

OPERATIONALIZING EQUITY

Julie Nelson, Senior VP of Programs, Race Forward

Christina Chelf, GIS Supervisor, Tacoma, WA

Alexander Freedman, Acting Planning and Development Manager,
Takoma Park, MD

Mayor Libby Schaaf, Oakland, CA

Moderator: Chasity Wells-Armstrong, Former Mayor, Kankakee, IL

SUMMER
2022

WIFI: event0564

Password: p7z4;r3o7;a5o9



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LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

**race
forward**

Operationalizing Equity

Mayors Innovation Project
August 6, 2022

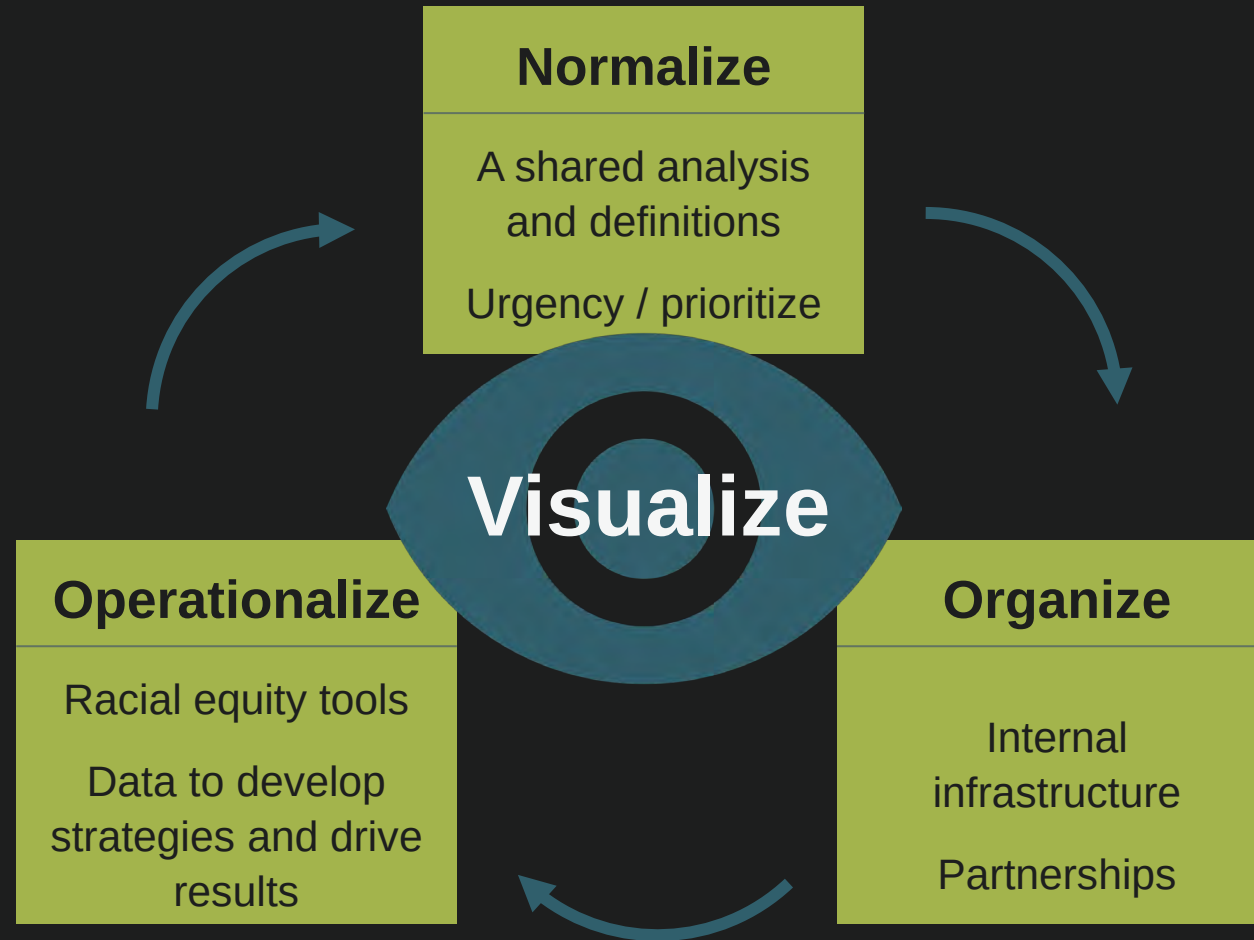
Government Alliance on Race and Equity

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

- ✓ The Network = 440 members and growing!
- ✓ Cities, counties, regional agencies and state agencies in 36 states from across the country
- ✓ Provide tools to put theory into action



GARE Practice



Why GARE leads with race

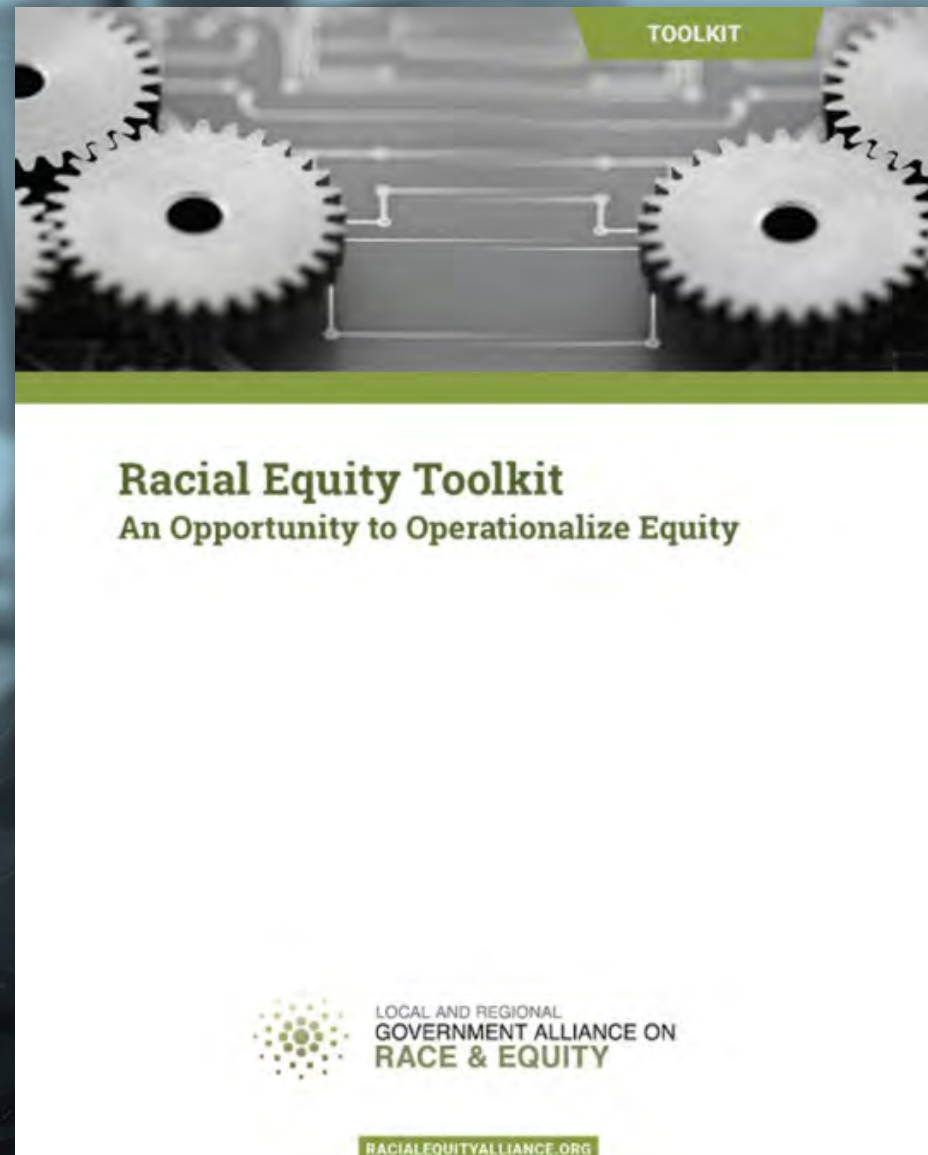
- Racial inequities deep and pervasive
- Racial anxiety on the rise – race is often an elephant in the room
- Learning an institutional and structural approach can be used with other areas of marginalization
- Specificity matters

Race focused, but not exclusive
always bring an “intersectional” analysis

Racial equity means:

- “Closing the gaps” so that race does not predict one’s success, while also improving outcomes for all
- To do so, have to:
 - ❑ Target strategies to focus improvements for those worse off
 - ❑ Move beyond “services” and focus on changing policies, institutions and structures





Racial Equity Tool (RET) Methodology



TAKING NOTICE.

Gain understanding of the community as a whole. Take notice of institutional and structural racism.

1

Desired results

Your vision and desired state-of-being for ALL

2

Analysis of data

Identifying who is most negatively impacted

3

Community engagement

Shifting power to those most impacted

4

Strategies for racial equity

Informed by desired results, data and engagement

5

Implementation plan

Identifying tasks and setting a plan

6

Communications and accountability

Forming a message and documenting impact



Racial Equity Tool (RET) Methodology



TAKING ACTION.

Changing policies, practices, budgets and more to eliminate racial inequities.

1

Desired results

Your vision and desired state-of-being for ALL

2

Analysis of data

Identifying who is most negatively impacted

3

Community engagement

Shifting power to those most impacted

4

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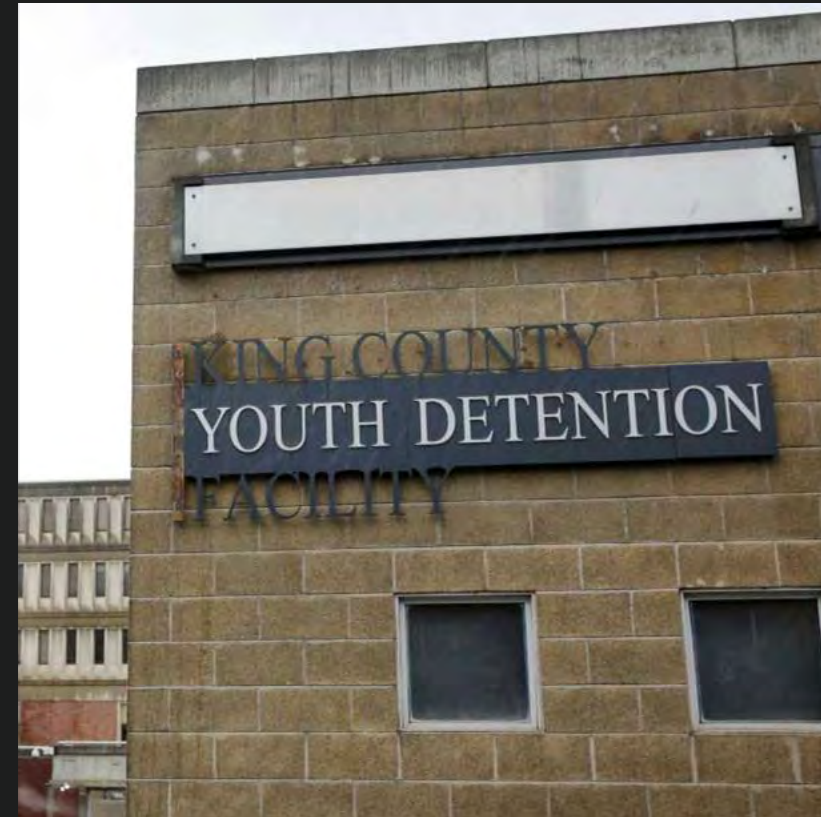
Communications and accountability

Forming a message and documenting impact



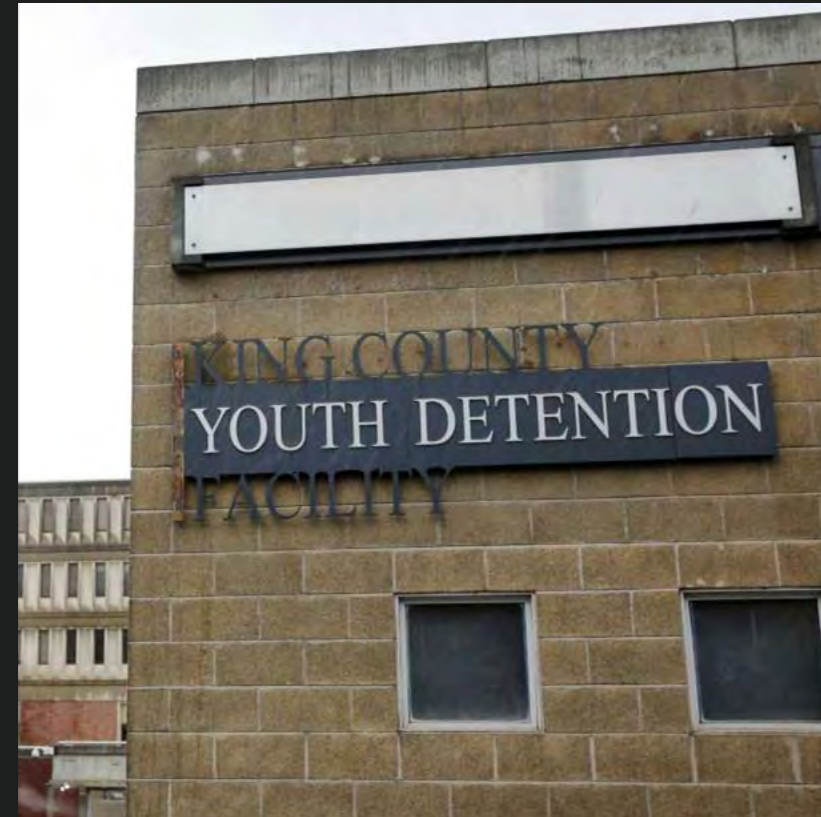
Juvenile Justice – Court Appearances

- Court appearance “no shows” were resulting in youth getting deeper in trouble
- First attempt to address (without a Racial Equity Tool) – sent reminder letters in the mail
- **Overall result successful** – increased court appearances!
- **However**, racial disproportionality increased – it was a strategy that didn’t work as well for youth of color.



