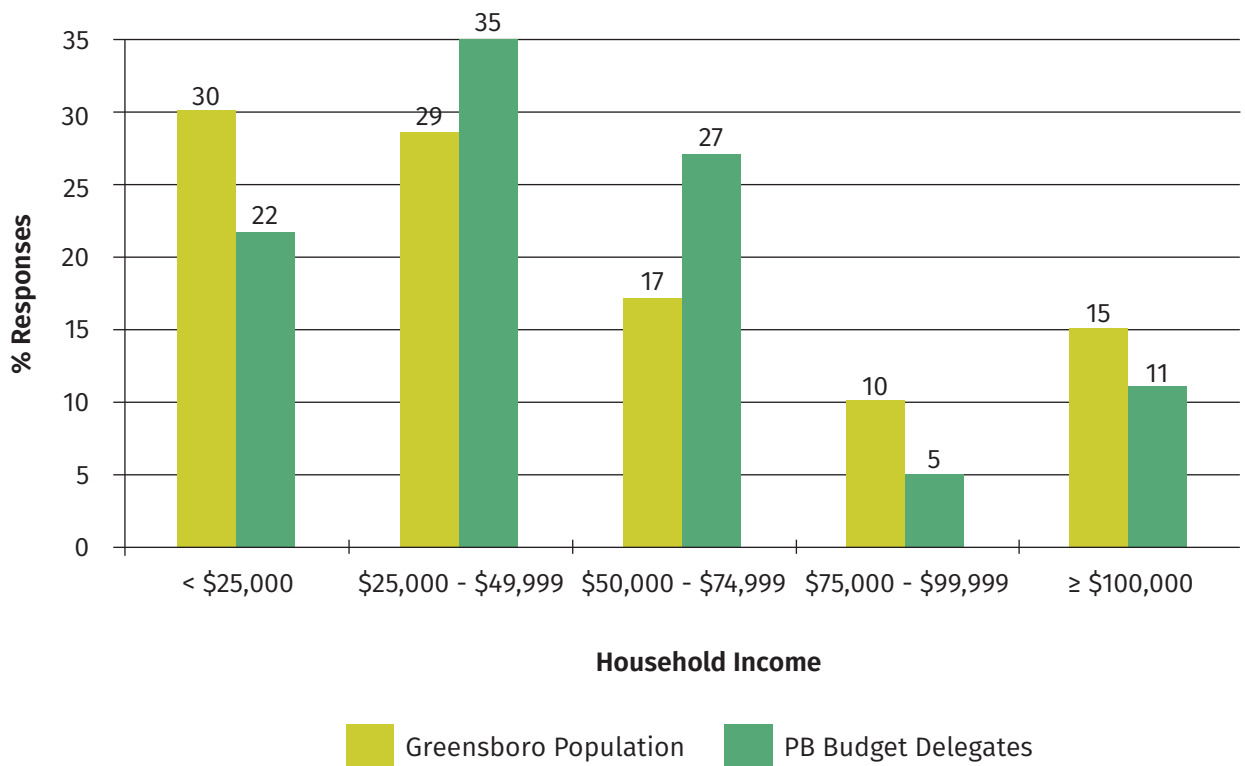


Figure 18. Race/Ethnicity comparison between PB budget delegates and Greensboro's general population

Race/ethnicity	PB Voter Survey	Greensboro Population
American Indian and Alaska Native alone	3%	0.50%
Asian alone	0%	4.00%
Black or African American alone	49%	40.60%
Hispanic or Latino/a	5%	7.50%
Native Hawaiian and Other Pacific Islander alone	0%	0.10%
White alone, not Hispanic or Latino/a	49%	45.60%

Figure 19. Highest level of education for budget delegates

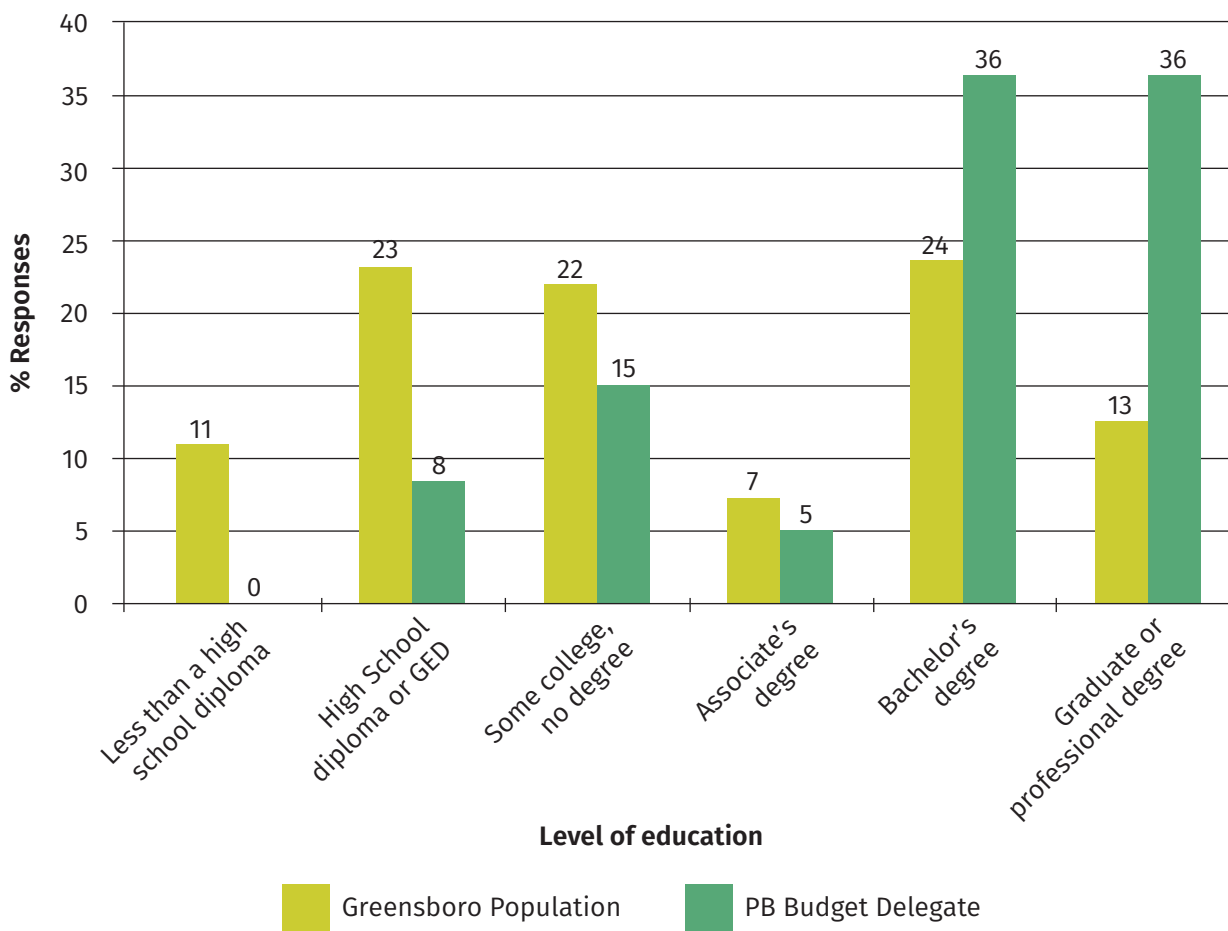
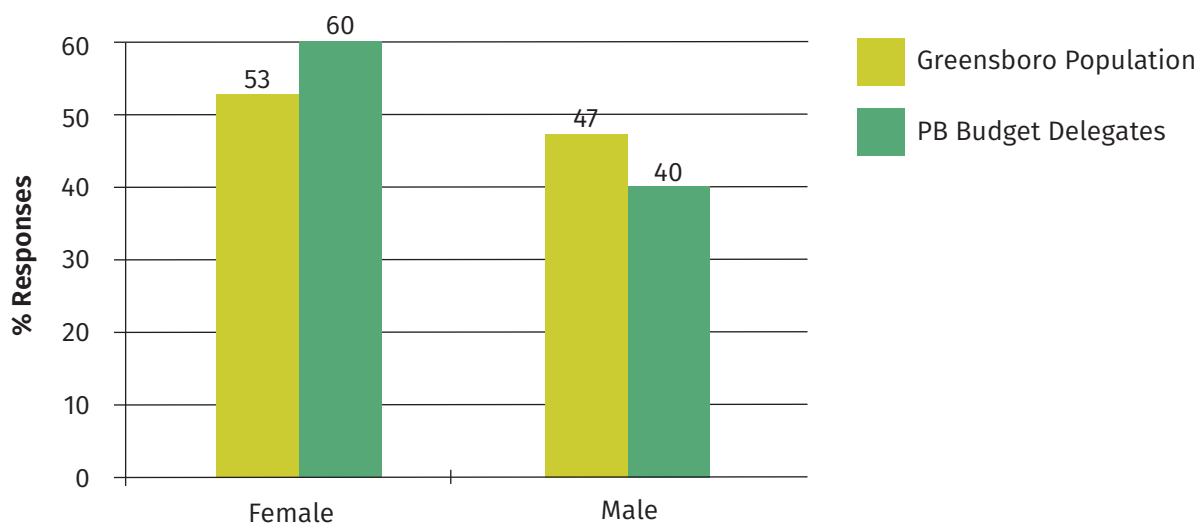


Figure 20. Gender comparison between PB budget delegates and Greensboro general population



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Figure 21. Length of residence in Greensboro among budget delegates

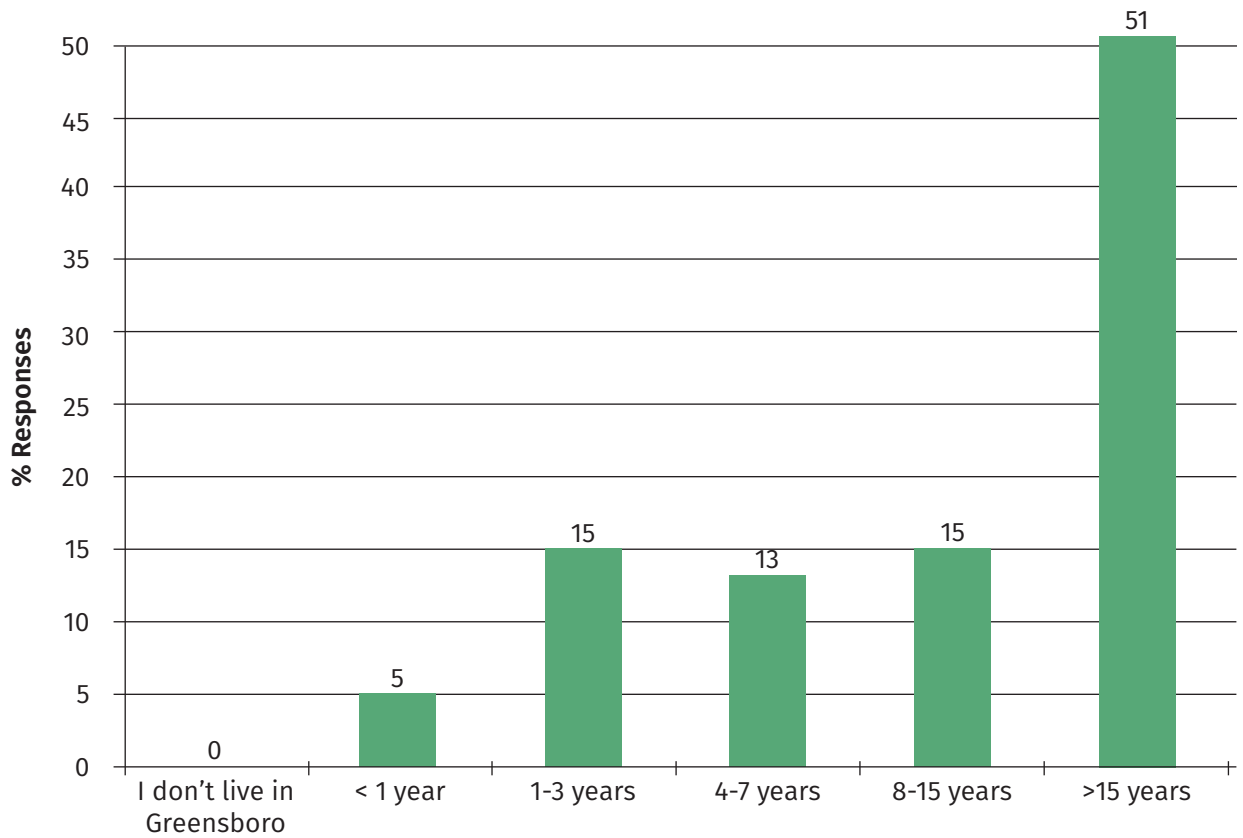
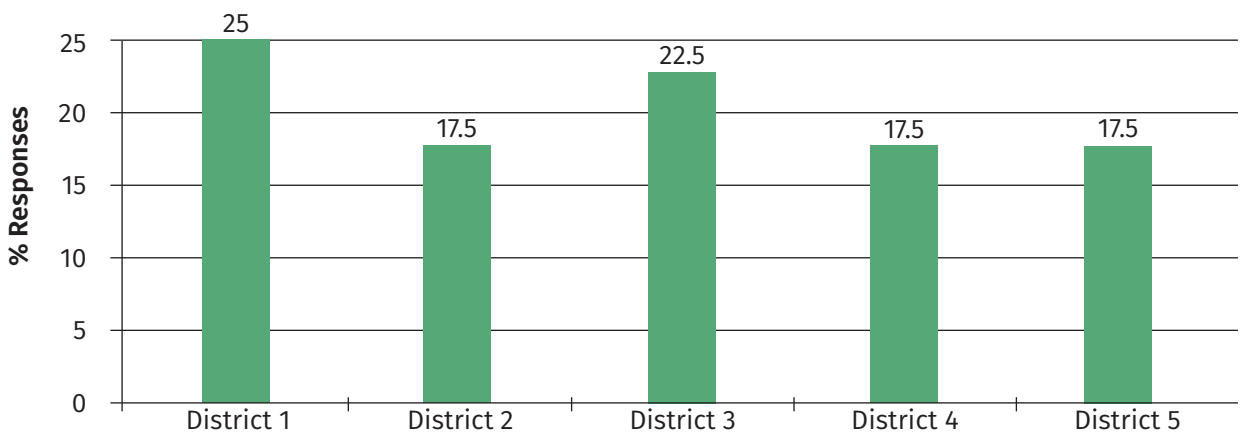


Figure 22. District representation among budget delegates



Household Income

Slightly over half of budget delegates reported household incomes of less than \$50,000 per year, including 21% who reported household incomes below \$25,000 per year (see Figure 17).

- Comparison to census data: Budget delegates with incomes between \$25,000 and \$74,999 were over-represented, while those with incomes of less than \$25,000 were under-represented.

Race/Ethnicity

More than half of budget delegates identified as a person of color, including about 49% who identified as African American (see Figure 18).

- Comparison to census data: Across nearly all race/ethnicity categories, survey respondents were reasonably representative of census data.

Education

More than 70% of budget delegates had attained a bachelor's degree or higher (see Figure 19).

- Comparison to census data: Less educated residents were significantly under-represented among budget delegates while highly educated residents were significantly over-represented.

Gender

More women served as budget delegates than men (see Figure 20).

- Comparison to census data: Women were over-represented as budget delegates by approximately 7%, and men were under-represented by approximately 7%.

Length of Residence in Greensboro

Two out of three budget delegates had lived in Greensboro longer than 8 years (see Figure 21).

- 20% of budget delegates had lived in Greensboro 3 years or less.

District Representation

Participation from all five districts was relatively equal – with representation from District 1 somewhat higher (see Figure 22).


- All of the budget delegates knew in which district they lived. This suggests that budget delegates were more informed about political processes, compared to participants from other phases.

BUDGET DELEGATE INTERVIEW FINDINGS

Successes

- The budget delegates found their work rewarding because they developed new relationships and empowered others.
- Budget delegates reported increases in their ability to relate to neighbors, lead a group discussion, and monitor city government
- They are more likely to attend community events in the future such as PTA or other school group meetings or events, political party meetings or events, and protests or rallies.

In interviews after the first PB cycle had concluded, some budget delegates took satisfaction in doing good work. They were fulfilled to see their project proposals on the ballot and at project expos. For others, the interaction with other community members and City Staff was most rewarding. They described new relationships that had developed. Finally, the fact that others were being empowered and joining in PB was most rewarding for some budget delegates.

 **“I feel like most of the people involved were knowledgeable and fascinating to work with. I definitely got a better sense of what departments in city government do. Now I have contacts in government in case future issues arise.”**
– Budget Delegate

RESEARCH



“The coolest thing was being at the voting site and seeing people’s eyes light up when they were told that they could have a say in the budget. I was at a voting event at the Central Library, and there were a lot of homeless people there. They would tell us they didn’t have an address, but when we told them they could use the address of the shelter they’re staying at, they would get really excited.” – Budget Delegate

Increase in skills needed for strong democracy.

The budget delegates also reported increased abilities in certain democratic arts as a result of their work during PB. In particular, several interviewees reported significant increases in their abilities to relate to neighbors. The three most identified areas of improvement were:

- Relating to my neighbors
- Leading a group discussion
- Monitoring city government

Desire to attend other community meetings.

Budget delegates also reported that they were more likely to attend community events in the future. One respondent said

she was now interested in attending zoning hearings, which was an issue for which previously she had no interest. As a result of working on PB, the interviewees indicated these four types of events as ones they are more likely to attend in the future:

- Other community meetings or events
- PTA or other school group meeting or event
- Political party meeting or event
- Rally or protest

Challenges

- Attrition among budget delegates significantly hindered the successful completion of work.
- Poor communication from city staff members generated tension and confusion among budget delegates.
- Budget delegates were surprised by what they perceived as complexity and inflexibility in city bureaucracy.

Despite the many positive benefits the budget delegates reported, they also faced several challenges during their work. All of the interviewees identified budget delegate attrition as a significant hindrance to the successful completion of their work. One delegate

from the Parks & Recreation committee told researchers that her committee shrunk to just three delegates and a facilitator, which led to an increased workload for those members.

The delegates also reported tension and confusion during their work, which was primarily driven by poor communication. Delegates wanted improved communication from city staff members, and some also desired more communication between committees in order to have a complete picture of the projects that were being developed. A budget delegate related a story of a time city staff gave her committee an unrealistic deadline and how other budget delegates supported one another in the process:

“There was one fellow from District 1 who got really frustrated because we had to write up all our proposals in one night, and they were due tomorrow. None of us were ready to do that. He walked out and said he was quitting the committee. I know a couple folks called him and said please come back. In emails we were supportive in sharing information. The fellow from District 1 returned! After that, he attended voting nights that weren’t even his district. After that, he felt more enthusiastic and more supportive – above and beyond.” – Budget Delegate

All of the interviewees also expressed surprise at the level of complexity and intransigence in the city’s bureaucracy. Delegates told researchers about convoluted project eligibility requirements, complex relationships between city departments, and no mechanism for approval of arts projects.



A budget delegate told a story about trying to manage traffic and provide pedestrian safety at a particular intersection. She originally proposed a stoplight, but city staff told her there was not enough traffic in that area for a stoplight. She then proposed a stop sign instead, but city staff informed her there was too much traffic in that area for a stop sign. Her committee ultimately settled for a crosswalk:

“We took a crosswalk because that was the absolute, only thing [city staff] would do. It felt like [PB] was the one time where people’s voices are supposed to be heard. It felt like no one was listening. I understood all their reasons, but it felt like this would be one time to override all their rules.” – Budget Delegate

The story from this delegate reflects a level of frustration and surprise with which many of the budget delegates were familiar.

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“If [city staff] could have been brought in on the front end, it would have helped with the [project] vetting.”

– City Staff Member

“I hope going forward we can have more time to do the process. It takes us 30-60 days to do a typical engineering study, and we were given a couple weeks to do that for scores of projects.” – City Staff Member

Lessons Learned for Budget Delegates

We propose the following suggestions for budget delegates in future cycles of PB:

- Provide clearer project eligibility criteria
- Organize budget delegate committees by district rather than by interest area
- Better integrate the delegates into the rest of the PB process by connecting them with steering committee members and idea collection participants
- Increase the number of budget delegates in order to distribute the workload across more people and minimize the effects of attrition rates

CITY STAFF INTERVIEW FINDINGS

We turn now to findings based off interviews conducted with city staff members. City staff assisted in vetting the initial ideas collected during Phase I in order to determine eligibility and decrease the number of project ideas budget delegates would have to choose between. City staff members also provided their expertise to aid budget delegates in the development of quality project proposals.

Successes

- City staff viewed PB as positive for the community and wanted to be involved earlier.
- PB contributed to new interactions between city staff and residents in new ways and in new contexts.
- PB promoted interdepartmental collaboration and highlighted organizational process gaps.

Staff members generally viewed PB as a positive for the community, and they wanted to have been involved sooner. Some of the staff members we interviewed felt as though they were included too late in the process to make a meaningful impact. This should not discount the work done early in the cycle to train staff and prepare them for PB. Instead, the views expressed by staff members reflect a need to do even more work orienting staff and including them earlier in the cycle. This need is partly a result of the first cycle of PB, and we believe future cycles of PB will help staff members become more familiar with the process.

City staff also reported that the PB process contributed to new interactions with residents in new ways and in new contexts. Many expressed appreciation that the process

created a positive environment for engagement rather than a negative one. One interviewee explained that he felt while the city was successful in responding to complaints, they were less adept at proactive outreach.

“We learned more about what we do because we had to study up on these projects. The citizens had really good questions, and they got to learn more about how our department operates.” – City Staff Member



Finally, the PB process highlighted organizational gaps and promoted interdepartmental collaboration. Representatives from different departments attended several meetings with residents and were given opportunities to interact with one another. Additionally, project proposals often involved several departments, and staff members had to communicate across their departments quickly in order to respond to budget delegates' concerns. Most importantly, PB highlighted gaps in organizational structure. Although this could be seen as a negative, we view this as a positive opportunity for improvement. The Arts & Culture budget delegate committee quickly learned that no art department existed within the city and the city lacked any formal protocols or processes for approval of public art. We believe PB will continue to highlight areas of improvement within the city's organizational structure.

“The PB process brought up gaps in our organization such as public art. We don't have a citywide public art policy.” – City Staff Member



Challenges

- Department leadership did not adequately anticipate the personnel commitment necessary for PB.
- Lack of sufficient time and information about best practices for vetting project proposals.
- Some city staff reported that some budget delegates may have misunderstood policies and rules that govern city operations.
- Some city staff perceived some budget delegates to be uncompromising when flexibility was required.
- A perception that PB funds were not set aside before departmental budgets were drafted.

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“I’d like [leadership] to know before they issue directives that they also need to provide money. If you’re going to create a program or initiative, you need to fund it.”

– City Staff Member

One of the first challenges encountered in the PB process was a miscalculation by some members of departmental leadership in the amount of personnel needed for PB. Several staff members reported that leadership failed to take the process seriously and sometimes designated only one or two people to assist budget delegates when much more assistance was needed.

Another complication for city staff interviewees arose when supervisors told them that PB funds

would have to come out of already prepared draft department budgets. This communication effectively discouraged staff members from moving PB projects forward in order to prevent their departmental budgets from being adversely affected. However, the city’s budget staff reported that funds had in fact been set aside in advance. This discrepancy caused confusion and frustration for most interviewees.

Lessons Learned for City Staff

Based off the conversations we had with city staff members, we propose the following suggestions for future PB cycles:

- Create a PB task force within the city comprised of members from multiple departments to help coordinate the PB process and support staff members as they work with budget delegates to vet project proposals.
- Ideally, the timeline for Greensboro PB should be adjusted so that the vote is completed before city departments submit their departmental budgets. However, in absence of that, any money allocated through PB should be set aside before departments submit their budgets and then added after the vote is completed.
- Departmental leadership should begin to view PB as an important, integral part of the work their department does. Doing so will help ensure that adequate staff resources are provided to support the process.
- Involve city staff members earlier in the process. Include more staff members during the idea collection phase of PB in order to better leverage their expertise, better connect with residents, and better anticipate PB projects.
- Dedicate additional staff for outreach activities, particularly during peak times in the process.

PHASE III: EXPOS AND VOTING DATA ANALYSIS

Surveys were collected from 524 individuals who voted April 11, 2016 – April 24, 2016 in Greensboro’s first citywide PB process.²⁷

The overall response rate was 47%, the same as the average voter survey response rate in PB processes across the country in 2014-2015.²⁸ There were 10 in-person voting events held in 10 different locations across all 5 districts of Greensboro. A total of 1,123 residents voted for up to five projects they wanted funded in their district.²⁹

What follows is an analysis of the data collected through these voter surveys.

Where appropriate, the data is compared to Greensboro Census data or 2010-2014 American Community Survey data. Further, comparisons to national trends rely on data collected from 29 US and Canadian PB processes with voting between July 2014 and June 2015.

KEY FINDINGS SUMMARY:

- The ages of PB voters were generally representative of Greensboro’s population, although people aged 45-54 were slightly over-represented.
- Survey respondents were generally representative of Greensboro’s population in ethnicity, income and gender, although lower-income residents and men were slightly under-represented.
- Residents with a graduate or professional degree were significantly over-represented.
- The demographic trends in Greensboro PB participation generally reflect trends seen across other PB sites in North America.
- Respondents most often (33%) indicated that they heard about PB voting through community groups, specifically neighborhood associations.
- Only 11% of survey respondents indicated that they were involved in PB in other ways besides voting.
- A substantial number (72%) of respondents reported not having been involved in other forms of community engagement in the past year prior to PB voting.
- A few (7%) residents who voted in the PB process reported not voting in the last local election because they were not eligible.
- While most respondents believed that they had at least some influence in making their community better, about 1 in 5 respondents did not feel that way. Likewise, while most said that they trusted their political leaders at least some of the time, a little over 15% of respondents did not.
- The majority (88%) of respondents believe that Greensboro PB should continue next year.
- Some survey respondents indicated that there should be more outreach in order to make people aware of Greensboro PB.

27 Spoma Jovanovic, Ph.D. and Vincent Russell completed this analysis of the third phase of Greensboro PB with the involvement and assistance of the NY-based Public Agenda.

28 See Public Agenda’s report on PB in 2014-2015, [Public Spending, by the People](#).

29 See [Appendix](#) for all 26 winning projects.

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Figure 23. Age comparison between PB voters and Greensboro general population

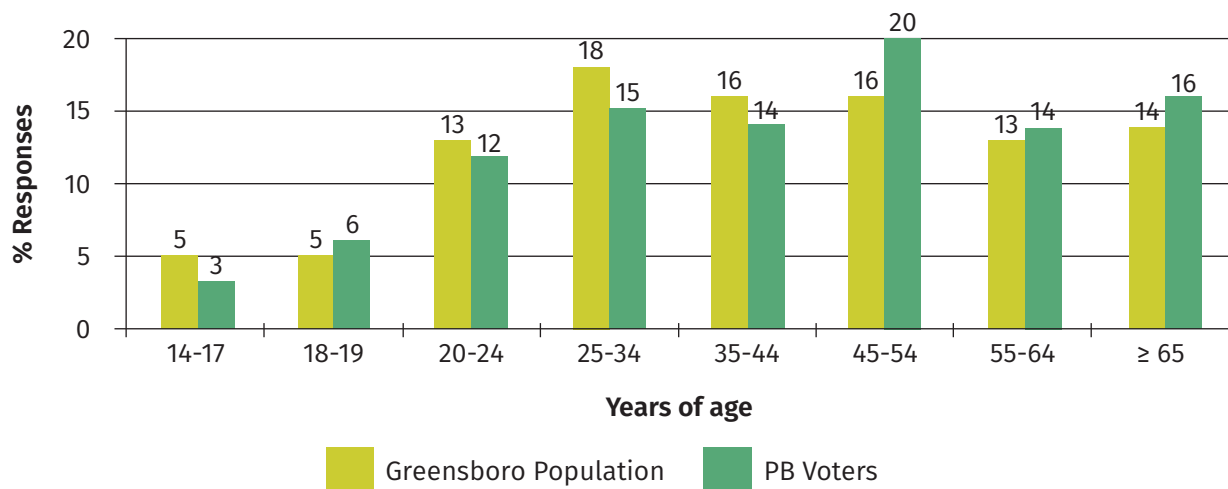
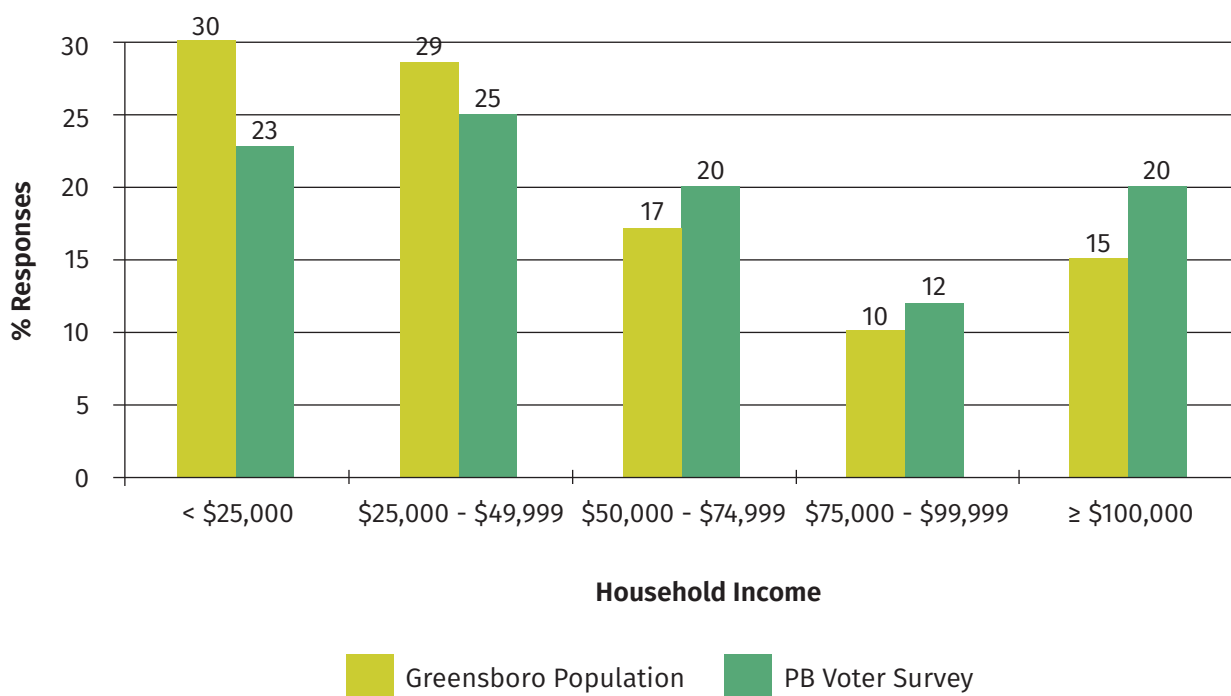


Figure 24. Household income comparison between PB voter survey respondents and Greensboro general population



DEMOGRAPHIC DATA

Age³⁰

People aged 45-54 made up 20% of PB voters, while young people (younger than 25) made up 21% (see Figure 23).

- Comparison to census data: Across nearly all age groups³¹, PB voters were reasonably representative of census data³². Individuals aged 45-54 were slightly over-represented.
- Comparison to North American PB voter data: Just less than 1 in 5 surveyed PB voters in 2014-15 processes was under 25 years of age. In about half of PB processes with voter survey data, individuals 65 years or older were over-represented among survey respondents.

