

Tacoma 2025 Equity Index





Vision and Goals



- Tacoma is an inclusive and equitable place to
 - **Live, Learn, Work, and Play**
- Equitable Service Delivery to All Residents and Visitors
- Commitment to Equity in Policy Decision Making
- Tacoma 2025 Serves as the Foundation for City Departments' Strategic Plan

Background – Steering Committee



- Six Month Process
- Large and Small Community Events
- Engaged over 2,000 Residents
 - Community Members
 - Partner Organizations
 - Neighborhood Jurisdictions

Reflect the Dreams and Aspirations of Tacoma

Results



Updated



Livability



Economy & Workforce



Education



Civic Engagement



Equity & Accessibility



City Government Alignment

Goal 1: Livability



Tacoma residents have connected neighborhoods, accessible and efficient transportation options, and vibrant arts and culture while maintaining affordability.

Success Indicators:

1. **Improve access and proximity by residents to diverse income levels and race/ethnicity to community facilities, services, infrastructure, and employment.**
2. Increase the number of Complete Compact Communities/ 20-Minute Neighborhoods throughout the city.
3. Improve health outcomes and reduce disparities, in alignment with the community health needs assessment and CHIP, for all Tacoma residents.
4. **Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs.**
5. Increase positive public perception of safety and overall quality of life.



Goal 2: Economy and Workforce



Tacoma residents can find livable wage jobs in key industry areas. Tacoma will be a place of choice for employers, professionals and new graduates.

Success Indicators:

1. Increase the number of diverse livable wage jobs.
2. **Increase the number of Tacoma households that have livable wage jobs within proximity to the city.**
3. Increase the number of infrastructure projects and improvements that support existing and new business developments.
4. Increase the availability of industry-specific education programs to support identified growth sectors.
5. Increase the percentage of people relocating to the city and affordability of housing compared to neighboring jurisdictions.
6. Decrease the number of vacant properties downtown and in the neighborhood business districts.
7. Increase positive public perception related to the Tacoma economy.



Goal 3: Education



Tacoma produces more graduates from high school and college, links residents to employment in the region, and invests in lifelong learning opportunities.

Success Indicators:

1. Increase the availability and accessibility of early childhood education programs.
2. **All students will graduate from high school and be prepared to enter the workforce or pursue post-secondary education.**
3. **Increase the number of quality out of school time learning opportunities distributed equitably across the city.**
4. Demonstrate community support for education by increasing support for school levies and bonds; volunteering and mentoring youth.
5. Increase the number of college students that find employment and remain in Tacoma after post-secondary completion.
6. **Increase digital access and equity across the city.**
7. Increase the number of adults with post-secondary degrees or certifications.
8. Increase school choice options.



Goal 4: Civic Engagement



Tacoma residents that reflect the diversity of the city are engaged participants in making Tacoma a well-run city through community-led decision making, elected leadership, and volunteer leadership.

Success Indicators:

1. Increase the number of residents who participate civically through volunteering and voting.
2. **Elected officials, boards, commissions, and volunteer leadership will reflect the diversity of the Tacoma community.**
3. Increase the percentage of residents who believe they are able to have a positive impact on the community and express trust in the public institutions in Tacoma.
4. **Representation at public meetings will reflect the diversity of the Tacoma community.**



Goal 5: Equity and Accessibility



Tacoma residents are treated equitably and have access to services, facilities and financial stability.

Success Indicators (All Repeats):

1. **Improve access and proximity by residents to diverse income levels and race/ethnicity to community facilities, services, infrastructure, and employment.**
2. **Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs.**
3. **Increase the number of Tacoma households that have livable wage jobs within proximity to the city.**
4. **All students will graduate from high school and be prepared to enter the workforce or pursue post-secondary education.**
5. **Increase the number of quality out of school time learning opportunities distributed equitably across the city.**
6. **Increase digital access and equity across the city.**
7. **Elected officials, boards, commissions, and volunteer leadership will reflect the diversity of the Tacoma community.**
8. **Representation at public meetings will reflect the diversity of the Tacoma community.**



Application & Embedding

Shared Visions Shared Future

Tacoma 2025 worked to ensure that this plans' values, opportunities, priorities, and accountability measures reflect the dreams and aspirations of Tacoma community.

Goal Areas

- Livability
- Economy
- Education
- Accessibility & Equity
- Civic Engagement

Policy

Council Action
Memorandum
Council
Contingency
Process

Budget

Biennium Budget
Analysis

Operational

Equity Index
Performance
Measures

Initiatives

Anchor Institutions
Participatory Budget
Affordable Housing
Tacoma Creates

Change Management

PUB Equity & Inclusion Strategic Directive



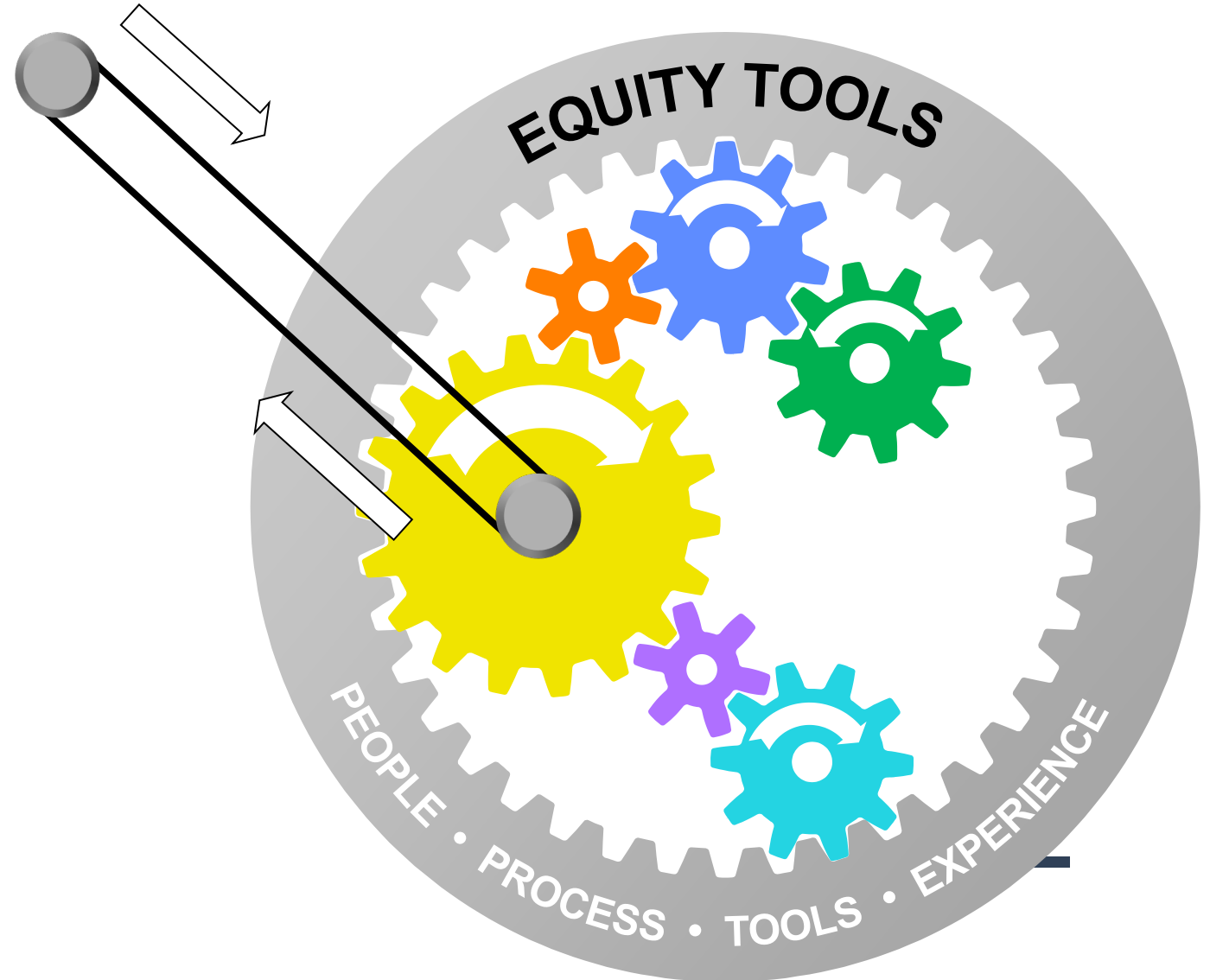
The Equity Index is a tool that can help TPU achieve equity and inclusion in its:

Workforce.

Service Delivery

Policy Decision Making

Community/Stakeholder Outreach & Engagement



- Established in 2003 at Ohio State University
- Thompson v HUD (2005) Supreme court case
- Founding Director, John A. Powell gave testimony with submittal of the maps



Identify Disparities and Communities of Concern

- Helps City officials and community members improve quality of life
- Better understanding of community needs; resulting in a better distribution of resources where the needs are greater
- Measure and assess progress over time

What is an Index?