Juvenile Justice – Court Appearances

- Went back to the drawing board and used a Racial Equity Tool
- Youth engagement – no one identified a letter in the mail. New strategies included reminder texts and transit assistance.
- **Overall result** – court appearances increased even further
- **Racial equity result** – decreased racial disproportionality



Racial Equity Tool (RET) Methodology

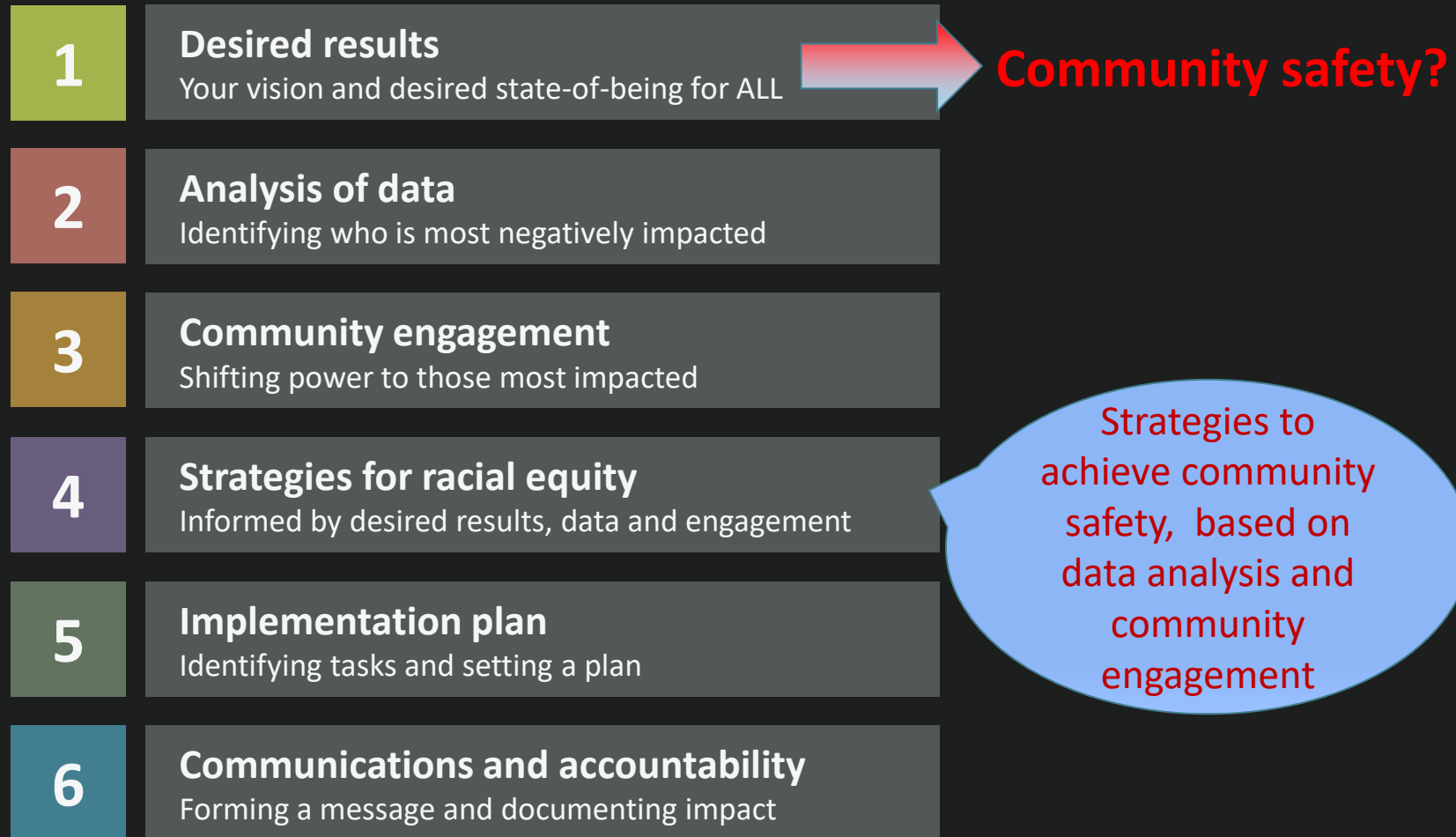
1	Desired results Your vision and desired state-of-being for ALL
2	Analysis of data Identifying who is most negatively impacted
3	Community engagement Shifting power to those most impacted
4	Strategies for racial equity Informed by desired results, data and engagement
5	Implementation plan Identifying tasks and setting a plan
6	Communications and accountability Forming a message and documenting impact



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY



Racial Equity Tool (RET) Methodology



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY



Racial Equity Tool (RET) Methodology

- 1** **Desired results**
Your vision and desired state-of-being for ALL
- 2** **Analysis of data**
Identifying who is most negatively impacted
- 3** **Community engagement**
Shifting power to those most impacted
- 4** **Strategies for racial equity**
Informed by desired results, data and engagement
- 5** **Implementation plan**
Identifying tasks and setting a plan
- 6** **Communications and accountability**
Forming a message and documenting impact

Before developing strategies, get clarity on desired results, analyze data and engage community



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY



Examples of Racial Equity Tool Projects

1. HR policy overhaul underway; cohort team brought an equity lens to that process - (Loudoun)
2. HR recruitment, interviewing and hiring processes (Fairfax)
3. Examine Parks and Recreation camp/program participation - do registration forms gather needed data? (Gaithersburg)
4. Housing affordability - explore history of neighborhood demographic changes (Alexandria)
5. Language access (Prince Georges)
6. Examine Boards, Authorities and Committee membership (College Park)
7. Broadband availability (Charles County)





mayors
innovation
project

OPERATIONALIZING EQUITY

Christina Chelf, GIS Supervisor, Tacoma, WA

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Mayors Innovation Project 2022



Christina Chelf, IT GIS Supervisor

August 6th, 2022



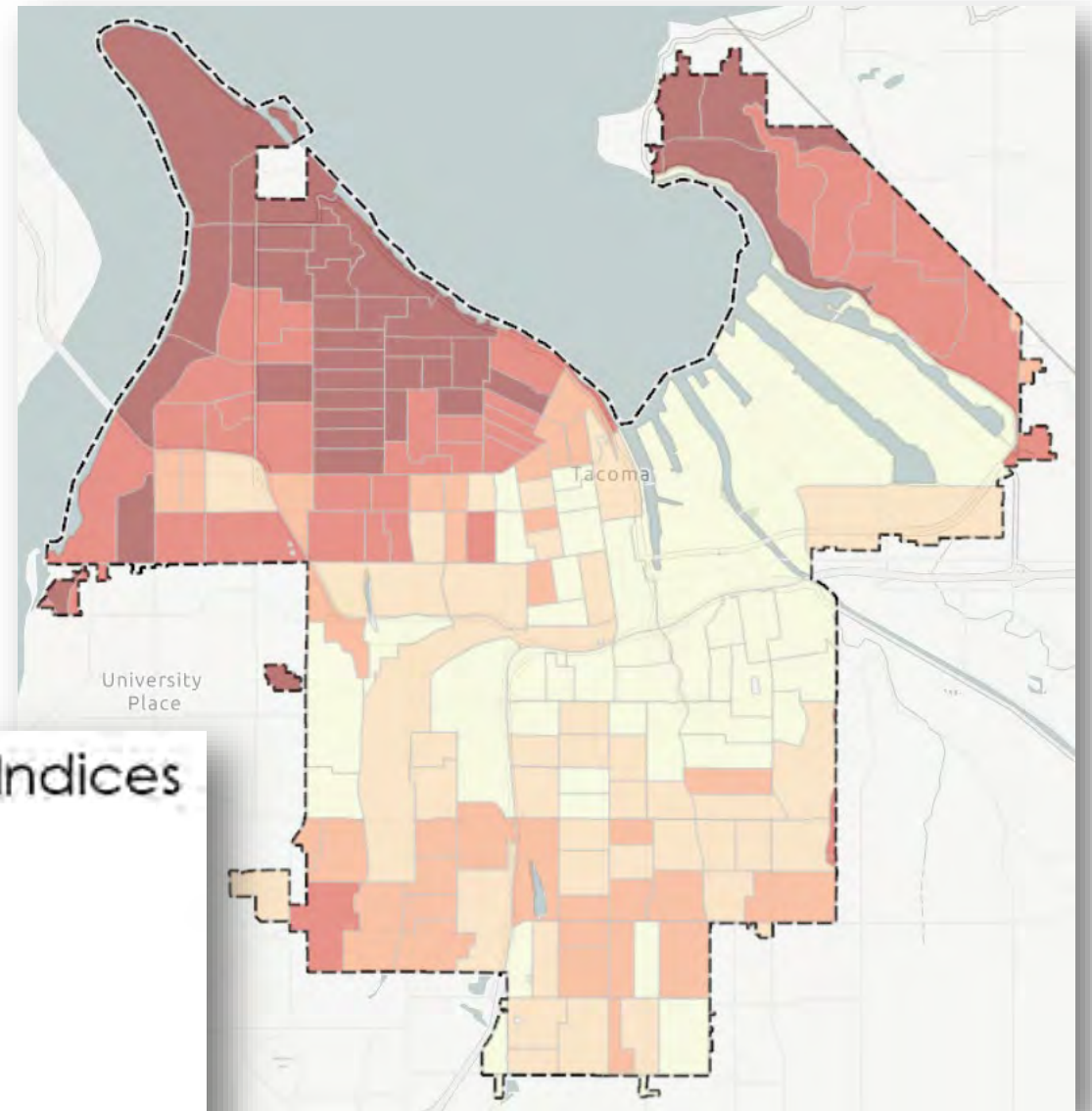
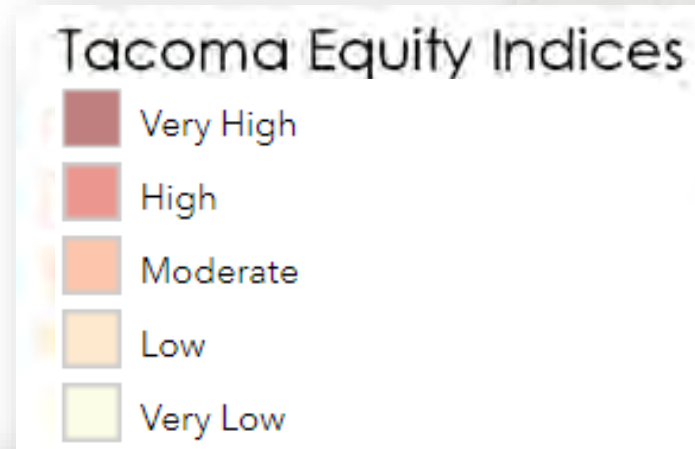
shared vision | shared future

Agenda

- What is the Tacoma Equity Index?
- What is the purpose of the Equity Index?
- How is City Policy tied to Equity
- How do we use the Equity Index
- Key takeaways

What is the Tacoma Equity Index?

- Map that highlights areas of higher and lower opportunity
- Guides equitable service delivery and resource allocation



What is the Purpose of the Equity Index?

Identify and Track Disparities

- Identify disparities in outcomes faced by those most likely to experience inequity and track them over time

Support Data-Driven Decision-Making

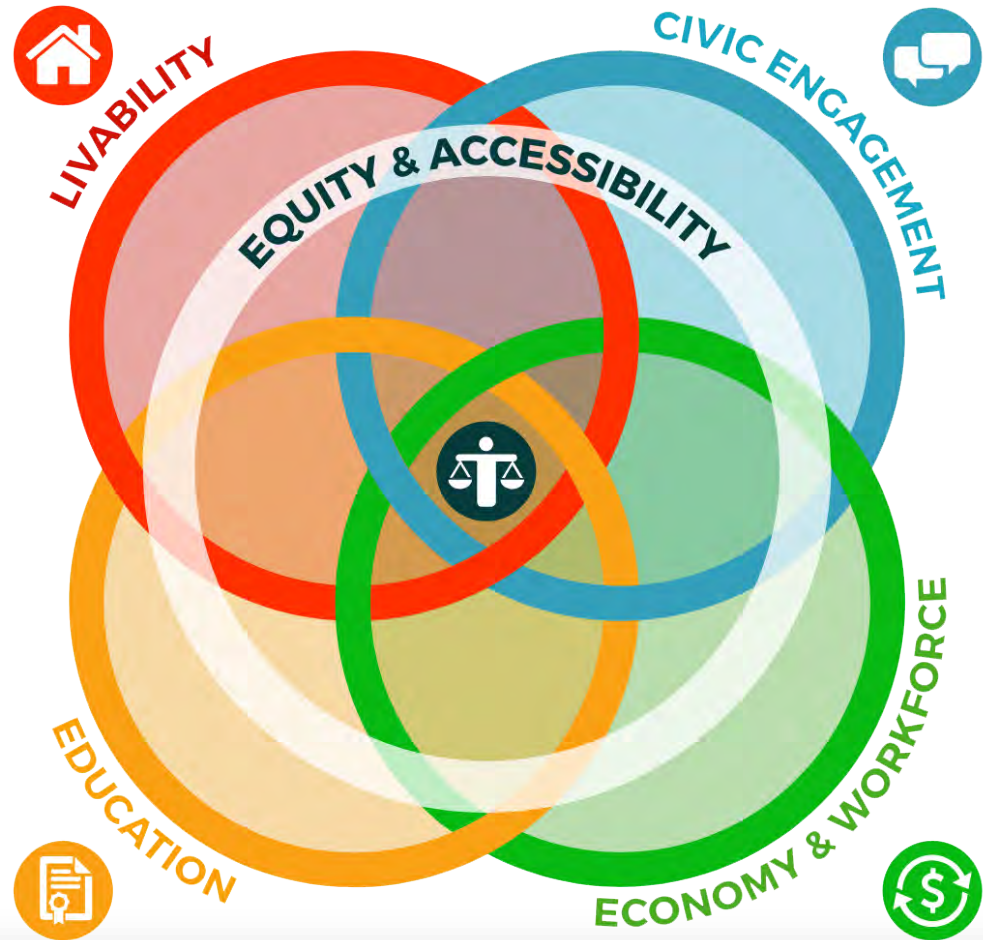
- Guide decisions about the allocation of resources and policy development

Increase Transparency and Accountability

- Increase transparency and accountability and give communities tools to share in successes and advocate for change

How is City Policy Tied to Equity?

- Tacoma 2025 focuses on:
 - Livability
 - Accessibility
 - Education
 - Economy and Workforce
 - Civic engagement



How is City Policy Tied to Equity?

