

Participatory Budgeting Recommendations

Summer 2024



City of Glendale
Office of Sustainability

Prepared by Ben Marshall – City Resource Specialist & EDF Climate Corps Fellow



Contributors

Adrine Isayan (City of Glendale – Finance Department)

Allison Wilhite (City of Los Angeles – L.A. REPAIR)

Anita Dos Santos (Participatory Budgeting Project)

Arsine Isayan (City of Glendale – Homeless Programs)

Aymee Martin (City of Glendale – Human Resources)

Brandon Rothrock (EDF Fellow – Sustainable Cities Fund)

Camila Bobroff (Rincon Consultants)

Cole Bazemore (City of Glendale – Sustainability Commission)

David Jones (City of Glendale – Office of Sustainability)

Elena Bolbolian (City of Glendale – Office of Innovation & Performance)

Elise Kalfayan (Glendale Environmental Coalition)

Gabriela Juarez (City of Los Angeles – Planning Department)

Greg Kajszo (City of Glendale – Office of Innovation & Performance)

Hannah Mize (Rincon Consultants)

Joe Gonzalez (City of Glendale – Community Services & Parks)

John Page (City of Seattle – Office for Civil Rights)

John Takhtalian (City of Glendale – City Manager’s Office)

Jomie Liu (Glendale YWCA)

Kate Unger (Glendale Building Electrification Working Group)

Lia Soorenian (Gay & Lesbian Armenian Society)

Manu da Silva (City of Seattle – Office for Civil Rights)

Mari Karamyan (City of Glendale – Finance Department)

Michael Rochmes (Glendale Building Electrification Working Group)

Monika Grabowski (Glendale Unified School District)

Myranda Arreola (City of Los Angeles – Planning Department)

Nora Karakashian (City of Glendale – Office of Sustainability)

Ryan Gardner (Rincon Consultants)

Stephanie Mkhlian (City of Glendale – Communications & Community Relations)

T.C. Kim (Glendale YWCA)

Tanita Fadyeyola Harris-Ligons (Black in Glendale)

Virginia Porter (Glendale Unified School District)

TABLE OF CONTENTS

Table of Contents

EXECUTIVE SUMMARY.....5

OVERVIEW OF THE PROJECT9

WHAT IS PARTICIPATORY BUDGETING?9

PARTICIPATORY BUDGETING & GLENDALE’S CAAP11

WHAT CONSTITUTES MARGINALIZED, UNDERREPRESENTED, & AT-RISK?11

WHAT ARE THE PRIMARY ENVIRONMENTAL CONCERNS OF AT-RISK POPULATIONS IN GLENDALE?.....16

WHAT DOES THE PROCESS LOOK LIKE?18

THE “WHY”19

BEST PRACTICES FOR ENGAGEMENT THROUGHOUT THE PB PROCESS.....20

CITY DEPARTMENTS, THE SUSTAINABILITY COMMISSION, & CITY COUNCIL21

PLANNING & DESIGN PHASE.....22

IDEA GENERATION & COLLECTION34

PROPOSAL DEVELOPMENT35

VOTING36

IMPLEMENTATION OF PROJECTS37

EVALUATION38

NEXT STEPS39

OVERALL RECOMMENDATION FOR THE CITY OF GLENDALE40

NOTE ON THE FELLOW:.....40

Appendix I: Phase-Based Timeline Recommendations.....41

Appendix II: The PB Timeline43

Appendix III: The People’s Budget Seattle Online Platform44

Appendix IV: Example of Language to Guide Proposal Development45

Appendix V: Proposal Evaluation Procedures from LA REPAIR.....46



Appendix VI: Metrics for the PB Process from LA REPAIR47
Appendix VII: Outreach Template48

DRAFT

EXECUTIVE SUMMARY

This summary will provide an overview of the investigation by the Office of Sustainability of the City of Glendale into an equitable Participatory Budgeting framework to identify and implement projects that address climate concerns of community members. It will also include a working definition of Participatory Budgeting, recommendations for implementation procedures, and next steps that will be discussed in detail within the body of the paper.

Participatory Budgeting (PB) is an effective, community-based, and community-driven engagement model in which community members propose, develop, advocate for, and vote for positive, tangible projects and programs in their communities with the support of the local government and Community-Based Organizations (CBOs). The process engages the entire community while focusing attention on those who are least represented in the democratic process and most at risk of adverse health or social outcomes. An at-risk individual or family could be the subject of historical or current racism, be of low income, suffer from a chronic health condition, have housing instability, or experience other societal barriers to equitable resources and participation. Those who primarily work outdoors are also considered at-risk individuals.

The benefits of a PB process include:

- Tangible benefits for the community generated by the community
- Opportunities for participation for historically marginalized and underrepresented communities and for those who do not have the ability, means, or legal status (e.g., immigrants, youth) to participate in the democratic process
- Increased engagement from the community in government processes
- Increased collaboration between the community and the government
- Increased transparency into how government decisions are made, leading to increased trust from the community

The tangible benefits of equity-centered health and impact programs and projects are harder to quantify as, unlike conventional projects, there is often not a financial hurdle rate or return on investment required to determine whether to move forward with implementation. However, PB results have been quantified throughout the phases of the project utilizing health outcomes and engagement numbers. For example, PB has been shown to decrease infant mortality in

Brazil when implemented effectively.¹ Additionally, the longer that PB is utilized, the better the results for the community (i.e., results compound over time).²

The investigation into this process involved researching budgeting frameworks and speaking with consultants, processes utilized by other municipalities and conversations with program administrators, internal and external stakeholder interviews to identify best practices, potential challenges, and to gain high-level insight into climate risk and mitigation, and research into climate vulnerability within the City of Glendale. There was also research into the feasibility and cost of climate action projects outlined in the City of Glendale’s Climate Action & Adaptation Plan (CAAP).

The primary climate concerns for the City of Glendale, especially for at-risk community members, are extreme heat and air quality. This is because at-risk populations are impacted by these concerns at a greater rate than other groups and are also less able to adapt to them. Other risks include drought, wildfire, landslides, and extreme precipitation events. It is important to have a grounding in climate impacts seen in Glendale to help guide the PB process and ascertain what ideas, questions, and concerns might be raised by the community.

From this research, the fellow recommends the following phased approach to PB for the City of Glendale:

1. Planning & Design
2. Idea Generation & Collection
3. Proposal Development
4. Voting
5. Project Implementation
6. Evaluation

The phases encompass the creation of guiding principles, rules, and guardrails for the process. They also designate department staff, CBOs, and community stakeholders to the PB process. Best practices for idea collection and evaluation and proposal development and feasibility are implemented by committees, Budget Delegates, and CBOs with input and advice from City staff. Requests for Proposals (RFPs) for approved proposals are submitted to the City by CBOs for funding allocation to complete the projects within one year, the community votes on programs

¹ Wampler, B. and Touchton, M. (2019), Designing institutions to improve well-being: Participation, deliberation and institutionalisation. *European Journal of Political Research*, 58: 915-937. <https://doi.org/10.1111/1475-6765.12313>

² Touchton, M., & Wampler, B. (2014). Improving Social Well-Being Through New Democratic Institutions. *Comparative Political Studies*, 47(10), 1442-1469. <https://doi.org/10.1177/0010414013512601>

and projects that make it onto the ballot, and the entire process is evaluated, improved, and repeated year-over-year.

Phases 1-4 are projected to take 18 months to complete. Project implementation will occur within one year after funds are officially allocated to the project. This will ideally translate into a fiscal year to simplify both City and partner budgeting processes. Evaluation of both the process and projects will be ongoing. As the process becomes more established over time, Phases 1-4 should be able to occur within 12-13 months.

Throughout the entire process, communication, engagement, and transparency are paramount. Best practices such as meeting the community where they are for outreach and meetings, partnering with CBOs to facilitate engagement events, utilizing interpretation and translation services, providing food and childcare at meetings and events, and providing stipends, if allowable by law, for those community members volunteering their time to the process are non-negotiable. These are not only best practices as outlined by entities like the Participatory Budgeting Project and the cities of Los Angeles and Seattle but are echoed by local CBOs when discussing effective versus ineffective outreach and engagement.

To establish a robust PB process that can lead to an effective initial budgeting cycle, the fellow recommends utilizing a consultant for the first 18-24 months. This will help establish best practices for organization, outreach, meeting facilitation, establishment of committees, technical assistance, and additional procedures that will take pressure off City staff while creating a process that holds to the fidelity of PB.

The fellow also recommends that 2 full-time-equivalent staff be hired to facilitate PB, as this process should recur year-over-year. One staff member will be the Community Engagement Coordinator. They will be responsible for community outreach and engagement, partnership development, and the City's "face" for the PB program within the community. The other will be the Program Manager and will be responsible for the program's operations, working with the City Council, departmental staff, committees, and consultants, as well as supporting and supervising the Community Engagement Coordinator.

In addition to consultants and staffing, there must be an allocation of funds to the PB process for interpretation and translation services, food, childcare, outreach materials, volunteer and CBO stipends or compensation, website development and maintenance, and in-person and online voting mechanisms.

A significant sum must be allocated from the budget to the projects selected by the community. This shows the City's commitment to the community it serves by providing sufficient capital to adequately implement multiple proposals and thus reach the most community members. The amount of the allocation must also be communicated during the Planning & Design phase of

the PB process. This allows the public to know how to best frame its ideas and proposals to meet the budget constraints and avoids the public crafting and voting for proposals that have no chance of being implemented.

Projected Budget

- Projects: \$2,000,000
- Implementation Costs: \$200,000
- Personnel: \$198,250
- Consultant: \$180,000

Total for Initial PB Cycle: \$2,578,250

PB is not a quick or inexpensive process to do well. It requires buy-in, both financially and through the mentality that active public engagement is both beneficial and necessary to the democratic process. It also requires trust that the community knows what it needs and will actively pursue these ideas. However, the positive outcomes for community members, especially those most vulnerable to climate risks, justify the expenditures by increasing engagement, uplifting the voices of those experiencing barriers to participation, decreasing negative health and social outcomes, and potentially mitigating future climate and health concerns and their associated costs.

DRAFT

OVERVIEW OF THE PROJECT

The Office of Sustainability partnered with the Environmental Defense Fund Climate Corps to sponsor a summer sustainability fellowship. The City of Glendale will be finalizing its Climate Action and Adaptation Plan (CAAP), and the Office of Sustainability asked the fellow to develop an equitable Participatory Budgeting process under the Social and Governance System Action 5.1. (SG-5.1)³ Participatory Budgeting allows the community to propose ideas for climate action and resiliency projects, work with City and community leaders to develop these ideas into proposals, and ultimately vote on which projects they would like for the City to fund.

This report contains research and recommendations for the next steps and future implementation of an equitable Participatory Budgeting process for the City of Glendale. To gain insights into wants, needs, and best practices for this process, the fellow completed the following:

- Research into Participatory Budgeting frameworks and conversations with consultants such as the Participatory Budgeting Project
- Research into programs and frameworks utilized in other municipalities and conversations with program administrators
- Conversations with internal stakeholders in the City of Glendale departments
- Conversations with external stakeholders, including Community-Based Organizations (CBOs)
- Review of vulnerability data for the CAAP by Rincon Consultants and supplemented by CalEnviroScreen 4.0 overlaid with community resource and CBO information

WHAT IS PARTICIPATORY BUDGETING?

Participatory Budgeting (PB) is succinctly described by the Participatory Budgeting Project, a nonprofit leader in the creation and administration of PB processes in the United States, as follows:

“Participatory Budgeting...is a democratic process in which community members decide how to spend part of a public budget. PB gives ordinary people real decision-making power over real money.”⁴

At its core, PB is an effective, community-based, and community-driven engagement model in which community members propose, develop, advocate for, and vote for positive, tangible

³ “Establish equitable community engagement guidelines, or a set of principles and strategies, to increase participation of vulnerable populations in local decision-making processes related to CAAP implementation...” Climate Action and Adaptation Plan Draft Measures and Actions (Rincon Consultants, 2024)

⁴ PB Scoping Toolkit: A Guide for Officials & Staff Interested in Starting PB (Participatory Budgeting Project, 2017)

projects and programs in their communities with the support of the local government and Community-Based Organizations.

PB addresses the problems of inequitable access to community resources and a diminished voice in the democratic process experienced by many throughout the country. It has several benefits when done well. Chief among these is that it addresses disparities in equity through the inclusion of all community members, not only those who meet the traditional requirements of documented citizenship and voter registration.

This includes community members who have historically been marginalized or underrepresented within the community and wider democratic processes, are at risk for negative health outcomes, or are experiencing barriers to participation. Often, these categories overlap. The process also includes immigrants and youth participants who would not be able to readily participate or vote in the traditional democratic process.

