



## Equity Subcommittee

Tuesday, May 6, 2025

9:30-11am

City Hall Lobby, RM Tribal Room

[Meeting Link](#)

+1 323-618-1887

Phone Conference ID: 902 467 303#

**TIMES GIVEN ARE AN ESTIMATE AND ARE SUBJECT TO CHANGE**

### Land Acknowledgment & Welcome

9:30 [Land Acknowledgement](#), attendance

9:35 Approve April, Minutes

### Subcommittee Briefing Session:

9:40 De-brief Equitable Budget Presentation

- Reflections
- Organizing

All

10:10 Subcommittee

- Recruitment process is open
- Chair and Vice Chair Conversation
- Number of subcommittee members
- Reflections of Year
- Moving Forward

All

10:40 Parks Ordinance

CM Navarrete

10:45 Resolution – Procurement Develop Inclusive, Data Driven, and Transparent

Alex Gibilisco

### Standing Update(s):

10:50 Council Liaison Update

CM Navarrete

Share successes in life, work, or advancing equity

Recruitment

11:00 **Adjournment**

1) Next Equity Subcommittee Meeting, June 3rd, at 9:30am, City Hall, Tribal Room (1<sup>st</sup> floor)

**AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION:** The City of Spokane is committed to providing equal access to its facilities, programs and services for persons with disabilities. The Council Briefing Center in the lower level of Spokane City Hall, 808 W. Spokane Falls Blvd., is wheelchair accessible and also is equipped with an infrared assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of picture I.D.) through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write, or email Risk Management at 509-625-6221, 808 W. Spokane Falls Blvd, Spokane, WA, 99201; or [mlovmaster@spokanecity.org](mailto:mlovmaster@spokanecity.org). Persons who are deaf or hard of hearing may contact Human Resources through the Washington Relay Service at 7-1-1. Please contact us forty-eight (48) hours before the meeting date.

**EQUITY SUBCOMMITTEE MINUTES**  
**City of Spokane**  
**Equity Subcommittee**  
**City Hall – Briefing Center**  
**04/01/25**

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**Call to Order:** 9:38am

**Attendance**

Subcommittee Members Present:

Sarah Dixit, Stephaine Courtney, John Alder, Jacky Garcia, KJ January, Wendy Schatz,

Staff Present:

CM Paul Dillon, Alex Gibilisco, Andres Grageda, Virginia Ramos, Kate Fairborn ([kfairborn@spokanecity.org](mailto:kfairborn@spokanecity.org)), Katie Anderson

Others Present:

**Approval of Minutes**

- Voted to approve February and March minutes

**Agenda Items**

**Briefing Items**

1. Ordinances & Resolutions – CM Paul Dillon
  - No Action Taken, Discussion Only
    - Affirming Access for LGBTQIAS+
      1. Calls for an SPD Liaison (not a new position) to act as points of contact, advocate for community members and build trust within the LGBTQIAS+ community
      2. “No City of Spokane resources... shall be used for investigation... or detention of an individual based on exercising their rights against discrimination set forth in this title”
      3. Calls for the City to conduct regular reviews of its policies, rules, practices and public services to ensure they are inclusive, equitable, and affirming for LGBTQIAS+ individuals
    - Expanding Fair Chance Hiring Practices

1. An employer could always choose to hire someone based on interview performance or other factors other than housing status or providing an address
2. No private right of action
3. Burden of proof is on the complainant
- Good Neighbor Agreement and Siting of City Owned Facilities
  1. Establishes a “Good Neighbor Agreement” to be entered into by emergency, temporary or transitional housing facilities, neighborhood councils and the City (CHHS)
  2. Facilities could lose funding for violations of the GNA
  3. **Removes the Equity Subcommittee as a reviewing body for the citing of new city owned or city funded facilities**
  4. Allows for flexibility in cases of emergency weather events
- No to Medicaid Cuts
  1. Last day of the Legislative Session is April 29<sup>th</sup>
  2. Puts it on the record that the City of Spokane opposes any federal or state cuts to Medicaid
  3. Will be sent to the governor of WA and the City of Spokane’s state and federal legislative representative

## 2. Equity in Budgeting – Kate Fairborn

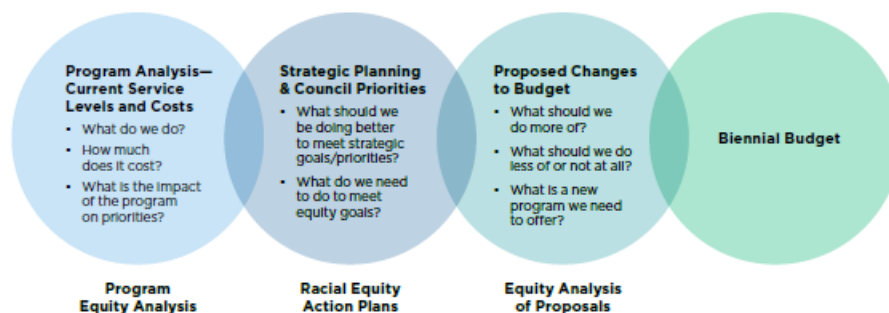
- No Action Taken, Discussion Only

- Review How City Currently Budgets

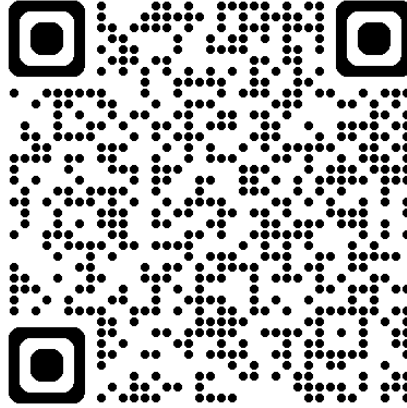
1. Values: Economy, Efficiency, Effectiveness, Equity

Value	Budget Orientation	Budget Format   Allocate Resources to...
Economy	Control	Line Item   ... control resource usage to achieve best outcome
Efficiency	Management	Performance   ...maximize social satisfaction at lowest cost
Effectiveness	Planning	Program   ...ensure goals are accomplished well
Equity	Outcome or Process	Outcome: Target resources toward programs Process: Expand citizen participation in budget

## 2. Budgeting Approach Option



3. How To Get Involved
  - a. Engage the budget
  - b. Reach out to your Councilmembers
  - c. Get involved in neighborhood, community groups



4. Discussion
  - a. Tyler suggested to start with District 1
  - b. Kate suggested getting the community much more involved in City Budgeting Process
  - c. Make an argument for tradeoffs – **do** fund this thing and **don't** fund this thing
  - d. Schools and Parks are completely independent, need to go to Park Board or School Board to influence change there
  - e. Council is restrained in a lot of ways by ordinance to automatically allocate money to certain buckets, we can influence what the value of those buckets are

3. De-Brief Joint Meeting with SHRC – All
  - No Action Taken, Discussion Only
    - Postponed due to time

#### Standing Updates

1. Council Liaison Update – CM Navarrete
2. Share Successes in life, work or advancing equity
3. Recruitment

#### Adjournment

The meeting adjourned at 11:00am.

Next Equity Subcommittee Meeting, May 6<sup>th</sup>, at 9:30am, City Hall, Tribal Room (1<sup>st</sup> floor)

Prepared by:

Andres Grageda, Legislative Assistant to CM Navarrete

Approved by:

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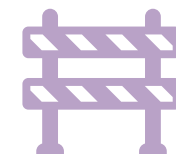
Sarah Dixit

Equity Subcommittee Chair

DRAFT



# Equity in budgeting



# Introduction

**Review How City Currently Budgets**

**Explore Equity in Budgeting Success Stories**

**Driving Improvements**

**Discuss: Solicit Feedback + Priorities**



# Overview

Budgets reflect the City's priorities, by allocating scarce resources based the value placed on competing goals and functions.

Advocates would like to expand budgeting basics to include a 4<sup>th</sup> pillar: Equity

Value	Budget Orientation	Budget Format   Allocate Resources to...
Economy	Control	Line Item   ... control resource usage to achieve best outcome
Efficiency	Management	Performance   ...maximize social satisfaction at lowest cost
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# Success Stories

Communities employing various budget strategies to promote equitable budgeting, and their predominant methodology:

## Philadelphia PA

Outcome-based

Specify how dept budget impacts allocation of resources to marginalized communities

## King County WA Austin TX

Participation-based

Allocates funds outside regular budget process based on citizen participation/input

## Tacoma WA Dallas TX

Program-based

Identify most powerful levers to achieve equity goals; allocate funds accordingly

## Salt Lake City UT

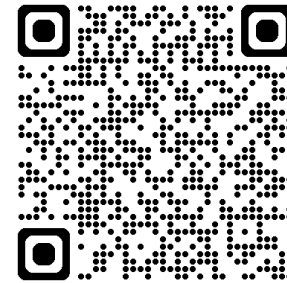
Priority-based

Annually apportion available resources based on equity goals, rather than historical allocations

# Driving improvements

**Ways to drive Spokane toward these best practices could include:**

- Embed Equity Through Budget Process
- Coordinate Across Departments, Sharing Best Practices
- Provide Feedback, Training, Measurements
- Obtain Support From Outside Stakeholders (You!)





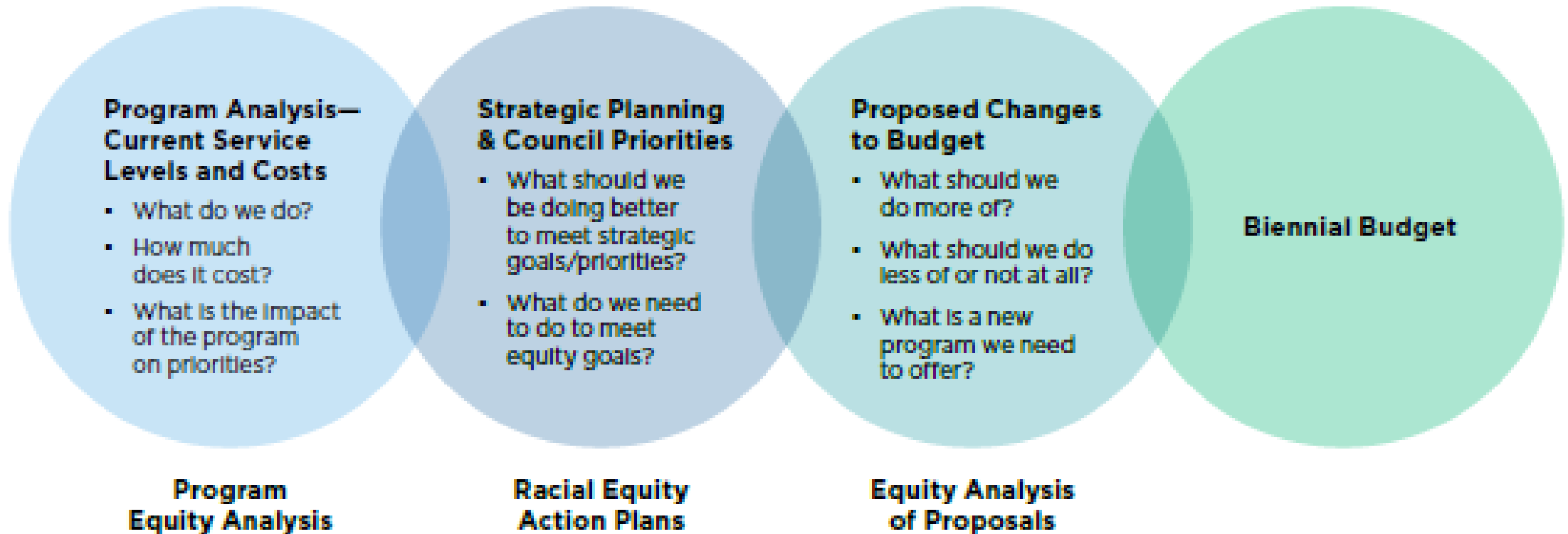
# Salt Lake City Program Scoring Matrix



	Mandate	Reliance	Cost Recovery	Community Benefitting	Equity Impact - Process	Equity Impact - Outcome	Economic Development	Environment + Sustainability	Infrastructure
0	No Mandate	Other public sector entities provide this service	Program does not currently generate revenue	Less than 25% of Community Benefitting	No relationship to equity impact(s)	No relationship to equity impact(s)	Meets 2 or less of Economic Development metrics	Meets 2 or less of Environment + Sustainability metrics	Meets 2 or less of Infrastructure metrics
2	Self Mandate	Other private sector entities provide this service	Program recovers < 50% of program expense	26% to 50% of Community Benefitting	Program design and decision making reflects some understanding of disparities in the city	Program helps some but not all stakeholders overcome unique barriers to success	Meets 3 - 4 Economic Development metrics	Meets 3 - 4 Environment + Sustainability metrics	Meets 3 - 4 Infrastructure metrics
4	State or Federal Mandate	City is the sole provider of this service	Program recovers 50% or more of program expense	Majority of Community (51%+) Benefitting	Program design and decision making reflects deep understanding of disparities in the city	Program allocates resources or creates opportunities that helps stakeholders overcome unique barriers to success	Meets 5 or more of Economic Development metrics	Meets all 5 Environment + Sustainability metrics	Meets 5 or more of Infrastructure metrics



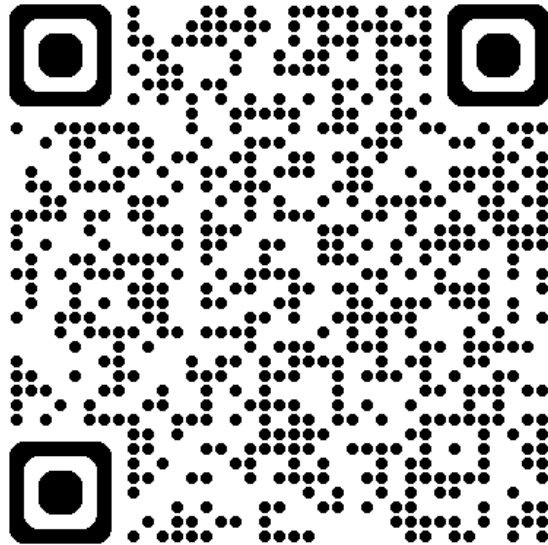
# Budgeting approach option...



# How to get involved

## **Participate and communicate:**

- Engage the budget
- Reach out to your Councilmember
- Get Involved in Neighborhood, Community Groups

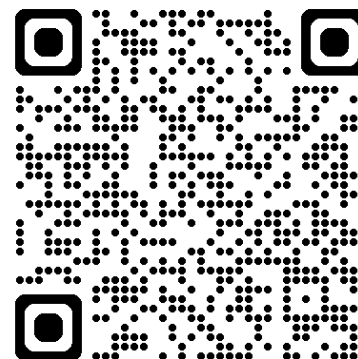
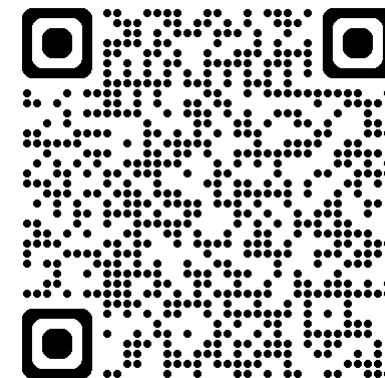
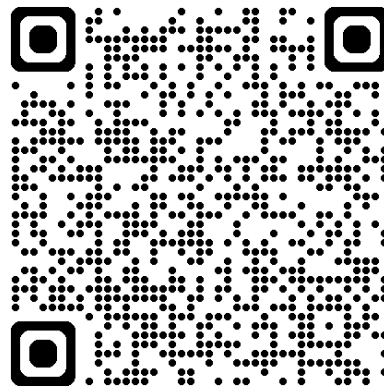


# Discussion...

With your input, Spokane can continue progressing toward a more equity-based budgeting process.

# Thank You

## Resources





# Equity in budgeting





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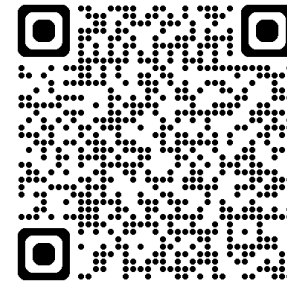
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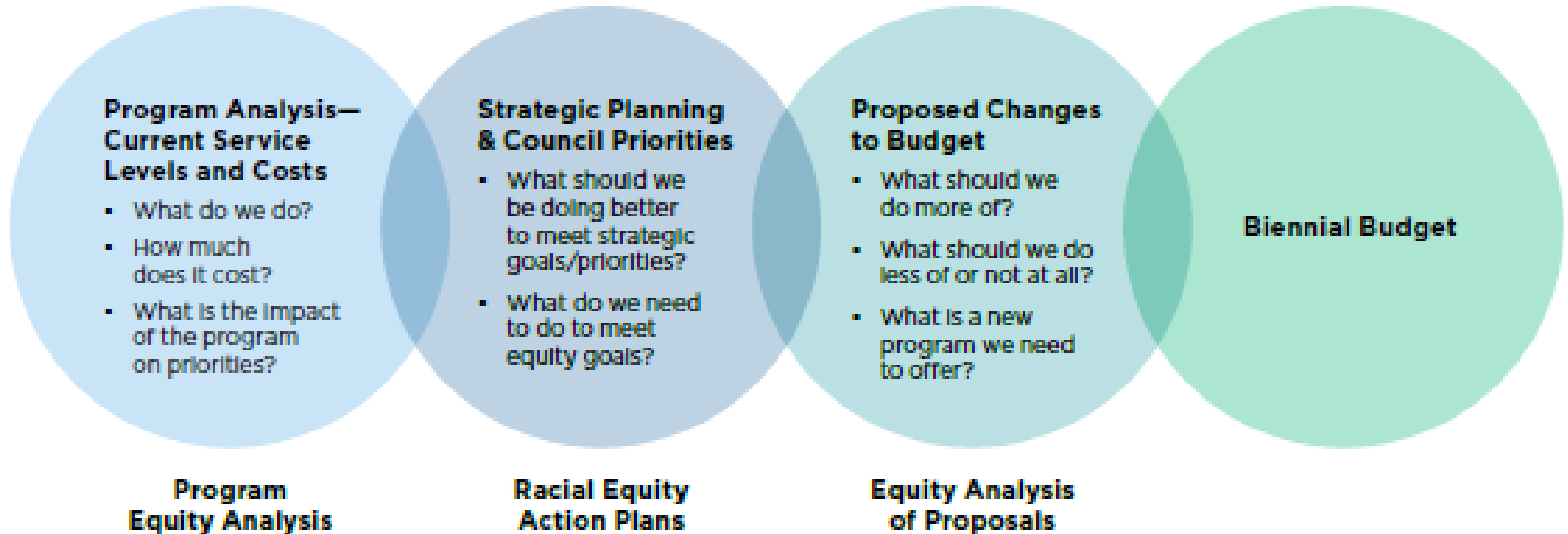
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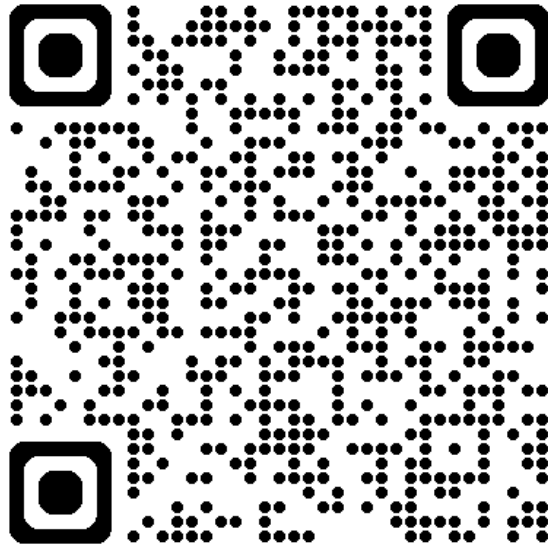
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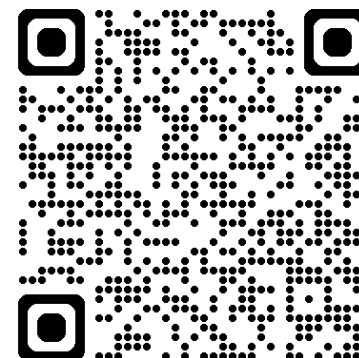
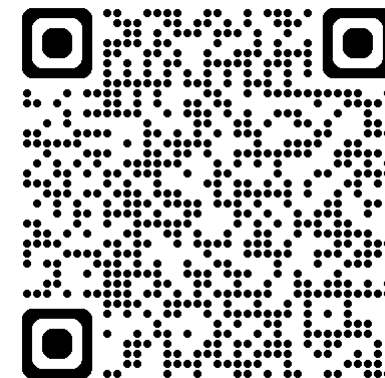
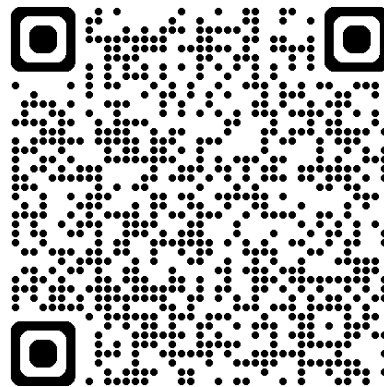
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# Thank You

## Resources



# Budgeting for Equity

Promising Practices, Examples, and Resources  
from the GARE Network

# The GARE Approach



## Visualize

What a just, multiracial society looks like, and what that change means. If we can eliminate the significant racial disparities that currently exist.



## Normalize

A shared understanding of the terms and definitions that allow us to speak about race and a shared analysis of racial inequities that allow us to demonstrate the urgency of the problem and prioritize racially equitable solutions.



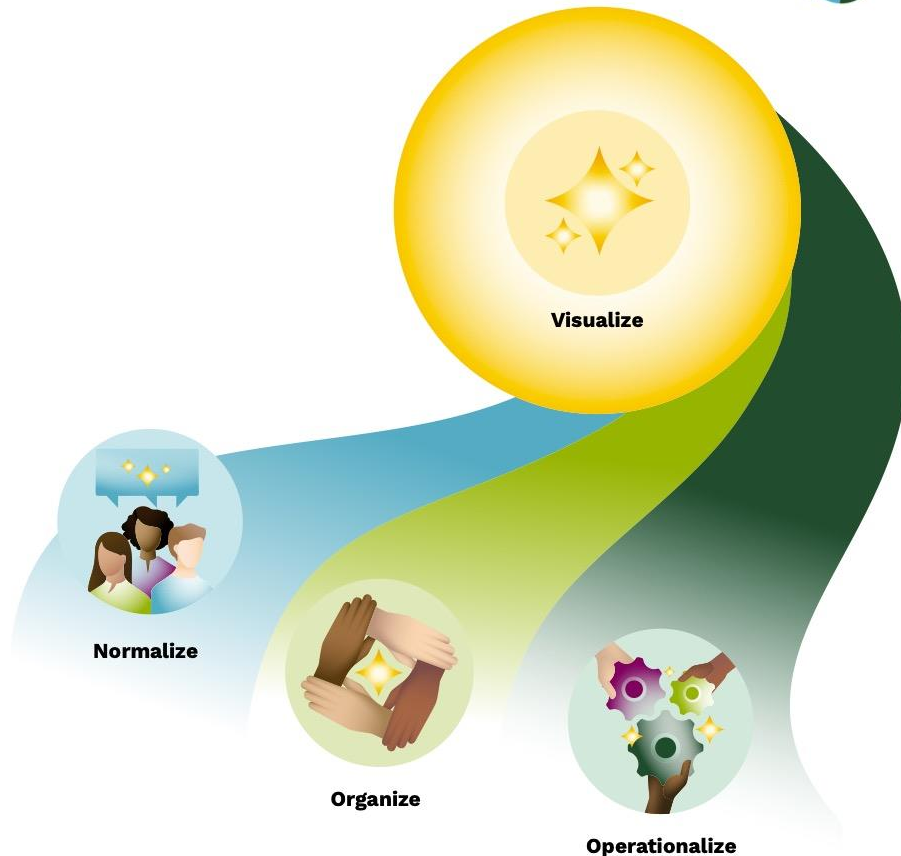
## Organize

To achieve racial equity, local and regional government must work both internally and externally with a network of partners: institutions, business, education, philanthropy, among others, and center the work with communities of color.



## Operationalize

Tools must be used to change the policies, procedures, and practices that are perpetuating inequities, as well as used in the development of new policies and programs. Data obtained at the programmatic and community levels must demonstrate measured results.



# Why Focus on Budget Equity?

Budgets are a statement of an institution's goals and should reflect the values and aspirations of the communities that make up a state, county, or city.

Using a targeted universalism approach, we can **identify universal goals** and the indicators that reflect thriving communities, dig into **disaggregated data** to identify those communities that aren't experiencing desired outcomes, and **work alongside those communities** to identify and implement strategies to improve those outcomes.

Budgets are key policy documents where departments/agencies can explicitly name goals and indicators and track outcomes using a racial equity tool that asks the core questions: *Who benefits? Who is burdened? Is anyone better off?* The budget process, with the discussions, deliberations and decisions it entails, is a key point of intervention to advance racial equity.

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# Promising Practices

Many budget equity tools shared by GARE network practitioners have been developed by racial equity core teams consisting of staff from across the breadth and depth of the jurisdiction.

Frequently, these teams operate off a charter or policy mandate from an elected or appointed body. Sometimes, these activities are coordinated by a centralized racial equity office or jurisdiction-wide role with subject matter expertise.

*Disaggregated Data*

*Equity Analysis*

*Transparency &  
Accountability*

*Organizing and Change  
Management*

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## Disaggregated Data

**Ensure that data is broken down so equity impacts can be recognized and assessed.**

Request that data used to understand the well-being of communities and understand impact toward goals is broken down by race, gender, geography, and other core equity factors.

- Require disaggregated data in budget documents where impact of programs and services is presented.
- Create weighted scores that factor in key variables to operational and capital investment decisions.
- Develop and introduce alternative evaluation frameworks that value the lived experience of those government serves.

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## Equity Analysis

**Integrate racial equity analysis early in the budget process.**

Adding equity impact assessment to budget request documents helps elevate and prioritize equitable outcomes and reinforces that serving *all* communities is a core standard for government.

- Look at each stage of the budget process to identify key points of intervention
- Prioritize based on potential for impact and ability to systematize
- Provide training and technical support to departments/agencies as well as to budget analysts and decisionmakers

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## Transparency & Accountability

**Clearly articulate how programs and services advance equity goals.**

Constituents don't divide themselves up into lines of business, they experience the impacts of government investment or disinvestment in all areas of their lives from health, to education, to transportation, to upward mobility, and more.

- Engage in root cause analysis alongside those who are most adversely impacted
- Move to program-based budgeting to center goals rather than departments or line items
- Develop data dashboards to showcase how funds connect to community indicators



## Organizing & Change Management

**Balance idealism with pragmatism to bring people together and build trust.**

The GARE Approach is an organizational change model that recognizes the importance of starting with a strong vision, dedicating time and care to normalizing racial equity concepts, and the importance of organizing across breadth and depth of government departments and roles.

- Look to those who shepherd the process and those impacted by it for ideas and engagement
- Identify champions who can act as catalysts in their departments/agencies
- Celebrate early wins and share stories of impact
- Build over time and establish that developing equity in budgets is an evolving practice

# Examples in the GARE Online Community



Montgomery County, MD  
[Operating Budget Equity Tool](#)



Salt Lake City, UT  
[Program Scoring Matrix](#)



District of Columbia  
[Racial Equity Budget Tool](#)



Santa Clara County, CA  
[Budgeting for Equity Manual & Tool](#)



San Antonio, TX  
[Budget Equity Tool](#)



Milwaukee County, WI  
[Racial Equity in Budgeting](#)



LA Metro, CA  
[Budget Equity Assessment Tool](#)



City of Philadelphia, PA  
[Budgeting for Racial Equity Reports](#)



City of Tacoma, WA  
[Equity Index & Case Studies Reports](#)



City of Madison, WI  
[Equity in the Budget](#)



City of Dallas, TX  
[Budgeting for Equity](#)



LA County, CA  
[ARPA Budget Principles](#)



State of Washington  
[HEAL Act Budgets & Funding Dashboard](#)

More examples from GARE network practitioners are available in the [GARE Online Community's Network Library](#).

# Select GARE Network Programs



Leveraging Public Finance as a Catalyst to Advance Racial Equity  
Public Finance Initiative  
2023 GARE Membership Meeting



Leveraging the Budget Process for Equitable Transformation  
City of Tacoma, WA  
2022 GARE Membership Meeting



Reimagining Budgeting to Advance Racial Equity  
Oregon Metro  
2022 GARE Membership Meeting



Advancing Equitable Reform - Cities and Counties for Fines and Fee Justice  
San Francisco Financial Justice Project  
2022 GARE Membership Meeting

Additional recordings and materials from GARE programs are available [here](#) in the GARE Online Community.

## Selected Resources

[GARE Resources](#) | Publicly available toolkits and resource guides

[GARE Online Community](#) | A space for employees of GARE member jurisdictions who are engaged in racial equity work to connect, learn, and share ideas and resources.

[Targeted Universalism Policy and Practice Primer](#) | Othering & Belonging Institute has pulled together resources and explainer materials to support the use of this goal-oriented framework.

[Social Equity in Budgeting: A Roadmap for Practitioners](#) | 2024 article[Bartle and Rubin] providing an overview of lessons learned from local budget equity initiatives.

[Equity in Public Budgeting: Lessons for the United States](#) | 2023 article [Rubin and Bartle] identifying factors that have contributed to success in gender-responsive budgeting. Includes detailed analysis of intervention points at various phases of budget process.

[Budgeting for Equity](#) | 2023 report from the Government Finance Officers Association presents key tensions, lessons, and approaches.

[Identifying Highest Impact Practices in Municipal Budgeting for Equity](#) | 2023 ICMA article explores several points of intervention in budget process and policy along with key takeaways and examples.

[Advancing Equity with the American Rescue Plan's Local Recovery Funds](#) | 2024 The New School's Institute on Race, Power, and Political Economy published this report examining the impact of ARPA investment strategies.

# Thank You!

See you in the [GARE Online Community](#)

# City of Tacoma Budget: Equity Lens

## **Why look at the budget through an equity lens?**

Equity considerations in budgeting are a step towards identifying and eliminating the underlying drivers within our communities that cause inequities. In developing budget proposals, departments assess how its budget decisions positively or negatively affect communities that have been historically underserved or underrepresented\*. This section aims to ensure projects, programs, and proposals take into consideration distribution of resources that may promote equity in service delivery or improve community participation.

**Allevo Question for Equity Impact (limit 750 characters): Please provide at least two ways this proposal advances equity. Answering the following questions will help you develop and present a proposal with an equity lens (it is not necessary to answer every question).**

1. What ways does your proposal promotes equity in service delivery? Does it enhance services to underrepresented or underserved communities? If so, how?
2. If you are proposing a budget reduction, what strategies are you using to mitigate the impact of this reduction on underrepresented or underserved communities?
3. Did you involve community members in the design of your proposal? Which communities and how were they involved?
4. What data and/or information (including statistics, maps, interviews and other data gathering platforms) did you use to develop the proposal?
5. Does your proposal build collaboration, either with other departments or with other organizations in pursuit of a system wide approach to building equity? Please explain the collaboration.
6. What specific equity measure and/or timelines have you built into your proposal to determine success in improving community participation, or promoting equity in service delivery?

## **\*What is an Underserved or Underrepresented Community?**

The Office of Equity and Human Rights uses the term underserved or underrepresented to define communities or groups that have historically experienced systemic barriers to access, resources and infrastructure investments. It may include communities of color, women, sexual orientation, transgender individuals who identify along the gender spectrum, immigrants and refugees, people with disabilities and others who have received limited access to benefits, services, investments and resources from public/private institutions including the City of Tacoma.

## **Defining Good-Better-Best Equity Proposals (see examples on p.2)**

- ❖ **No explanation provided**—please check with Office of Equity and Human Rights to explore possibilities
- ❖ **Good:** the proposal includes at least one way to enhance resources or services to underrepresented communities.
- ❖ **Better:** the proposal includes at least two ways to enhance resources (question 1) or any combination of responses to questions 2 through 6.
- ❖ **Best:** the proposal includes at least two ways to enhance resources, is data based, and addresses a systemic problem or has a system-wide approach to building equity.
- ❖ **Does not advance equity:** Proposal was reviewed with OEHR staff, and department and concluded the proposal does not lend itself to an equity opportunity

## What's Next?

### The Office of Equity and Human Rights will:

- Assist city departments in completing the Equity portion of the budget. OEHR has reserved office hours for all departments to meet with staff for consultation before requests are submitted. Contact Mary Morrison, [mary.morrison@cityoftacoma.org](mailto:mary.morrison@cityoftacoma.org) for details.
- OEHR will review proposals and work with departments to develop ways to advance equity in the proposal.

### Examples of Good, Better and Best Proposals that Advance Equity\* (in 750 or fewer characters)

Select outside contractor to manage the Beacon and Lighthouse Centers. Select contractor with track record and capacity for working with underserved or underrepresented communities including communities of color, LGBTQ and people with disabilities.

- *Good: Incorporates and tries to select a business that has a history of working with underrepresented communities.*
- *Best: Build community input process into the program design and report process at six month intervals. Build community evaluations into this reporting system.*

Add animal control officer to cover weekends and offer overlapping coverage during the week to provide greater continuity for impounding of dangerous animals when necessary. Additional officer will develop a map to identify chronic trouble spots within city and work with 311 to build an information campaign in those communities around reducing the number incidents.

- *Good: The department is trying to not exclude the communities and incorporate them into the process of the new hire.*
- *Better: Organize a meet and greet in collaboration with community organizations where new animal control officer can network and build trust in communities most impacted by complaints.*
- *Best: Translate all materials into languages relevant to the community, and ensure community meetings also include translators.*

Enhance tuition reimbursements funding by \$90,000 over two years. Identify emerging management and leadership with an emphasis on race, gender and disability and direct 40% of funds toward staff within these communities. Support efforts to promote these identified staff members as they strengthen their knowledge and skills sets. Provide quarterly reports

tracking participation in tuition opportunities to determine if we are matching targets.

- *Better: Incorporates milestones over time and identifies specific underrepresented communities.*
- *Best: Conduct a focus group of members from an underserved/underrepresented community to help develop the proposal and establish a feedback process to the community.*

Increase tree canopy throughout the city by 30% through strategic planting and care. Focus 50% of cultivation to districts with underserved communities in council districts 4 and 5. Survey residents and community groups in selected communities to build consensus around chosen tree options. Set annual milestones based on canopy increases and report on progress.

- *Best: Incorporates a measurement to identify success and specifically identifies services for underserved communities.*

Add two new major concerts events to Tacoma Dome programming to raise attendance by 5% and revenue by 10%. Select events that have historically drawn LGBTQ and/or underserved communities of color at other venues. Partner with human service organizations and with NCS to provide and disseminate information around prevention and care that impact these communities such as sexual health, blood pressure and diabetes, and mental health counseling designed to help underserved communities. Hand out post card sized evaluations to receive sampling of participating community perspectives (self – identified) to include feedback on the event and on the public service information provided at the event. Share this feedback with human service partners.

- *Best: This statement is collaborating with other departments to help underserved/underrepresented communities and leverage City's time and commitment.*

\*Proposals based on actual 2017-2018 proposals, enhanced by responding to the equity questions.