Livability

- Nuisance
- Crime Index
- Median Home Value
- Housing Cost Burden
- Average Life Expectancy
- Urban Tree Canopy

Accessibility

- Parks and Open Spaces
- Average Road Condition
- Access to Healthy Food
- Home Internet (Digital Access)
- Voter Participation
- Transit Options

Environmental Health

- Non-Diesel Emissions
- Ozone
- PM2.5
- Heavy Traffic
- Toxic Releases
- Housing Lead Risk
- Proximity to Hazardous Waste Treatment Storage/Disposal
- Proximity to Superfunds
- Proximity to Risk Mgmt Facilities

Education

- Student Mobility Rate
- 4-Years High School Graduation Rate
- Average Student Test Rate
- Percent of 25+ with Bachelor Degree or More

Economy

- Employment/Job Index
- Unemployment Rate
- Median Household Income
- 200% of the Poverty

How are we using the Equity Index at Tacoma?

Examples of how our departments are using the Equity index

- Public Works
- Environmental Services
- Community and Economic Development

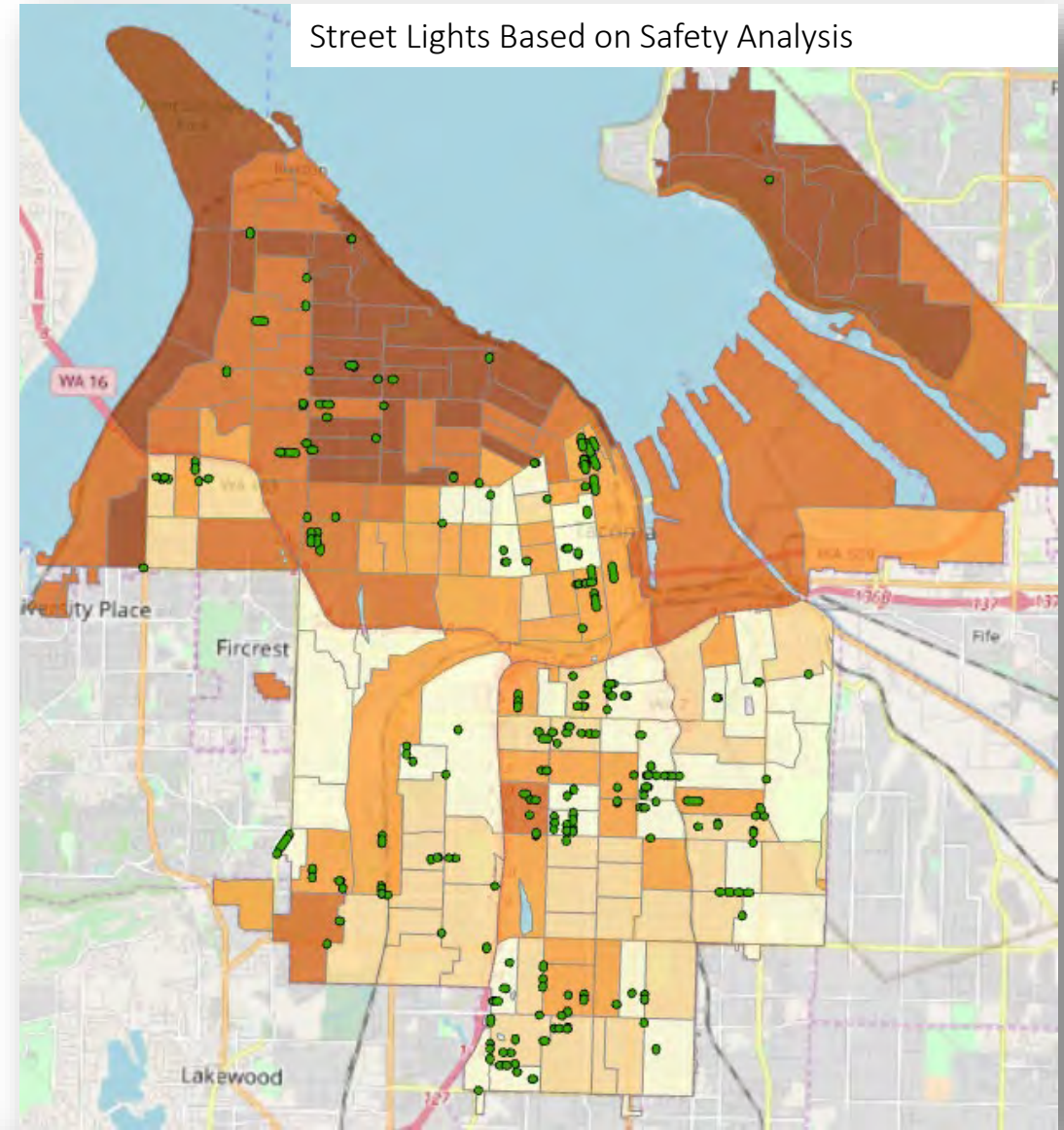
Public Works

In 2019 Public Works had \$200K to add 200 new streetlights. The department looked at how to prioritize the installation of these street lights.



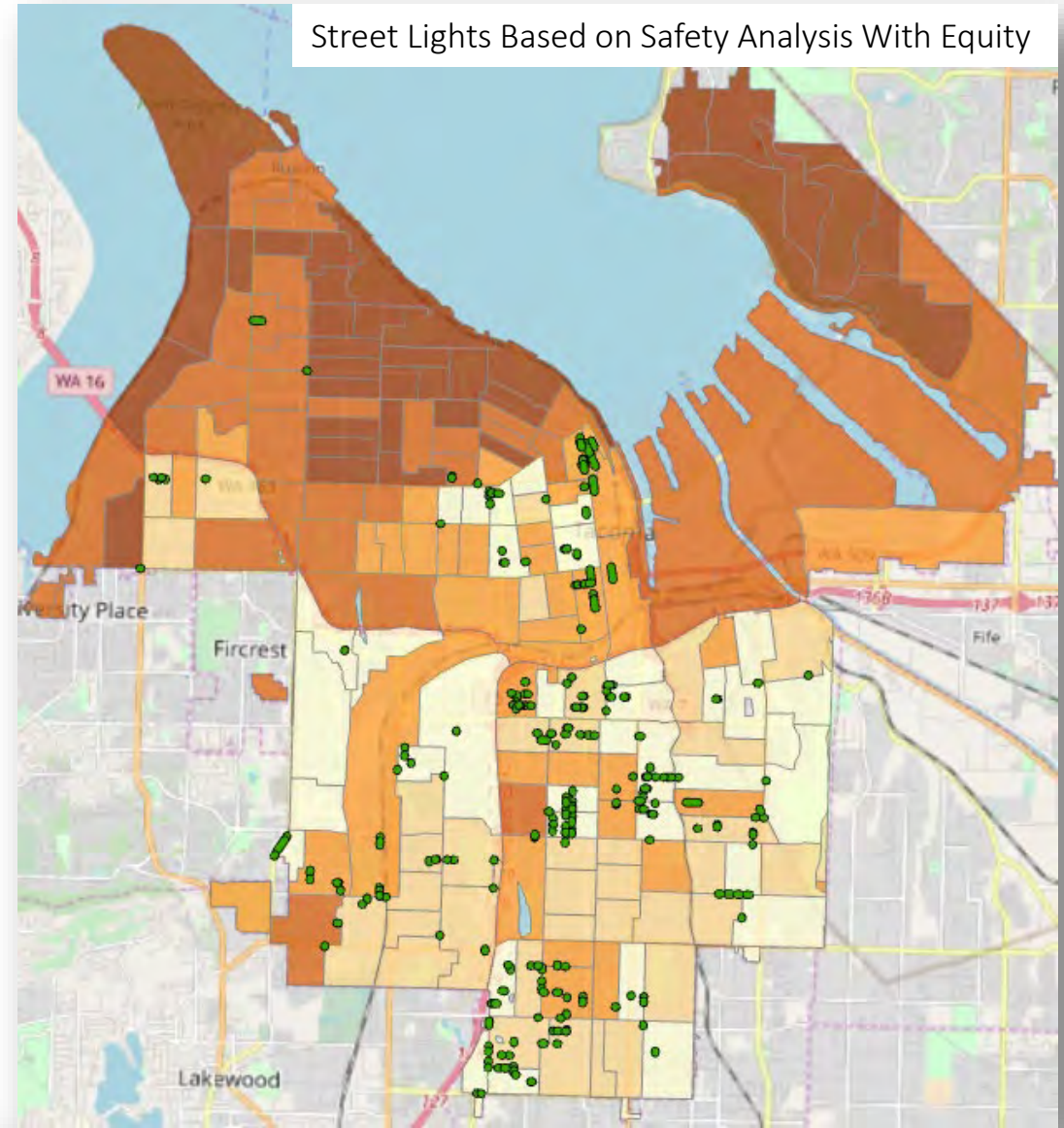
Public Works

- Here is a map of the 240 highest ranked locations based on:
 - High Nighttime Accident History
 - Proximity to Schools
 - High Crime Activity

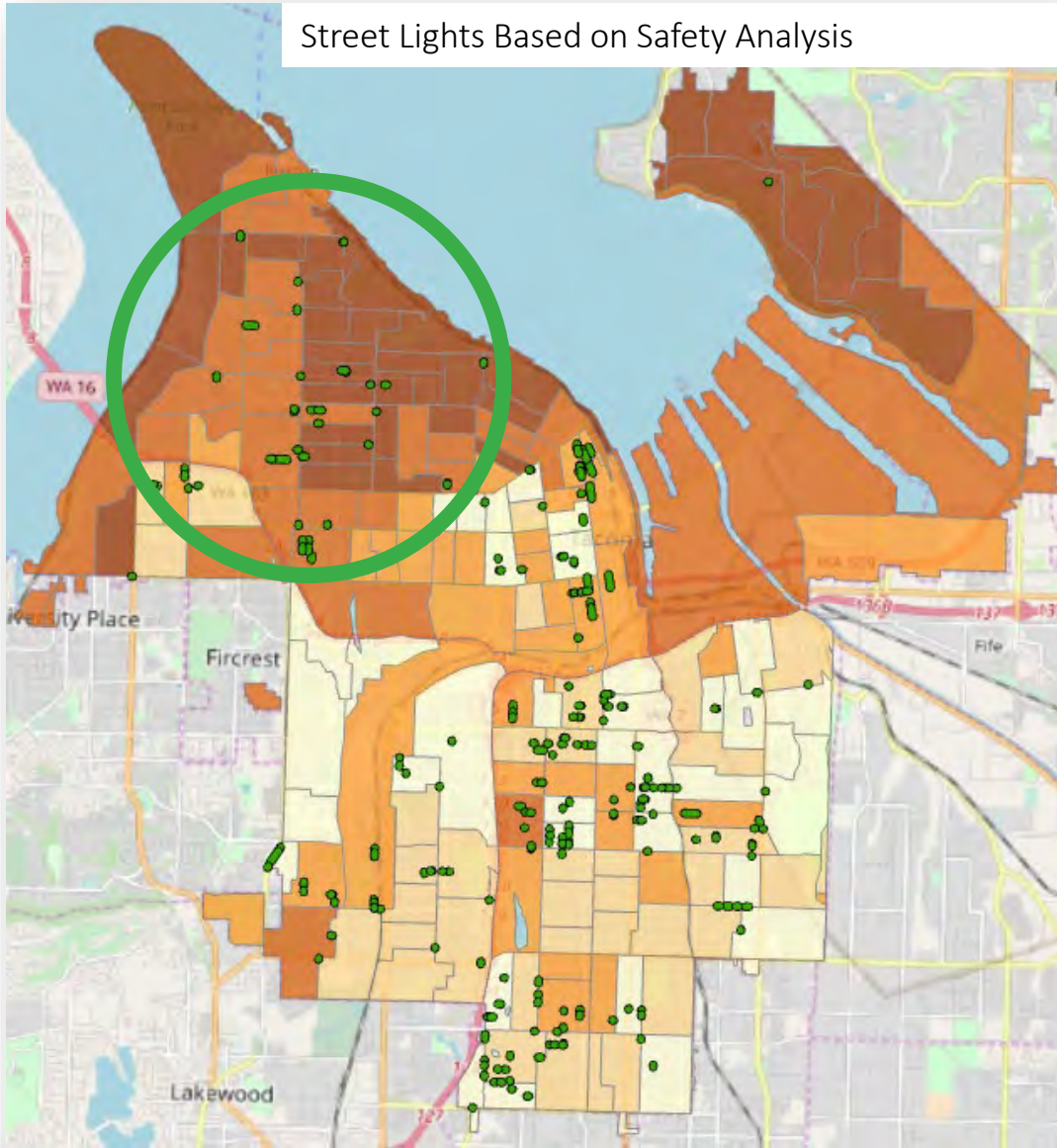


Public Works

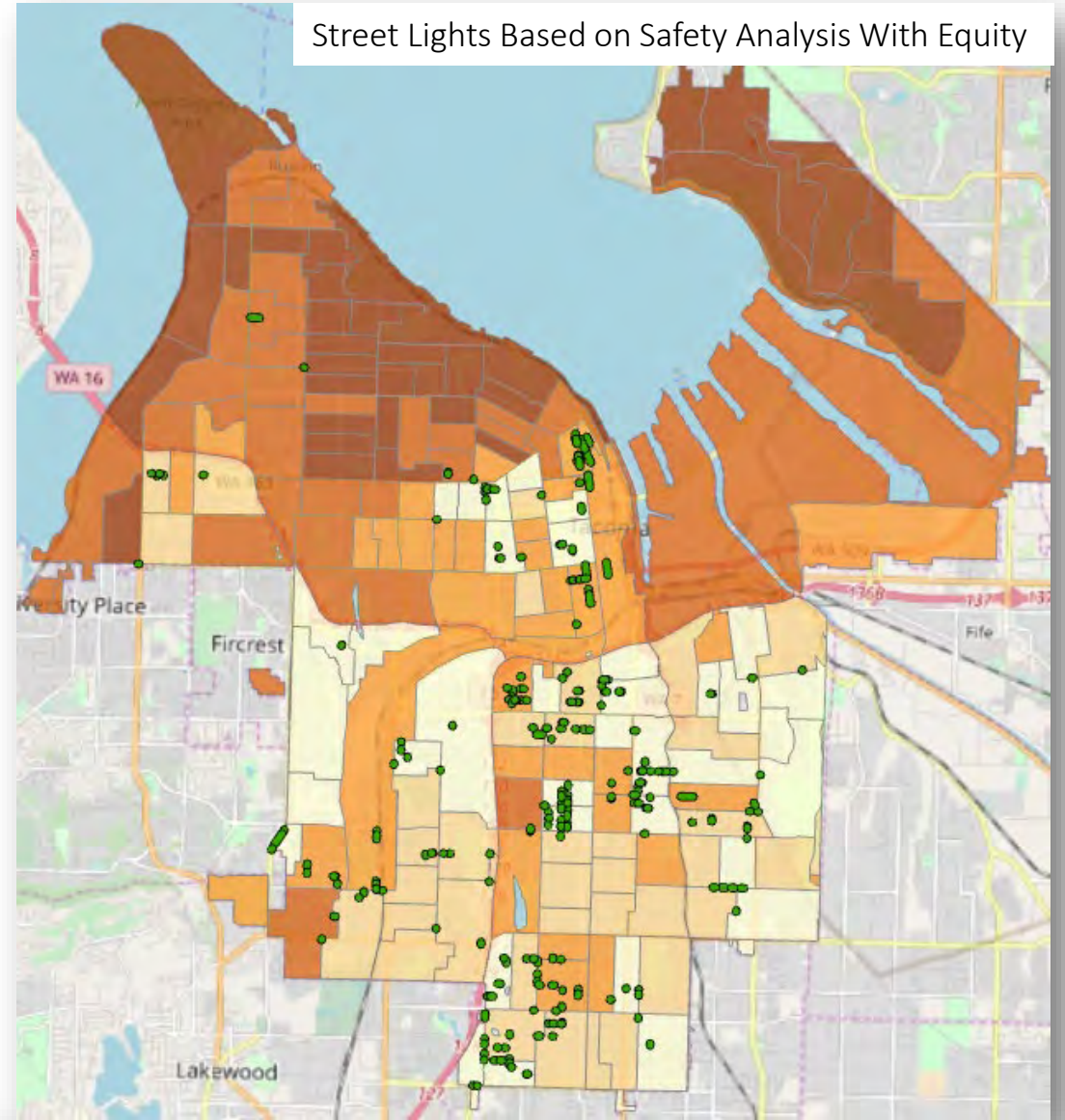
- Here is a map of the 240 highest ranked locations based on:
 - High Nighttime Accident History
 - Proximity to Schools
 - High Crime Activity**PLUS**
 - **Weighted by Opportunity**