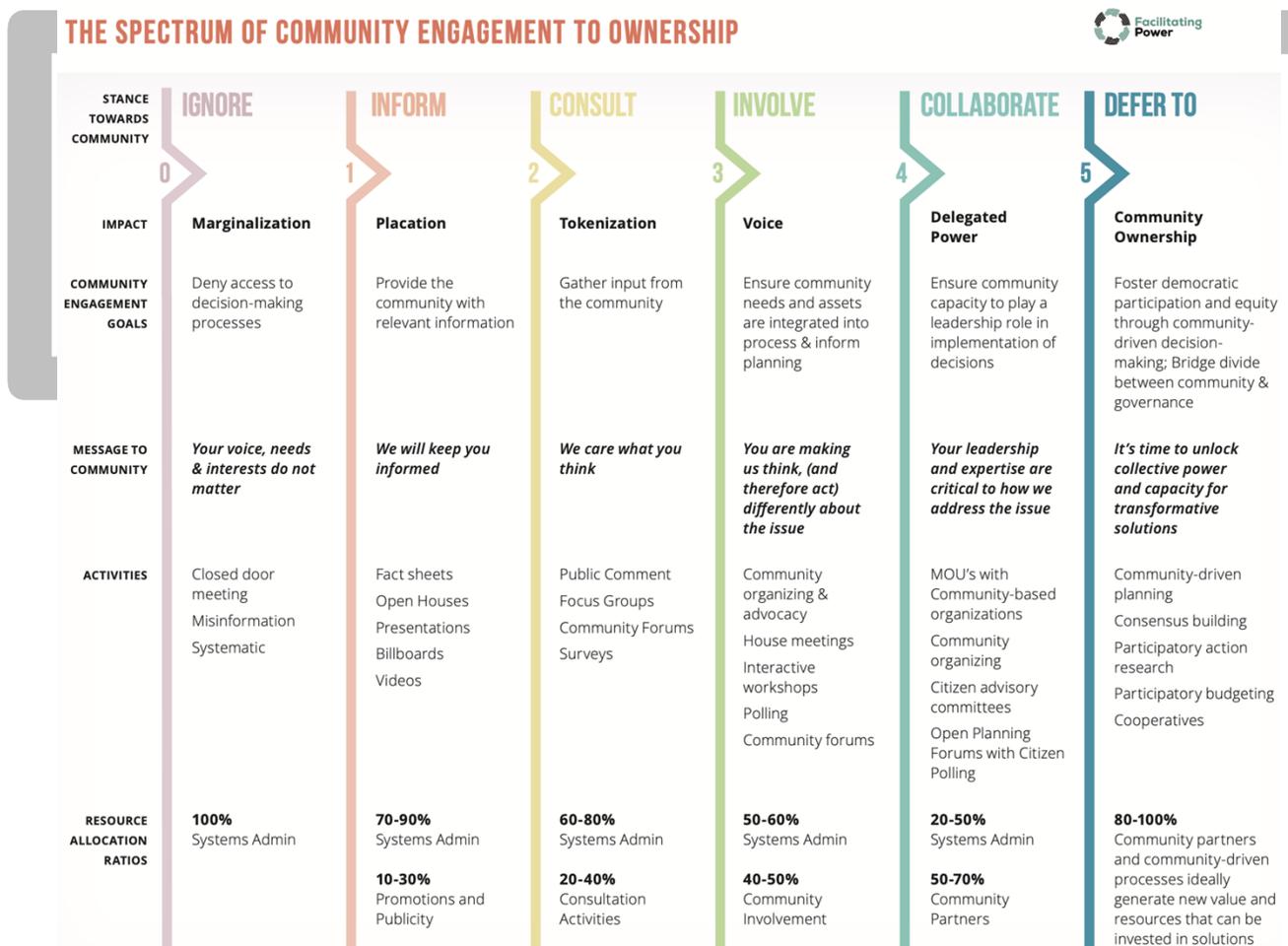


Figure 1 - The Spectrum of Community Engagement to Ownership, Rosa Gonzalez (Facilitating Power, 2019)

As shown in the Spectrum to Community Engagement to Ownership chart in Figure 1, the PB process leads to greater collaboration between the government and the community and lays the foundation for community ownership of the process. True ownership is rare and difficult to achieve, as it requires forming policies and pathways in an equal partnership between the community and the government. It requires the government to give up a measure of control over policy and procedure formation and financial resources. As engagement progresses throughout the phases in Figure 1, each phase requires more effort, communication, and transparency to complete. However, the impact on the community increases in kind. Therefore, adopting a PB process provides a test case of this fundamental partnership, increases awareness and engagement, and provides additional avenues to increase ownership in the future.

The result of an equitable PB process is that tangible benefits are seen through the implementation of projects identified as wanted and needed by the community. A successful process also leads to increased engagement by the community, additional opportunities for all community members to participate if the PB process is repeated, and increased trust between the community and the government.

PARTICIPATORY BUDGETING & GLENDALE'S CAAP

An important consideration that is specific to the City of Glendale is how Participatory Budgeting is related to the CAAP. PB is housed under CAAP Action SG-5.1 which pertains to equitable community engagement. As the City will pursue a qualified CAAP under the California Environmental Quality Act (CEQA), the fellow recommends that the language of this action be changed to specifically name PB as the engagement mechanism that the City will pursue.

Specific language ensures the longevity of the program and holds the City to a high standard of equitable engagement as required by the PB framework. Additionally, it allows for the projects already outlined in the CAAP to move forward independently of the budgeting process. This creates a two-fold benefit in that government-led climate projects that were previously identified by the consultants and departmental stakeholders can move forward while still providing sufficient resources to a community-driven process to create additional projects that resonate deeply with the people they will serve. It creates the best of both worlds: essential projects move forward (e.g., resiliency centers) as outlined in the CAAP, and not at the expense of community-defined projects and direct input from community members.

WHAT CONSTITUTES MARGINALIZED, UNDERREPRESENTED, & AT-RISK?

These terms are used interchangeably, as they are all intrinsically linked and compound one another when looked at through the lens of representation and resource allocation.

Traditionally, Black, Indigenous, and People of Color (BIPOC) communities are marginalized, underrepresented, and potentially at risk due to discriminatory practices such as redlining and, in the case of Glendale, historic sundown town policies.^{5 6} Additional populations include those who are unhoused or are experiencing housing instability, those who are differently abled, low-income individuals and families, and non-English speakers, to name only a few. All these categories can lead to barriers to participation in traditional democratic processes, meaning that local governments do not hear all the voices of the community. Those who experience more than one discriminatory practice or health concern can experience even greater barriers and health disparities compared to less marginalized groups.⁷

Additionally, marginalized populations see the least allocation of local resources, therefore participatory budgeting gives this population a chance to participate and advocate for change.⁸ Therefore, an effective PB process works to give an equitable voice to these groups through targeted, culturally conscious outreach and the inclusion of youth, low-income residents, and those not legally eligible to vote in traditional elections.⁹

Rincon Consultants (Rincon) created a vulnerability report and map for the CAAP that helps to identify populations and census tracts within the city at the greatest risk from climate threats.¹⁰ Rincon identified a comprehensive list of vulnerability indicators for residents of Glendale. Those that represent the greatest percentages of the population are households using fuels for heating, renters, immigrants, people with high blood pressure, people who are differently abled, households without broadband internet, BIPOC individuals, and students. All these indicators were 23% or more of the population.¹⁰ Based on a compilation of all the vulnerability metrics indicating physiological vulnerability or resiliency concerns, Rincon created four population buckets:

- Individuals with High Outdoor Exposure
- Under-Resourced Individuals
- Individuals Facing Societal Barriers
- Individuals with Chronic Health Conditions or Health Related Sensitivities¹¹

Populations containing multiple risk factors or population buckets are at an overall higher risk for negative impacts due to climate concerns.¹¹

⁵ Get Out of Town: Racism & Resistance in Glendale, n.d.

⁶ Sundown Town – History and Resolution, n.d. (Coalition for an Antiracist Glendale, n.d.)

⁷ Addressing Environmental Justice to Achieve Health Equity (APHA, 2019)

⁸ Participatory Budgeting (Shah, A., The World Bank, 2007)

⁹ PB Scoping Toolkit: A Guide for Officials & Staff Interested in Starting PB (Participatory Budgeting Project, 2017)

¹⁰ City of Glendale Climate Change Vulnerability Assessment (Rincon Consultants, 2023)

¹¹ City of Glendale Climate Change Vulnerability Assessment (Rincon Consultants, 2023)

As this project centers on community-selected climate projects, the vulnerability map is an additional consideration that must be accounted for when identifying at-risk populations within the City of Glendale, as it shows levels of vulnerability through a combination of risk factors. Darker colors indicate greater vulnerability. See Figure 2 for the Rincon vulnerability map.

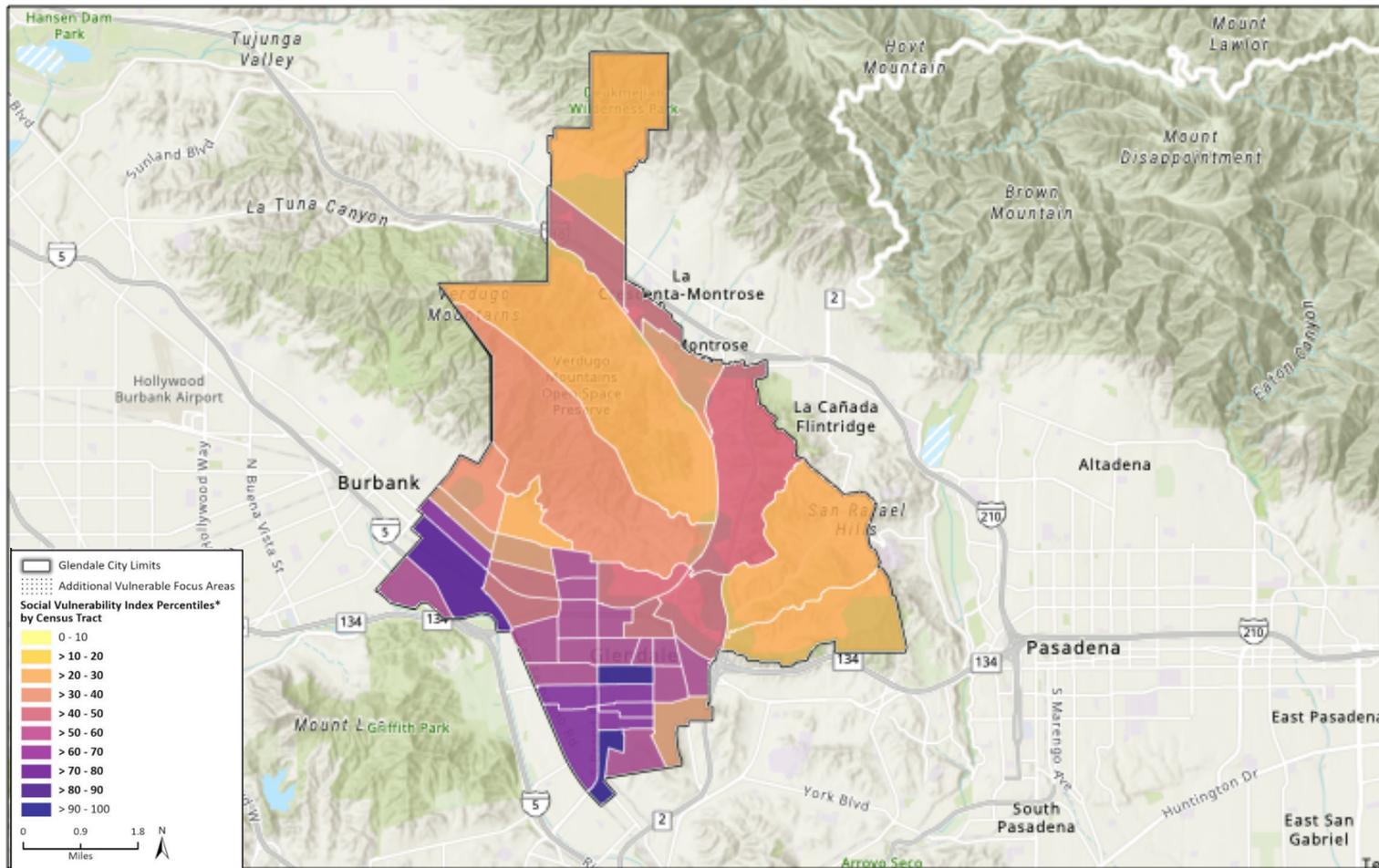
Complementary to the assessment by Rincon is the CalEnviroScreen 4.0 environmental health screening tool. This tool combines population data and “pollution burden,” which encompasses exposure to pollutants combined with the environmental effects these pollutants cause.¹² Red is indicative of greater vulnerability. See Figure 3 for the CalEnviroScreen vulnerability map.

