Defining and Developing a Data-Driven Equity Budgeting Strategy

Apr 12, 2022 - Apr 12, 2022

01:00pm - 02:30pm ET

WEBINAR

CHARTING AN EQUITABLE FUTURE

Around the country, cities are embracing new equity-focused data-driven strategies and practices to drive change in the wake of a crisis.

What Works Cities
City Budgeting for Equity & Recovery Program

RESULTS FOR AMERICA

Bloomberg Philanthropies

blue meridian partners

Municipal leaders from 28 cities participated in the CBER program:

- Akron (OH)
- Austin (TX)
- Birmingham (AL)
- Chattanooga (TN)
- Chula Vista (CA)
- Columbia (SC)
- Columbus (OH)
- Denver (CO)
- Durham (NC)
- Fort Collins (CO)
- Lincoln (NE)
- Madison (WI)
- New Orleans (LA)
- Oakland (CA)

- Peoria (IL)
- Philadelphia (PA)
- Providence (RI)
- Pueblo (CO)
- Rochester (NY)
- Salt Lake City (UT)
- Savannah (GA)
- Seattle (WA)
- Springfield (IL)
- Syracuse (NY)
- Tacoma (WA)
- Tampa (FL)
- Toledo (OH)
- West Palm Beach (FL)

resourceX
reprogram your organization

PERSPECTIVES

NOW HIRING

CHIEF EQUITY OFFICER, SALT LAKE CITY MAYOR'S OFFICE

Full Time
$45.63/hr - $95.83/hr

WWW.SLC.GOV/JOBS

"We get what we get,

The budget requests are what they are – we wish they were better..."

Ben Noble
Budget Director
City of Seattle, WA

Budgeting gone bad

Pueblo, CO

City Budgeting for Equity and Recovery

Equity Enhancing Opportunities

$1.5 Million

40 Programmatic Change Recommendations

Resource Reallocation & Revenue Generation

$1.6 Million

71 Programmatic Change Recommendations

Program Data and Insights Scoreboard

Pueblo, Colorado

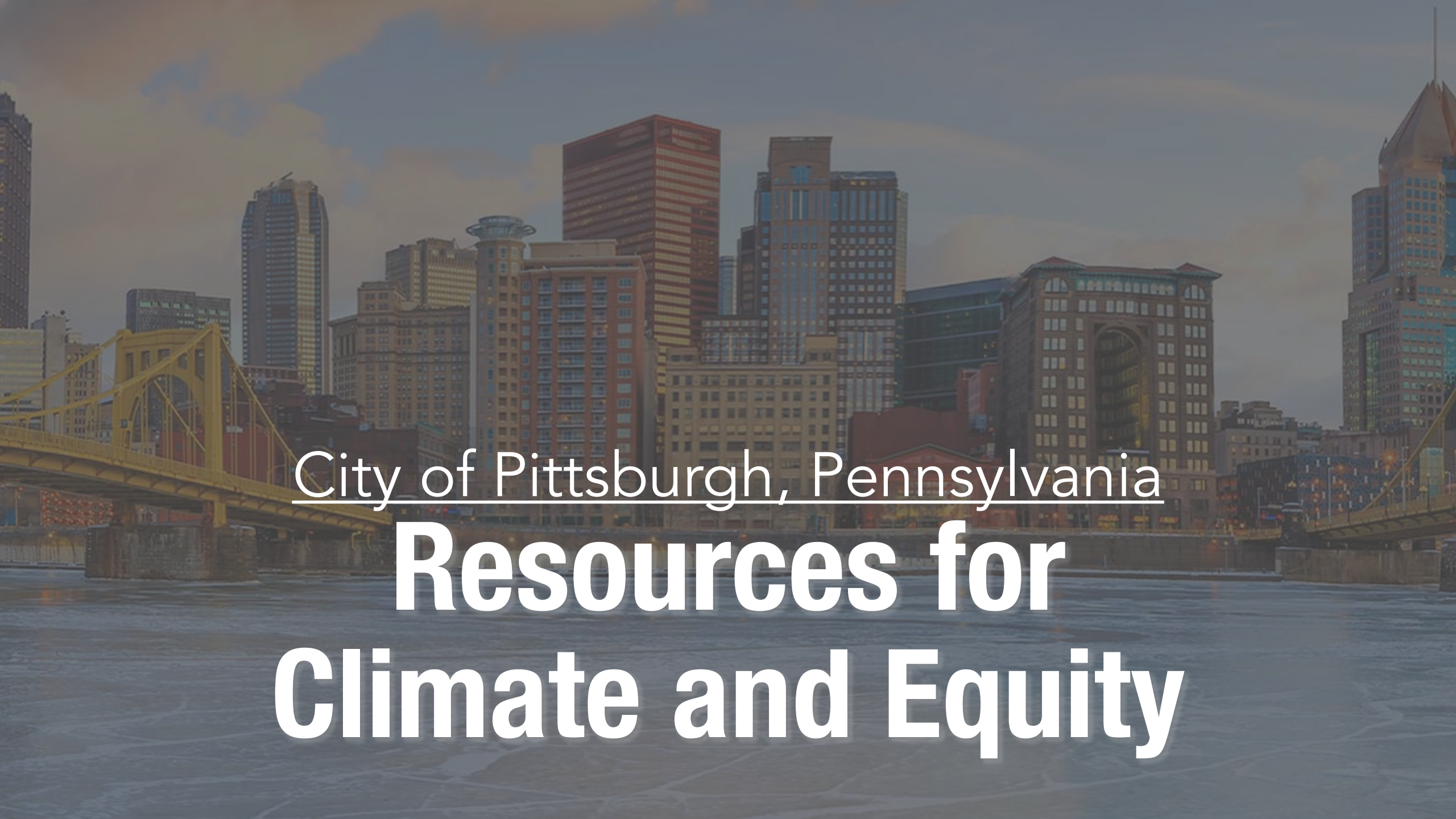### PROGRAM DATA CREATION

Individual Programs (services) Identified	**522**
Amount of Budget Translated to Program Costs	**$104.7 million**
Programs Evaluated for Impact on Equity	**522**
Percent of Budget Evaluated for Equity Impact	**100%**
Dollar Amount Evaluated for Equity Impact	**$70,700,226**

PROGRAM INSIGHTS: BUDGETING FOR EQUITY

	Programs	Financial Impact
Opportunity to Enhance Equity	40	$1.5m
Efficiency Opportunities Identified (to reallocate resources)	24	$200k
Entrepreneurial Revenue Generating Opportunities Identified	21	$760k
Partnership Opportunities Identified	19	$640k
Revenue Generating Sponsor Opportunities Identified	5	$20k
Opportunities to Leverage Grant Funding	2	tbd

ENGAGEMENT OVERALL

Number of Departments Participating	**21**
Percent of Budget Represented by Participating Departments	**100%**

resourceX

City of Pittsburgh, Pennsylvania
Resources for Climate and Equity

2020- 2021 Resource Reallocation

PBB Implementing Organization	Expressed as % of Budget	Expressed as $'s Reallocated
Littleton, CO	10%	$ 9,014,071
Roswell, GA	10%	$ 7,988,116
Windsor, CO	9%	$ 2,924,895
Rowlett, TX	8%	$ 8,380,691
Riverside, CA	8%	$ 44,087,364
Battle Creek, MI	8%	$ 9,101,757
Ferndale, MI	7%	$ 3,872,182
Pittsburgh, PA	6%	$ 24,922,036
Flagstaff, AZ	6%	$ 8,354,000
East Lansing, MI	6%	$ 4,365,328
Longmont, CO	4%	$ 11,470,677
Tulsa, OK	4%	$ 8,115,103
Unified Government, KS	4%	$ 14,928,811
Alexandria, VA	4%	$ 22,832,567
Meridian, ID	3%	$ 2,621,640
Duluth, MN	3%	$ 10,802,781
Fort Saskatchewan, AB (CAN)	3%	$ 2,692,295
East Moline, IL	3%	$ 774,794
Lethbridge, AB (CAN)	2%	$ 8,587,498
South Jordan, UT	2%	$ 1,696,963
Branson, MO	2%	$ 1,437,712
Columbia, SC	2%	$ 3,597,821
Strathcona County, AB (CAN)	2%	$ 6,735,388

What Works Cities | Bloomberg Philanthropies

OUR CONTENTION

1. CLEAR EQUITY DEFINITION AND DATA

2. BETTER BUDGET DEVELOPMENT REQUESTS

3. READILY AVAILABLE RESOURCES TO FUND SOLUTIONS

TACOMA WA

resource X
reprogram your organization

WHAT YOU WILL LEARN:

1. How to guide departments to develop budget proposals with a substantial impact on your equity objectives
2. How to incorporate measurable equity criteria into budget prioritization, to differentiate and promote proposals with the greatest impact on equity
3. How 20+ cities clearly defined equity in 2021, incorporated an equity lens into the budget development process, supported departments in the creation of more transformative budget proposals in line with their equity objectives, and identified resource reallocation opportunities to fund the proposals

•REFLECTIONS ON TACOMA

OUR CONTENTION

1. CLEAR EQUITY DEFINITION AND DATA
2. BETTER BUDGET DEVELOPMENT REQUESTS
3. READILY AVAILABLE RESOURCES TO FUND SOLUTIONS

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reprogram your organization

Budgeting for Equity - Solutions

Better Budget Development Requests (in line with Equity Action Plans)

Readily Available Resources to Fund Solutions

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reprogram your organization

Budgeting for Equity - Solutions

Better Budget Development Requests (in line with Equity Action Plans)

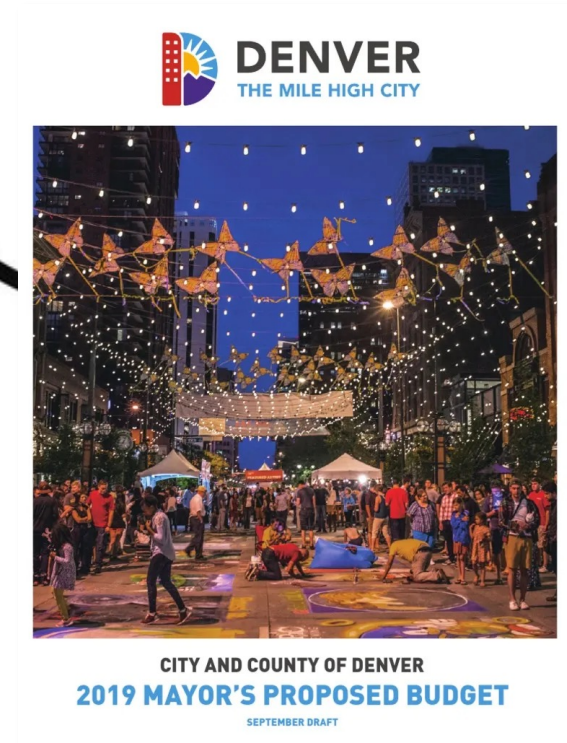Readily Available Resources to Fund Solutions