Household Income

Nearly half of survey respondents reported household incomes below \$50,000/year, including 23% who reported household incomes below \$25,000/year (see Figure 24).

- Comparison to census data: Across nearly all income categories, survey respondents were reasonably representative of census data. Individuals with household incomes of less than \$25,000/year were slightly under-represented among survey respondents.
- Comparison to North American PB voter data: Similar to Greensboro, about half of surveyed PB voters in 2014-2015 processes reported household incomes of less than \$50,000/year. In 30% of PB processes with voter survey data, individuals with household incomes of less than \$25,000/year were under-represented among survey respondents.

Figure 25. Race/Ethnicity comparison between PB voter survey respondents, Greensboro general population, and Greensboro voters in 2013 municipal election

Race/ethnicity	PB Voter Survey	Greensboro Population	Greensboro Voters, 2013
American Indian and Alaska Native alone	1%	0.50%	0.12%
Asian alone	0.4%	4.00%	0.37%
Black or African American alone	37.2%	40.60%	31.59%
Hispanic or Latino/a	3.6%	7.50%	0.30%
Native Hawaiian and Other Pacific Islander alone	0.2%	0.10%	NA
White alone, not Hispanic or Latino/a	52.7%	45.60%	66.46%
Two or more races	3.4%	2.60%	0.28%
Other ³³	1.6%	NA	1.16%

30 This data is not based off survey responses, but rather all PB voter dates of birth provided at the time they voted.

31 Census comparison only includes 15-17 year olds, while PB comparison includes 14-17 year olds.

32 For the purpose of these analyses, survey respondents were considered to be representative of the Greensboro population in a given demographic category whenever the difference in percentages between survey responses and census data was no more than five percentage points.

33 Eight individuals indicated "other." The three who specified responses included: Appalachian, Continental African, and Puerto Rican.

RESEARCH

Figure 26. Highest level of education of individuals 25 years of age and older

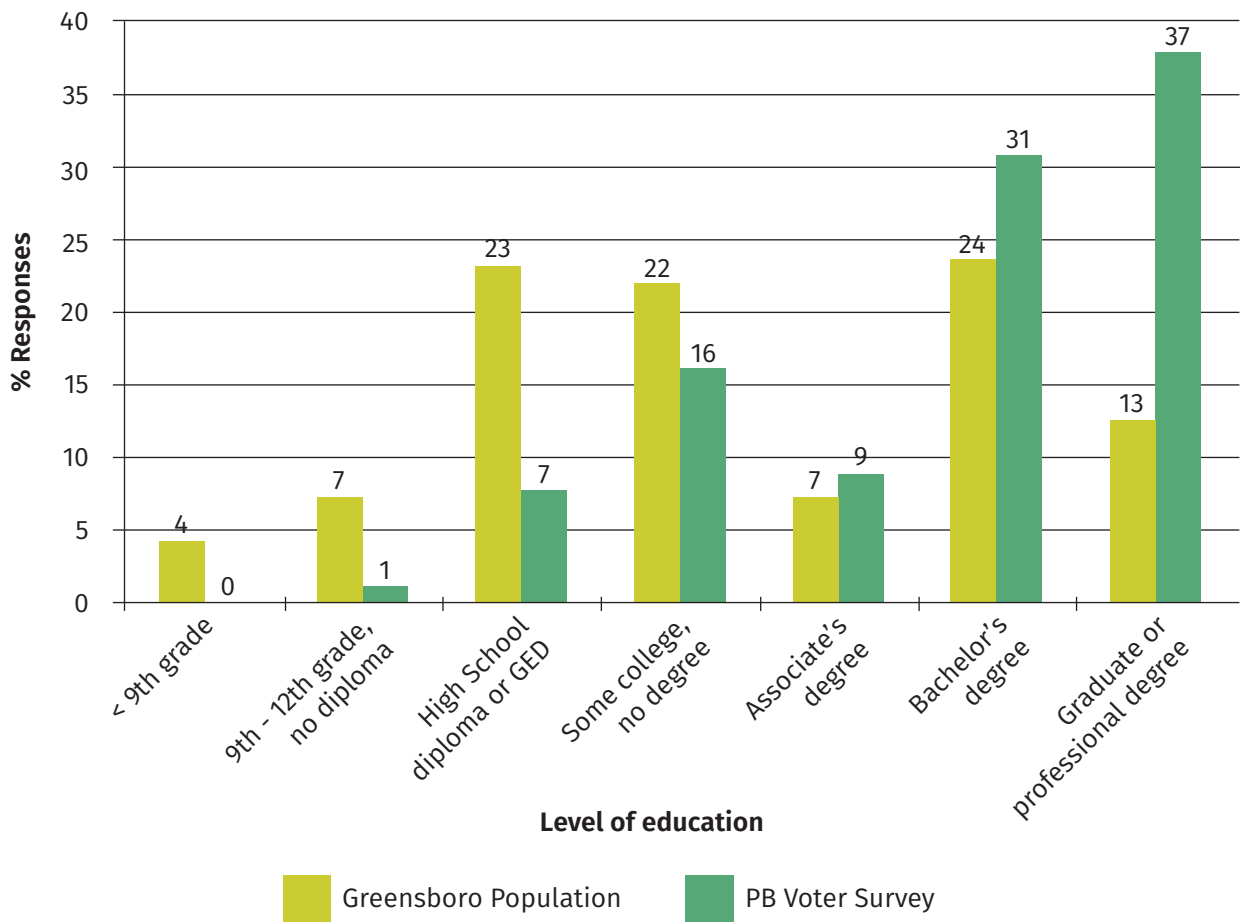
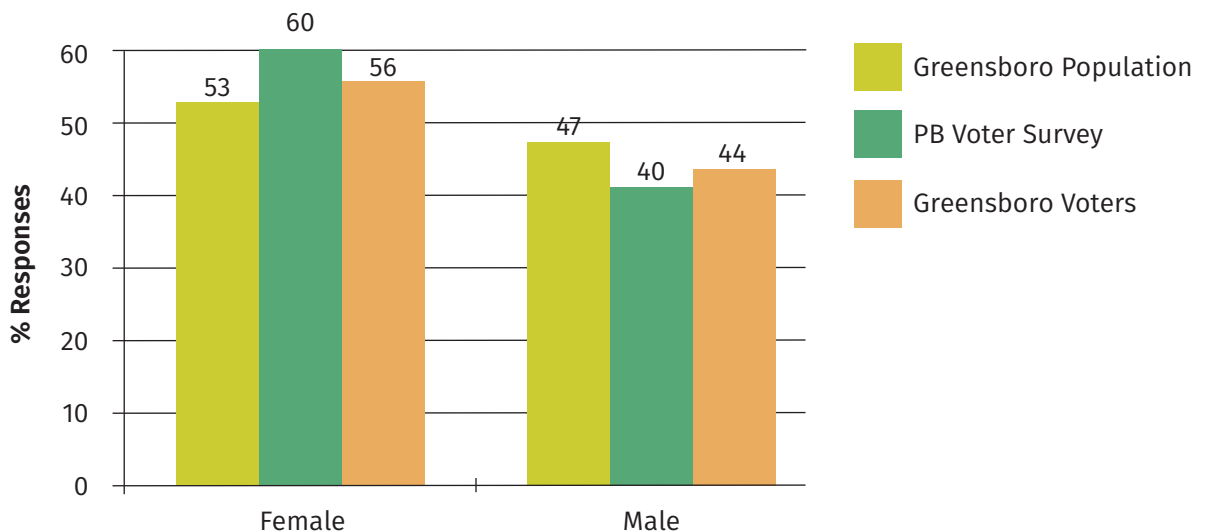


Figure 27. Gender comparison between PB voter survey respondents and Greensboro general population



Race/Ethnicity

A little less than half of survey respondents identified as a person of color, including about 37% who identified as Black/African American (see Figure 25).

- Comparison to census data: Across nearly all race/ethnicity categories, survey respondents were reasonably representative of census data. However, overall people of color were somewhat under-represented while white residents were somewhat over-represented among survey respondents.
- Comparison to North American PB voter data: Just over half of surveyed PB voters in 2014-2015 processes identified as a person of color, with about 1 in 5 identifying as Black/African American. In the vast majority of 2014-2015 PB processes with voter survey data, Black/African American and White residents were over-represented or representative of the local census, among survey respondents.
- Comparison to Greensboro's 2013 municipal election: Across all race/ethnicity categories except White, participation percentages in PB were higher than those for the 2013 municipal election.

Education

Most (67%) survey respondents (age 25 and older)³⁴ reported having attained a bachelor's degree or higher (see Figure 26).

- Comparison to census data: Less educated residents were substantially

under-represented among survey respondents. Specifically, individuals with a graduate or professional degree were over-represented by 24%.

- Comparison to North American PB voter data: Similar to Greensboro, the majority of survey respondents among PB voters in 2014-2015 processes reported having obtained a bachelor's degree or higher. In the majority of 2014-2015 PB processes with voter survey data, individuals with a bachelor's degree or higher were over-represented among survey respondents compared with local census figures.

Gender

More women (60%) voted in PB than men (40%). Also, 1% of PB voters identified as transgender or other gender identity³⁵ (see Figure 27).

- Comparison to census data: Women were slightly over-represented, by 7%, and men were slightly under-represented by 7%.
- Comparison to North American PB voter data: Similar to Greensboro, the majority of surveyed PB voters in 2014-2015 processes were women. The vast majority of PB processes with voter data reported an over-representation of women compared to their local demographics.
- Comparison to Greensboro's 2013 municipal election: Women represented a slightly larger voting block in PB by 4% as compared to the last municipal election.

³⁴ For this analysis, survey respondents younger than 25 were excluded as their current level of education may not be a reliable indicator of their eventual level of education. This is also how the census reports educational attainment.

³⁵ Transgender and other gender identity are not included in census data. Therefore voter survey respondents who identified this way were excluded from census comparisons here.

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Figure 28. District representation among voters

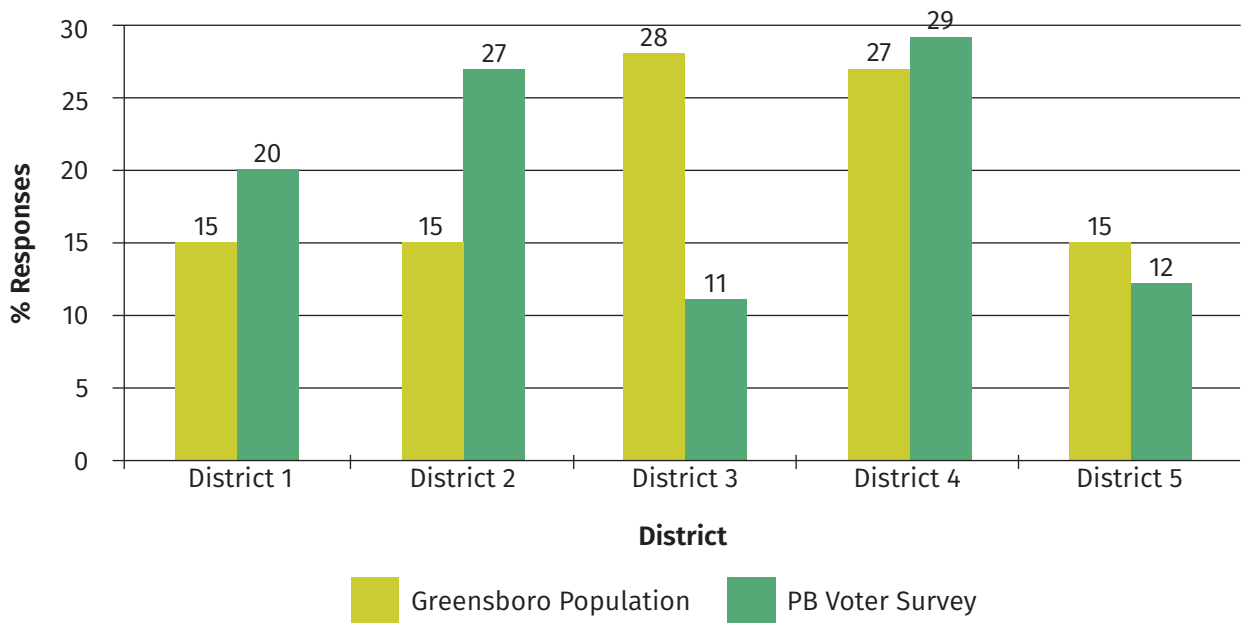
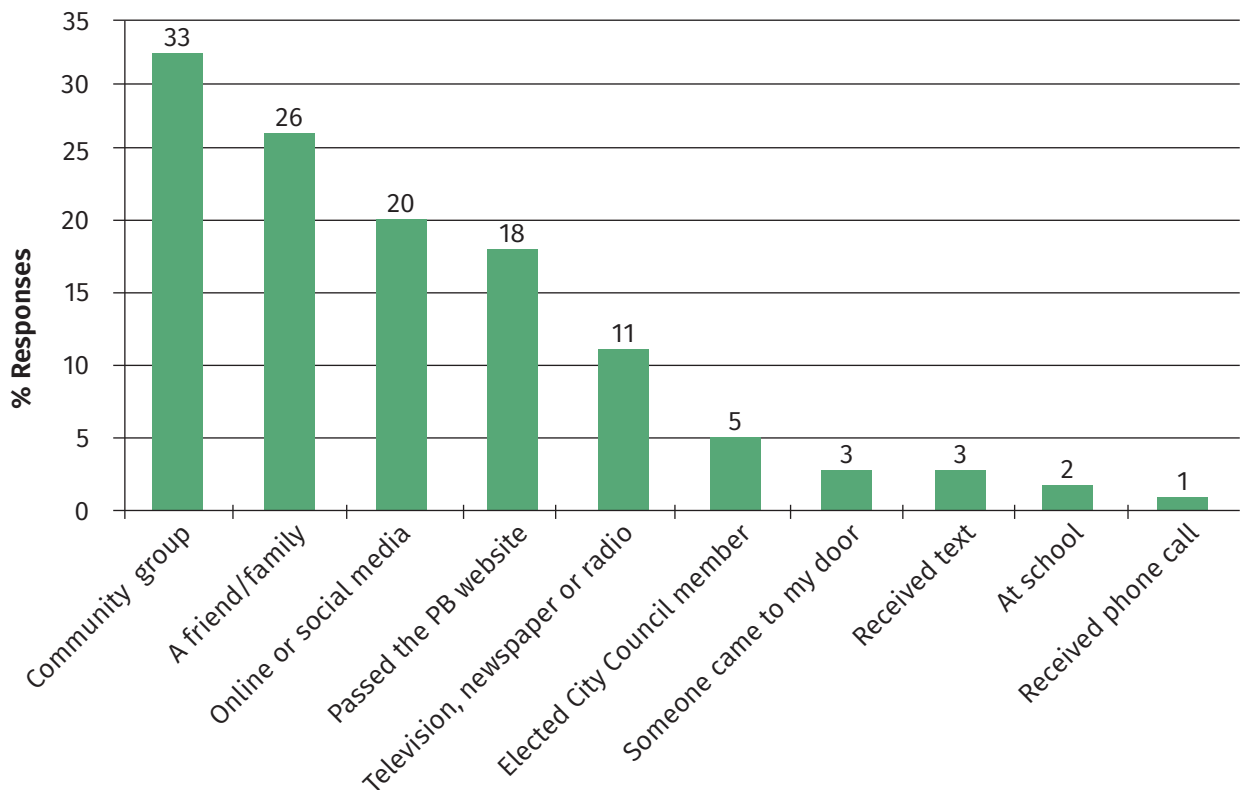


Figure 29. How respondents heard about PB voting



District Representation

Districts were not represented equally, with Districts 2 and 4 being over-represented and Districts 3 and 5 significantly under-represented (see Figure 28).

- The largest number of PB voters resided in District 4 (29%), and the least voters lived in District 3 (11%).
- Comparison to Greensboro's 2013 municipal election: In the general election, Districts 3 and 4 were over-represented.

How Respondents Heard About PB Voting

Respondents most often indicated that they heard about PB voting from community groups (33%), friends/family (26%), or online social media (20%) (see Figure 29).

- Of those who indicated they heard about PB voting from a community group, 31% indicated they heard about it from neighborhood associations³⁶

Earlier Participation in the PB Process

Approximately 7 out of 10 survey respondents indicated that they were not involved in the PB process besides voting (see Figure 30).

CIVIC ENGAGEMENT, BELIEFS AND EFFICACY

Community Engagement

Just under half of the respondents reported that they had not, in the past 12 months, worked with other people in their neighborhood to fix a problem (49.4%) (see Figure 31).

Past Voting

73% of respondents indicated that they voted in the 2015 local election, however 6.7% of respondents indicated they were not eligible to vote (see Figure 32).

Political Efficacy

Most survey respondents believed they had at least some influence on making their community better (80%) and had at least some trust in their elected leaders to do what is right (82%) (see Figure 33).

- However, 20% of survey respondents believed they had only a little or no influence on making their community better, while 18% did not believe, or believed only a little, that they could trust their elected leaders to do what is right.

CONTINUING GREENSBORO PB

Most respondents (88%) believed that Greensboro PB should continue next year (see Figure 34).

³⁶ 28% of respondents who indicated community group did not specify which community group.

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Figure 30. Respondents' involvement in Greensboro PB prior to voting

Besides voting, how else have you been involved in PB over the last 6 months? (check all that apply)	
I was not involved besides voting	71.8%
I attended a Fall 2015 meeting or event where project ideas were collected	15.3%
I submitted a project idea	7%
I was a budget delegate	2.9%
Other – steering committee, volunteer, attendee at expo	10.8%

Figure 31. Previous civic engagement and neighborhood involvement

	Yes	No	Not Sure
In the past 12 months, have you worked with other people in your neighborhood to fix a problem or improve a condition in your community?	43.9%	49.4%	6.7%

Figure 32. Past voting history among PB voter survey respondents

Did you vote in the November 2015 local (not US Presidential) election?	
Not eligible	6.7%
No, but I am eligible	14.5%
Yes	73.3%
Not Sure	5.5%

Figure 33. Beliefs about individual influence and elected leaders' decisions among PB voter survey respondents

	None	Only a little	Some	Quite a lot	A great deal
How much influence do you think you have in making your community better?	3.1%	17.1%	49.8%	18.9%	11%
How much of the time can you trust your elected leaders in Greensboro to do what is right?	1.8%	16.4%	52.4%	23.8%	5.6%

Figure 34. Thoughts on continuing Greensboro PB

	Yes	No	Not Sure
Do you think Greensboro's Participatory Budgeting Process should continue next year?	88.3%	2%	9.7%

PUBLIC COMMENTS ABOUT GREENSBORO PB

In general, survey respondents reported that Greensboro PB offered a positive way to be involved in the community and learn about local politics. Additionally, survey respondents indicated that there should be more outreach in order to make people aware of Greensboro PB.

“This process is a great introduction to local democracy. I was not interested in local politics at all until I learned about participatory budgeting. I think this process is a great way to get young people interested and involved in politics which is super important for the future of the community and city!”

– Greensboro PB Voter

“Thanks for this opportunity to participate. I just heard about the participatory budgeting, and think it’s a great way for us to be more involved in the community planning.” – Greensboro PB Voter

“We would like to see a greater effort made to get the word out to citizens via all means available (TV, radio, churches, assisted living facilities, schools, social media and word of mouth, etc.)” – Greensboro PB Voter



PHASE IV: IMPLEMENTATION

Upon the Greensboro City Council’s approval of the 2016-2017 budget and the start of the fiscal year on July 1, city staff immediately began PB project implementation. Quarterly updates track the progress of each project and the challenges encountered.³⁷ By December, 2016, at least four projects are scheduled for completion. Eleven additional projects are scheduled to be finished in spring 2017 and another eleven projects will have completion dates established upon resolution of challenges and questions. For instance, approved PB projects may require modifications to comport with existing policies, approval from other local, state, or federal entities, and/or consultation with additional community stakeholders to extend the expertise of city staff.

³⁷ See the first of these reports in the [Appendix](#), entitled City of Greensboro Participatory Budgeting Cycle 1, Project Implementation in FY 16-17.

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City of Greensboro Project Implementation Report, September 2016

District	Winning Project	Project Cost	Lead Dept	Status	Completion Date
All	Bus Tracking Mobile Application	\$90,000	GTA	Completed	September 2016
1	Bus Shelter at Glendale & Randleman	\$11,000	GDOT	Planning & Design	Est. Spring 2017
1	Bus Shelter at Lake Field & Vandalia	\$11,000	GDOT	Completed	September 2016
1	Crosswalk at Vandalia & Randleman	\$20,000	GDOT	In Progress	Est. November 2016
1	Traffic Turn Lane at Randleman & Glendale	\$12,000	GDOT	Completed	October 2016
1	Shade Cloth Cover at Warnersville Pool	\$15,000	P&R	Planning & Design	Est. Summer 2017
1	Updated Equipment in Woodlea Acres Park	\$8,000	P&R	Planning & Design	TBD
2	Crosswalk for Phillips Avenue	\$6,000	GDOT	In Progress	Est. Spring 2017
2	District 2 East-West Bikeway	\$18,000	GDOT	Planning & Design	TBD
2	Greensboro Four Dudley Alumni Mural	\$10,000	P&R	Planning & Design	TBD
2	Playprint at Peeler Recreation Center	\$7,000	P&R	Planning & Design	TBD
2	Shade Cloth Cover at Peeler Pool	\$15,000	P&R	Planning & Design	Est. Summer 2017
2	Shade Cloth Cover at Windsor Pool	\$15,000	P&R	Planning & Design	Est. Summer 2017
3	Crosswalk at Lawndale & Lake Jeanette	\$10,000	GDOT	In Progress	Est. Summer 2017
3	Bike Lane Improvements	\$30,000	GDOT	Planning & Design	TBD
3	Mural at Bellemeade Parking Deck	\$30,000	GDOT	Planning & Design	TBD
3	Latham Park Emergency Call Box	\$10,000	GM911	Planning & Design	TBD
4	Crosswalk at Elam & Camden	\$6,000	GDOT	In Progress	Est. Spring 2017
4	Crosswalk at Howard & Spring Garden	\$20,000	GDOT	In Progress	Est. Spring 2017
4	Walker Avenue Bridge Railing	\$30,000	FO	Planning & Design	Est. Spring 2017
4	Walker Avenue Painted Walkway	\$5,000	FO	In Progress	Est. Spring 2017
4	Greensboro Arboretum Bridge Repair	\$20,000	P&R	Planning & Design	TBD
5	Historical Welcome to Greensboro Sign	\$35,000	GDOT	Planning & Design	Est. Summer 2017
5	Playprint at Trotter Recreation Center	\$7,000	P&R	Planning & Design	TBD
5	Hester Park Emergency Call Box	\$10,000	GM911	Planning & Design	TBD
5	Two Stone Game Tables	\$20,000	P&R	Planning & Design	TBD

CONCLUSION

The guiding principles for Greensboro Participatory Budgeting in 2015-2016 were to foster equity, transparency, community-building and empowerment in a diverse city where, according to the U.S. Census Bureau, more than 50% of residents are African American, Latino/a or other ethnically defined group other than white or Caucasian. Did the process achieve those goals? In a word, yes.


Greensboro PB featured meetings and other processes throughout the city that led residents to imagine possibilities for change and then vote for the projects they most wanted to see implemented. From 675 ideas, to 46 ballot items and finally, to 26 funded projects distributed across all five districts, Greensboro PB delivered on its goals:


- **Equity:** Disbursing nearly \$100,000 to each of the five districts for projects their residents voted were the ones they most wanted;
- **Empowerment:** Reaching out to and effectively including under-represented members of the community in decision making;
- **Community Building:** Attracting and cultivating new civic leaders who emerged from the ranks of budget delegates; and,
- **Transparency:** Posting materials and process developments on-line, and translating key materials into other languages so residents remained informed at every phase.


The city's residents seized the new opportunity Greensboro PB provided to meet with others around the city to revive interest in projects proposed long ago but not funded, address overdue traffic and safety projects, and research new projects designed to enhance the reputation of the city.

BENEFITS OF DIALOGUE AND DELIBERATION

Greensboro PB provided a foundation for a stronger deliberative infrastructure in the city in two important ways. First, PB provided safe, accessible physical spaces for discussion, feedback, and action. Second, PB offered facilitation to stimulate needed community talk. Along the way, residents saw their ideas take shape with help from PB organizers, city staff, and neighbors. This deliberative infrastructure requires greater attention in the years to come, but the groundwork has been firmly established:

 **“I really appreciated that [the small group facilitator] did not shut down anyone’s suggestions and worked to change them into something that would be eligible, so that made for a nice environment to pose ideas.”** – Idea Collection Participant

 **“Being active in your community [District 5] is very important. I like that I have a say in what’s going on.”** – Greensboro PB Voter

 **“I do appreciate the ability to vote on expenditures of my tax dollars.”**

– Greensboro PB Voter

CONCLUSION



INTERNATIONAL INVOLVEMENT

Residents who do not speak English face unique barriers to civic participation. Translation, cultural sensitivity, and legal status issues often complicate the ability to participate in public affairs. Because of these challenges, intentional outreach activities were needed to engage immigrants, refugees and other members of Greensboro's international community with the PB process.

Approximately 11.7% or 33,059 Greensboro residents are foreign-born,³⁷ many from Latin American countries, Asia, and Africa. Two-thirds of Greensboro's immigrant and refugee population are non-citizens who speak 37 different languages.

To address the needs of international residents, surveys and ballots were provided in multiple languages, including English, French, Spanish, Arabic, Vietnamese, Rhade and Jarai. Outreach activities were planned in partnership with the city's International Advisory Council, Greensboro's Human Relations Council, and Faith Action

International. Additional guidance came from the New Arrivals Institute, the Center for New North Carolinians, and the Islamic Center of Greensboro.

Participation from Greensboro's international community was quite low in the first phase of PB when compared to the city's population but then surged in the latter stages due to dedicated outreach actions including holding events at a mosque and an international grocery store. PB staff and organizers centered the needs of international community members into their outreach and accommodation plans for events.

Future cycles of Greensboro PB should consider:

- Outreach strategies implemented earlier and developed with international partner groups.
- Greater effort to solicit PB project ideas from the international community so that the idea proposers are invested in getting others to vote.
- Working closely with city and community resources that have international connections to offer group and one-on-one orientations about PB.
- Ensure there is money budgeted for translation needs and interpreters. In this first cycle of PB, UNCG and PBP paid for all translation and interpretation.
- Having checks and balances on translation services and allow sufficient time to uncover inevitable mistakes in interpretation (ex: fireplace was translated as fire station for one ballot idea).
- Greater use of photographs and symbols for PB projects for wider understanding and appeal to the international community.

³⁷ See Planning Department, City of Greensboro Growth and Development Trends, Revised July 15, 2016.

CONCLUSION

City staff members saw the value of Greensboro PB in communicating to participants that their voices mattered and that those voices were worthy of consideration:

“I think PB opened a lot of opportunities for dialogue with the community. I hope there’s some learning lessons for the city as far as how to structure meetings to get more input, and also for the community to feel more a part of the city as an organization.” – City Staff Member

“We had frank, candid discussions with some budget delegates, and it was eye-opening for us and them.” – City Staff Member

RESIDENTS AND CITY STAFF WORK TOGETHER

Greensboro PB was regarded as something special and important for the city. Participants at every phase noted that the process was worth replicating again, as is, and to be modified for use in other city operations where resident input could be valuable, including police and housing operations:

“I hope citizens regard this as a small revolution—letting citizens get involved in the budget process...I think it’s one of the things that could make Greensboro better and more democratic.” – Idea Collection Participant

“I don’t know how city government works. I’ve never really been involved, but I thought this was a good thing, and I’m hoping that’s how city government conducts other types of business.” – Idea Collection Participant



The appreciation by participants for city government involvement with PB was demonstrable:

“I felt grateful that some people in our local government would accept or invite the PB process here.” – Idea Collection Participant

“I think given that this was the first time, the city staff and PB project coordinators did an excellent job. City Council members could have, in my opinion, done a lot more to help promote PB in the city.” – Steering Committee Member

“It [PB] served to validate what I think the city truly wants to be about, and what I feel the community truly needs, which is more interaction, feedback, and collaboration with the people of the city to improve the city.” – Idea Collection Participant

CONCLUSION



YOUTH INVOLVEMENT

Participatory Budgeting offers the potential for a rich civic education for youth.³⁸ With that in mind, the grassroots organizers for Greensboro PB reached out to students from UNCG and Dudley High School together even before PB was approved for Greensboro to implement a program of advocating where youth involvement was at the forefront of select outreach activity targeted at the city's historically underrepresented groups.

It is worth noting that 26.2% of Greensboro's population is 19 years of age or younger.³⁹ Contrary to popular culture that often portrays youth as unengaged members of the community, we found youth to be budding,

active, enthused promoters of Greensboro PB. A year-long service learning program was designed for college students to mentor and coach minority high school youths about how to talk about PB, prepare organizing materials, and develop stories that connect proposed projects to public issues and needs.⁴⁰ The program launched with a three-hour PB orientation followed by monthly after-school meetings during which time the high school and college students met to further develop PB project ideas of their own determination, as well as speaking fluency around PB. Later meetings were organized to focus on specific advocacy of youth involvement in PB.

The high school students deliberated and over time came up with four PB-like projects that they wanted implemented in their community: "Light up the Night," street lights for rural neighborhoods, "Books for Rooks," to purchase books for Title 1 schools, "Changing Gears," a bike sharing program, and "BOSS- Building Outdoor Support Structures," an inexpensive and innovate means to shelter people experiencing homelessness.

Students designed tri-fold posters, just as Greensboro PB budget delegates would do later, to display projects and talk to fans at the school's Friday night football game. The

38 Su, Celina (17, October 2016). What makes young people more excited about politics? Deciding how to spend municipal budgets Washington Post. Retrieved from http://wapo.st/2eAhYZC?tid=ss_mail

39 See <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

40 Ms. Kayte Farkas, a Dudley High School teacher, worked with Dr. Spoma Jovanovic, Dr. Stephen Bloch-Schulman, Elizabeth Dam-Regier, Vincent Russell, Chelsea Hughes, Nicholas Sprinkle, and PB grassroots organizers to develop the curriculum, PB educational materials, and coaching tools.

CONCLUSION

students had the opportunity there to explain how PB could benefit the residents in the City of Greensboro. As it would turn out, the City Council voted that same month, October 2014, to approve the PB process.

Students then turned their attention to advocating for youth involvement in Greensboro PB by drafting a position paper on why youth should be recruited to be budget delegates and to vote. One high school student presented those ideas as a speaker from the floor at a televised City Council meeting.

The Greensboro PB Steering Committee agreed that youth involvement was vital to PB's success, urging at first that voting should be available to those 11 years and older. The steering committee reasoned that introducing democracy should happen when children are in middle school. However, some members of the City Council believed youth of that age may not fully understand the PB process or implications of their vote. With ample views expressed by all, a compromise was reached to allow the voting age to be 14.

THE PEOPLE'S CRITIQUES: RESIDENTS WANT MORE OF WHAT PB PROMISES

Participants identified many positives about the PB process, and not surprisingly, some felt improvements could be made for the future.