Street Lights Based on Safety Analysis



Street Lights Based on Safety Analysis With Equity



Community and Economic Development

- In 2020 our Community and Economic Development Department was granted money to provide grants to small businesses during the height of the COVID-19 shutdowns.
 - Around 200 businesses applied for these loans



Community and Economic Development

- Business needs to have a documented 25% or greater loss of revenue year-over-year, 2019 to 2020, due to the impacts of Covid
- Business must operate a licensed physical brick-and-mortar
- Businesses must have five or fewer full-time employees
- Majority business owners must have a gross income less than 80% Area Median Income

PLUS

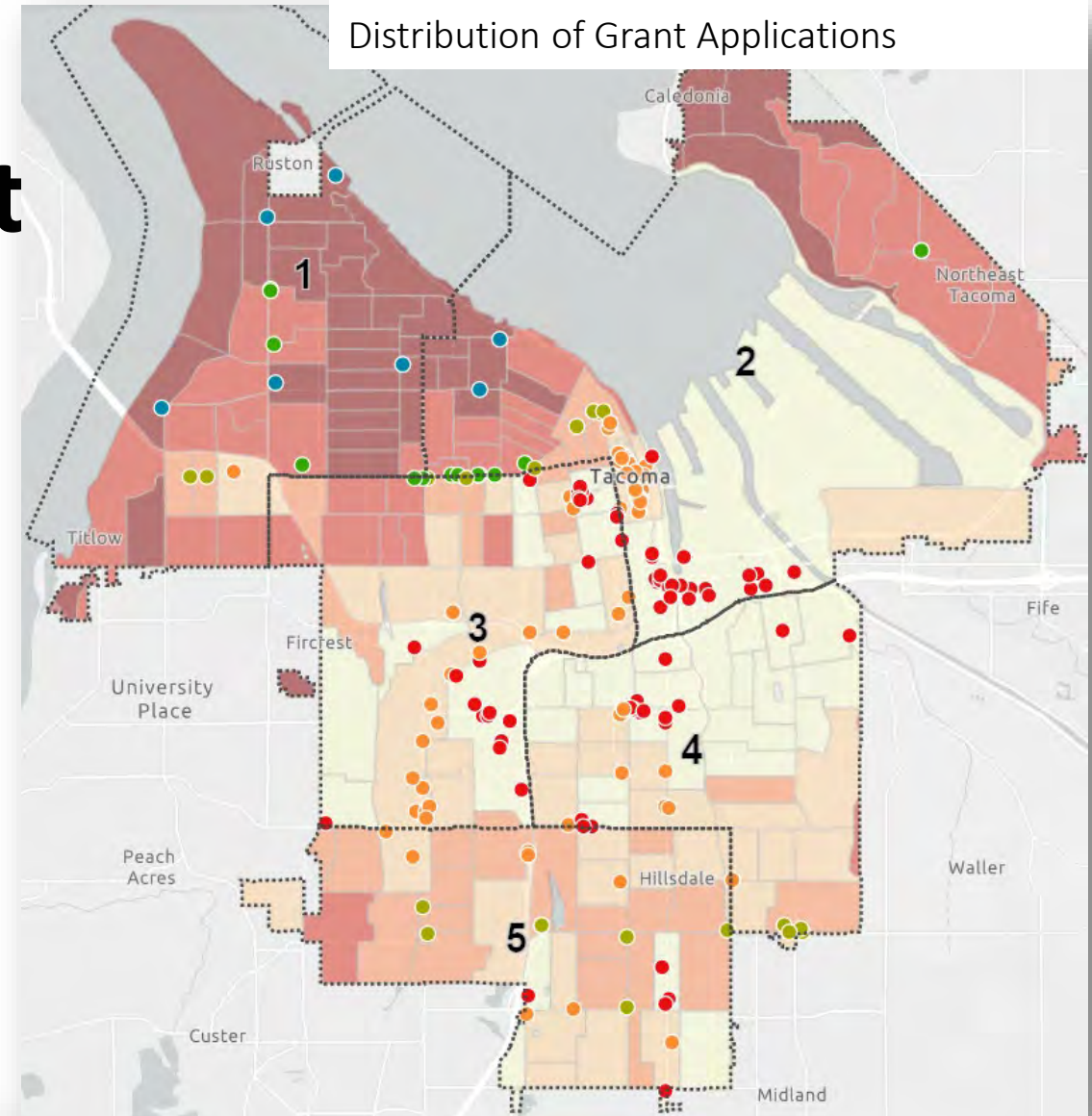
- **Businesses must be located in an area of low-economic opportunity**



shared vision | shared future

Community and Economic Development

- Target outreach in the low opportunity areas, applications being available in relevant languages and using equity as a requirement resulted in:
 - 64% BIPOC recipients
 - 40% black-owned businesses



Environmental Services

- Environmental Services' Urban Forestry Program has a goal to increase tree canopy cover in Tacoma to 30% by 2030.



Environmental Services



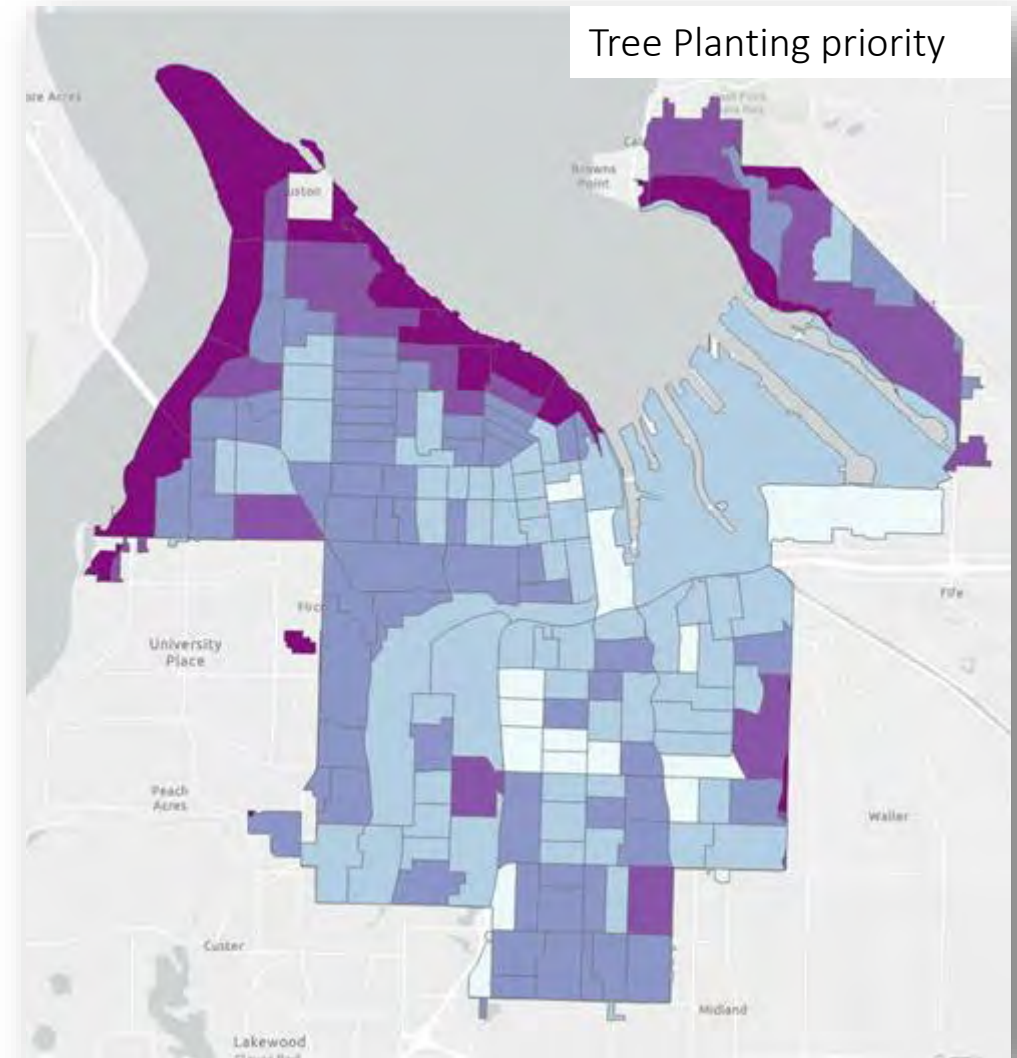
Proctor Neighborhood
High Opportunity Neighborhood



South Tacoma Neighborhood
Low Opportunity Neighborhood

Environmental Services

- The Community Tree Map consolidates crucial qualitative data, including the Tacoma Equity Index, to generate a priority score for each census block to help determine where tree planting would be most impactful to human health outcomes, prioritizing environmental justice in our modeling approach.



What Can the Equity Index Do For You?

Prioritization

Prioritize New Installations
Schedule Asset Repairs
Resource Planning
Budgeting
COVID Relief Distribution
Loan Distribution
Grant Allocation

Policy Analysis

Planning
Outreach
Impacts

Service Delivery

Identify Service Impacts
Prioritize Services
Identify Service Gaps
Propose New Programs
Program Justification
Racial Equity Action Plans

Key takeaways

1. Use GIS to develop a map-based analysis of areas with high and low opportunity
2. Use your Equity Index to make data driven decisions
3. Be intentional about embedding equity in all your city policy



Thank You!



Christina Chelf, IT GIS Supervisor

Email: cchelf@cityoftacoma.org

www.CityofTacoma.Org/equityindex



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OPERATIONALIZING EQUITY

Alexander Freedman, Acting Planning and
Development Manager, Takoma Park, MD

SUMMER
2022

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Operationalizing Equity: Bus Prioritization in Takoma Park, MD

August 6, 2022

Presented by:

Alex Freedman

Acting Planning & Community Development Manager

alexanderf@takomaparkmd.gov | 301-891-7213



Introduction to Takoma Park, MD

Population | ~17,800

Area | 2.4 mi²

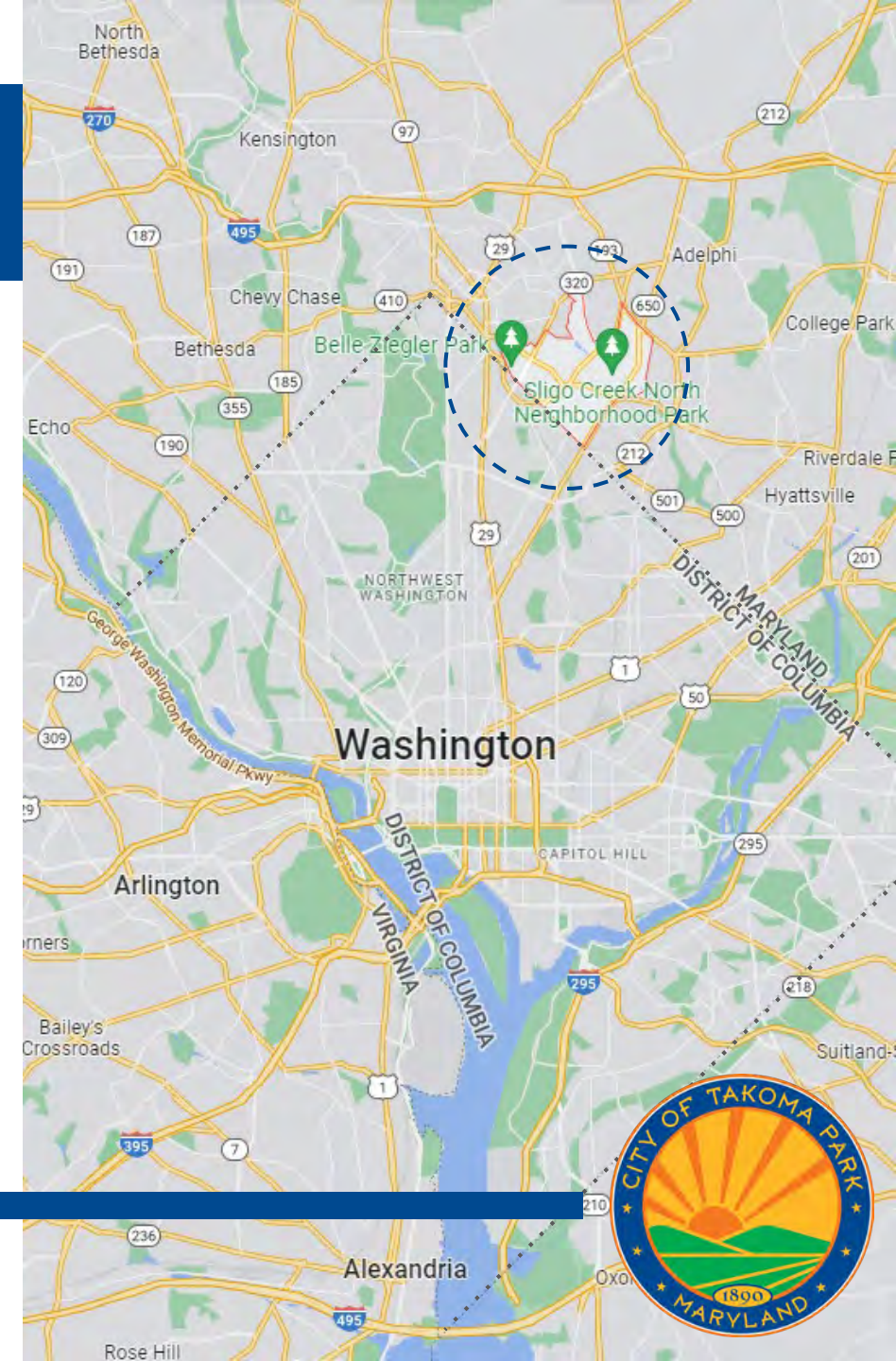
Demographics

BIPOC | 54%

Renters | 49%

Foreign-born | 30%

Median Household Income | \$83,919**



Takoma Park's Racial Justice Commitment

In Spring, 2017, our City Council adopted a **Racial Equity Framework** for city policymaking:

- “Racial Equity Considerations” on all Council agenda items
- Trainings and support from outside organizations
- 2018 Resident Survey
- New strategic plans for arts, housing, economic development, and policing

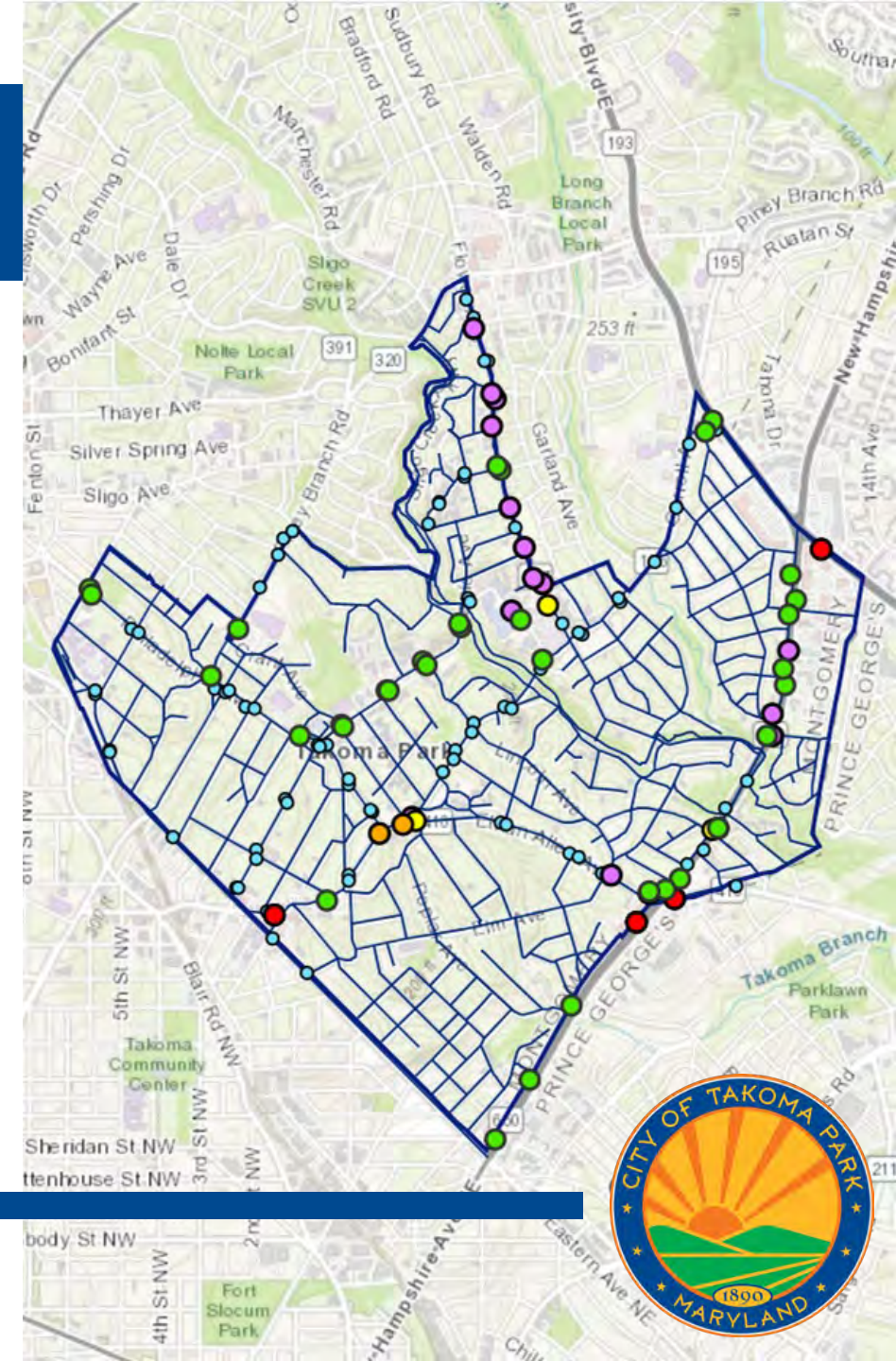


Bus Stop Prioritization

In 2020, Council passed a **bus stop prioritization resolution** and the City was awarded a \$50,000 technical assistance grant to take a look at our **bus stop quality** and **ridership trends** to create a prioritization plan.

Learn more at:

<https://takomaparkmd.gov/government/housing-and-community-development/planning-and-community-development/bus-stop-improvements/>



Bus Stop Prioritization (cont'd)

City Council approved \$60,000 for **five new bus shelters**, including the installation of new concrete bus pads.

Capital Improvement funding was allocated for the four following years, too.

Challenges persist via narrow rights of way and cross-jurisdictional ownership.



Three Things Mayors Can Do Soon(ish)

1. **Vision and Goal Setting**

Take time to set priorities at the top

2. **Budget for Equitable Priorities**

Ensure resources for sustainable success

3. **Change the Narrative**

Re-focus on how equitable outcomes benefit everyone



Stay in touch!

Alex Freedman

Acting Planning & Community Development Manager

alexanderf@takomaparkmd.gov | 301-891-7213

7500 Maple Ave | Takoma Park, MD | 20912

<https://takomaparkmd.gov/>





mayors
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OPERATIONALIZING EQUITY

Mayor Libby Schaaf, Oakland, CA

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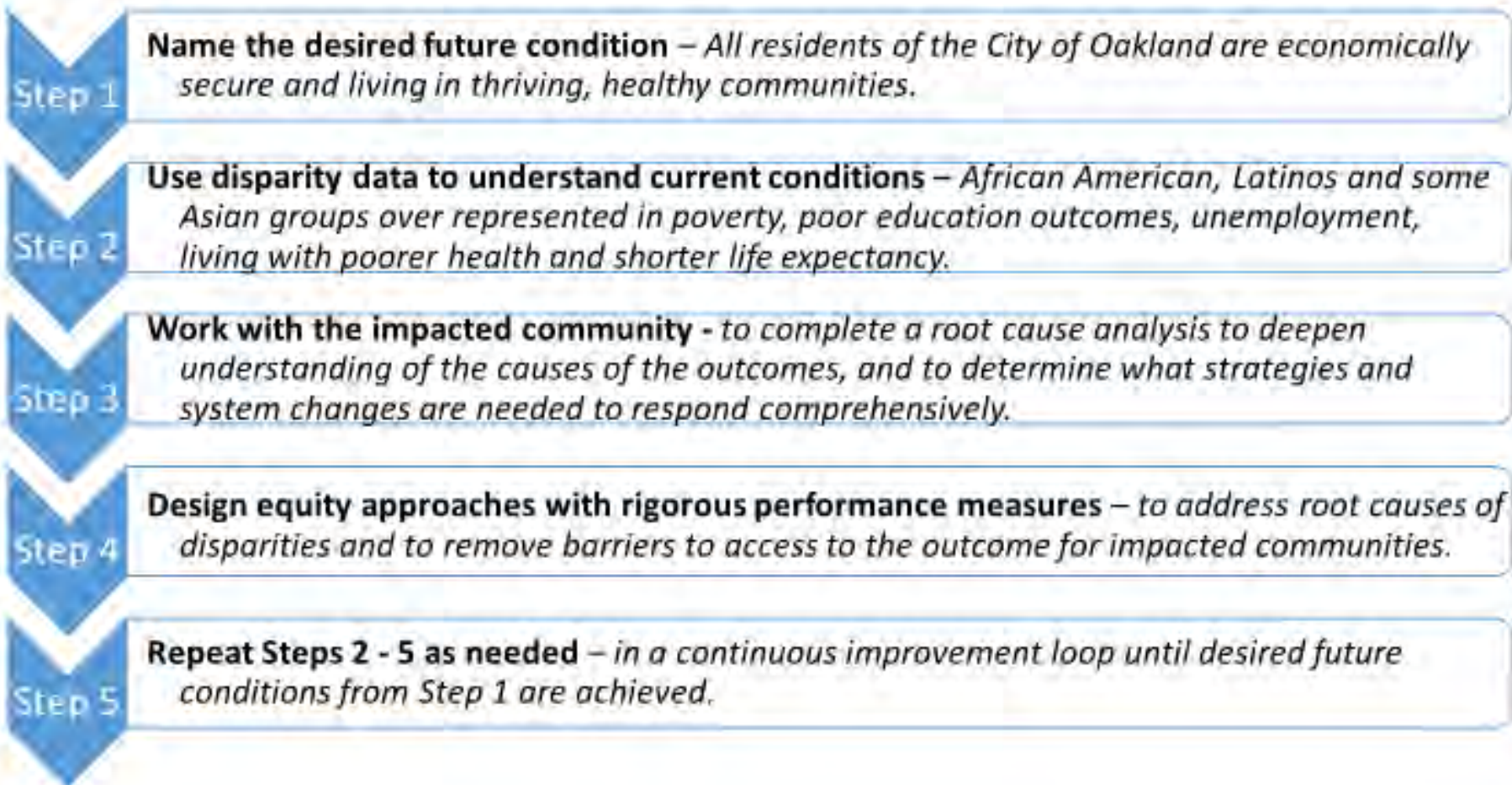


Rooted in Racial Equity

The City of Oakland Approach to Institutional Change

Libby Schaaf, Mayor, Oakland, CA

Designing Action for Equitable Outcomes



The CIP prioritizes capital needs based on Oakland's values

Mayor and
Council Priorities

General Plan and
Specific Plans

Other Council
Adopted Plans

Departmental
Strategic Plans

Measure KK
Guiding Principles

Public Input

Shared Values

Citywide Capital Prioritization Factors

Asset Specific Sub-Factors +
Performance Metrics

The public was engaged in developing CIP prioritization factors weighting system

Equity: Investment in Underserved Oakland (16 pts.)

Health & Safety
(16 pts.)

Existing Conditions
(13 pts.)

Economy
(13 pts.)

Environment
(11 pts.)

Required Work
(10 pts.)

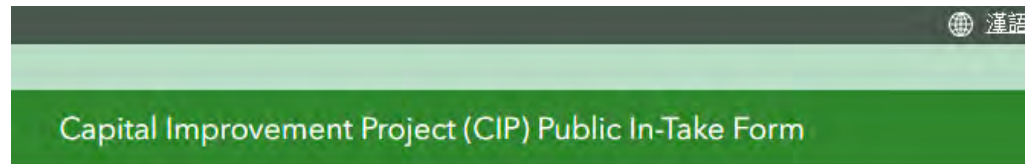
Improvement
(8 pts.)

Collaboration
(8 pts.)

Shovel Ready
(5 pts.)

Equity is also considered by identifying projects that **address disparities within** the Health/Safety, Economy, Environment, Improvement and Collaboration Factors

During initial outreach, the public expressed a strong desire to propose their own projects. A public intake process was developed to allow community members to propose projects.



How would you like to see Oakland improve? The city wants your input on capital project ideas!

Click on 'Default Language' above to take this survey in Spanish, Chinese or Vietnamese

屋崙 (奧克蘭) 市政府現正更新重大工程籌資的確認程序。重大工程旨在改善和維護屋崙 (奧克蘭) 市的公共設施和基礎建設，包括街道、公共建築、下水道、公園和科技等等。市政府希望你提供有關重大工程的構想！

請在 2018 年 10 月 22 日以前提交

勾選所有符合你構想的工程類別？*

¿Dónde está ubicado su proyecto?*

Find address or place

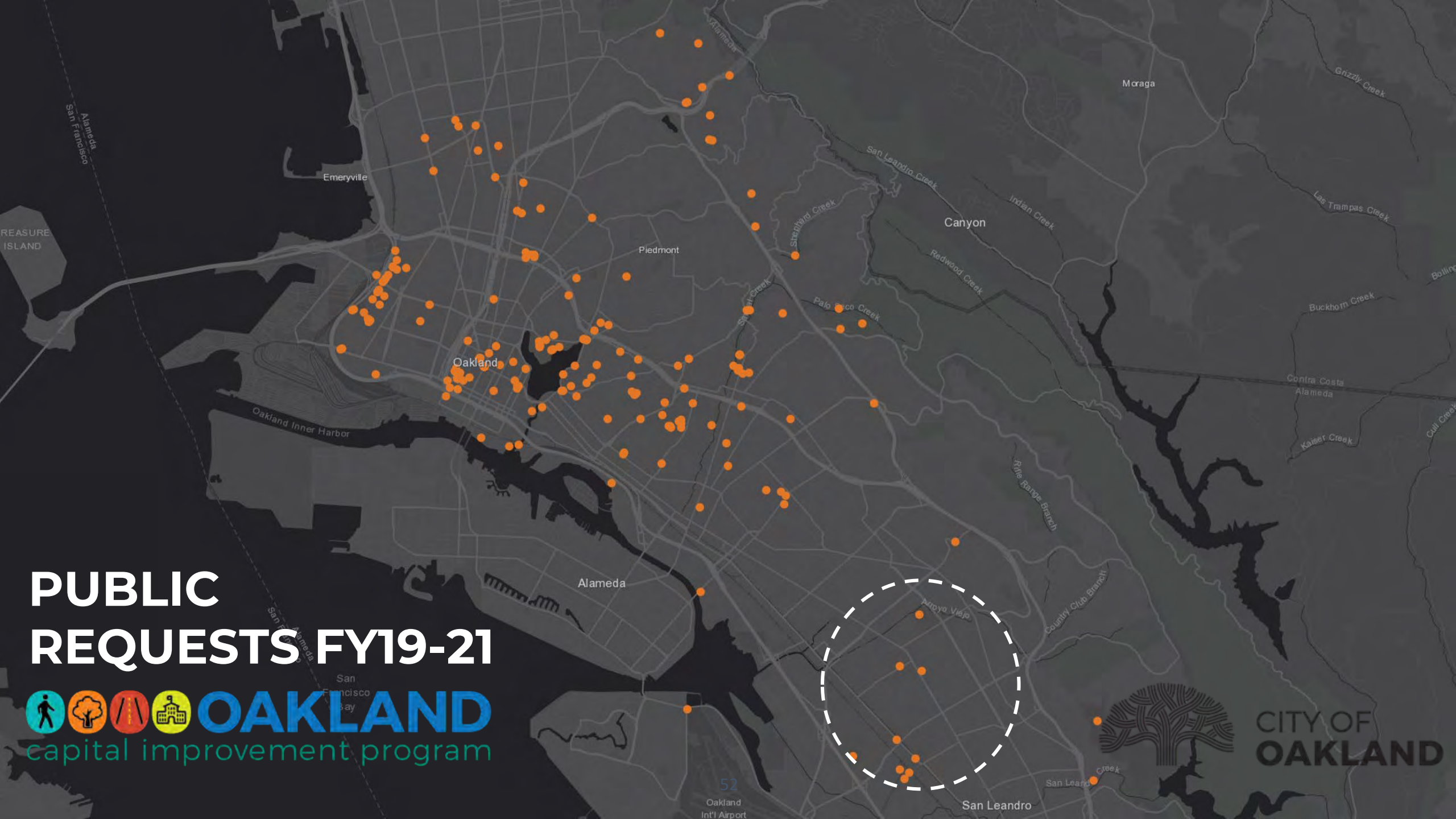
Lat: 37.8044 Long: -122.2711

Altitud (m):

Por favor siéntase libre de añadir cualquier imagen para apoyar su proyecto (por ejemplo, condiciones de las calles, la falta de una parada de autobús, inseguridad en el cruce de calles, mapas, etc.)