City & County of Denver, Colorado

Budgeting for Equity

Perceived Disconnect

Clear Definition
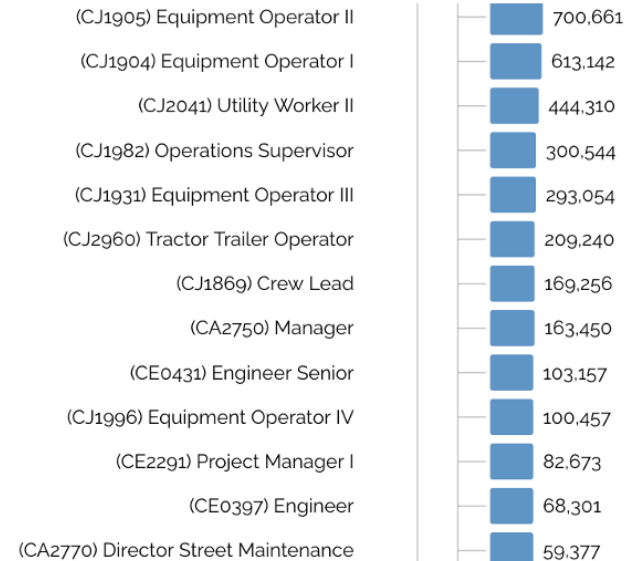of Equity Objective
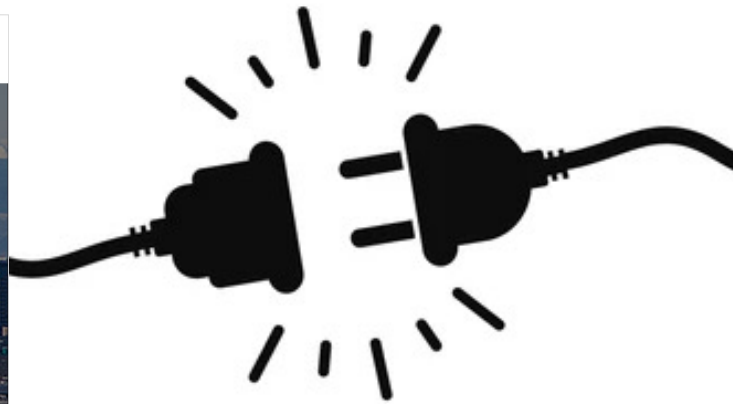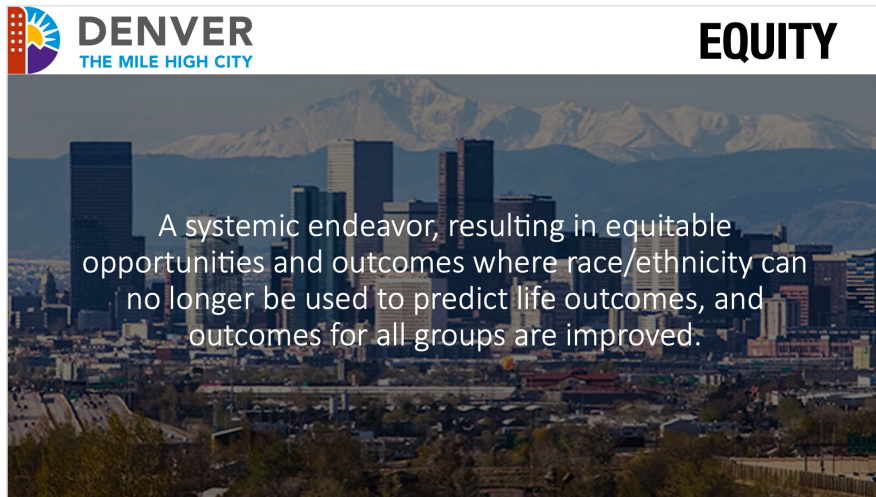
Unclear How Budget
Supported Equity Objective

Line-Item Data

NonPersonnel — 3,262,200

Line Item	Amount
(701500) Cleaning Supplies and Materials	2,022,915
(502000) Overtime Compensation	523,127
(503100) Differential Pay	151,544
(683900) Training	126,968
(521000) Retirement Pension	79,479
(702000) Parking, Street, and Traffic Supplies and…	78,808
(540100) Social Security Taxes	54,045
(702500) Tools and Other Equipment	39,671
(601000) Professional Services	37,036
(501200) Stand-By and Call Back Pay	31,800
(702300) Safety Supplies and Equipment	25,961
(640100) Leases and Rentals	16,413
(701400) Clothing Supplies and Materials	14,557
(661000) Travel and Transportation Employee	14,557
(530800) Health Savings Account	14,100
(701900) Office Supplies and Fixtures	9,578
(702400) Technology Supplies and Equipment	7,666

Personnel — 3,524,360

Line Item	Amount
(CJ1905) Equipment Operator II	700,661
(CJ1904) Equipment Operator I	613,142
(CJ2041) Utility Worker II	444,310
(CJ1982) Operations Supervisor	300,544
(CJ1931) Equipment Operator III	293,054
(CJ2960) Tractor Trailer Operator	209,240
(CJ1869) Crew Lead	169,256
(CA2750) Manager	163,450
(CE0431) Engineer Senior	103,157
(CJ1996) Equipment Operator IV	100,457
(CE2291) Project Manager I	82,673
(CE0397) Engineer	68,301
(CA2770) Director Street Maintenance	59,377

resourceX
reprogram your organization

PROGRAM:

Snow Removal

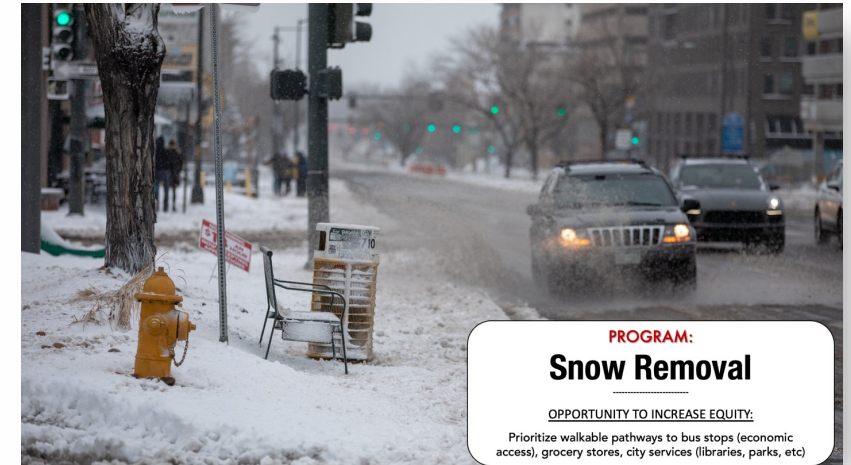
OPPORTUNITY TO INCREASE EQUITY:

Prioritize walkable pathways to bus stops (economic access), grocery stores, city services (libraries, parks, etc)

Goal: Better budget recommendations, truly aligned with Equity objective
Path to Action: 1.) define programs and costs, 2.) program insights for equity
Skills and Capacity: create better budget proposals and fund them

DENVER THE MILE HIGH CITY

EQUITY

A systemic endeavor, resulting in equitable opportunities and outcomes where race/ethnicity can no longer be used to predict life outcomes, and outcomes for all groups are improved.

PROGRAM:
Snow Removal

OPPORTUNITY TO INCREASE EQUITY:

Prioritize walkable pathways to bus stops (economic access), grocery stores, city services (libraries, parks, etc)

PROGRAM:
Impound Lot

OPPORTUNITY TO INCREASE EQUITY:

Reconsider (and forgive) fines that stand in the way of economic opportunity

TOOLS

Program Equity Analysis

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

Time intensive – rating of over 800 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 Manager meetings prior to proposals.

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)
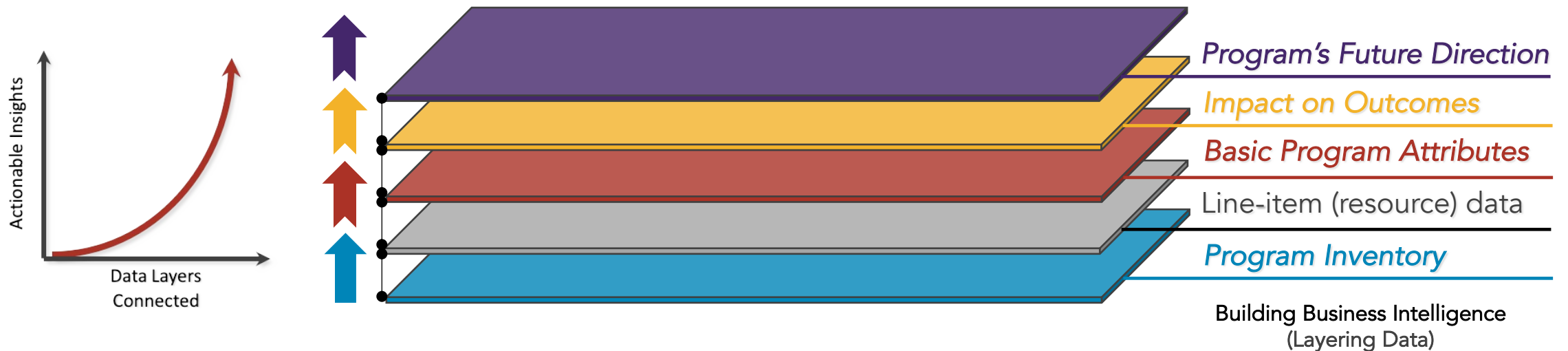
2021-2022

TACOMA
OPERATING & CAPITAL
BUDGET

9

Line-item
Budgeting

- Good for informing broad decisions that impact cost types (personnel, capital, training, etc)
- Especially useful for decisions of non-personnel nature (defer capital, suspend travel, reduce fuel and supplies)
- Lacks connection to impacts on services, service-levels, and outcomes

Program/Priority
Based Budgeting

- Imperative data to answer:
  - What programs need more resources?
  - What programs can we do less of?
  - What programs can we change how we deliver?
  - Where can we partner?
- Programs are a vehicle for analyzing, communicating change, and a platform for insight and action

Actionable Insights / Data Layers Connected

- Program's Future Direction
- Impact on Outcomes
- Basic Program Attributes
- Line-item (resource) data
- Program Inventory

Building Business Intelligence
(Layering Data)

Program Inventory

resourceX Littleton FY2021-2021 All Cost Centers < Welcome, cfabian@resourcex.net

Set Up   Data   Insights   Action   RX Admin   Support

	Program Inventory	⌄
	Inventory Builder	
	Edit Program Inventory	
	Add From Search	
	Combine Programs	
	Program Cost Allocation	
	Program Scoring	›
	Budget Requests	⌄
	Summary Of Requests	
	Create Budget Requests	
	Created Requests	
	Review Requests	
	Requests Purpose	
	Reports	›

② ③

arter inventory

X ⌄   Open

egorie(s) ⌄

o use only program
divisions from your
a.