When comparing these two images, there is overlap in the areas that are the most vulnerable. As these assessments use similar yet distinct methodologies and metrics, this is an important reinforcement of areas where targeted outreach will be the most critical.

DRAFT

¹² CalEnviroScreen 4.0 (Office of Environmental Health Hazard Assessment, 2021)

Glendale Vulnerability Map



6/28/2024

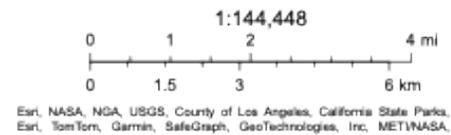
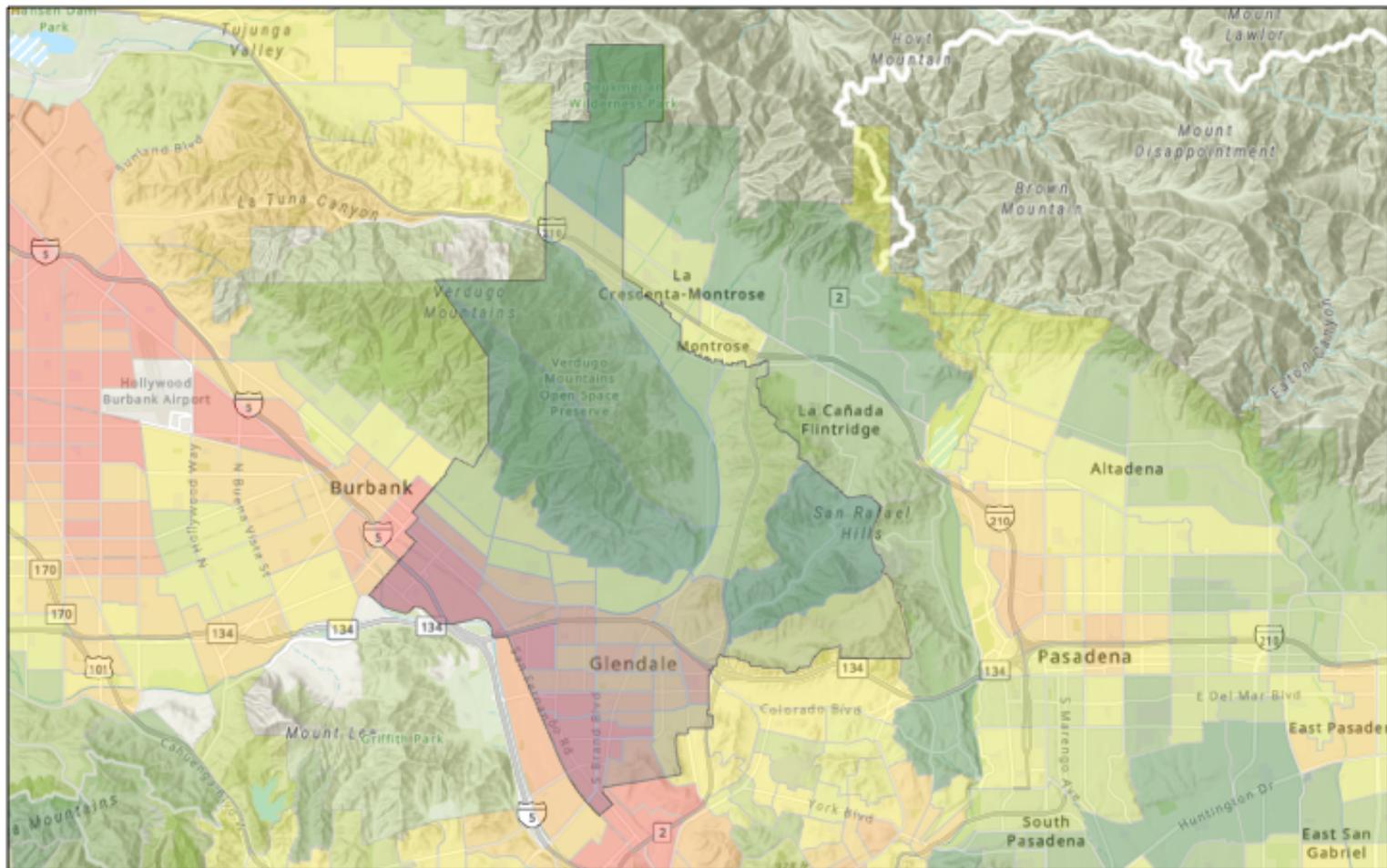


Figure 2 - Glendale Vulnerability Map (Rincon Consultants, 2023)



Glendale - Cal EnviroScreen Map



6/28/2024

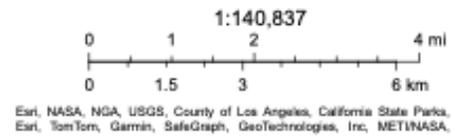


Figure 3 - CalEnviroScreen 4.0 (Office of Environmental Health Hazard Assessment, 2021)



The City of Glendale should utilize the four parameters created by Rincon to define marginalized, underrepresented, and at-risk populations. An additional parameter that must be included is that BIPOC communities are disproportionately affected by climate concerns due to historic racial discrimination and classism, and therefore have “the highest pollution burdens and vulnerabilities.”¹³ Outreach should be focused city-wide, prioritizing the high-vulnerability areas identified in the two assessments.

WHAT ARE THE PRIMARY ENVIRONMENTAL CONCERNS OF AT-RISK POPULATIONS IN GLENDALE?

Moving a step beyond the combined metrics of the vulnerability assessments, it is important to identify the climate concerns affecting the community in Glendale and determine which are affecting the greatest number of at-risk people. This will help guide not only outreach but also the development of the PB process (i.e., what ideas and proposals are appropriate for a climate focused PB process).

Concerns identified in Glendale include extreme heat, warm nights and heat health events, drought, wildfire, landslides, extreme precipitation events, and poor air quality.¹³ While all climate concerns are important and intrinsically linked, certain concerns affect some populations more than others. Based on the population buckets and vulnerability scores created by Rincon, which measure climate impact on and climate resiliency in at-risk populations, Extreme Heat and Air Quality are identified as the highest risk categories.¹³ See Figures 4 & 5.

		Adaptive Capacity		
		High	Medium	Low
Potential Impacts	High	3	4	5
	Medium	2	3	4
	Low	1	2	3

Figure 4 - California Adaptation Planning Guide (Cal OES, 2020) & Climate Change Vulnerability Assessment (Rincon Consultants, 2023)

¹³ City of Glendale Climate Change Vulnerability Assessment (Rincon Consultants, 2023)

Population Group	Impact Score	Adaptive Capacity Score	Vulnerability Score
Extreme Heat			
Individuals with High Outdoor Exposure	High	Low	5-High
Under-resourced Individuals	High	Low	5-High
Individuals Facing Societal Barriers	High	Low	5-High
Individuals with Chronic Health Conditions or Health Related Sensitivities	High	Low	5-High
Drought			
Individuals with High Outdoor Exposure	Low	Medium	2-Low
Under-resourced Individuals	Medium	Medium	3-Medium
Individuals Facing Societal Barriers	Low	Medium	2-Low
Individuals with Chronic Health Conditions or Health Related Sensitivities	Low	Medium	2-Low
Wildfire			
Individuals with High Outdoor Exposure	High	Medium	4-High
Under-resourced Individuals	High	Medium	4-High
Individuals Facing Societal Barriers	High	Medium	4-High
Individuals with Chronic Health Conditions or Health Related Sensitivities	High	Medium	4-High
Landslides			
Individuals with High Outdoor Exposure	Medium	Medium	3-Medium
Under-resourced Individuals	Low	Medium	2-Low
Individuals Facing Societal Barriers	Low	Medium	2-Low
Individuals with Chronic Health Conditions or Health Related Sensitivities	Medium	Low	4-High
Stormwater Flooding and Extreme Precipitation			
Individuals with High Outdoor Exposure	Low	Medium	2-Low
Under-resourced Individuals	High	Medium	2-Low
Individuals Facing Societal Barriers	Low	Medium	2-Low
Individuals with Chronic Health Conditions or Health Related Sensitivities	Medium	Low	4-High
Poor Air Quality			
Individuals with High Outdoor Exposure	High	Low	5-High
Under-resourced Individuals	High	Low	5-High
Individuals Facing Societal Barriers	High	Low	5-High
Individuals with Chronic Health Conditions or Health Related Sensitivities	High	Low	5-High

Figure 5 - Climate Change Vulnerability Assessment (Rincon Consultants, 2023)



Speaking with City of Glendale departmental representatives and CBO stakeholders illuminated problems that are aligned with or potentially affected by these primary climate concerns.

WHAT DOES THE PROCESS LOOK LIKE?

PB processes vary based on the requirements of the specific communities and the legal requirements and restrictions of the local governments. However, they all follow a version of the following format shown in Figure 6:

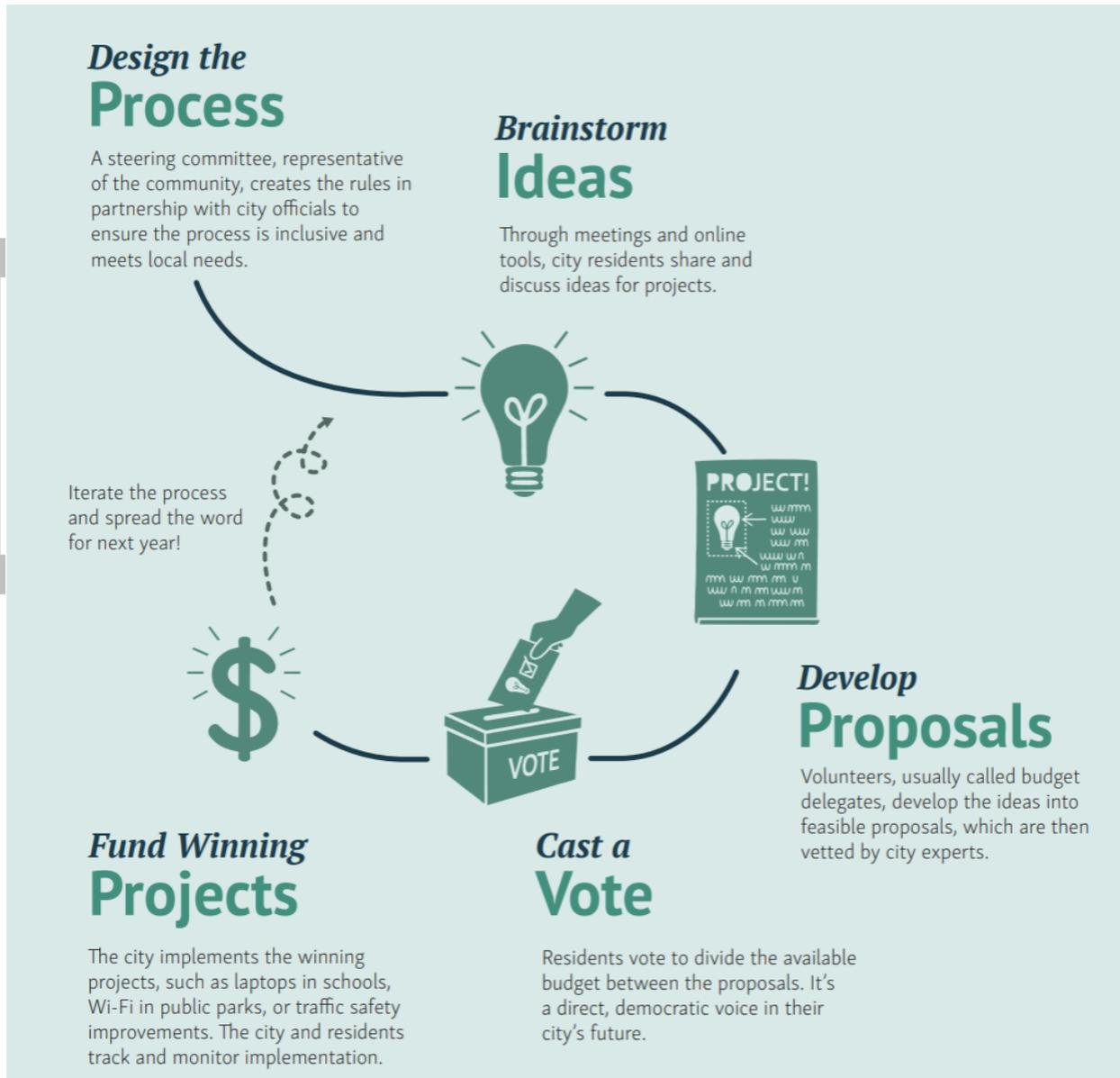


Figure 6 - Participatory Budgeting: Next Generation Democracy (Participatory Budgeting Project, 2016)

Put simply, the process encompasses 6 phases:

1. **Planning & Design**
2. **Idea Generation & Collection**
3. **Proposal Development**
4. **Voting**
5. **Project Implementation**
6. **Evaluation** (This phase is in addition to those shown in Figure 5)

There are a multitude of subprocesses and additional steps under each of the 5 phases that will be discussed in this document. 2-3 key projects within each phase are summarized in Table 1:

Phase	Timeline	Key Projects
Planning & Design	7 months	<ul style="list-style-type: none"> • Confirm funding • Form the Steering Committee • Create the rulebook, policies, & procedures for the PB cycle
Idea Generation	3 months	<ul style="list-style-type: none"> • Outreach events • Online platform
Proposal Development	5 months	<ul style="list-style-type: none"> • RFP process for CBOs • Evaluate & select projects for ballot based on RFPs received
Voting	2 months	<ul style="list-style-type: none"> • Design, translate & finalize ballot • Hold voting events throughout the city & online
Project Implementation	1 year	<ul style="list-style-type: none"> • Release of funds from City Council • Implement projects/programs
Evaluation	Ongoing	<ul style="list-style-type: none"> • Review the process & adapt for the next cycle • Review project implementation for future proposal development

Table 1 - PB Phases & Key Projects

THE “WHY”

Participatory Budgeting can be used to address a multitude of concerns raised by the community by increasing engagement in democratic processes and facilitating positive, tangible results where the process is taking place. It is therefore important to begin the process with a clear definition of the “why.” Beyond building trust and providing an opportunity for a greater part of the community to participate in a comprehensive decision-making process, is there an underlying reason why PB is being utilized?

