

# Sharpening the Focus on Social Equity

*for Strategic Budget Decisions*

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June 11, 2020



# Why We Focus on Racial Equity in Strategic Budget Decisions

June 11, 2020



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**

# Who am I?

**Gordon F. Goodwin**

**GARE Director**



## 20” Objectives:

- Explain GARE
- Increase awareness of government’s role in creating racial inequity
- Clarify what racial equity is, and...
- ....the role government can play in dismantling it

# Government Alliance on Race and Equity

**A national network of government working to achieve racial equity and advance opportunities for all.**

- ✓ Launched as a member network in 2016 (12 members)
- ✓ Membership network of 200 members (and growing!)
- ✓ Member working groups include public works, criminal justice and policing, human resources, procurement / purchasing, and many more.



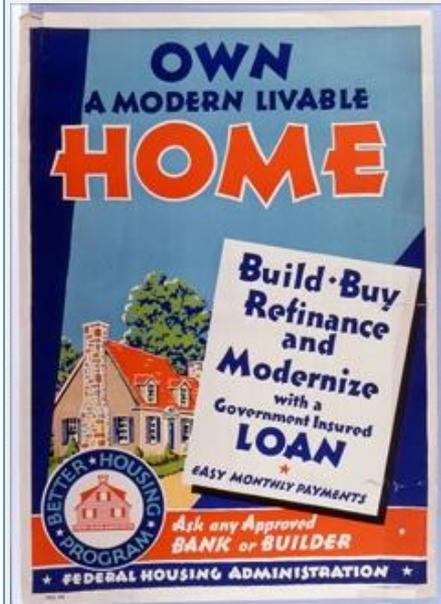
# The Role of Government

# Values and realities

- All men are created equal
- With liberty and justice for all
- Government of the people, by the people, for the people, shall not perish from the earth

# History of government and race

Initially explicit



Government explicitly creates and maintains racial inequity.

Became implicit



Discrimination illegal, but “race-neutral” policies and practices perpetuate inequity.

Government for racial equity



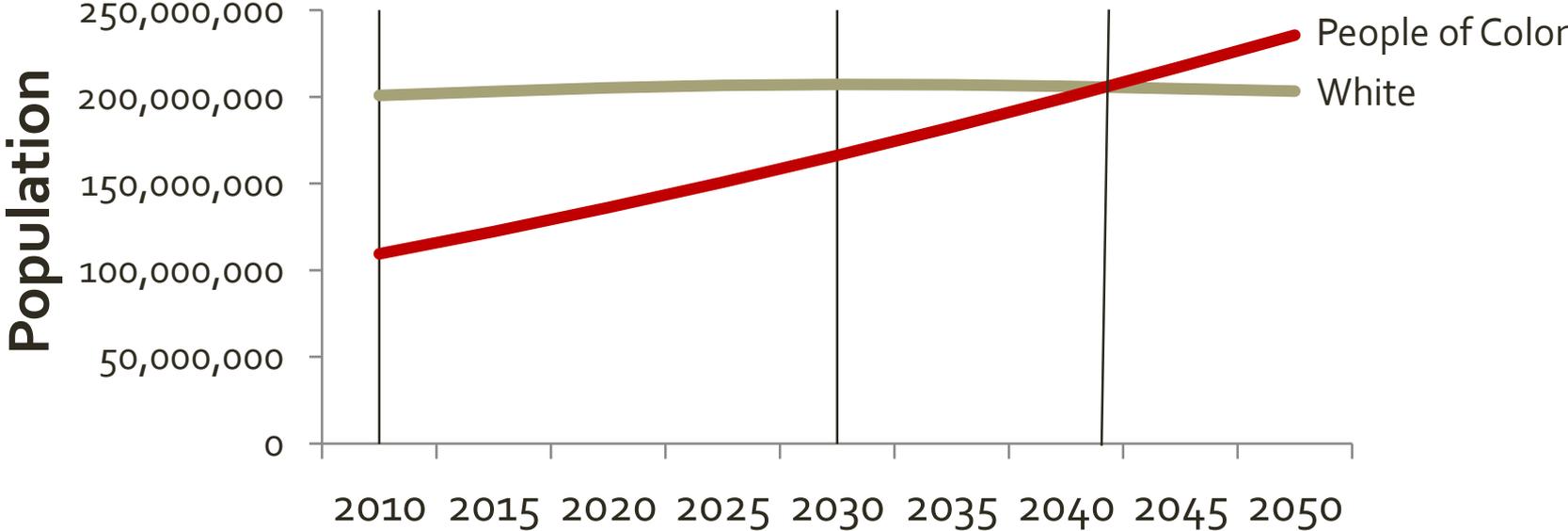
Proactive policies, practices and procedures that advance racial equity.

# Current Context

2010: Majority of new births are people of color

2030: Majority of people age 20-34 are people of color

2042: Majority of all Americans are people of color



# Current Context: COVID-19



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**



# Why GARE leads with race

- Racial inequities deep and pervasive
- Racial anxiety on the rise – race is often an elephant in the room
- Specificity matters!

# When Leading with Race, we are...

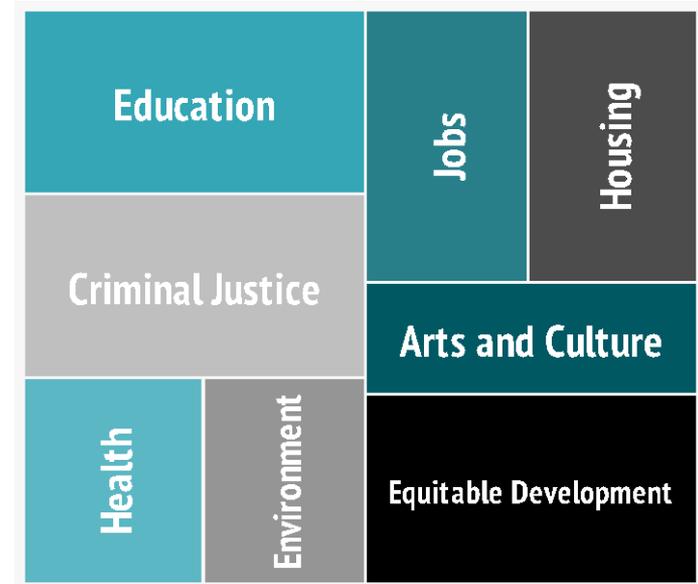
....Race *explicit*, not exclusive

Race *and*...

- ....gender
- ....sexual orientation
- ....religion
- ....disability status
- ....educational attainment

# Racial inequity in the U.S.

From infant mortality to life expectancy, race predicts how well you will do...



# WHAT IS RACIAL EQUITY?

*Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved.*

# Achieving racial equity requires us to...

....**Target strategies** to focus improvements for those worse off

....Move beyond service provision to focus on changing **policies, institutions and structures**

# DE&I - NOT a single concept

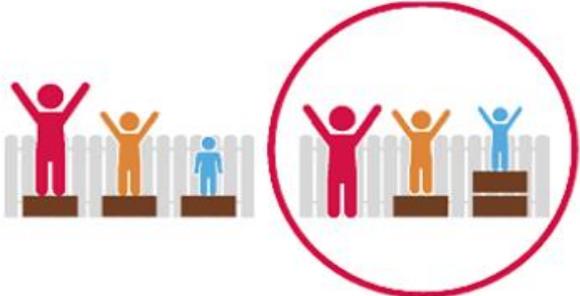
DIVERSITY ●●▶ INCLUSION ●●●●●●●●▶ EQUITY



**Quantity**  
Different identities & cultures



**Quality**  
Participation across identities & cultures



**Justice**  
Policies, practices, & procedures to ensure equitable outcomes



Fiscal Year 2021  
Budget Equity Tool

Office of Equity  
**Zan Gibbs, Chief Equity Officer and  
Jonathan Butler, Equity Manager**  
City of San Antonio

# Office of Equity

A Citywide Office whose purpose is to:

- **Normalize** concepts of social justice within city government;
- **Organize** staff around advancing equity in their Departments, and
- **Operationalize** equitable policies, programs and procedures within city government.





# Equity Defined

Equity means that our **policy-making, service delivery, and distribution of resources** account for the different histories, challenges, and needs of the people we serve.

Equity is achieved when **one's identity cannot predict one's outcomes.**

# Citywide Equity Strategies

A group of five diverse people, three women and two men, are seated around a table in a meeting room. They are all smiling and looking towards the camera. The background shows other people seated at tables, suggesting a larger gathering or workshop. The lighting is warm and indoor.