What is Your Body Mass Index (BMI)

Formula

$BMI = \frac{\text{Weight in Kilograms}}{\text{height in meters} \times \text{height in meters}}$

$BMI = \frac{\text{Weight in Lbs} \times 703}{\text{height in inch} \times \text{height in inch}}$

BMI Chart

- BMI less than 18.50 → Underweight
- BMI 18.50 - 24.99 → Healthy weight
- BMI 25.00 - 29.99 → Overweight
- BMI 30 or more → Obese

www.TheHealthScienceJournal.com



The Science of Wind Chill

NO WIND

98.6°F
Average temperature of the human body

When people lose heat through convection—there's still a layer of heat between our skin and our cold surroundings.

WINDY

95°F
Hypothermia begins when our body temperature drops two to four degrees

But when it's windy, the moving air breaks up this insulating layer. It speeds up heat loss by whisking away the warmth from our skin.

Heat is moved away from our bodies.

weather.gov/winter

The Big Mac index

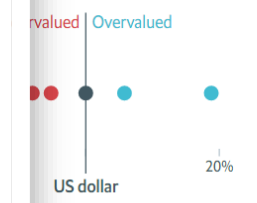
Country	2000
Switzerland Franc	
Sweden Krona	
United States US\$	
Norway Krone	
Canada C\$	
Euro area Euro	
Denmark Krone	
Israel Shekel	
Australia A\$	
Uruguay Peso	
Brazil Real	



Adjust the index to account for GDP per person

Raw index GDP-adjusted

The US dollar in July



United States. The implied exchange rate, the actual exchange rate,



What is an Equity Index?

- 197 Scored Census Blocks Groups
- 4 Equally Weighted Determinant Categories
- 20 Indicators
- Racial Demographic Overlay

All sources were authoritative, accurate and reliable data; collected by block group or census tract.

Established all calculations and data within ArcGIS **First**

Proctor Festival

Roads

Art

Transportation

Homelessness



Salishan

Education

Youth



Language Access

Homelessness

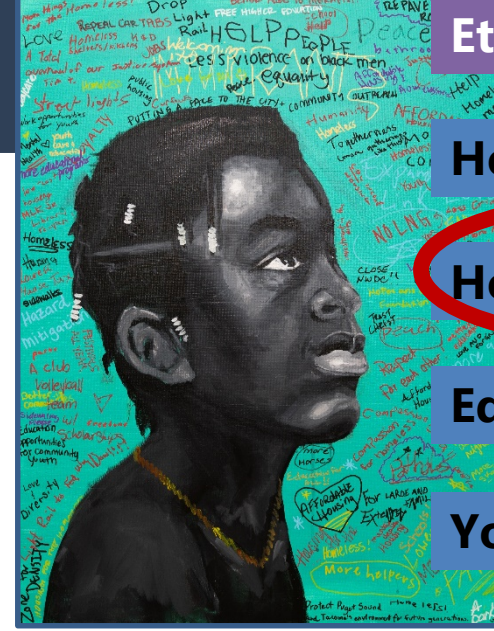
Ethnic Fest

Housing

Homelessness

Education

Youth



McKinley Fest

Roads

Parks

Youth

Transportation



Hilltop Festival

Housing

Library

Livable Wages

Homelessness





Accessibility

- Parks and Open Spaces
- Healthy Food
- Transportation
- Voter Participation
- Digital Access

Education

- Student Retention Rate
- Graduation Rate
- 3rd Grade Reading Proficiency
- 7th Grade Math Proficiency
- Highest Educational Attainment for Population 25 Years and Older



Livability

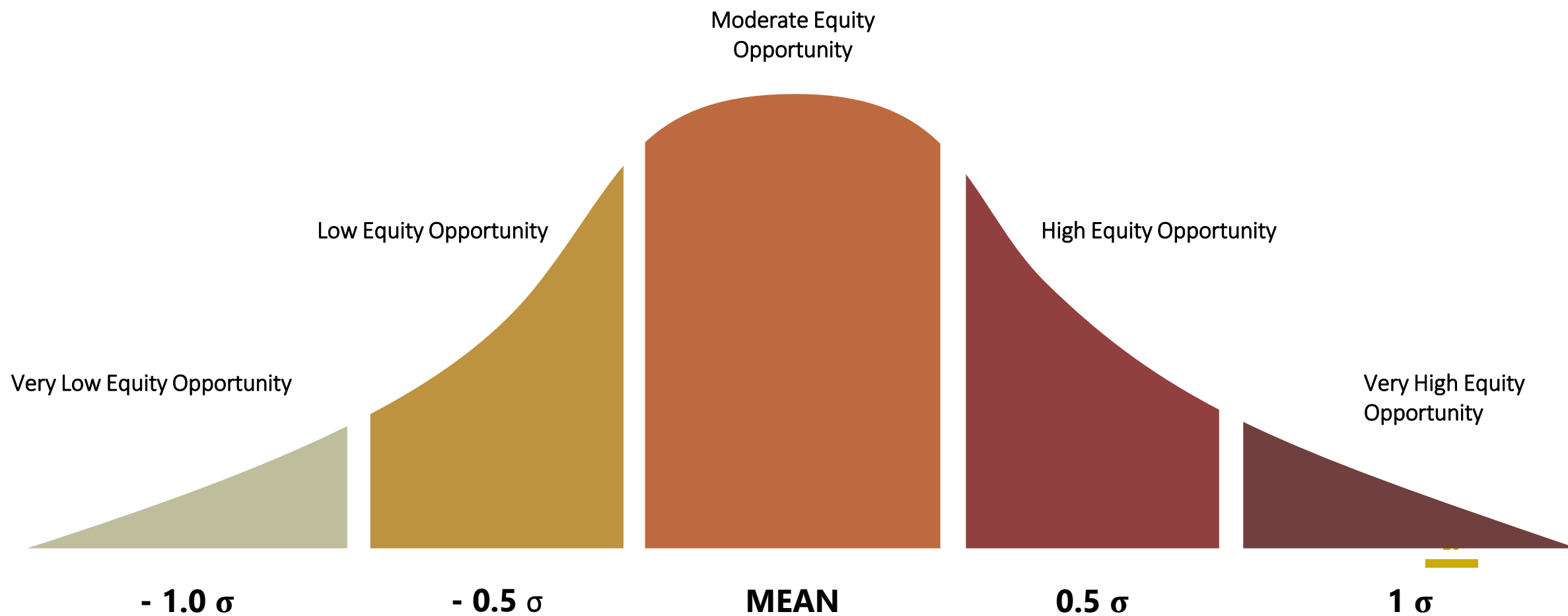
- Nuisance (311)
- Crime
- Median House Value
- Pavement
- Housing Cost Burden
- Life Expectancy
- Urban Tree Canopy