[Optional]

Haga clic aquí para cargar el archivo image. (<10MB)



PUBLIC REQUESTS FY19-21

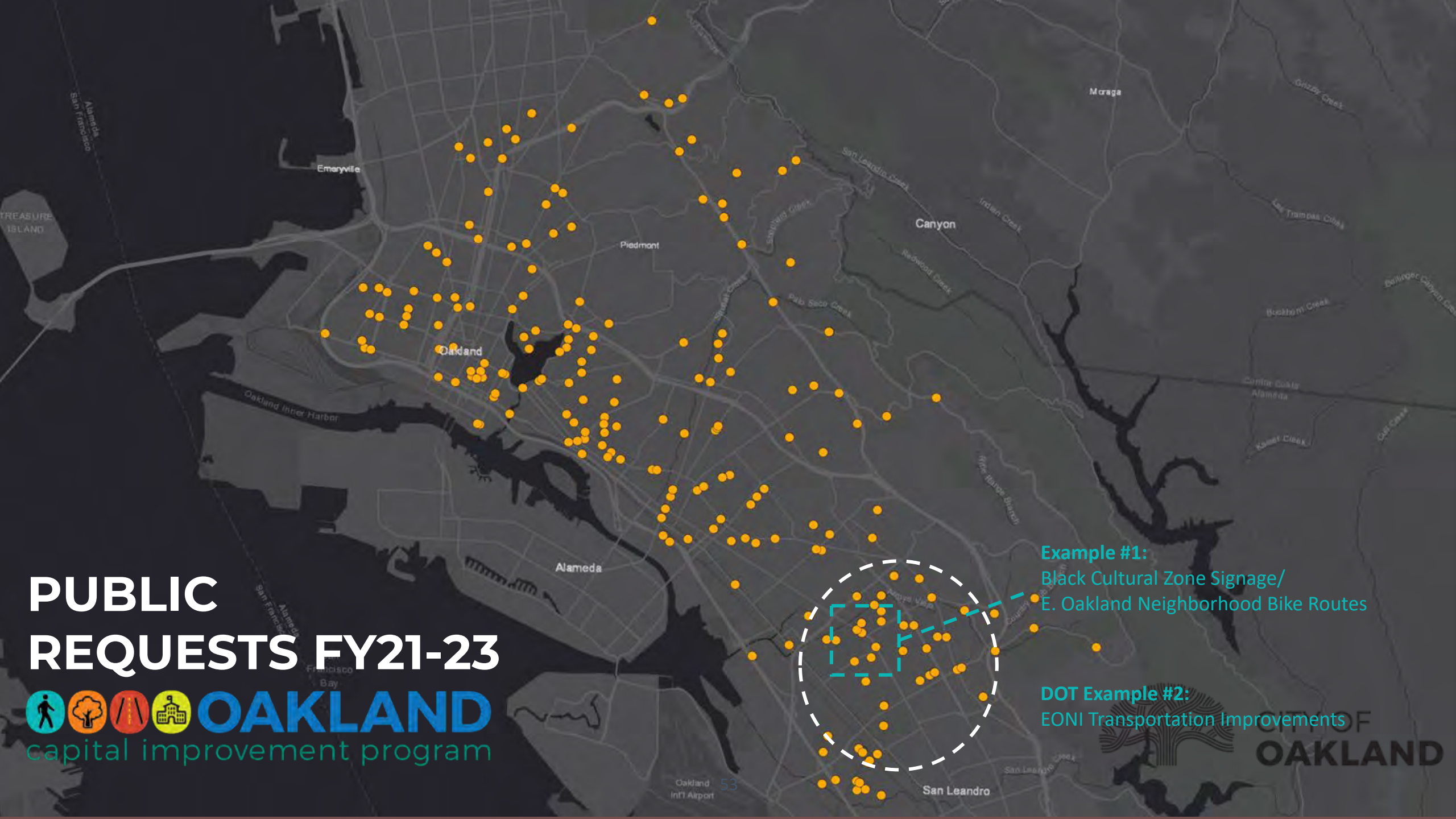
 **OAKLAND**
capital improvement program



CITY OF OAKLAND

PUBLIC REQUESTS FY21-23

 **OAKLAND**
capital improvement program



Example #1:
Black Cultural Zone Signage/
E. Oakland Neighborhood Bike Routes

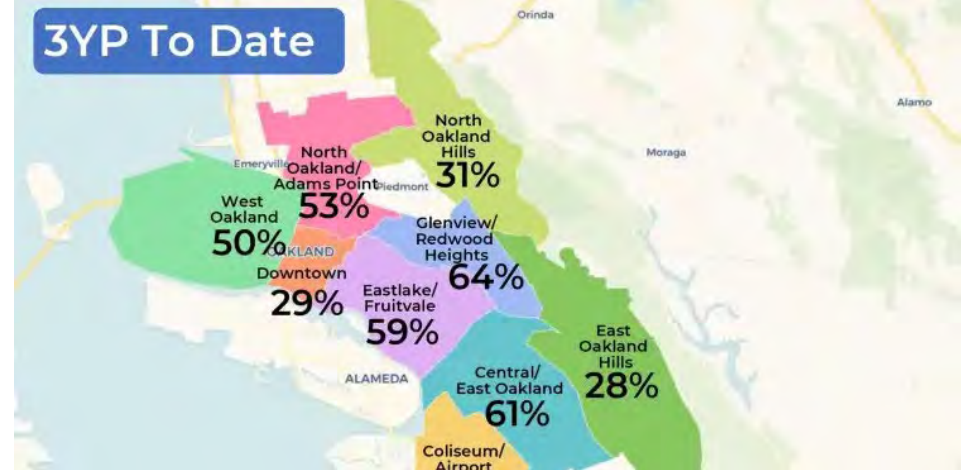
DOT Example #2:
EONI Transportation Improvements



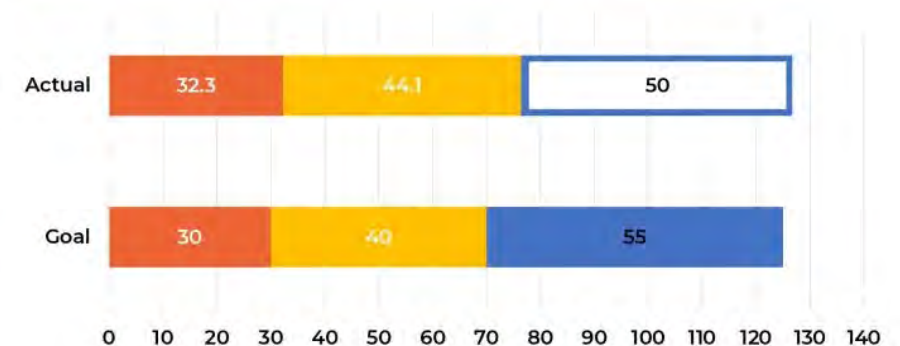
CIP Program Highlight

Paving Equity into the Streets of Oakland

- ❑ Most CIP funding due to strong equity approach developing paving plans, analyzing planning areas in Oakland by:
 - Average street condition (i.e. PCI)
 - Demographic data (population density, income, and racial and ethnic composition)
 - Total street mileage in need of repaving
- ❑ Ambitious goal to improve safety & PCI
- ❑ Cost-effective agreements via utility coordination
- ❑ More than just paving—basic traffic calming elements & ADA compliance

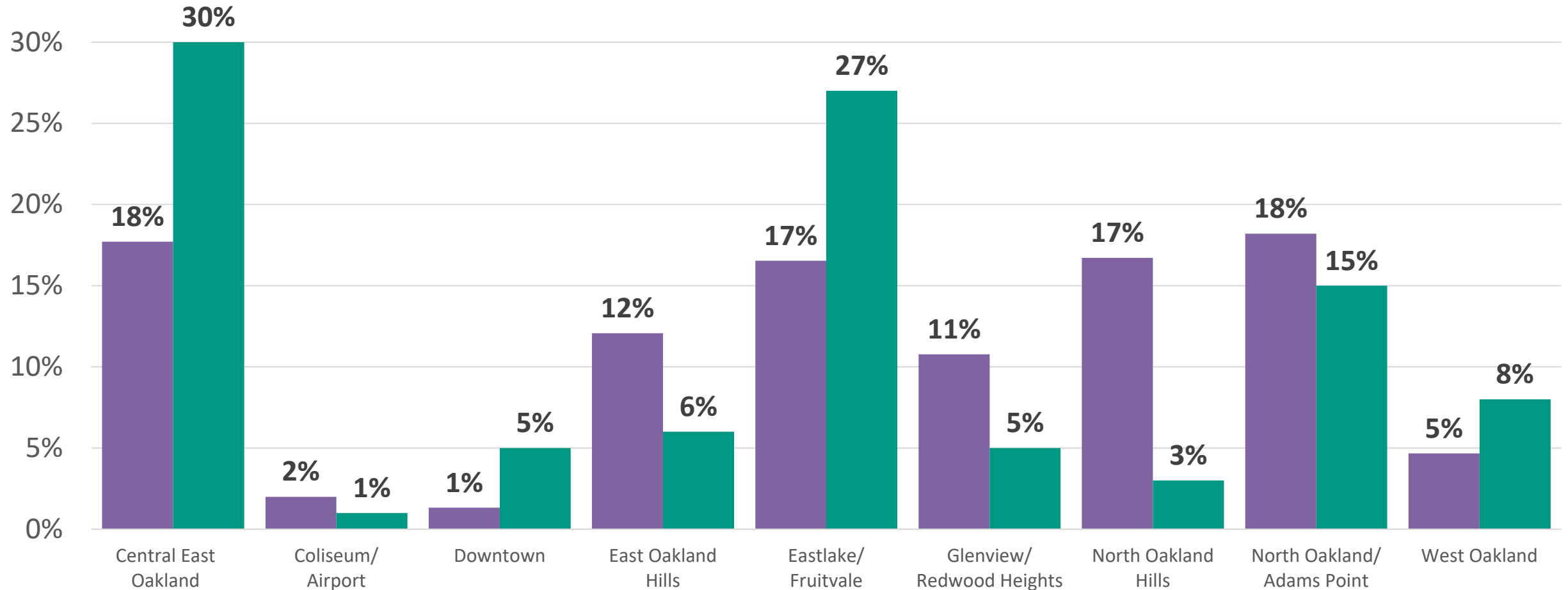


2019 3-Year Plan Exceeded Goals

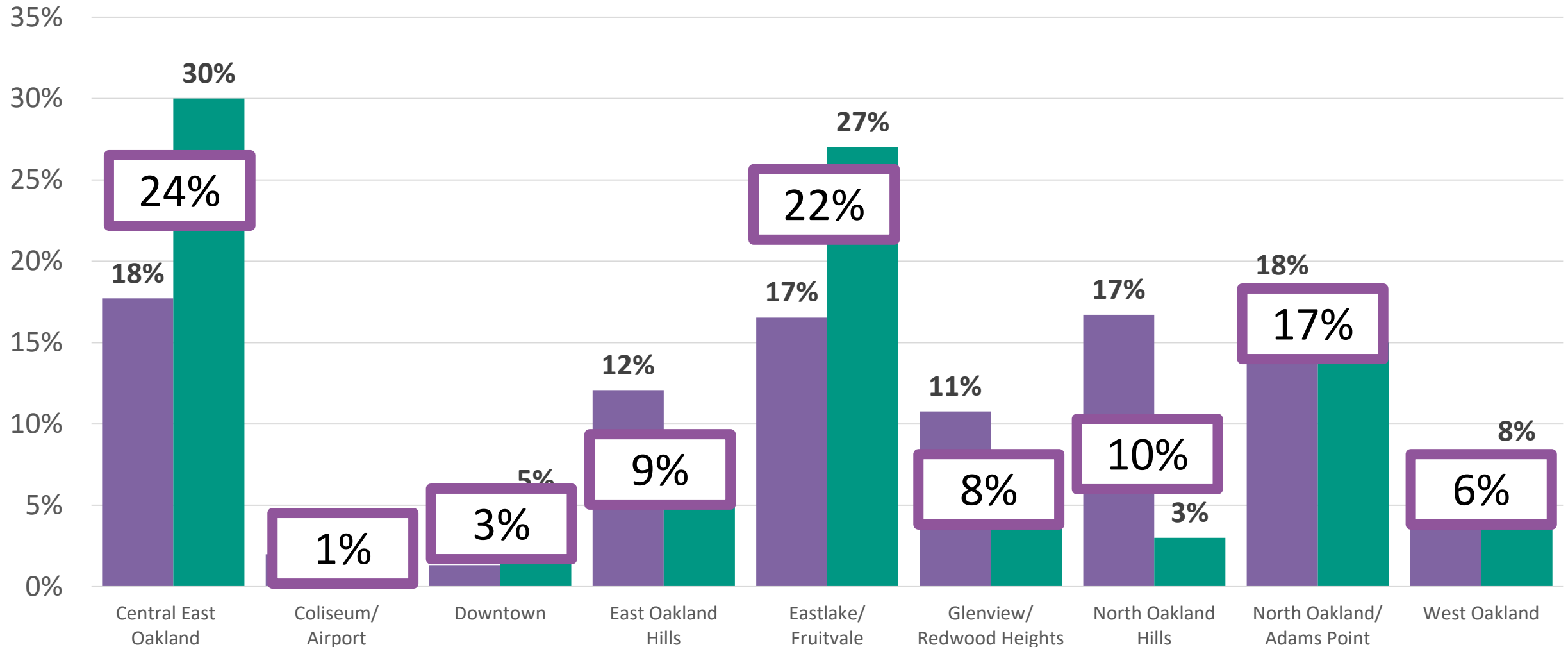


Oakland's Paving Plan: Street Condition + Equity

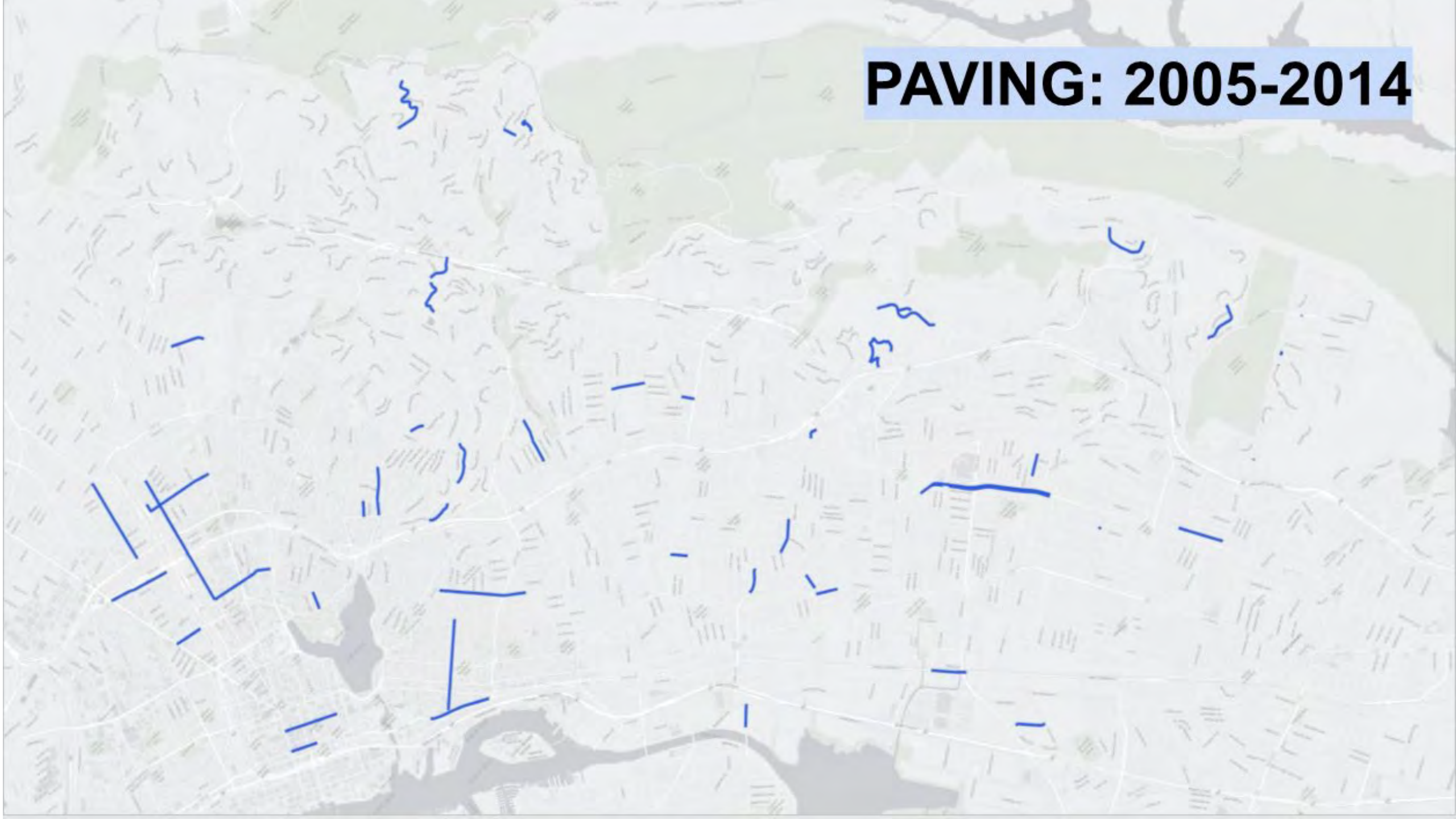
- Share of Local Streets in Poor Condition
- Share of Underserved Populations



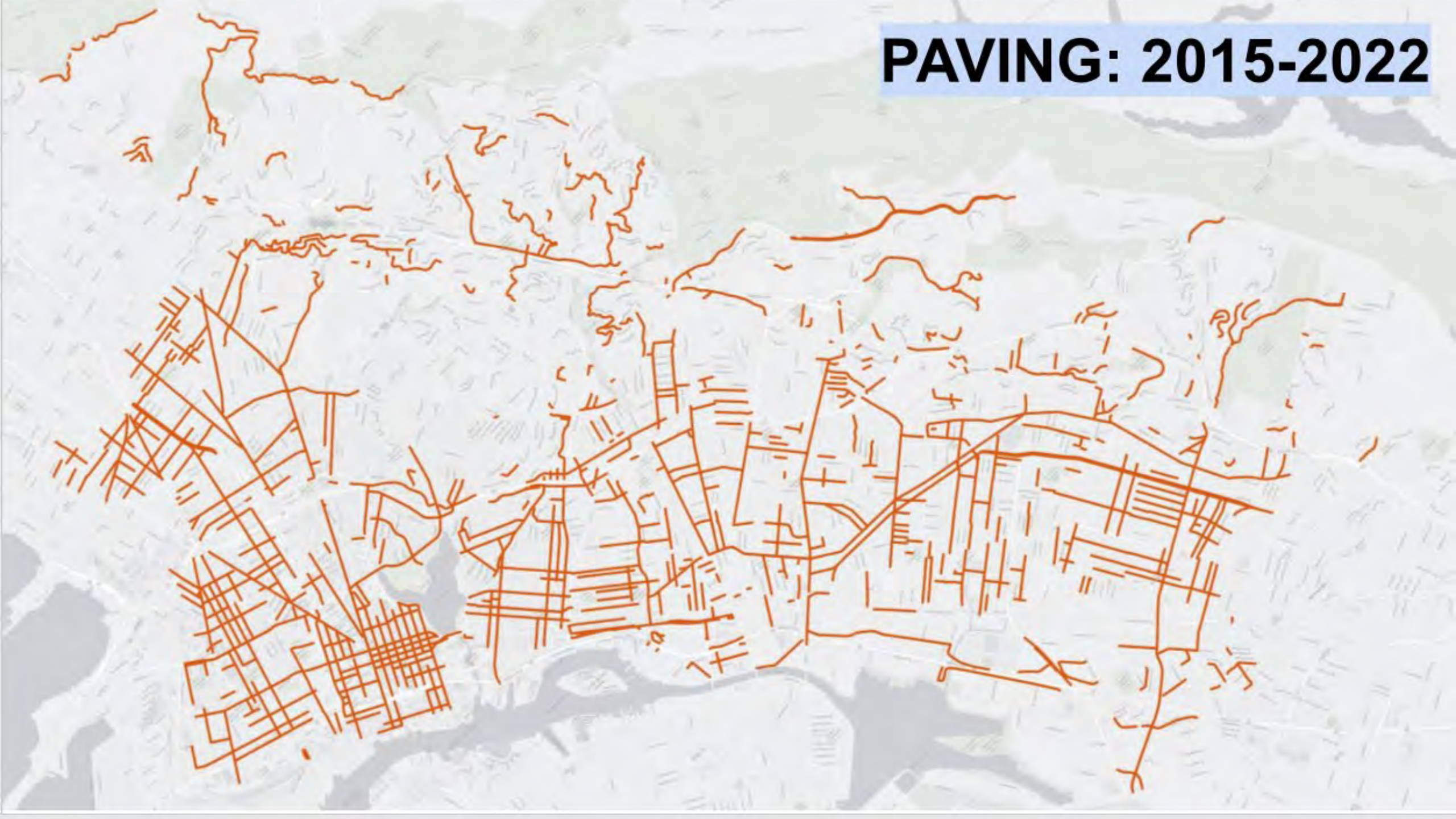
Street Condition + Equity = Funding Share



PAVING: 2005-2014



PAVING: 2015-2022



THANK YOU!

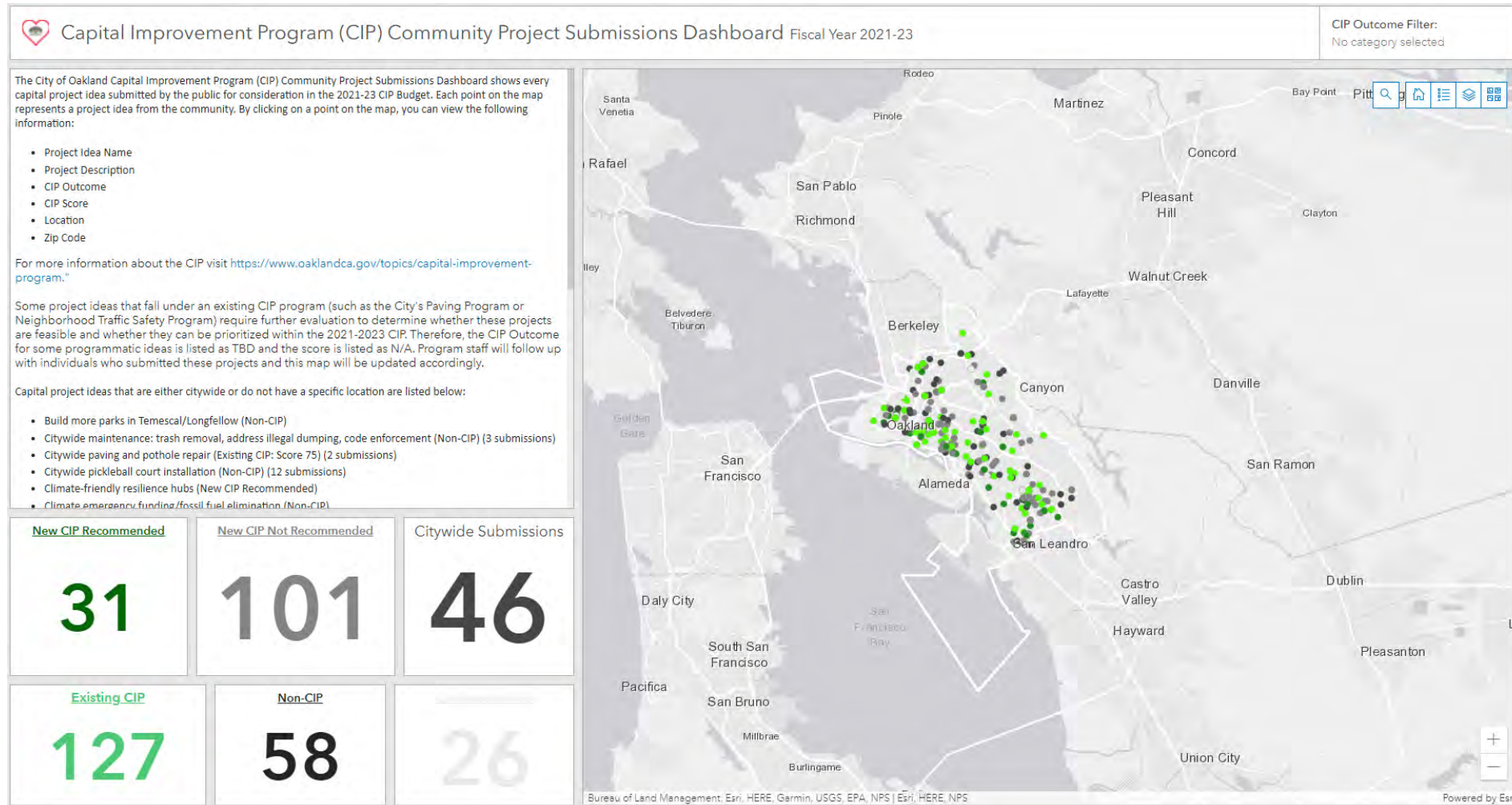


Appendix: Equity Resource and References

- **Geographic Equity Toolbox** – GIS mapping tool used to address racial equity in a geographic area (Prioritization Factor 1A).
<http://oakgis.maps.arcgis.com/apps/MapSeries/index.html?appid=fd47784582294d7b87cfb3ee1b047ea8>
- **Racial Equity Analysis Worksheet** – Template to help guide departments in assessing/moving toward racial equity related to policies.
- **Racial Equity Indicators Report** – Report that measures equity across six themes: 1-Economy, 2-Education, 3-Public Health, 4-Housing, 5-Public Safety, and 6-Neighborhood and Civic Life. Scores for topics within each of the six themes are on a scale from 1 to 100, with 1 representing the highest possible inequity and 100 representing highest possible equity. <https://www.oaklandca.gov/documents/2018-oakland-equity-indicators-report>

RESOURCES

Public Requests Dashboard



City of
Oakland

<https://oakgis.maps.arcgis.com/apps/dashboards/d2807f24a1194848b531b0b3a98ab53a>

CIP Prioritization Tools & Resources

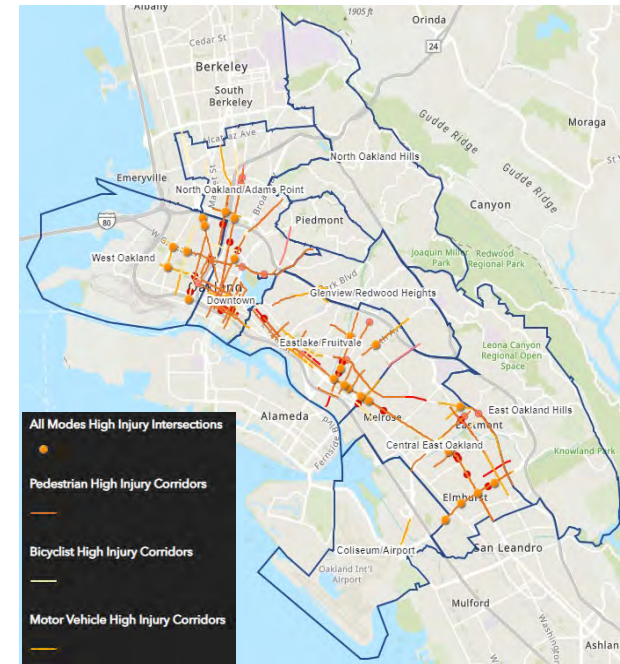
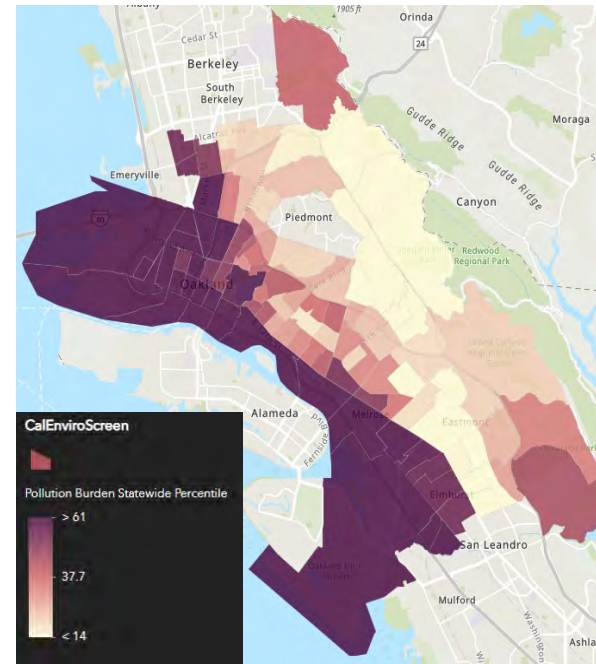
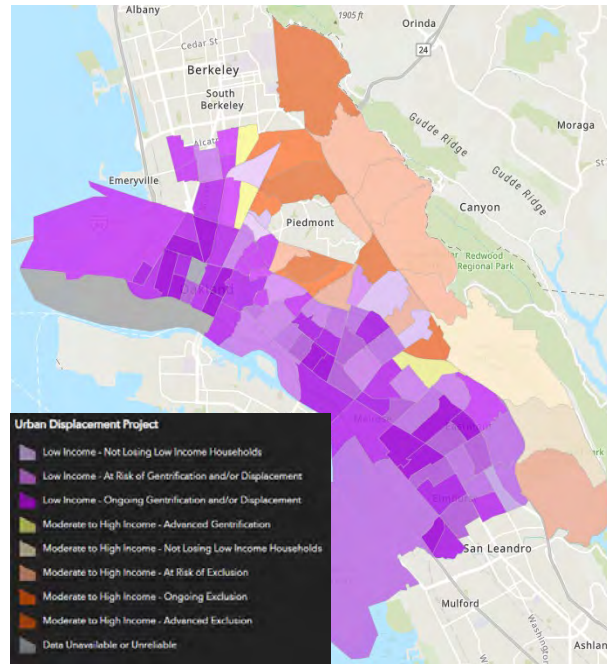
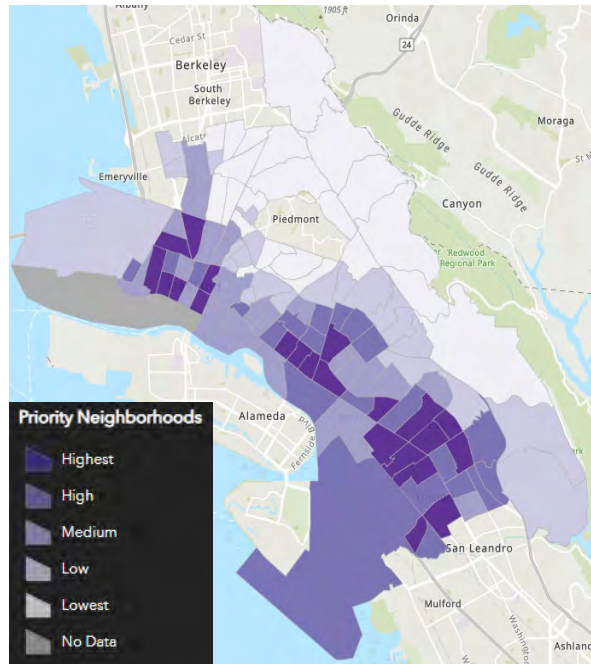
OakDOT Geographic Equity Toolbox

City of Oakland Department of Transportation - Racial Equity Team



In Oakland, the City defines equity as fairness. It means that identity—such as race, ethnicity, gender, age, disability, sexual orientation or expression—has no detrimental effect on the distribution of resources, opportunities and outcomes for our City's residents.

- Oakland Equity Map
- Urban Displacement
- CalEnviroScreen
- Oakland DOT Safety Map
- Methodology and Literature Review

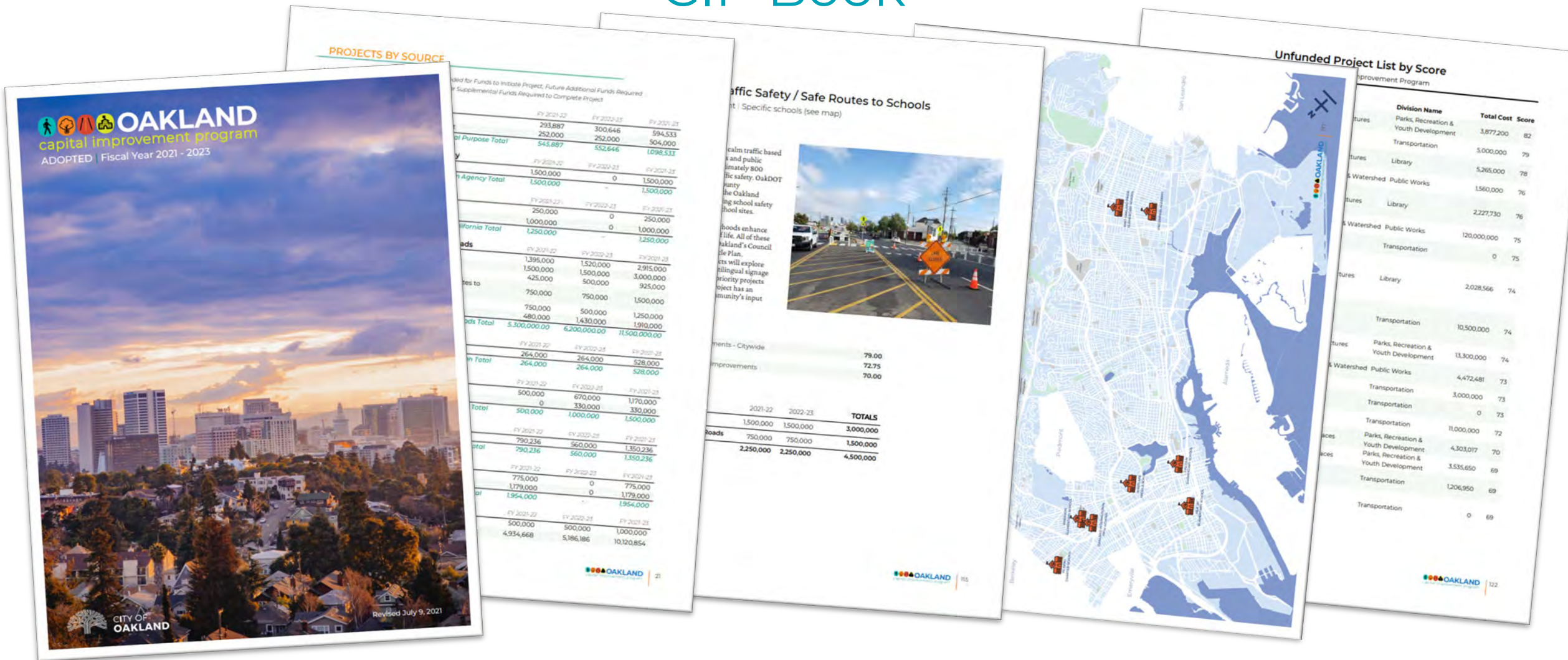


Other Resources

- National Transportation Noise Map
- Healthy Places Index
- PolicyMap Redlining Map
- Historic Resources & Designated Historic Districts
- Prevention Institute
- Qualitative data from Oakland residents

RESOURCES

CIP Book

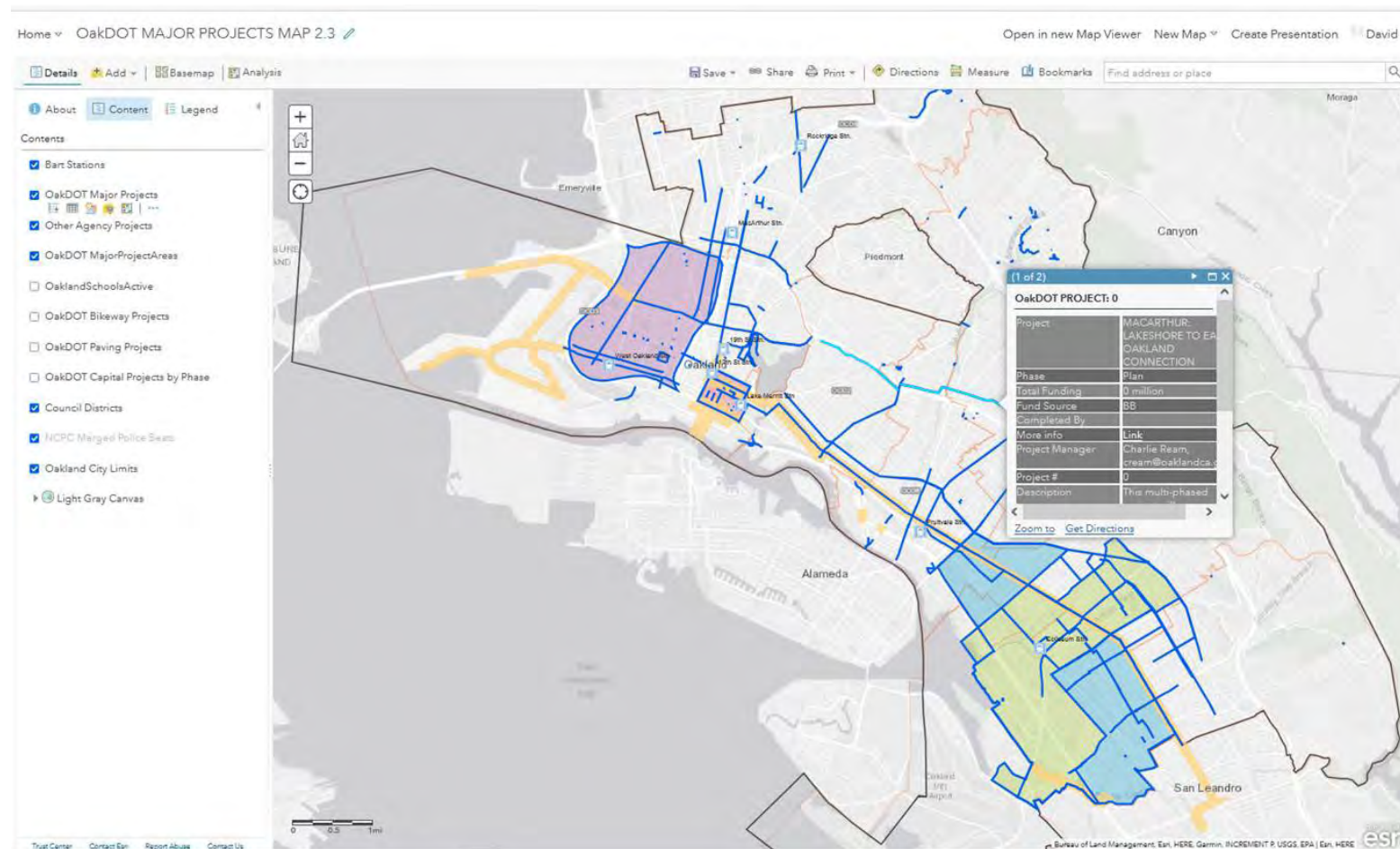


City of
Oakland

<https://cao-94612.s3.amazonaws.com/documents/FY-21-23-CIP-Book-Adopted-7.9.21.pdf>

RESOURCES

DRAFT OakDOT Major Projects Map



City of
Oakland

<https://arcg.is/1zSanO>

Appendix

The Department of Race and Equity

- The Department of Race and Equity was created by city ordinance in 2015.
- In 2016, the adoption of the ordinance added section 2.29.170 to the City's Municipal Code establishing the Department of Race and Equity and its mission:

“The City of Oakland will intentionally integrate, on a Citywide basis, the principle of “fair and just” in all the City does in order to achieve equitable opportunities for all people and communities.”

- Its creation reflects the peoples of Oaklands aspirations, values and desire for a city government that recognizes and acknowledges that troubling racial disparities exist and that it is time to provide focus and support for their elimination.
- The Department supports all City departments and decision makers to address systemic causes of inequities and remove barriers that restrict access to fair service from city government.

An Internal Structure to Manage a Racial Equity Change Process

- All departments and levels of the City government have a role to play.
- The Department of Race and Equity provides training, messaging, analysis approach, tools and technical support to turn its theory of change into actions.
- Department staff receive coaching and technical assistance using tools to examine the outcomes of their policies, practices and procedures on marginalized communities.
- And identify actions to advance racial equity through how they structure and implement their lines of business via plans, policies, practices, procedures.



The City of Oakland is using data and an integrated approach to pursuing equity

- **Capital Improvement Program (CIP) Prioritization Process**
 - **Geographic Equity Toolbox** – GIS mapping tool used to address racial equity in a geographic area.
- **Racial Equity Analysis Worksheet** – Template to help guide departments in assessing/moving toward racial equity related to policies.
- **Racial Equity Indicators Report** – Report that measures equity across six themes: 1- Economy, 2-Education, 3-Public Health, 4- Housing, 5-Public Safety, and 6- Neighborhood and Civic Life. Scores for topics within each of the six themes are on a scale from 1 to 100, with 1 representing the highest possible inequity and 100 representing the highest possible equity.