The City of Seattle chose to undertake its most recent iteration of PB based on the community response to the murder of George Floyd and police violence affecting the BIPOC community and focused on housing and physical spaces, mental health, economic development, and youth based on the Black Brilliance Research Project.¹⁴ Los Angeles Reforms for Equity and Public Acknowledgment (L.A. REPAIR) felt that this process allowed the community to work toward racial equity by empowering “low-income communities of color” that had been sidelined by “structural and institutional racism.”¹⁵ Vallejo introduced PB as a response to the city filing for bankruptcy and to rebuild the trust that was lost due to the opaque financial processes within the government.¹⁶

To provide a starting point for the process, the City of Glendale should consider the following language, or a modified version thereof, to guide the planning process:

“Climate change and the challenges it poses affect all persons in the City of Glendale, but especially those experiencing societal barriers such as systemic racism or a participation restriction due to their immigration status, low-income individuals and families, those with health conditions exacerbated by pollution and extreme weather and those who are differently abled, and those with high outdoor exposure due to employment or unstable housing. The City of Glendale is partnering with the community to find solutions to climate change problems that we experience in our daily lives through an equitable Participatory Budgeting process. Community members will be able to create and shape proposals for projects that will help improve the lives of their friends and neighbors and vote on the projects they think will be most impactful. The community is given control over a set portion of the City budget from which the top-ranking projects will be funded and implemented.”

BEST PRACTICES FOR ENGAGEMENT THROUGHOUT THE PB PROCESS

Several best practices were identified by the Participatory Budgeting Project and the municipalities and stakeholders that have worked through either an engagement or PB process that the City of Glendale should incorporate. These include:

- Be clear and transparent throughout all phases of the PB process, from the ask of the community to the restrictions from the government
- Avoid over-promising (know the limits of what you can and cannot do financially, legally, and via staff capacity)
- Partner with CBOs to co-host outreach events to meet community members where they are

¹⁴ City of Seattle - Office of Civil Rights Press Release (November, 2023)

¹⁵ About L.A. REPAIR (City of Los Angeles, 2024)

¹⁶ The City That Gave Its Residents \$3 Million (The Atlantic, Semuels, A., 6 November, 2014)

- Avoid requiring participants to travel long distances to participate
- Have both in-person and online options for meetings and voting
- Translation of all relevant materials, including the PB website
- Live interpretation at outreach events (as necessary)
- Provide food and childcare at all outreach events
- Provide compensation for volunteers (stipends, gift cards, etc.)
- Engagement should build on itself and show and encourage opportunities for participation in the process (i.e., it should not be repetitive or token)

CITY DEPARTMENTS, THE SUSTAINABILITY COMMISSION, & CITY COUNCIL

Although the goal of the PB process is collaboration leading to community ownership of the program, everything starts with buy-in from the City of Glendale. According to the World Bank, government involvement is one of the key indicators to PB success.¹⁷ This involvement includes financial, temporal, and personnel resources. While there are ways to mitigate the impacts of allocating these resources through how the program is administered, if the City is unwilling to make an initial commitment then the process will fail and is not worth pursuing.

Representatives from city departments will be utilized throughout the process to act as technical experts and assess the feasibility of CBOs' ideas, proposals, and RFPs. They will also speak to potential legal or structural hurdles that may be encountered in areas such as budget allocation, design, and program or project implementation. Initial outreach through research into PB processes was done with representatives in the following departments:

- Office of the City Manager
- Communications & Community Relations
- Community Services & Parks
- Finance
- Homeless Services
- Human Resources
- Innovation & Performance
- Office of Sustainability

Additional departments that should be involved in the PB process include:

- Community Development
- Glendale Water & Power
- Legal

¹⁷ Participatory Budgeting (Shah, A., The World Bank, 2007)

- Library, Arts, & Culture
- Public Works

Departmental capacity and budgets are two of the primary concerns based on conversations with departmental representatives, speaking with other municipalities, and as outlined by consultants such as PBP. Therefore, interdepartmental responsibilities and commitments must be spelled out clearly. Departmental representatives serving on committees should expect to spend 2-3 hours per week on the PB process, with increased involvement during planning, design, and idea and proposal evaluation. Other department representatives will be involved in feasibility assessments and work in a high-level advisory capacity, thus minimizing staff hours dedicated to the process. Further interdepartmental staff pressure will be alleviated by the hiring of 2 additional FTE staff housed in the Office of Sustainability, which is discussed further in the Planning & Design Phase.

Therefore, the greatest departmental commitments will come from the Office of Sustainability to manage and facilitate the program, the City Attorney to determine legal constraints of both the fund allocations and the parameters of the programs and projects, and Finance to help determine budget parameters for City Council approval and to help to evaluate budgets put forth in proposals. Involvement from other departments would be based primarily on proposal evaluation, but additional input would be highly encouraged.

Furthermore, the Sustainability Commission should be invited to have a representative on the Steering Committee (as allowed by the City's Code of Ethics and any conflicts of interest that may arise) and the City Council should be provided regular status updates as the funding body.

It is recommended that each named department and the Sustainability Commission have one representative involved in the PB process. Additional departmental representation should always be considered to supplement the capacity constraints of other departments or as the process dictates. However, as there are a multitude of departments, multiple representatives could lead to "too many cooks in the kitchen," hampering the fluidity of the process, causing scheduling headaches, and potentially leading to conflicting priorities among representatives.

The financial implications will be discussed in the Planning & Design Phase and additional capacity concerns will be discussed in the Proposal Development and Implementation phases. However, all internal stakeholders must be involved from the outset of the PB process to ensure its smooth operation. This creates a transparent internal process that can complement a transparent outreach and involvement plan for the community and local partners.

PLANNING & DESIGN PHASE
Projected Timeline – Planning: 5 months

Projected Timeline – Design: 2 months

Utilizing a Steering Committee, municipalities create specific qualifications for participation during the Planning & Design phase through the creation of a rule book. This living document is updated every year and guides the process from Design through Implementation. Crucially, Seattle, LA, and Vallejo all decided to use a third-party administrator to help guide their Participatory Budgeting processes, and the Participatory Budgeting Project (PBP) was chosen by all three municipalities.

Seattle

The City of Seattle dedicated staff resources from the Office of Civil Rights to coordinate interdepartmental resources and leveraged PBP to establish and implement the process. The community was asked to formulate the rules for the process, develop ideas and help form them into proposals, and vote on the proposals that made it to the ballot.

The process was organized using community and government representatives in the following groups:

- Steering Committee – 7 members
- Budget Delegates – 8 members
- Topic-Specific Workgroups – 7 members per group
- Youth Fellows – 14 members
- Community-at-large outside of committees and workgroups
- Intergovernmental Departments and City Council¹⁸

LA REPAIR

Like the City of Seattle, LA REPAIR utilized staff from the Civil & Human Rights and Equity Department, interdepartmental cooperation, and PBP to undertake the process. Unique to LA REPAIR's process, PB took place in 9 separate zones within the city, thus requiring a greater number of community volunteers and partners. Additionally, LA REPAIR developed a process in which Community Engagement Partners (its term for CBOs) are responsible for developing community ideas into proposals and then submitting comprehensive RFPs to move their proposals onto the ballot, thus involving additional organizations and associated staff. This process will be discussed further in the Proposal Development phase.

The process was organized using community and government representatives in the following groups:

¹⁸ Participatory Budgeting Information Sessions – (City of Seattle. 2023 & 2024)

- Steering Committee – 17 members chosen from the 9 zones
- Advisory Committees – 7-9 members; one committee per zone
- Community Engagement Partners (same as CBOs)
- Community-at-large outside of committees
- Intergovernmental Departments and City Council^{19 20}

City of Vallejo

The City of Vallejo utilized processes like both Seattle and LA, employing city staff, community stakeholders, and PBP during the first iteration of its process. As the city is currently in its 9th PB cycle, the process is wholly owned by Vallejo and PBP is minimally involved. A key difference to Seattle and LA is that the City Manager’s office is where the PB program is housed, with the City Manager acting as the primary administrator. Additionally, the City Council approves the Steering Committee.

The process was organized using community and government representatives in the following groups:

- Steering Committee – 11 members
 - Composed of organization representatives and at-large members
 - Organizations have a primary and secondary representative, and at-large members have an alternate
- Executive Committee – 3 members from the Steering Committee
- Budget Delegates
- Community-at-large outside of committees
- Intergovernmental Departments and City Council^{21 22}

STAFFING

Staffing is a perpetual challenge within government departments and feedback gathered from internal stakeholders echoed this sentiment. Therefore, it might not be feasible to simply add PB to departmental responsibilities. Additionally, from speaking to representatives from Seattle and LA who are directly managing PB, it is noted that one person tends to be primarily responsible for all aspects of the process. This is an incredible workload, especially during the initial cycles of PB, and could lead to extended or truncated timelines for implementation of the

¹⁹ L.A. REPAIR Participatory Budgeting: Guidebook 2022-2023 (City of Los Angeles, 2022)

²⁰ L.A. REPAIR Innovation Fund Participatory Budgeting Pilot Program: Cohort I Program Design and Voting Results (City of Los Angeles, June 2023)

²¹ Participatory Budgeting in Vallejo, California (De Luca, J., Participedia, 2015)

²² Participatory Budgeting in Vallejo Rulebook – Cycle 8 (City of Vallejo, n.d.)

process itself or the projects it yields, staff burnout, and community disengagement if implementation or tangible results are delayed. Therefore, an adequate staffing plan is needed to effectively pursue PB.

PBP recommends two different staffing mechanisms to help alleviate existing staff pressure through the hiring and incorporation of new staff, or as a basis to split staff responsibilities within or across departments. Staff allocation is approximately 2 full-time equivalencies spread over three roles. For example, the City of Vallejo employs 2 full-time staff and an intern to facilitate its PB cycles.²³ See Figure 7 for staffing examples.

The City of Glendale should hire and retain 2 full-time-equivalent staff to facilitate PB, as this process should recur year-over-year. One staff member will be the Community Engagement Coordinator. They will be responsible for community outreach and engagement, partnership development, and be the “face” of City for the PB program within the community. The other will be the Program Manager and be responsible for the operations of the program, working with City Council, departmental staff, committees, and consultants and support and supervise of the Community Engagement Coordinator.