Economy

- Employment
- Unemployment Rate
- Median Household Income
- Poverty Ratio

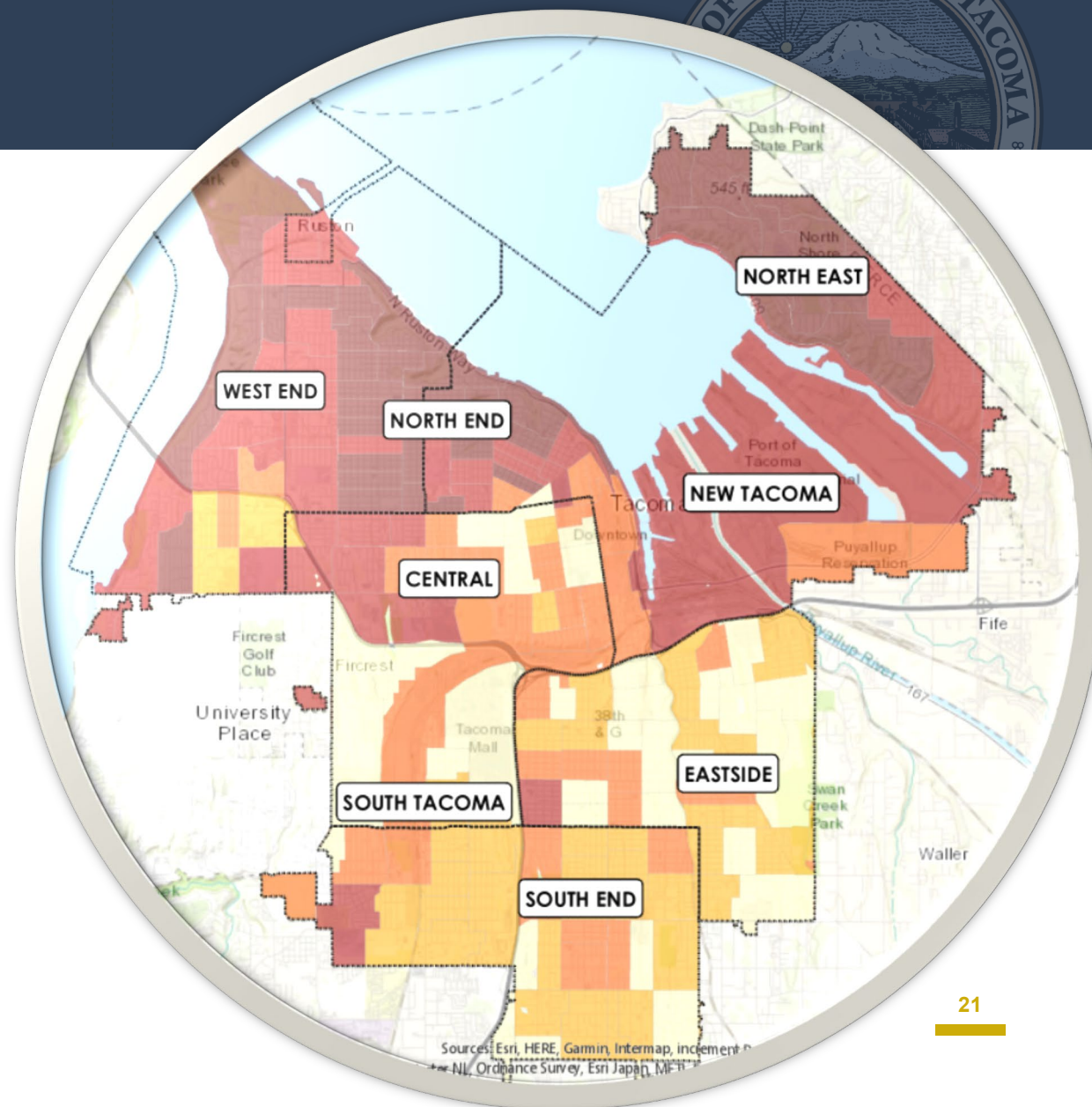
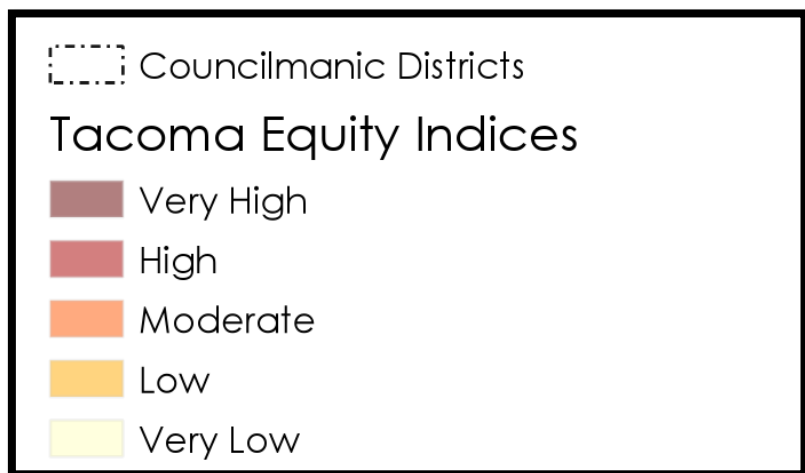
Includes those under poverty line and those who would be struggling between the poverty line and 200% of the line

Distribution of Data





Equity Index





Dictionary.com replied


disaster :) @sumbabyy · 38m

Black is such a hated word and used as so offensive in the dictionary and in general. It is so important to not tear someone down for their color but to stand by them, it is so important to have more positive words for Black, words define perception @Dictionarycom

1 3 11

Dictionary.com @Dictionarycom · 18m

We agree that how words are defined can impact perception, and our lexicographers will be updating our entry for the word Black.



black *adj* 1 **disaster** 4 **discontent** 6 **hostile**; the quality or g **censure**, 1 **beautiful**.

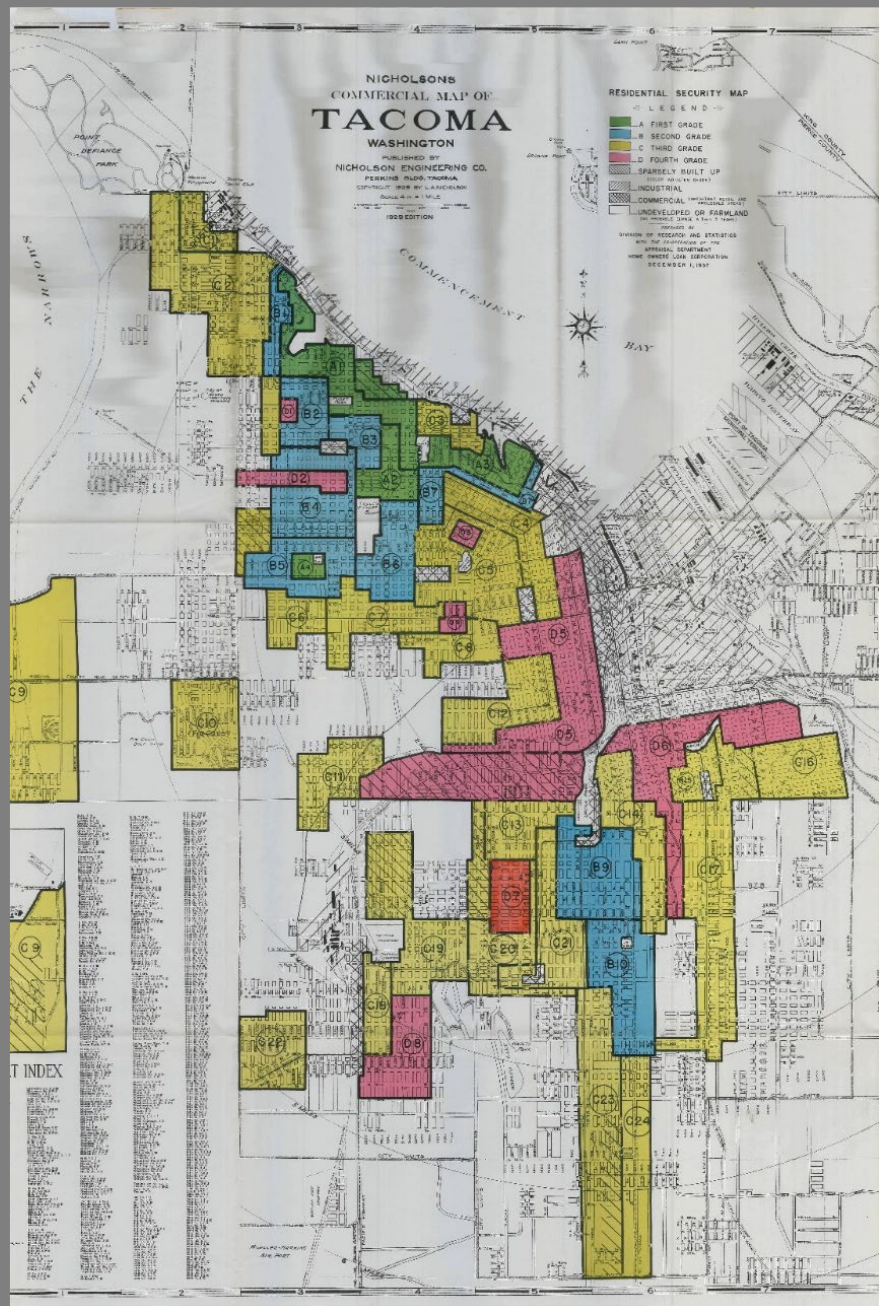
Redefine Black: Why Dictionary.com Is Updating Its Definition - Every...

At Dictionary.com we take words very seriously. They are foundational to how individuals think about themselves, and they can influence the percept...

dictionary.com

What changes will we make to our current definition?

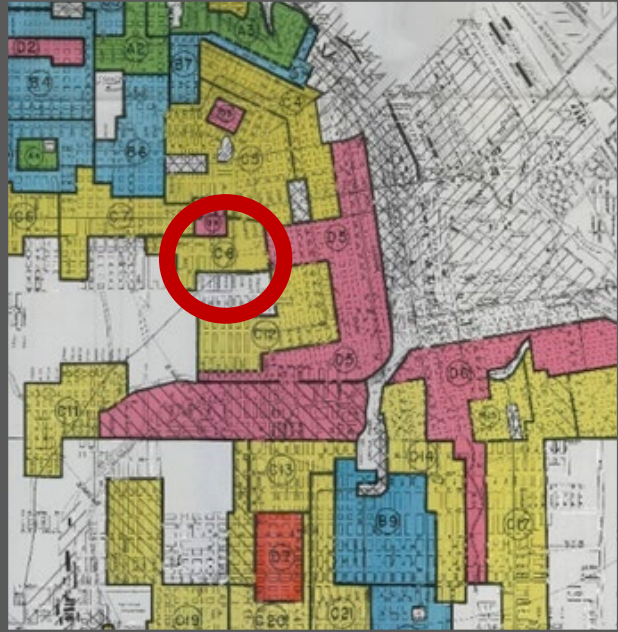
If you look on Dictionary.com today, the adjectival sense of *Black* that refers to people is the third sense on the page. Currently this definition sits right above a definition that reads "soiled or stained with dirt." While there are no semantic links between these two senses, their proximity on the page can be harmful. It can lead to unconscious associations between this word of identity and a negative term. These are not associations we want anyone to get from Dictionary.com, and so we will be swapping our second and third senses on the page.