Citywide Equity Committee, Train the Trainer, Department Equity Assessments and Equity Action Plans, Tools and Technical Assistance such as the Budget Equity Tool

Operationalizing equity throughout the City of San Antonio to get to results



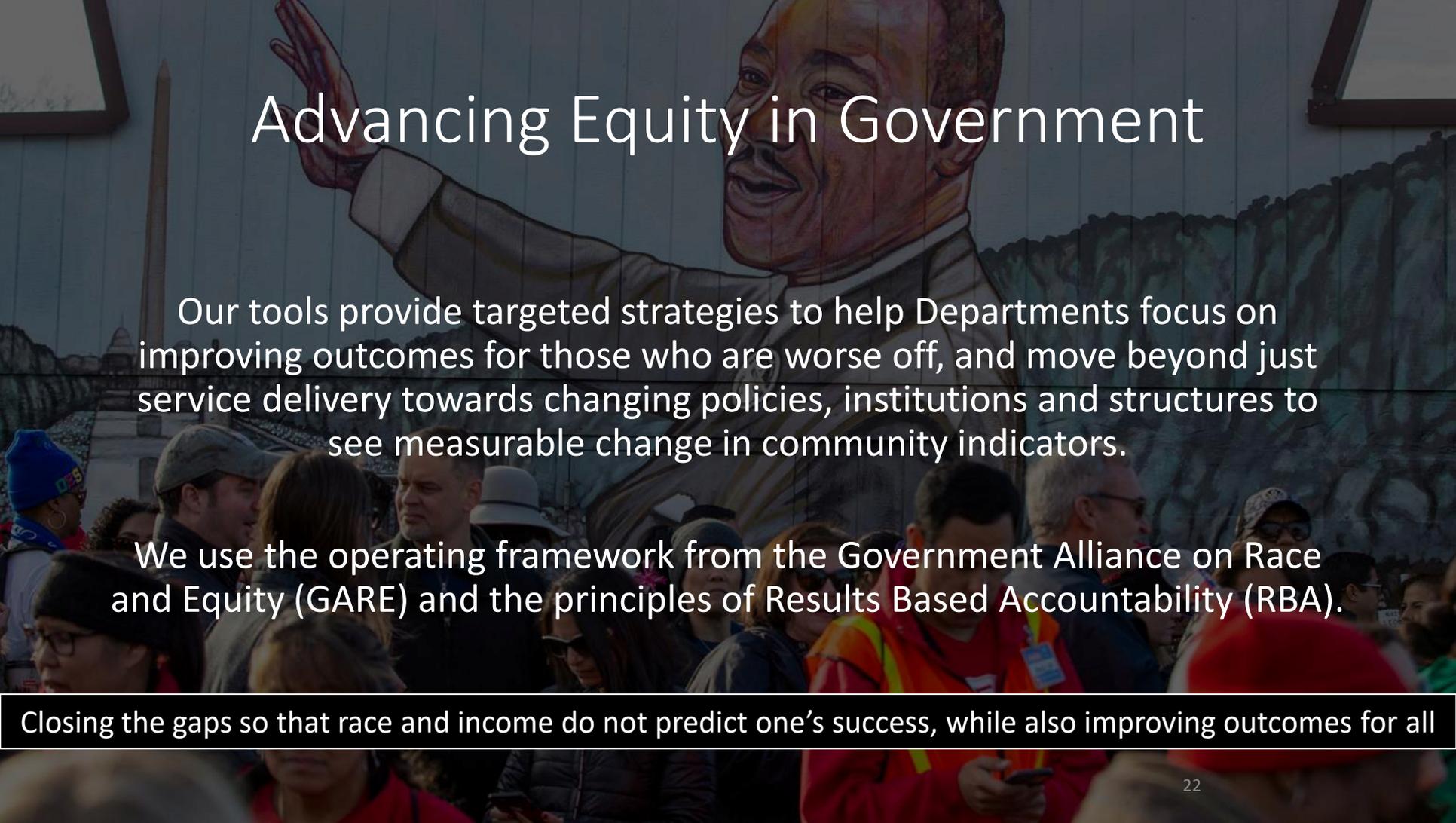
# Citywide Equity Committee

Cross Departmental  
Identifies Opportunities and Challenges

Designs and Coordinate Equity Tools

Acts as Equity Representatives in Departments and  
Informs Leadership Decisions and Policies

50 Staff Representing Every City Department



# Advancing Equity in Government

Our tools provide targeted strategies to help Departments focus on improving outcomes for those who are worse off, and move beyond just service delivery towards changing policies, institutions and structures to see measurable change in community indicators.

We use the operating framework from the Government Alliance on Race and Equity (GARE) and the principles of Results Based Accountability (RBA).

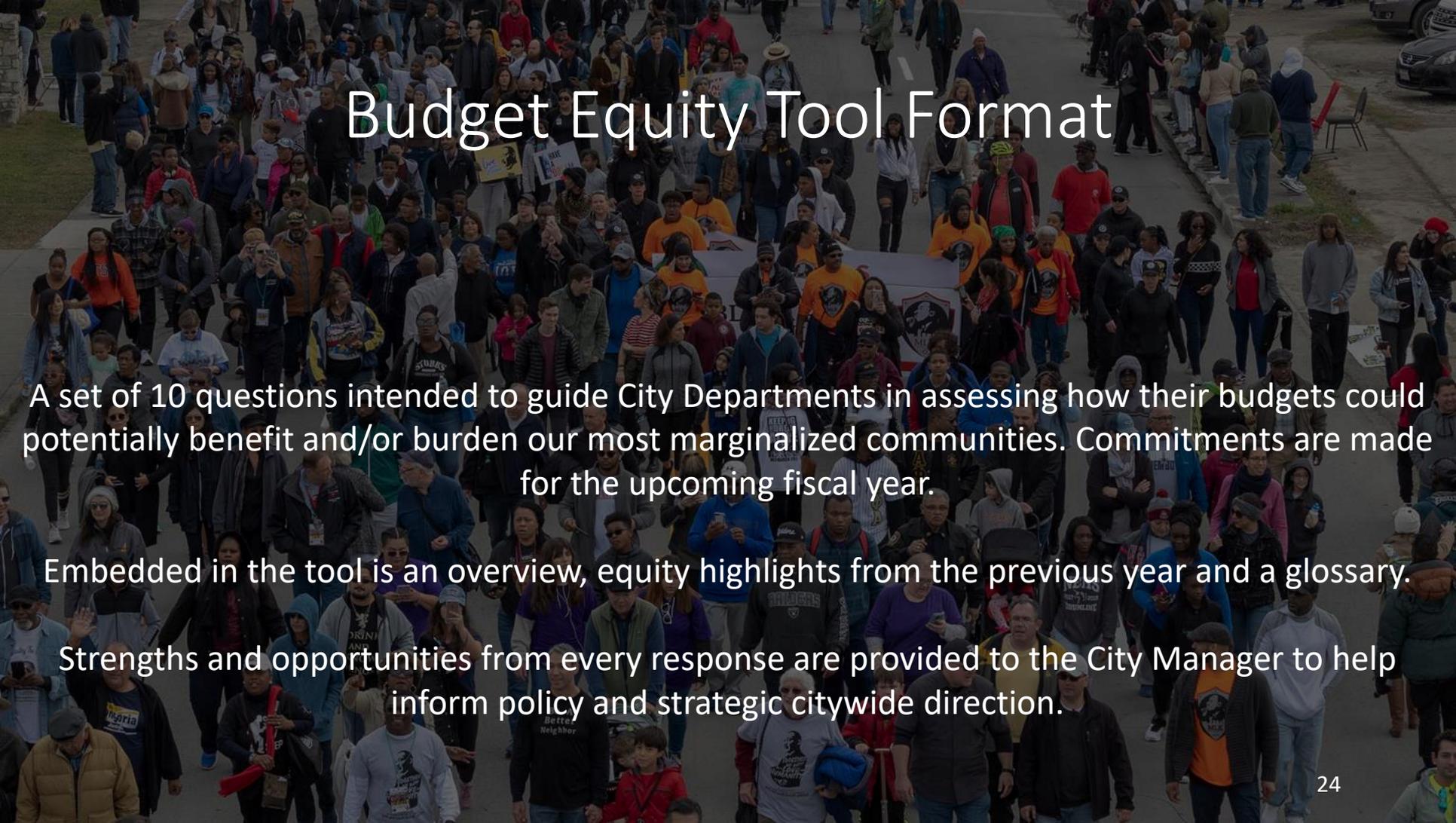
Closing the gaps so that race and income do not predict one's success, while also improving outcomes for all

# The Budget Equity Tool is a Process and a Product

A photograph of two women standing outdoors, holding large umbrellas. The woman on the left is wearing a black umbrella and a black and white patterned jacket. The woman on the right is wearing a yellow and black umbrella and a black jacket. They are both wearing sunglasses. In the background, other people are visible, some wearing purple shirts with a logo, suggesting a protest or public gathering. The sky is overcast.

The tool is a critical thinking exercise that helps analyze how Departments are accounting for impacts on marginalized communities, as well as being a communication tool that helps the City articulate how Departments are integrating equity into budgeting.

The tool serves as a structured way to apply equity to decision-making processes around resource allocation, and formalize an approach to operationalize equity within the City government's existing processes.