Consistently, at each phase of the PB process, the feedback was similar. Participants enjoyed interacting with one another and hearing others' ideas. And, they wanted more:

"I do wish there was a way we could address more of the issues facing us like hunger, poverty, and loneliness in our communities...I don't think community improvements like getting a sign at the entrance of your neighborhood are all that important." – Idea Collection Participant

"I was disappointed. I was expecting communities to have the opportunity to choose a project that would, in some way, help unite the communities." – Idea Collection Participant

Some of that additional talk, participants said, needs to focus beyond what capital projects can provide and viewed that funding restriction as an unnecessary limitation. Capital projects, in the words of one facilitator, are objects "You can reach out and hug," infrastructure such as streetlights, sidewalks, bus benches, and even neighborhood welcome signs.

It was not just the capital project limitation that sparked critique. Early on, a participant some might label a young professional in town, complained that Greensboro PB was requiring him to think "small" with projects (initially) capped at \$30,000 and only \$100,000 allocated per district.

CONCLUSION



Finally, the meetings themselves could have been structured differently to promote higher quality discussion. Offering more time for discussions and organizing the room for small group discussions could have helped. We witnessed that participants were rarely anxious to leave events. Providing multiple tables for participants (instead of stadium-style seating) to discuss ideas and community issues in smaller groups could help generate greater deliberative opportunities. Doing so would satisfy the desire for more interaction among neighbors and more opportunities to wrangle with complex problems.

THE ELECTED OFFICIALS' CRITIQUES: CHANGES NEEDED TO ENSURE GREATER ACCOUNTABILITY

From the beginning to the end of the first cycle of PB, the City Council members remained openly divided about their support for PB. Those who saw PB as a successful process to engage people, expressed hope that in future years, more City Council members would be active supporters and that PB would draw even more people to voting.

“It engaged a cross-section of the community. Folks were excited that I’d never heard from...I’m not pleased with the turnout, although it was good. It would be awesome to have more people engaged.”
– City Council Member

“We need to continue to educate people on the process and how it works, and why it was designed as it was. It’s always about communication.” – City Council Member

“I wish somehow to get the message out to more people. With the collection this year of emails, that will help for next year.” – City Council Member

“You can’t call it participatory budgeting when 99% of the people didn’t participate. It’s non-Participatory Budgeting.”
– City Council Member

The majority of the City Council members saw enough benefit with PB to approve the next budget with money allocated for PB again. Still, a desire for changes was expressed for:

- Creative, collaborative projects with higher community impact.
- Absorbing more of the costs for implementing into existing city staff duties.
- Ensuring projects reflect wise expenditure of city dollars.

MOVING FORWARD

PB deserves to be repeated. That was the sentiment expressed from every stakeholder in the process. The highlights and critiques of PB were ones shared, in part, by residents,

CONCLUSION

city staff, elected officials, and the steering committee members, as illustrated throughout this report. Moving forward, care must be taken to consider how PB can be used for its best and highest purpose. Below are just a few of the many comments that suggested as much:

“We need to consider the greatest need v. other needs.”

– Idea Collection Participant

“Some of the criticisms have been this district had whip cream and gravy projects while others had real need.”

– City Staff

“Could a district possibly decide to donate part of their budget to a district that is normally underserved?”

– Idea Collection Participant

Finally, there was overwhelming agreement that the merits of Greensboro’s first PB process outweighed the costs and challenges in what was a dedicated effort to involve residents in city government action:

“While it’s not 100% of the citizens, it is 100% of the people who got involved.

That speaks volumes for a first year effort!”

– City Council Member

“We used to have budget meetings where three people showed up. Here, we had 1100 people come! The community tables that got in everyone’s craw was for senior citizens to have a permanent structure. It seems pricey, but they voted on it!”

– City Council Member

“I’d like to see how things play out...I think it’s fair to give this [PB] more time to be successful. Like other city programs, we’ll evaluate it.”

– City Council Member

“I love Participatory Budgeting, and I cannot wait until next year’s process.”

– Greensboro PB Voter

NEXT CYCLE SUGGESTIONS: RESEARCH TEAM IDEAS

Embedded in this report are observations and suggestions from the many stakeholders involved with the first cycle of Greensboro PB. The research team has had the benefit of tracking the progress of Greensboro PB since its grassroots beginnings. Additionally, with expertise in communication, we wanted to take the opportunity to share our suggestions for the next cycle of Greensboro PB.

We recommend that time be devoted to determining what success will mean for the 2nd cycle of PB that extends what was made possible in the first cycle. In addition to advancing the four goals of equity, empowerment, community building, and transparency, which we agree are vital for a strong PB process, we note that discussions are required to consider:

- **Boosting Involvement Numbers**—Often, and as happened in the first cycle of PB, there was great attention devoted to the number of people involved, the number of ideas suggested, the number of ballot items, etc. To encourage even more community involvement, we suggest the use of:
 - * Low Cost Mobile Outreach Methods can be

CONCLUSION

very useful to educating more residents about PB. We recommend developing a five-minute overview of PB that can be put on a tablet for volunteers to use in talking about PB and soliciting ideas.

- * Signs were conspicuously absent in the first cycle of PB. We suggest investing a modest amount of money to produce election campaign-size signs that could be distributed and moved with ease. These might say “We want YOUR ideas” or “YOUR ideas count” or “We’re Listening to YOU” with reference to \$\$\$Greensboro Participatory Budgeting\$\$\$.
 - * Develop a “PB in a Box” Kit for use by community organizations and volunteers to promote Greensboro PB with maps, sample newsletter, idea collection forms, links to five-minute overviews, markers and other creative materials for home parties, etc. These should be boxed and made available to Neighborhood Congress members, Steering Committee Members, college students in service-learning courses, and other volunteers who commit to providing outreach support.
- **Promoting Fun and Creativity**—If everyone agrees (and there seems to be that in place) that Greensboro PB would benefit from greater creativity, the process itself needs to become more playful, energetic, and inviting of creativity. We have a strong creative class in Greensboro that could contribute innovative ideas for our collective consideration.
 - * Balloons, t-shirts, and animated outreach messages are inexpensive ways to attract new (and younger) participants to the process.
 - **Informed Decision Making About Priority Needs**—The next PB Steering Committee might consider what materials would be useful to all idea collection participants to point out key areas of need in the community, city priorities, and nonprofit organization profiles. Developing short one-page sheets or posters to educate residents could help them to decide how projects could best serve the needs of their community.
 - * **Mock PB Events**—We urge the development of a new process for idea collection that more closely models what grassroots
- Fly and hand out balloons that match categories of projects (green for sustainability projects, blue for public transportation, red for safety projects, etc.).
 - Print t-shirts for all volunteers (Steering Committee, Budget Delegates, students, etc.) that include a message such as “What’s Up with PB?” that could invite conversation and promotion of the process. T-shirts would also more effectively identify volunteers at various PB events.
 - Launch programs to involve college students in making animated YouTube videos, commercials and public service announcements. Offer a prize for innovative outreach methods (another city has had a chicken costumed person on the buses talking about PB).
 - Build-your-own-project boxes could contain pipe cleaners, Legos, paper, markers, crayons, and other art objects to use with groups that might like to build suggested PB projects.

CONCLUSION

members did to educate for PB. In the older model, event participants worked together in small groups to draw and then discuss ideas that were presented as a small group to the rest of the attendees. This had the effect of generating more of the deliberation desired (the attendees had to pick from all the ideas which were most relevant to the group), and also offering a more collaborative approach to decision-making, early on in the PB process.

- The general model we recommend is this: What is PB? Small group members identify issues in the community then select 1-2 projects to propose. Small groups (and individuals, too, if desired) present the project proposals with reasons for the need for the project, stories about their experiences (to be encouraged) and how a specific problem will be solved with this proposed project. Drawings are posted on the wall. Everyone votes with stickers for 3 of the projects they like best. Discussion follows.
- Use of sticky notes for additional ideas not presented to the entire group provides additional ways for other ideas to be seen by all.
- * *Develop a Form to Detail Ideas*—This should include originator contact information and, if possible, how many other people at event (if applicable) supported that idea. This will provide a stronger base of information for later use by budget delegates.

APPENDICES

GREENSBORO PB SUPPORTERS

We wish to recognize everyone who contributed to the first cycle of Greensboro PB. This list is comprised of 198 individuals and organizations who dedicated their time, energy, and money to making the process a success while serving in a multitude of roles. We also wish to acknowledge all the PB voters and idea collection participants whose participation brought democracy to life. Lastly, we wish to recognize those who worked for several years on the grassroots campaign to bring PB to Greensboro – community activists, students, elected officials, national partners, and many others.

STEERING COMMITTEE

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Lawrence Mann
(served until Jan. 2016)
Vanessa Martin
Dhruv Pathak
(served until Dec. 2015)
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Ann Stringfield
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Amina Tahirou
Lisa Tonkins
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FUNDERS

Community Foundation of Greater Greensboro
Fund for Democratic Communities
Peace and Justice Network/Fund for Southern Communities
University of North Carolina, Greensboro

- Coalition for Diverse Language Communities
- The Graduate School
- Graduate Student Association, North Carolina Community-Engagement Grant
- Office of the Provost, Faculty First Award
- Office of Leadership and Service-Learning
- Undergraduate Research, Scholarship and Creativity Office

Villanova University's Waterhouse Family Institute for the Study of Communication and Society (WFI)
Z. Smith Reynolds Foundation

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APPENDICES

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Budget and Evaluation
City Council
Communications and
Marketing
Department of Transportation
Executive Department
Field Operations
Guilford Metro 911
Human Relations Commission
Information Technology
Legal
Parks and Recreation
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APPENDICES

COMPREHENSIVE LIST OF SUGGESTIONS FROM GREENSBORO PB PARTICIPANTS

The following list of suggestions represents feedback provided from research participants throughout the process. This feedback came from interviews and remarks captured during field observations, and the list is organized by stakeholder group. These suggestions do not represent consensus on the part of any group. Rather, they reflect a collection of individual comments.

VOTER EXIT INTERVIEWS

- Spread word throughout colleges via partnerships
- Need more money for a greater variety of projects
- Keep voting at fewer locations for more days
- Consider voting from home computer
- More time to participate in the process
- More recreational projects for kids (e.g., pools)
- More health-related projects (especially environmental health)
- Projects that address food and housing needs
- More information on project posters that explain why the project is needed
- Need a mechanism for reporting when projects are completed
- Find where youth are for outreach. Consider schools, YMCA, Boys & Girls Club
- Better access to District 5 residents
- More time to implement the process. Timeline improvements.
- Better reporting by the media
- Steering Committee should continue refining the rulebook
- Steering Committee should maintain communication with council members
- Partner with Guilford County Schools service-learning office to get students engaged
- Be more specific about responsibilities of different actors and when to perform them
- Have a council member at every meeting
- Steering Committee should have a City Council liaison
- Organize budget delegate committees by district rather than interest area
- Bring in City Staff earlier on the front end
- Increase the number of budget delegates
- Find ways for projects to support multi-district or citywide proposals
- Better publicizing that people could vote anywhere, not just in their district
- Improve attendance of Steering Committee members at the monthly meetings
- Reduce the number of Steering Committee members

VOTE VOLUNTEER TRAINING

- Print surveys and ballots on different colored paper
- Print each district ballot on a different colored paper

STEERING COMMITTEE

- Reports from the budget delegate committees sent to the Steering Committee
- Develop processes for outreach to non-native English speakers or partnering with other non-profits
- City Council should appoint Steering Committee members earlier

COMPREHENSIVE LIST OF SUGGESTIONS FROM GREENSBORO PB PARTICIPANTS (CONT'D)

- City Council members should provide a more thorough vetting of Steering Committee candidates
- Larger, more celebratory and publicized vote finale

PARTICIPATORY BUDGETING

PROJECT STAFF INTERVIEWS

- Allow districts to give portions of their funds to other districts
- Include programmatic spending
- Provide food at each PB event
- Provide additional recognition of volunteers
- Hold full meetings in different languages for specific populations
- City Staff needs a plan for communicating with budget delegates and vetting projects
- Shorten idea collection and make proposal development longer
- Allow greater flexibility in the number of outreach events so marginalized groups can be targeted
- Offer online voting

CITY STAFF

- More time for project development and vetting
- Bring Staff on board earlier
- Get the project ideas more focused during idea collection
- Find a way to do citywide projects
- Use more online and digital tools such as story maps
- Better integration for translation and interpreting
- Allow programmatic spending

- Improve the outreach plan
- Offer online voting
- Department heads should be more engaged
- More education and staff interaction during idea collection
- Steering Committee needs a City Council liaison
- Staff needs a core team for PB that meets weekly and has more interaction with the Assistant City Manager
- Create an outreach team and a strategy team
- Staff should provide “recipe books” for some projects to community members

CITY COUNCIL

- Get council members more involved
- Improve communication between council members and the Steering Committee
- Allow programmatic PB projects
- A youth version of PB like in Boston
- Guilford County Schools should offer a class about PB
- Partner with Say Yes to Education
- Explore hiring roster employees to help with implementing PB
- Make it clearer that you can vote anywhere for PB in your district
- Use PB to link to other educational opportunities about the city. Have departments setup tables during idea collection. Or run through trivia about the city to inform idea collection attendees.
- Let half of the Steering Committee from the first PB cycle remain in their positions and appoint nine new members

APPENDICES

COMPREHENSIVE LIST OF SUGGESTIONS FROM GREENSBORO PB PARTICIPANTS (CONT'D)

BUDGET DELEGATES

- Provide a project evaluation matrix sooner
- Get more details for the projects during idea collection
- Get the contact information for the person who proposed the project so budget delegates could follow up to get more information
- Divide budget delegate committees by district rather than interest area
- Have more involvement from people who submitted ideas to explain their idea to budget delegates
- Make clear that this is reallocated budget money and not new spending
- Get liaisons to budget delegates in each City department
- Do online voting
- The City website should have a link to Greensboro PB weekly progress reports with videos and pictures
- Tie the PB vote in with other reasons people are going to vote
- Explain the voting process sooner and better. Don't add projects to the ballot last minute.
- Larger-scale outreach like billboards or commercials to advertise PB
- Get budget delegates and City Staff communicating sooner

SERVICES AND FOCUS OF THE CITY OF GREENSBORO

SERVICES & STRATEGIC FOCUS¹

The City of Greensboro provides the following **services** to its residents:

1. Public safety—law enforcement, fire protection
 2. Public transportation
 3. Environmental Services—water resources, waste collection & disposal
 4. Parks and recreation
 5. Library Services
 6. Neighborhood Development & Public Improvements
 7. General Administration
 8. Leisure/Entertainment—arena, auditorium, exhibit hall, aquatic center, golf courses, parking lots, cable TV
- **Property and sales taxes account for 68.8% of the city's total revenue**, 18.2% comes from intergovernmental revenue (state-shared and grants), and the remaining 13% comes in from licenses, permits, fines, charges for services, and investment income.
 - The City's **General Fund Budget in FY 2015-2016 is \$259.9 million**.
 - **Greensboro Participatory Budgeting** accounts for \$500,000 to distribute and \$100,000 for process management or .0023% of the General Fund's allocation.

The City of Greensboro's **strategic budget focus** includes: Economic development and job creation; public safety; infrastructure/growth; customer service/diverse workforce and sound fiscal management.

The City is not responsible for expenses or funds related to public schools. Local school funding is managed by Guilford County.

¹ *Comprehensive Annual Financial Report, June 30, 2014*

APPENDICES

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016

Memo

To: Larry Davis, Karen Kixmiller

From: Kevin Williams & Dave Reed on behalf of the PB Steering Committee

Date: August 5, 2016

Subject: Final PB Steering Committee Report

Dear Larry and Karen,

On behalf of the PB Steering Committee, we are submitting the Steering Committee's evaluation of the first cycle of Participatory Budgeting in Greensboro, NC. Please share this evaluation with the City Manager's office. The Steering Committee is open to discussing this report at a future committee meeting.

The Committee would like to thank both of you and all the City Staff who worked hard to make this first PB cycle a success. We are excited to move forward with City Staff and the residents of Greensboro with the second cycle of Participatory Budgeting.

Sincerely,

Kevin Williams, Co-Chair

Dave Reed, District 2 Committee Member

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016 (CONT'D)

Steering Committee Report on the First Cycle of Participatory Budgeting in Greensboro, NC

August 3, 2016

Introduction

The Participatory Budgeting Steering Committee is very pleased with the first cycle of Participatory Budgeting carried out in Greensboro for the FY 2015-2016 budget.

Summary

In its first year of implementation, Participatory Budgeting (PB) has demonstrated that it is a valuable tool for strengthening our communities. For elected officials it provided an excellent space to engage their constituents on concrete needs in the neighborhoods in which they live. For City staff it helped illuminate ground-level perspective of the residents of Greensboro, aiding their planning and implementation of the projects selected through the PB process and those developed through traditional organizational means.

For the residents of our neighborhoods, communities, and districts, PB offered an opportunity to engage with people they may not otherwise encounter and learn about real-world needs their neighbors face day-to-day here in the Gate City. It is difficult to fully appreciate such democratic dialogue and collective decision-making. It is the foundation for a more resilient and democratic city.

The members of the Steering Committee identified four clear goals we wanted this process to achieve: Equity, Empowerment, Community Building, and Transparency. These goals were met and a solid foundation for future development of this exciting civic process is in place.

Throughout each phase of PB the Research Board collected data on the diversity of participants and the scope of their engagement. Please see the attached documents for some of the data they collected.

Recommendations

This list of recommendations emerged from the Steering Committee review of the inaugural implementation of Participatory Budgeting.

APPENDICES

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016 (CONT'D)

Contract with PBP for second cycle

The Participatory Budgeting Project (PBP) is a nonprofit organization working with communities to implement successful PB processes. They contracted with the City to coordinate a wide range of work related to our first cycle.

The Steering Committee highly recommends that the City contract with the PBP for consultation and coordination assistance for our second cycle of PB. In our first cycle, PBP hired two local people to lead the coordination. Through PBP they received training and day-to-day support vital to the success of the effort. As contracted employees they enjoyed a degree of independence that played a significant role in the success of the first PB cycle.

We believe that over the course of several cycles PBP's engagement can be stepped down as City staff are familiar with the process and better able to incorporate the demands of this work into their existing work schedules. We also believe the budget process in general needs to better incorporate the PB process and that PBP staff will offer valuable assistance in this work.

Steering Committee membership

The Steering Committee recommends that members be appointed for two year terms in order to build consistency and institutional memory into the committee. City Council should look to PB volunteers from previous cycles when making appointments. Alternates should also be appointed so that if Steering Committee members are not able to fulfill their duties, the committee can easily replace them without losing momentum.

Budget Delegate committees setup by district

In the first cycle, Budget Delegates were divided up according to subject area, so that, for example, people interested in transportation met together and developed transportation project proposals across the city. Budget Delegates reported this proved challenging when they were unfamiliar with the areas within which they were developing projects.

The Steering Committee should update the PB Rulebook to align Budget Delegate committees by city district rather than by project subject area.

Adhere to pre-determined timeline

The change to the PB timeline late in the process proved problematic for our Budget Delegate volunteers who worked very hard to develop high quality project proposals. The PB timeline should be lengthened and started earlier in the year and lengthened to allow for deeper deliberation in all phases of the process. We recognize this will not be possible in the second cycle and encourage planning to achieve this in the third cycle.

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016 (CONT'D)

Promote a stronger link between the idea collection phase and the Budget Delegate work

The Steering Committee needs to do a better job encouraging individuals who enthusiastically submit an idea to volunteer as a Budget Delegate. Volunteering in this way, people can develop their ideas into project proposals that may be placed on a ballot. In other locations where PB has been implemented this connection is stronger. This should be a goal for the second cycle.

Clarify parameters that make a project viable

The Steering Committee needs to work with City Staff to clarify parameters that projects need to meet in order to be viable and be placed on a ballot. Budget Delegates reported these parameters were not clear in the first cycle, leading to confusion over which projects were selected to be voted on by the public. The Steering Committee should then incorporate these parameters into the PB Rulebook.

Clarify how multi-district projects may be developed and approved

Budget Delegates also reported confusion on how to deal with projects that cross district boundaries. The Steering Committee needs to work with City staff and PBP consultants to clarify the approval process.

Hire community outreach organizers

The Steering Committee recommends that community outreach organizers be contracted to do promotion and education of the PB process to specific communities in Greensboro. In particular we are interested in increasing the engagement of non-English speaking members of our community in the second cycle.

Broader public outreach

The Steering Committee recommends that the second cycle be launched with a large public event that incorporates an education program about PB and an idea collection event. We also recommend that a celebratory event, separate from the announcement of the full city budget, be held at the end of the cycle to announce results in all districts. These two events promote excitement about the process and garner better publicity.

The Steering Committee recommends that a stand-alone website be developed to house information about the PB process. The URL "greensboropb.org" was used for a promotional website during the campaign to bring PB to Greensboro. It should be used to host educational, logistical, and historical information about the PB processes in Greensboro.

APPENDICES

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016 (CONT'D)

What Worked/Could Have worked Better

At the beginning of the PB process the Steering Committee recognized that a first year effort reveals strengths and weaknesses. We drew on the knowledge and experiences of other PB models around the country, and worked to craft our PB process for the unique needs of our community. What follows is an assessment of what worked well in the first cycle and what could have worked better.

What Worked

Engaging the services of the Participatory Budgeting Project was critically important

The work PBP staff did during the first cycle was invaluable.

PBP staff worked with the Steering Committee to help draft the PB Rulebook governing the process. They worked with City staff to a) oversee the complex logistics of this process, b) help manage communication with the public to educate people about PB and promote engagement, and c) facilitate communication between PB volunteers and various city government departments. PBP staff also provided training for volunteers and outreach to residents across the city.

The idea collection phase generated many useful and unique submissions

The first phase of the PB Process was idea collection. Over 1,000 people participated in this phase, offering 675 different ideas for projects in their neighborhoods. Participation in this phase was “generally representative of Greensboro’s population by City Council district and in ethnicity, income, and gender.”¹ This marker met the Steering Committee’s goal of Equity. We were also excited that 85% of the people who participated in this phase had not previously attended a budget meeting held by the City. Only 41% of the people that took part in this phase of the process reported working with others in the past year to address a community concern. Based on our conversations with volunteers and the data collected by the Research Board, the Steering Committee concludes that the PB process empowered city residents to engage with the annual budgeting process in a deeper, more meaningful way.

¹ Greensboro Participatory Budgeting Phase 1 Evaluation Report (attached)

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016 (CONT'D)

The process was diverse and inclusive at all phases

The Steering Committee set out to create a process that was inclusive of as many people as possible. We also recognized that the process needed to represent as fully as possible the broad spectrum of our city's diverse residents. The demographic data that the Research Board collected at all stages of the PB process indicate we achieved a high level of both inclusion and diversity.

Events with interpreters were held for city residents that do not speak English as their first language. Promotional and educational materials were produced in multiple languages and made available as widely as possible. There is more to do in this regard, as we note below, but we are pleased the PB process achieved a much higher level of diversity and inclusion than is typically seen at events related to the city budget process.

What Could Have Worked Better

Steering Committee Engagement

The Steering Committee got off to a strong start. However, many members appointed by City Council were unable to attend Steering Committee meetings. We made several recommendations earlier in this report to strengthen the Steering Committee.

Community outreach

The two full-time staff employed by PBP did an excellent job coordinating over 90 events during the process and managing complex communication needs. It is clear to the Steering Committee that deeper outreach into the communities that make up our city is needed. This is particularly true with non-English speaking communities and youth. See above for recommendations.

Change in the schedule of the process

The PB process requires enough time for people to fully develop project proposals, which includes how best to design them, work with City staff to review them, and then promote them leading to the PB voting period. City staff shortened the timeline late in the process, forcing volunteers to rush projects to completion. The Steering Committee is generally pleased with the projects ultimately placed on ballots for voting, yet feel strongly that a firm timeline be developed and adhered to for the second and future cycles. See above for recommendations.

APPENDICES

STEERING COMMITTEE, FINAL REPORT, AUGUST 2016 (CONT'D)

Promotion of the process

The Steering Committee believes that promotion was not as consistent or robust as it needed to be. See recommendations.

Communication between Budget Delegates and City Staff

Communication between City staff at the department level and the Budget Delegates charged with developing project proposals should be consistent and clear. Budget Delegates reported uncertainty as to how their projects were vetted by City staff. There was further confusion about the vetting criteria. See recommendations.

PB STAFF REPORT, 2015-2016

Greensboro Participatory Budgeting

2015-2016 Location Overview

Participatory Budgeting (PB) is a democratic process in which community members directly decide how to spend part of a public budget. PB gives ordinary people real decisionmaking power over real money. In October of 2014, City Council passed a resolution for Greensboro's first PB process, allocating \$500,000 city-wide, \$100,000 per council district.

Introduction to Greensboro PB

Phase 1: Idea Collection

Residents from across the city shared ideas at neighborhood assemblies, meetings, and online. 1,098 Greensboro residents participated in the idea collection phase and 675 ideas were proposed.

Phase 2: Proposal Development

Volunteer Budget Delegates worked together with City Staff and subject matter experts to take all of the submitted ideas from the Idea Collection phase and turn them into concrete, project proposals.

Phase 3: Expos and Vote

Final proposals were presented to the community at the Expo events and then put on the ballot for the vote. Voting happened over a period of two weeks, starting April 11, 2016. Projects with the most votes in each district will be funded until the funds expire. 1,123 Greensboro residents participated in the 2016 Greensboro PB vote.

APPENDICES

PB STAFF REPORT, 2015-2016 (CONT'D)

Phase 1: Idea Collection

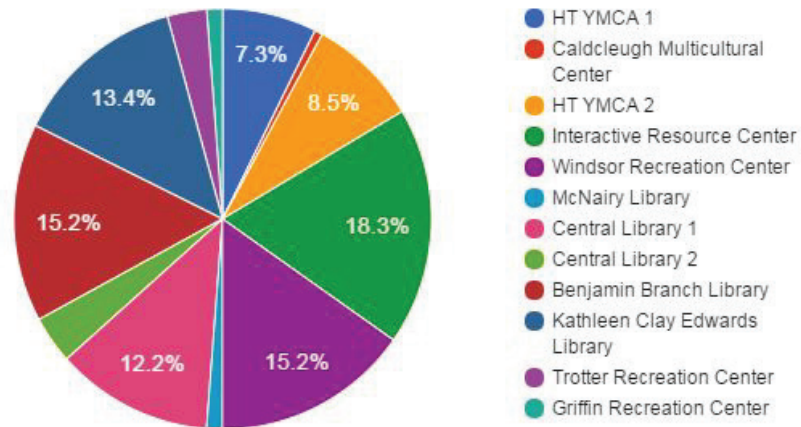
1,098 individuals participated in the idea collection phase and proposed 675 ideas.

Idea Collection Events

36 idea collection events were held in total from October to December 2015. Considerations were made in the scheduling of these events to include, but not limited to, marginalized and underrepresented populations, persons experiencing homelessness, language, accessibility, food security, international populations, persons with disabilities, and young people.

Neighborhood Assembly Participants

Each district had at least two formal neighborhood assemblies. 164 participants attended neighborhood assemblies. The following graph represents the number of participants at each neighborhood assembly location.



PB STAFF REPORT, 2015-2016 (CONT'D)

Neighborhood Assemblies by District

District 1

- Hayes-Taylor YMCA
- Caldcleugh Multicultural Center
- Hayes-Taylor YMCA

District 2

- Interactive Resource Center
- Windsor Recreation Center

District 3

- McNairy Library
- Central Library
- Central Library

District 4

- Benjamin Branch Library
- Kathleen Clay Edwards Library

District 5

- Trotter Recreation Center
- Griffin Recreation Center

Location Recommendations

The following locations were the top five highest attended neighborhood assembly locations. Each district is not represented in the top five locations.

1. Interactive Resource Center
2. Windsor Recreation Center
3. Benjamin Branch Library
4. Kathleen Clay Edwards Library
5. Central Library

APPENDICES

PB STAFF REPORT, 2015-2016 (CONT'D)

Pop-up Events by District

Each district had at least three informal pop-up events that leveraged community partnerships and existing events.

District 1

- City Market
- Glenwood Neighborhood Fall Festival
- Warnersville Recreation Center - Food Desert Event
- Woodlea Neighborhood Association

District 2

- Citizens for Economic & Environmental Justice
- Mayor's Committee for Persons with Disabilities
- Concerned Citizens of Northeast Greensboro
- City Academy
- Klei Mrao Mrang Jak Church

District 3

- International Advisory Committee, twice
- SynerG Young Professionals Event
- SynerG Lead Your City Event
- ASPA
- First Presbyterian Church
- Faith Action ID Drive -First Presbyterian Church
- Deep Roots Handmade for the Holidays

District 4

- Board of Realtors Association
- University of North Carolina at Greensboro
- Temple Emanuel

District 5

- YWCA - Ben L. Smith High School Students
- Hemphill Library
- Guilford College
- AFSC - Peace & Justice Program

PB STAFF REPORT, 2015-2016 (CONT'D)

Phase 2: Proposal Development

Budget Delegate Committees

40 volunteers served as Budget Delegates during the proposal development phase. Budget delegate committees each held 5 to 6 meetings from January to March 2016. The budget delegate committees and budget delegate working timeline is referenced below.

- **Arts & Culture** - 9 members
- **Streets, Sidewalks & Transportations** - 9 members
- **Safety & Environment** - 8 members
- **Special Projects** - 8 members
- **Parks & Recreation** - 8 members

Budget Delegate Timeline

- **Budget Delegate Orientation** - December 14 & 15, 2015
- **Committee Meeting 1** - January 11 - 15
- **Committee Meeting 2** - January 25 - February 4
- **City Department Presentation** - February 4
- **Committee Meeting 3** - February 15 - 19
- **Committee Meeting 4** - February 29 - March 3
- **Committee Meeting 5** - March 14 - 17
- **Committee Meeting 6** - March 21 - 24

Budget Delegate Meeting Locations

Meeting locations included Elon Law, Central Library, Greensboro Cultural Center, and the Collab.

APPENDICES

PB STAFF REPORT, 2015-2016 (CONT'D)

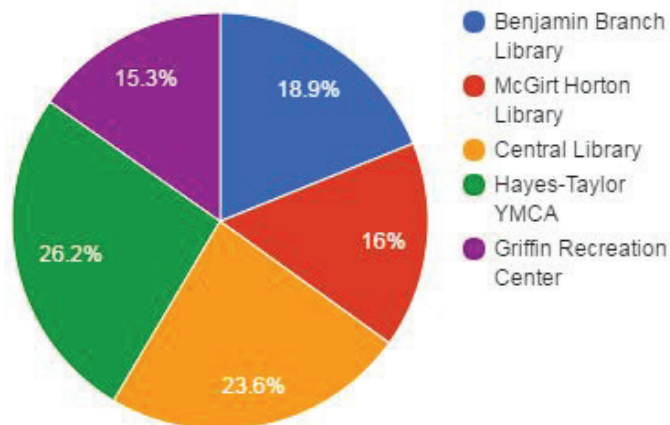
Phase 3: Expos & Vote

1,123 Greensboro residents participated in the 2016 Greensboro Participatory Budgeting vote. Each district had one expo site and two fixed voting sites, in addition to at least one mobile voting site. Considerations were made in the scheduling of these events to include, but not limited to, marginalized and underrepresented populations, persons experiencing homelessness, language, accessibility, food security, international populations, persons with disabilities, and young people.

Expo Locations

- District 1 - Hayes-Taylor YMCA
- District 2 - McGirt Horton Library
- District 3 - Central Library
- District 4 - Benjamin Branch Library
- District 5 - Griffin Recreation Center

Expo Attendance by Location



PB STAFF REPORT, 2015-2016 (CONT'D)

Fixed Vote Site Locations

Fixed vote site locations were varied so that each district had one vote site on a different day of the week and one evening (4:00 - 8:00 pm) and one daytime (12:00 - 4:00 pm) event.