DRAFT

²³ PB Scoping Toolkit (Participatory Budgeting Project, 2017)

<p>PB Manager (75% FTE)</p> <ul style="list-style-type: none"> • Responsible for oversight and implementation of process • Represents PB process to local electeds and city department heads • Interfaces between participants and city departments • Supports PB Steering Committee 	<p>PB Coordinator (100% FTE)</p> <ul style="list-style-type: none"> • Responsible for oversight and implementation of process • Supports PB Steering Committee • Leads trainings for PB participants • Develops partnerships with community groups to engage their members in PB • Manages outreach volunteers and canvassers
<p>Community Engagement Coordinator (100% FTE)</p> <ul style="list-style-type: none"> • Directly conducts community outreach and recruits, trains, and manages outreach volunteers, canvassers, and partners • Leads trainings for PB participants and volunteers • Maintains public communications and social media channels • Prepares materials for meetings and events 	<p>PB Assistant (75% FTE)</p> <ul style="list-style-type: none"> • Provides overall administrative and logistical support for the process • Coordinates volunteers during each stage of the process • Prepares materials for meetings and events • Supports PB Coordinator at meetings and trainings
<p>Budget Director (5% FTE)</p> <ul style="list-style-type: none"> • Interfaces between PB staff and city departments • Ensures smooth and timely vetting of project proposals by staff in other city departments 	<p>Department Director (10% FTE)</p> <ul style="list-style-type: none"> • Oversees PB staff • Interfaces between PB staff and city departments • Ensures open and timely communication with staff in other city departments, especially during proposal vetting
<p>[BOTH ARRANGEMENTS] Additional Support Staff (10% FTE)</p> <ul style="list-style-type: none"> • Point people in city departments to oversee project vetting • Communications & web support to oversee public communications and integration with city digital platforms • Translators for PB materials and interpreters at PB events • Child care providers at PB events • 2-4 outreach canvassers during idea collection and the PB vote 	

Figure 7 - PB Scoping Toolkit (Participatory Budgeting Project, 2017)

BUDGET

There must be sufficient funds allocated to both the implementation of the PB process and the projects that the community decides on. As summarized in the projected budget as part of the phased timeline, PB takes a substantial investment of money and time to develop and execute properly. Without this investment, at best the process can appear token, and community

engagement can weaken. At worst, the process fails and yields no tangible benefit to the community. In turn, substantial additional effort will be needed to reengage participants if the process is ever to be revisited.

For the selected projects, there are two ways that PBP suggests to determine the funding allocation: 1-15% of the total budget or \$1 million for every 100,000 community members.²⁴ As the City's budget is over \$1 billion, even 1% exceeds \$10 million, a sum that could be unpalatable for a pilot budget cycle, would trigger a large financial review that could delay implementation of the PB process, and would be out of sync with other municipalities' PB programs.

Therefore, \$2 million is the amount suggested by the fellow to show Glendale's commitment to active collaboration and community participation. This amount allows for multiple projects to be funded, therefore having a positive impact in multiple areas of the City and on multiple segments of the population without using an overwhelming portion of the budget. This amount also corresponds to the amount allocated by Vallejo in the most recent PB cycle for which data is available (\$1,018,962).²⁵ As Vallejo has a population exceeding 100,000, this allocation also follows the PBP recommendations. Seattle and LA both have significantly larger amounts allocated to community-selected projects, \$27 million and \$8.5 million respectively, but also have significantly larger populations.^{26 27}

It is important to note that the implementation costs of the process are separate from the project costs. These include marketing, the creation and maintenance of a digital platform, incentives, CBO partnership support, and meeting materials including translation, interpretation, food, and childcare. The fellow recommends allocating \$200,000 to implement PB in Glendale, which is in line with the recommendations for a mid-size process.²⁸ See Appendix I.

The staffing costs are based on a 2 FTE model like the Manager and Coordinator model in Figure 7. Housed within the Office of Sustainability, two additional staff will need to be added to facilitate and implement the PB process. One will be the Participatory Budgeting Manager and the other the Community Engagement Coordinator. The Manager will be responsible for the program's operations, working with the City Council, Sustainability Commission, departmental staff, committees, and consultants, as well as supporting and supervising the Community Engagement Coordinator. The Coordinator will be responsible for community outreach and

²⁴ PB Scoping Toolkit (Participatory Budgeting Project, 2017)

²⁵ Participatory Budgeting – Cycle 8 (City of Vallejo, 2024)

²⁶ Press Release (Seattle Office for Civil Rights, 2023)

²⁷ About L.A. Repair (City of Los Angeles, 2022)

²⁸ Conversation with Anita Dos Santos (Advocacy Manager – Participatory Budgeting Project, 2024).

engagement, partnership development, and be the City's representative for the PB program within the community. The combined cost for 2 additional FTE personnel is projected to be \$165,000.

To establish a robust PB process that can lead to an effective initial budgeting cycle, the fellow recommends utilizing a consultant for the first 18-24 months. This will help establish best practices for organization, outreach, meeting facilitation, establishment of committees, technical assistance, and additional procedures that will take pressure off City staff while creating a process that holds to the fidelity of PB. As the Participatory Budgeting Project was utilized in this capacity for Seattle, LA, and Vallejo in addition to a multitude of other municipalities throughout the country, the fellow recommends utilizing this agency as the consultant chosen to help initiate the PB process. The cost for a consultant for the first 18 months of the PB process is projected to be \$180,000.²⁹

Therefore, the summary of the budget is as follows:

- Projects: \$2,000,000
- Implementation Costs: \$200,000
- Personnel: \$198,250 (including a benefits package worth 30% of base salary)³⁰
 - Participatory Budgeting Manager: \$114,400
 - Community Engagement Coordinator: \$83,850
- Consultant: \$180,000

Total for Initial PB Cycle: \$2,578,250

FUNDING SOURCES

The fellow recommends that discretionary funding be utilized for Glendale's PB process. This allows for flexibility in how the funds can be utilized, which is especially important during the first PB cycle. Additionally, using discretionary funding does not directly impact departmental budgets, other than the additional staff required to facilitate the program. LA REPAIR utilized a similar process by taking the funds that were allocated to the program from the general fund, thus allowing for greater flexibility in how dollars could be spent and in what buckets.³¹

Federal, state, and private grant funding should also be pursued to supplement or reimburse the City for discretionary fund allocations. For example, the EPA's Environmental and Climate Justice Community Change Grant has language in the funding opportunity directly speaking to vulnerable communities: "Provide resources for community-driven projects to address

²⁹ PB Scoping Toolkit (Participatory Budgeting Project, 2017)

³⁰ City of Glendale Class Specifications (City of Glendale, 2024)

³¹ Conversation with Allison Wilhite (LA REPAIR Program Manager, 2024)

environmental and climate challenges in communities facing disproportionate and adverse...environmental impacts and suffering from generations of disinvestment.”³²

However, grant funding is challenging as it can require partnerships with external agencies (in the case of the EPA grant), rigorous and time-consuming reporting, and possibly restrict what the funds can be used for. Additionally, grant funding often requires a project or program to be identified before applying to the funding agency. This could be avoided if PB is assigned as the program, with community-chosen programs and projects then given funding through a re-granting process shown in the simplified process below:

Grantor (e.g., EPA) → Grantee (City of Glendale PB Program, acting as a re-grantor) → CBOs (receive funds from the PB Program to implement community-chosen projects and programs)

There are also re-granting organizations, such as the Sustainable Cities Fund (SCF), that allocate money to technical assistance nonprofit organizations that then help municipalities and CBOs apply for federal funding when these entities are struggling to do so themselves. SCF also helps these entities identify other funding sources. Although SCF does not operate in California, the Urban Sustainability Directors Network, of which Glendale is a member, has member resources for grant funding and in-house grants that could support further technical assistance for securing additional grants.³³

COMMUNITY-BASED ORGANIZATIONS (CBOs) & THE COMMUNITY AT LARGE

Community-Based Organizations (CBOs) are nonprofits and local advocacy organizations that are “focused on issues and concerns at the local level,” foster the “improvement of the physical, economic, and social environment,” and “focus their attention on the needs of persons of low and moderate income.”³⁴

CBOs are important partners in an equitable PB process for multiple reasons. They have built trust within the communities they serve by offering necessary programs, services, and safe spaces. Therefore, they are an invaluable resource to engage community members who might distrust the government due to historical exclusion. Additionally, CBOs are traditionally organized to do the work the community wants to see and are often already engaged in projects adjacent to those that may be identified in a PB process.

If addressed correctly, these partnerships have the added benefit of helping to address the ability of government departments to perform outreach and education due to staff time and capacity concerns, collect and develop ideas into proposals, and potentially execute the chosen

³² Notice of Funding Opportunity: Environmental and Climate Justice Community Change Grants Program, 2024)

³³ USDN Grants (USDN, n.d.)

³⁴ Aideyan, O.A. (2018). Community-Based Organizations. In: Farazmand, A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance. Springer, Cham. https://doi.org/10.1007/978-3-319-20928-9_144

projects and programs. As noted in Best Practices, CBOs must be approached with a targeted, transparent ask and be shown tangible results for the efforts they bring to this process. Feedback heard in the community is that too often, an organization will organize community members and provide a forum for outreach and engagement and then be left without any follow-up.

Glendale has a robust contingent of CBOs operating across areas that address the social determinants of health. As climate concerns, health concerns, and the drivers of both are intrinsically linked to the social determinants of health, it is important to identify community partners who can best advocate for and reach underrepresented community members and are willing and able to participate in the process. Climate action advocacy and competency are not a requirement, as they can be taught, but are additional considerations to keep in mind.

A list of CBOs and local and regional partners that were contacted for this report is outlined in Table 2. This list is not comprehensive, and it is important to note that not all organizations that were contacted responded. Additionally, CBO partnerships, participation, and input are not a substitute for direct outreach to the community at large. CBOs provide the bridge to direct engagement of community members, especially those who are at risk for negative climate-related impacts. As a primary objective of a PB process is to provide resources to marginalized communities, CBOs should be prioritized for involvement in the process based on the work they do to serve these populations.

Figure 8 overlays the vulnerability map created by Rincon Consultants to show the locations of CBOs, community services, and parks to visualize not only what areas need to be targeted based on climate risk, but also those areas with a lack of access to community services and outdoor spaces.

It is important to note that community representation does not end with CBOs. As shown in the organizational structure of Seattle, LA, and Vallejo, the at-large community members (i.e. those not representing a specific organization) can sit on committees. This can garner additional participants in the process and additional perspectives from the community outside the lens of a formal mission and vision statement from a CBO.

Feedback received from the organizations that were interviewed indicates a willingness to engage communities in climate action and to participate in a PB process. However, organizational and individual capacities play a large role in the ability to participate, especially during the spring and summer months when fiscal year budgets are being finalized. Additionally, it was specifically noted that past efforts of CBO partners to facilitate City outreach at times felt token (i.e., the City was checking a box). This was due to a lack of follow-up from the City regarding the progress of whatever survey, action, etc. was being discussed.

Participants who were engaged by the City felt left in the dark and that their time, effort, and opinions did not matter. Therefore, this reinforces the need to perform targeted outreach to community stakeholders and deliver an organized ask and communication plan for the PB process to allay these concerns and encourage buy-in.

DRAFT

ORGANIZATION	CATEGORY	POPULATION/ASSET GROUP	INITIAL CONTACT	PRIOR CAAP ENGAGEMENT
ANCA Glendale (local)	Local organization/NGO	Community-based org	Lucy Petrosian	
Armenian Relief Society of Western USA	Local organization/NGO	Community-based org	Talar Aintablian	
Ascencia	Local organization/NGO	Housing advocates	Meredith Fleisher (Operations) Laura Duncan (ED)	FOCUS GROUP #1
Black in Glendale	Local organization/NGO	Community-based org	Tanita Fadyeyola Harris-Lignons	
Catholic Charities of LA	Local organization/NGO	Housing advocates	Isabel Grigoryan	
City of LA - Planning Department (CVA)	Government	CAAP/Outreach	Gabriela Juarez (City Planner - Policy)	
City of Seattle - Office of Civil Rights	Government	PB	Mano da Silva John Page	
Gabrielino-Tongva Indian Tribe	Local organization/NGO	Native American Tribes	Charles Alvarez Linda Candelaria Jose Arellano	FOCUS GROUP #1
Gay & Lesbian Armenian Society (GALAS)	Local organization/NGO	Community-based org	Lia Soorenian	
Glendale Community Free Health Clinic	Local organization/NGO	Community service provider		FOCUS GROUP #1
Glendale Environmental Coalition	Local organization/NGO	Community-based org	Elise Kalfayan	
Glendale Latino Association	Local organization/NGO	Latino org		FOCUS GROUP #1
Glendale Parks & Open Space Foundation	Local organization/NGO	Natural resources	Paul Rabinov	FOCUS GROUP #1
Glendale Tenants Union	Local organization/NGO	Tenants Union		
Glendale Unified School District	Local organization/NGO	Community and other facilities	Hagop Eulmesseikian/Mary Lakisyan (Student Support) Dr. Narineh Khemichian/Hilda Markarian (Student Wellness) Virginia Porter (Nurse)	FOCUS GROUP #1
Glendale YMCA	Local organization/NGO	Community-based org and low-income housing	George Saikali Robbie Messler	
Glendale YWCA	Local organization/NGO	Community-based org	TC Kim (COO); Jomie Liu (Program Mgr)	FOCUS GROUP #1
Home Again Los Angeles	Local organization/NGO	Housing advocates	Albert Hernandez	
Homeless Programs (City of Glendale)	Government	Housing advocates	Arsine Isayan	
L.A. REPAIR	Government	PB	Allison Wilhite	
Participatory Budgeting Project	Consultant	PB	Anita Dos Santos	
Salvation Army	Local organization/NGO	Housing advocates	Gabriela Maldonado	
The Campbell Center	Local organization/NGO	Disability organization	Nancy Niebrugge/Sandy Moreno	
Walk Bike Glendale	Local organization/NGO	Community-based org	Alek Bartrosouf	