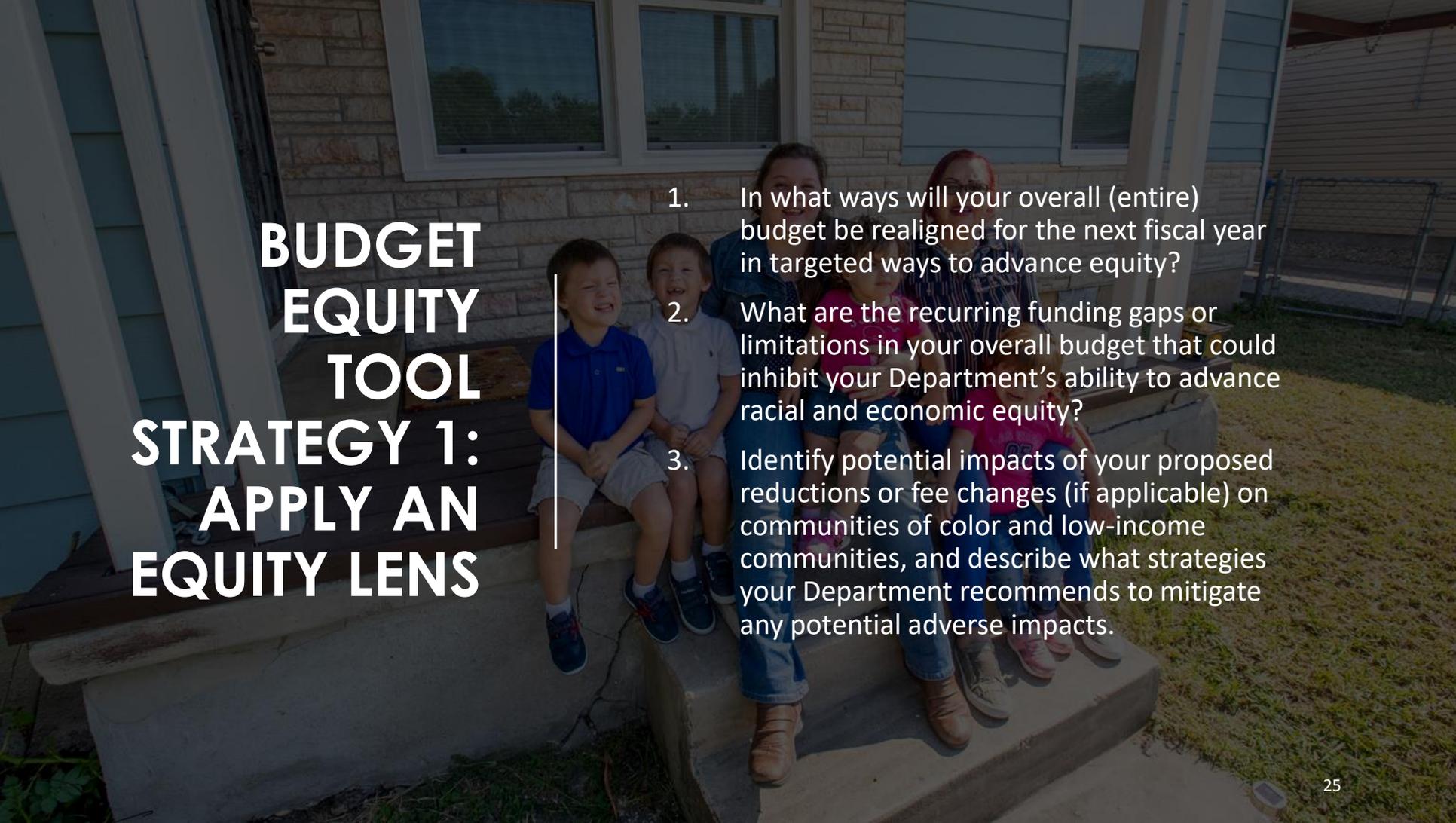
A large, diverse crowd of people is walking in a parade on a city street. The participants are wearing various clothing, including jackets, hoodies, and t-shirts. Some are holding signs and banners. The street is lined with buildings and parked cars. The overall atmosphere is festive and community-oriented.

# Budget Equity Tool Format

A set of 10 questions intended to guide City Departments in assessing how their budgets could potentially benefit and/or burden our most marginalized communities. Commitments are made for the upcoming fiscal year.

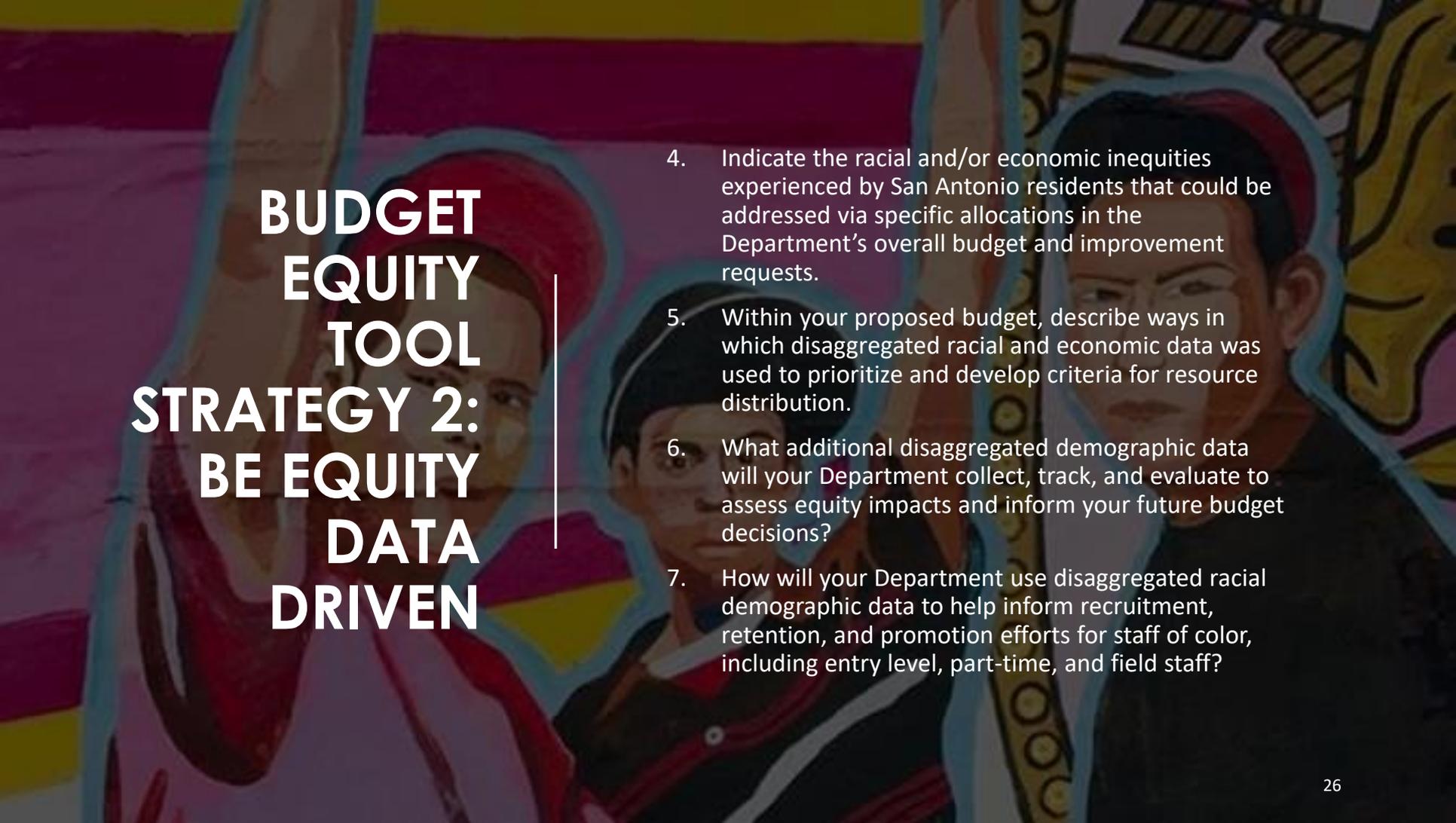
Embedded in the tool is an overview, equity highlights from the previous year and a glossary.

Strengths and opportunities from every response are provided to the City Manager to help inform policy and strategic citywide direction.



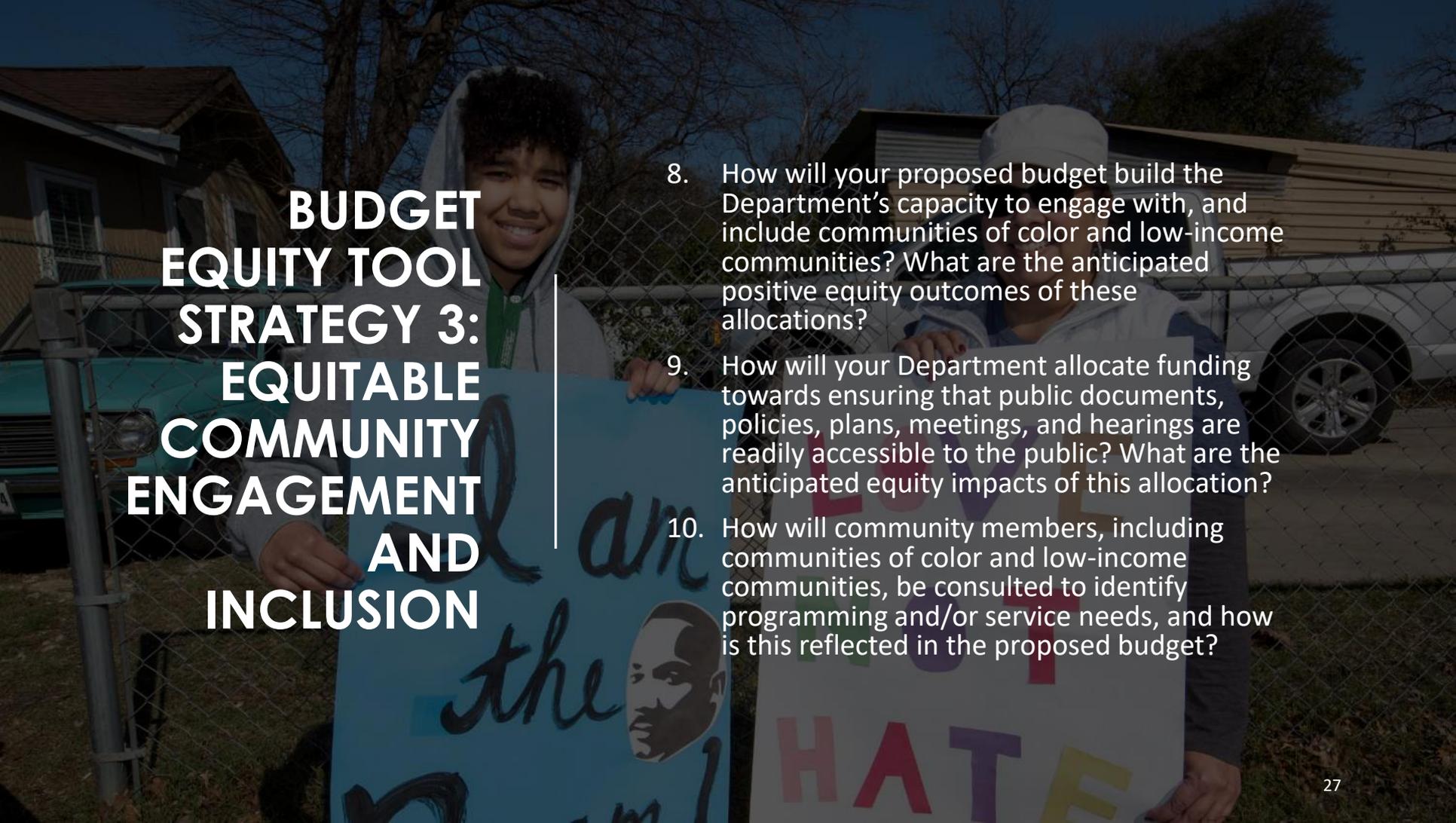
# BUDGET EQUITY TOOL STRATEGY 1: APPLY AN EQUITY LENS

1. In what ways will your overall (entire) budget be realigned for the next fiscal year in targeted ways to advance equity?
2. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance racial and economic equity?
3. Identify potential impacts of your proposed reductions or fee changes (if applicable) on communities of color and low-income communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts.