HOLC Grade

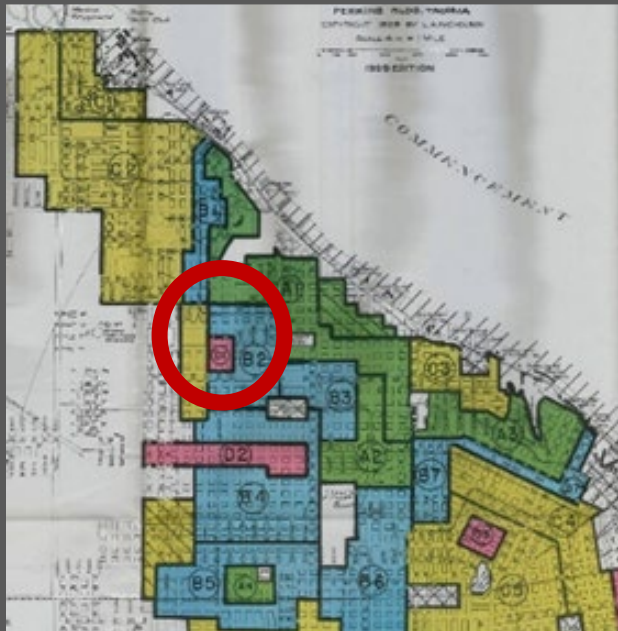
- A "Best"
- B "Still Desirable"
- C "Definitely Declining"
- D "Hazardous"

Redlining and the Home Owners Loan Corporation (HOLC)



“The East half of this area is known as Roosevelt Heights, and occupies a very sightly location, affording splendid marine and mountain views. The Western part is more fully developed, but lies in the valley. This part contains concentration of **Polish families**. The area is somewhat isolated, and there is a distinct sales resistance to property located in it. Maintenance shows a fair 'pride of ownership', and, while the area is accorded a '**Low Yellow**' grade, the Roosevelt Heights part of it could easily be developed into a higher class. Lot values run from \$2.00 to \$10.00 per front foot.”

- Mapping Inequality



“**Three highly respected Negro families** own homes and live in the middle block of this area facing Verde Street. While very much **above the average of their race**, it is quite generally recognized by Realtors that their presence seriously detracts from the desirability of their immediate neighborhood.”

- Mapping Inequality



Alexis Ohanian Sr. 🚀 ✓

@alexisohanian

Following

Software is written by humans who have bias, the training data is generated by humans with bias -- it's not malicious (in most cases) but it does absolutely exist, @AOC is correct. 🟢



Ryan Saavedra ✓ @RealSaavedra

Socialist Rep. Alexandria Ocasio-Cortez (D-NY) claims that algorithms, which are driven by math, are racist

2:19 AM - 23 Jan 2019

9,402 Retweets 50,575 Likes



752 9.4K 51K



Alexis Ohanian Sr. 🚀 ✓

@alexisohanian

Following

Here's a good starting point for those of you interested in learning more:
[nature.com/articles/d4158...](https://www.nature.com/articles/d4158...)

(Nature is one of the top science journals in the world) 🟢



AI can be sexist and racist — it's time to make it fair

Computer scientists must identify sources of bias, de-bias training data and develop artificial-intelligence algorithms that are robust to skews in the data.

[nature.com](https://www.nature.com)