Next

Service Type	Program name
Community	Foreclosed and Vacant Property Enforcement
Community	Clear Site Triangle Violation Enforcement
Community	Citation Issuance and Prosecution Support
Community	Public Right of Way Nuisance Enforcement
Community	Mobile Food Vending Vehicle Enforcement
Community	Derelict Vehicle Code Enforcement
Community	Unsafe Conditions or Buildings
Community	Neighborhood Code Enforcement
Community	Sign and Banners Enforcement
Community	Off Site Signage Enforcement

Program Inventory

Program Budgeting

Set Up   Data   Insights   Action   RX Admin   Support

Program: Climate Action

Program Description: Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

Total Cost: $467,626

Type: NonPersonnel

[+ Add]   [✎ Edit]   [🗑 Delete]

Add From Scratch ⬤

Account Description
Computer Equipment ✕ ▾

Create New From Existing ☐

Object Number
4301

Total Cost *
1250

+ Add another row

Program Request

Climate Action

Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide
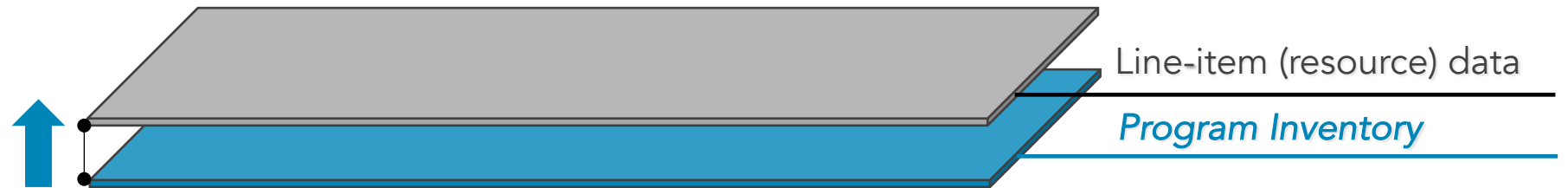
How does this request impact the program service level?: **Enhances service level**

Is this request Recurring or One-time? (select one): **One-time**

Select

[Add]

Account Number	Account Description	Object Number	Total Cost	Allocation	Program Cost	Request	New Program Cost
214-01-170-0661-0-4363	Janitor and Cleaning Supplies	4363	$188	12.50	$24	$0	$24
214-01-170-0667-0-4349	Promotional Materials	4349	$2,000	6.00	$120	$0	$120
214-01-170-0661-0-4359	Building Structure Materials and Supplies	4359	$750	12.50	$94	$0	$94
214-01-170-0661-0-4262	Registration	4262	$1,800	12.50	$225	$0	$225
214-01-170-0661-0-4290	Other Miscellaneous Services	4290	$4,880	25.00	$1,220	$0	$1,220
214-01-170-0661-0-4301	Computer Equipment	4301	$1,250	25.00	$312	$0	$312
214-01-170-0661-0-4342	Office Supplies	4342	$750	25.00	$188	$0	$188

Line-item (resource) data
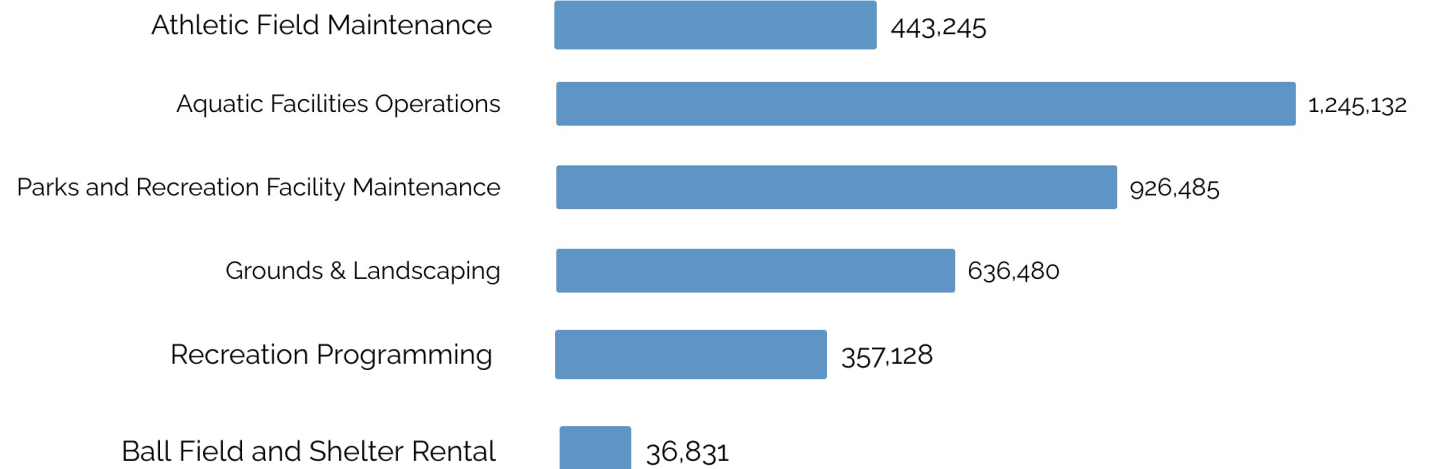
Program Inventory

From Line-items to Programs

PARKS and RECREATION
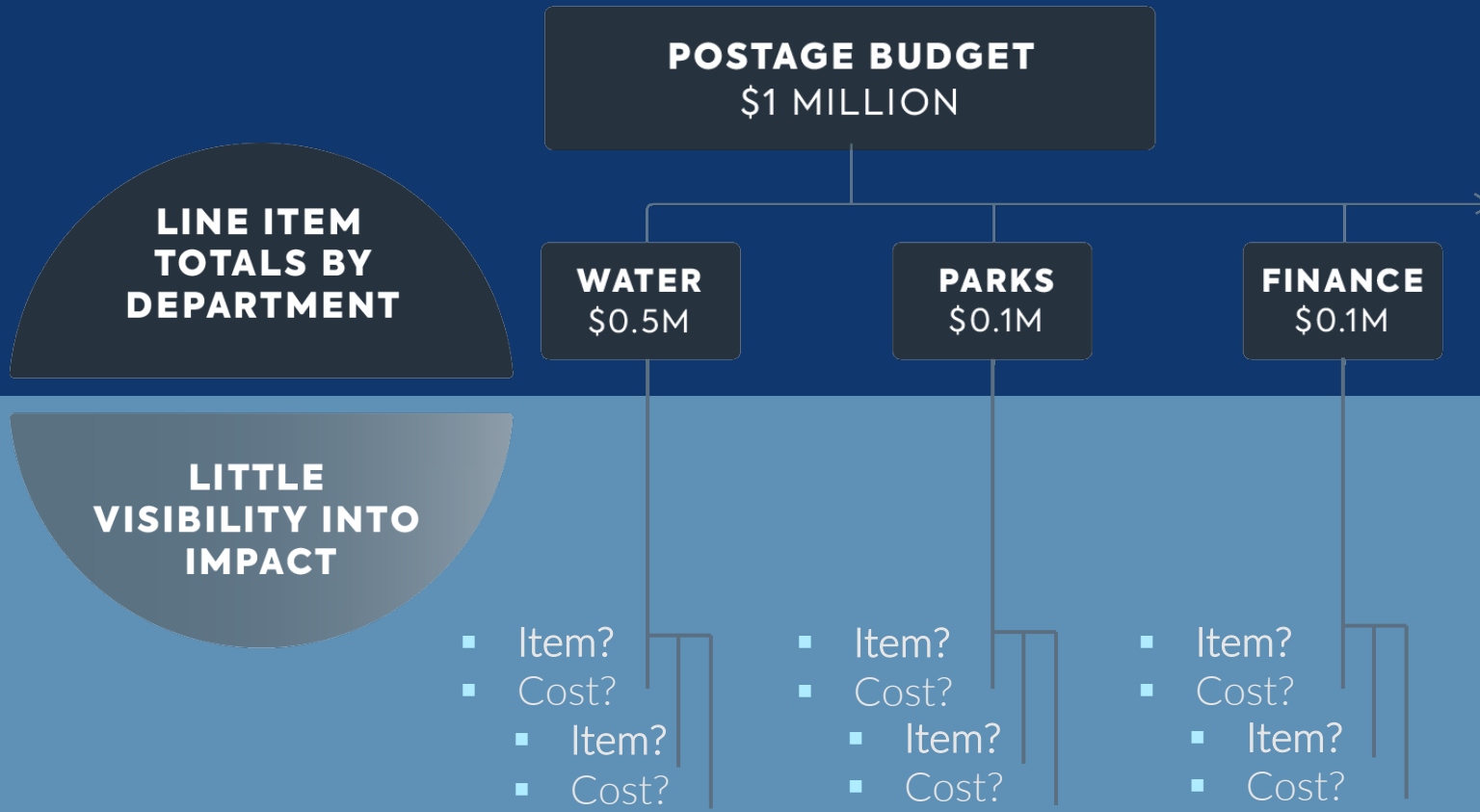
BUDGET HIGHLIGHTS
FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET
Operating Budget			
Personal Services	$ 6,596	$ 6,713	$ 6,403
Materials and Supplies	856	846	855
Other Services and Charges	12,281	12,399	12,307
Operating Capital	524	367	357
Total Operating Budget	**20,257**	**20,325**	**19,922**
Capital Budget	2,690	10,625	10,625
Total Budget	**$ 22,947**	**$ 30,950**	**$ 30,547**