District 1

- Hayes-Taylor YMCA
- Glenwood Library

District 2

- McGirt-Horton Library
- Windsor Recreation Center

District 3

- Central Library, twice

District 4

- Kathleen Clay Edwards Library
- Lindley Recreation Center

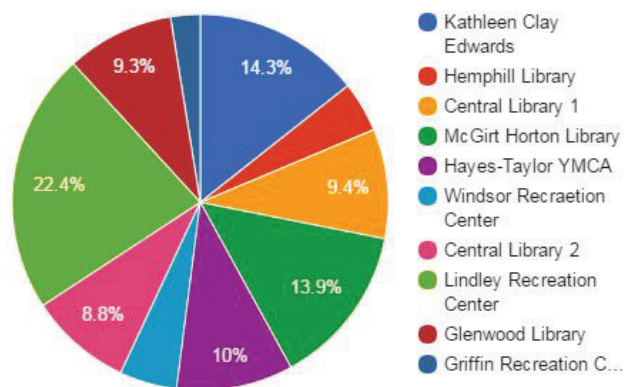
District 5

- Hemphill Library
- Griffin Recreation Center

APPENDICES

PB STAFF REPORT, 2015-2016 (CONT'D)

Fixed Vote Site Attendance by Location



Fixed Vote Site Location Recommendations

The following locations were the top five highest attended vote site locations. Each district is not represented in the top five locations.

1. Lindley Recreation Center - District 4, evening
2. Kathleen Clay Edwards Library - District 4, daytime
3. McGirt Horton Library - District 2, evening
4. Hayes-Taylor YMCA - District 1, evening
5. Central Library - District 3, evening

PB STAFF REPORT, 2015-2016 (CONT'D)

Mobile Vote Site Locations

Mobile Vote Site locations included public spaces and existing events. These sites will vary based on events during the voting period of a given cycle.

District 1

- Medford Services Center

District 2

- Islamic Center, Friday prayers
- Peeler Recreation Center, Stop the Violence Cookout
- Interactive Resource Center
- A & T University

District 3

- Melvin Municipal Office Building
- McNairy Library
- Bus Depot

District 4

- University of North Carolina at Greensboro, Elliot Student Center

District 5

- Li Ming's Global Mart

Mobile Site Location Recommendations

The following locations were the top five highest attended mobile vote site locations. Each district is not represented in the top five locations.

1. UNCG, high traffic location
2. Peeler Recreation Center, existing event
3. Bus Depot, high traffic location
4. Islamic Center, existing event
5. Interactive Resource Center, high traffic location

APPENDICES

CITY OF GREENSBORO CITY COUNCIL VIEWS ON PB, 11/2015

What is your view of the city's new participatory budgeting program?

From Greensboro's News & Record, 11/1/15 and as otherwise noted.

GREENSBORO MAYOR

Nancy Vaughn. Initially, I was opposed to participatory budgeting but since it was passed by a majority of council I will support the program. It can increase resident engagement in their community and with their local government. It will also identify projects important to various communities for possible future funding.

GREENSBORO CITY COUNCIL, DISTRICT 1

Sharon Hightower. I supported participatory budgeting prior to being on council. It is an excellent tool for greater community engagement on decisions for the neighborhood. Rather than have a city dictate or deny a project, the neighborhood can make that choice. As a council and committee member, I supported [it] 100%.

GREENSBORO CITY COUNCIL, DISTRICT 2

Jamal Fox. This community-led initiative is very exciting and will engage residents to better understand our city budget and how decisions are made. It provides the opportunity for residents to decide from a portion of the budget where the budget dollars are spent.

GREENSBORO CITY COUNCIL, DISTRICT 3

Justin Outling. While I favor the concept of participatory budgeting, I voted against funding a specific consultant's contract as I believed that consultant's cost was too high given the scope of the task. Taxpayer money must be used judiciously. My stand on this issue has been misconstrued by some print media.

GREENSBORO CITY COUNCIL, DISTRICT 4

Nancy Hoffman. Participatory budgeting will engage citizens in the budgeting process at a grass roots level. It is an opportunity for citizens to see government at work and exert direct influence. It has a teaching/learning component and can be a pathway to more and greater civic involvement and leadership development.¹

¹ Personal correspondence, November 2, 2015.

CITY OF GREENSBORO CITY COUNCIL VIEWS ON PB, 11/2015 (CONT'D)

GREENSBORO CITY COUNCIL, DISTRICT 5

Tony Wilkins. This is one of the most ridiculous expenditures that I've seen since I've been on council. If you want to know how progressive this council is, look no further than the wasting of \$153,000 to go to a consultant working out of an apartment in New York to tell us how to distribute \$500,000 among the five districts.²

GREENSBORO CITY COUNCIL, AT-LARGE

Marikay Abuzuaiter. Having been involved with participatory budgeting early on with research and meetings, I believe it will be a wonderful way for residents to become involved in the use of their taxpayer monies. Each district, by vote, will be able to have their most pressing needs addressed.

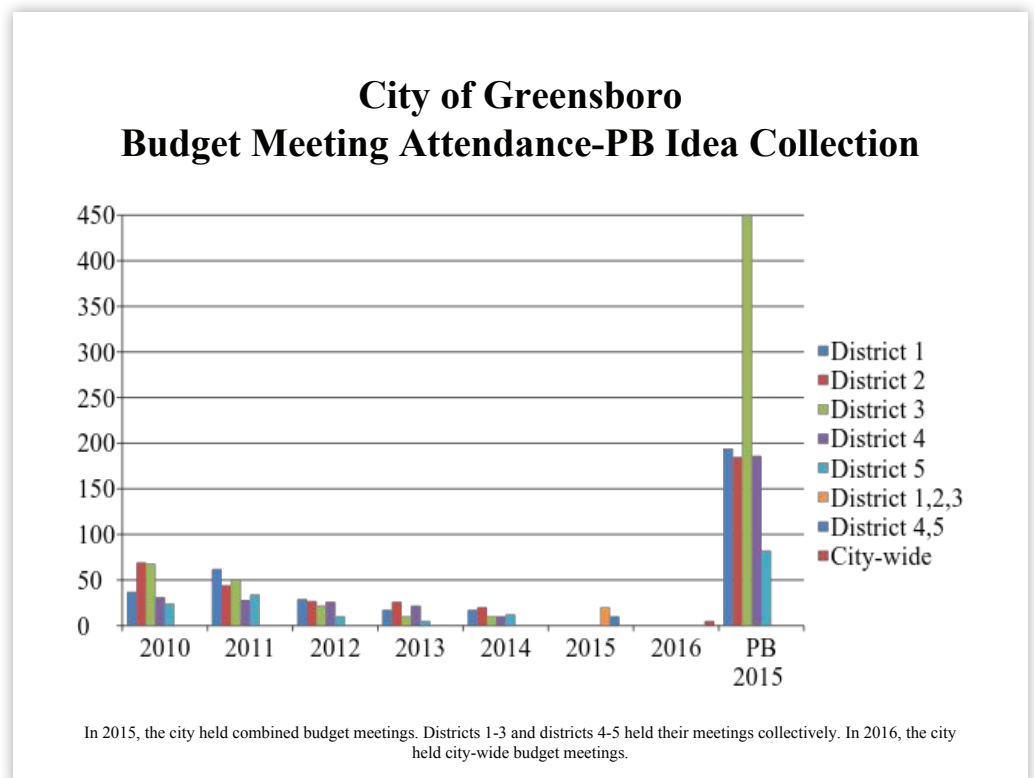
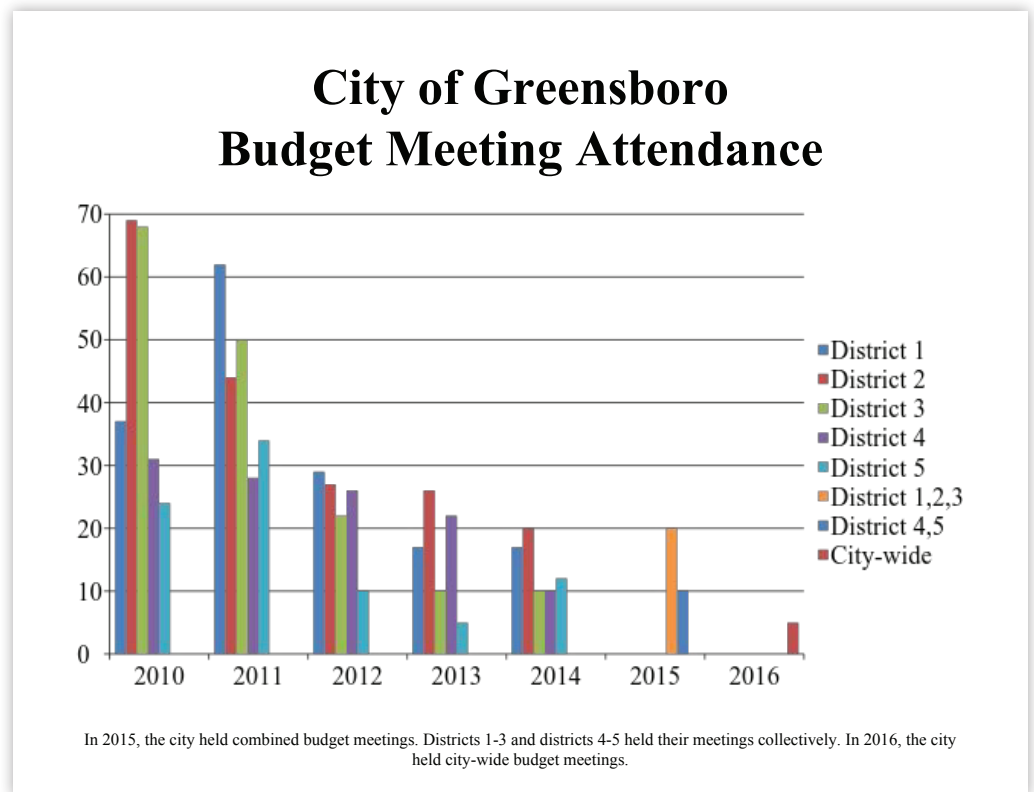
Mike Barber. I was not supportive of...the budget appropriation, but my colleagues did so. I will support the process as a unique opportunity to view how citizen panels determine community priorities.

Yvonne Johnson. I think the participatory budgeting will allow the five districts to determine their district, increase participation in the process, and bring communities closer by building relationships and working together.

² News & Record, 8/30/15, "Council taking first steps toward participatory budgeting."

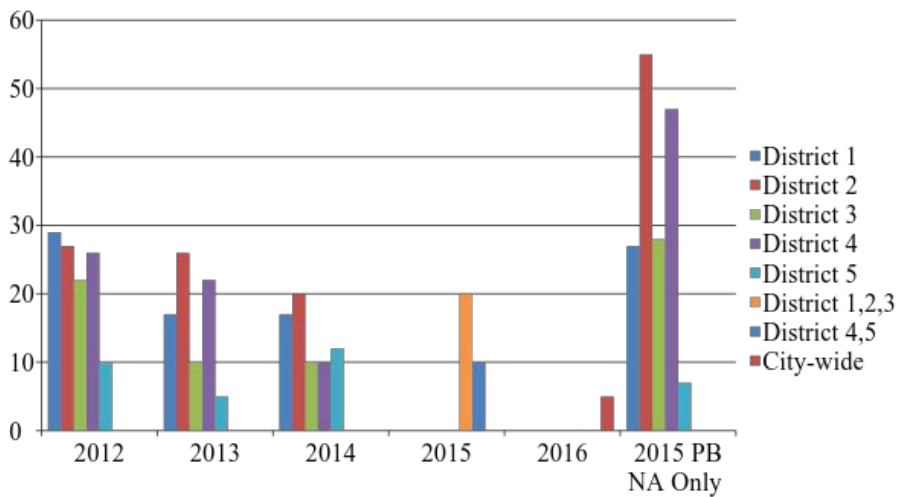
APPENDICES

CITY OF GREENSBORO BUDGET MEETING/PB ATTENDANCE, 2010-2016



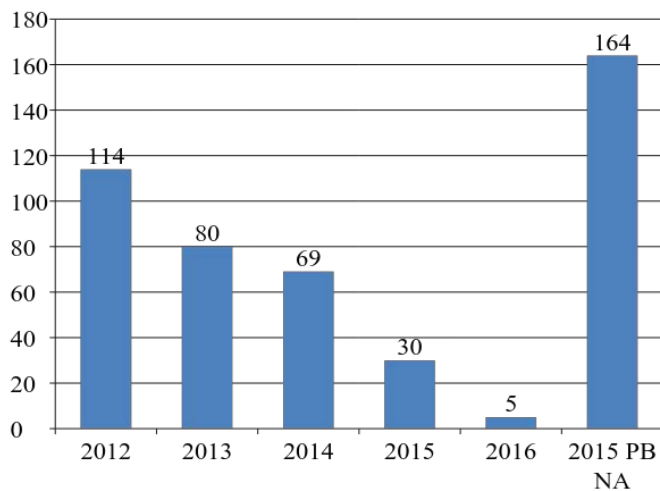
CITY OF GREENSBORO BUDGET MEETING/PB ATTENDANCE, 2010-2016 (CONT'D)

City of Greensboro Budget Meeting Attendance- PB Assemblies



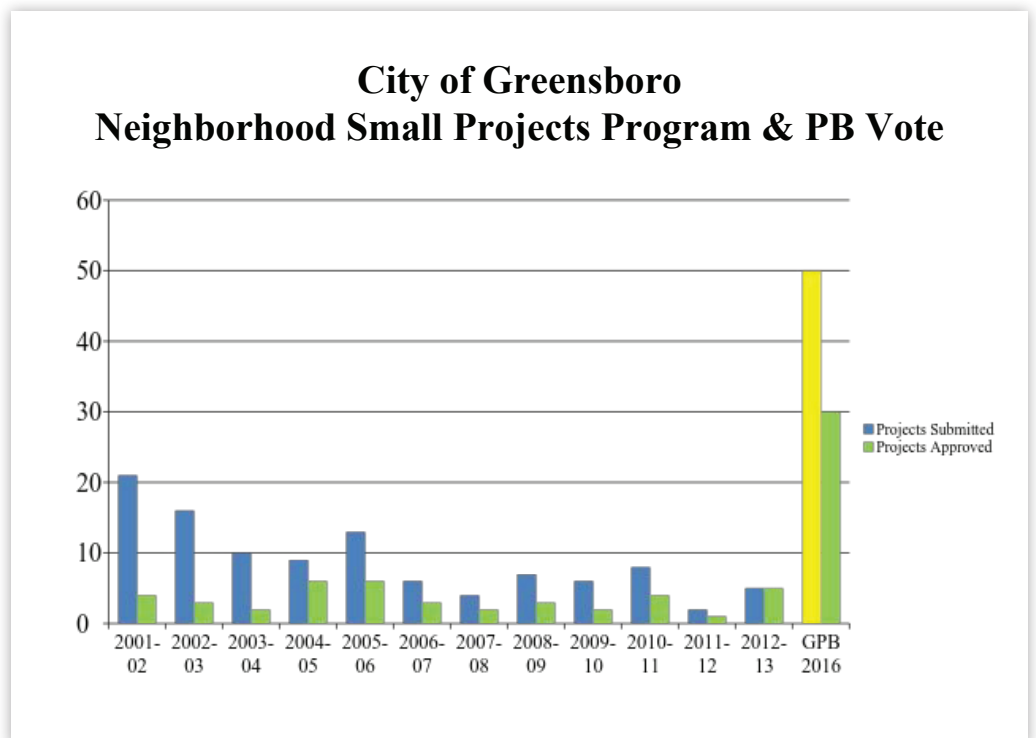
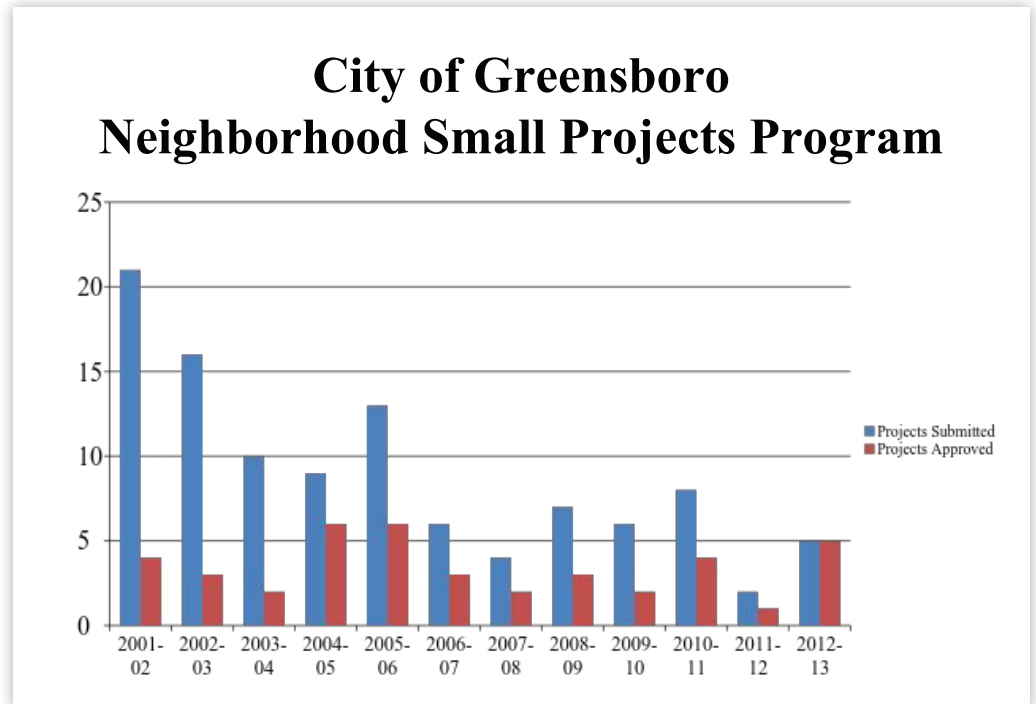
In 2015, the city held combined budget meetings. Districts 1-3 and districts 4-5 held their meetings collectively.

City of Greensboro Budget Meeting Attendance & Greensboro PB Neighborhood Assemblies



APPENDICES











CITY OF GREENSBORO, NEIGHBORHOOD SMALL PROJECTS PROGRAM/PB VOTE, 2001-2016



PB NEIGHBORHOOD ASSEMBLIES MAP

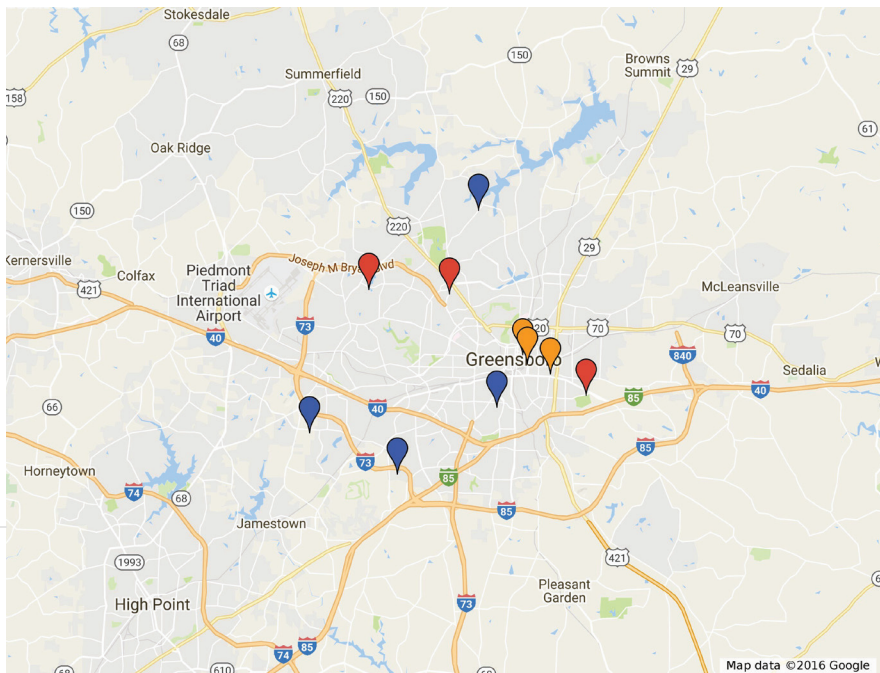
Map of Greensboro PB Neighborhood Assemblies

Assembly Locations

-  Benjamin Public Library
-  Caldcleugh Multicultural Center
-  Glenn McNairy Branch Library
-  Greensboro Public Library - Central Library
-  Griffin Recreation Center
-  Hayes-Taylor Memorial YMCA
-  Interactive Resource Center
-  Kathleen Clay Edwards Library
-  Trotter Recreation Center
-  Windsor Recreation Center

Each pin is color-coded according to the number of ideas that were collected at the corresponding assembly.

- Orange = 50+ ideas
- Red = 26-49 ideas
- Blue = 0-25 ideas

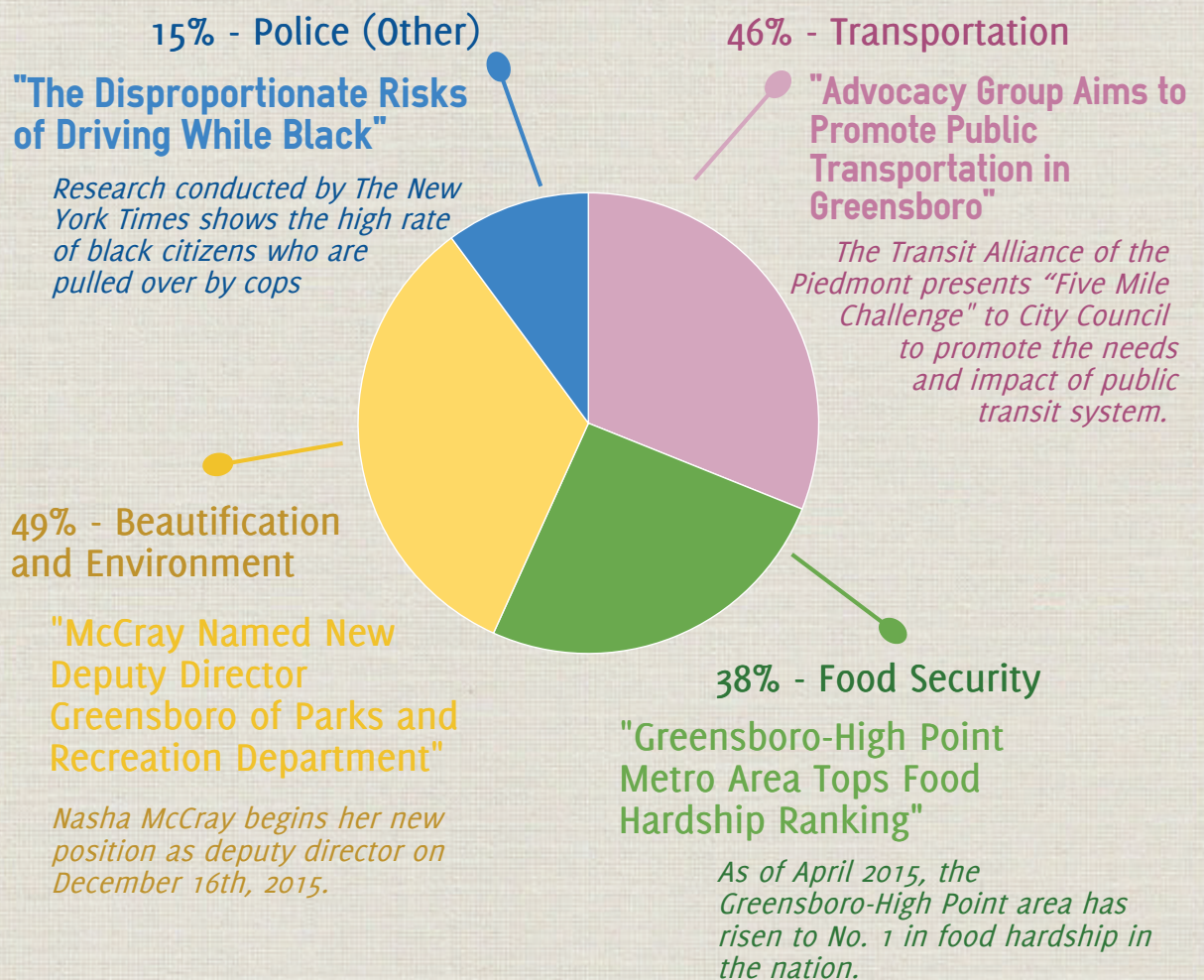


APPENDICES

GREENSBORO PB INFOGRAPHICS, STUDENT DESIGNS

THE WORLD AROUND PARTICIPATORY BUDGETING ISSUES

157 RESIDENTS OF GREENSBORO, NC SHARED THE ISSUES IN THEIR NEIGHBORHOODS WHICH CONCERN THEM. HOW ARE THESE ISSUES REPRESENTED IN THE LOCAL MEDIA?



Designed by Sarah Arant & Andrew Ruoff. UNCg. Dec 2015

GREENSBORO PB INFOGRAPHICS, STUDENT DESIGNS (CONT'D)

Participatory Budgeting Project

Bringing Out The Best in Greensboro, NC

"People should feel safe"

"There should be safe havens for the homeless and LGBT community"

"Public restrooms could really benefit a lot of people."

"We need to consider the greatest need v. other needs"

Greensboro Participatory Budgeting

"Could a district possibly decide to donate part of their budget to a district that is normally underserved?"

"what is really remarkable about this is that the budget has been the most undemocratic process in this city for years and now we have our foot in the door"

"People experiencing homelessness need a place to do laundry. They want to be clean too."

"We should have chest table/checkers/game tables (stone/weatherproof) to engage people together in the park; in every district."

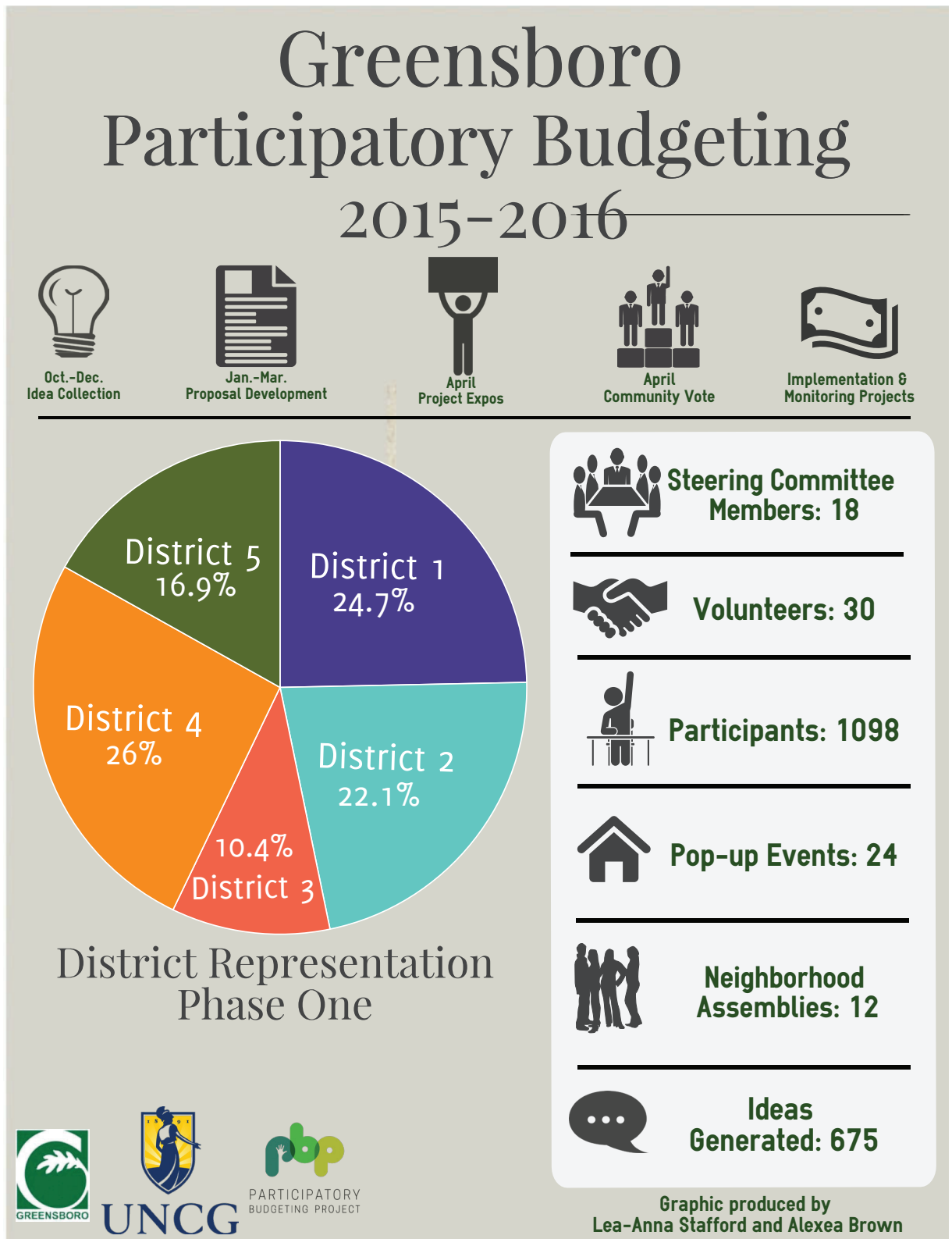
"We should have a dog park downtown. It's really hard for dogs to walk on city streets"

Created by Christian LeGrand and Jessica Giardullo of University of North Carolina Greensboro

pbp
PARTICIPATORY BUDGETING PROJECT

APPENDICES

GREENSBORO PB INFOGRAPHICS, STUDENT DESIGNS (CONT'D)



SAMPLE BALLOTS, ENGLISH AND SPANISH

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 1



District 1



BALLOT

VOTING INSTRUCTIONS:

Welcome to the ballot for Greensboro Participatory Budgeting. You are about to vote on how to spend \$100,000 in your district on community projects.

The following pages will help you familiarize yourself with the projects proposals in your district for 2016. You may choose up to five (5) projects. If you select more than 5 projects, your ballot will not be counted.

Voting is open to all residents of Greensboro, ages 14 and up. If you know someone else who would like to vote, please see times and locations for more voting opportunities.

HOW TO CAST YOUR VOTES:

Mark boxes clearly with an "X" or check mark, or fully shade them in, with black or blue ink. No ballots marked in pencil will be accepted.

STREETS, SIDEWALKS & TRANSPORTATION

- | | | |
|--------------------------|--|-----------------|
| <input type="checkbox"/> | 1. Traffic Turn Lane Randleman Rd & Glendale Rd | \$12,000 |
| | This project is to add a traffic turning lane from the intersection of Randleman Road/ Glendale Drive, southward to just past Bristlecone Drive. | |
| <input type="checkbox"/> | 2. Bus Shelter at Lake Field Dr & Vandalia Rd | \$11,000 |
| | This project is to add a bus shelter at the bus stop located at Lake Field Drive and Vandalia Road. | |
| <input type="checkbox"/> | 3. Bus Shelter at Glendale Rd & Randleman Rd | \$11,000 |
| | This project would involve putting up a covered bus shelter with handicap accessibility at Glendale Road and Randleman Road bus stop. | |

SPECIAL PROJECTS

- | | | |
|--------------------------|---|----------------|
| <input type="checkbox"/> | 4. Security Cameras at Ardmore Park | \$8,000 |
| | This project is to add security cameras to Ardmore Park to increase safety. | |

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 1

- 5. Bus Tracking Mobile Application** \$18,000 (\$90,000 total)
 This is a city-wide project to create a bus application for one year for city-run buses. This program will allow users to download and use the program from their respective app stores. The GPS locations of the buses will be collected through GPS units that will be installed on city buses that will transmit its location to the cloud.
This project must win on all district ballots.