Equity Index

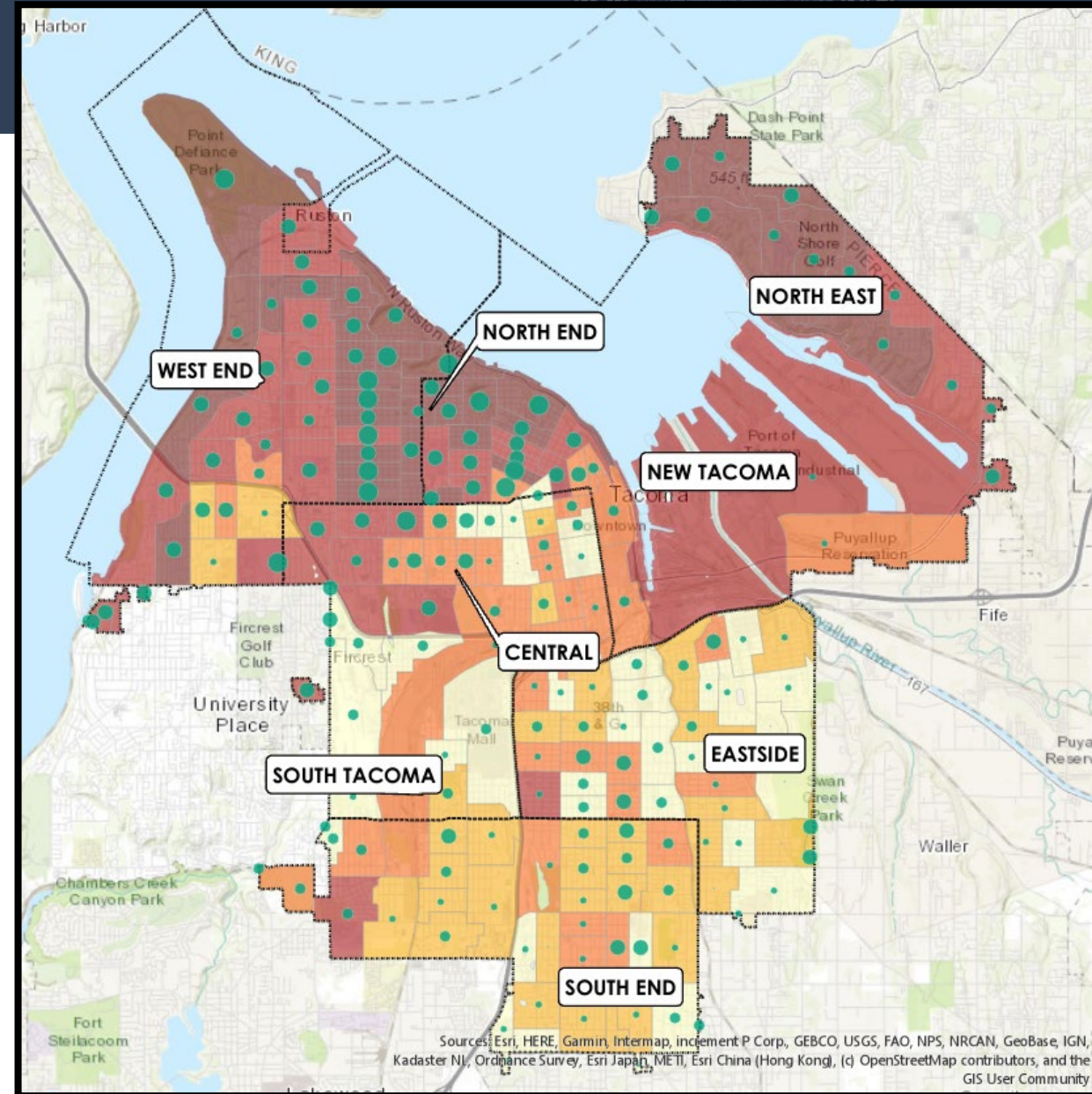
--- Councilmanic Districts

Tacoma Equity Indices

- Very High
- High
- Moderate
- Low
- Very Low

Percent of White Non-Hispanic

- 0% – 30%
- > 30% – 50%
- > 50% – 70%
- > 70% – 90%
- > 90 – 96.8



District One West End



District Five South End



Crime

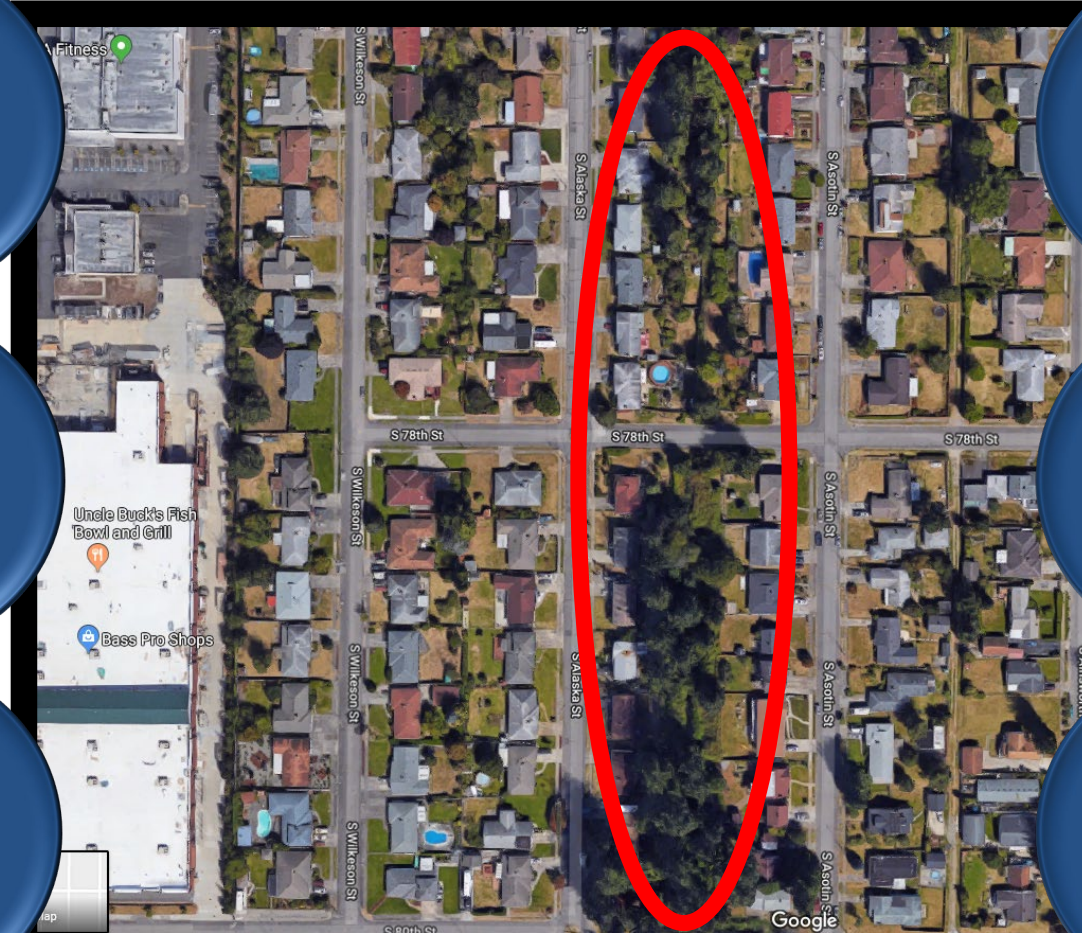
3K

Degrees

5.3%

Income

\$29K



Crime

866

Degrees

16.9%

Income

\$59K

48% White Non Hispanic

28% White Non Hispanic

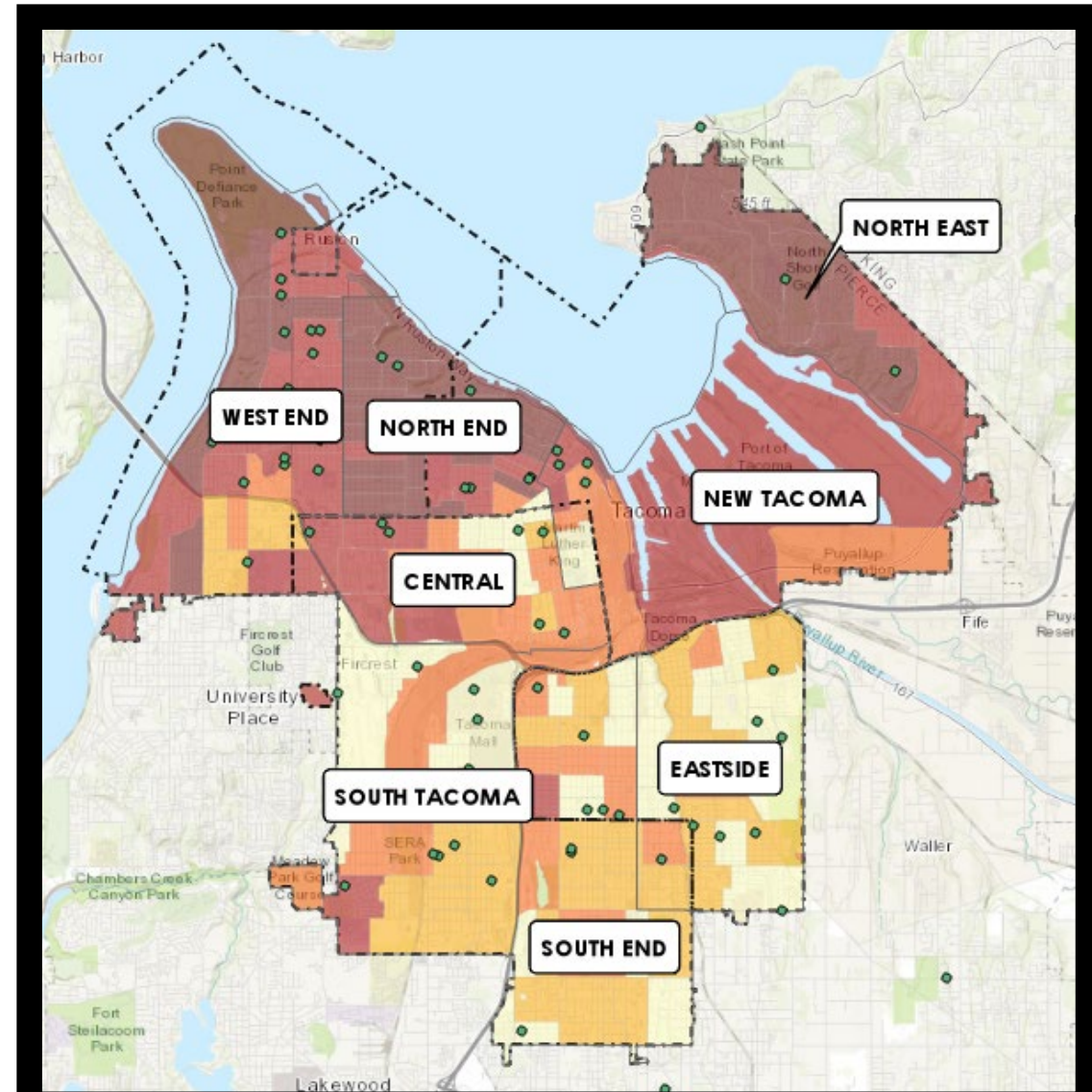
Equity Index in Action

• Workforce



- **Human Resources**
 - Entry Level Administrative Assistant
 - City's Workforce Reflects the Community It Serves

Equity Index	Count of Applicants	Average Score
Outside City Limits	17	80
Very High	21	83
High	14	81
Moderate	6	77
Low	11	81
Very Low	15	76