Athletic Field Maintenance — 443,245
Aquatic Facilities Operations — 1,245,132
Parks and Recreation Facility Maintenance — 926,485
Grounds & Landscaping — 636,480
Recreation Programming — 357,128
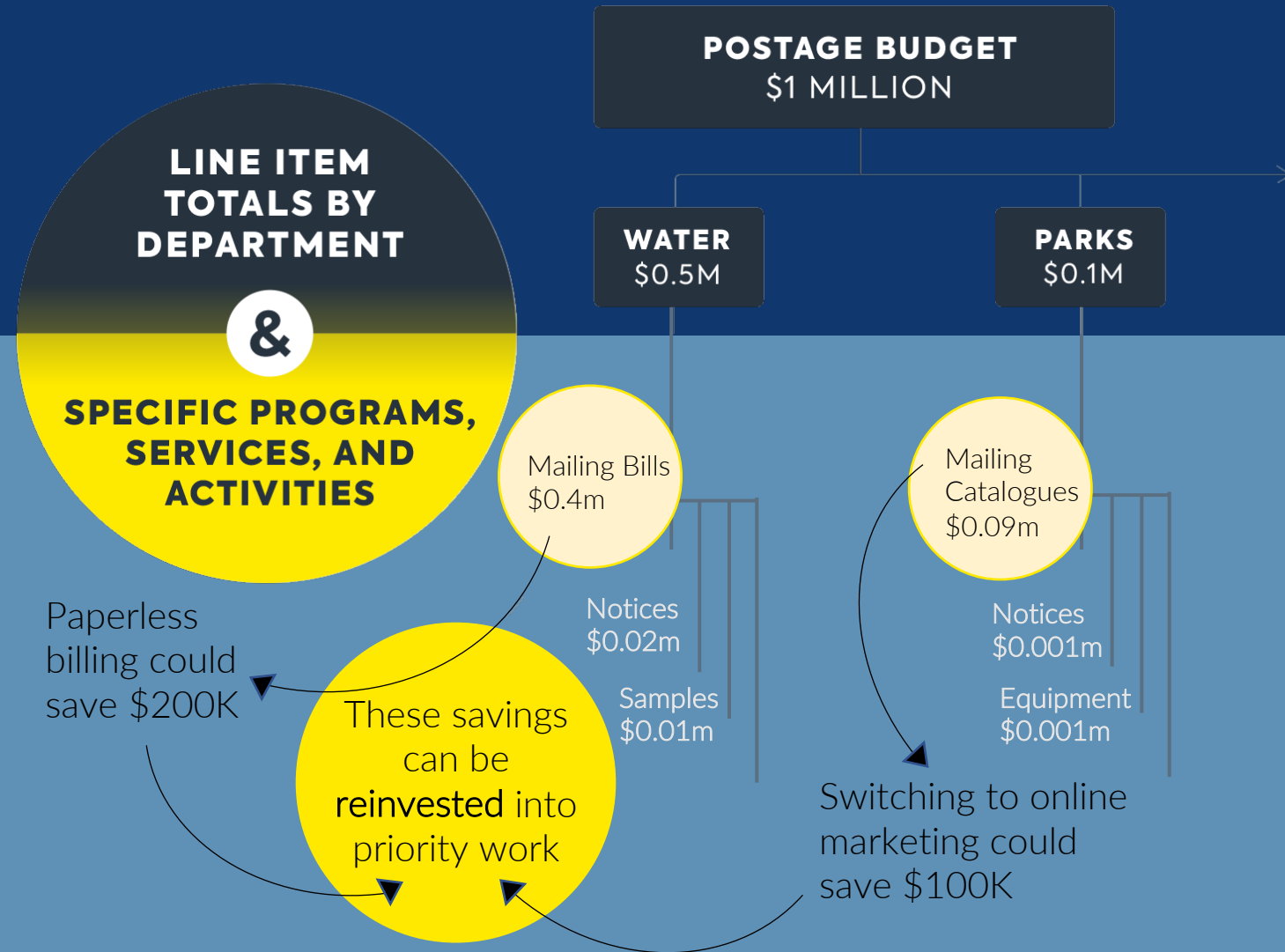Ball Field and Shelter Rental — 36,831

WHAT DO YOU SPEND?

FROM LINE ITEMS TO BETTER ALIGNMENT

- Traditional budgets track line items (such as postage, paper, gas and tires) by department (Parks, Public Works, Legal, etc.).

MAIN MENU
Site Navigation

St. Albert

2019 - PBB

All Available
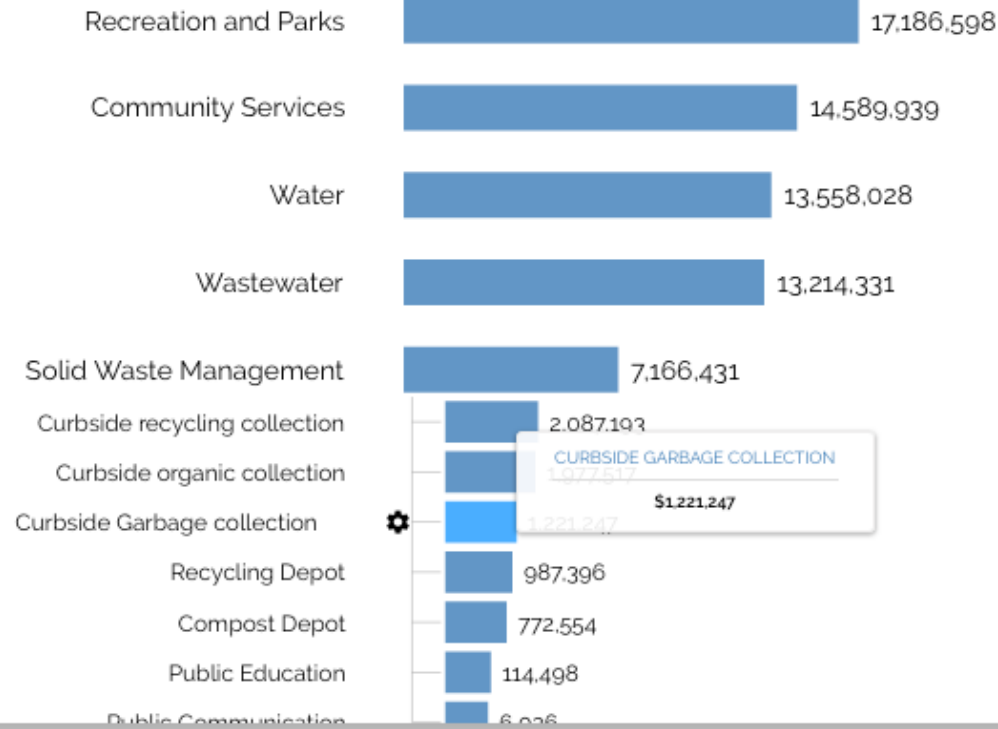
⚙ MODEL EDITOR
Edit Program Inventory

resourceX

Complete Program Costing using the Online Allocator or Downloadable Template.

Select User Group for Program Costing

All Available

Program Costing - Online Allocator

Allocation Summary

Program	Cost
Recreation and Parks	17,186,598
Community Services	14,589,939
Water	13,558,028
Wastewater	13,214,331
Solid Waste Management	7,166,431
Curbside recycling collection	2,087,193
Curbside organic collection	1,977,517
Curbside Garbage collection	1,221,247
Recycling Depot	987,396
Compost Depot	772,554
Public Education	114,498
Public Communication	6,926

CURBSIDE GARBAGE COLLECTION
$1,221,247

Program Cost Summary - **Curbside Garbage collection**

Program Description: Collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools. The service includes Take it or leave it and large item pickup and drop off.

Program Comments | Program Cost Summary

Total Cost: 1,221,247

Personnel Cost: 188,578   Program FTE: 1.99

Current Allocation	Program Cost	CostCenter- P	Position Title	Position Number	Account Name	Name
34.00	1,886	Solid Waste Management Administration	Senior Process Analyst	PW80021	(6001) Salaries - Regular	02-9000-(
34.00	2,325	Solid Waste Management Administration	Administrative Assistant	PW003	(6001) Salaries - Regular	02-9000-(
34.00	3,032	Solid Waste Management Administration	PW Office Administrator	PW002	(6001) Salaries - Regular	02-9000-(
34.00	3,376	Solid Waste Collection & Disposal	CUPE 941 - Regular - Overtime	CUPE 941 - Regular - Overtime	(6031) CUPE Wages - Overtime	02-9000-(
34.00	4,119	Solid Waste Collection & Disposal	CUPE 941 - Casual Wages	CUPE 941 - Casual Wages	(6037) CUPE Wages - Casual - Regular	02-9000-(
25.00	4,275	Solid Waste Management Administration	Administrative Associate PPT	PW0009	(6001) Salaries - Regular	02-9000-(
25.00	5,641	Solid Waste Management Administration	Administrative Associate	PW80026	(6001) Salaries - Regular	02-9000-(
34.00	8,008	Solid Waste Management Administration	Process Analyst	PW80027	(6001) Salaries - Regular	02-9000-(
33.00	8,068	Solid Waste Collection & Disposal	Solid Waste Operator	PW81000	(6030) CUPE Wages - Regular	02-9000-(

NonPersonnel Cost: 1,032,669

Current Allocation	Program Cost	CostCenter- NP	Account Object	Project Name	Account
33.00	99	Solid Waste Collection & Disposal	(6145) Corporate Memberships		02-9000-9100--6145
33.00	264	Solid Waste Management Administration	(6145) Corporate Memberships		02-9000-9050--6145
33.00	429	Solid Waste Collection & Disposal	(6930) Miscellaneous Expenses		02-9000-9100--6930
33.00	660	Solid Waste Management Administration	(6100) Training & Development		02-9000-9050--6100
33.00	660	Solid Waste Collection & Disposal	(6100) Training & Development		02-9000-9100--6100
33.00	891	Solid Waste Collection & Disposal	(6404) Telephone & Mobile Device Charges		02-9000-9100--6404
33.00	990	Solid Waste Collection & Disposal	(6140) Other Travel & General Expenses		02-9000-9100--6140
33.00	1,221	Solid Waste Management Administration	(6140) Other Travel & General Expenses		02-9000-9050--6140
33.00	1,650	Solid Waste Collection & Disposal	(6165) Printing, Copying & Binding		02-9000-9100--6165
33.00	1,650	Solid Waste Collection & Disposal	(6520) Staff Allowances		02-9000-9100--6520

Program Revenue: 1,296,042

Current Allocation	Program Revenue	CostCenter- NP	Account Object	Project Name	Account
33.00	644,094	Solid Waste Collection & Disposal	(4143) Solid Waste Fees		02-9000-9100--4143
33.00	639,738	Solid Waste Collection & Disposal	(4141) Flat Rate Charges		02-9000-9100--4141
33.00	12,210	Solid Waste Collection & Disposal	(4144) Refuse Stickers		02-9000-9100--4144

Close

City of Pittsburgh PA: Institutionalize Equity Lens (and Climate) into Budget Development Process

WHEREAS, joining 8 other Mayors from cities and towns in the Ohio River Valley and Upper Appalachia Regions, Mayor Peduto released the Marshall Plan for Middle America, which is a comprehensive strategy to lead a just transition from heavy industry to a more sustainable future, develop a strong workforce, and invest in the growing clean energy industries of tomorrow that will provide family-sustaining jobs for residents of our regions; and,

WHEREAS, with the climate-friendly Biden Administration in the White House, there is a remarkable opportunity to leverage and attract federal investment in building a more sustainable Pittsburgh; and

WHEREAS, in recognition of Earth Day, the City of Pittsburgh celebrates its success toward achieving its climate goals, acknowledges the important work ahead, and reaffirms its commitment to combat climate change and advance environmental and climate justice for current and future residents of our city.

NOW, THEREFORE, I, William Peduto, Mayor of the City of Pittsburgh, by the virtue of the authority vested in me by the City Charter and laws of the City of Pittsburgh do hereby direct the following actions:

1. In accordance with the ICLEI-Local Governments for Sustainability's ICLEI150 in the United Nations' Race to Zero campaign, the City of Pittsburgh does hereby commit to communitywide carbon neutrality by 2050.

2. All City Departments shall utilize available tools, including, but not limited to Priority Based Budgeting, to implement climate impact scoring when crafting budgets and conduct a climate risk assessment for infrastructure investments and municipal operations. The Division of Sustainability and Resilience shall serve as a resource to all City Departments in these efforts.

Program Request

Climate Action

Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

How does this request impact the program service level?: **Enhances service level**

Is this request Recurring or One-time? (select one): **One-time**

Select

PBB (DIV) Program Department: 01-011 General Administration City Manager Division

PBB (Sect) Program Division: 170-Sustainability

Program: Climate Action

Program Description: Develop and implement climate action initiatives, planning, policy, and operational programming to achieve the goals outlined in the Climate Action and Adaptation Plan in 7 key focus areas with an emphasis on Greenhouse Gas emission mitigation, adaptation, and equity.