Table 2 – Community-Based Organizations & Local Partners Contacted

Glendale Map

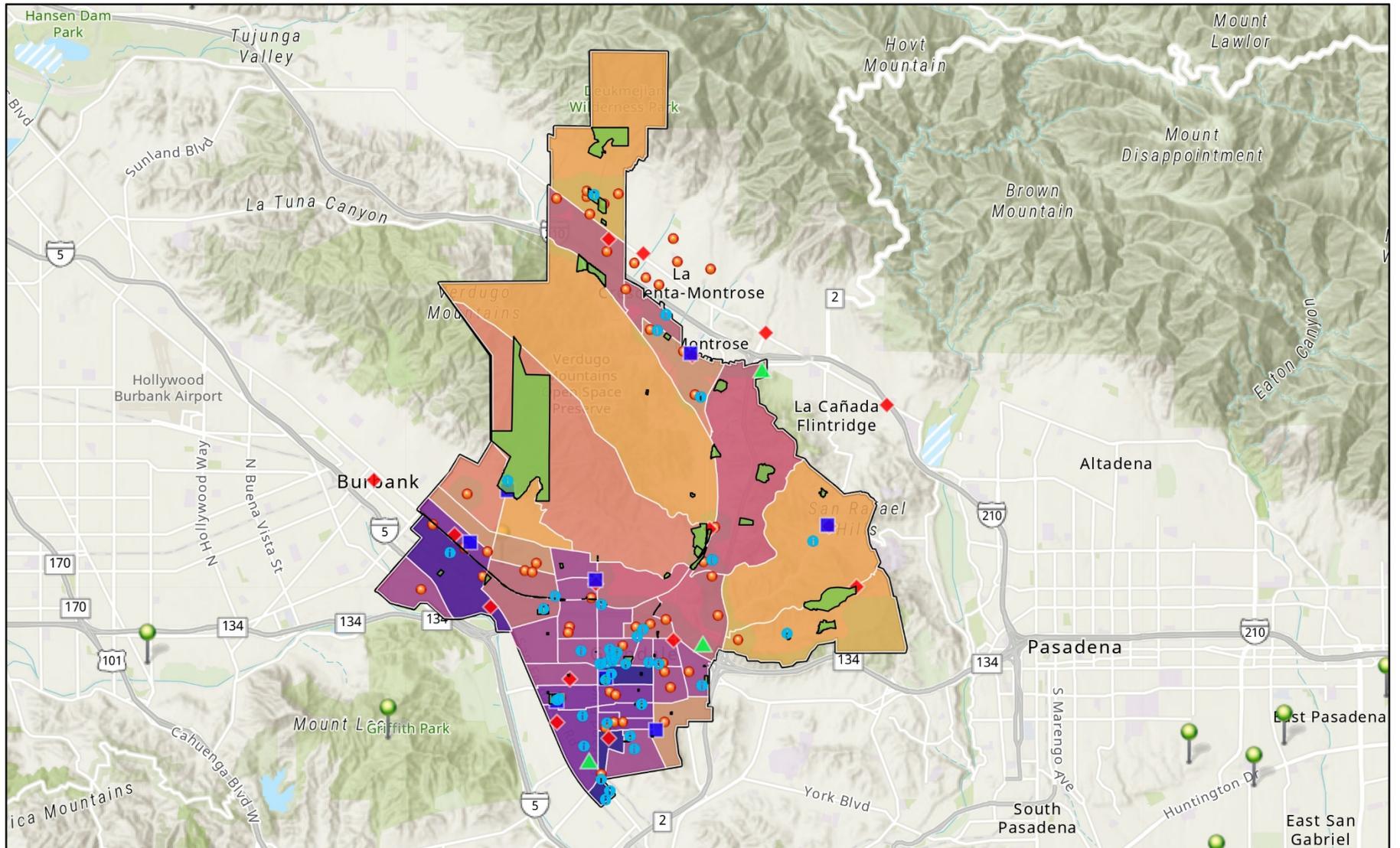
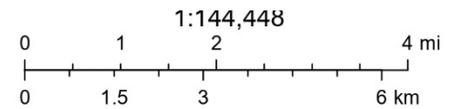


Figure 8 - Vulnerability Overlay with Community Resources (Author in conjunction with resources from City of Glendale & Rincon Consultants, 2024)

6/28/2024

- Community Organization and Facility List
- ▲ PD Hospitals
- CSP Parks
- PD Schools
- CDD Libraries
- ◆ PD Fire Stations
- Glendale City Boundary
- Stickpin
- World Hillshade



Esri, NASA, NGA, USGS, County of Los Angeles, California State Parks, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA,

The Planning & Design phase is one of the longest phases of the PB process and has the most components. It lays the foundation for the phases to come and is fundamental to the success of Participatory Budgeting and therefore requires a substantial commitment from all parties to complete.

In summary, the fellow recommends that the program be housed within the Office of Sustainability and 2 additional FTE staff are hired to manage and coordinate the day-to-day operations. A Steering Committee composed of CBO representatives, at-large community members, and government representatives should be formed to guide the planning and design process. There must be a clear ask of the community leaders involved in forming the PB process and transparent communication about any restrictions (legal, financial, etc.). The budget should be evaluated for feasibility by the Finance & Legal Departments and vetted by the City Council. During this process, additional funding options should be explored and, if possible, applied for and utilized to either supplement or replace City funds. CBOs should be prioritized for involvement in the process based on the work they do to serve the at-risk communities of Glendale. Finally, a consultant should be utilized to ensure a strong foundation is created to drive the PB cycle forward and to set up future PB cycles for successful outcomes.

The result of this phase is the creation of the structure and guiding principles and procedures specific to the City of Glendale. A rule book that will serve as the template for the first PB cycle and a living document for future cycles will be created and will serve to guide the remaining phases of the PB process.

IDEA GENERATION & COLLECTION

Projected Timeline: 3 months

The consensus from the Participatory Budgeting Project and multiple municipalities is to partner with CBOs to co-host outreach events to discuss the process and collect ideas. An online platform should also be created and utilized during this phase, and the projected timeline reflects an additional allocation to create, test, and publish this platform. Please see Appendix III for an example from Seattle's PB process. The fellow recommends an idea-collection period of 2 months once the infrastructure is in place.

The parameters for what ideas can be submitted will be formalized in the rulebook created during the Planning & Design phase. For the City of Glendale's process, the fellow recommends that ideas be restricted to those that can be accomplished within a fiscal year. This is based on the format of LA REPAIR, which takes this model a step further by only allowing submissions for programs, not infrastructure projects.³⁵ The philosophy behind this approach is that the implementation of programs is generally faster than infrastructure projects, so tangible results are realized sooner by the community. Additionally, CBOs might already be doing complementary work to proposed programs which allows this expertise to be leveraged. This expertise could be incorporated if the program is selected by the community.

A short timeline for implementation from an ease of implementation perspective, such as a fiscal year approach, is echoed by Seattle. The projects and programs voted on in its most recent PB cycle are being

³⁵ L.A. REPAIR Participatory Budgeting: Guidebook 2022-2023 (City of Los Angeles, 2022)

implemented over several years.³⁶ There can be challenges to this approach, such as shifts in political sentiment within the government and unforeseen budgetary issues that could impact long-term funding.

The fellow recommends that infrastructure projects are considered if they fit into the fiscal year timeframe (e.g., minor capital improvement projects like installing shade structures at a specific park or transit hub) in order not to limit creative solutions to climate concerns. Ideas that fall outside the parameters laid out in the rule book should be recorded for future consideration for future PB cycles, where new parameters might be adopted, and for projects the City might undertake outside of the PB process.

Individual community members or CBOs can generate ideas. However, CBO representatives who actively evaluate ideas and proposals should not be allowed to evaluate something their organization has generated to avoid conflict-of-interest claims. The same principle holds for at-large community members; they can submit ideas but not be part of the evaluation process of the idea. The City of Glendale representatives involved in the PB process through their official positions within the government should not be allowed to submit ideas or proposals. If officials choose to submit an idea or proposal as a community member, they cannot be part of the evaluation process for that idea. Overall, any person working directly on the PB process will need to provide self-attestation that they have no conflicts of interest in the role they are assigned and will not use their position to campaign for a specific idea or proposal. This could be accomplished through a required Code of Ethics that each active participant must sign.

PROPOSAL DEVELOPMENT

Projected Timeline: 4 months

Ideas that are collected from the community must undergo an initial evaluation to ensure they meet the basic objectives of the PB process as outlined in the rulebook. From there, the ideas must be shaped into actionable proposals, evaluated and scored, and eventually included on the ballot. The traditional method is to use Budget Delegates and city staff who have the technical expertise to shape community-generated ideas into actionable proposals by assessing feasibility, crafting a budget, and determining additional parameters to execute the idea.³⁷ These proposals would form the basis for RFPs if selected during the community vote and bids would be submitted by agencies with the capacity to perform the work. City departments would oversee the execution of the projects or programs specific to each department.

To address departmental staff capacity concerns, increase community involvement in the execution of the voted-on proposals, and utilize existing community resources effectively, the fellow recommends an approach based on the method used by LA REPAIR, where the City of Glendale's PB program would act as a granting organization to local CBOs and partners.³⁸ Ideas that make it through the initial screening process (i.e. that fit the parameters specified in the rulebook) should first be sorted into categories such as health, education, and transportation. Similar ideas should be combined and then language should be created outlining the framework of the public's ask. See Appendix IV for an example from LA REPAIR.

³⁶ Announcing the Winning People's Budget Projects! (The People's Budget Seattle, 2023)

³⁷ PB Scoping Toolkit (Participatory Budgeting Project, 2017)

³⁸ L.A. REPAIR Participatory Budgeting Pilot Program Proposal Development Grant Guidelines (City of Los Angeles, 2023)

This language would be incorporated into an RFP that outlines the projects and programs, the budget parameters for each project/program bid (i.e., minimums, maximums, and spending restrictions), the evaluation procedure for submissions, and the eligibility requirements for submitting an RFP and completing the work if the bid is chosen. Please see Appendix V for a sample of evaluation criteria and scoring.

RFPs that make it through the second round of evaluation and score the highest will be added to the ballot. The fellow recommends that no more than 12 proposals be included on the ballot to both fit with a rank-choice voting system as discussed in the following section (e.g., voters could rank their top 4 choices, equating to one-third of the total proposals) and ensure sufficient time is available to create educational materials for each proposal.

The work performed on the front end of the PB process allows for the immediate implementation of the selected projects and programs once funds are released. Additionally, this process supports the missions of local organizations that are already involved in community engagement and advocacy. These organizations already have the community's trust, so they should be tapped to lead the charge of implementation. Furthermore, as CBOs are constantly seeking funds to continue their work, this system alleviates some financial pressure, especially if some of the allocated funds can be used to retain current staff. This structure allows the City of Glendale to monitor implementation instead of taking on operational responsibility. This monitoring will be conducted primarily by the staff members of the Office of Sustainability who are directly responsible for the PB program and will be based on reports from the CBOs like standard grant requirements. Finally, this structure also allows staff to begin work on the next PB cycle before the current cycle ends, thus ensuring minimal disruptions in what should be a continuous process.

The fellow recommends codifying that organizations must be local nonprofits, or local stakeholders partnered with a nonprofit. This is both to keep the money in the community and to leverage the trust of local CBOs. Local organizations might not have the same expertise as large, national companies and might carry a higher cost requirement to execute the programs and projects. However, it is important to remember, in the words of Manu da Silva from the City of Seattle's Office of Civil Rights, "the process is the work."³⁹ Community trust and engagement override these cost savings.

VOTING

Projected Timeline: 2 months

Voting should be accessible to all those who make up the community of Glendale, not just those who meet the traditional definition of citizenship and are registered to vote. This includes youth, immigrants (documented and undocumented), convicted felons, and nonregistered voters. The fellow recommends youth aged 16 and above be eligible to vote. The exact specifications for voter eligibility will be determined by the Steering Committee for incorporation into the rulebook for the PB cycle. Special consideration must be taken to reduce the barriers to voting through targeted outreach, intentional selection of polling sites, language equity, and other considerations.