Equity Index in Action

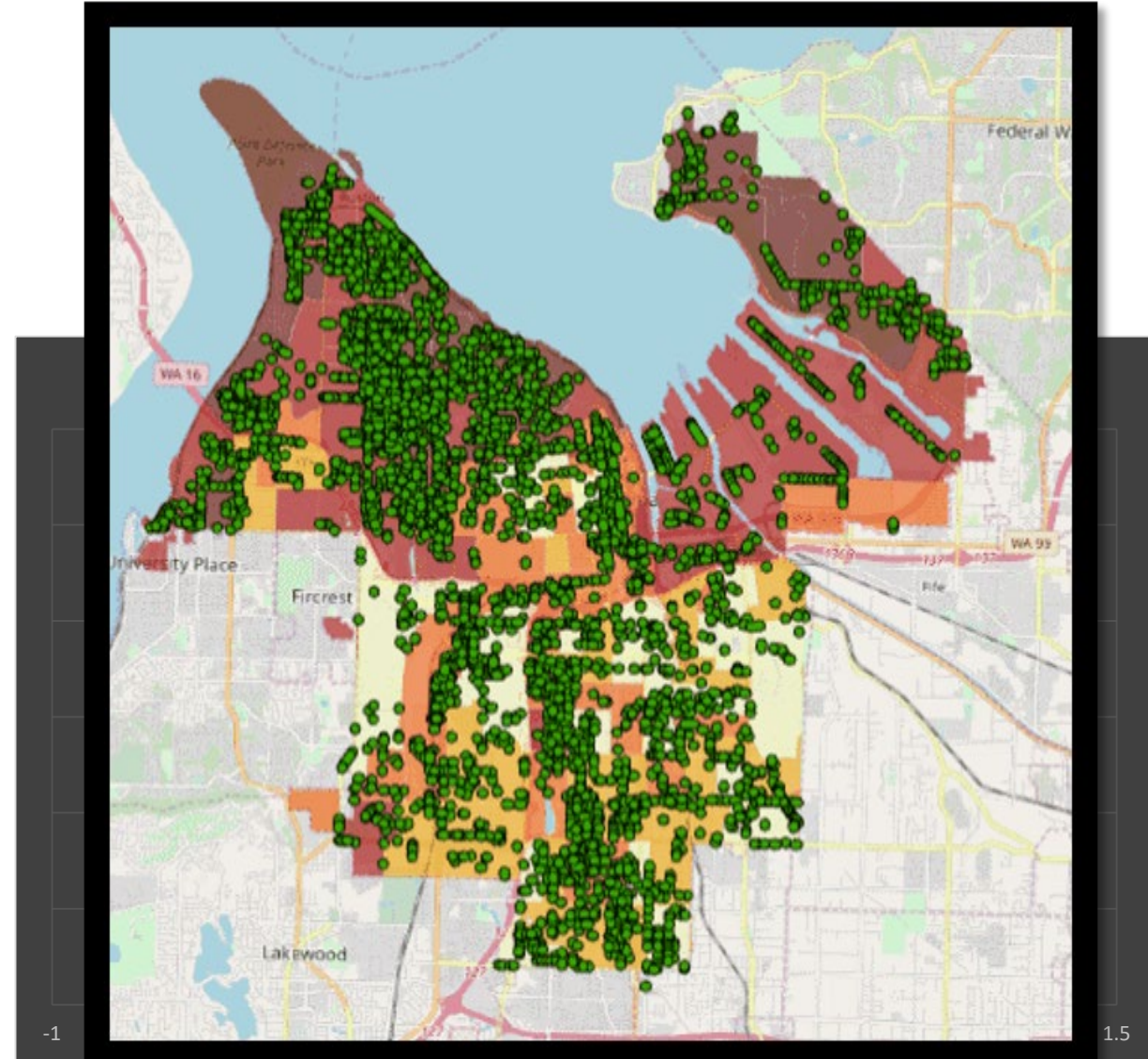


Service Delivery



- **Public Works**
 - Streetlight Placement

Raw Score	Equity Z-Score	Equity Index	Equity Modifier	Revised Score
10	-0.5	Very Low	1.17050	11.71
10	-0.25	Low	1.08525	10.85
10	0	Moderate	1.00000	10.00
10	0.75	High	0.74425	7.44
10	1.2	Very High	0.59080	5.91



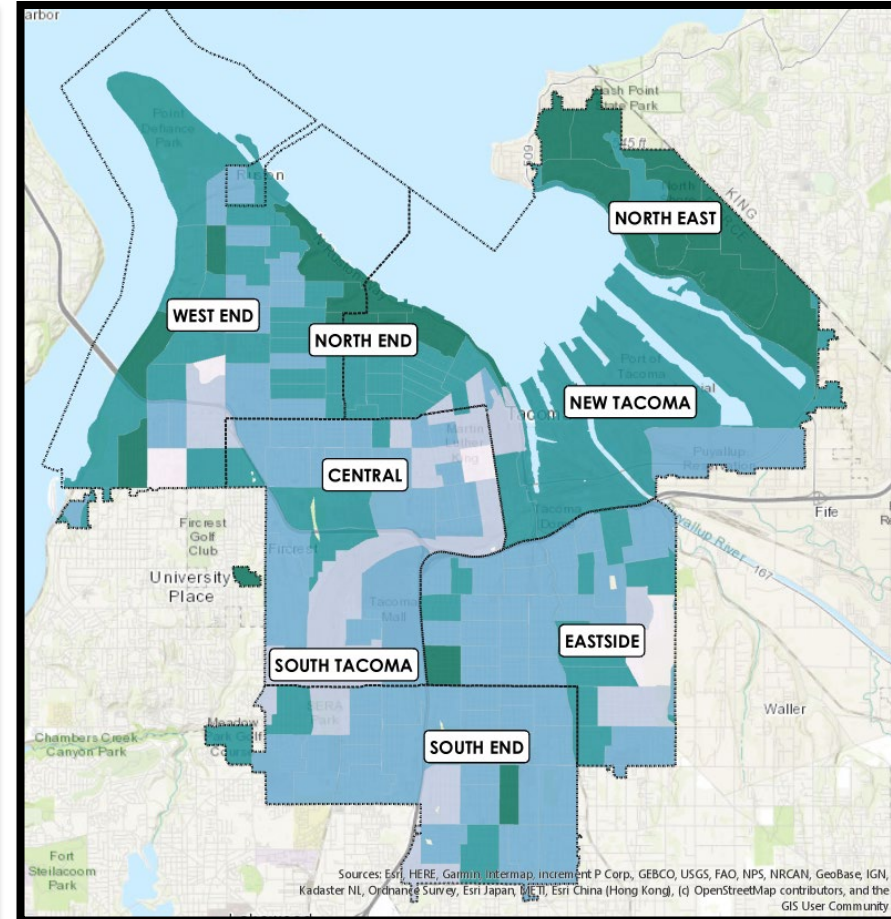
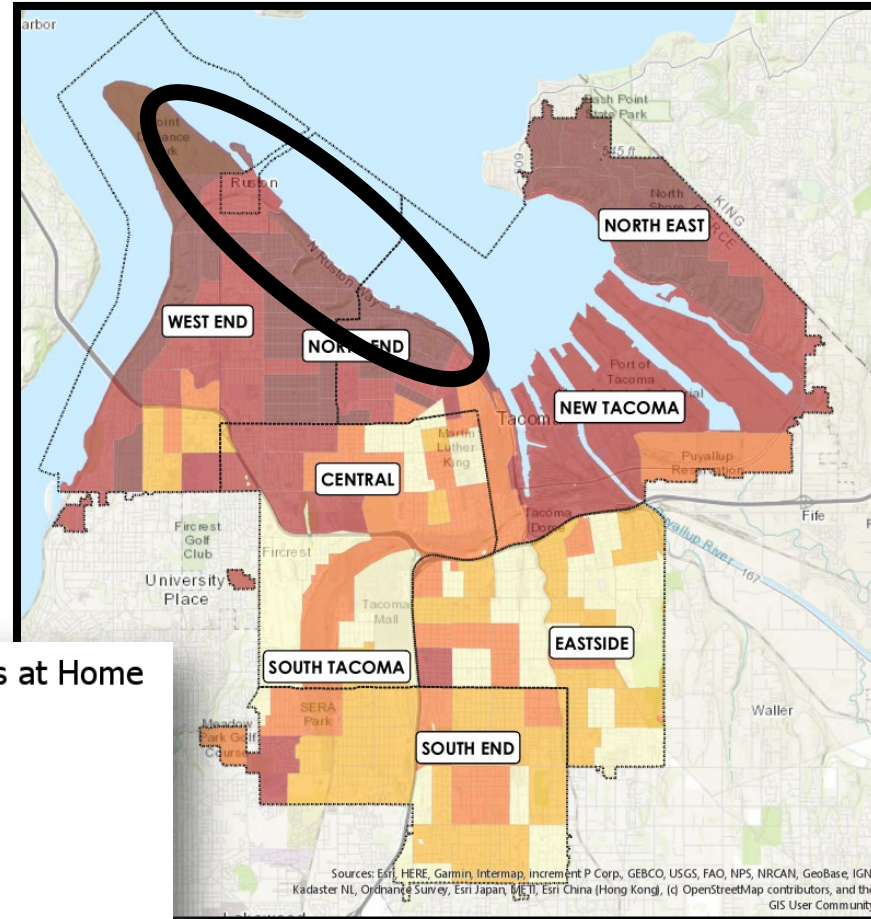
Equity Index in Action