Total Cost: $517,626

Request: Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

Personnel

PBB Section	Fund	Account Type	Account Number	Total Cost	Title	Object Number	Allocation	Program Cost	Request	New Program Cost
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4101	$64,708	CLIMATE & ENERGY COORD	4101	75.00	$48,531	$0	$48,531
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0662-0-4101	$62,162	VOLUNTEER AND EVENT COORD	4101	10.00	$6,216	$0	$6,216
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4102	$64,940	CLIMATE ENGAGEMENT COORD	4102	20.00	$12,988	$0	$12,988
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4101	$130,360	SUSTAINABILITY DIRECTOR	4101	30.00	$39,108	$0	$39,108
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4101	$67,430	SUSTAINABILITY SPECIALIST	4101	55.00	$37,087	$0	$37,087
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4101	$39,558	ADMIN ASST ZONE 1	4101	10.00	$3,956	$0	$3,956

NonPersonnel

PBB Section	Fund	Account Type	Account Number	Total Cost	Account Description	Object Number	Allocation	Program Cost	Request	New Program Cost
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0669-0-4208	$50,000	Other Professional Services	N/A	100.00	$0	$50,000	$50,000
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4363	$188	Janitor and Cleaning Supplies	4363	12.50	$24	$0	$24
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0667-0-4349	$2,000	Promotional Materials	4349	6.00	$120	$0	$120
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4359	$750	Building Structure Materials and Supplies	4359	12.50	$94	$0	$94
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4262	$1,800	Registration	4262	12.50	$225	$0	$225
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4290	$4,880	Other Miscellaneous Services	4290	25.00	$1,220	$0	$1,220
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4301	$1,250	Computer Equipment	4301	25.00	$312	$0	$312
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4342	$750	Office Supplies	4342	25.00	$188	$0	$188
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4215	$208	Utilities-Water, Sewer, Refuse	4215	12.50	$26	$0	$26
170-Sustainability	214-Sustainability and Environmental Mgt Fund	Expense	214-01-170-0661-0-4224	$2,625	Maintenance-Buildings & Structures	4224	12.50	$328	$0	$328

Program: Climate Action

Program Description: Develop and implement climate action initiatives, planning, policy, and operational programming to achieve the goals outlined in the Climate Action and Adaptation Plan in 7 key focus areas with an emphasis on Greenhouse Gas emission mitigation, adaptation, and equity.
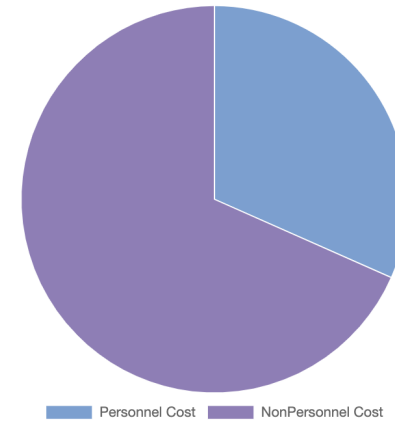
Total Cost: $467,626

Program Revenue: 0

Budget Description: Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

Program Cost

Personnel Cost - $147,886

NonPersonnel Cost - $319,740

Total Cost - $467,626

Quartile: 2

Program Attributes

MANDATED to PROVIDE PROGRAM: No mandate (Including general Council direction or interest)

RELIANCE on CITY to PROVIDE PROGRAM: City is sole provider of service (including contracting out services)

COST RECOVERY of PROGRAM: More than 50% cost recovery

CHANGE in DEMAND for the PROGRAM: Increasing Demand

CAPACITY to SERVE: The program has the capacity to serve more than 50% of the intended population

Results Alignment

Environmental Stewardship: N/A

Safe & Healthy Community: N/A

Robust Resilient Economy: N/A

Inclusive & Engaged Community: Extreme

Livable Community: Extreme

Sustainable, Innovative Infra.: Some

Tools, Training, & Support: Some

Innovation & Best Practices: Extreme

Trust & Transparency: Extreme

Customer Service: Extreme

Efficiency & Effectiveness: Some

1 —————————— 2 —————————— 3 —————————— 4

Program: Climate Action

Program Description: Develop and implement climate action initiatives, planning, policy, and operational programming to achieve the goals outlined in the Climate Action and Adaptation Plan in 7 key f
with an emphasis on Greenhouse Gas emission mitigation, adaptation, and equity.

Total Cost: $467,626

Program Budget Request Description *

Flagstaff equity atlas. Maps disparities, vulnerabilities,
climate risk. Informs decisions city-wide

100/100

How does this request impact the program service level?: **Enhances service level**

Is this a new funding request or a base budget reallocation request?: **New Funding Request**

Is this request Recurring or One-time? (select one): **One-time**

For this request you need...

Personnel ☐

NonPersonnel ☑

‹ Go Back

Table 2. 2018 Equity Indicators Framework and Summary Findings for Pittsburgh

Domain	Topic	#	Indicator Name	Ratio	Years Compared in Raw Data	2018 Equality Score (Change)
Health, Food, and Safety	Access and prevention	1	Lack of health insurance	Black-to-white	2016 to 2017	65 (11)
		2	Access to primary care facilities	White-to-black	2016 to 2017	68 (−1)†
		3	SNAP participation	Black-to-white	2016 to 2017	18 (−1)†
		4	Very low food security	Black-to-white	2016 to 2017	13 (−9)†
	Health status and outcomes	5	Heart attack hospitalizations	Black-to-white	2015 to 2016	94 (−4)
		6	Opioid overdose deaths	Low-to-high-income	2016 to 2017	45 (2)†
		7	Diabetes	Low-to-high-income	2015 to 2016	50 (−22)†
		8	Hypertension	Low-to-high-income	2015 to 2016	72 (−4)†
	Childhood health and well-being	9	Infant mortality	Black-to-white	2015 to 2016	24 (−9)
		10	Low birth weight	Black-to-white	2015 to 2016	39 (1)†
		11	Asthma hospitalization rates	Black-to-white	2015 to 2016	26 (2)*
		12	Association with the child welfare system	Black-to-white	2017 to 2018	19 (0)†
	Policing and criminal justice	13	Arrests	Black-to-white	2016 to 2017	27 (−1)†
		14	Use of force	Black-to-white	2015 to 2016	27 (−3)†
		15	Currently incarcerated population	Black-to-white	2016–2017 to 2017–2018	18 (0)†

✓ ————————————— ② ————————————— ③ ————————————— ④

Program: Climate Action

Program Description: Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

Total Cost: $467,626

Type: Personnel

[+ Add]   [✎ Edit]   [🗑 Delete]

Add From Scratch ⬤○

Title
SUSTAINABILITY SPECIALIST ✕ ▾   Create New From Existing ☐

Object Number
4101

Order Number
3313

Total Cost *
67430

Program Allocation *
55

Number of Items *
1

+ Add another row   [Add]

Account Number	Title	Object Number	Total Cost	Allocation	Program Cost	Request	New Program Cost
214-01-170-0661-0-4101	CLIMATE & ENERGY COORD	4101	$64,708	75.00	$48,531	$0	$48,531
214-01-170-0662-0-4101	VOLUNTEER AND EVENT COORD	4101	$62,162	10.00	$6,216	$0	$6,216
214-01-170-0661-0-4102	CLIMATE ENGAGEMENT COORD	4102	$64,940	20.00	$12,988	$0	$12,988
214-01-170-0661-0-4101	SUSTAINABILITY DIRECTOR	4101	$130,360	30.00	$39,108	$0	$39,108
214-01-170-0661-0-4101	SUSTAINABILITY SPECIALIST	4101	$67,430	55.00	$37,087	$0	$37,087
214-01-170-0661-0-4101	ADMIN ASST ZONE 1	4101	$39,558	10.00	$3,956	$0	$3,956

Program: Climate Action

Program Description: Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

Total Cost: $467,626

Type: NonPersonnel

[+ Add]   [✎ Edit]   [🗑 Delete]

Add From Scratch ⬤▭

Account Description
Computer Equipment   ✕ ▾   Create New From Existing ☐

Object Number
4301

Total Cost *
1250

+ Add another row   [Add]

Account Number	Account Description	Object Number	Total Cost	Allocation	Program Cost	Request	New Program Cost	
214-01-170-0661-0-4363	Janitor and Cleaning Supplies	4363	$188	12.50	$24	$0	$24	
214-01-170-0667-0-4349	Promotional Materials	4349	$2,000	6.00	$120	$0	$120	
214-01-170-0661-0-4359	Building Structure Materials and Supplies	4359	$750	12.50	$94	$0	$94	
214-01-170-0661-0-4262	Registration	4262	$1,800	12.50	$225	$0	$225	
214-01-170-0661-0-4290	Other Miscellaneous Services	4290	$4,880	25.00	$1,220	$0	$1,220	
214-01-170-0661-0-4301	Computer Equipment	4301	$1,250	25.00	$312	$0	$312	
214-01-170-0661-0-4342	Office Supplies	4342	$750	25.00	$188	$0	$188	

Review Requests

Filter by: Fund | PBB Section | Attribute | Quartile

Search for a request...   🔍

eg 'park', 'police', 'youth'

REQUESTS   APPROVED   DISAPPROVED

☐ My Requests   ☐ Select All

✓ Approve   ✗ Disapprove

Program Request

Capital Projects Delivery (Beautification)

More horticulture funds for increased scope of flower projects.

How does this request impact the program service level?: **Enhances service level**

Is this request Recurring or One-time? (select one): **Recurring**

Unselect

Program Request

Medical Response

Adding six (6) new paid Paramedic slots - $8.219.00 per slot with full burden rate

How does this request impact the program service level?: **Enhances service level**

Is this request Recurring or One-time? (select one): **Recurring**

Select

Program Request

Public Records Requests

Program Request

Records & Data Management

Budget Summary

	Current Budget	Requested	Approved
Personnel	$78,622,291	$4,743,874	$0
NonPersonnel	$56,236,080	$23,474,572	$0
Revenue	$82,583,931	$0	$0
Total	$217,442,302	$28,218,446	$0

Quartile Comparison

Approved

| 0 | 0.1 | 0.2 | 0.3 | 0.4 | 0.5 | 0.6 | 0.7 | 0.8 | 0.9 | 1.0 |

■ 1 ■ 2 ■ 3 ■ 4

Requested

■ 1 ■ 2 ■ 3 ■ 4
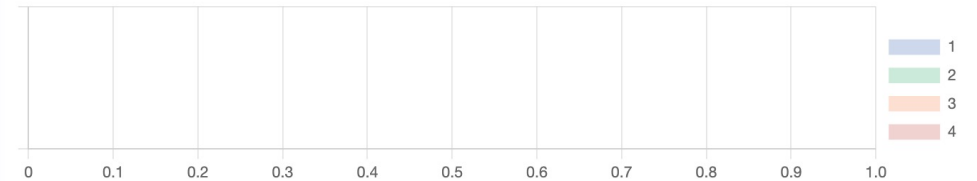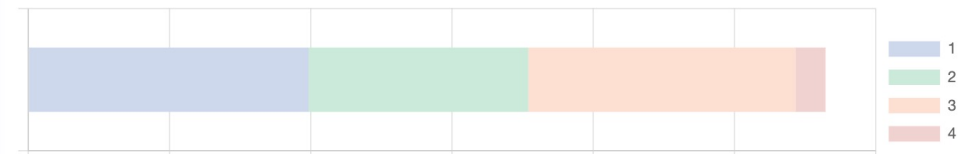
Budget Summary