# BUDGET EQUITY TOOL STRATEGY 2: BE EQUITY DATA DRIVEN

4. Indicate the racial and/or economic inequities experienced by San Antonio residents that could be addressed via specific allocations in the Department's overall budget and improvement requests.
5. Within your proposed budget, describe ways in which disaggregated racial and economic data was used to prioritize and develop criteria for resource distribution.
6. What additional disaggregated demographic data will your Department collect, track, and evaluate to assess equity impacts and inform your future budget decisions?
7. How will your Department use disaggregated racial demographic data to help inform recruitment, retention, and promotion efforts for staff of color, including entry level, part-time, and field staff?



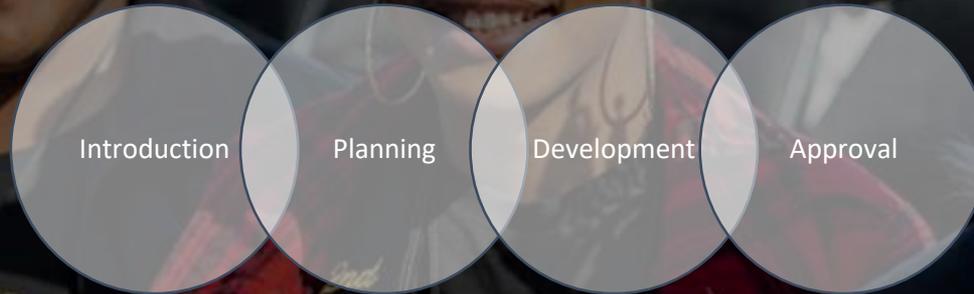
# BUDGET EQUITY TOOL STRATEGY 3: EQUITABLE COMMUNITY ENGAGEMENT AND INCLUSION

8. How will your proposed budget build the Department's capacity to engage with, and include communities of color and low-income communities? What are the anticipated positive equity outcomes of these allocations?
9. How will your Department allocate funding towards ensuring that public documents, policies, plans, meetings, and hearings are readily accessible to the public? What are the anticipated equity impacts of this allocation?
10. How will community members, including communities of color and low-income communities, be consulted to identify programming and/or service needs, and how is this reflected in the proposed budget?

# Budget Equity Tool Completion + Review Process

Departments Citywide Equity Committee members complete the new tool in collaboration with the Office of Equity, who orients leadership to the tool with an initial orientation meeting.

The Office of Equity provides ongoing technical assistance during the review period, and draft the responses together.



The final completed tools are due to the Budget Office at the same time as their annual budget submittals. The City Manager receives a high level overview of the responses, including strengths and weaknesses.



# MEASURING COMMUNITY INDICATORS IN SAN ANTONIO

1. Racial Equity Indicator Report
2. Poverty Report
3. Status of Women Report
4. LGBTQIA+ San Antonio Report
5. Health Equity Report Card



# Accountability and Results

Technical assistance with a focus on structural change

The Budget Equity Tool process was changed to support better planning of funding allocations and improve the development of staff equity skills

Strengths/Weaknesses/Opportunities/Threats are identified for leadership to help create enhanced accountability towards progress

## Focus Areas for Disparity Reduction:

1. Health Outcomes
2. Housing Stability
3. Economic Development

# Operationalizing Equity Throughout the Process

Prioritizing funds for the most marginalized through the application of an equity matrix, including \$50 million in housing relief funds

Rapid response and long-term recovery efforts with an equity lens

## COVID-19 Equity Framework and Tool

# The Budget as a Moral Document

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Our goals are that equity practices, principles and procedures are embedded in the Departments, and that their equity efforts are funded.

We use data informed decision making strategies to ensure the best possible outcomes for communities of color and low-income communities.





**Thank You  
Zan Gibbs and Jonathan Butler**

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[Jonathan.Butler@sanantonio.gov](mailto:Jonathan.Butler@sanantonio.gov)



**REACT • REBALANCE • REPURPOSE • REPROGRAM**

# COVID-19

- ✓ **Fiscal Health Forecasting and Scenario Planning**
  - ✓ **Mid-Year Budget Adjustments**
  - ✓ **Long-term Recovery and Transformation**



# ICMA

**Prioritizing  
Social Equity**  
**Strategic Budget Decisions**

June 11<sup>th</sup> 2020



Still Need to Figure Out How to Fund These → □



Expenses ↑



Expenses ↑



Revenues ↓

# Policy

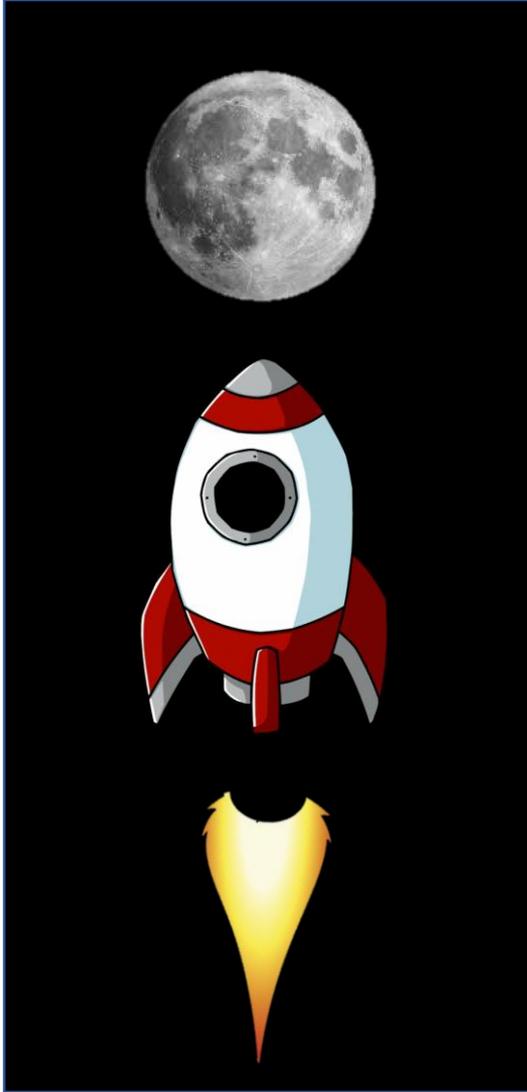
Objectives,  
Intentions

# Programming

Execution

# Resources

Fuel



**Where do you want to go?**

**How will you get there?**

**What (resources) do you need to accomplish the mission?**

# Policy

Objectives,  
Intentions



Where do you want to go?

Define  
the  
Objective



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.



City of Tacoma  
WASHINGTON

# RACIAL EQUITY

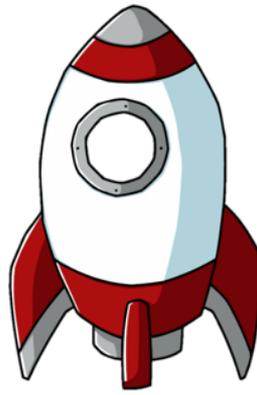
**Engagement of communities of color rooted in anti-racist strategies and principles.**

**Anti-racist investment in creating and building economic opportunity and access for communities of color**

**Anti-racist strategies and investment in building and growing household stability, access, safety, and/or health of communities of color**