³⁹ Conversation with Manu da Silva (Community Investments Strategic Advisor for the City of Seattle, 2024)

Voting must be as accessible as possible to reach the greatest number of community members. Therefore, polling centers must be established in a variety of locations throughout the city, with a special focus on at-risk areas. These locations must have extended hours to allow those who work traditional hours to have an equitable chance to cast their vote. Voting must also be available online using a secure platform. Ideally, this will be through the same website used to submit and view ideas and proposals.

The fellow recommends that voting is structured as “rank-choice,” in which each voter selects a hierarchy of choices with 1 being their preferred choice, 2 being the next best option, etc. This is limited to a maximum of 4 choices to avoid confusion for voters and to streamline the vote-tallying and scoring (weighting) process. Rank-choice voting is utilized by other municipalities in their PB processes.

Although voter fraud is exceedingly rare, due to the political nature of this concern and to ward against procedural backlash, it is important to put some parameters and safeguards in place.^{40 41} Based on best practices noted by other municipalities and PBP, the fellow recommends that all voting takes place at polling places with oversight from the PB Manager and Coordinator, as well as volunteers. All voters should be required to self-attest that they are eligible to vote and will only vote once. At most, an address could be requested to complement the attestation, or a lease or bill noting an address could be required. Additional forms of identification lead to reduced participation and start to mimic exclusionary voter ID laws. An online platform should be able to track the digital fingerprint of a voter while maintaining as much confidentiality as possible. This allows PB representatives to cross-reference disaggregated voter information if strange voting trends arise.

Careful consideration should be taken before utilizing a polling place associated with an organization that has a proposal on the ballot. Information for each proposal should be available at the polling place and online, but no campaigning for or against a proposal should be allowed.

The fellow recommends that voting occur over one month. The projected timeline includes an additional month for the logistics of designing the final ballot, ensuring the ballot language and associated educational materials are updated, translated, and printed, polling centers are established, and the online voting system is updated and tested. The ballots should include that proposals, programs, or projects might have to be modified based on considerations such as unforeseen financial circumstances encountered by the City, acts of God (e.g. a global pandemic), etc.

IMPLEMENTATION OF PROJECTS

Projected Timeline: 1 year

Based on the model utilized by LA REPAIR and noted in the Proposal Development phase, implementation is required to take place within 1 year. Ideally, this corresponds to the organization’s fiscal year to make accounting streamlined. An additional consideration is how funds will be released to CBOs through the granting process. As CBOs often do not have reserves to implement a major project or program and then wait

⁴⁰ Widespread election fraud claims by Republicans don’t match the evidence (Brookings, 2023)

⁴¹ Election Fraud Cases – California (The Heritage Foundation, n.d.)

for a reimbursement, LA REPAIR’s funding mechanism appears to be the most viable to address these concerns. In this model, 50% of the funds allocated to the project or program are disbursed to the CBO after approval. The other 50% will not be disbursed until a comprehensive progress report is received by the CBO, showing how the funding has been used, the implementation status of the program or project, and/or that 85% of the first disbursement has been spent.⁴² This allows fidelity to be maintained and to address any issues that may arise while also supporting the local CBO in its mission while not simultaneously putting it under undue financial pressure.

This contrasts with traditional RFP models where bids can be received from a wider swath of companies and are paid as reimbursements once the work is complete. Additionally, this contrasts with the model employed by Seattle in which departments are responsible for the implementation of the selected projects and programs and RFP only a portion of the allocated funds.

There must be a systematic public outreach campaign to inform the community of the implementation progress at regular intervals and could correspond to the CBO reporting requirements from the City. This will maintain the same level of transparency with the community as required by every other phase in the PB process. Both progress and unforeseen delays or circumstances must be reported in the outreach campaign.

EVALUATION

Projected Timeline: 1 month for the PB process; Ongoing for implemented projects

The PB process and the programs and projects implemented through it must be evaluated to tangibly measure impact and accessibility, and to fundamentally improve the process year-over-year. Evaluation of qualitative processes and outcomes can be hard to measure, especially when they are intertwined with other factors that can contribute to positive or negative effects (e.g., a school’s transportation program, free or reduced lunch, and mentorship programs can all lead to better performance in school but to determine which of the programs is the most impactful is hard to measure). The question is how to create metrics to quantify sentiment.

LA REPAIR has a list of metrics that are applicable to the PB process that help to gather baseline data, including voter turnout, demographics, engagement, and project diversity.⁴³ Please see Appendix VI. This is echoed by the Participation Evaluation concepts created by the PBP.⁴⁴ Implementation impact is harder to quantify. As Seattle and L.A. are just beginning the implementation phase of their respective PB processes, they are identifying metrics that shape their evaluations. PBP recommends evaluating which projects are selected from the PB process versus what would be selected during a traditional budgeting process (methodology, budget, site selection, etc.).⁴⁰ Surveys at the beginning of the PB process and after the cycle is complete can help measure sentiment (qualitative) and civic engagement (quantitative).⁴⁰ These practices can put data behind the sentiment “the (Participatory Budgeting) process is the work.”⁴⁵

⁴² Conversation with Allison Wilhite (LA REPAIR Program Manager, 2024)

⁴³ L.A. REPAIR Initial Report for Program Design (City of Los Angeles, 2021)

⁴⁴ Participatory Budgeting Toolkit for Cities: Why Data Matters (The Participatory Budgeting Project, 2021)

⁴⁵ Conversation with Manu da Silva (Community Investments Strategic Advisor for the City of Seattle, 2024)

A final consideration is the use of technology to supplement data collection, especially to complement qualitative data like community sentiment. One example that could be utilized by the City of Glendale is PlacerAI which uses cell phone data to track movement throughout a city.⁴⁶ Leveraging this data could show how far people travel to access services and how implemented PB projects could help reduce travel distance and time. This could also be used to measure usage rates of programs that take place in specific locations, increased service hours at preexisting facilities, or new facilities and would bolster observational data collected on-site.

The fellow recommends utilizing pre-and-post surveys of the process and for programs and projects once they are implemented. This maintains engagement and transparency and allows the community to continue to shape further iterations of PB in Glendale. The Steering Committee should be asked during the creation of the rulebook for its input on what would be deemed a successful process and what data it would like to see. This should then be compared to L.A. and Seattle, who will be further into their implementation processes and can provide deeper insight into the data they have collected. Finally, PBP and data collecting services such as PlacerAI or independent researchers should be leveraged for their expertise and ability to aggregate metrics to complement observational and qualitative data.

NEXT STEPS

The research conducted by the fellow and incorporated into this report provides an overview of the Participatory Budgeting process and a proposed template for how to guide implementation in the City of Glendale. Additional outreach and considerations need to be accounted for to make the template more robust and before moving forward with the process.

Additional outreach to community organizations needs to be performed with materials clearly outlining the reasoning for and benefits of PB. The fellow had initial conversations with several CBOs and external stakeholders, but many either did not respond or were unable to meet due to various factors such as lack of time due to the beginning of the fiscal year. Additionally, the research was centered around high-level information such as climate concerns, outreach techniques, and knowledge of PB. See Appendix VII for a template of outreach questions that was utilized by the fellow and adapted for internal stakeholders, external stakeholders, and CBOs. This research gauged interest in the process but did not account for capacity of CBOs and stakeholders to actively participate in the process. This was due to expectation setting, in that this research was used to identify a process and therefore the fellow did not want to set parameters that might change before the PB process was adopted. Therefore, a clear ask of the stakeholders and community members is essential to confirm before performing deeper engagement with those agencies that have shared information or initial engagement with those who have not responded or have not yet been approached.

Another step that must be completed is to verify what is and is not possible based on legal, ethical, or other requirements as dictated by local, state, and federal standards and laws. The City of Glendale's Legal Department in conjunction with the Office of Sustainability and City Manager's Office will need to evaluate the proposed process and make modifications as needed. Potential hurdles include modifications to the City's RFP

⁴⁶ PlacerAI Program Overview from Joe Gonzalez (City of Glendale – CSP, 2024)

process, the creation of the grant structure, and best practices around committee formation and voting procedures.

The most important step is to identify another staff member, fellow, intern, or volunteer like an Americorps Vista to continue this work, further the research, and to create internal and external educational materials. For example, a one-page overview should be created for City Council members outlining the PB process to start the conversation, speak to the benefits of PB, and begin to alleviate concerns. Additionally, additional interviews should be conducted with entities such as the City of Vallejo, CBOs, and, potentially, individual community members through community forums.

As noted, the PB process from pre-planning through evaluation is time-consuming and requires support from both the City and local stakeholders. It is important to keep the momentum from this initial research through continuing the conversation with those stakeholders that have already been engaged and to identify priority stakeholders that have not yet been engaged. Consistent engagement will make buy-in to PB easier once the process is adopted rather than having to re-educate stakeholders.

OVERALL RECOMMENDATION FOR THE CITY OF GLENDALE

The City of Glendale should implement Participatory Budgeting for climate action and adaptation projects to better serve the community by building climate resiliency through projects and programs identified by and important to the community. This will lead to increased trust in the City government and its processes and foster additional engagement, while also combating negative health outcomes and creating a physically, mentally, and financially healthy community.

NOTE ON THE FELLOW:

Ben Marshall is a graduate student at Colorado State University in Fort Collins, Colorado and will graduate with an Impact MBA and certificate in Carbon Management in December 2024. The Impact MBA program focuses on sustainability in business and mitigating current and future climate impacts and the associated social inequities arising from these issues.

Ben has a background in nonprofit management, local government, and tourism. He has spent many years working for a health equity nonprofit organization in the fields of community and behavioral health, youth advocacy, and language equity. Additionally, he has worked as a Parks & Recreation professional, creating, implementing, and managing youth and adult recreation programs and the associated facilities.

Ben chose to return to school to better serve his community, as climate change combined with social sustainability is important for the continued health of the people and places he loves.

Appendix I: Phase-Based Timeline Recommendations

Anita Dos Santos – Advocacy Manager at Participatory Budgeting Project

• Planning

- Min: 3 months
- Max: 6 months (usually what's feasible to leave enough time for implementation if both planning and implementation have to fit within a 12-month period)
- General best practice: 4-5 months
- Notes: there's always more to plan for than implementers anticipate. This phase generally also includes the time needed for recruiting and selecting the Steering Committee (SC) so the design phase can kick off with the Writing the Rules workshops in which the SC develops the guidebook for the process

• Design

- Virtual (online, one 2-hour workshop per week) min: 2 months
- Virtual max: 4 months
- Virtual best practice: 3 months
- In-person (intensive full-day weekend workshops) min: 2 weekends
- In-person max: 2 months
- In-person best practice: 1 month
- Notes: this phase takes a long time if spreading out over once-a-week virtual workshops but can be facilitated fairly quickly if able to utilize in-person convenings. Pre-COVID Writing the Rules was often facilitated in one or two full-day weekend workshops

- **Transition:** 1 month to finalize the published guidebook and make any necessary adjustments to outreach strategy and tactics ahead of idea collection based on decisions made by the Steering Committee

• Idea Collection

- Min: 1 month
- Max: 3 months
- Best practice: 2-3 months
- Notes: have seen some implementers extend this out a long time. Main downside to extended idea collection phases is the possibility of losing engagement/momentum from community leaders

- **Transition:** 2-4 weeks to vet ideas that came in toward the end of the process and finalize the selection and onboarding of budget delegates.

• Proposal Development

- Min: 2 months
- Max: 6 months
- Best practice: 4-6 months
- Notes: this phase takes time to do well, to ensure participants have the training and information they need to make informed decisions, and not feel rushed in the process. Could speed up slightly if utilizing longer in-person workshop convenings as with the design phase.

- **Transition:** 4+ weeks to draft, translate, print, and distribute ballots and voter guides based on the final proposal language.

- **Vote**

- Min: 2 weeks
- Max: 2 months
- Best practice: 1 month
- Notes: Anything shorter than 2 weeks and folks will feel short-changed/like they missed out in reaching important communities/constituencies. Longer than 2 months risks dragging it out too long/diluting engagement energy and attention.

Overall range: 1-2 years (we have seen a few pilot programs span over a year from the start of planning to the completion of the vote). This timeline doesn't include time for announcing results, including participants in evaluation/debriefing activities, or setting up and facilitating a monitoring and implementation committee.

Cost

See the table below for cost estimates of standard implementation costs and expenses for reference. Note these are examples that may be used for reference, and each process, regardless of size, will differ in cost depending on the needs of the context.