	Current Budget	Requested	Approved
Personnel	3,692,692	584,879	72,033
NonPersonnel	6,029,535	148,640	0
Total	9,722,227	733,519	72,033

Climate Impact
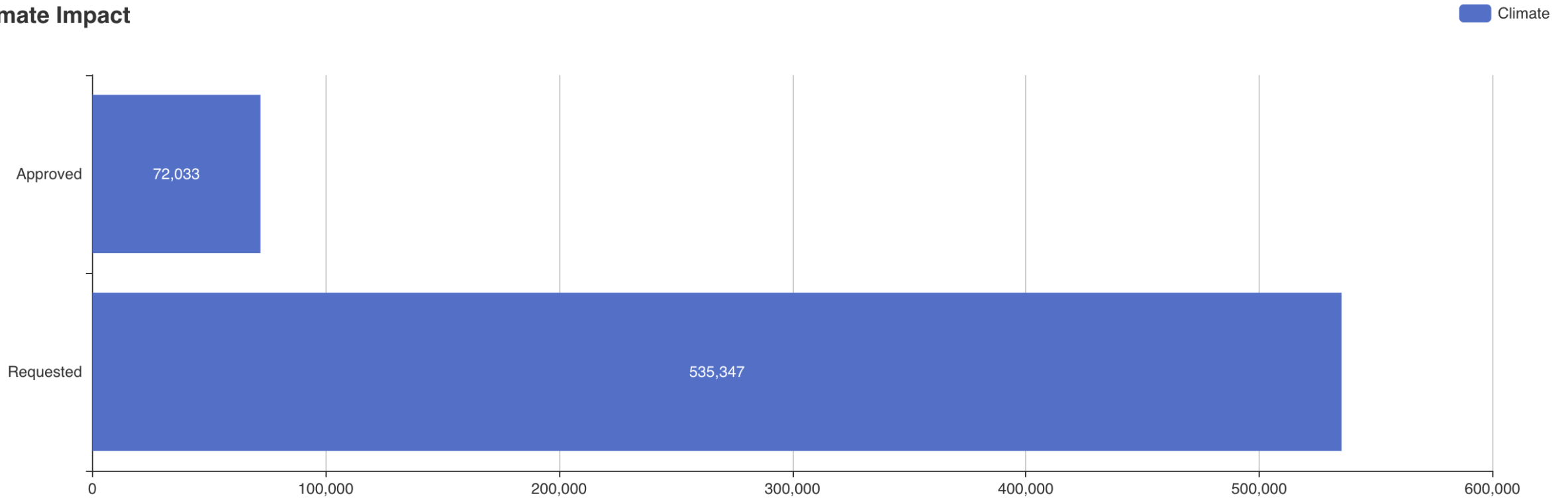
Climate

2021

- Approved: 72,033
- Requested: 535,347

Budgeting for Equity - Solutions

Better Budget Development Requests (in line with Equity Action Plans)

Readily Available Resources to Fund Solutions

resourceX
reprogram your organization

APPLYING INSIGHTS TO PROGRAM DATA

ResourceX OnlinePBB Tools

CREATE A PROGRAM INVENTORY

This initial and invaluable step creates the backbone of all future data layers and is the platform on which you can apply Insights to take action.

ASSOCIATE THE FINANCIAL IMPACT

Each Insight created can be further described by adding the OnGoing and One-Time Revenue and Expense impacts.

EVERY PROGRAM HAS A FUTURE

Tag each program with an opportunity that aids in the achievement of your set goals and priorities.

DETERMINE COMPLEXITY OF TAKING ACTION

Knowing an opportunity exists is an important piece of data, and outlining the steps required to take action on that opportunity is crucial. Identify level of complexity and timeline to create a richer data set of Insights.

resourceX

Pueblo, CO

City Budgeting for Equity and Recovery

Equity Enhancing Opportunities

$1.5 Million

40 Programmatic Change Recommendations

Resource Reallocation & Revenue Generation

$1.6 Million

71 Programmatic Change Recommendations

Program Data and Insights Scoreboard

Pueblo, Colorado

PROGRAM DATA CREATION

Individual Programs (services) Identified	**522**
Amount of Budget Translated to Program Costs	**$104.7 million**
Programs Evaluated for Impact on Equity	**522**
Percent of Budget Evaluated for Equity Impact	**100%**
Dollar Amount Evaluated for Equity Impact	**$70,700,226**

PROGRAM INSIGHTS: BUDGETING FOR EQUITY

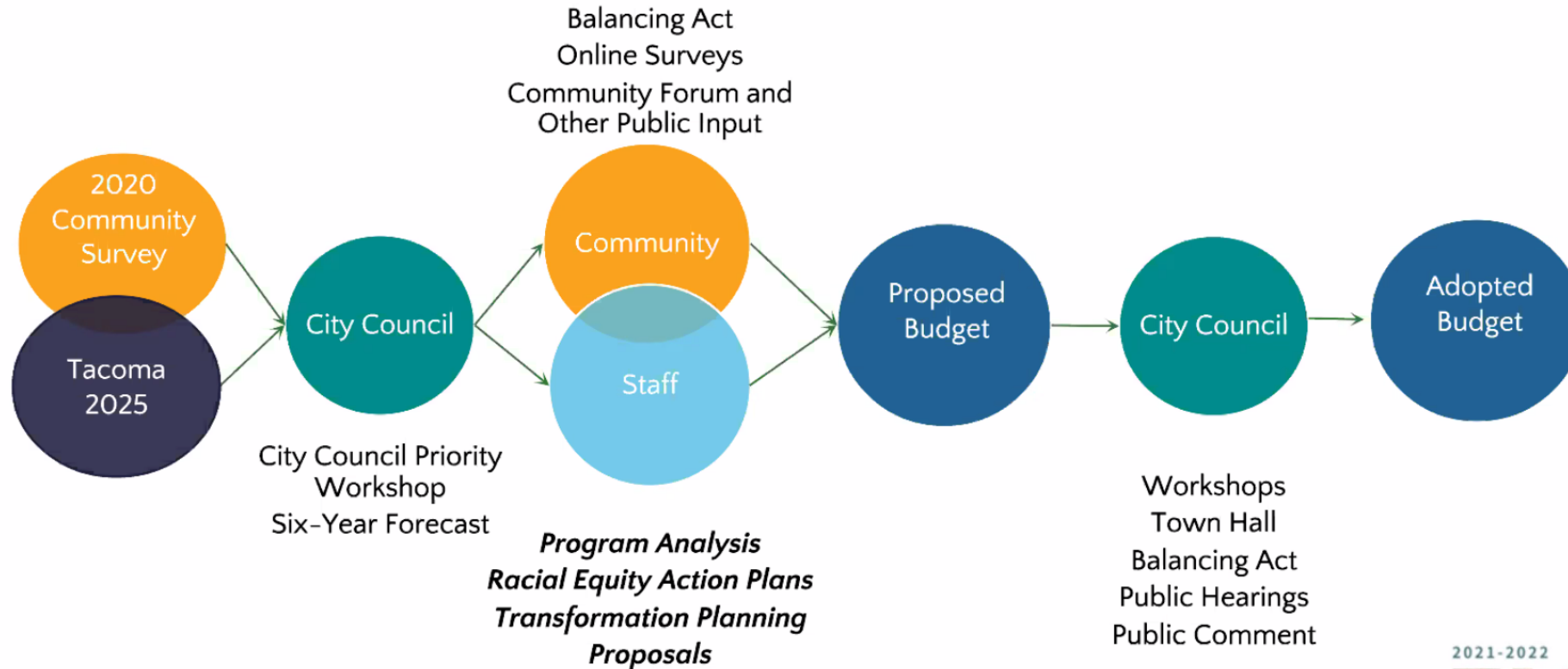|	Programs	Financial Impact
Opportunity to Enhance Equity	40	$1.5m
Efficiency Opportunities Identified (to reallocate resources)	24	$200k
Entrepreneurial Revenue Generating Opportunities Identified	21	$760k
Partnership Opportunities Identified	19	$640k
Revenue Generating Sponsor Opportunities Identified	5	$20k
Opportunities to Leverage Grant Funding	2	tbd

ENGAGEMENT OVERALL

Number of Departments Participating	**21**
Percent of Budget Represented by Participating Departments	**100%**

resource**X**

Scoring Rubric: Basic Program Attributes

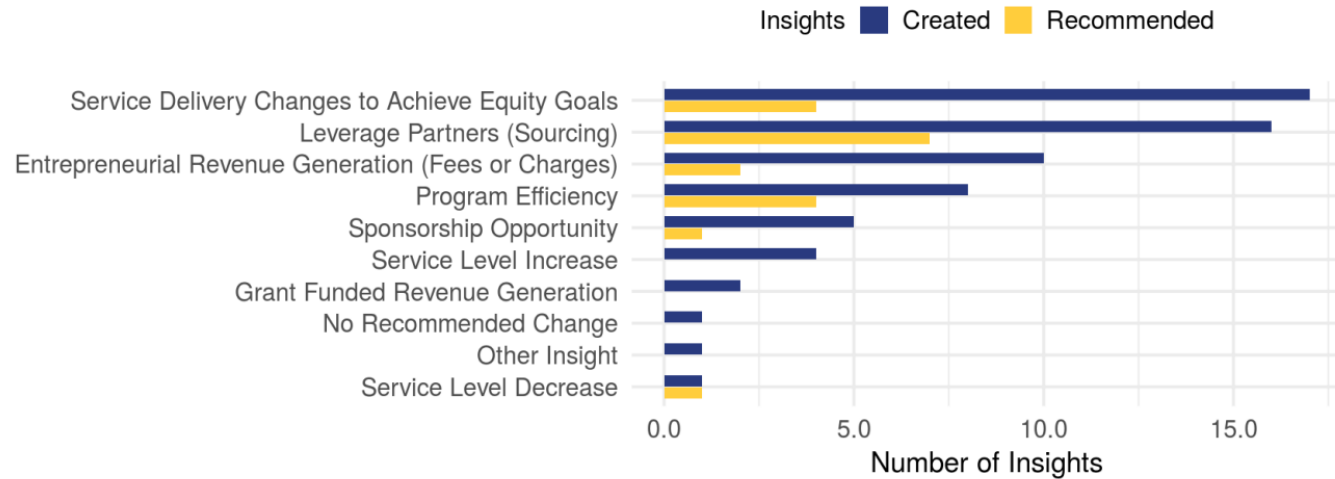|	Eligibility	Complexity	Cost	Community Feedback	Equity
0	Does not meet Treasury guidelines	Highly Complex: Requires 12+ months to implement	$5M+ $$$	Less than 25% of community support	No impact on City equity goals
2	Likely meets Treasury guidelines	Medium Complex: Requires 3-12 months to implement	$1M to $5M $$	26% to 50% of community support	Some impact on City equity goals
4	Clearly meets Treasury guidelines	Light Complex: Can be implemented in 3 months or less	$0 to $1M $	Majority of community (51%+) is benefitting	High impact on City equity goals