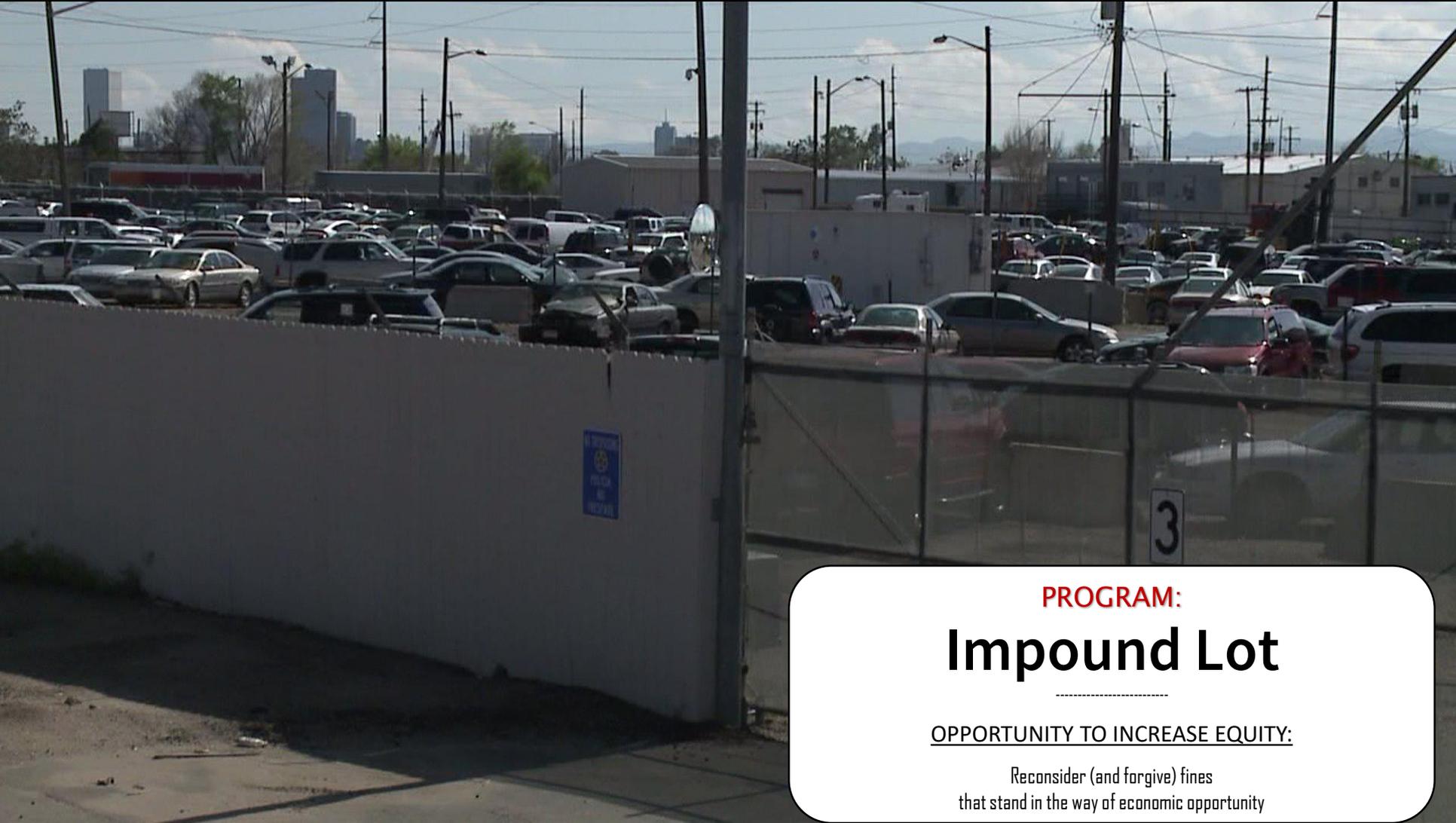
# Programming

Execution



How will you get there?

Get Clear  
About  
Action



**PROGRAM:**

# Impound Lot

OPPORTUNITY TO INCREASE EQUITY:

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



**PROGRAM:**

# Pre-trial

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OPPORTUNITY TO INCREASE EQUITY:

Reduce overnight stays in detention center by rapidly assessing cases at in-take prior to trial



**PROGRAM:**

# Snow Removal

OPPORTUNITY TO INCREASE EQUITY:

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

# Resources

Fuel



What (resources) do you need to accomplish the mission?

How to  
Prioritize  
Resources



Still Need to Figure Out How to Fund These



Fund These →



Expenses ↑



Expenses ↑



Revenues ↓

# Blueprint for Action

## To Fund the Future

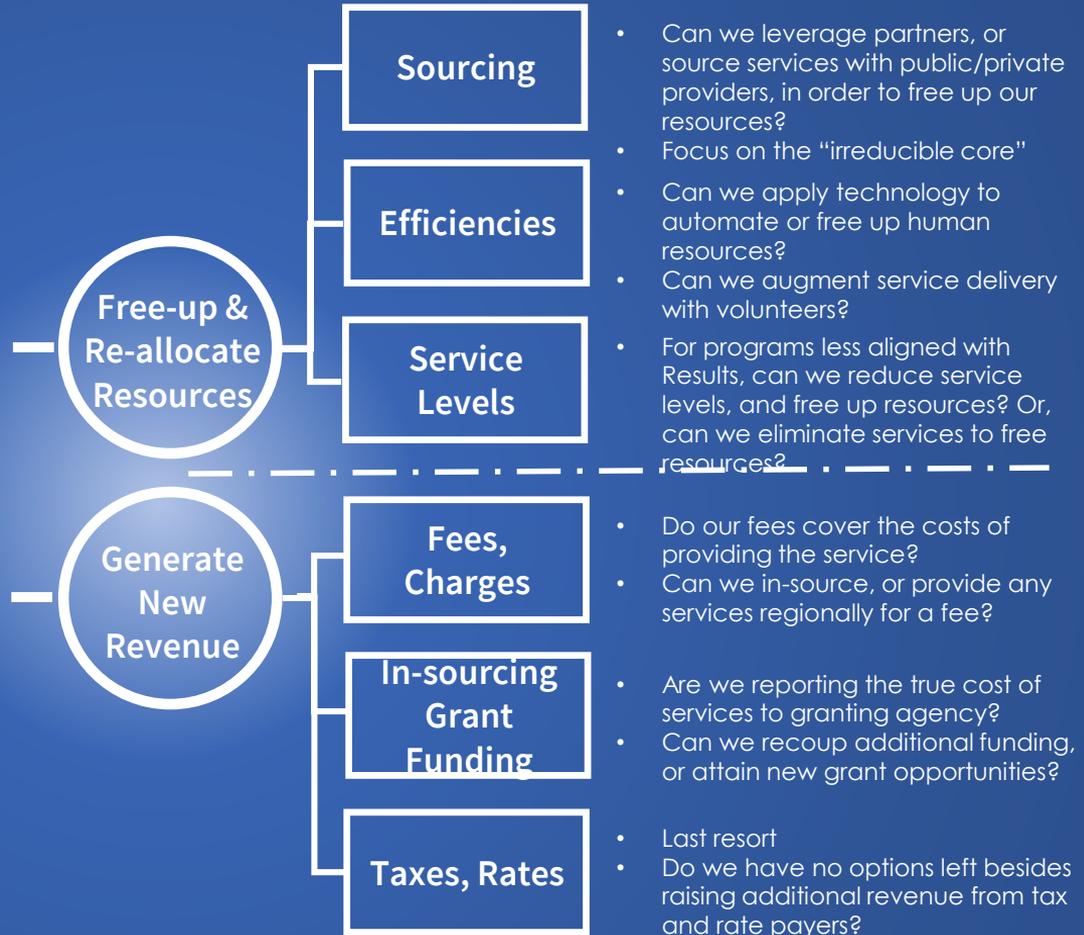
### It's 3-5 years down the road.....

1.) What programs/services, among those you offer today, are going to need to grow?

2.) What programs will need to undergo some sort of transformation in the way you deliver them?

3.) What new programs will you need to launch?

*What future are you trying to prepare for?*



# Blueprint for Action

## To Fund the Future

It's 3-5 years down the road.....

*The same exercise is appropriate whether you're planning for 3-5 years down the road, or 3-5 months down the road...*

**What lenses would you apply for the insight you're looking for?**

Free-up & Re-allocate Resources

Sourcing

- Can we leverage partners, or source services with public/private providers, in order to free up our resources?
- Focus on the "irreducible core"

Efficiencies

- Can we apply technology to automate or free up human resources?
- Can we augment service delivery with volunteers?

Service Levels

- For programs less aligned with Results, can we reduce service levels, and free up resources? Or, can we eliminate services to free resources?

Generate New Revenue

Fees, Charges

- Do our fees cover the costs of providing the service?
- Can we in-source, or provide any services regionally for a fee?

In-sourcing Grant Funding

- Are we reporting the true cost of services to granting agency?
- Can we recoup additional funding, or attain new grant opportunities?

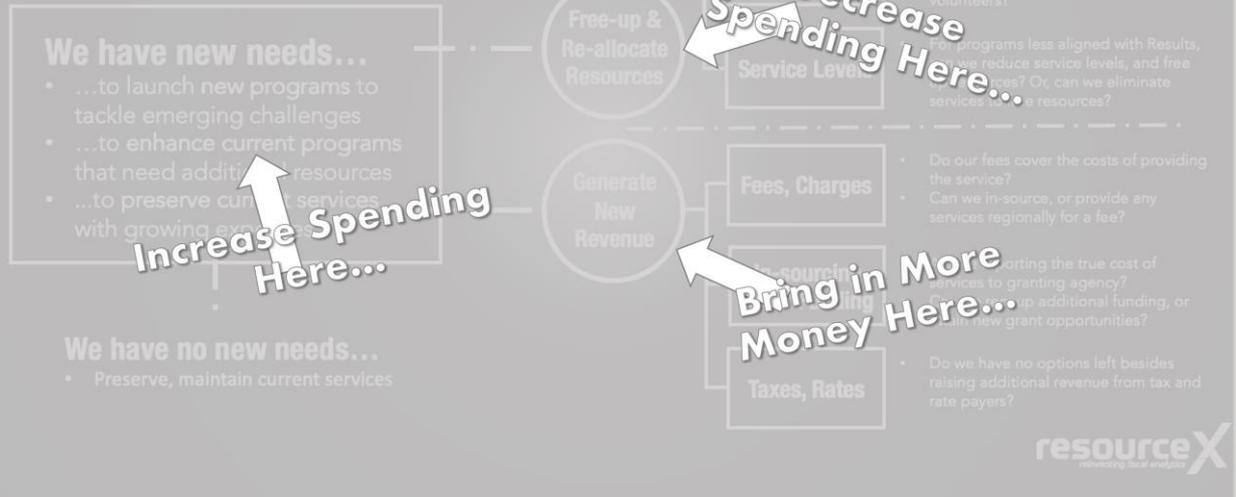
Taxes, Rates

- Last resort
- Do we have no options left besides raising additional revenue from tax and rate payers?