ARTS & CULTURE

- 6. Playprint at Glenwood Recreation Center** \$7,000
 This project is to add playprints at Glenwood Recreation Center. Playprints are colorful street game paintings on the sidewalk and/or the road on the way to the park such as hopscotch and foursquare. *"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."*
- 7. Bus Mural** \$8,000 (\$40,000 total)
 This project entails featuring a local artist's work on one of the City of Greensboro's public buses.
This project must win on all district ballots.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

PARKS & RECREATION

- 8. Shade Cloth Covers at Warnersville Pool** \$15,000
 This project is to add shade cloth covers at the Warnersville Pool that would provide shade to residents who would like protection from the sun but still want to be outside.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."
- 9. Updated Equipment in Woodlea Acres Park** \$8,000
 This project would update the playground equipment at Woodlea Acres Park. The playground equipment is outdated and does not look safe. In addition, the equipment has not be updated for some time.
- 10. Weatherproof Stone Game Table (Location being designated)**
 This project is to put weather proof stone game tables in a park in the district. Many adults would like to establish friendships in neighborhood parks and teach others the valuable art of chess.
- 1 Table - \$10,000 2 Tables - \$20,000 3 Tables - \$30,000

SAFETY & ENVIRONMENT

- 11. Pet Waste Basket in Benbow Park** \$300
 Install pet waste bag dispenser and trash receptacle at Benbow Park.
- 12. Crosswalk at Benbow Park** \$4,000
 This project's goal is to create a safe connection across a street connecting a park and residential housing at 1901 S Benbow Rd.
- 13. Crosswalk at Vandalia Rd and Randleman Rd** \$20,000
 This project focuses on the repair and creation of crosswalks in the W Vandalia Rd. and Randleman Rd. intersection. It is also recommended that crosswalk signals be added on each corner.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 2



District 2



BALLOT

VOTING INSTRUCTIONS:

Welcome to the ballot for Greensboro Participatory Budgeting. You are about to vote on how to spend \$100,000 in your district on community projects.

The following pages will help you familiarize yourself with the projects proposals in your district for 2016. You may choose up to five (5) projects. If you select more than 5 projects, your ballot will not be counted.

Voting is open to all residents of Greensboro, ages 14 and up. If you know someone else who would like to vote, please see times and locations for more voting opportunities.

HOW TO CAST YOUR VOTES:

Mark boxes clearly with an "X" or check mark, or fully shade them in, with black or blue ink. No ballots marked in pencil will be accepted.

STREETS, SIDEWALKS & TRANSPORTATION

- 1. Crosswalk with Pedestrian Refuge Island for Safe Crossing of Phillips Avenue** \$6,000
A crosswalk, including a pedestrian safety island at the intersection of Phillips Ave. and Woodbrier will ensure greater safety of children and youth crossing a busy street between two major community facilities, McGirt Horton Public Library and Peeler Recreation Center.
- 2. District 2 East-West Bikeway Improvements** \$18,000
Funding for District 2 on-street bicycle accommodations and improvements to better connect neighborhoods to higher education & employment opportunities in a more pleasant bicycling environment. Location: East-West Bikeway links in the vicinity of NC A&T State University.
"Specific locations and design elements of this project will be subject to review and evaluation by the City Attorney's Office, the Greensboro Department of Transportation, and may also include additional community input."
- 3. District 2 North-South Bikeway Improvements** \$30,000
Funding for District 2 on-street bicycle accommodations and improvements to better connect neighborhoods to higher education & employment opportunities in a more pleasant bicycling environment. Location: North-South Bikeway links in the surrounding areas near E. Bessemer Avenue.
"Specific locations and design elements of this project will be subject to review and evaluation by the City Attorney's Office, the Greensboro Department of Transportation, and may also include additional community input."

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 2

SPECIAL PROJECTS

- 4. Bus Tracking Mobile Application** \$18,000 (\$90,000 total)
 This is a city-wide project to create a bus application for one year for city-run buses. This program will allow users to download and use the program from their respective app stores. The GPS locations of the buses will be collected through GPS units that will be installed on city buses that will transmit its location to the cloud.
This project must win on all district ballots.

ARTS & CULTURE

- 5. Playprint Peeler Recreation Center** \$7,000
 This project is to add playprints at the Peeler Recreation Center. Playprints are colorful street game paintings on the sidewalk and/or the road on the way to the park such as hopscotch and foursquare.
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

- 6. Bus Mural** \$8,000 (\$40,000 total)
 This project entails featuring a local artist's work on one of the City of Greensboro's public buses.
This project must win on all district ballots.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

- 7. Greensboro Four Dudley Alumni Mural** \$10,000
 A mural highlighting the history and legacy of the prestigious alumni of Dudley High School will be created at Windsor Recreation Center.
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

PARKS & RECREATION

- 8. Shade Cloth Covers at Windsor Pool** \$15,000
 This project is to add shade cloths at Windsor Pool that would provide shade to residents who would like protection from the sun but still want to be outside.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

- 9. Shade Cloth Covers at Peeler Pool** \$15,000
 This project is to add shade cloths at Peeler Pool that would provide shade to residents who would like protection from the sun but still want to be outside.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

10. Weatherproof Stone Game Table (Location being designated)

This project is to put weather proof stone game tables in a park in the district. Many adults would like to establish friendships in neighborhood parks and teach others the valuable art of chess.

- 1 Table - \$10,000 2 Tables - \$20,000 3 Tables - \$30,000

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 3



District 3



BALLOT

VOTING INSTRUCTIONS:

Welcome to the ballot for Greensboro Participatory Budgeting. You are about to vote on how to spend \$100,000 in your district on community projects.

The following pages will help you familiarize yourself with the projects proposals in your district for 2016. You may choose up to five (5) projects. If you select more than 5 projects, your ballot will not be counted.

Voting is open to all residents of Greensboro, ages 14 and up. If you know someone else who would like to vote, please see times and locations for more voting opportunities.

HOW TO CAST YOUR VOTES:

Mark boxes clearly with an "X" or check mark, or fully shade them in, with black or blue ink. No ballots marked in pencil will be accepted.

STREETS, SIDEWALKS & TRANSPORTATION

1. **District 3 Bike Lane Improvements** \$30,000
New District 3 Bike lane to connect users to a growing network of family-friendly bike routes and to educational and employment opportunities. Location: Bike lane in West Bessemer Avenue Area.

SPECIAL PROJECTS

2. **Bus Tracking Mobile Application** \$18,000 (\$90,000 total)
This is a city-wide project to create a bus application for one year for city-run buses. This program will allow users to download and use the program from their respective app stores. The GPS locations of the buses will be collected through GPS units that will be installed on city buses that will transmit its location to the cloud.
This project must win on all district ballots.

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 3

ARTS & CULTURE

3. Playprint Lake Daniel Park \$7,000
This project is to add playprints at Lake Daniel Park. Playprints are colorful street game paintings on the sidewalk and/or the road on the way to the park such as hopscotch and foursquare.

"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

4. Bus Mural \$8,000 (\$40,000 total)
This project entails featuring a local artist's work on one of the City of Greensboro's public buses.
This project must win on all district ballots.

"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

5. Mural - Bellemeade/Greene Street Parking Deck \$30,000
This project would involve putting a mural on the Bellemeade/ Greene Street parking deck. It would involve public solicitation of artwork from the creative community.

"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

PARKS & RECREATION

6. Skate Spot Lake Daniel Park \$100,000
This project would build long term skate equipment and obstacles for children of all ages. Other parks may be too steep to encourage young children to skate.

7. Weatherproof Stone Game Table (Location being designated)

This project is to put weather proof stone game tables in a park in the district. Many adults would like to establish friendships in neighborhood parks and teach others the valuable art of chess.

- 1 Table - \$10,000 2 Tables - \$20,000 3 Tables - \$30,000

SAFETY & ENVIRONMENT

8. Crosswalk Lawndale & Jeanette \$10,000
This project would involve adding another crosswalk to the Lawndale and Lake Jeanette intersection.

9. Latham Park Emergency Call Box \$10,000
The essence of the project is to install an emergency call box at Latham Park. The box is to be precisely located in areas where there is a high frequency of residents walking or exercising in neighborhoods around the city.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 4



District 4



BALLOT

VOTING INSTRUCTIONS:

Welcome to the ballot for Greensboro Participatory Budgeting. You are about to vote on how to spend \$100,000 in your district on community projects.

The following pages will help you familiarize yourself with the projects proposals in your district for 2016. You may choose up to five (5) projects. If you select more than 5 projects, your ballot will not be counted.

Voting is open to all residents of Greensboro, ages 14 and up. If you know someone else who would like to vote, please see times and locations for more voting opportunities.

HOW TO CAST YOUR VOTES:

Mark boxes clearly with an "X" or check mark, or fully shade them in, with black or blue ink. No ballots marked in pencil will be accepted.

STREETS, SIDEWALKS & TRANSPORTATION

- 1. Walker Avenue Painted Walkway** \$5,000
The Walker Avenue bridge is a major traffic connector at the heart of the Lindley Park neighborhood. Because of the low railings and Wendover Avenue below, many residents are uncomfortable using the bridge for walking or bike riding. A clearly demarcated pedestrian walkway would make the bridge feel more accessible to users.
- 2. Spring Garden & Howard Pedestrian Crosswalk** \$20,000
This project consists of providing a safer path for pedestrians at the busy restaurant-retail hub which includes Hops, Scrambles, Fat Dogs, and Barbaritos. Create a high visibility, handicap accessible pedestrian crosswalk with improved lighting at each of the four junctions of the intersection.
- 3. Walker Avenue Bridge Railing** \$30,000
Make Walker Avenue bridge safer for pedestrians crossing Wendover by replacing the bridge railing with a taller and more aesthetically pleasing design.

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 4

SPECIAL PROJECTS

4. Bus Tracking Mobile Application **\$18,000 (\$90,000 total)**
 This is a city-wide project to create a bus application for one year for city-run buses. This program will allow users to download and use the program from their respective app stores. The GPS locations of the buses will be collected through GPS units that will be installed on city buses that will transmit its location to the cloud.
This project must win on all district ballots.

ARTS & CULTURE

5. Playprint Hunter Hills Park **\$7,000**
 This project is to add a playprint at Hunter Hills Park. Playprints are colorful street game paintings on the sidewalk and/or the road on the way to the park such as hopscotch and foursquare.
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

6. Bus Mural **\$8,000 (\$40,000 total)**
 This project entails featuring a local artist's work on one of the City of Greensboro's public buses.
This project must win on all district ballots.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

7. Mural at Pomona Park **\$10,000**
 This project would entail adding a garden themed mural on the wall beside the community garden at Pomona Park.
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

PARKS & RECREATION

8. Shade Cloth Covers at Lindley Pool **\$15,000**
 This project is to add shade cloth covers at the Lindley Pool that would provide shade to residents who would like protection from the sun but still want to be outside.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

9. Fix Mulch Pathway at Brown Bark Park **\$5,000**
 This project would entail creating a more defined mulch pathway at Brown Bark Park.

10. Weatherproof Stone Game Table (Location being designated)
 This project is to put weather proof stone game tables in a park in the district. Many adults would like to establish friendships in neighborhood parks and teach others the valuable art of chess.

1 Table - \$10,000 2 Tables - \$20,000 3 Tables - \$30,000

SAFETY & ENVIRONMENT

10. Crosswalk Elam & Camden **\$6,000**
 This project would entail adding a stop sign and crosswalk to intersection at Camden Rd & S. Elam Ave.

11. Greensboro Arboretum **\$20,000**
 Three bridges at the Greensboro Arboretum are rotting and need repairs.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 5



District 5



BALLOT

VOTING INSTRUCTIONS:

Welcome to the ballot for Greensboro Participatory Budgeting. You are about to vote on how to spend \$100,000 in your district on community projects.

The following pages will help you familiarize yourself with the projects proposals in your district for 2016. You may choose up to five (5) projects. If you select more than 5 projects, your ballot will not be counted.

Voting is open to all residents of Greensboro, ages 14 and up. If you know someone else who would like to vote, please see times and locations for more voting opportunities.

HOW TO CAST YOUR VOTES:

Mark boxes clearly with an "X" or check mark, or fully shade them in, with black or blue ink. No ballots marked in pencil will be accepted.

STREETS, SIDEWALKS & TRANSPORTATION

- 1. Historical Welcome to Greensboro Sign** \$35,000
The sign would be a sign located in west Greensboro, alerting and welcoming travelers to one of the city's, perhaps state and beyond, most historical and cultural areas settled by the Quakers. *"The monument sign will require a zoning sign permit and possibly building and electrical permits from the City of Greensboro, and an encroachment agreement by NCDOT if within the NDCOT right-of-way."*

SPECIAL PROJECTS

- 2. Bus Tracking Mobile Application** \$18,000 (\$90,000 total)
This is a city-wide project to create a bus application for one year for city-run buses. This program will allow users to download and use the program from their respective app stores. The GPS locations of the buses will be collected through GPS units that will be installed on city buses that will transmit its location to the cloud.
This project must win on all district ballots.

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 GREENSBORO PARTICIPATORY BUDGETING - DISTRICT 5

ARTS & CULTURE

3. Playprint Trotter Recreation Center \$7,000

This project consists of adding playprints at the Trotter Recreation Center. Playprints are colorful street game paintings on the sidewalk and/or the road on the way to the park such as hopscotch and foursquare. *“Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law.”*

4. Bus Mural \$8,000 (\$40,000 total)

This project entails featuring a local artist’s work on one of the City of Greensboro’s public buses. **This project must win on all district ballots.**
“The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board.”

PARKS & RECREATION

5. Hester Park Soccer Field \$100,000

This project would include a renovation of the Hester Park soccer field to make regulation size if funded for \$100,000. If funded at less than \$100,000, money will go toward the renovation in the future.

0%

10%

20%

30%

40%

50%

60%

70%

80%

90%

100%

6. Weatherproof Stone Game Table (Location being designated)

This project is to put weather proof stone game tables in a park in the district. Many adults would like to establish friendships in neighborhood parks and teach others the valuable art of chess.

1 Table - \$10,000
 2 Tables - \$20,000
 3 Tables - \$30,000

SAFETY & ENVIRONMENT

7. Hester Park Emergency Call Box \$10,000

The essence of the project is to install an emergency call box at Hester Park. The box is to be precisely located in areas where there is a high frequency of residents walking or exercising in neighborhoods around the city.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 1



Distrito 1



BOLETA

INSTRUCCIONES PARA VOTAR:

Bienvenido a la votación del Presupuesto Participativo Greensboro. Usted está a punto de votar sobre cómo gastar \$100,000 en su distrito en proyectos comunitarios.

Las siguientes páginas le ayudarán a familiarizarse con las propuestas de proyectos en su distrito para el año 2016. Es posible elegir un máximo de 5 proyectos. Las Boletas marcadas con más de 5 votos se considerarán inválidas y se anularán.

La votación está abierta a todos los residentes de Greensboro que tienen 14 años o más. Si conoces a alguien que le gustaría votar, por favor ver los tiempos y los lugares a continuación para más oportunidades de votación.

PROCEDIMIENTO PARA VOTAR:

Marque los cuadrillos claramente con "X" o palomita, o llénelos completamente, con tinta negra o azul. Las Boletas llenas con lápiz no serán aceptadas.

CALLES, ACERAS & TRANSPORTE

<input type="checkbox"/>	1. Carril para Voltear Randleman Rd y Glendale Rd	\$12,000
	Este proyecto es para agregar una vía para voltear desde la intersección de Randleman Rd/Glendale Dr, hacia el sur un poco más allá de Bristlecone Dr.	
<input type="checkbox"/>	2. Cobertizo de Autobús en Lake Field Dr & Vandalia Rd	\$11,000
	Este proyecto es para agregar un cobertizo en la parada de autobús localizada en Lake Field Drive y Vandalia Road.	
<input type="checkbox"/>	3. Cobertizo de Autobús en Glendale Rd & Randleman Rd	\$11,000
	Este proyecto consiste de instalar un cobertizo en la parada de autobús en Glendale Rd y Randleman Rd cual sea accesible para discapacitados.	

PROYECTOS ESPECIALES

<input type="checkbox"/>	4. Camaras de seguridad en el Parque de Ardmore	\$8,000
	Este proyecto es para instalar cámaras de seguridad en el Parque de Ardmore para aumentar la seguridad.	

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 1

5. Aplicación Móvil de Autobús **\$18,000 (\$90,000 total)**
 El proyecto consiste en crear una aplicación por un año para los autobuses de la ciudad. Este programa permitirá que sus usuarios puedan descargar y usar el programa desde su respectiva tienda de aplicaciones. La ubicación por GPS de los autobuses va a ser recolectada a través de unidades de GPS que serán instaladas en los autobuses de la ciudad los cuales transmitirán su ubicación a la nube. **Es necesario que este proyecto gana en el voto de cada distrito.**

ARTE & CULTURA

6. Playprint en el Centro de Recreación de Glenwood **\$7,000**
 Este proyecto consiste de poner "playprints" en el Centro de Recreación de Glenwood. "Playprints" son juegos coloridos pintados en las aceras y/o en las calles en camino al parque. Los juegos incluyen "hopscotch" y "foursquare".
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

7. Mural de Autobús **\$8,000 (\$40,000 total)**
 Este proyecto consiste de poner el trabajo de un artista local en uno de los autobuses de la ciudad de Greensboro. Es necesario que este proyecto gana en el voto de cada distrito.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

PARQUES & RECREACIÓN

8. Cubiertas de tela para sombra en la piscina de Warnersville **\$15,000**
 Este proyecto es para añadir cubiertas de tela en la piscina de Warnersville, que ofrecen sombra para los habitantes que quieren protección del sol, pero aún quieren estar afuera.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

9. Actualizar el equipo en el Parque de Woodlea Acres **\$8,000**
 Este proyecto actualizará el equipo del parque de Woodlea Acres. El equipo de recreo/juegos está anticuado y no se ve seguro. Además, el equipo no ha estado remodelado/actualizado por un tiempo.

10. Mesa de Juego Hecha de Piedra Resistente al Clima - (Ubicación esta siendo decidida)
 Este proyecto es para poner una mesa de juego de piedra resistente (al clima) en un parque en el distrito. Muchos adultos les gustaría establecer amistades en los parques de su barrio mientras le enseñan a otros el arte valioso del ajedrez.

1 Mesa - \$10,000
 2 Mesas - \$20,000
 3 Mesas - \$30,000

SEGURIDAD & MEDIO AMBIENTE

11. Basurero de Desechos de Mascotas en el Parque de Benbow **\$300**
 Instalar canastas de desechos para mascotas y contenedor de basura en el Parque de Benbow.

12. Paso de Peatones en el Parque de Benbow **\$4,000**
 El objetivo de este proyecto es crear una conexión segura de un lado de la calle al otro conectando el parque y viviendas residenciales entre Vandalia Rd y Randleman Rd.

13. Paso de Peatones entre Vandalia Rd. y Randleman Rd. **\$20,000**
 Este proyecto se enfoca en la reparación y creación de los pasos de peatones entre la intersección de W Vandalia Rd. y Randleman Rd. También recomendamos que las señales de los pasos de peatones sean agregadas en cada esquina.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 2



Distrito 2



BOLETA

INSTRUCCIONES PARA VOTAR:

Bienvenido a la votación del Presupuesto Participativo Greensboro. Usted está a punto de votar sobre cómo gastar \$100,000 en su distrito en proyectos comunitarios.

Las siguientes páginas le ayudarán a familiarizarse con las propuestas de proyectos en su distrito para el año 2016. Es posible elegir un máximo de 5 proyectos. Las Boletas marcadas con más de 5 votos se considerarán inválidas y se anularán.

La votación está abierta a todos los residentes de Greensboro que tienen 14 años o más. Si conoces a alguien que le gustaría votar, por favor ver los tiempos y los lugares a continuación para más oportunidades de votación.

PROCEDIMIENTO PARA VOTAR:

Marque los cuadrillos claramente con "X" o palomita, o llénelos completamente, con tinta negra o azul. Las Boletas llenas con lápiz no serán aceptadas.

CALLES, ACERAS & TRANSPORTE

<input type="checkbox"/>	<p>1. Paso de Peatones con una Isla de Refugio para Cruzar Phillips Ave con Seguridad \$6,000</p> <p>Un paso de peatones, incluyendo una isla para la seguridad de peatones en la intersección de Phillips Ave y Woodbrier aseguraría mayor seguridad para jóvenes y niños que cruzan una calle atestada que se queda entre dos sitios populares, la Biblioteca Pública Horton y el Centro de Recreación Peeler.</p>	\$6,000
<input type="checkbox"/>	<p>2. Distrito 2 Este-Oeste Mejoras de Ciclovías*</p> <p>Breve descripción: Fondos para estacionamiento de bicicletas en el distrito 2 y mejoramiento de conexión entre los barrios a centros educativos, universidades y oportunidades de empleo en un medio ambiente más agradable para ciclistas. Ubicación: Este-Oeste conexión ciclovía de bicicletas en el área de la universidad de NCA&T.</p>	\$18,000
<input type="checkbox"/>	<p>3. Distrito 2 Norte-Sur Mejoras de Ciclovías*</p> <p>Fondos para estacionamiento de bicicletas en el distrito 2 y mejoramiento de conexión entre los barrios a centros educativos, universidades y oportunidades de empleo en un medio ambiente más agradable para ciclistas. Ubicación: Norte-Sur conexión ciclovía en el área alrededor de la Avenida E. Bessemer.</p>	\$30,000

**Specific locations and design elements of this project will be subject to review and evaluation by the City Attorney's Office, the Greensboro Department of Transportation, and may also include additional community input.*

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 2

PROYECTOS ESPECIALES

4. Aplicación Móvil de Autobús \$18,000 (\$90,000 total)
El proyecto consiste en crear una aplicación por un año para los autobuses de la ciudad. Este programa permitirá que sus usuarios puedan descargar y usar el programa desde su respectiva tienda de aplicaciones. La ubicación por GPS de los autobuses va a ser recolectada a través de unidades de GPS que serán instaladas en los autobuses de la ciudad los cuales transmitirán su ubicación a la nube. **Es necesario que este proyecto gana en el voto de cada distrito.**

ARTE & CULTURA

5. Playprint en el Centro de Recreación de Peeler \$7,000
Este proyecto consiste de poner "playprints" en el Centro de Recreación de Peeler. "Playprints" son juegos coloridos pintados en las aceras y/o en las calles en camino al parque. Los juegos incluyen "hopscotch" y "foursquare".
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

6. Mural de Autobús \$8,000 (\$40,000 total)
Este proyecto consiste de poner el trabajo de un artista local en uno de los autobuses de la ciudad de Greensboro. Es necesario que este proyecto gana en el voto de cada distrito.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

7. Mural de los "Greensboro Cuatro" Ex- alumnos de Dudley \$10,000
Un mural que destaque la historia y patrimonio de los alumnos prestigiosos de la escuela secundaria Dudley, será creado en el Centro de Recreación de Windsor.
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

PARQUES & RECREACIÓN

8. Cubiertas de Tela para Sombra en la Piscina de Windsor \$15,000
Este proyecto es para añadir cubiertas de tela en la piscina de Windsor, que ofrecen sombra para los habitantes que quieran protección del sol, pero aun quieran estar afuera.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

9. Cubiertas de Tela para Sombra en la Piscina de Peeler \$15,000
Este proyecto es para añadir cubiertas de tela en la piscina de Peeler, que ofrecen sombra para los habitantes que quieran protección del sol, pero aun quieran estar afuera.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

10. Mesa de Juego Hecha de Piedra Resistente al Clima - (Ubicación esta siendo decidida)
Este proyecto es para poner una mesa de juego de piedra resistente (al clima) en un parque en el distrito. Muchos adultos les gustaría establecer amistades en los parques de su barrio mientras le enseñan a otros el arte valioso del ajedrez.

- 1 Mesa - \$10,000 2 Mesas - \$20,000 3 Mesas - \$30,000

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 3



Distrito 3



BOLETA

INSTRUCCIONES PARA VOTAR:

Bienvenido a la votación del Presupuesto Participativo Greensboro. Usted está a punto de votar sobre cómo gastar \$100,000 en su distrito en proyectos comunitarios.

Las siguientes páginas le ayudarán a familiarizarse con las propuestas de proyectos en su distrito para el año 2016. Es posible elegir un máximo de 5 proyectos. Las Boletas marcadas con más de 5 votos se considerarán inválidas y se anularán.

La votación está abierta a todos los residentes de Greensboro que tienen 14 años o más. Si conoces a alguien que le gustaría votar, por favor ver los tiempos y los lugares a continuación para más oportunidades de votación.

PROCEDIMIENTO PARA VOTAR:

Marque los cuadrillos claramente con "X" o palomita, o llénelos completamente, con tinta negra o azul. Las Boletas llenas con lápiz no serán aceptadas.

CALLES, ACERAS & TRANSPORTE

<input type="checkbox"/>	1. Renovaciones a los Carriles de Bicicleta de Distrito 3	\$30,000
	Nuevo carril de bicicleta de distrito 3 para conectar a los residentes a un circuito creciente de rutas de bicicletas para familias y a oportunidades educacionales y de empleo. Ubicación: Carril de bicicleta en la Avenida de W. Bessemer.	

PROYECTOS ESPECIALES

<input type="checkbox"/>	2. Aplicación Móvil de Autobús	\$18,000 (\$90,000 total)
	El proyecto consiste en crear una aplicación por un año para los autobuses de la ciudad. Este programa permitirá que sus usuarios puedan descargar y usar el programa desde su respectiva tienda de aplicaciones. La ubicación por GPS de los autobuses va a ser recolectada a través de unidades de GPS que serán instaladas en los autobuses de la ciudad los cuales transmitirán su ubicación a la nube. Es necesario que este proyecto gana en el voto de cada distrito.	

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 3

ARTE & CULTURA

- 3. Playprint en el Parque de Lake Daniel** \$7,000
 Este proyecto consiste de poner "playprints" en el Parque de Lake Daniel. "Playprints" son juegos coloridos pintados en las aceras y/o en las calles en camino al parque. Los juegos incluyen "hopscotch" y "foursquare".
Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law.
- 4. Mural de Autobús** \$8,000 (\$40,000 total)
 Este proyecto consiste de poner el trabajo de un artista local en uno de los autobuses de la ciudad de Greensboro. Es necesario que este proyecto gana en el voto de cada distrito.
The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board.
- 5. Mural -Garaje de Estacionamiento de las calles Bellemeade/Greene** \$30,000
 Este proyecto consiste de agregar un mural en en el garaje de estacionamiento de las calles Bellemeade y Greene. Involucraría la solicitud pública de arte de la comunidad creativa.
Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law.

PARQUES & RECREACIÓN

- 6. Lugar de Patinaje en el Parque de Lake Daniel** \$100,000
 Este proyecto construiría a largo plazo un parque de patinaje con equipos y obstáculos para niños de todas las edades. Otros parques pueden ser muy altos para animar o estimular a patinar a niños pequeños.
- 7. Mesa de Juego Hecha de Piedra Resistente al Clima - (Ubicacion esta siendo decidida)**
 Este proyecto es para poner una mesa de juego de piedra resistente (al clima) en un parque en el distrito. Muchos adultos les gustaría establecer amistades en los parques de su barrio mientras le enseñan a otros el arte valioso del ajedrez.
- 1 Mesa - \$10,000 2 Mesas - \$20,000 3 Mesas - \$30,000

SEGURIDAD & MEDIO AMBIENTE

- 8. Paso de peatones Lawndale & Lake Jeanette** \$10,000
 Este proyecto involucraría agregar otro paso de peatones en la intersección de Lawndale y Lake Jeanette.
- 9. Caja telefónica de emergencia en el Parque Latham** \$10,000
 La esencia de este proyecto es instalar una cabina telefónica de emergencia en el Parque Latham. La cabina estaría precisamente ubicada en áreas donde hay alta frecuencia de ciudadanos que caminan o ejercitan en los barrios de la ciudad.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 4



Distrito 4



BOLETA

INSTRUCCIONES PARA VOTAR:

Bienvenido a la votación del Presupuesto Participativo Greensboro. Usted está a punto de votar sobre cómo gastar \$100,000 en su distrito en proyectos comunitarios.

Las siguientes páginas le ayudarán a familiarizarse con las propuestas de proyectos en su distrito para el año 2016. Es posible elegir un máximo de 5 proyectos. Las Boletas marcadas con más de 5 votos se considerarán inválidas y se anularán.

La votación está abierta a todos los residentes de Greensboro que tienen 14 años o más. Si conoces a alguien que le gustaría votar, por favor ver los tiempos y los lugares a continuación para más oportunidades de votación.

PROCEDIMIENTO PARA VOTAR:

Marque los cuadrillos claramente con "X" o palomita, o llénelos completamente, con tinta negra o azul. Las Boletas llenas con lápiz no serán aceptadas.

CALLES, ACERAS & TRANSPORTE

<input type="checkbox"/>	<p>1. Camino Marcado en Walker Avenue</p> <p>El puente de la Avenida Walker es una conexión principal de tráfico en el corazón del barrio de Lindley Park. Debido a las barandas bajas y la Avenida Wendover abajo, muchos residentes se sienten intimidados de usar el puente para caminar o montar bicicleta. Un camino claramente delimitado para peatones haría el puente más seguro y accesible para habitantes.</p>	\$5,000
<input type="checkbox"/>	<p>2. Via de Peatones en Spring Garden & Howard</p> <p>Este proyecto consiste de proveer un camino más seguro para peatones en el área de restaurantes comerciales cuales incluyen Hops, Scrambles, Fat Dogs, y Barbaritos. Crea una vía de peatones de alta visibilidad, y disposición para discapacitados, con mejor iluminación en cada de las cuatro esquinas de la intersección.</p>	\$20,000
<input type="checkbox"/>	<p>3. Barandilla del Puente de Walker Avenue</p> <p>Reemplazar la barandilla del puente de Walker Avenue con una más alta, para asegurar a los peatones que cruzan Wendover y agregar un signo estéticamente más agradable.</p>	\$30,000

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 4

PROYECTOS ESPECIALES

4. Aplicación Móvil de Autobús \$18,000 (\$90,000 total)
El proyecto consiste en crear una aplicación por un año para los autobuses de la ciudad. Este programa permitirá que sus usuarios puedan descargar y usar el programa desde su respectiva tienda de aplicaciones. La ubicación por GPS de los autobuses va a ser recolectada a través de unidades de GPS que serán instaladas en los autobuses de la ciudad los cuales transmitirán su ubicación a la nube. **Es necesario que este proyecto gana en el voto de cada distrito.**

ARTE & CULTURA

5. Playprint en el Parque de Hunter Hill \$7,000
Este proyecto consiste de poner un playprint en el Parque de Hunter Hills. "Playprints" son juegos coloridos pintados en las aceras y/o en las calles cuales están en camino al parque. Los juegos incluyen "hopscotch" y "foursquare".
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

6. Mural de Autobús \$8,000 (\$40,000 total)
Este proyecto consiste de poner el trabajo de un artista local en uno de los autobuses de la ciudad de Greensboro. Es necesario que este proyecto gana en el voto de cada distrito.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

7. Mural en el Parque de Pomona \$10,000
Este proyecto se trata de agregar un mural con tema de jardín en la pared al lado de el jardín de la comunidad en el Parque Pomona.
"Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law."