Score by BPA

Insight Recommendations Overview

Program Changes

Insights: ■ Created ■ Recommended

- Service Delivery Changes to Achieve Equity Goals
- Leverage Partners (Sourcing)
- Entrepreneurial Revenue Generation (Fees or Charges)
- Program Efficiency
- Sponsorship Opportunity
- Service Level Increase
- Grant Funded Revenue Generation
- No Recommended Change
- Other Insight
- Service Level Decrease

X-axis: Number of Insights (0.0, 5.0, 10.0, 15.0)

City of Austin, TX

Capacity, Skill Development:
1. Mastery of resource maximization strategy at the program level (partnerships, new revenue generation)
2. Replicable and scalable methodology to create and fund solutions to challenges (and priorities) like equity, climate, etc

Goals:

1. Fund Arts and Culture programs (in spite of 91% budget reduction)
2. Prioritize Arts and Culture funding, through equity scoring of programs offered to residents

Path to Action

1. Leverage, update and refine City's current program inventory and costing data
2. Conduct Program Insight Workshops focused on raising funds from external sources to support arts and culture funding, diversifying revenue streams, and resource reallocation
3. Augment recommendations from Program Insight Workshop with consideration of the use of one-time ARPA resources to "bridge" funding for Arts and Culture programs for 2021, as Hotel Occupancy Tax revenues are re-established
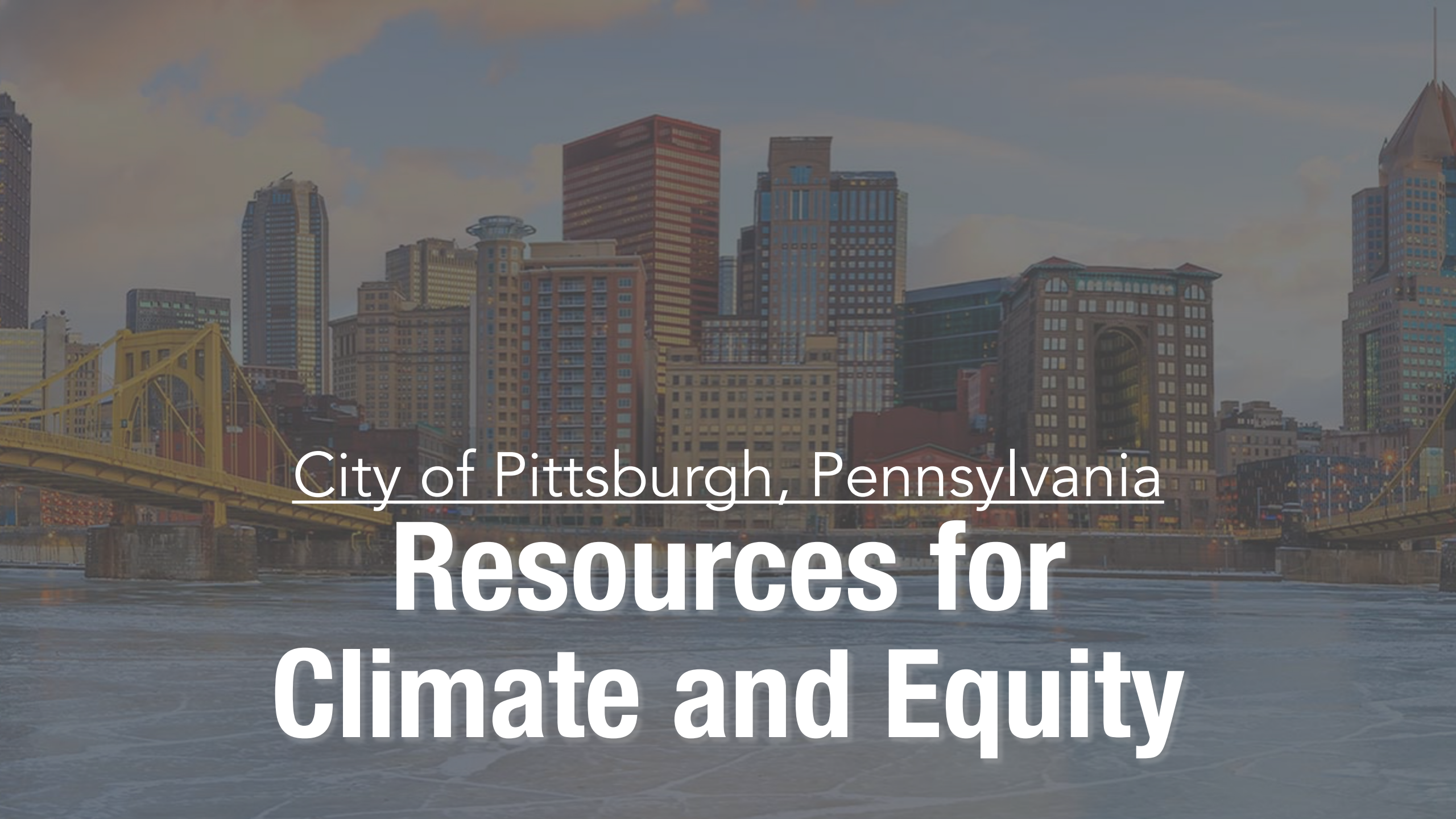4. Implement the recommendations

Scoring Rubric: Basic Program Attributes

	Supports Historically Marginalized Individuals	Jobs Created	Delivered Benefit	Source of Funding	Funding by Race Code	Funding by Other Demographic
0	No	Few	No	Other sources	No Single Group Represented	Disability Community
2	N/A	Some	N/A	SB23	White	LGBTQIA
4	Yes	Lots	Yes	HOT	BIPOC	Member of both groups

Custom BPA

44

City of Pittsburgh, Pennsylvania

Resources for Climate and Equity

OUR WORK   OUR EXPERTS   OUR STORIES   GET INVOLVED   ABOUT US

PRESS RELEASE

Bloomberg Philanthropies Announces the American Cities Climate Challenge to Support Mayors Tackling Climate Change in the United States

70

$70 million dollars committed to help a select group of cities Develop climate action plans, with specific initiatives and costs **(2018)**

June 01, 2018

NEW YORK, NY – Today, Michael R. Bloomberg, the United Nations Secretary-General's Special Envoy for Climate Action and co-chair of America's Pledge, announced the $70 million American Cities Climate Challenge, a major new effort to expedite progress in reducing greenhouse gas (GHG) emissions while growing local economies during a time of inaction from the federal government.
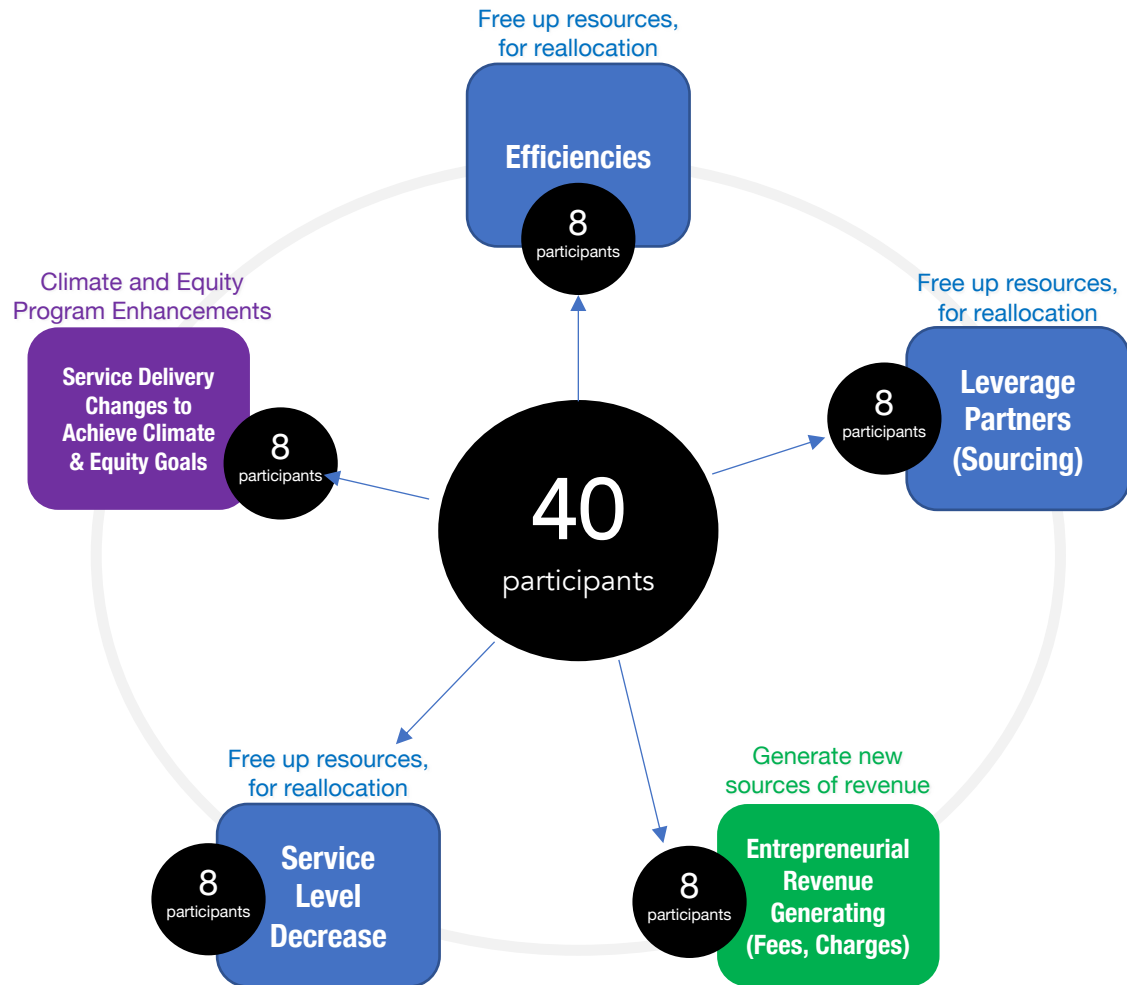
MEDIA CONTACTS

Jake Thompson

202-289-2387, jthompson@nrdc.org

City of Pittsburgh

CLIMATE ACTION PLAN

Version 3.0

Insight Workshops Day 1:
Identify Opportunities at the Program Level

Program Insight Workshop #1:

In workshop one we were able to introduce everyone to the concept of insights. Then, we met in smaller groups for the rest of the day. We were able to generate 186 initial insights.