Expense	Mini Process	Small Process	Mid-size Process	Large Process
Committee Stipends	\$5,000	\$5,000	\$10,000	\$15,000
Community Engagement Partnerships	\$10,000	\$50,000	\$100,000	\$200,000
Participation Incentives	\$500	\$2,000	\$5,000	\$10,000
Translation and Interpretation	\$2,000	\$5,000	\$15,000	\$25,000
Childcare	\$2,000	\$5,000	\$15,000	\$20,000
Food	\$2,000	\$5,000	\$15,000	\$20,000
Advertising + Marketing	\$1,000	\$5,000	\$10,000	\$50,000
Supplies	\$2,500	\$3,000	\$5,000	\$10,000
Digital platform	N/A (free)	N/A (free)	\$25,000	\$50,000
Totals	\$25,000	\$80,000	\$200,000	\$400,000

Appendix II: The PB Timeline

The Participatory Budgeting Project – Scoping Toolkit

PHASE	GOALS BENCHMARKS	TIME FRAME
Planning	<ul style="list-style-type: none"> • Educate decision makers • Engage community partners • Identify pot of money to allocate • Secure funding and staffing for implementation • Announce approval of PB process 	Variable
Design	<ul style="list-style-type: none"> • Form Steering Committee • Develop PB Rulebook • Schedule idea collection events • Recruit and train facilitators and outreach workers 	3-6 months
Idea Collection	<ul style="list-style-type: none"> • At public meetings, residents and other community stakeholders learn about PB, discuss community needs, and brainstorm project ideas • Residents also submit ideas online or via other digital tools • Residents volunteer to serve as budget delegates to turn the ideas into full project proposals for the PB ballot 	1-2 months
Proposal Development	<ul style="list-style-type: none"> • Budget delegates go through an orientation, then meet in committees to transform the community's initial project ideas into full proposals, with support from agency staff and technical experts 	3-5 months
Vote	<ul style="list-style-type: none"> • Delegates present final projects at science-fair style expos • Residents vote on which projects to fund, at sites throughout the community over a week or two. 	1 month
Evaluation	<ul style="list-style-type: none"> • Participants and researchers evaluate the process and identify improvements to make the following year 	1-2 months
Implementation and Monitoring	<ul style="list-style-type: none"> • Government implements winning projects and participants help monitor and troubleshoot problems as they arise 	ongoing

Appendix III: The People's Budget Seattle Online Platform⁴⁷

The People's Budget

your voice, your choice

PHASE 6 OF 6

Implementation

11/13/2023 - 06/30/2024

Process phases

[THE PROCESS](#) [EVENTS](#) [IDEAS](#) [NEWS & UPDATES](#)

What would you like to see in your community? What are your ideas to improve Seattle's neighborhoods? Dream big! ✨

During the Idea Collection phase of Seattle's participatory budgeting process, community members share their ideas for how the city should spend \$27 million in public funds. Your ideas will get turned into proposals that the whole Seattle community will vote on across five focus areas: housing and physical spaces, mental health, youth and children, economic development, and crisis and wellness.

495 PROPOSALS

Order proposals by: Random ▾ Results per page: 20 ▾

The form below filters the search results dynamically when the search conditions are changed.

- All
- Crises and wellness
- Economic development
- Housing and physical spaces
- Mental health
- Youth and children

<h4>Black Home Ownership</h4> <p>Keino Miller</p> <p>EVALUATING</p> <p>I would like to see significant funding targeting new home buyers who are seeking financial...</p> <p>Housing and physical spaces</p> <p>CREATED AT 08/11/2023</p> <p>10 FOLLOW 0</p> <p>VIEW PROPOSAL</p>	<h4>Access to care</h4> <p>\$27 Million Dollar Cookout</p> <p>Councilors that look like me (African-American, etc) Better Access within my community Better...</p> <p>Crises and wellness</p> <p>CREATED AT 07/24/2023</p> <p>9 FOLLOW 0</p> <p>VIEW PROPOSAL</p>
--	---

⁴⁷ The People's Budget Seattle (n.d.)

Appendix IV: Example of Language to Guide Proposal Development⁴⁸

Harbor Gateway - Wilmington - Harbor City Program Concepts

Health & Wellbeing:

To meet the variety of health and wellbeing needs in the REPAIR Zone, consider the following concepts:

- Propose a program for youth in the community to develop or enhance their skills.
- Propose a program that will reduce the burden of untreated mental health issues and focus on making mental health services more accessible (24/7).
- Propose a program that empowers individuals to thrive. Programming should provide environmental, social, and economic healing programs free of charge to the community.

Environment & Climate:

Propose a community beautification and maintenance program that creates a vibrant, clean, and green urban environment where residents are actively involved in the transformation of their communities. The program should be a holistic approach that aims to tackle environmental and community-related issues, ultimately making the city a better place to live, work, and thrive.

Education & Access to Information:

Propose a program that provides skills education in a supportive and enriching environment for youth to thrive academically and personally. Programming could be inclusive of after-school tutoring, life and study skills workshops, literacy and math focused lessons, and/or career and trade program exploration. Consider how the community can be brought into the programming to create community connections through volunteering, resource fairs, and other services that are inclusive. Within a year, the hope is to inspire the next generation for a brighter future.

West Adams - Baldwin Village - Leimert Park Program Concepts

Environment & Climate:

Propose a program that supports, develops, and sustains a community garden and garden-based programming. Programming should prioritize youth-engagement and produce distribution (such as through farmers markets, give-aways, community-supported agriculture programs, etc.). Programming could also address the need for a more beautiful, clean, green, and well-maintained community through education on and promotion of existing City services available for greening the community, tree-planting and maintenance (including sidewalk repair and maintenance), and street clean-ups.

Education & Access to Information:

Propose a program that addresses the racial disparities in educational outcomes by providing innovative and holistic educational services for youth and/or young adults in this community.

Programs must cover services for either:

- K-12 grade aged youth that will enhance and/or supplement the standard school curriculum for reading, writing, and STEAM learning; OR
- Young adults (aged 16+) to attend trade school or apprenticeship programs such as union-based or independent film-industry, behind the scenes apprenticeship programs, green-jobs training programs, etc. to learn trade skills, access unionized jobs, and explore career opportunities.

Proposed programs should include an outline of the curriculum and learning goals, go beyond tutoring in order to effectively improve student outcomes by the end of the year, and include a certification process where applicable.

Health & Wellbeing:

Propose a program that provides mental health and wellness services to the community. Consider how to activate a physical space as well as provide mobile or street outreach services to connect folks to the available resources. The services should include mental health, substance abuse, and healthy living education and resources, such as by providing healthy food distributions and other wellness activities.

⁴⁸ L.A. REPAIR Participatory Budgeting Pilot Program Proposal Development Grant Guidelines (City of Los Angeles, 2023)

Appendix V: Proposal Evaluation Procedures from LA REPAIR⁴⁹

Evaluation Procedures

Evaluation Criteria

Prior to evaluation, Proposals will be screened for eligibility based on the stated eligibility requirements. A review panel will review and score each eligible, complete, and fully responsive proposal. Proposals will be evaluated based on the following criteria and may include consideration of any or all of the listed factors at the City's sole discretion.

Proposals must receive a minimum score of 70 out of 100 points by evaluators to qualify for the ballot, and up to nine proposals (the highest scoring nine proposals meeting the minimum score of 70) will be selected for the ballot in each REPAIR Zone.

Evaluation Criteria	Points
<p>Shared Values and Community Investment <i>Narrative description in 500 words or less</i></p> <p>Describes Proposer's mission, history, and major accomplishments and how it has served marginalized communities through direct service, civic engagement, community interventions, racial justice and/or reconciliation work.</p> <p>Describes ways in which the Proposer has served local communities specifically within the REPAIR Zone and/or its strategies to stay accountable to communities historically impacted by racism and poverty.</p>	20
<p>Program / Project Design <i>Narrative description in 500 words or less</i></p> <p>Provides a narrative description of the proposed program, the population(s) served, and a work plan for how it will be implemented. The work plan should include key deliverables within the 1-Year timeframe that details intended goals, public benefit, and reach of the program / project to serve the REPAIR Zone. The work plan should also name and anticipate possible challenges to program implementation.</p> <p>The narrative description specifies how the proposed program responds to one or more of the Program Concepts identified by the community.</p>	40
<p>Capacity and Relevant Work Experience <i>Narrative description in 250 words or less + letters of reference</i></p> <p>Demonstrates the quality and depth of the Proposer's experience and expertise as it relates to the services being proposed, including, but not limited to: training received; work experience with the City of Los Angeles, other</p>	20

Evaluation Criteria	Points
<p>government agencies and private contract activities; and description of services completed.</p> <p>Includes at least two letters of reference attesting to the Proposer's experience. This includes a letter from a community member who has received your services (and who is unaffiliated and unrelated to the Proposer) and a letter from an organization you have collaborated with in the past or knows your work well.</p> <p>If applying with partner organizations or a fiscal sponsor, describes the relationship between the organizations and the breakdown of roles and responsibilities in implementing the services.</p>	
<p>Budget / Cost Effectiveness <i>Narrative description in 250 words or less + simple itemized budget</i></p> <p>Describes how the proposed program will be implemented within the timeline proposed (not to exceed 1-year) and within the proposed budget.</p> <p>The proposed budget justifies the cost of the programming and demonstrates an ability to maximize funding, including a description of how the program may be scaled in the event of multiple programs being selected in the REPAIR Zone.</p>	20
<p>Final Score</p>	100 Points Possible

Protest Procedure

If a proposal is determined to not meet the minimum eligibility criteria and/or the point threshold during evaluation, the Proposer may protest the determination. Notice of protest must be submitted by email within two business days of receiving the determination. Confirmation of the protest will be acknowledged within forty-eight hours or two business days. Protests must be sent via email to:

Allison Wilhite , L.A. REPAIR Program Manager
repair@lacity.org

Protests may not include any new or additional information that was not submitted with the original proposal. Only one protest per proposal shall be permitted.

⁴⁹ L.A. REPAIR Participatory Budgeting Pilot Program Proposal Development Grant Guidelines (City of Los Angeles, 2023)

Appendix VI: Metrics for the PB Process from LA REPAIR⁵⁰

Metric	Description
Voter Turnout: Number of votes	The number of community members who voted.
Voter Diversity and Inclusion: Number and percentage of participants of various demographic groups, including race and socioeconomic status	Indicates PB's potential to engage communities that are marginalized in the traditional political process
Project Diversity: Number and type of projects considered	Indicates the feasibility, and projected impact of the proposed projects. Projects deemed feasible by the budget delegates are placed on the ballot.
Project Sponsors: Number of community-based organizations engaged	Indicates the extent to which PB engages civil society through coalition and base-building. Also an indicator of variation in how processes are implemented.
Satisfaction rate: Percentage of participant satisfied with process	A goal of 80% participant satisfaction is intended and participant feedback will aid in making improvements.
Participation: Number of participants and percent of eligible residents who participate	Indicate PB's reach and ability to engage targeted populations.
New Voters: Number and percentage of voters who are eligible to vote but did not vote in the most recent local election	Indicates PB's potential to engage residents who don't participate in the mainstream political process
Broad Engagement: Number and percentage of voters who are ineligible to vote in local elections	Indicates PB's potential to engage residents who don't participate in the mainstream political process
Engagement Opportunity: Number and percentage of participants who report prior civic engagement or participation	Indicates PB's ability to attract otherwise less civically engaged residents
Accessibility: Accessibility indicators for idea collection phase, project development phase and voting	Captures aspects of the process implementation that increase access during the idea collection phase, the project development phase and the voting phase
Funding Allocation: Amount of funds allocated to PB projects	Tracks the money allocated to PB projects in any one year
Funding Expenditure: Percent of funds expended by PB projects	Tracks the money allocated to PB projects in any one year
Process Cost Dollar amount spent on PB	Makes transparent how much money is spent on implementation and how that compares with the funds allocated to projects, with quality indicators of the process and outcomes

⁵⁰ L.A. REPAIR Initial Report for Program Design (City of Los Angeles, 2021)

Appendix VII: Outreach Template

Community-Based Organizations Climate Action Questionnaire

This questionnaire is designed to gather insights from community-based organizations (CBOs) about the interests and priorities of the populations they serve in relation to climate action projects. The responses will help in understanding how policies and community actions can be better shaped to support environmental initiatives as part of a participatory budgeting process.

1. What is the primary mission and focus of your organization?
2. Can you describe the community or population that your organization serves?
3. What are the most pressing environmental or climate-related concerns for the communities you serve?
4. What types of climate action projects do you believe would be most beneficial for your community?
5. What barriers does your community face in participating in climate action projects?
6. Has your organization been involved in any climate action projects in the past? If yes, what role did your organization perform?
7. What has been the most effective method for engaging your community?
8. From your experience, what practices or approaches should be avoided regarding engagement and outreach in and to your community?
9. Are you familiar with participatory budgeting and its relationship to community-driven projects?