# PBB Blue Print

To Fund the

## The PBB Blue Print is our framework for telling the story of trade-off decisions



Increased Investment,  
Service Levels Up

**\$12,730**  
Service Level  
Increase



Cost Savings,  
Spending Decreasing

**\$21,133**  
Program  
Efficiency

### New Need – Increase Investment: Service Level Increase

	2019 (Adopted)	2019 (Estimated)	2020 (Proposed)
Personnel	\$ 281,628	\$ 281,628	\$ 292,893
Non-personnel	\$ 146,500	\$ 146,500	\$ 147,965
<b>Total Program</b>	<b>\$ 428,128</b>	<b>\$ 428,128</b>	<b>\$ 440,858</b>

### Resource Reallocation: Program Efficiency

	2019 (Adopted)	2019 (Estimated)	2020 (Proposed)
Personnel	\$ 92,607	\$ 75,193	\$ 78,201
Non-personnel	\$ 32,737	\$ 23,737	\$ 26,010
<b>Total Program</b>	<b>\$ 125,344</b>	<b>\$ 98,930</b>	<b>\$ 104,211</b>

## Citywide Perspective

- Create **actionable insight** to deal with a changing world, new needs and limited resources
- Provide a consistent platform for assessing a program's performance through both an equity lens and the three pillars of the **Denver Opportunity Index**
- Identify opportunities for collaboration to increase impact and optimize resources



# DENVER

## PROGRAM INVENTORY

### BUSINESS INTELLIGENCE INITIATIVE

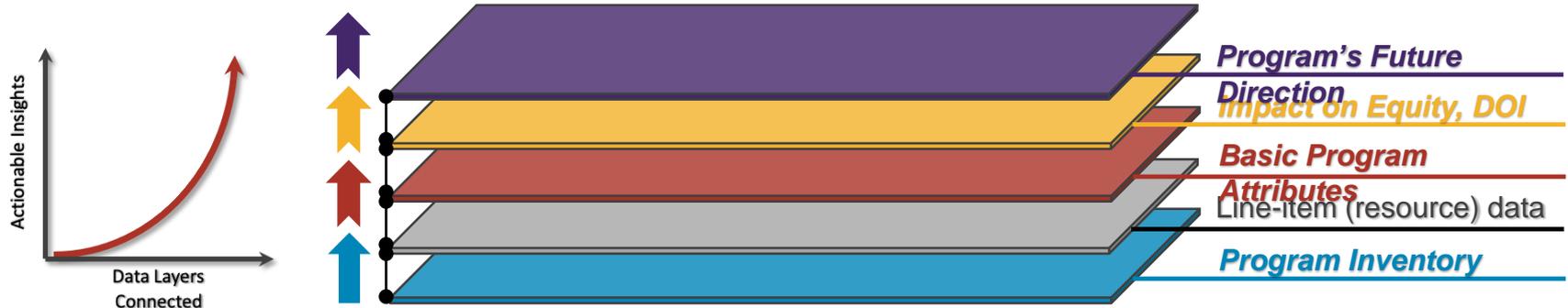
## Within Your Department

Enhance ability to **analyze** and to **communicate**:

- where your resources are currently invested (at a program by program level),
- the impact of your programs
- where future investments are needed, and why (**impact on equity**, DOI)
- where those resources might come from (new revenue generation and repurposing)

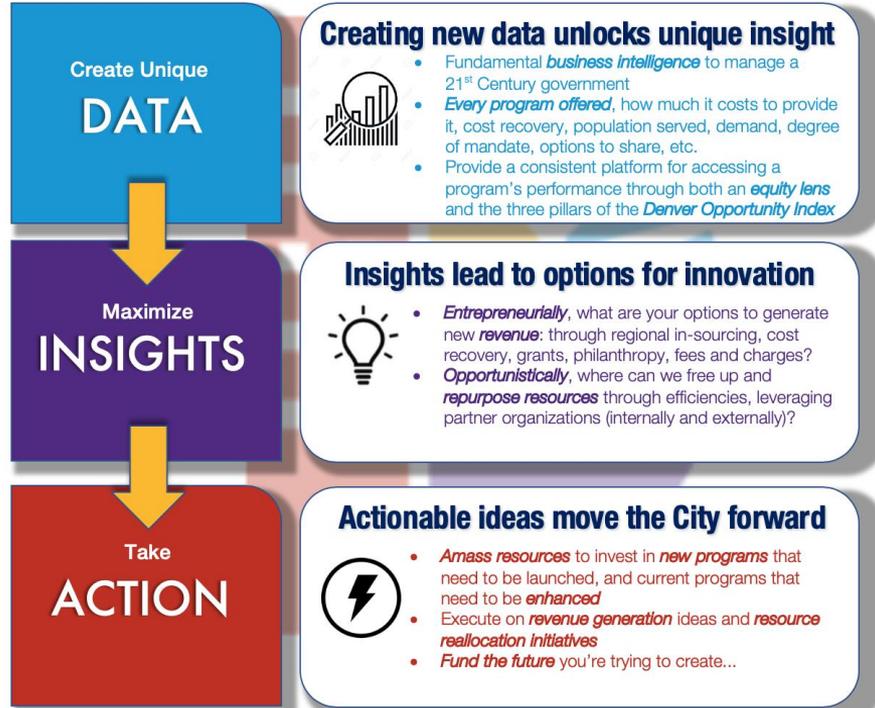


**Who is ultimately the audience?** **Why is it we're doing this?**



# PROGRAM INVENTORY INITIATIVE

*Creating Actionable Business Intelligence at the Program Level*



# Importance of Programmatic

Custodial Cleaning Services

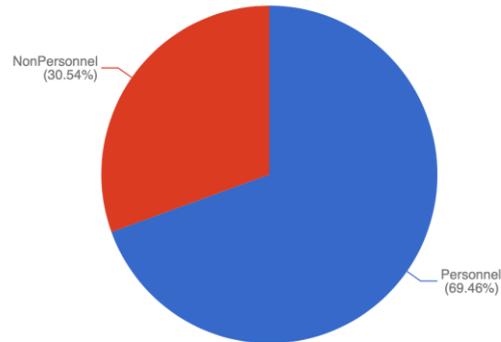
Description: Clean sanitize and restock products at city facilities

Total Cost: 150,457.2

FTE: 2.63

Total Cost   Positions   Operating Costs

Total Cost: 150,457



Dismiss

## Efficiency

- **Trend:** If work-from-home opportunities increase, perhaps we can temporarily save and reallocate

## Service Level Increase

- City work spaces may need to be even more sanitary, increasing demand

## Regional In-sourcing

- Is there an opportunity to expand services to regional partners?