Insight Program Changes
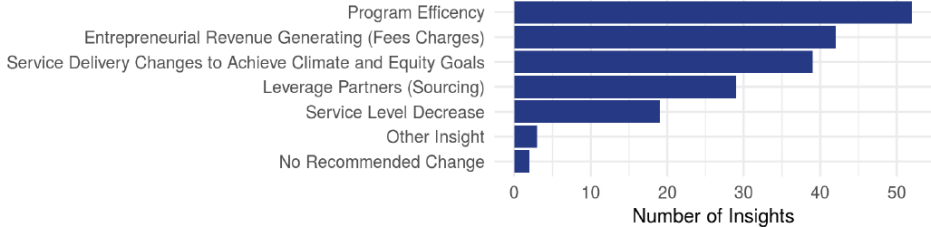
Insight	Number	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Program Efficency	52	-3,178,825	1,405,300	822,500	10,000
Entrepreneurial Revenue Generating (Fees Charges)	42	0	75,000	2,257,500	205,000
Service Delivery Changes to Achieve Climate and Equity Goals	39	-18,463,200	92,295,000	2,250,000	10,800,000
Leverage Partners (Sourcing)	29	-427,800	-35,000	473,000	75,000
Service Level Decrease	19	-1,099,500	0	5,000	750,000
Other Insight	3	-50,000	0	0	0

Program Insight Workshop #2:

Workshop two focused on filtering the insights to create a list of recommended insights. Small groups had access to all insights and provided clarifying details to the insights that they thought were best to move forward with. Pittsburgh recommended 105 insights at the end of workshop #2.

Program Changes

Insights — ■ Created ■ Recommended

	Number of Insights
Program Efficency	
Entrepreneurial Revenue Generating (Fees Charges)	
Service Delivery Changes to Achieve Climate and Equity Goals	
Leverage Partners (Sourcing)	
Service Level Decrease	
Other Insight	
No Recommended Change	
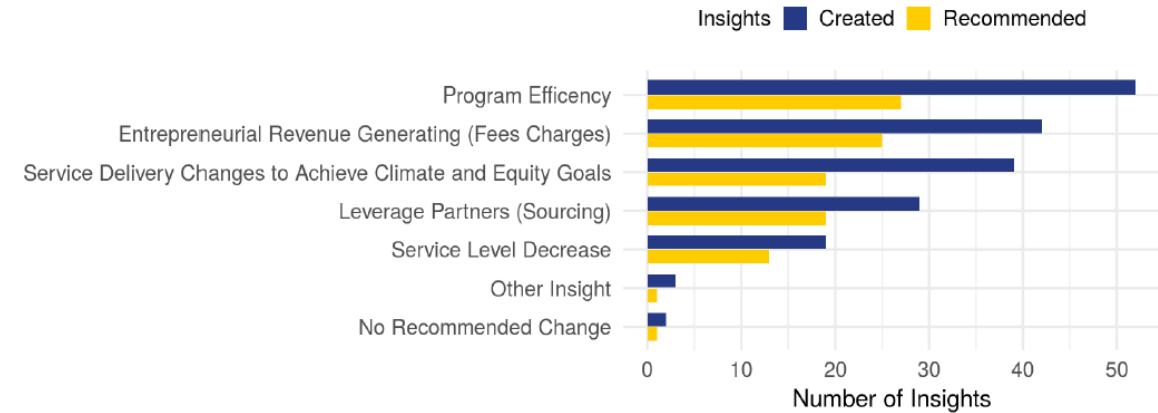
1. **Please further explain WHY you are recommending this insight.**

Reduce hidden operating expenses associated with travel time and labor for small parks. Air pollution associated with equipment (mowers and trimmers) and vehicles

2. **Please specify WHAT needs to happen to ensure success.**

GPS and GIS coding of a park, GPS coordinates, an appropriate park location to use as a trial run, installation of infrastructure to support robot, training for personnel to program and maintain the robot.

3. **Please specify WHO this change will impact.**

Parks Maintenance, Heavy Equipment, I&P

4. **Please specify WHAT resources are required.**

Monetary investment in setting up a robot mower, a shed to house the mower in, solar panels?, battery backup, electrical connections, personnel trained in programming the robot.

5. **Please include anything else we may need to know.**

Program Insight Workshop #3:

The third workshop gave the team time to refocus on recommending insights and allowed them to approve insights to move forward with.

To approve insights, members of breakout groups were given the ability to give "stump speeches" to the rest of their group. The group voiced any general challenges which were addressed in the recommendations.

If the insight was deemed worthy by the group, it was approved to move forward. Overall, 98 insights were approved for implementation.

Insights Complexity and Timeline Matrix
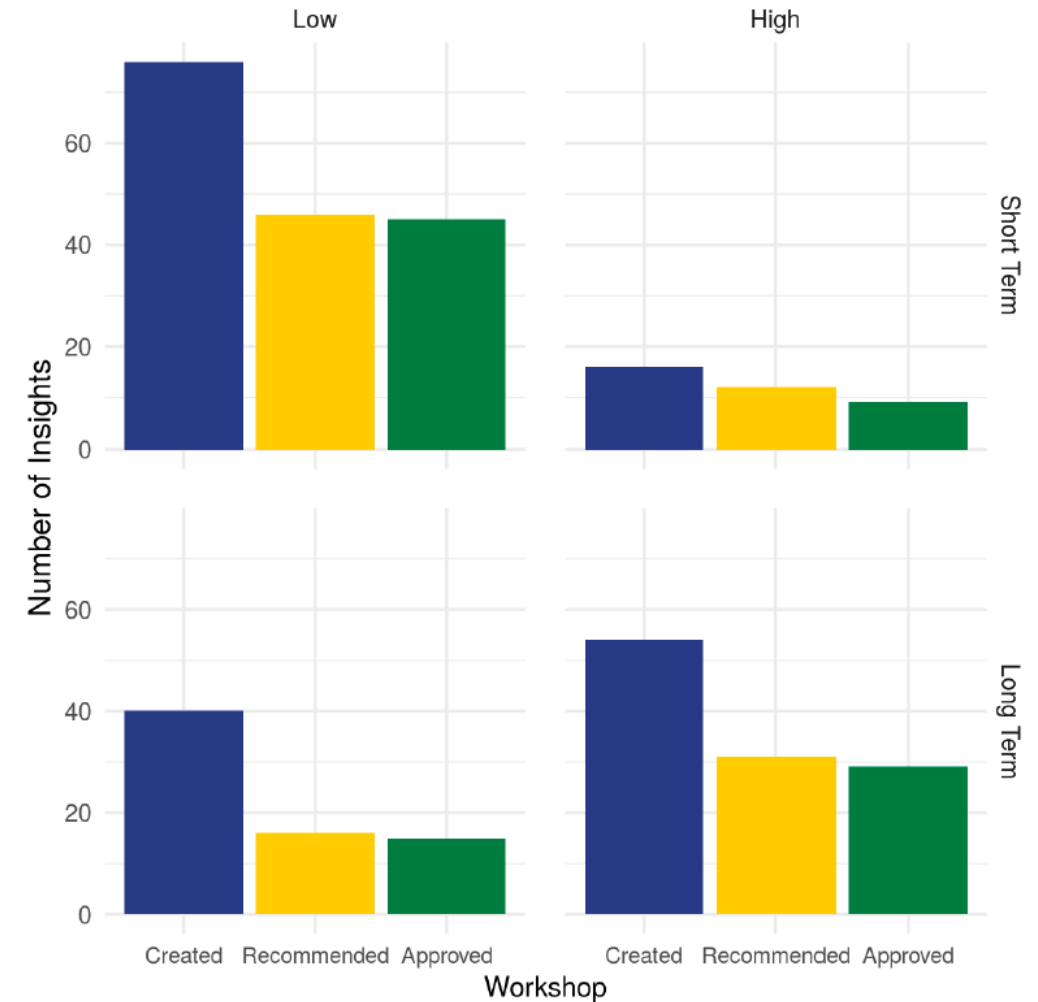
Complexity	Timeline	Created	Recommended	Approved
Low	Short Term	76	46	45
Low	Long Term	40	16	15
High	Short Term	16	12	9
High	Long Term	54	31	29
Total	-	186	105	98

Goal: find resources to fund climate and equity initiatives
Path to Action: 1.) define programs and costs, 2.) program insights for reallocation
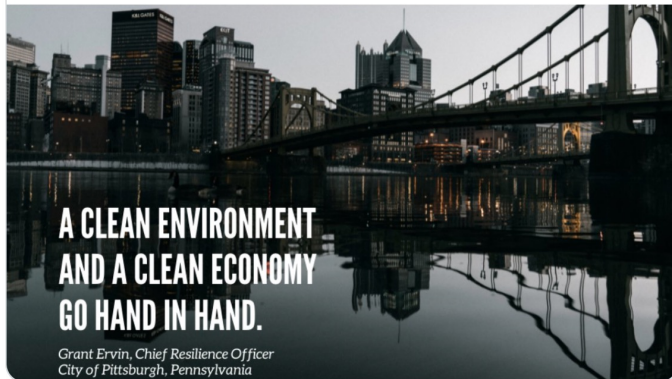
You Retweeted
bill peduto ✓
@billpeduto

Beginning with our commitment to build a more resilient city & through strategic partnerships over the years, Pittsburgh was able to identify $41M in spending that has been repurposed to meet our sustainability goals. A new model of Priority Based Budgeting for cities.

Resource Exploration @_ResourceX · Jun 17
"The budget is not just a collection of numbers but an expression of a community's values + priorities"

Budgeting for climate: How the City of Pittsburgh strategically allocates resources for a sustainable future. Via @TheAtlas4Cities the-atlas.com/projects/budge... #climate #resilience

A CLEAN ENVIRONMENT
AND A CLEAN ECONOMY
GO HAND IN HAND.

Grant Ervin, Chief Resilience Officer
City of Pittsburgh, Pennsylvania

Pittsburgh, PA
Insight Workshop: **Potential of Insights Created**

Sourcing
29 insights — $480 thousand

Efficiencies
52 insights — $3.1 million

Service Levels
20 insights — $19.7 million

Fund Climate Action

$23m
From Resource Re-allocation

$18m
From New Revenue

Fees, Charges
50 insights — $17.8 million

In-sourcing Grant Funding

Taxes, Rates

$41 million
Resources available for service level increases and new programs

resourceX
reinventing fiscal analytics

Budget Development Process

Fiscal Reality Check

Frequently doomed from the start, when fiscal context is set. (How do you fund climate action in pandemic?)

Budget Instructions

Propensity for game-playing, or at least stretch-case budget requests to priorities

Budget Requests Due

Not thrilled with the budget proposals (lot of status quo, not much transformative, and unclear about needs)

Presentations, Deliberations, Recommendations

Unclear how the recommendations tie to Priorities or Services ("base budget" unquestioned)

Approved Budget

Balanced is great!

...but left unsettled if we did the best with the resources we have

OUR CONTENTION

1. CLEAR EQUITY DEFINITION AND DATA

2. BETTER BUDGET DEVELOPMENT REQUESTS

3. READILY AVAILABLE RESOURCES TO FUND SOLUTIONS

TACOMA WA

resourceX
reprogram your organization

WHAT YOU WILL LEARN:

1. How to guide departments to develop budget proposals with a substantial impact on your equity objectives
2. How to incorporate measurable equity criteria into budget prioritization, to differentiate and promote proposals with the greatest impact on equity
3. How 20+ cities clearly defined equity in 2021, incorporated an equity lens into the budget development process, supported departments in the creation of more transformative budget proposals in line with their equity objectives, and identified resource reallocation opportunities to fund the proposals