PARQUES & RECREACIÓN

8. Cubiertas de Tela para Sombra en la Piscina de Lindley \$15,000
Este proyecto es para añadir cubiertas de tela en la piscina de Lindley, que ofrecen sombra para los habitantes que quieren protección del sol, pero aún quieren estar afuera.
"The size of the pool shade may vary based on the costs for installation and configuration of the pool deck."

9. Arreglar Via de Mantillo en el Parque Brown Bark \$5,000
Este proyecto propone crear una via de mantillo mucho mas definida.

10. Mesa de Juego Hecha de Piedra Resistente al Clima - (Ubicación esta siendo decidida)
Este proyecto es para poner una mesa de juego de piedra resistente (al clima) en un parque en el distrito. Muchos adultos les gustaría establecer amistades en los parques de su barrio mientras le enseñan a otros el arte valioso del ajedrez.

- 1 Mesa - \$10,000 2 Mesas - \$20,000 3 Mesas - \$30,000

SEGURIDAD & MEDIO AMBIENTE

11. Via de peatones Elam & Camden \$6,000
Este proyecto consiste de agregar una señal de "stop" y una via de peatones en la intersección de Camden Rd y S. Elam Ave.

12. Greensboro Arboretum \$20,000
Tres puentes en el arboreto de Greensboro se están pudriendo y necesitan reparaciones.

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 5



Distrito 5



BOLETA

INSTRUCCIONES PARA VOTAR:

Bienvenido a la votación del Presupuesto Participativo Greensboro. Usted está a punto de votar sobre cómo gastar \$100,000 en su distrito en proyectos comunitarios.

Las siguientes páginas le ayudarán a familiarizarse con las propuestas de proyectos en su distrito para el año 2016. Es posible elegir un máximo de 5 proyectos. Las Boletas marcadas con más de 5 votos se considerarán inválidas y se anularán.

La votación está abierta a todos los residentes de Greensboro que tienen 14 años o mas. Si conoces a alguien que le gustaría votar , por favor ver los tiempos y los lugares a continuación para más oportunidades de votación.

PROCEDIMIENTO PARA VOTAR:

Marque los cuadrillos claramente con "X" o palomita, o llénelos completamente, con tinta negra o azul. Las Boletas llenas con lápiz no serán aceptadas.

CALLES, ACERAS & TRANSPORTE

<input type="checkbox"/>	1. Letrero histórico de bienvenida a Greensboro	\$35,000
	El letrero de bienvenida estaría ubicado en el oeste de Greensboro, alertará a pasajeros mientras le da la bienvenida a una de las ciudades, más historias quizás del estado o más allá, colocada por los Cuáqueros.	
	<i>"The monument sign will require a zoning sign permit and possibly building and electrical permits from the City of Greensboro, and an encroachment agreement by NCDOT if within the NDCOT right-of-way."</i>	

PROYECTOS ESPECIALES

<input type="checkbox"/>	2. Aplicación Móvil de Autobús	\$18,000 (\$90,000 total)
	El proyecto consiste en crear una aplicación por un año para los autobuses de la ciudad. Este programa permitirá que sus usuarios puedan descargar y usar el programa desde su respectiva tienda de aplicaciones. La ubicación por GPS de los autobuses va a ser recolectada a través de unidades de GPS que serán instaladas en los autobuses de la ciudad los cuales transmitirán su ubicación a la nube.	

Es necesario que este proyecto gana en el voto de cada distrito.

APPENDICES

SAMPLE BALLOTS, ENGLISH AND SPANISH (CONT'D)

2016 PRESUPUESTO PARTICIPATIVO DE GREENSBORO - DISTRITO 5

ARTE & CULTURA

- 3. Playprint en el Centro de Recreación de Trotter** \$7,000
Este proyecto consiste de poner playprints en el Centro de Recreación de Trotter. "Playprints" son juegos coloridos pintados en las aceras y/o en las calles cuales están en camino al parque. Los juegos incluyen "hopscotch" y "foursquare".
Artwork proposals are for a one-time installation at the specified location up to the maximum price as indicated on the ballot. Specific depictions will be determined with public input at a later date in accordance with state law.
- 4. Mural de Autobús** \$8,000 (\$40,000 total)
Este proyecto consiste de poner el trabajo de un artista local en uno de los autobuses de la ciudad de Greensboro. Es necesario que este proyecto gana en el voto de cada distrito.
"The time frame for art on buses may vary based on the cost of the art design, size of the art display, the length of time the art is displayed, installation and removal costs, and approval by the GTA Board."

PARQUES & RECREACIÓN

- 5. Cancha de Futbol del Parque de Hester** \$100,000
Este proyecto incluye una renovación de la cancha de futbol en el Parque de Hester hecha medida reglamentaria. Si no recibe \$100,000, del fondo se ahorrará para el futuro.
Múltiples opciones de cantidad de fondos para financiar las mejoras del campo de fútbol.

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- 6. Mesa de Juego hecha de piedra resistente al clima - (Ubicación esta siendo decidida)**
Este proyecto es para poner una mesa de juego de piedra resistente (al clima) en un parque en el distrito. Muchos adultos les gustaría establecer amistades en los parques de su barrio mientras le enseñan a otros el arte valioso del ajedrez.

1 Mesa - \$10,000 2 Mesas - \$20,000 3 Mesas - \$30,000

SEGURIDAD & MEDIO AMBIENTE

- 7. Caja Telefónica de Emergencia en el Parque Hester** \$10,000
La esencia de este proyecto es instalar una caja telefónica de emergencia en el Parque de Hester. La cabina estaría precisamente ubicada en áreas donde hay alta frecuencia de ciudadanos que caminan o ejercitan en los barrios de la ciudad.

GREENSBORO PB WINNING PROJECTS

Greensboro Participatory Budgeting Top Projects 2016

DISTRICT 1

Parks & Recreation

1. Shade Cloth Covers at Warnersville Pool - \$15,000
2. Updated Equipment in Woodlea Acres Parks - \$8,000

Safety & Environment

3. Crosswalk Vandalia & Randleman Road - \$20,000

Streets, Sidewalks, & Transportation

4. Traffic Lane Randleman Road & Glendale - \$12,000
5. Bus Shelter Lake Field & Vandalia - \$11,000
6. Bus Shelter Glendale & Randleman - \$11,000

DISTRICT 2

Arts & Culture

1. Playprint Peeler Recreation Center - \$7,000
2. Greensboro Four Dudley Alumni Mural - Windsor Center - \$10,000

Parks & Recreation

3. Shade Cloth Covers at Windsor Pool - \$15,000
4. Shade Cloth Covers at Peeler Pool - \$15,000

Streets, Sidewalks, & Transportation

5. Pedestrian Crosswalk Phillips Avenue - \$6,000
6. District 2 East-West Bikeway Improvements - \$18,000

APPENDICES

GREENSBORO PB WINNING PROJECTS (CONT'D)

DISTRICT 3

Arts & Culture

1. Mural – Bellemeade Street Parking Deck - \$30,000

Safety & Environment

2. Crosswalk Lawndale & Lake Jeanette - \$10,000
3. Latham Park Emergency Call Box - \$10,000

Streets, Sidewalks, & Transportation

4. District 3 Bike Lane Improvements - \$30,000

DISTRICT 4

Safety & Environment

1. Crosswalk Elam & Camden - \$6,000
2. Greensboro Arboretum - \$20,000

Streets, Sidewalks & Transportation

3. Walker Avenue Bridge Railing - \$30,000
4. Spring Garden & Howard Pedestrian Crosswalk - \$20,000
5. Walker Avenue Painted Walkway - \$5,000

GREENSBORO PB WINNING PROJECTS (CONT'D)

DISTRICT 5

Arts & Culture

1. Playprint Trotter Recreation Center - \$7,000

Parks & Recreation

2. Weather Proof Stone Game Table - \$20,000

Safety & Environment

3. Hester Park Emergency Call Box - \$10,000

Streets, Sidewalks, & Transportation

4. Historical Welcome to Greensboro Sign - \$35,000

CITY-WIDE PROJECT

Special Projects

1. Bus Application - \$90,000



Note: PB projects were approved for inclusion in the City's FY 2016-17 budget. City staff are working on implementation plans and timing for the projects, and will report quarterly project updates through the PB website: www.greensboro-nc.gov/pb



APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17



City of Greensboro

Participatory Budgeting Cycle 1

Project Implementation in FY 16-17

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

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APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

LATHAM PARK EMERGENCY CALL BOX

ID: 03-74

CITY COUNCIL DISTRICT: 3
LEAD DEPARTMENT: 911
PROJECT COST: \$10,000

ESTIMATED START DATE: Research is underway.
ESTIMATED COMPLETION DATE:
STATUS: PLANNING/DESIGN

BRIEF PROJECT DESCRIPTION:

The essence of the project is to install emergency call boxes in locations around the city. The boxes are to be located in areas where there is a high frequency of citizens walking or exercising in neighborhoods around the city.

QUARTER 1 UPDATE:	Appropriate technology for the project has been discussed. This project will be referred from mHz radios to cell/land line with IT as project manager. G911, Fire, Police will be discussing policy and procedure implications. Parks & Rec will also need to be consulted for placement of units. 1 st year will be seen as a test.
QUARTER 2 UPDATE:	
QUARTER 3 UPDATE:	
QUARTER 4 UPDATE:	

Challenges:

- Technology – determining feasibility between radio and phone lines.
- Unit placement that will be accessible to the public, in a location that will work with the appropriate technology, and in a location that will not interfere with future park planning.
- Policy and procedure concerns for how to respond to calls from the call box – esp how to determine if a prank or real call.
- Park use is restricted after dusk – does the presence of these units encourage park use at night and provide a false sense of security?
- Floodplain may be an issue for Latham Park.
- On-going cellular monthly costs.

AS OF SEPTEMBER 2016

1

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

HESTER PARK EMERGENCY CALL BOX

ID: 05-74

CITY COUNCIL DISTRICT: 5
 LEAD DEPARTMENT: 911
 PROJECT COST: \$10,000

ESTIMATED START DATE: Research underway.
 ESTIMATED COMPLETION DATE:
 STATUS: PLANNING/DESIGN

BRIEF PROJECT DESCRIPTION:

The essence of the project is to install emergency call boxes in locations around the city. The boxes are to be located in areas where there is a high frequency of citizens walking or exercising in neighborhoods around the city.

QUARTER 1 UPDATE:	Appropriate technology for the project has been discussed. This project will be referred from mHz radios to cell/land line. G911, Fire, Police will be discussing policy and procedure implications. 1 st year will be seen as a test.
QUARTER 2 UPDATE:	
QUARTER 3 UPDATE:	
QUARTER 4 UPDATE:	

Challenges:

- Technology – determining feasibility between radio and phone lines.
- Unit placement that will be accessible to the public, in a location that will work with the appropriate technology, and in a location that will not interfere with future park planning.
- Policy and procedure concerns for how to respond to calls from the call box – esp how to determine if a prank or real call.
- Park use is restricted after dusk – does the presence of these units encourage park use at night and provide a false sense of security?
- Floodplain may be an issue for Latham Park.
- On-going cellular monthly costs.

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

WALKER AVENUE BRIDGE RAILING

ID: 04-73

CITY COUNCIL DISTRICT: 4
LEAD DEPARTMENT: FO/GDOT
PROJECT COST: \$30,000

ESTIMATED START DATE: Research underway
ESTIMATED COMPLETION DATE: Spring 2017
STATUS: In progress

BRIEF PROJECT DESCRIPTION:

Walker Avenue Bridge, between Lindell and Ashland in Lindley Park, adjacent to the Greensboro Arboretum, spanning six lanes of Wendover. The Walker Avenue bridge is a major traffic connector at the heart of the Lindley Park neighborhood. Because of the low railings and Wendover Avenue below, many residents are uncomfortable using the bridge for walking or bike riding. Redesign of bridge railings for pedestrian safety.

A clearly demarcated pedestrian walkway would make the bridge feel more accessible to users. – see project # 04-74.

QUARTER 1 UPDATE:	Preliminary discussions with contractor and NCDOT held. Waiting for submittals from contractor.
QUARTER 2 UPDATE:	
QUARTER 3 UPDATE:	
QUARTER 4 UPDATE:	

Challenges: Coordination and approval of final design from neighborhood and NCDOT

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

WALKER AVENUE PAINTED WALKWAY

ID: 04-74

CITY COUNCIL DISTRICT: 4
LEAD DEPARTMENT: FO
PROJECT COST: \$5,000

ESTIMATED START DATE: Summer 2016
ESTIMATED COMPLETION DATE: Spring 2017
STATUS: In Progress

BRIEF PROJECT DESCRIPTION:

Improve safety of pedestrian walkway on Walker Avenue bridge over West Wendover Avenue by installing pavement markings to direct motorists away from the sidewalk.

QUARTER 1 UPDATE: Installed temporary paint pavement marking centerline and edge line on bridge. Will install final thermoplastic markings once Walker Ave resurfacing project is complete (likely Spring 2017).

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Neighborhood requested surface treatment of bridge (staining). Long term maintenance, slip concerns but will evaluate options when final markings are complete to see if it will work within budget.

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

BUS SHELTER AT GLENDALE AND RANDLEMAN

ID: 01-71

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: GDOT
PROJECT COST: \$11,000

ESTIMATED START DATE: Fall 2016
ESTIMATED COMPLETION DATE: Spring 2017
STATUS: Design Underway

BRIEF PROJECT DESCRIPTION:

Install concrete pad / bus shelter at intersection on Glendale Drive just west of Randleman Road.

QUARTER 1 UPDATE: Initial investigations complete; staff has been unable to reach property owner to inquire about an easement agreement.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Obtaining an easement agreement from property owner for shelter location.

AS OF SEPTEMBER 2016

5

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

BUS SHELTER AT LAKE FIELD & VANDALIA RD.

ID: 01-72

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: GDOT
PROJECT COST: \$11,000

ESTIMATED START DATE: August 2016
ESTIMATED COMPLETION DATE: September 2016
STATUS: Complete

BRIEF PROJECT DESCRIPTION:

Install concrete pad / bus shelter on West Vandalia Road near Lake Field Drive.

QUARTER 1 UPDATE: Concrete pad installation is complete. Bus Shelter will be installed September 21, 2016.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

CROSSWALK AT VANDALIA RD AND RANDLEMAN

ID: 01-73

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: GDOT
PROJECT COST: \$20,000

ESTIMATED START DATE: Summer 2016
ESTIMATED COMPLETION DATE: November 2016
STATUS: In Progress

BRIEF PROJECT DESCRIPTION:

Upgrade intersection to include curb ramps, pedestrian signals and pedestrian crosswalks.

QUARTER 1 UPDATE: Sidewalk / curb ramps completed as part of adjoining sidewalk project. Crosswalk installed. Work order has been issued for staff to install pedestrian signals. Expected completion by Nov. 1

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

TRAFFIC TURN LANE RANDLEMAN & GLENDALE

ID: 01-74

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: GDOT
PROJECT COST: \$12,000

ESTIMATED START DATE: Summer 2016
ESTIMATED COMPLETION DATE: October 2016
STATUS: In Progress

BRIEF PROJECT DESCRIPTION:

Install center turn lane / left turn lane on Glendale Road between Randleman Road and Bristle Cone Road

QUARTER 1 UPDATE: Work order issued for pavement marking installation. Expected completion by Oct 1.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

CROSSWALK FOR SAFE CROSSING OF PHILLIPS AVENUE

ID: 02-71

CITY COUNCIL DISTRICT: 2
LEAD DEPARTMENT: GDOT
PROJECT COST: \$6,000

ESTIMATED START DATE: Spring 2017
ESTIMATED COMPLETION DATE: Spring 2017
STATUS: In Progress

BRIEF PROJECT DESCRIPTION:

Construct concrete refuge island and crosswalk with associated signs

QUARTER 1 UPDATE: Refuge island / crosswalk is part of the Philips Ave sidewalk project. Sidewalk project has begun and is progressing eastward from Summit Ave. Expected completion Spring 2017.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

DISTRICT 2 EAST-WEST BIKEWAY IMPROVEMENTS

ID: 02-72

CITY COUNCIL DISTRICT: 2
LEAD DEPARTMENT: GDOT
PROJECT COST: \$18,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

This particular half-mile section of Bessemer Ave in Greensboro has some of the highest rates of both poverty and usage of alternative modes of active transportation, such as walking, biking, and transit use, compared to the whole city (2010 US Census). This new bicycling facility will provide additional connections for area residents and students from nearby NCSU A&T to local businesses and family-wage employment, in a more pleasant environment than a regular bike lane, let alone the current total lack of bike lanes in the area.

QUARTER 1 UPDATE: Project is still in planning phases. GDOT staff met internally and discussed the project proposal and requested markings and signage. Staff determined that certain revisions may need to be made to the proposal in order to conform to GDOT policies and practices. Staff reached out to project proposer to explain potential revisions and are in the process of determining next steps with the proposer.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Some roadway markings and traffic control proposed are unfamiliar to GDOT staff and are being used on some roads that are normally unmarked. Need to work closely with project proponent to understand project routing and where compromises may need to be made.

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

CROSSWALK LAWDALE & LAKE JEANETTE

ID: 03-71

CITY COUNCIL DISTRICT: 3
LEAD DEPARTMENT: GDOT
PROJECT COST: \$10,000

ESTIMATED START DATE: Fall 2016
ESTIMATED COMPLETION DATE: Spring 2016
STATUS: Design Underway

BRIEF PROJECT DESCRIPTION:

Install curb ramp, crosswalk and pedestrian signal on south side of Lawndale / Lake Jeanette intersection

QUARTER 1 UPDATE: Signal design complete. Preparing work order for curb ramp and pavement markings.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

DISTRICT 3 BIKE LANE IMPROVEMENTS

ID: 03-72

CITY COUNCIL DISTRICT: 3
LEAD DEPARTMENT: GDOT
PROJECT COST: \$30,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

District 3 Bikeway to connect Greensboro residents to education & employment opportunities at A&T and on Battleground. New family-friendly Bikeway to link Latham/Lake Daniels bike path to Hendrix railroad bike bridge - towards the A&T campus. Sharrows, bikeway signage & way finding signage along portions of Cridland, Parkway, Eugene, Hendrix, and Fisher Park Circle. Crosswalk improvements across Wendover at Cridland; across Parkway at Eugene; and across Elm & Church at Hendrix.

QUARTER 1 UPDATE:	Project is still in planning phases. GDOT staff met internally and discussed the project proposal and requested markings and signage. Staff determined that certain revisions may need to be made to the proposal in order to conform to GDOT policies and practices. Staff reached out to project proposer to explain potential revisions and are in the process of determining next steps with the proposer.
QUARTER 2 UPDATE:	
QUARTER 3 UPDATE:	
QUARTER 4 UPDATE:	

Challenges:	Some roadway markings and traffic control proposed are unfamiliar to GDOT staff and are being used on some roads that are normally unmarked. Need to work closely with project proponent to understand project routing and where compromises may need to be made.
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APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

MURAL BELLEMEADE ST PARKING DECK

ID: 03-73

CITY COUNCIL DISTRICT: 3
LEAD DEPARTMENT: GDOT
PROJECT COST: \$30,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Mural project on parking deck. Public solicitation of artwork from creative community.

QUARTER 1 UPDATE: Project will require involvement of multiple community stakeholders – determining who and what is needed to best facilitate this community process.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

CROSSWALK ELAM & CAMDEN

ID: 04-71

CITY COUNCIL DISTRICT: 4
LEAD DEPARTMENT: GDOT
PROJECT COST: \$6,000

ESTIMATED START DATE: Spring 2017
ESTIMATED COMPLETION DATE: Spring 2017
STATUS: Design Underway

BRIEF PROJECT DESCRIPTION:

Install crosswalk, refuge island and associated signage at intersection of Elam / Camden.

QUARTER 1 UPDATE: Finalizing drawing and handling coordination with Guilford County Schools regarding bus route

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Need to rework bus route to avoid turns at this intersection

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

CROSSWALK SPRING GARDEN & HOWARD

ID: 04-72

CITY COUNCIL DISTRICT: 4
LEAD DEPARTMENT: GDOT
PROJECT COST: \$20,000

ESTIMATED START DATE: Spring 2017
ESTIMATED COMPLETION DATE: Spring 2017
STATUS: Design Underway

BRIEF PROJECT DESCRIPTION:

Upgrade curb ramps, install crosswalk and associated signage at intersection of Spring Garden St & Howard St

QUARTER 1 UPDATE: Preliminary site visit was conducted in the Spring to refine concept. Site design is pending.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

HISTORICAL WELCOME TO GREENSBORO SIGN

ID: 05-71

CITY COUNCIL DISTRICT: 5
 LEAD DEPARTMENT: GDOT
 PROJECT COST: \$35,000

ESTIMATED START DATE: Spring 2017
 ESTIMATED COMPLETION DATE: Summer 2017
 STATUS: Preliminary

BRIEF PROJECT DESCRIPTION:

Install "Welcome to Greensboro" monument sign along West Friendly Ave near I-840 interchange

QUARTER 1 UPDATE: Preliminary sign design submitted by neighborhood. Initial discussions held with NCDOT regarding siting and approvals.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Friendly Ave is NCDOT right-of-way so coordination with NCDOT on location and maintenance responsibilities is required. NCDOT will likely require city to maintain the sign. Neighborhood desires a message related to the New Garden Community and its heritage. Heritage Community designation still pending CC action.

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

SHADE CLOTH COVER AT WARNERSVILLE POOL

ID: 01-75

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: P&R
PROJECT COST: \$15,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Shade cloths at city pools that would provide shade to citizens who would like protection from the sun but still want to be outside.

QUARTER 1 UPDATE: Currently this project in the early planning process contacting vendors and working to find the best fit for the aquatic venues within the budgeted funds. These structure will need to be reviewed by Developmental Services for zoning and permits requirements. Guilford County Health Department may also need to review.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: These structure will need to be reviewed by Developmental Services for zoning and permits requirements. Guilford County Health Department may also need to review.

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

UPDATED EQUIPMENT IN WOODLEA ACRES PARK

ID: 01-76

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: P&R
PROJECT COST: \$8,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Update, repair or replace equipment in Woodlea Park.

QUARTER 1 UPDATE: Site visits to the park to determine needs and best way to maximize the funding available.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

GREENSBORO FOUR DUDLEY ALUMNI MURAL (WINDSOR REC)

ID: 02-73

CITY COUNCIL DISTRICT: 2
LEAD DEPARTMENT: P&R
PROJECT COST: \$10,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

A mural highlighting the history and legacy of the prestigious alum of Dudley High School will be created in District 1. Three of the four A&T 4 are Dudley Alum, Sandy Smith, and many others have had impacts on Greensboro and the wider country. A mural in their honor would be a great way to highlight the work and contributions of Dudley to Greensboro.

QUARTER 1 UPDATE:

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

PLAYPRINT PEELER RECREATION CENTER

ID: 02-74

CITY COUNCIL DISTRICT: 2
LEAD DEPARTMENT: P&R
PROJECT COST: \$7,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Colorful street game paintings on the sidewalk, such as hopscotch & four square.

QUARTER 1 UPDATE: Researching vendor.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

SHADE CLOTH COVER AT PEELER POOL

ID: 02-75

CITY COUNCIL DISTRICT: 2
LEAD DEPARTMENT: P&R
PROJECT COST: \$15,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Shade cloths at city pools that would provide shade to citizens who would like protection from the sun but still want to be outside.

QUARTER 1 UPDATE: Currently this project in the early planning process contacting vendors and working to find the best fit for the aquatic venues within the budgeted funds. These structure will need to be reviewed by Developmental Services for zoning and permits requirements. Guilford County Health Department may also need to review.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: These structure will need to be reviewed by Developmental Services for zoning and permits requirements. Guilford County Health Department may also need to review.

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

SHADE CLOTH COVER AT WINDSOR POOL

ID: 02-76

CITY COUNCIL DISTRICT: 2
 LEAD DEPARTMENT: P&R
 PROJECT COST: \$15,000

ESTIMATED START DATE:
 ESTIMATED COMPLETION DATE:
 STATUS:

BRIEF PROJECT DESCRIPTION:

Shade cloths at city pools that would provide shade to citizens who would like protection from the sun but still want to be outside.

QUARTER 1 UPDATE: Currently this project in the early planning process contacting vendors and working to find the best fit for the aquatic venues within the budgeted funds. These structure will need to be reviewed by Developmental Services for zoning and permits requirements. Guilford County Health Department may also need to review.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: These structure will need to be reviewed by Developmental Services for zoning and permits requirements. Guilford County Health Department may also need to review.

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

GREENSBORO ARBORETUM BRIDGE REPAIR

ID: 04-75

CITY COUNCIL DISTRICT: 4
LEAD DEPARTMENT: P&R
PROJECT COST: \$20,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

The Arboretum is a community park that draws visitors from many areas so there is not just one community that will benefit from the bridge repairs. Three bridges in the park are in need of repair due to rotting wood.

QUARTER 1 UPDATE: Working with consultants to determine best course of action for bridge repair/replacement.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Confusion with community regarding the scope and funding for this projection.

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

PLAYPRINT TROTTER RECREATION CENTER

ID: 05-72

CITY COUNCIL DISTRICT: 5
LEAD DEPARTMENT: P&R
PROJECT COST: \$7,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Colorful street game paintings on the sidewalk, such as hopscotch & four square. Request a 'ribbon cutting' ceremony when complete.

QUARTER 1 UPDATE: Researching vendor information.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

2 CONCRETE GAME TABLES

ID: 05-73

CITY COUNCIL DISTRICT: 5
LEAD DEPARTMENT: P&R
PROJECT COST: \$20,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Place 2 chess tables and chairs at local parks to encourage lessons and community. Table & chairs are not mobile and will be able to withstand all weather lasting for up to 10-15 years before repair needed.

QUARTER 1 UPDATE: Reviewing vendor materials and park feasibility.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges:

AS OF SEPTEMBER 2016

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PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

ARDMORE PARK FLASH CAM*

ID: 01-77

CITY COUNCIL DISTRICT: 1
LEAD DEPARTMENT: P&R/FO
PROJECT COST: \$5,000

ESTIMATED START DATE:
ESTIMATED COMPLETION DATE:
STATUS:

BRIEF PROJECT DESCRIPTION:

Security cameras to discourage after-hours illicit use of the park.

QUARTER 1 UPDATE: Discussed use of flash cameras as a feasible option. Will need to review costs.

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Monitored security cameras at this location were not feasible. Flash cams were discussed as an alternative solution to achieve the same goal.

APPENDICES

PB CYCLE 1 PROJECT IMPLEMENTATION IN FY16-17 (CONT'D)

Participatory Budgeting Project Implementation FY 16-17

BUS TRACKING MOBILE APPLICATION

ID: 17-01

CITY COUNCIL DISTRICT: All
LEAD DEPARTMENT: GTA
PROJECT COST: \$90,000

ESTIMATED START DATE: JUNE 2016
ESTIMATED COMPLETION DATE: SEPTEMBER 2016
STATUS: COMPLETED

BRIEF PROJECT DESCRIPTION:

Create a bus application to *instantly locate all of our GTA and HEAT buses* no matter where they are. View their current routes and *get arrival countdowns* for any of the bus stops.

QUARTER 1 UPDATE: Project Complete. Tracking system went live on August 15, 2016.
<http://www.greensboro-nc.gov/index.aspx?page=5026>

QUARTER 2 UPDATE:

QUARTER 3 UPDATE:

QUARTER 4 UPDATE:

Challenges: Marketing the new app for community awareness.

AS OF SEPTEMBER 2016

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GREENSBORO PB HANDBOOK



Greensboro Participatory Budgeting

Handbook 2015-2016



PARTICIPATORY
BUDGETING PROJECT

GPB.10.15.D

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro



Participatory Budgeting

Lets community members engage with government and improve their cities by deciding how to spend public budgets.

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www.greensboro-nc.gov/pb

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GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

ABOUT THIS HANDBOOK

This booklet was developed by the Greensboro Participatory Budgeting (GPB) Steering Committee with assistance from the Participatory Budgeting Project. While participatory budgeting (PB) is inspired by experiences elsewhere, we want the Greensboro process to reflect the special characteristics of the local community. The Steering Committee thus generated these guidelines and rules based on our understanding of community needs, issues, and interests.

This handbook is only a starting point, and we intend for it to remain a work in progress. We will produce additional guidelines and materials as necessary, and continue developing and improving the process as it unfolds in the current and future years, together with other community members.



Making History

Greensboro is the first city in the south to implement a participatory budgeting process!

WHAT IS PARTICIPATORY BUDGETING?

Participatory Budgeting (PB) is a democratic process in which community members directly decide how to spend part of a public budget. PB gives ordinary people real decision-making power over real money. The process was first developed in Brazil in 1989, and there are now over 3,000 participatory budgets around the world, most at the municipal level.

www.greensboro-nc.gov/pb

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APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

ABOUT GREENSBORO PARTICIPATORY BUDGETING

In 2011, after a presentation by the Participatory Budgeting Project to the Greensboro community, residents began organizing to bring PB to Greensboro. Over the next few years of community organizing, outreach, and research, the community group - Participatory Budgeting Greensboro, worked with Greensboro City Council and city staff to draft a resolution to bring participatory budgeting to the Greensboro city budget. Council passed the resolution in October 2014 allocating \$500,000 for Greensboro's PB process where each of the five Greensboro council districts will receive \$100,000 for residents to decide upon capital projects. Greensboro is the first city in the south to implement PB.



www.greensboro-nc.gov/pb

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GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

GREENSBORO PB STEERING COMMITTEE

Formed in 2015 to design and support Greensboro’s city-wide participatory budgeting process, the Steering Committee is comprised of volunteer community members representing all council districts and a variety of community groups and organizations. A public call for nominations from Council was opened in September and from the pool of nominees, each sitting Council Member appointed two Greensboro residents to serve on the Steering Committee.

Steering Committee rules will be filed with the City of Greensboro, in line with standard processes.

STEERING COMMITTEE MEMBERS

Co-Chairs – Anita Cafiero, Kevin Williams

DISTRICT 1

Amina Tahirou
Dorian Thompson
Lisa Johnson-Tonkins

DISTRICT 2

David Horth
David Reed
Kevin Williams
Vanessa Martin

DISTRICT 3

Erin Pearsall
Ann Stringfield

DISTRICT 4

Wayne Abraham
Anita Cafiero
Andrew Egbert
Kenneth Klase

DISTRICT 5

Esther Idassi
Kathleen Sullivan

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

GOALS: WHAT DO WE WANT TO ACCOMPLISH WITH PB?

We believe we can improve our city through PB. While there are many benefits to doing PB, the main goals we strive to achieve are:

EQUITY

We hope to achieve equity through this process. By this we mean fair distribution of funds for each district and within districts. We also want to see resident participation in each district that reflects the demographics of district residents.

EMPOWERMENT

We want to achieve more inclusion through our process. Greensboro is a city that is widespread and there are people who are excluded from participating fully in other processes. We want to engage those residents who are normally not, specifically along traditional elections and voting, in this process. We'd like to see engagement efforts of Greensboro PB lead to higher participation in other things like traditional voting.

