What is Participatory Budgeting (PB)?
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.

How Does PB Work in Greensboro?
- Volunteers are appointed by City Council to form a Steering Committee that designs and oversees the process.
- Residents come together in person and online to brainstorm ideas for projects, are invited to volunteer as Budget Delegates.
- Budget Delegates work with the City to develop proposals for each district based on the submitted ideas.
- Residents vote on proposals for their district and the winning projects are submitted to the City Manager for inclusion in the budget.
- Once City Council approves the budget, the winning projects are implemented.
- The Steering Committee works with the City to monitor project implementation.

How Much Money Do We Have for Greensboro PB?
City Council has committed $500,000 for Greensboro PB projects. Each of the five City Council districts has up to $100,000 for residents to decide upon for use in capital projects.

What Are Capital Projects?
Capital projects are one-time expenditures that benefit the public; are implemented by the City on City property and usually involve physical infrastructure improvements. Capital projects may have some sort of associated operating cost. However, they do not require the City to hire additional staff. Before projects are put before a public vote, they must be reviewed by City staff and approved by the City Manager to ensure they meet all legal requirements.
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Approved by PB Greensboro Steering Committee: 4/6/17
Revision date 5/16/17
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 include participatory budgeting in the Greensboro city budget. City Council passed the resolution in October 2014 allocating $500,000 for Greensboro’s PB process. Each of the five Greensboro council districts will receive $100,000 for residents to assign to PB capital projects. Greensboro is the first city in the south to implement PB.

GREENSBORO PB
STEERING COMMITTEE

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 is opened before the beginning of the cycle and from the pool of nominees, each sitting Council Member appoints Greensboro residents to serve on the Steering Committee.

Steering Committee rules will be filed with the City of Greensboro, in line with standard processes.

2017 STEERING COMMITTEE MEMBERS

**Chair:** Kevin Williams
**Vice Chairs:** Esther Idassi, Leslie Summers
**Secretary:** Jill McClellan

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GOALS & OUTCOMES: WHAT DO WE WANT TO ACCOMPLISH WITH PB?

We believe that we must set clear goals for PB in order to evaluate the impact of our work. We also believe we can improve our city through an effective PB process. Here are the goals we have set for the PB process as well as the outcomes we believe will have a positive benefit on our city.

GOALS FOR THE PARTICIPATORY BUDGETING PROCESS

Community Benefit
The goal of PB is to improve the quality of life for the residents of our city. To this end we will consider possible negative impacts and seek to mitigate them in the governance of the process.

Access
In order for PB to be successful, it must be accessible to all members of our community. We will seek to remove all barriers presented by differences in language, age, mobility, and other factors that limit participation. We will strive to ensure that lack of access to technology is not a barrier to community participation. We strive to involve young people. We ask everyone involved to work with us to achieve these goals. Participants should also have fun and enjoy the process.

Empowerment
We want to build a sustainable bridge of ideas through PB, a bridge that connects us across neighborhoods and districts and breeds collaboration. to be involved in and to influence decisions that impact our city.

Evaluation
We will conduct an evaluation of our efforts and ensure it is available for the public. This evaluation will consider the achievement of core principle and goals of our work as well as the impact of the overall process. We will use the information gathered in evaluation to improve the process, especially in identifying gaps in participation and taking steps to address them.

Transparency
We will communicate the means in which community members can be involved in PB, the way the process works, and how decisions are made so that the process is clear and understandable to the community. This will include communicating how proposals are developed into projects as well as why ideas which are collected through PB may be ineligible for development into projects.

Process Integrity
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.
GOALS & OUTCOMES:
WHAT DO WE WANT TO ACCOMPLISH WITH PB? (Continued)

OUTCOMES FOR THE CITY OF GREENSBORO

Equity
Equity is the distribution of resources according to need. We want the PB process to be instrumental in achieving greater equity among the people of Greensboro by supporting people to advocate for their needs and to impact decisions around resource allocation.

Transparency
We want to increase transparency for the city of Greensboro by clarifying how decisions are made in the use of public funds and by illuminating the processes and stakeholders in developing budgets and implementing projects.

