EQUITY IN BUDGETING

City of Tacoma



1

AGENDA

- Equity and Anti-Racism at the City of Tacoma
- How do the Office of Equity and Human Rights and Office of Management and Budget work together?
- Approach to Equity Analysis in Budgeting
- Incorporating Equity and Anti-Racism into Decision Making
- Challenges and Opportunities



EQUITY - CITY OF TACOMA

- · Goals:
 - Our workforce reflects the community it serves
 - Purposeful community outreach and engagement
 - Equitable service delivery to all residents and visitors
 - Support human rights and opportunities for everyone to achieve their full potential
 - Commitment to equity in policy decision-making
- Staff Support Office of Equity and Human Rights
- Equity Index

3

3





ANTI-RACIST TRANSFORMATION

City Council Resolution 40622

- Passed in June 2020
- Prioritizes anti-racism in budget development process and COVID-19 economic recovery

2021-2022 Budget Development Process Included

- Evaluation of all services, programs, and proposals for prioritized spending under an anti-racism lens
- Development of Racial Equity Action Plans (REAPs) for every City department



CULTIVATING ENVIRONMENT

- GARE Cohort Representation from across the organization
- Listening Sessions
- Equity 101
- Racial Equity Champions & Internal Facilitators for Equity 101
- Mission, Vision, Value Development with Executives
- Budget 101



5

5

PARTNERSHIP

- · What does Office of Management and Budget need to know?
 - · Definitions What is equity? What is racial equity?
 - Training What information is being shared or taught on using equity lens?
 - Goals for including Equity in Budget (helps to focus on what process points are good for engagement and analysis)
 - · Staff capacity for supporting departments
- What does the Office of Equity and Human Rights need to know?
 - Key process and decision points
 - Ways to engage in planning early with departments
 - What tools and practices are used to support decision making for city leaderships?
 - · Goals for financial management and financial position
 - · Staff capacity for supporting departments

TACOMA
OPERATING & CAPITAL
BUDGET

CITY COUNCIL PRIORITIES



TACOMA

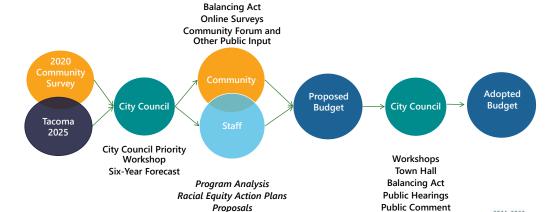
OPERATING & CAPITAL

BUDGET

7

7

BUDGET DEVELOPMENT PROCESS



8

TACO MA
OPERATING & CAPITAL
BUDGET

STARTING PLACE

Direction Setting and Questions

- Council Direction and Priority Resolution or other action to set goals and/or policy intent
- Asking Intentional Questions
 - How does this proposal advance the City's equity goals?
 - Which geographic areas do these enhancements or reductions impact?
 - How will this proposal affect (negatively or positively) historically disadvantaged communities and/or underrepresented group? How have you worked to mitigate negative impact?
 - Who was engaged to develop this proposal?

Evaluation

- Not punitive; be okay with uncomfortable answers
- Push yourself to evaluate proposals through an equity lens
- Equity will be included throughout the entire process
 - Developing proposals
 - Evaluating proposals
 - Decision making



9

9

BUDGETING APPROACH

Program Analysis – Current Service Levels and Costs

- What do we do?
- How much does it cost?
- What is the impact of the program on priorities?

Strategic Planning & Council Priorities

- What should we be doing better to meet strategic goals/priorites?
- What do we need to do to meet equity goals?

Proposed Changes to Budget

- What should we do more of?
- What should we do less of or not at all?
- What is a new program we need to offer?

Biennial Budget

- Program Equity Analysis
- Racial Equity Action Plans
- Equity Analysis of Proposals

TACOMA
OPERATING & CAPITAL
BUDGET

TOOLS

Program Equity Analysis

Requires that city has a program based budget and definition of equity impact

Time intensive – rating of over 500 programs and cross dept. internal review team

Iterative Process - Ran into issues related to data to demonstrate impact and equity

Racial Equity Action Plans

Requires that departments establish goals and action plans for equity.
These were discussed in all City

Helps departments think of proposals to advance goals, including items that don't require funding

Iterative process – currently revising these plans and goals

Proposal Equity Analysis

Requires that staff provide responses to specific equity related questions for every budget proposal

Means that equity is included in all discussions on reductions or budget enhancement requests

Iterative process – still working to get detailed answers from departments (internal training, coaching, and learning process)

TACOMA
OPERATING & CAPITAL
BUDGET

01

11

COMMUNITY ENGAGEMENT PROCESS

- Over 750 community members
- Major issues; performance of City services; impacts on quality of life; trust and confidence

Survey

- City Council
- Identified Priorities for 2021-2022
- Issued surveys to further define the priority areas and issues
- Over 3,000 Responses

Priority Engagement

- Prioritizing Resources
- •Launched Balancing Act Tool to educate and receive feedback on how to prioritize funding
- •Over 800 balanced budgets submitted
- Town Hall
- Work sessionsBalancing Act
- Public Hearing
- Community Meetings

Proposed Budget Engagement

*Participatory Budgeting Pilot on hold during COVID-19

12



INCORPORATING COMMUNITY FEEDBACK INTO DECISIONS

Opportunities

- Over 3,750 responses from different tools
- Consistent feedback on Affordable Housing and Homelessness across tools
- More representative of community by race and age than previous processes

Challenges

- Who responds to opt in surveys and is it representative of the community?
- Feedback on Community Safety funding given Police Staffing Study
- Moving forward on Anti-Racism
 Policy Direction while continuing to build in time for community discussion and direction

13

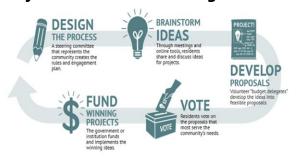
13

PARTICIPATORY BUDGETING

Process

- Process that puts decision making control in community hands
- The process is designed to be the intervention
 - Gives community members decision making authority changing power dynamics
 - Innovative way to increase meaningful community involvement in public processes
- Creates community leadership and problem solving
- Allows community to prioritize ideas and decide where to spend funds

City allocated ARPA funding of \$5M





BUDGET

CHALLENGES AND OPPORTUNITIES

- · Build opportunities for joint learning
- Enter the process thinking "this is our approach right now"
 - We will learn and it will change
- Awareness of the need to both move quickly for results and create a learning process focused on engagement
- We've learned that the organization devalued fluidity and viewed permanency as the value
 - · Need to be agile
- · Constant conversation around equity and how to institutionalize it



15

15

EQUITY IN BUDGETING

City of Tacoma