# Maximizing Program Insights



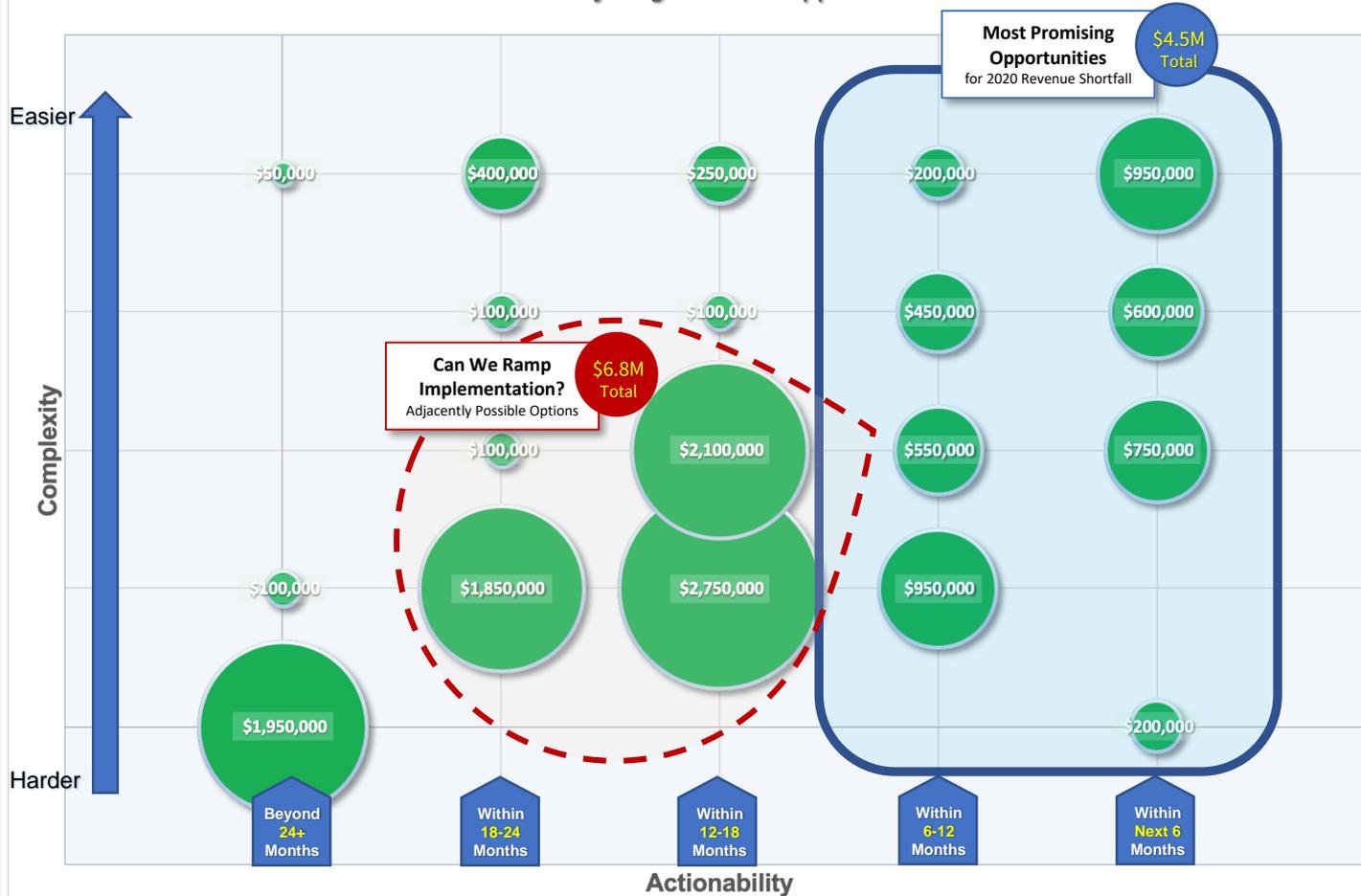
369 pages

## MUNICIPAL OPERATING BUDGET

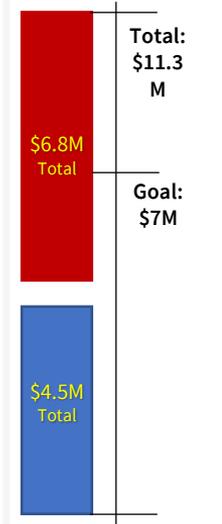
MAIN MENU		St. Albert	2019 - PBB	All Available	MODEL EDITOR	resourceX								
Site Navigation														
Edit Program Inventory														
Program Costing - Online Allocator														
Blueprint Comment Assigned						Comment Count								
<i>Increase Revenues - Fees or Charges</i>						54								
<i>Increase Revenues - In-sourcing or Grant Funding</i>						39								
<i>Repurpose Resources - Decrease Service levels</i>						20								
<i>Repurpose Resources - Outsource or Partner</i>						18								
<i>Repurpose Resources - Program Efficiency</i>						79								
<i>Service Level Increase</i>						14								
Grand Total						224								
Transfers	Bank Char	Transfers	Community Services	HR & Safety	Environment	Engineering Services	Utility Finance	CAO	PROGRAM CHANGE REQUESTS	with added capacity we could do accounting services for non-profits we already fund. Joint RFP options for auditor with other municipalities examine Agresso additions that could produce statements	3,427	3,522	5,648	67,325

# City of St. Albert

## Overview of Programmatic Opportunities



### Program Insight Workshop:



# Program Inventory

The screenshot shows the resourceX dashboard interface. At the top, there is a navigation bar with 'MAIN MENU Site Navigation', 'St. Albert', a dropdown for '2019 - PBB', and another dropdown for 'All Available'. The resourceX logo is in the top right. Below the navigation bar is a large banner image of a modern building. Underneath the banner, there are tabs for 'Dashboard', 'SuperUser', and 'Admin'. The main content area features six tiles arranged in a 2x3 grid. The top-left tile, 'Program Inventory - Update program inventory', is highlighted with a yellow border. The other tiles are: 'Program Costing - Complete program cost allocation.', 'Program Scores - Complete program scoring.', 'Present PBB - Visualize the outcomes of PBB.', 'Resource Alignment - Study your program costs.', and 'Reports - Download a Program Manual. Export raw data.'



**CRASH  
COURSE**  
Creating and  
Applying  
Programmatic  
Business  
Intelligence

***Program Inventory***

# Program Inventory ?

Edit Program Inventory

Add a Program from SEARCH

Combine Programs

ADD PROGRAM

DOWNLOAD

Browse...

No file selected

Show 100 entries

Search:

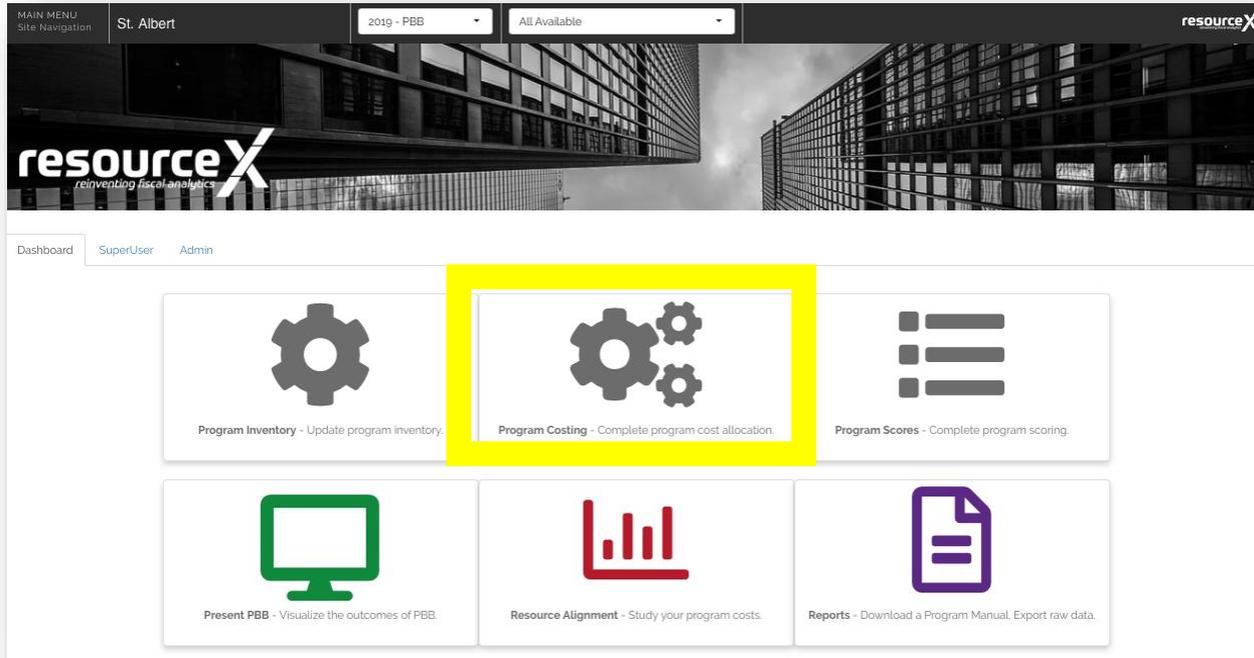
Options	ServiceType	Department	Cost Center	ProgNum	Program	Description
						business events and referral to other agencies if appropriate.
<a href="#">Update</a> <a href="#">Delete</a>					Capital Budget Development	Stewardship of development of annual capital budget for Municipal and Utility operations.
<a href="#">Update</a>					Capital Planning	Planning and preparation of all City capital projects. This is done in conjunction with other City departments.
<a href="#">Update</a>					Cemetery Management	Responding to clients' cemetery needs, requests, complaints and inquiries about cemetery standards, fees and appointments.
<a href="#">Update</a>					Committee Meetings	Attending Council Committee Meetings and other activities related to Council Committees.
<a href="#">Update</a>					Community Environment Programs	Partners in Parks, Neighbourhood and School yard clean up and Community naturalization
<a href="#">Update</a> <a href="#">Delete</a>					Community Events	The coordination and delivery of arts, cultural, community development, environment, emergency services, recreation and parks events, utilizing a combination of City and volunteer resources to expose the community to events, create a connected community, increase community well being and create a destination for residents and visitors. The service also includes support provided for the provision of community events by other internal departments, including Public Works & Transit, Emergency Services, Community Services, Engineering and Strategic Services and IT.

152 Programs

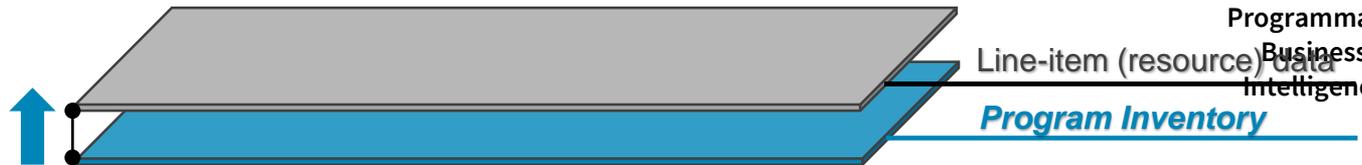
Showing 1 to 25 of 152 entries

Previous 1 2 3 4 5 6 7 Next

# Program Costing



**CRASH  
COURSE**  
Creating and  
Applying  
Programmatic  
Business  
Intelligence



## 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 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      Program FTE: 1.99

Current Allocation	Program Cost	CostCenter- P	Position Title	Position Number	Account Name	Name
34.00	1,088	Solid Waste Management Administration	Senior Process Analyst	PW80021	85000 Salaries - Regular	02-9000-01
34.00	2,325	Solid Waste Management Administration	Administrative Assistant	PW002	85000 Salaries - Regular	02-9000-01
34.00	3,032	Solid Waste Management Administration	PW Office Administrator	PW002	85000 Salaries - Regular	02-9000-01
34.00	3,335	Solid Waste Collection & Disposal	CLUPE 941 - Regular - Overtime	CLUPE 941 - Regular - Overtime	85030 CLUPE Wages - Overtime	02-9000-01
34.00	4,119	Solid Waste Collection & Disposal	CLUPE 941 - Casual Wages	CLUPE 941 - Casual Wages	85037 CLUPE Wages - Casual - Regular	02-9000-01
35.00	4,275	Solid Waste Management Administration	Administrative Associate PPT	PW0029	85000 Salaries - Regular	02-9000-01
25.00	6,541	Solid Waste Management Administration	Administrative Associate	PW80005	85000 Salaries - Regular	02-9000-01
34.00	8,008	Solid Waste Management Administration	Process Analyst	PW80027	85000 Salaries - Regular	02-9000-01
33.00	8,068	Solid Waste Collection & Disposal	Solid Waste Operator	PW80000	85030 CLUPE Wages - Regular	02-9000-01