Empowerment
We want to empower all people to use their voices by participating in civic life. We want to empower the residents of Greensboro to have a greater understanding of how to be involved in and to influence decisions that impact our city.

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.
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. Cycle 2 will take place over approximately 8 months in 2017 for projects to be included in the 2018 budget.

- **PLANNING: FEBRUARY – MARCH**
  - During this time, the Steering Committee is appointed and trained, rules and procedures are updated based on the evaluation of the previous year, and initial events are scheduled and promoted.

- **IDEA COLLECTION: APRIL**
  - 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: MAY – SEPTEMBER**
  - 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.

- **VOTE: OCTOBER**
  - 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: 2018**
  - Winning projects will be included in the City Manager’s budget in Spring 2018. Upon approval of the budget by City Council, projects will be implemented by the appropriate City Department and updates on implementation will be communicated to the public by the City.
RULES: HOW DOES PB WORK IN GREENSBORO?

IDEA COLLECTION

- Everyone 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. Special focus will be paid to ensure youth are involved and that language and technology access do not present a barrier to participation.
- 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.

PROPOSAL DEVELOPMENT

- Proposal Development will be a collaborative process between volunteer Budget Delegates, City staff, and community stakeholders.
- 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 develop committees to review and develop ideas proposed by the community into projects. Committees will be organized to develop projects based on the city council district and the type of ideas that are proposed.
- 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.
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).
- Information will also be provided on the criteria which determined what did or did not qualify ideas to be developed into proposals.
- 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 in the section of the handbook entitled, “ACCEPTABLE VOTER IDs.”
- To facilitate broad participation, each district will hold multiple days of voting, and mobile voting sites.
- Only city-wide proposals that utilize the same amount of funds in each district and which are equally accessible to all districts will be allowed.
- Each district will have its own ballot, and multi-district projects will be represented on their respective district ballots. In order for a multi-district project to win funding, it must win a sufficient number of votes on each district ballot in which it is represented.
- Districts can make proposals to allocate funds to another district. These allocations must be voted on along with the other budget proposals and must win a qualifying number of votes in both the district they are proposed in and in the district which they impact.
- Each voter may cast one vote per project proposal. Each district will identify the number of votes allowed per voter. Each voter in the district will receive the same number of votes.
- 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.
RULES: HOW DOES PB WORK IN GREENSBORO? (Continued)

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. The City Council will have final approval on the budget.
- 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.
- The Steering Committee recommends that unspent or unallocated PB funding should be disbursed in the following order: 1) to cover project funding gaps within the respective City Council District allocation; 2) to cover project funding gaps within the PB Implementation Cycle; 3) to be reallocated at the discretion of City Council after all projects within the PB Implementation Cycle have been completed or have firm cost estimates for completion.
ACCEPTABLE VOTER ID

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
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, facilitators or outreach volunteers
- 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

**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**
- Offer technical assistance on the Participatory Budgeting process
- Coordinate evaluation of the Participatory Budgeting process
- Prepare written reports and data summaries of the process
- Help provide interpretation and translation of materials
- Help establish GPB online presence and resources
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.

**Capital Project**: One-time expenditures that benefit the public; are implemented by the City on City property and usually involve physical infrastructure improvements. Capital projects may have some sort of associated operating cost. However, they do not require the City to hire additional staff. Before projects are put before a public vote, they must be reviewed by City staff and approved by the City Manager to ensure they meet all legal requirements.

**Issue/Demographic Committees**: Committees meant to ensure maximum participation from community members who might not otherwise participate, not to divide or separate sectors of the community.

**Ineligible Projects**: Projects that are not eligible for funding under the current guidelines of Greensboro Participatory Budgeting include those that fall into the following categories:

- Projects that are not on city property. For example, projects on Greensboro Housing Authority, Guilford County Schools or private property are not eligible.
- Projects that would require the city to hire additional staff.
- PB funding cannot be used to make a grant to a nonprofit organization.
- Projects that require a significant change in the protocol of city staff.

**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.

**Ongoing Maintenance and Support Costs**: These are costs of maintaining infrastructure to ensure compliance with relevant safety, access, and usage regulations and to keep the structure in operable use and working conditions.

**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.
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.

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.