COMMUNITY BUILDING

We want to strengthen democracy in Greensboro by helping to create more community leaders through civic education and the hands-on experience of the PB process. Five years from now we want to see an expanded civic leadership come from PB in Greensboro. We want to see an increase in community relationships. Participants should have fun and enjoy the process.

www.greensboro-nc.gov/pb

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GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

GOALS: WHAT DO WE WANT TO ACCOMPLISH WITH PB?

TRANSPARENCY

We want a research and evaluation of the process to help us measure the diversity and change in diversity of participants in the process. We want to build a sustainable bridge of ideas through PB, a bridge that connects us across neighborhoods and districts and breeds collaboration. We want to have consistency in our process. This is important to consider as some districts will have residents with higher capacities for outreach and participation and we want to make sure to provide more resources and capacity building training to districts/neighborhoods with lower capacity.

KEY PRINCIPLES

- We want to empower people to use their voices by participating in civic life.
- We want to have an accessible process including differences in language, age, mobility and other ways so that everyone feels comfortable participating.
- We want to have a focused commitment to process integrity. This means operating with consistency, discipline, transparency, and accountability.
- We want to be able to let Greensboro residents know that “what they see is what they get” with this process.

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

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

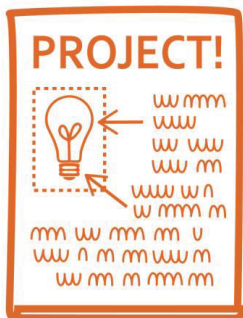
TIMELINE: WHAT HAPPENS WHEN?

The PB process involves a series of meetings and decisions that feed into the city's annual budget cycle and fits into four main phases. This cycle will take place over the next eight months beginning in the fall of 2015 and ending in the spring of 2016.



IDEA COLLECTION: OCTOBER – DECEMBER

Residents from across the city are invited to gather to learn about district needs, the budget and share ideas at neighborhood assemblies, meetings and online. In addition to sharing ideas people are asked to volunteer as Budget Delegates.



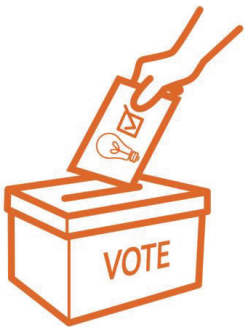
PROPOSAL DEVELOPMENT: DECEMBER – MARCH

Volunteer Budget Delegates will work together with City Staff and subject matter experts to take all the submitted ideas from the Idea Collection phase and turn them into concrete, project proposals that can be put on a ballot.

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

TIMELINE: WHAT HAPPENS WHEN?



EXPOS & VOTING: APRIL

Final proposals are presented to the community at Project Expos and then put on the ballot for the Vote. Voting happens over a period of one to two weeks at city offices and various community locations convenient to the public. Projects with the most votes in each district will be funded until the funds expire.



IMPLEMENTATION: MAY - ONWARD

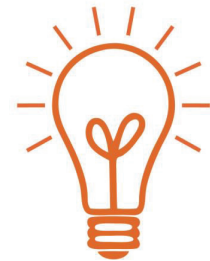
The projects with the most votes are implemented through the city's usual process of procurement. City Staff and the Steering Committee will keep the community informed on the progress of winning projects and may call upon budget delegates to help with any additional community input or outreach.

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

RULES: HOW DOES PB WORK IN GREENSBORO?



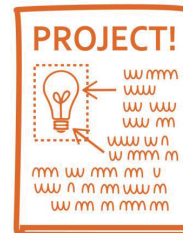
IDEA COLLECTION

- Anyone is welcome to attend the Neighborhood Assemblies and propose project ideas.
- Idea Collection will be done online, at assemblies, as well as smaller-scale mini-assemblies at non-PB meetings of community organizations, churches, civic associations. Each district will hold at least five Idea Collection events. Events will be planned with consideration for inclusiveness and engaging underrepresented populations.
- It is recommended that there be at least one event in each of the following timeframes: morning, weekend, and evening. This will allow for the broadest possible attendance considering a variety of work and life schedules.

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

RULES: HOW DOES PB WORK IN GREENSBORO?



PROPOSAL DEVELOPMENT

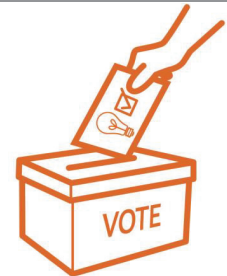
- Proposal Development will be a collaborative process between volunteer Budget Delegates, City staff, and community stake holders.
- Anyone at least 14 years of age, who lives in the district, works in the district, has a business in the district, is a student in the district or has children who are students in the district is welcome to serve as a budget delegate.
- City Staff and the Steering Committee will decide which issue committees are created based on the ideas proposed by the community at large. Potential issue committees may include but are not limited to: Transportation, Streets, Public Safety, Parks, Arts, Libraries, and Sustainability.
- If there are enough budget delegates who feel they face major obstacles to participating fully in issue committees, they may form a demographic committee for the district in which they are located. Demographic committees are meant to ensure maximum participation from community members, who might not otherwise participate, not to divide or separate sectors of the community. Potential demographic committees may include but are not limited to: Youth, Seniors, and Non-English Speaking Communities.

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

RULES: HOW DOES PB WORK IN GREENSBORO?



EXPOS

- Each district will hold Project Expos, where budget delegates will present their project proposals to the community and get feedback. These events include an opening presentation and a science fair style exposition where committees display their projects in process with visual aids (e.g., poster displays or videos).
- The Steering Committee will determine the number and location of the expos.

VOTING

- People who live in the district and are at least 14 years of age can vote for projects.
- At the time of voting, voters must present proof they satisfy the eligibility requirements. Examples of acceptable IDs are listed on page 14.
- To facilitate broad participation, each district will hold multiple days of voting, and mobile voting sites.
- There are no city-wide projects. Each district will have its own ballot, and multi-district projects will be represented on their perspective district ballots. For a project to win, it must win on each district ballot in which it is represented.
- Each voter may cast one vote per project proposal, and will receive the same number of votes (determined by district).
- The projects will be ranked by order of highest number of votes to lowest for each district. The \$100,000 will be allocated based on this list until it is expired.

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

RULES: HOW DOES PB WORK IN GREENSBORO?



APPROVAL OF FUNDING

- After the vote, winning projects will be submitted to the City Manager for inclusion in the recommended budget. The City Manager will submit their recommended budget to City Council for adoption. City Staff will keep residents apprised regarding project implementation schedules. Staff may confer with the Steering Committee for additional information regarding specific projects.
- City Staff will keep residents updated on implementation progress and may confer with the Steering Committee for guidance on project details.

AMENDMENTS

- The Steering Committee will review and modify the handbook as needed at the end of each PB cycle, during planning for the next cycle. In the case of urgent issues that cannot wait until the end of the current cycle, the SC may make changes via a quorum vote. Reasonable prior notice of proposed changes will be furnished to the City of Greensboro and budget delegates.

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

ACCEPTABLE VOTER IDS

Voters must prove they live in the district and are of age to vote. In order to facilitate broad participation, voters may present a wide array of proofs of ID, including but not limited to one or more of those below, establishing residency and age:

- A document with name and current address from a local, state, or US government agency such as a state driver's license or non-driver ID, consular ID, passport, EBT card, military ID card;
- Voter registration card;
- Utility, medical, credit card bill with name and current address;
- Current lease;
- Paycheck or paycheck stub from an employer or a W-2 statement;
- Bank statement or bank-issued credit card statement;
- Student ID;
- School ID;
- Employee ID;
- Permanent Resident Card (Green Card) or other Immigration Documentation;
- Residency Letter or Identification issued by a homeless shelter, halfway house, etc;
- Passport or other ID issued by a foreign government;
- Social Security benefit statements or check;
- Employment Authorization Document;
- Medicare or other insurance document with address;
- Tax forms;
- School records (or naming the parents of children attending school and the parents' address);
- Title to any property (automobiles, house, etc.) with address;
- Birth or marriage certificate;
- Union Membership Card.

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

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.

COMMUNITY MEMBERS

- Attend a Neighborhood Assembly and/or Project Expo
- Identify local problems and needs
- Propose project ideas
- Volunteer to be budget delegates
- Vote on project proposals
- Encourage friends and neighbors to participate in GPB

BUDGET DELEGATES

- Identify local problems and needs
- Discuss and prioritize initial project ideas
- Consult with community members on project proposals
- Develop full project proposals
- Prepare project posters and presentations
- Conduct outreach to mobilize community members to participate
- Monitor project implementation
- Participate in the evaluation of the PB process

APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

ROLES & RESPONSIBILITIES: WHO DOES WHAT?

STEERING COMMITTEE

- Design and oversee the PB process
- Make decisions about the PB Process
- Distribute promotional materials
- Conduct outreach to mobilize community members to participate
- Support Neighborhood Assemblies and budget delegate meetings
- Facilitate budget delegate orientations
- Approve and help evaluate the PB process
- Review and revise rules to the PB process
- Encourage PB
- Help create a shared catalog of project costs
- Help provide interpretation and translation of materials

CITY FACILITATORS

- Provide staff support to budget delegates
- Prepare and distribute educational and promotional materials
- Act as liaison with city departments and agencies providing estimates for project proposals and leveraging funds with sister agencies
- Provide feedback and technical assistance on project proposals
- Deliver final PB decisions to the City
- Monitor project implementation

PARTICIPATORY BUDGETING PROJECT

- Prepare educational and promotional materials
- Offer technical assistance on the PB process
- Coordinate evaluation of the PB process
- Prepare written reports and data summaries of the process
- Help provide interpretation and translation of materials
- Help establish GPB online presence and resources

www.greensboro-nc.gov/pb

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GREENSBORO PB HANDBOOK (CONT'D)

Participatory Budgeting Greensboro

GLOSSARY OF GREENSBORO PB

Included below are some common terms and definitions that we use during the process.

BUDGET DELEGATE – Budget delegates are volunteers from the community that do the work necessary to turn community ideas into project proposals.

ISSUE/DEMOGRAPHIC COMMITTEES – Issue/Demographic committees are meant to ensure maximum participation from community members who might not otherwise participate, not to divide or separate sectors of the community.

MOBILE VOTING – Voting that happens on location in high traffic areas that are accessible to the community; typically held over short periods of time 2-3 hours.

NEIGHBORHOOD ASSEMBLIES – Town hall style meetings that involve presentations and small group brainstorming and take place in various locations throughout the districts.

PROJECT EXPO – Community gathering where budget delegates showcase their project proposals for their communities. Often resemble science fair type events with volunteer made visual presentations.

STEERING COMMITTEE – Appointed by City Council to coordinate the PB process across all districts in the City of Greensboro.



www.greensboro-nc.gov/pb

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APPENDICES

GREENSBORO PB HANDBOOK (CONT'D)



www.greensboro-nc.gov/pb
@GreensboroPB – Twitter
[Facebook.com/PBGreensboro](https://www.facebook.com/PBGreensboro)
pbgreensboro@gmail.com



For more information on Participatory Budgeting in other cities, please check out www.participatorybudgeting.org or contact the Participatory Budgeting Project at 347-652-1478 or info@participatorybudgeting.org. The Participatory Budgeting Project (PBP) is a non-profit organization that empowers people to decide together how to spend public money, primarily in the US and Canada. We create and support participatory budgeting processes that deepen democracy, build stronger communities, and make public budgets more equitable and effective.

MEDIA MENTIONS, 2015-2016

PBS

- [America by the Numbers: The New Deciders](#)
(starting at 11:50)
Maria Hinojosa, Tuesday, September 6, 2016

YES! MAGAZINE

- [Meet the Citizens Who Helped Decide Their City's Budget—and Got Better Buses, Benches, and Crosswalks](#)
Ken Otterbourg, Friday, May 20, 2016

PARTICIPATORY BUDGETING PROJECT

- [Participatory Budgeting Proposed for Greensboro](#)
Gianpaolo Baiocchi, June 24, 2011
- [Shaping Democracy Through Teamwork](#)
Mariam Chardiwall, April 26, 2016

Z. SMITH REYNOLDS

- [City of Greensboro's Participatory Budgeting Project](#)
April 2016

NEWS & RECORD

- [Council OK's participatory budgeting](#)
Joe Killian, October 8, 2014
- [Council taking first steps toward participatory budgeting](#)
Joe Killian, August 30, 2015
- [The facts about participatory budgeting](#)
Wayne Abraham, Sunday, September 13, 2015
- [First in series of Greensboro participatory budgeting meetings set for Monday](#)
Staff Reports, Friday, October 30, 2015
- [Participatory budgets will go to pet projects](#)
Jerry Weston, September 3, 2015

- [Council showing you the \(city's\) money](#)
Susan Ladd, Monday, November 16, 2015
- [Community-City group calls on Greensboro to change police procedures](#)
Joe Gamm, Thursday, November 19, 2015
- [Greensboro council, committee to iron out differences on participatory budgeting](#)
Joe Killian, Friday, December 25, 2015
- [Our money, our voice](#)
Saturday, January 2, 2016
- [Analysis: Is Greensboro becoming one of the South's most progressive cities?](#)
Joe Killian, Sunday, March 6, 2016
- [Greensboro districts weigh in through participatory budgeting](#)
Joe Killian, Thursday, April 14, 2016
- [Participatory Budgeting: People, not politicians, decide how to spend \\$500,000 in Greensboro](#)
Spoma Jovanovic, April 17, 2016
- [Inside Scoop: Consultant fee a waste of taxpayer money, Wilkins says](#)
Margarett Moffett, Thursday, May 5, 2016
- [Inside Scoop: Reviews mixed on participatory budget process](#)
Margarett Moffett, Wednesday, May 25, 2016
- [Plan to let residents pick taxpayer-funded projects gets mixed reviews](#)
Margaret Moffett, Tuesday, May 31, 2016
- [Our opinion: Their cash, their call](#)
Editorial Staff, Friday, June 3, 2016

WFMY

- [You Pick: Greensboro Passes Participatory Budgeting Plan](#)
WFMY News 2, October 21, 2014

APPENDICES

MEDIA MENTIONS, 2015-2016 (CONT'D)

- [Greensboro Is Looking For Your \\$100k Idea](#)
Lauren Melvin, Thursday, November 19, 2015
WFMY News 2
- [Vote On 100K Idea For Your Neighborhood](#)
Lauren Melvin, Tuesday, March 16, 2016
WFMY News 2
- [Participatory Budget Voting Wraps Up in Greensboro](#)
Emily Hodgdon, Wednesday, April 20, 2016
WFMY News 2
- [Greensboro Budget: \\$30 Vehicle License Fee, Utilities Bill Increase](#)
Carrie Hodgkin, Tuesday, May 03, 2016
WFMY News 2

LOCAL NEWS CHANNELS

- [WXII News Channel 12 - Video of 11/9/15 Central Library Meeting](#)
Monday, November 9, 2015
- [Greensboro seeks citizen suggestions for Participatory Budgeting, neighborhood improvements](#)
Joe Dominguez, Monday, November 9, 2015
MyFox8
- [Greensboro Residents to Help Decide How City Spends Budget Money](#)
Amara Omeokwe, Thursday, November 19, 2015
TWC News
- [GTN's This is Greensboro" with Rosemary Plybon - Participatory Budget](#)
Rosemary Plybon, Thursday, November 19, 2015
GTN

- [GTN's This is Greensboro" with Rosemary Plybon - Participatory Budget Stage 2](#)
Rosemary Plybon, Wednesday, March 30, 2016
GTN
- [News 14 Carolina - Video of 04/11/16 First Day of Voting](#)
Monday, April 11, 2016
- [MyFox 8 - Voting Underway on Proposed Projects](#)
Tuesday, April 19, 2016

LOCAL PAPERS

- [Participe en votaciones por el presupuesto de Greensboro](#)
Adrian Romero Paz, Wednesday, March 2, 2016
Que Pasa
- [Participatory Budgeting](#)
Clarette Sutton
Greensboro Voice
- [Exponen idea del presupuesto a votacion](#)
Redaccion, Wednesday, March 9, 2016
Que Pasa
- [Dr. Spoma Jovanovic and Students Help Make History in Participatory Budgeting](#)
Mike Harris, UNCG Campus Weekly, May 3, 2016
- [Durham eyes 'participatory budget' process](#)
Lauren Horsch, Durham Herald-Sun, June 28, 2016
- [Participatory Budgeting in Greensboro, NC](#)
Ben Kittelson, ELGL.org, July 8, 2016

YES! WEEKLY

- [Participatory budgeting proposed for Greensboro](#)
Eric Ginsburg, June 22, 2011

MEDIA MENTIONS, 2015-2016 (CONT'D)

- [Greensboro council to explore participatory budgeting](#)
Eric Ginsburg, January 30, 2013
- [Participatory Budgeting moves forward in Greensboro](#)
Allison Stalberg, Wednesday, March 23, 2016

TRIAD CITY BEAT

- [In print: It just might work: Participatory budgeting](#)
Eric Ginsburg, March 12, 2014
- [Greensboro to consider participatory budgeting on Tuesday](#)
Eric Ginsburg, October 3, 2014
- [New city council structure begins new week](#)
Eric Ginsburg, Wednesday, August 16, 2015
- [The 2015 Election Guide Dance-off](#)
Brian Clarey, Wednesday, October 21, 2015
- [Citizen Green: Those who show up decide how our money is spent](#)
Jordan Green, Wednesday, November 11, 2015
- [The Triad 100: What mattered most in 2015](#)
Brian Clarey, December 30, 2015
- [Participatory budgeting lurches forward in Greensboro](#)
Eric Ginsburg, Wednesday, April 6, 2016

UNC CHAPEL-HILL

- [What We Talk About When We Talk About PB \(Hint: It's Spreadable!\)](#)
Andrew Trump, Monday, November 30, 2015
Angles - Carolina Planning Journal
- [Greensboro Budget Exercise: Broad-based Involvement and Neighborhood Choice](#)
John B. Stephens, December 21, 2015
Community Engagement Learning Exchange -
A UNC School of Government Blog

- [Neighborhoods Vote to Spend \\$500K on 30 Projects in Greensboro](#)
Ranata Reeder, Thursday, May 19 2016 ,
Community Engagement Learning Exchange -
A UNC School of Government Blog

RHINO TIMES

- [Rhino Will Charge just \\$50k to Teach City to Spend \\$500k](#)
John Hammer, Thursday, October 9, 2014
- [Entry-level City Employees to Make \\$30,000-plus a Year](#)
John Hammer, Thursday, August 20, 2015
- [For The Select Few: Council Primary Endorsement](#)
John Hammer, Thursday, October 1, 2015
- [The Good, Bad and Ugly City Council Endorsements](#)
John Hammer, Thursday, October 29, 2015
- [Council to Take Second Look at Trashing Recycling Contract](#)
John Hammer, Thursday, December 17, 2015
- [City's Idea of Participation Misleading](#)
John Hammer, Wednesday, April 6, 2016

LOCAL RADIO

- [Traditional Voting Laws Don't Apply in Greensboro's Participatory Budgeting Process](#)
Keri Brown, WFDD, October 7, 2014
- [The Bottom Line with Bob and Art Davis](#)
Tuesday, November 17, 2015
- [The Bottom Line with Bob and Art Davis](#)
Tuesday, March 29, 2016

APPENDICES

SELECTED NEWSPAPER AND MAGAZINE ARTICLES

11/4/2016

Participatory Budgeting: People, not politicians, decide how to spend \$500,000 in Greensboro - Greensboro News & Record: Columnists

Participatory Budgeting: People, not politicians, decide how to spend \$500,000 in Greensboro

By Spoma Jovanovic | Posted: Sunday, April 17, 2016 12:00 am

Last fall, at neighborhood assemblies and events all over the city, residents were asked, “What project can you imagine that could make Greensboro better?”

From a YMCA on the east side of town to downtown festivals, from library meeting rooms and community centers on the west, north and south ends of Greensboro, and from multiple social media platforms, a total of 1,098 residents responded in what was the first phase of Participatory Budgeting. Those community members submitted 675 suggestions for capital projects that they believed could improve this city — things like new bus shelters, chess tables for local parks, murals, shade canopies for community pools, bike lane improvements and a phone app to track bus schedules and times.

Since last week, voters in Greensboro, ages 14 and older, have been selecting up to five favorites they’d like to see funded from a list of about a dozen projects on a ballot, specific to their City Council district. A popular vote will define how \$100,000 will be used in each of the five districts with voting continuing through April 22. When it’s over, the projects with the highest number of votes will be submitted to the City Manager’s Office for the 2016-17 budget to be approved by City Council.

Participatory Budgeting (PB) has brought people together in small groups to talk about what was important to them, and to advance those ideas for collective consideration.

Has the process been worth the effort?

That’s the question some have asked from the start, when the city invested an additional \$100,000, matched by foundation awards of an equal amount, to pay for this citizen-inspired initiative.

For PB to be successful, residents need to be involved in proposing ideas. More need to research the feasibility and costs of those ideas. And even more need to vote. Importantly, people from historically under-represented parts of the city have to be included for the process to reflect the true character of the city, and not simply the interests of a few.

For the proponents, PB enhances the self-governing features of a city by involving residents in discussions and deliberations to determine solutions to community needs. Residents learn the challenges of city operations, and city officials learn about the concerns of people not previously involved in government projects. Transparency grows, accountability deepens, communities bond and residents develop a kind of public wisdom or understanding of how participatory democracy works.

PB has required months of planning and a well-developed process to ensure robust community involvement. Two staff members, Greensboro natives, have coordinated the time-intensive work of contacting existing community groups, delivering training modules, tracking the progress of all 675 original project ideas, running public meetings and orchestrating an outreach campaign.

http://www.greensboro.com/opinion/columns/participatory-budgeting-people-not-politicians-decide-how-to-spend-in/article_6c497231-7828-5df1-b9af-4ea4356df976... 1/2

SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/4/2016

Participatory Budgeting: People, not politicians, decide how to spend \$500,000 in Greensboro - Greensboro News & Record: Columnists

PB started in 1989 in Porte Alegre, Brazil, and debuted in the United States in 2010. Colleges use PB to involve students in setting campus priorities; housing authorities invite residents to suggest ways to improve operations; and city governments invite residents to share in the work of improving the community.

The drive to bring PB to Greensboro began in May 2011 by a small group of citizens. In fact, Greensboro is the first city in North America to use a bottom-up approach to getting PB. And Greensboro is the first city in the South to implement PB.

PB is recognized by the White House as one the most effective ways to engage the community, and Greensboro's process thus far is no different. Just take a look at the numbers. In PB's first phase, 1,098 people participated compared with the 740 people who had attended a city budget meeting over the last five years combined. PB generated 675 ideas compared to 107 submitted to the Neighborhood Small Projects Program over the last 15 years.

We surveyed PB participants and found 85 percent are new to talks about the city's budget. Participants to date are generally representative of Greensboro's population in ethnicity, income and gender, although lower-income residents and men were slightly under-represented. While most surveyed said they trusted Greensboro's elected leaders at least some of the time, 1 in 5 do not. Finally, 59 percent of those surveyed said they had not been involved in other forms of civic engagement in the past year, but were eager about PB.

For example, a District 2 resident said this about PB: "It was inspiring. ... I am looking forward to other opportunities to provide input in city projects and planning in the future."

A District 3 resident said, "I feel wide citizen participation is woefully at risk, so PB may stimulate a turnaround."

We will be watching closely, and issuing a final evaluation report based on surveys, interviews and other data to document how PB changes relationships between residents and government, and to determine what material changes come of the efforts of this community.

http://www.greensboro.com/opinion/columns/participatory-budgeting-people-not-politicians-decide-how-to-spend-in/article_6c497231-7828-5df1-b9af-4ea4356df976... 2/2

APPENDICES

SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/4/2016

Our Opinion: Their cash, their call - Greensboro News & Record: N&R Editorials

Our Opinion: Their cash, their call

Posted: Saturday, June 4, 2016 12:00 am

The News & Record recently published a list of projects suggested for city funding under the new participatory budgeting process, which gives residents a direct say in how a small fraction of their tax dollars will be spent.

And guess what? There's nary a TV sitcom or custom garbage-can-washing truck to be found.

The vast majority of the projects are, in fact, sensible and pragmatic: bus shelters, crosswalks, a turn lane, shade covers for swimming pools, an emergency call box in a city park.

Even so, to hear some critics tell it, this process is downright un-American. What a numb-skulled notion to let people actually decide how their tax money should be spent.

The program divvied \$500,000 — \$100,000 for each of the city's council districts — to fund initiatives brainstormed and voted on by residents. The more than 1,120 residents who took part in the exercise settled on one citywide project (a bus-tracking app) and 25 district projects.

A former city councilman, Tom Phillips, questions whether the city either needs or can afford participatory budgeting. "None of the items voted on are as important as repairing roads, providing improvements to our transit system or many other services our citizens need," Phillips, who currently sits on the city's Human Relations Commission, says in an email to City Council members.

In other words, bah. Humbug. And get off his lawn while you're at it.

Phillips goes on to suggest that the City Council not fund any of the projects in a tight budget year. He cites needs to upgrade bus service and repair streets. But to have citizens spend the time and energy on these discussions and then tell them to never mind would be unfair and disrespectful. Further, the city already has invested \$100,000 in a consultant to help establish the program, which has been used successfully in a number of other cities. A local foundation chipped in another \$100,000.

This isn't to say that Phillips doesn't raise some valid concerns. He's right to question allowing people as young as 14 years old to cast votes. They at least should be 18.

Phillips also questions the relatively small number of people who voted for the projects. That's a good point as well. The more voices, the better. But as the process gains a foothold, awareness should increase. Then again, how many people attend council meetings during *its* budget meetings? (A packed City Council chamber will hold 170, seated and standing.)

Phillips is hardly the first or the only skeptic. The participatory budgeting concept has been poked and ridiculed from day one.

Certainly there's room for improvement. But why so much resistance to an effort to bring government closer to the people?

http://www.greensboro.com/opinion/n_and_r_editorials/our-opinion-their-cash-their-call/article_2bf546d8-e520-533d-8bbf-e84351ec1c28.html?mode=print

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SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/4/2016

Our Opinion: Their cash, their call - Greensboro News & Record: N&R Editorials

This view seems to presume, first and foremost, that elected officials and city staff are better-equipped to make such calls. And, by and large, they should be.

But they've had their moments: the purchase of a special truck in 1999 to wash 13,000 residential garbage cans (\$165,000); a \$300,000 city loan in 2014 for a locally filmed TV sitcom, first granted, then rescinded — which then prompted a lawsuit and legal expenses.

All of which makes shelters and crosswalks seem positively quaint by comparison.

Which is to say, we're OK with the people's judgment.

APPENDICES

SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/4/2016

The facts about participatory budgeting - Greensboro News & Record: Columnists

The facts about participatory budgeting

By Wayne Abraham | Posted: Sunday, September 13, 2015 8:00 am

Many of you have read or heard about participatory budgeting starting in Greensboro and are probably wondering what it is and how it will work. Misinformation has also gotten out. So here is a simple and straightforward explanation.

Participatory budgeting was started in other countries and came to the United States a few years ago, first in one ward in Chicago and then spreading to New York, Boston and Vallejo, Calif. Last October, the Greensboro City Council approved participatory budgeting here. It voted to use \$100,000 that was previously budgeted as neighborhood small grants to pay instead for a much larger system here to let everyone take part.

So, rather than only a few neighborhoods getting a few little grants, all of us would take part in a much larger and more democratic process.

Matching grant funds of \$100,000 were also to be acquired so that the experts who have helped other cities around the country put this new system into place could do so here.

The Participatory Budgeting Project would be hired to help Greensboro create its own system for doing this here, now and into the future.

Some of you have heard that we're supposedly paying consultants \$100,000 or \$157,000, depending on the version, to "tell us how to spend \$500,000." That is false.

The "consultants" to whom they are referring are the PBP mentioned above. PBP has hired two local people and is helping us set up and create our own participatory budgeting process in Greensboro.

We have to create our own rule book, and we have to have neighborhood assemblies all across our city where people will propose projects and programs and elect budget delegates. Budget delegates will meet with city staff and do feasibility and cost projections for each proposed project or program. Then we will come back together and vote by district on which projects we want to fund.

The top vote-getters will get funded until the \$100,000 is reached per district. And, no, we can't just Google it and magically have trained volunteers and facilitators, organized neighborhood assemblies and everything else involved pop into existence. We need experienced people to help us create, set up and run the entire process this year so that we have this completely new system in place for next time and into the future.

The steering committee will begin meeting in mid-September and use the knowledge and experience gained by other cities to create Greensboro's rule book.

The matching funds to the city's \$100,000 to hire PBP came from the Z. Smith Reynolds Foundation, the Community Foundation of Greater Greensboro, the Fund for Democratic Communities, UNC-Greensboro and others. UNCG has a team of people who will evaluate our process here and report back.

http://www.greensboro.com/opinion/columns/the-facts-about-participatory-budgeting/article_046d7420-1b59-5c4d-88f6-8cbdf6157310.html?mode=print

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SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/4/2016

The facts about participatory budgeting - Greensboro News & Record: Columnists

All of the foundation boards took a hard look at how we proposed to do it, how PBP has helped other cities create their own processes, talked to city budget staff, council members and community members and decided to grant the matching funds for creating a participatory budgeting process here in Greensboro.

Now, you may ask, from where did this \$500,000 (\$100,000 per district) come? Did the City Council allocate an extra \$500,000 for us to spend?

No. This is \$500,000 that has been carved out of the existing budget. Instead of the city staff or City Council deciding how it is spent for us, we are the ones proposing and deciding how our tax dollars are going to be spent and are voting on it. The entire process is open to all, transparent to all, and everyone takes part in it. Thus the name participatory budgeting. Everywhere this has been done, residents have been very happy with it. That's why we wanted it here in Greensboro.

Not one extra penny is being spent by the city. Funds it would have spent on small neighborhood grant projects anyway are going to create a much more inclusive process for our entire city. Funds that would have been allocated by city staff or the City Council will now instead be allocated directly by the residents of Greensboro. This is the opposite of wasting our money. This is us, the taxpayers of Greensboro, proposing and deciding directly how we want our tax dollars to be spent.

So plan on getting together with your neighbors this fall and proposing your own ideas about what needs to be done. Look for the announcements about neighborhood assemblies and talk about it with others. The more people in our city who take part the better.

APPENDICES

SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/5/2016

Participe en votaciones por el presupuesto de Greensboro | Qué Pasa Noticias - Greensboro

Participe en votaciones por el presupuesto de Greensboro

Escrito por [ADRIÁN ROMERO PAZ \(/AUTHORS/ADRIAN-ROMERO-PAZ\)](#), Marzo 2, 2016, 2:02 pm



https://cf2.quepasanoticias.com/sites/default/files/images/qpnoticias/ediciones/Vol22No18/Piedmont/a4_participacionvotaciones.jpg



acuerdo a las decisiones de sus residentes y piden la participación de todos para obtener los mejores resultados.

Por primera vez en Greensboro, se destinarán \$100,000 a cada distrito de la ciudad, en proyectos comunitarios que los mismos vecinos decidan tras un proceso de votación, donde no será necesario ser ciudadano de Estados Unidos y la edad mínima será 14 años.

Ranata Reeder, coordinadora de alcance comunitario del proyecto de "Presupuesto Participativo", dijo que se trata de una gran manera de involucrar a la comunidad en las decisiones de la ciudad.

Durante la primer etapa entre agosto y diciembre, se recopilaron 600 ideas, las cuales ahora se estudian para las votaciones en abril.

<https://greensboro.quepasanoticias.com/noticias/ciudad/local/participe-en-votaciones-por-el-presupuesto-de-greensboro>

1/2

SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

11/5/2016

Participe en votaciones por el presupuesto de Greensboro | Qué Pasa Noticias - Greensboro

Exposiciones de los proyectos

Las distintas opciones para las votaciones se presentarán en cada distrito de la ciudad para que el público las conozca.

28 de marzo: Distrito 4- Biblioteca Benjamin Branch, 1530 Benjamin Parkway, Greensboro.

29 de marzo: Distrito 2- Biblioteca McGirt Horton, 2501 Phillips Avenue, Greensboro.

30 de marzo: Distrito 3- Biblioteca Central, Library, 219 Church Street, Greensboro.

31 de marzo: Distrito 1- Hayes-Taylor YMCA, 2630 E. Florida Street, Greensboro.

1 de abril: Distrito 5- Centro Recreativo Griffin, 5301 Hilltop Road, Jamestown.

Hora: Todos los eventos son de 6 a 8 pm.

También puede ver las opciones por Internet ingresando a:

[HTTP://IDEASGREENSBORO.ORG](http://ideasgreensboro.org) ([HTTP://IDEASGREENSBORO.ORG](http://ideasgreensboro.org))

0 comentarios

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Lo más reciente ▾

✓ Lo más reciente

Los más antiguos



Añade un comentario...

Facebook Comments Plugin



APPENDICES

SELECTED NEWSPAPER AND MAGAZINE ARTICLES (CONT'D)

2 RHINO TIMES | Thursday, April 7, 2016 | www.rhinotimes.com



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THE WEEKLY Hammer

The Weekly Hammer

City's Idea of Participation Misleading



by John Hammer
Editor

I attended four of the five City of Greensboro Participatory Budgeting workshops last week and learned a lot about the process.

For those unfamiliar with participatory budgeting, the idea is that each of the five City Council districts gets \$100,000 to spend however those who choose to vote in the participatory budgeting process say it should be spent.

I was under the impression that participatory budgeting involved people from the district getting together in groups and coming up with projects that would benefit the area in which they live. So I was surprised when I went to the workshops and saw the same or similar projects in different districts. It seemed odd that people from different districts all wanted the same city projects.

I found out that wasn't how it worked. A citywide group met and decided on a list of projects for each council district to vote on. So the projects didn't come from the neighborhood, and if the district has a particular project that the majority of the district residents want and it's not on the list then they can't vote for it and it won't be funded.

Knowing how the projects were selected – on a citywide not a district basis – the fact that each district has a bunch of the same projects makes sense. But if this is supposed to be neighborhood or district based, it falls far short of the mark.

One project that caught my eye at all four workshops is for outdoor chess tables. I don't recall ever seeing anyone in Greensboro sitting in a park playing chess, but maybe people won't play chess unless they have a \$10,000 permanent outdoor table. So if each district votes for outdoor chess tables, the city will then spend \$50,000 on outdoor chess tables.

I suspect that at least one member

of the central committee that came up with the projects is a huge fan of outdoor chess.

Another one is to wrap a bus with what looks like graffiti to me. One of the problems with this project, I was told, is that if the city sells an advertiser on wrapping a bunch of buses the graffiti bus could go away. I suppose what looks like graffiti to me looks like art to other people, but if the city wants what looks like graffiti all over their buses, isn't there somewhere they could park a few at night and get the graffiti for free?

The one district workshop I missed was for District 3, which is my district, and the only one I'll be able to vote in. So I went to the Participatory Budgeting website to check out the projects for District 3. I couldn't find them, and after searching for a while and asking some councilmembers about where I could find a list of projects for my district, I called the Participatory Budgeting office and was told that the projects aren't up on the website yet but will be before the voting starts on April 11.

The city is spending \$500,000 on participatory budgeting and another \$153,000 to run the project. It seems like a week before the voting starts that the projects should be on the website or somewhere that they are available to the public. To me, \$100,000 is a lot of money, and if I'm going to vote on how the city is going to spend the money, I'd like chance to consider the projects.

For example, the council districts are pretty large. A huge chess fan might be in favor of a \$10,000 chess table at the park across the street from his house but wouldn't be in favor of the same chess table two miles away.

Many of the projects for the districts seemed to me like things the city should do anyway – replacing footbridges in parks that have deteriorated and crosswalks at busy

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participation

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intersections are two that come to mind.

Once I found out the city staff was heavily involved in the project selection process this made sense. If it is in the Participatory Budgeting budget then it's not in the city department budget. So if the city staff can get some projects that they would be spending money from their budgets in the Participatory Budgeting budget, it frees up department money to spend on something else.

On the upside, I did hear from several sources that people who had

never been involved in city government had gotten involved in the Participatory Budgeting process. But spending \$653,000 to get some folks involved in government seems like a high price to pay.

Residents of a council district who are over 14 years old are allowed to vote for projects, the voting is from April 11 to April 22, and the list of voting sites for each district can be found on the Participatory Budget page of the city website, where in the near future you should also find the list of projects you can vote for.



Vern Sieg on the St. Johns River in Florida near Ponce de Leon Springs. Vern claims the Rhino had the fish biting. Send your Rhinos Around the World photos to letters@rhinotimes.com or to PO Box 9023, Greensboro 27429.

RHINO TIMES

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Cover: Mayor Nancy Vaughan conferring with Councilmember Yvonne Johnson on the dais at the Tuesday, April 5 City Council meeting. Photo by John Hammer

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11/4/2016

Citizen Green: Those who show up decide how our money is spent | The NC Triad's altweekly

Citizen Green: Those who show up decide how our money is spent

By **Jordan Green** - November 11, 2015

by Jordan Green



If you had \$500,000 of tax money to spend however you wanted in the next fiscal year, what would you do with it?

There are a couple parameters, as Community Engagement Coordinator Ranata Reeder explained during a neighborhood assembly of Greensboro Participatory Budgeting on Monday evening at the downtown Central Library. The funds must be spent for public projects, which means they can only be invested in property owned by the city. The monies must be distributed evenly among the five city council districts. And they can only be spent on capital projects that incur a one-time investment, as opposed to new programming that requires recurring spending.

After a brief presentation and a short film, Reeder and Project Assistant Erica Lindenberg broke the meeting into two groups of about 10 people to brainstorm ideas. It didn't take long for them to get started.

Ryan Saunders, a transit advocate and champion of the creative class, suggested street graphics using paint or decals to make bus stops more visible, perhaps at Elm Street and Cornwallis Drive or other areas with heavy pedestrian traffic.

A woman sitting in the back suggested embedding reflectors along the outlines of bike lanes so motorists are more likely to avoid hitting cyclists on rainy days with limited visibility.

"I don't know if that's eligible," she said.

"Yeah, totally eligible," enthused Dave Reed, who serves on the steering committee of Greensboro Participatory Budgeting.

One person suggested wifi hotspots in Latham Park, and another proposed the same for the new park under construction next to Union Square.

"Honestly, wifi along the greenway would be pretty awesome," Reed said.

Reynaldo Diaz proposed stone, weatherproof chess tables in parks.

"I like that," Reeder said.

"You know, it's a grid," Diaz continued. "You can play chess or checkers. Or you could bring your board game. A place that would bring people together."

When Lindenberg's group reported its priorities, pedestrian safety enhancements at intersections around NC A&T University, including a crosswalk at Lindsay and Sullivan streets, and an unstaffed waterpark for children at Swing Road and West Market Street came up as highlights.

The idea of letting residents directly decide how their tax dollars will be spent — short-circuiting the priorities set by staff with input from elected representatives — might seem novel. But it's actually happening in Greensboro, thanks to a split vote to approve the process by city council in October 2014 (Mayor Nancy Vaughan voted against it along with council members Mike Barber, Zack Matheny and Tony Wilkins). As consultants employed by the city on a contract basis, Reeder and Lindenberg will be responsible for gathering ideas from residents through neighborhood assemblies and more informal "pop-up" meetings. Later, they'll train budget delegates to engage in proposal development. The next step will be project expos, which Reed described as being kind of like a science fair, where residents can learn about the proposed projects. Finally, in May, residents will vote on how they want to see \$100,000 spent in each city council district.

Participatory budgeting has been used in New York City and Chicago, but only within particular districts, where council members hold control over discretionary spending in their jurisdictions. Greensboro is the second city in the nation and the first in the Southeast to implement participatory budgeting on a citywide basis. Vallejo, Calif. adopted participatory budgeting after the city was forced to impose a sales tax to sustain itself coming out of bankruptcy. Reed pointed out that Greensboro is the first city in the nation to implement citywide participatory budgeting using pre-existing funds, as opposed to revenues created through new taxes on residents.

The question remains as to who is able to take time out of work and family obligations to participate in this process, but Reeder argued after the assembly that the time commitment to show up for a meeting and offer ideas and then vote on final proposals in May is pretty minimal. There are opportunities for people who want to volunteer more time to shape the budget proposals, she added.

<https://triad-city-beat.com/2015/11/citizen-green-those-who-show-up-decide-how-our-money-is-spent/>

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11/4/2016

Citizen Green: Those who show up decide how our money is spent | The NC Triad's altweekly

"People in lower-income areas participate more [in participatory budgeting] than they do in traditional elections," Reeder said. "We've seen that in Vallejo and New York. The implications for equity, diversity and inclusion are tremendous."

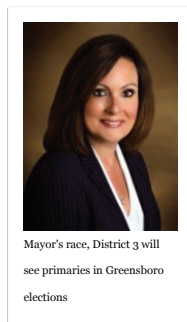
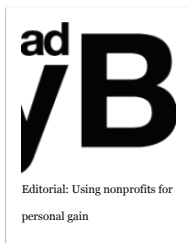
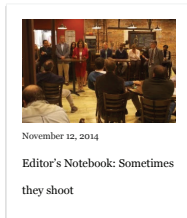
From observing a participatory budgeting process in the Bronx, Reed said the projects that get final approval tend to be a mix of the practical and imaginative — maybe giving a slight edge to the practical.

"The free wifi on the greenway is totally cool," he said, talking up his own idea, while acknowledging it may not be the one that wins out.

"That dangerous crosswalk at Lindsay and Sullivan is probably what's going to get the votes," he predicted.

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11/3/2016 Meet the Citizens Who Helped Decide Their City's Budget—and Got Better Buses, Benches, and Crosswalks by Ken Otterbourg — YES! Magazine

Meet the Citizens Who Helped Decide Their City's Budget—and Got Better Buses, Benches, and Crosswalks

Greensboro, North Carolina, is the first Southern city to give citizens direct control over a slice of public spending.



Greensboro resident Hassan Black. YES! photo by Alexa Stutts.



Ken Otterbourg posted May 20, 2016

When Hassan Black moved to Greensboro, North Carolina, a year or so ago, he often rode the bus. And he often spent a lot of time waiting for the bus, because he never quite knew when the next one was arriving.

City residents, rather than elected representatives, directly decide how to spend a portion of city funds.

His frustration could have ended there, but it didn't. Through a friend, he heard about a process called participatory budgeting, which Greensboro's city government was using for the first time this year. It allowed city residents, rather than elected representatives, to directly decide how to spend a portion of city funds.

The result: The Greensboro Transit Authority is installing software that will allow passengers to track bus movements and better plan their days. "I was really happy," said Black, who this year is starting a master's program in information technology at North Carolina A&T State University. "I put a lot of time and effort into that, and now I'll be able to see the results. It's important for anybody who rides the bus."

Participatory budgeting, or PB for short, is the idea that putting some of the power of the purse directly in the hands of citizens can pay powerful dividends. It makes sure that the city funds things residents really want, strengthens democracy, and builds trust between elected officials and the people they represent. A growing number of cities around the world—

<http://www.yesmagazine.org/new-economy/meet-the-citizens-who-helped-decide-their-citys-budget-and-got-better-buses-benches-and-crosswalks-20160520>

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11/3/2016 Meet the Citizens Who Helped Decide Their City's Budget—and Got Better Buses, Benches, and Crosswalks by Ken Otterbourg — YES! Magazine including Sevilla in Spain, Belo Horizonte in Brazil, and Newcastle in the United Kingdom—use PB for slices of their budget.

The handful of communities that use it in the United States tend to be major cities and often leave the decision of whether to deploy it up to individual council members. The result is that one part of the city might have PB; another won't.

That's why what's happened in Greensboro is so important. It's a mid-sized southern city of about 285,000 people, and it's also doing the process citywide, across all five of its districts. Greensboro has a progressive streak—it's where the sit-ins to end racial segregation began in 1960 at a Woolworth's lunch counter—but no one's going to mistake it for a liberal enclave. In other words, according to PB's supporters, if the process can work here, it can work anywhere.

If the process can work here, it can work anywhere.

Here's how PB operates in Greensboro. The city council agreed to allocate \$100,000 for expenditures in each district through participatory budgeting. The additional cost of implementation, approximately \$200,000, was split between the city and local advocates, who received much of their funding from community foundations. The implementation costs include the expense of evaluating suggestions and for hiring the Participatory Budget Project, the New York nonprofit that is leading the PB movement in the United States, to oversee the engagement process.

PB is just a drop in the bucket of Greensboro's budget of about \$488 million—it amounts to spending about one-tenth of one percent of the city's total budget through the public process. But the results still mean a great deal for residents who will benefit from the projects across the city.

In years past, Greensboro's budget would simply have been presented at a public hearing. While residents who attended those meetings could make recommendations, the truth is that by the time a budget was formally proposed it was difficult to change. As Council Member Nancy Hoffman said: "At a typical budget meeting, you come and then we tell you what were are going to do."

PB helps city officials find out what people want done, she said, but the information flows both ways. Citizens also come away with a greater understanding of how government works and what projects actually cost. Hassan Black, for example, said he worked closely with the city's transit authority, and the process helped him better appreciate government and also realize the importance of direct communication. "It teaches you how to have good people skills," he said.



Ranata Reeder, Greensboro's participatory budgeting community engagement coordinator.
Photo by Ken Otterbourg.

Ranata Reeder, the community engagement coordinator for Greensboro's PB process, said that the initial round of submissions produced 675 suggestions. Many of those couldn't be considered for further review. Some were too vague. Others were for projects that were too grand or would require operating as well as capital expenses. "You say you want a lazy river," she said, referring to an actual submission. "You're not going to get a lazy river."

Eventually, about 90 proposals were sent to the city staff for cost estimates. Some of those were dropped as too expensive, but the ones that survived moved on to expos around the city.

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The expos—held at community centers and libraries—looked like a science fair for adults. There were cardboard displays on folding tables, each filled with pictures and graphics and brightly colored lettering. One woman kept a glue stick close at hand. The sessions offered a chance for residents to learn more about the proposals and for their proponents to lobby for support during the actual voting, which took place over two weeks in April.

Many of the recommended projects were for simple improvements that make a neighborhood more livable or safer. Residents proposed crosswalks for intersections, chess tables at parks, a sun canopy at a public pool, and a big mural on a downtown parking garage. Reeder said the proposals reflect the needs of residents, particularly in poorer parts of Greensboro, where small improvements—such as a bench to sit on while waiting for the bus—can make a big difference.



Greensboro resident Kathy Newsom with her project proposal. Photo by Ken Otterbourg.

“For many people in low-wealth neighborhoods, these projects are the bare minimum of what they need,” she said. It’s not that the conventional budget process sets out to ignore these residents. But by inverting the process, PB helps ensure that more voices are heard.

Spoma Jovanovic, a professor at the University of North Carolina at Greensboro, was one of the people who helped bring PB to the city. It took four years of lobbying and advocacy that began in 2011. At first, the ordinariness of the proposals left her a little disappointed, but she realized that the submissions reflected the needs of city residents. “It gives city officials a level of comfort,” she said, because they aren’t being asked to fund superfluous projects. “It fosters trust both ways.”

Voting on the projects occurred in late April. Fliers announcing the balloting were printed in five languages, including Arabic and Vietnamese, a testament to Greensboro’s growing immigrant population. The winning projects included that downtown mural and sun canopy, as well as bus shelters and emergency call boxes at several parks. Because the bus system is citywide, Black’s bus app proposal had to win approval in all five districts. The cost of that project is \$90,000, nearly a fifth of the total.

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YES! illustration by Jennifer Luxton.

Kevin Williams, the co-chairman of the city's PB steering committee, said he was encouraged by the involvement of people who are ordinarily shut out of the political process. "We're reaching out to homeless and immigrant communities," he said.

Williams is a former chairman of the city's human relations commission, and he said that participatory budgeting has the potential to bridge gaps between communities that too often talk past each other.

"Historically, this city has been—how would you say it?—we're liberal but we're conservative," he said. "There are certain ideas that are appealing but to get the oomph to go after it is a different story." Participatory budgeting gives him encouragement that the city can keep becoming more inclusive.

David Beasley, the communications director with the Participatory Budgeting Project, said that roughly 20 communities in the United States and Canada are using or have used PB in some form. He said that for the movement to grow, cities have to use PB consistently, not just in one-time, feel-good events. And over time, he would like to see more cities use participatory budgeting for operating budgets, not just capital expenses or one-time programs. That's only occurred in a handful of cities.

But before that happens, PB needs to be standard operating procedure, not an occasional exercise in democracy. In Greensboro, the news is encouraging. The process is tentatively included in the budget for next year. That means another round of community discussion over projects, more votes that put residents in charge of a slice of spending, and—yes—more poster board presentations and glue sticks.

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Ken Otterbourg wrote this article for [YES! Magazine](#). Ken is a writer who lives in Winston-Salem, North Carolina. His work has appeared in *National Geographic*, *Fortune*, the *Washington Post Magazine* and other regional and national publications. Follow him on Twitter [@otterbourg](#).

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GREENSBORO COUNCIL TO EXPLORE PARTICIPATORY BUDGETING

ARCHIVE MANAGER - January 30, 2013 - 0

by Eric Ginsburg

eric@yesweekly.com

While it may not be at the top of its agenda, the Greensboro City Council will consider implementing a participatory budgeting process to allow citizens more control over a portion of the city's annual budget. Council members began budget discussions on Jan 28, and though they agreed participatory budgeting was still at least a year away, Mayor Pro Tem Yvonne Johnson said the budget workshops in the next few months should include a lengthy discussion on how to incorporate the more directly democratic process in the future.

A handful of council members have expressed their support for looking at how the city could adopt the process that is used by more than 1,200 cities worldwide, including zones of Chicago and New York City, and Johnson said no council members have been adamantly opposed to the concept.

"It appeals to me because it is very inclusive and I think people in various communities know better what their needs are than folks who sit in government and don't necessarily live in those communities," Johnson said. "I think it's an exciting idea. I've met with a number of people who are proponents."

A dedicated group of residents, now under the name Participatory Budgeting Greensboro, received a starting push from the Fund for Democratic Communities over a year and a half ago, presenting at a city council meeting and bringing the idea to more than 300 people at various community meetings. Mayor Robbie Perkins, Johnson, Jim Kee, Nancy Hoffmann and Marikay Abuza'aiter sat down with Participatory Budgeting Greensboro at two separate meetings last month. Some council members and organizers said they would like to see a briefing of council with a presentation by coordinators from Chicago or New York's processes, but Perkins said he didn't think that was necessary.

"The nice thing about this is it's not going to be top down. It is good for us to come together in this way and to be more democratic. It provides a really good example of people getting involved and caring about their community and not leaving it to someone else to do."

"" former city council candidate

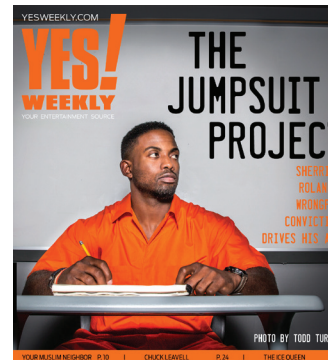
"I don't think you need to define what it is because I think we all understand it," he said. "I think it's something we need to consider. You'd like to think it could move faster but at this point I think council has all it can handle."

Perkins said that snow was coming into the War Memorial Auditorium "" just another sign of the need for the downtown performing arts center "" and between it, Duke Energy's tree trimming and the current budget deficit, council has its hands full.

Participatory budgeting proponents such as acting president Vincent Russell are asking the city to allocate 1 percent of its budget "" about \$4.5 million "" for the process. The concept would allow residents to generate proposals for ways they would like to see the money spent in their communities and after organizers and city staff figured out specific details, feasibility and cost, residents would vote directly on the proposals.

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Russell said Participatory Budgeting Greensboro is hoping at least two council members will be able to travel to Chicago with local advocates in May for a conference coinciding with the city's participatory budgeting decisionmaking process.

Russell, who is serving a 90-day term as the group's president, said it would be the first time the process was established by a grassroots campaign in the country and that participatory budgeting covered an entire city rather than a district or ward.

"I think for a lot of people in city government and city staff this sounds like a very different idea and it sounds complicated although it's really quite simple," he said. "I just like the idea of really getting citizen's engaged in making the city a better place and having a direct and meaningful impact in that."

Russell said that of the council members the group has met with recently, Hoffmann and Abuzuaiter have been the strongest supporters.

Abuzuaiter, who said it was a "wonderful" idea, adding that there has been some difficulty selling the concept because people assume the money would need to be reallocated from existing city spending and could hurt services.

"My personal opinion is that there is already money there for different things in parks and rec, and road improvement," she said. "We've been trying to rework the mindset on that."

Those things are already prioritized but participatory budgeting would see which is most needed in a district. Staff has been open to the idea. We're just trying to work out all the particulars."

Ideally, Abuzuaiter said she would like to see \$1 million allocated for each of the city's five council districts.

She said rough proposals generated so far line up with the kinds of capital projects the city is already looking at such as road improvements, community gardens or parks.

District 5 Councilman Tony Wilkins, who replaced Trudy Wade last month, said he hasn't been briefed on participatory budgeting yet, but project organizer and UNCG communications professor Spoma Jovanovic said it is on their to-do list. Jovanovic said the possibilities for how projects would be selected are still open but would likely follow council districts or some other geographical divisions to allow priorities to be decided locally.

After Participatory Budgeting Greensboro met with hundreds of residents and did a mock process, Jovanovic and a graduate student went through the results to be able to summarize what interested people and what they thought about the process. Feedback was overwhelmingly positive, she said, but the dry runs were done for specific demographic groups who often suggested projects pertaining to their demographic, while a citywide model would allow for more democratic discussions and decision-making she said.

"It appeals to people who may be frustrated at not being able to influence or get some of the things they want," Jovanovic said. "I think the projects kind of that were identified were actually pretty consistent with city priorities."

Jovanovic said if the process is successfully designed to be accessible, significant and accountable it could build social trust and collaboration between residents and city government. Participatory budgeting could draw younger residents into the process, she said, and advocate Wayne Abraham said some places even let young people under 18 vote.

"The nice thing about this is it's not going to be top down," said Abraham, who has served on the human relations commission and ran for city council in 2011. "It is good for us to come together in this way and to be more democratic. It provides a really good example of people getting involved and caring about their community and not leaving it to someone else to do."

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\$2 Domestic Bottles. \$4 Gin And Tonics
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11:00



Half Tap Wine Day

Vin205 Bistro at Wine Merchants

11:00



Wine by the glass 1/2 price

HakkaChow

11:00



Half Price Wine Night (Bottle)

The Worx

11:30



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Elm St. Grill

12:00



Insistent Objects: Works by Young NC Sculptors
GreenHill

4:00



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11/3/2016

Participatory Budgeting moves forward in Greensboro | YES! Weekly



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PARTICIPATORY BUDGETING MOVES FORWARD IN GREENSBORO

ARCHIVE MANAGER - March 23, 2016 - 0



Greensboro is the first city in the South to implement the Participatory Budgeting Project.

PBP is a nonprofit organization that gives residents the power to decide how to spend public money. The first participatory budgeting process took place in Porto Alegre, Brazil, in 1989. Now over 3,000 cities around the world have participatory budgeting.

The Greensboro organization collected votes for project ideas. All five districts were involved in the process, with residents filling out papers with their ideas from art murals to bike lanes. This was outreach project assistant Erica Lindenberg's favorite part.

Lindenberg loves to meet new people, such as when she visited American Friend's Service Committee's high school youth group in December to collect project ideas and recruit volunteer budget delegates.

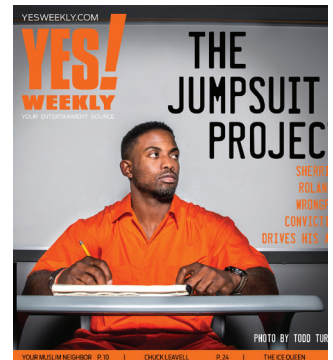
The role of the budget delegate is to turn Greensboro's community ideas into project proposals for the final ballot. The process for delegates starts with orientation in December and they meet throughout the year until the voting process begins.

Community ideas were sorted into five categories to break down the workload. The categories were arts and culture, safety and environment, parks and recreation, streets and sidewalks, and special projects.

Philip Marsh was both on the arts and culture as well as streets and sidewalks committee.

<http://yesweekly.com/Participatory-Budgeting-moves-forward-in-Greensboro-a24356/>

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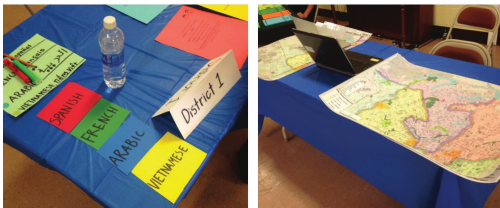
"The process has been long, cumbersome, and rewarding; due to the fact that there isn't really an art system in place to develop creative ideas for Greensboro," said Marsh. "As a long admirer of creative scenes in other forward thinking cities both far, like Miami, and near, like Winston-Salem, I have always had an interest in assisting my city in furthering its creative side."

Also in the arts and culture committee was Jose Sandoval. He found the most difficult part of the process to be turning general ideas into a specific, visualized project.

"I was part of the 2015 City Academy and was informed at one of our sessions," said Sandoval. "I also heard of it through the International Advisory Committee. I decided to be involved because I thought it was so cool that the people would be able to decide where and how to spend the funds available to each district and wanted to see what the process consisted of."

Amber Graning worked as a volunteer budget delegate with parks and recreation. Her committee had to get over 150 ideas down around 10 to present to the community.

"I feel like our government always asks for our ideas so I wanted to know if these ideas were going to be used," said Graning. "I want to see positive change in Greensboro and people having pride in living in this city. This is a good way for me to be an example of 'if you want this city to be something, make it!'"



Participatory Budgeting's first voting expo was on March 18 in the Peace United Church of Christ. The expo was special in particular for the international community. All who visited had interpreters and translation resources in Spanish, French, Arabic, and Vietnamese.

Each district had its own table with projects and their descriptions. The projects included security cameras, traffic lanes, murals, bike lanes, pedestrian crosswalks, bus shelters, fireplaces in libraries, weatherproof stone game tables for parks, historical and cultural welcome signage, bridge repairs, Wi-Fi hotspots, skate parks, and so much more.

The Greensboro International Advisory Committee partnered with Participatory Budgeting at the expo to help immigrants and refugees have a voice in their community.

Chair of the International Advisory Committee, Adamou Mohamed, had great interest on how Participatory Budgeting could impact and benefit the international community.

"We need to make sure the international voice is also heard," he said.

As a citizen of District 5, Mohamed said he'd like the soccer field project to get votes. He saw the project as a way to get more people in the community to come out and make friends with each other.

Vice-chair of the International Advisory Committee, Irving Jimenez, said that Greensboro has a long history with immigrants and refugees, making an international expo all the more important.

He found comparing district project's focuses to be fascinating, with District 5's focus being more on history and District 1 more on parks and bike lanes.

Marcos Gensollen, having lived in Greensboro for nine months, visited the expo with interest in bike lanes in District 2.

Project gatherer and facilitator, Madeline Reed, is passionate about the opportunities Participatory Budgeting gives people.

"I am proud to be a part of this initial 'toe in the water' of Participatory Budgeting," said Reed. "It has been eye opening for me as to exactly how a city budget works, how projects are approved and implemented, and just how energized the people of Greensboro can become given their direct opportunity to participate in how their city funds are spent."

"I am firmly in favor of Participatory Budgeting as an excellent way to keep the expenditure of tax dollars a democratic process...one that is open to and involves an informed citizenry. Count me in! I want to work on this again next year and see more and continued progress in Greensboro!"

WANNA vote?

Want to vote to change your community? Here are the expo's dates, times, and places. District 1 Expo: Thursday, March 31, 6-8pm. Hayes-Taylor YMCA, 2630 E. Florida St.; District 2 Expo: Tuesday, March 29, 6-8pm. Mc Girt Horton Library, 2501 Phillips Ave.; District 3 Expo: Wednesday, March 30, 6-8pm. Central Library, 219 N. Church St.; District 4 Expo: Monday, March 28, 6-8pm. Benjamin Branch Library, 1530 Benjamin Pkwy.; District 5 Expo: Friday, April 1, 6-8pm. Griffin Recreation Center, 5301 Hilltop Rd.

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UPCOMING EVENTS


THURSDAY, NOVEMBER 3


- 
11:00


\$2 Domestic Bottles. \$4 Gin And Tonics
Harper's Restaurant
- 
11:00

Half Tap Wine Day
Vin205 Bistro at Wine Merchants
- 
11:00

Wine by the glass 1/2 price
HakkaChow
- 
11:00

Half Price Wine Night (Bottle)
The Worx
- 
11:30

Thursday is \$2.50 all day on IPAs
Elm St. Grill
- 
12:00

Insistent Objects: Works by Young NC Sculptors
GreenHill
- 
4:00

\$1 Off All Imported Beers
The Deck at River Twist

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APPENDICES

CITY OF GREENSBORO STAFF HOURS FOR FY 15-16 PARTICIPATORY BUDGETING*

August 1, 2015 – June 1, 2016

City of Greensboro staff spent an estimated total of 1,510 hours in connection with the FY15-16 Participatory Budgeting process. Although the City did not have a standardized approach for tracking staff time, for the purposes of evaluation, staff hours have been estimated based on the following:

- meeting attendance logs,
- Outlook records, and
- individual estimates for time spent on specific activities, such as communications, project vetting, and meetings.

The cost of the staff time has been calculated at \$46,422 based on an average hourly rate of \$30.74 times the total number of staff hours, excluding benefits. A city position classification of G17 with a median salary of \$63,945 was the basis for the hourly rate as it best represents the position classification of staff involved in the process.

The Department of Budget and Evaluation was the lead department for the PB process and

had oversight of the FY 2015-16 contract with the Participatory Budgeting Project. With respect to staff time, the director managed the contract with PB, facilitated communication between PB, city management, and elected officials, participated in weekly conference calls with on and off-site PB project staff, and attended community meetings. It is estimated the director spent 13% of his time in either direct or indirect supervision of the PB program. Day-to-day administration of the internal PB process and interaction with the on-site PB outreach staff was delegated to a Budget and Management analyst, who spent approximately 28% of her time dedicated to all levels of support for the Participatory Budgeting process.

City staff contributed to the PB process in a variety of roles including meeting facilitation, communications and media support, legal oversight, outreach assistance, and project vetting.

Below is a break-out of staff time based on either department or position.

Position or Department	PB Hours	% of Total PB Staff Hours	% of Position's Annual Hours
Budget and Evaluation Director	265	18%	13%
Budget and Evaluation Analyst – Lead	572	38%	28%
Budget and Evaluation Analysts – Support (4 positions)	49	3%	
Communications Department	130	8%	
Human Relations Department	45	3%	
Legal	22	1%	
All other combined	427	28%	

* This information was prepared by the City of Greensboro's Department of Budget and Evaluation.

Greensboro PB

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