NonPersonnel Cost: 1,032,669

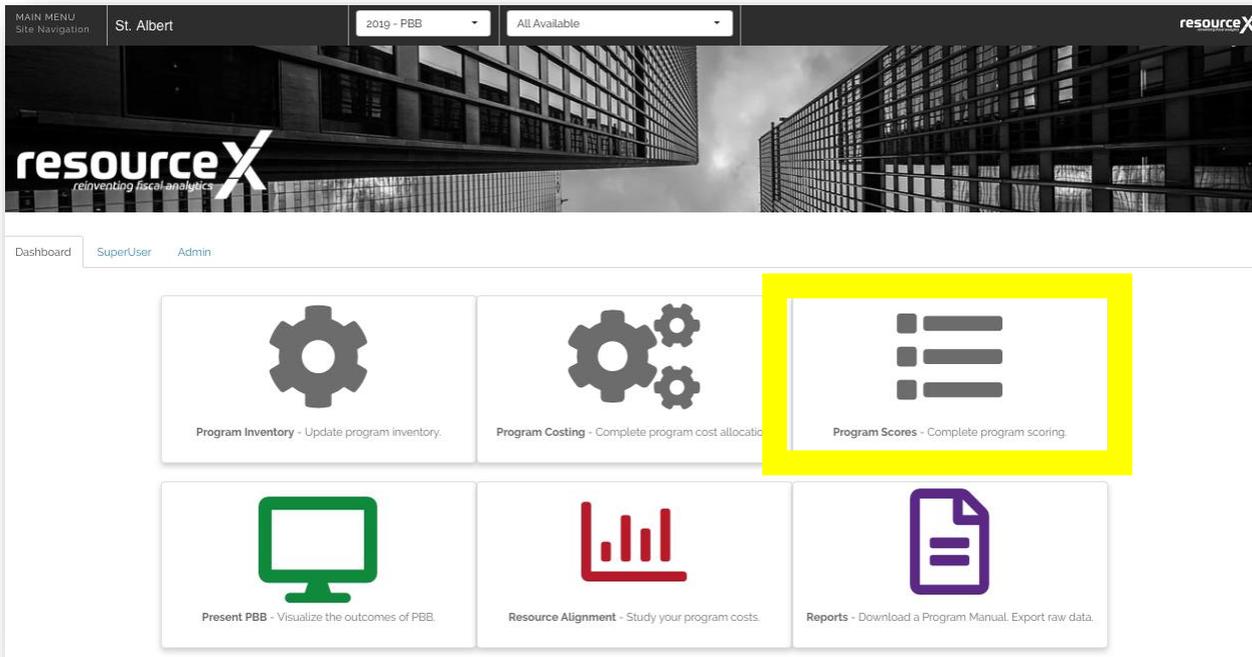
Current Allocation	Program Cost	CostCenter- NP	Account Object	Project Name	Account
33.00	99	Solid Waste Collection & Disposal	85449 Corporate Memberships		02-9000-9500-8545
33.00	254	Solid Waste Management Administration	85449 Corporate Memberships		02-9000-9500-8545
33.00	479	Solid Waste Collection & Disposal	85000 Miscellaneous Expenses		02-9000-9500-8500
33.00	660	Solid Waste Management Administration	85000 Training & Development		02-9000-9500-8500
33.00	660	Solid Waste Collection & Disposal	85000 Training & Development		02-9000-9500-8500
33.00	891	Solid Waste Collection & Disposal	85449 Telephone & Mobile Device Charges		02-9000-9500-8549
33.00	1970	Solid Waste Collection & Disposal	85449 Other Travel & General Expenses		02-9000-9500-8549
33.00	1,281	Solid Waste Management Administration	85449 Other Travel & General Expenses		02-9000-9500-8549
33.00	1,650	Solid Waste Collection & Disposal	85449 Printing, Copying & Binding		02-9000-9500-8549
33.00	1,650	Solid Waste Collection & Disposal	85000 Staff Allowances		02-9000-9500-8500

Program Revenue: 1,296,042

Current Allocation	Program Revenue	CostCenter- NP	Account Object	Project Name	Account
33.00	644,094	Solid Waste Collection & Disposal	4543 Refuse Fees		02-9000-9500-4543
33.00	693,738	Solid Waste Collection & Disposal	4543 Refuse Charges		02-9000-9500-4543
33.00	12,210	Solid Waste Collection & Disposal	4544 Refuse Stickers		02-9000-9500-4544

# Scoring / Evaluation



**CRASH COURSE**  
Creating and Applying Programmatic Business Intelligence

Program Score

Complete Pro

Select User Group

All Available

Scoring by Res

Scoring by Re

Result Type:

Community

## Program Summary - Business Attraction

**Program Description:** Activities that attract new industrial and commercial business to St. Albert. Services include 1 on 1 meetings with businesses, developers and real estate agents, Commercial Realtor Tour, and attending trade shows and conferences to promote St. Albert as a place to do business.

Program Comments   Program Cost Summary   Program Cost Charts   Program Scores

### Basic Program Attributes

BPA	Score	Definition
Demand	4	(4) Demand is increasing annually
Mandate	2	(2) Is required by City policy, administrative directive or bylaw (Please provide the policy, directive or bylaw in the comments. This does not apply to Master Plans or Business Plans.)
PopServed	0	(0) Less than 10% of residents use the program
RecoveryCost	0	(0) No the City must incur the full cost of providing this program
Reliance	0	(0) Program could be delivered by another agency, private business or through a partnership

### Program's Result Scores

ResultAbbr	Score	Result
Economic Growth and Resiliency	4	Economic Growth and Resiliency
Parks, Recreation and Culture	1	Parks, Recreation and Culture
Safe and Secure Community	1	Safe and Secure Community
Natural Environment	1	Natural Environment
Community Wellbeing	2	Community Wellbeing
Infrastructure Transportation	2	Infrastructure and Transportation

Close

# Program Insight

## Blueprint for Action To Fund the Future

### It's 3-5 years down the road.....

- 1.) What programs/services, among those you offer today, are going to need to grow?
- 2.) What programs will need to undergo some sort of transformation in the way you deliver them?
- 3.) What new programs will you need to launch?

*What future are you trying to prepare for?*

Free-up &  
Re-allocate  
Resources

Generate  
New  
Revenue

Sourcing

- Can we leverage partners, or source services with public/private providers, in order to free up our resources?
- Focus on the "irreducible core"

Efficiencies

- Can we apply technology to automate or free up human resources?
- Can we augment service delivery with volunteers?

Service Levels

- For programs less aligned with Results, can we reduce service levels, and free up resources? Or, can we eliminate services to free resources?

Fees, Charges

- Do our fees cover the costs of providing the service?
- Can we in-source, or provide any services regionally for a fee?

In-sourcing  
Grant Funding

- Are we reporting the true cost of services to granting agency?
- Can we recoup additional funding, or attain new grant opportunities?

Taxes, Rates

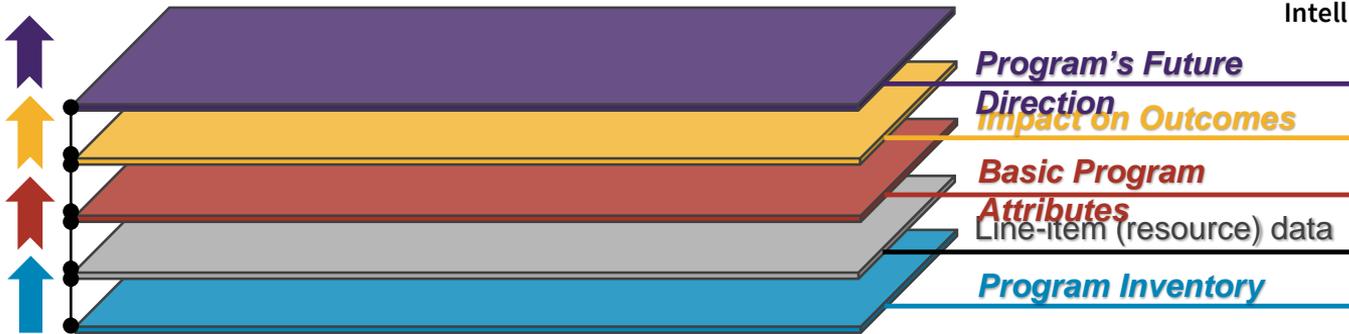
- Last resort
- Do we have no options left besides raising additional revenue from tax and rate payers?

**resourceX**  
renewing social analytics



## CRASH COURSE

Creating and  
Applying  
Programmatic  
Business  
Intelligence



# City of South Jordan, Utah

2016-2019 (current)

## We have new needs...

- ...to launch **new programs** to tackle emerging challenges
- ...to **maintain current programs** and need additional resources

18%

**\$10.2 million**

Increased investment in service level increases and new programs

11%

From Resource Re-allocation

7%

From New Revenue

Sourcing

5% freed up

Efficiencies

3% freed up

Service Levels

3% freed up

Fees, Charges

6% new revenue

In-sourcing  
Grant  
Funding

**\$3.5 million**

1% tax revenue

Taxes, Rates

**\$711,607**

**\$2.6 million**

- Can we leverage our existing resources with public/private partnerships in order to free up our resources?

**\$1.7 million**

- Focus on the "irreducible core"
- Can we apply technology automation or free up human resources?

**\$1.5 million**

- Can we augment service delivery with volunteers?
- For programs less aligned with our mission, can we reduce service levels and free up resources? Or, can we eliminate services to free up resources?

- Do our fees cover the costs of providing the service?
- Can we in-source, or provide any services regionally for a fee?

- Are we utilizing the full range of services to granting agency?
- Can we recognize additional funding, or obtain new grant opportunities?

- Do we have opportunities besides raising additional revenue from tax and rate payers?



# Q&A



# ICMA

INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION