



# **FISCAL YEAR 2021 BUDGET EQUITY TOOL**



**CITY OF SAN ANTONIO  
OFFICE OF EQUITY**



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Fiscal Year 2021 Budget Equity Tool**

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## City of San Antonio Fiscal Year 2021 Budget Equity Tool

### OVERVIEW

The City of San Antonio **Budget Equity Tool** (BET) is designed to integrate explicit considerations of racial and economic equity into decisions, including policies, practices, programs and ultimately, the Departmental budgets. Use of this tool can help to develop strategies and actions that reduce racial and economic inequities and improve success for all groups.

The BET is both a product and a process, and includes a set of questions to guide City Departments in assessing how budget requests benefit and/or burden communities, specifically communities of color and low-income communities. Since Fiscal Year (FY) 2018, the **City of San Antonio's** (COSA) budget development process intentionally embedded equity as a strategy through the use of a BET, which represented a shift from an equality based approach to a more strategic equity approach. The tool itself has been substantially updated since 2018, to increase specificity relating to addressing racial and economic disparities experienced by San Antonio communities of color and low-income communities.

**Equity** means that the City's policy-making, service delivery, and distribution of resources account for the different histories, challenges, and needs of the residents in San Antonio. **Racial equity** means eliminating racial disparities so that race can no longer be used to predict success, and increasing the success of all communities. Cities are equitable when all residents – regardless of their race/ethnicity, nativity, gender, income, or other characteristics – are fully able to participate in the city's economic vitality, contribute to the region's readiness for the future, and connect to the region's assets and resources.

The BET process aligns with the City's goal to advance equity in budgeting, community engagement, and high priority service delivery. Integrating equity into the budget process through a uniform assessment tool is a key strategy in the City of San Antonio's comprehensive and citywide approach to equity. The BET will compliment other efforts to operationalize equity throughout the City, such as **Departmental Equity Assessments** and **2-Year Equity Action Plans** that each City Department will ultimately undertake.

### City of San Antonio Budget Equity Tool

The City of San Antonio's BET is designed to:

1. Identify whether budget requests advance equitable outcomes for residents.
2. Assess the equity impacts of budget decisions for potential burdens and benefits for communities of color and low-income communities.
3. Ensure that programs, projects, plans, and investments help to reduce disparities.
4. Increase community engagement in improvements, reductions and overall budget development.

## The City of San Antonio Office of Equity

The Office of Equity is a citywide office focused on advancing social equity within the City of San Antonio, to help reduce and ultimately eliminate disparities experienced by our most marginalized San Antonio residents. The Office of Equity does this through supporting City Departments in **normalizing** concepts of equity, **organizing** staff to work together for transformational change, and **operationalizing** new practices, policies and procedures that are equity oriented. The BET is an integral component of these three strategies, which align to advance social justice in government.

The uniform citywide tool provides City Departments with a structured way to apply equity concepts to key decision-making processes around all resource allocation, and assesses equity impacts of new budget decisions. Equity Trainers and Citywide Committee Members were consulted in the creation of the tool, and provide ongoing technical assistance in their respective Departments as it relates to all aspects of budgeting for equity.

The Office of Equity supports the budgeting for equity effort through the development of the tool itself, facilitating training and providing technical assistance for Departments on BET completion, reviewing completed BETs, and providing feedback to Departments.



## BUDGETING FOR EQUITY STRATEGIES

### 1. Apply an Equity Lens:

Social and racial inequities are not random, natural, or inevitable. For example, in describing inequities in health outcomes across populations, the World Health Organization states that “the unequal distribution of health-damaging experiences is not in any sense a ‘natural’ phenomenon, but the result of a **toxic combination of poor social policies and programs, unfair economic arrangements, and bad politics.**” Institutional decisions influence inequities. It is therefore essential to use an equity lens (equity thinking) when changing programs, plans, and policies that may perpetuate inequities, and when developing new programs, plans, and policies. Applying an equity lens can help Departments reflect on how budgetary decisions burden or benefit underserved communities, particularly communities of color and low-income communities, and the BET will be the instrument Departments will use to answer specific questions that help get to different solutions.

### 2. Be Equity Data Driven:

What population-level data is driving your Department’s budget decisions? What does this data tell us about how communities of color and low-income communities are faring, and how will we measure progress in these communities? How will we disaggregate data by race and income? If you are proposing a program that will impact a specific geographic area, what are the racial and income demographics of the people who live in that area? The BET will support your Department with the ability to reflect on these questions in making budgetary decisions, with the goal of ensuring high-quality and equitable services for all residents.

### 3. Strengthen Community Engagement Efforts and Equitable Access:

While it is essential for jurisdictions to adopt equity lens thinking and have equity tools to assist in decision-making, including budget development, this orientation alone is insufficient. Departments need to work in partnership with all communities to achieve meaningful results. City government must be intentional in facilitating community outreach, public engagement, and access to City services for all communities, including communities of color and low-income communities. Increasing community engagement in decision packages (improvements and reductions) and in the Department’s overall (entire) budget, is one step to ensure that City services are equitable to all residents.

### 4. Be Accountable:

Every City Department has an important role in reducing inequities; from fairness in hiring and promotions, providing equitable services for communities throughout the City, facilitating community participation and engagement, or creating greater opportunities in contracting. What role can your Department take in advancing equity? Make a Departmental commitment to advance equity in the City by setting goals and measuring progress. This will help your Department in prioritizing certain programs, plans, and policies reflected in your budget. Decide how and who will track progress towards meeting these goals, and how you will communicate this progress.

## BUDGET EQUITY TOOL (BET) INSTRUCTIONS

### 1. Submit only one completed tool per Department, and limit your responses to the space provided

The BET should reflect an analysis of each Department's suite of budget decisions. These decision points should be analyzed as part of the comprehensive effort that your Department is undertaking in addressing equity in programs, plans, and policies. If your Department has multiple divisions, consolidate the response in one submission.

### 2. The responses should include an analysis of Departments' overall (entire) budget for fiscal year 2021, including proposed improvements and reductions

The BET is an equity analysis of all policies, programs, plans and services, which measures the Department's ongoing commitment to advancing equity. Departments will be asked to identify what considerations were taken into account in the overall (entire) budget to maximize equitable outcomes for marginalized communities. Since Departments are often tasked with cutting their budgets to reflect a reduction from their previous fiscal year's budget, the BET will also include an analysis of how proposed reductions may burden communities of color and/or low-income communities (if applicable).

### 3. Gather demographic data to help your Department to determine benefits and burdens of new decisions and the overall budget

Department-specific data that is disaggregated by race and income can also be used to support your Department in determining the impact of proposed policies, plans, and positions, in order to inform budgetary decisions.

#### **Equity Data Tools/Resources Include:**

**EQUITY ATLAS:** An interactive tool that highlights the demographics, disparities and some infrastructure distribution within the city. Using two demographic variables, race and income, the Office of Equity, the Planning Department, and ITSD have designed a simplified Equity Atlas that focuses on breaking points above and below the citywide averages for those demographic variables. More points are assigned to a census block that has a higher than citywide average concentration of people of color and/or people below the average for median family income, and can be used to guide our investments to achieve citywide equity goals and strategies.

<https://www.sanantonio.gov/Equity/Initiatives/Atlas>

**RACIAL EQUITY INDICATOR REPORT:** The Office of Equity developed COSA’s first Racial Equity Indicator Report, which *illuminates disparities faced by communities of color across multiple domains*. This Racial Equity Indicator Report quantifies the state of racial equity in San Antonio and features key indicators on racial disparities in income, housing, health, educational attainment, and in other areas. The Racial Equity Indicator Report can be used by City Departments to help prioritize programs and investments to ensure a clear focus on reducing existing racial disparities.

**COMMUNITY INFORMATION NOW:** Provides maps of various indicators, including race and ethnicity and median household income: <http://viz.cinow.info/>

**NATIONAL EQUITY ATLAS:** Developed by PolicyLink and PERE, the National Equity Atlas includes citywide data disaggregated by race and income. Examples of available equity indicators include homeownership, wages, unemployment, disconnected youth, school poverty, air pollution, education levels and job requirements, housing burden, car access, neighborhood poverty, asthma, diabetes, etc.: <http://nationalequityatlas.org/indicators>

**STATISTICAL ATLAS:** A comprehensive atlas produced by the Census Bureau, and a source for disparity data: <https://statisticalatlas.com/United-States/Overview>

#### 4. Use the Office of Equity as a resource

The Office of Equity will provide technical assistance to Departments on completing their BET. Office of Equity staff will work with Citywide Equity Committee members and Equity Trainers in development of the tool, and will offer Department-specific trainings upon request. Office of Equity liaisons to City Offices and Departments are listed below:

Zan Gibbs	Jonathan Butler	Amy Casso	Jonathan Malagon
City Auditor	Aviation	311	CCDO
City Council	City Attorney’s Office	ACS	Development Services
City Manager’s Office	Convention & Sports	Arts & Culture	Finance
Metro Health	EDD	BESD	Fire Department
Municipal Courts	GPA	Human Services	Human Resources
Office of the City Clerk	Innovation	ITSD	Office of Sustainability
Police Department	NHSD	Library	OMB
TCI	Planning	OHP	Parks & Recreation
	Solid Waste	Pre-K4SA	Risk Management
		WHO	



## BUDGET FOR EQUITY TOOL (BET)

This BET aims to ensure that Departments evaluate how projects, programs, plans and proposals may improve equity in service delivery and community participation. For each of the following BET questions, please specify how your Department is evaluating the impact of the overall budget and decision points on communities of color and low income communities.

**BUDGET DEFINED:** For the purposes of this tool, the term budget includes general fund, restricted funds and grants. The term ‘overall budget’ refers to a Department’s entire operating budget, and is therefore not limited to just improvements and reductions.

Please keep all answers clear and concise, with a focus only on equity actions. Answer each question in the space provided below. Each response is limited to 3,500 characters. Bulleted answers are acceptable where applicable.

**For any questions that are not applicable to your Department, please write N/A.**

### BET SECTIONS AT-A-GLANCE

#### STRATEGY ONE: APPLY AN EQUITY LENS TO ASSESS EQUITY IMPACT

(Questions 1-3)

*This section is intended to assess if Departmental budget decisions considered potential benefits and burdens to communities of color and low-income communities.*

#### STRATEGY TWO: BE EQUITY DATA DRIVEN

(Questions 4-7)

*This section is intended to assess how equity data indicators informed Departmental budget decisions.*

#### STRATEGY THREE: EQUITABLE COMMUNITY ENGAGEMENT AND INCLUSION

(Questions 8-10)

*This section is intended to assess community engagement in the budget process, whether there was equitable representation and input, and whether the budget supports Departments in authentically engaging with and adequately servicing communities of color and low-income communities.*



**STRATEGY ONE: APPLY AN EQUITY LENS TO ASSESS EQUITY IMPACT**

*This section is intended to assess if Departmental budget decisions considered potential benefits and burdens to communities of color and low-income communities.*

- 1. In what ways will your overall (entire) budget be realigned for the next fiscal year in targeted ways to advance equity?** (This can include shifts relating to staff time allocations for the purposes of advancing diversity, equity, and inclusion; equity trainings that are happening in the Department; and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and low-income communities.)



**STRATEGY ONE: APPLY AN EQUITY LENS TO ASSESS EQUITY IMPACT (continued)**

- 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?** (This can include funding limitations beyond your control; time constraints; recognition that racial and economic disparities are wide and deep and that Departments are not funded to fully address these gaps, etc.)



**STRATEGY ONE: APPLY AN EQUITY LENS TO ASSESS EQUITY IMPACT (continued)**

- 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.** (This can include waiving fees for specific populations; a reduction in funds for a critical community resource, etc.)



## STRATEGY TWO: BE EQUITY DATA DRIVEN

*This section is intended to assess how equity data indicators informed Departmental budget decisions.*

- 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.** (Please include the data source(s) and community indicator(s) that you referred to in identifying racial and/or economic inequities. Example data sources are included in this document.)



**STRATEGY TWO: BE EQUITY DATA DRIVEN (continued)**

5. Within your proposed budget, describe ways in which disaggregated racial and economic data was used to prioritize and develop criteria for resource distribution.



**STRATEGY TWO: BE EQUITY DATA DRIVEN (continued)**

- 6. What additional disaggregated demographic data will your Department collect, track, and evaluate to assess equity impacts in community moving forward, and inform your future budget decisions?**



**STRATEGY TWO: BE EQUITY DATA DRIVEN (continued)**

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?



**STRATEGY THREE: EQUITABLE COMMUNITY ENGAGEMENT AND INCLUSION**

*This section is intended to assess community engagement in the budget process, whether there was equitable representation and input, and whether the budget supports Departments in authentically engaging with and adequately servicing communities of color and low-income communities.*

8. How will your proposed budget build the Department's capacity to engage with, and include, communities of color and low-income communities (for e.g., improved leadership opportunities, advisory committees, boards and commissions, targeted community meetings, stakeholder groups, increased outreach, etc.)? What are the anticipated positive equity outcomes of these allocations?



**STRATEGY THREE: EQUITABLE COMMUNITY ENGAGEMENT AND INCLUSION (continued)**

9. How will your Department allocate funding towards ensuring that public documents, policies, plans, meetings, and hearings are readily accessible to the public, including translation of documents to Spanish and other languages, and ensuring interpretation services are available to the public in all relevant places and programs (such as service desks, service phone lines, open houses, public meetings, etc.)? What is the anticipated equity impact of this allocation? If tracked as a distinct line item, what dollar amount and percentage of your Department's budget is allocated for translation and interpretation services?



**STRATEGY THREE: EQUITABLE COMMUNITY ENGAGEMENT AND INCLUSION (continued)**

- 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?**



## EQUITY HIGHLIGHTS FROM THE FISCAL YEAR 2020 BET PROCESS

### Arts and Culture

**Arts Agency Funding** – In 2018, the Arts Agency Funding Guidelines component of the Cul-TÚ-Art Plan was updated to focus on funding allocations being distributed with an **equity lens**. The guidelines provide a **policy** and **process** for the City to **fund** qualifying San Antonio based non-profit arts agencies in the following categories: Festivals, Artist Re-granting, Base Operational Support, Culturally Specific Support and Capacity Building to qualifying San Antonio based non-profit arts agencies.

### City Attorney's Office

**Boards and Commissions** – The City Attorney's Office has made a commitment to **allocating staff time** to reviewing the current requirements for **Board and Commission** applicants, to determine if the City of San Antonio can improve the application process to help remove barriers to public participation for our most marginalized residents.

### Government and Public Affairs

**Spanish Engagement Strategic Plan** – The Department continues to expand its Spanish Engagement Strategic Plan for the City and **requested additional funds** in the Fiscal Year 2020 Budget to increase Spanish interpretation and translation services for City Council Committee meetings and respective agendas.

### Human Resources

**Workforce Demographics Dashboard** – HR has made a commitment of **staff time** to co-creating a City of San Antonio **Workforce Demographics Dashboard** with ITSD and the Office of Equity, to support diversity initiatives, Affirmative Action policies and plans, and inform the upcoming creation of Departmental Equity Action Plans in every Department.

### Human Services

**Results Based Accountability Framework** – DHS funded **Results Based Accountability™ (RBA)** training for staff, and subsequently developed key priorities that aligned with the advancement of racial and economic equity and adopted the **RBA** framework for measuring program success.

### Metro Health

**Office of Health Equity** – Metro Health has created and **funded** an **Office of Health Equity** specifically to address racial health disparities experienced by our most marginalized San Antonio residents and address the social determinants of health.

**REACH Grant** – Metro Health applied for and received a **five-year grant** to help address racial equity at the community level through the **Racial and Ethnic Approaches to Community Health (REACH)** grant, which has funded **Community Health Worker** positions and an **Equity Coordinator** position.

### Municipal Courts

**Notification and Fine Adjustments** – The Court has created new processes to **notify individuals** who miss a court date or court payment **without the issuance of an arrest warrant**; Judges and court staff are assessing an individual's ability to pay and offer payment plans, or non-monetary forms of payment to satisfy fines and costs.



## EQUITY HIGHLIGHTS FROM THE FISCAL YEAR 2020 BET PROCESS

**Spanish Language Access** – The court **employs one full time** certified court interpreter for **Spanish** speaking defendants. The court also has **bilingual clerks** who receive language skill stipend and can communicate with Spanish speaking individuals. Currently **\$20,260 is budgeted** to provide language interpretation to defendants; this includes phone interpretation via **LanguageLine** video interpretation, and in-person interpretation services.

### Neighborhood and Housing Services Department

**Housing Displacement Index** – The Neighborhood and Housing Services Department is **dedicating staff time** to collaborate with the Office of Innovation on the creation of an updated **Housing Displacement Index** which will help inform policy and program design to mitigate displacement risk in San Antonio.

**For Everyone Home** – The Neighborhood and Housing Services Department applied for and **received a grant** under the **For Everyone Home project**, to help create solutions to address displacement in San Antonio.

### Planning Department

**Equity Atlas** – The Planning Department has agreed to **co-lead** the creation of the online **Equity Atlas** and demographic indicator maps with the Office of Equity and the Information Technology Services Department, to help inform equity oriented policy opportunities and directives for all City Departments.

### San Antonio Police Department

**Implicit Bias Training** – SAPD **funds a contract** with The Pride Center to provide **implicit bias trainings**.

### Parks and Recreation

**Cities Connecting Children to Nature** – The Parks & Recreation Department **received funding** through the **Cities Connecting Children to Nature Grant Program** to pursue projects that create equitable access and connections between children of color and nature in urban areas.

### Risk Management

**City-Issued Vehicles** – The Office of Risk Management is **requesting additional funding** to ensure that **lower income employees** have access to City-issued vehicles for work functions to reduce burden on their personal resources.



## BUDGET EQUITY TOOL GLOSSARY

Please refer to the following definitions in reflecting on and answering the questions in the BET. Feel free to use these terms and concepts in your response.

**ADVERSE IMPACTS:** Practices or policies that appear neutral but have a discriminatory effect on a protected group. *Source: City of Portland Office of Equity and Human Rights (OEHR)*

**BUDGET:** For the purposes of this tool, the term budget includes general fund, restricted funds and grants. The term ‘overall budget’ refers to a Department’s entire operating budget.

**COMMUNITIES OF COLOR:** A term used primarily in the U.S. to describe communities of people who are not identified as white, emphasizing common experiences of racism. *Source: OEHR*

**COMMUNITY INDICATOR:** The means by which we can measure socioeconomic conditions in the community. All community indicators should be disaggregated by race, if possible. *Source: Government Alliance on Race and Equity (GARE)*

**EQUITY:** Just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. *Source: PolicyLink*

**EQUITY LENS:** A critical thinking approach to undoing racial and economic disparities by evaluating burdens, benefits, and outcomes to underserved communities. *Source: OEHR*

**INCLUSION:** The action or state of including or of being included within a group or structure. More than simply diversity and numerical representation, inclusion involves authentic and empowered participation and a true sense of belonging. *Source: Annie E Casey Foundation*

**INSTITUTIONAL RACISM:** Policies, practices, and procedures that work better for white people than for people of color, often unintentionally or inadvertently. *Source: National League of Cities*

**INTERSECTIONALITY:** An approach largely advanced by women of color, arguing that classifications such as gender, race, class, sexual orientation, nationality, and others cannot be examined in isolation from one another; they interact and intersect in individuals’ lives, in society, in social systems, and are mutually constitutive. *Source: Hollins and Govan: Diversity, Equity, and Inclusion*

**LOW-INCOME:** While there is no single definition to describe people and households that are low-income, many reports define low-income households as those earning less than twice the federal poverty line. For the purposes of determining eligibility for assisted housing programs, HUD defines low-income families as families whose incomes do not exceed 80% of the Median Family Income (MFI) and very low-income families as families whose incomes do not exceed 50% of MFI for the area. The MFI for Bexar County in 2019 was approximately \$71,000.



**PEOPLE OF COLOR (POC):** A term born out of the antiracism movement used to describe nonwhites. The term is meant to be inclusive among nonwhite groups, emphasizing common experiences of racism and oppression and resistance against it. *Source: Hollins and Govan: Diversity, Equity, and Inclusion*

**POWER:** Power is unequally distributed globally and in U.S. society; some individuals or groups wield greater power than others, thereby allowing them greater access to and control over resources. Wealth, Whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates. *Source: Diversity and Social Justice Glossary, UW at Tacoma- Diversity Resource Center*

**PRIVILEGE:** Systemic favoring, enriching, valuing, validating, and including of certain identities over others. Individuals cannot “opt out” of systems of privilege; these systems are inherent to the society in which we live. *Source: Hollins and Govan: Diversity, Equity, and Inclusion*

**RACIAL DISPARITY:** A significant difference in conditions between a racial group and the white population that is avoidable and unjust. *Source: OEHR*

**RACIAL EQUITY:** The condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them. *Source: Center for Assessment and Policy Development*

**RACIAL EQUITY FRAMEWORK:** An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (i.e. community self-determination, shifting power, etc.) in order to replace them with structures that produce equitable outcomes. *Source: OEHR*

**STRUCTURAL RACISM:** A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color. *Source: GARE*

**UNDERSERVED:** Refers to people and places that historically and currently have not had equitable resources or access to infrastructure, healthy environments, housing choice, etc. Disparities may be recognized in both services and in outcomes. *Source: OEHR*