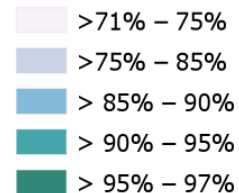
Policy Decision Making



- Information Technology
 - 5G Network Map



Tacoma Percentage of Internet Access at Home
Percentage of Home Internet Access



Equity Index in Action

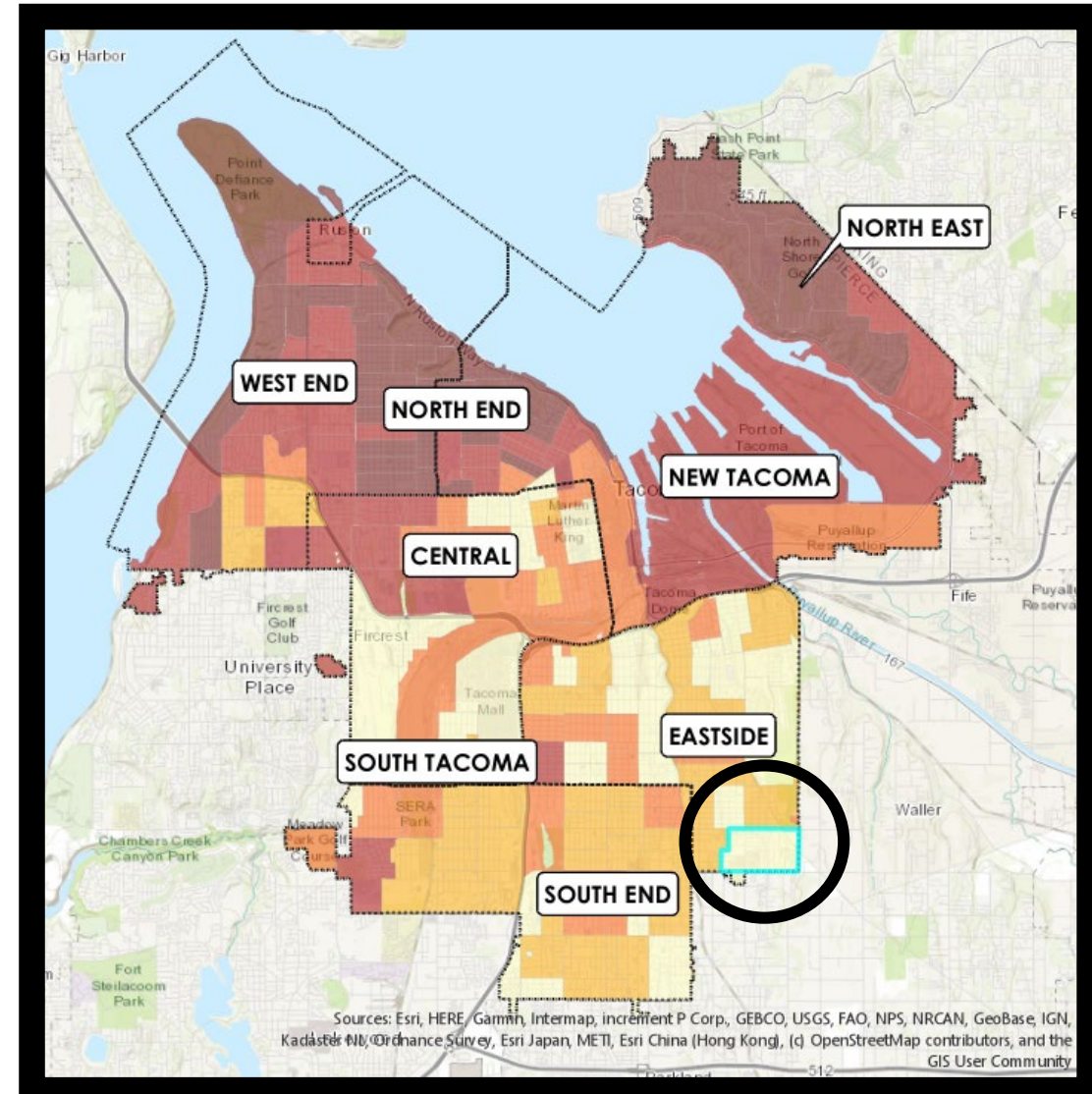


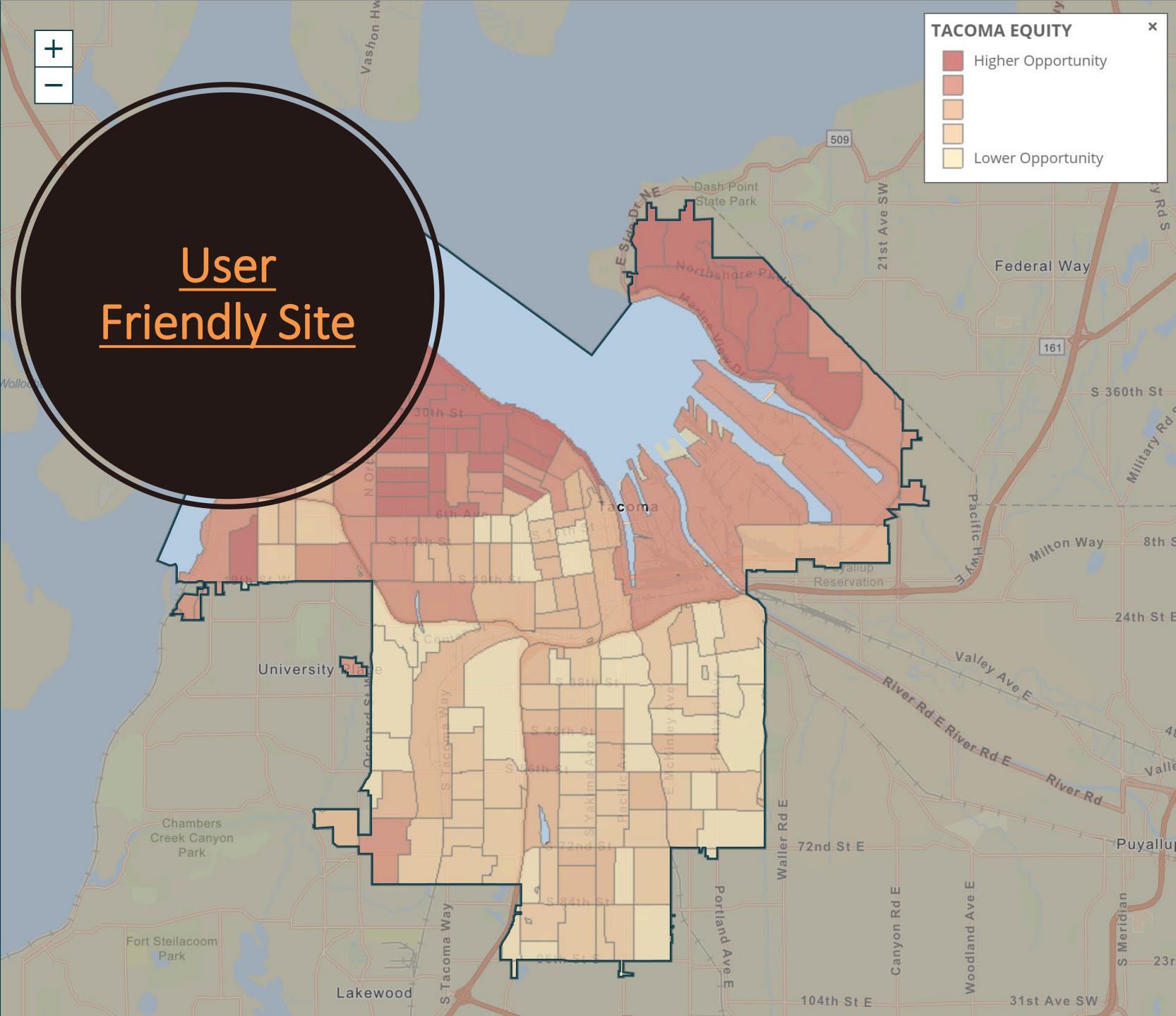
Community Engagement



- **Participatory Budgeting**
 - Very Low Opportunity Area
 - District 4: East 72nd – 56th

Equity Index Demographics	72 nd – 56 th	City Average
Population Speaking Language Other than English	48%	16%
Internet Access	89%	83%
Voting Participation	57%	65%
White, Non-Hispanic	32%	72%
Black or African American	17%	11%
Hispanic or Latinx	22%	6%





Custom Area

Equity Overview

Livability

Accessibility

Economy

Education

Overall Combined Index Value for the Selection Area:

Equity Index
MODERATE

Note: this value combines the indices of Livability, Accessibility, Economy, and Education

POPULATION
209,100

DISABLED
HOUSEHOLDS
29%

RACE & ETHNICITY

Hispanic/LatinoNon-Hispanic

White 72%

Black 11%

Native Amer 1%

Asian 10%

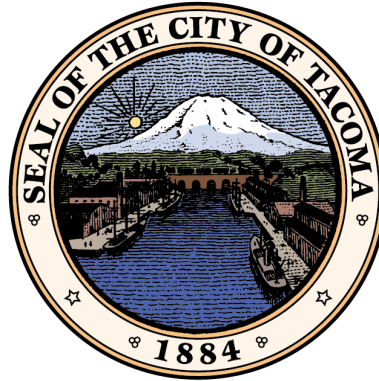
Pacific Isl 1%

Other 5%

FOREIGN POP.
16%

LIMITED ENGLISH
8%

TOP COUNTRIES OF IMMIGRATION



**Questions?
Suggestions?**

Thank You

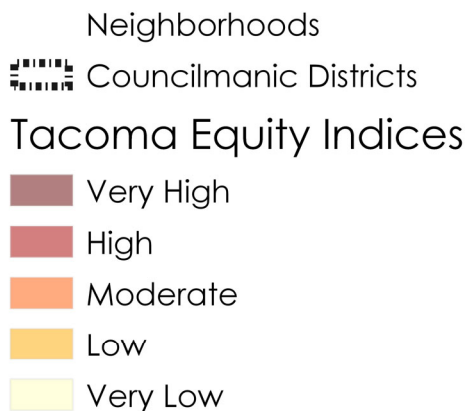
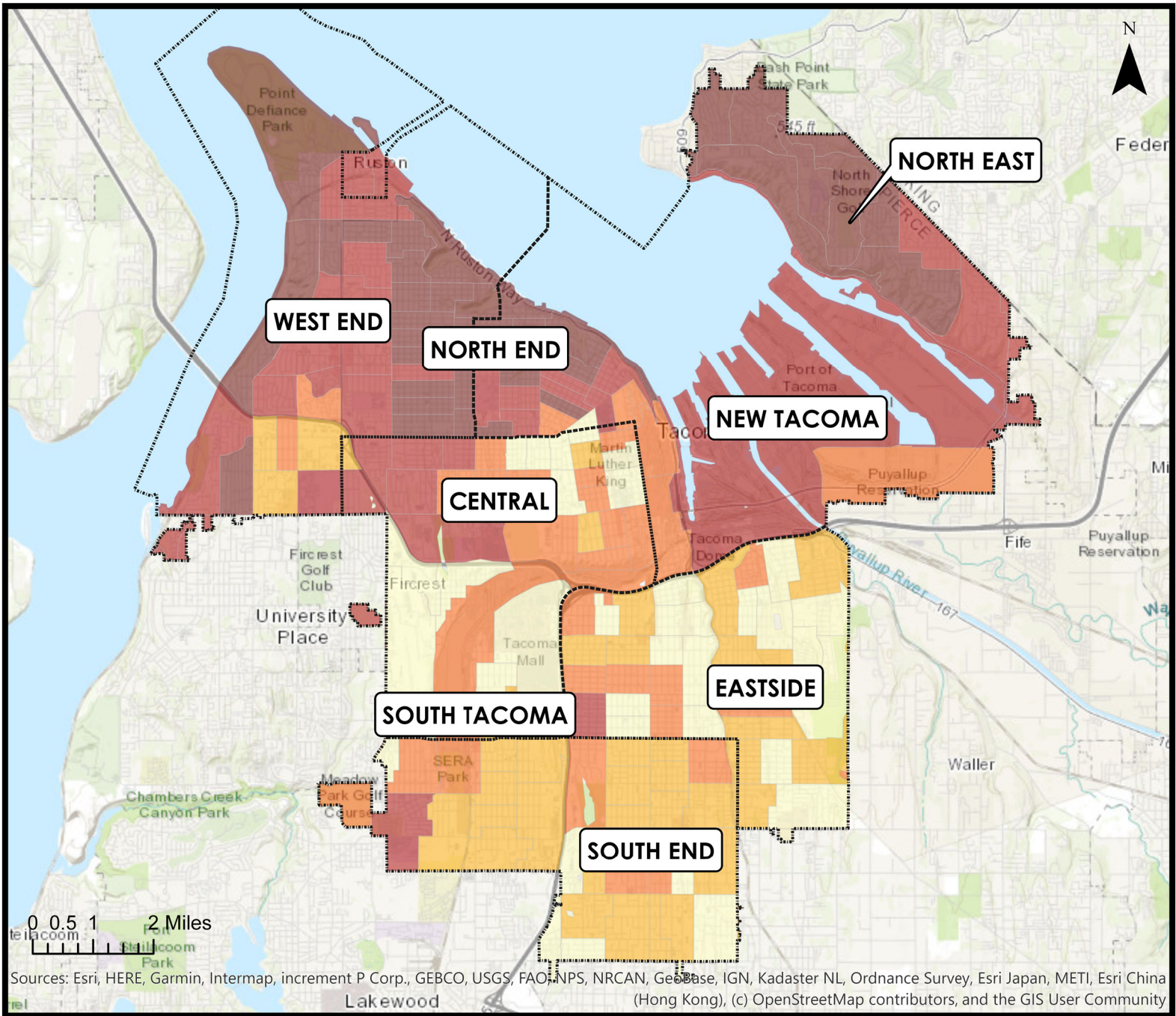
CityofTacoma.Org/Tacoma2025

CityofTacoma.Org/EquityIndex

Alison Beason
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Jacques Colon
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Equity Index



The Equity Index represents 20 indicators within four social determinant categories; Accessibility, Economy, Education, and Livability. The census block groups were classified between Very Low and Very High scores.

Opportunity is defined as a situation or condition that places individuals in a position to be more likely to succeed or excel.

Red census blocks represent communities that exceed average score among the indicators. They are labeled as such to help emphasize the disparities within the City.



Frequently Asked Questions

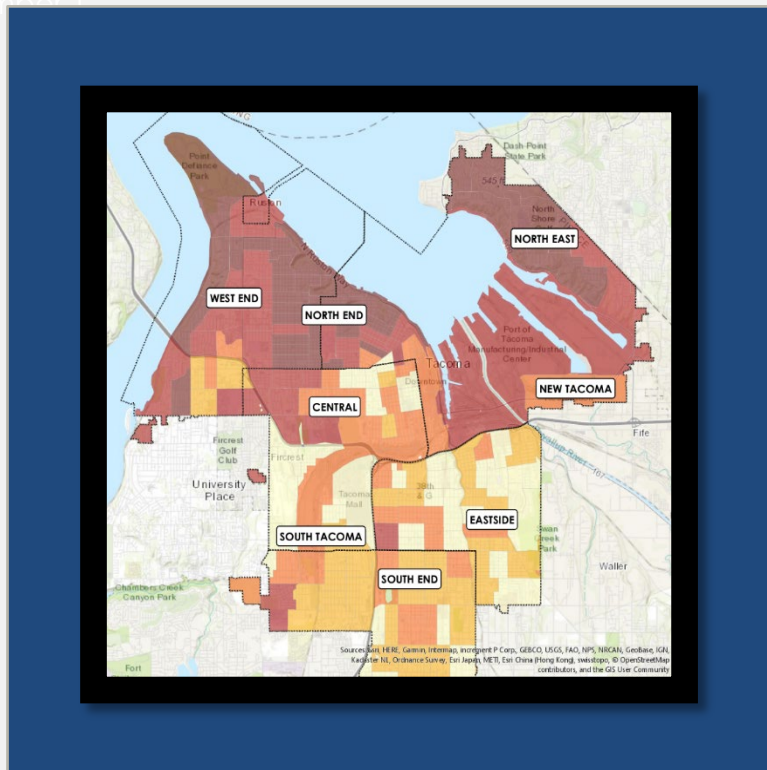
MMMM YYYY | Volume 1,
Number 1

What is the Equity Index?

The equity index is similar to opportunity mapping and highlights success and obstacles connected to upward mobility. The Index consist of 20 indicators within the Tacoma 2025 Strategic Goals: Accessibility Education, Economy, and Livability.

Why did the City create an Equity Index?

The City of Tacoma's Office of Equity and Human Rights (OEHR) was created in October 2014. The purpose of OEHR is to support the organization as we carry out the goals of the City's Equity and Empowerment framework, which was also proposed and unanimously adopted by the City Council that year.



While conducting public outreach for the Tacoma 2025 Strategic Plan, staff and consultants identified four major themes that were consistently brought up in discussions with community members: Equity, Opportunity, Partnerships, Accountability

More specifically, community members have indicated a strong desire to see “equity and racial justice”, race and social equity analysis of public programs, and support for new immigrants. This charged helped establish the goals and analysis to create the Equity Index.

How did the City create the Equity Index?

Working with Ohio State University's Kirwan Institute of Race and Social Justice, the City complied the Equity Index to help facilitate data-driven decision-making processes to enable leaders to better distribute resources and plan funding of programs and services to minimize inequities and maximize opportunities.

The indicators displayed in the Equity Index have been shown to have a direct correlation to equity. For more information, please reference the additional document on the evidence based research determinant categories. The information is measured granularly by census block group.



Accessibility:

Average Road Quality
Internet Access
Parks & Open Spaces
Transit Options & Access
Voter Participation

Education:

4 Year High School Graduation Rate
25 Age+ with Bachelors' Degree or More
Average Test Proficiency
Average Student Retention Rate

Economy

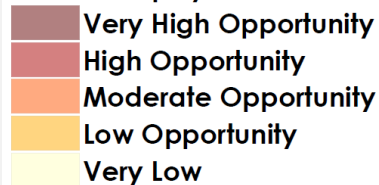
Households at 200% of the Poverty Line or Less
Median Household Income
Tacoma Jobs
Unemployment Rate

Livability

Cost Burden
Tacoma Crime Index
Tacoma Nuisance Index
Urban Tree Canopy

What does Very High or Very Low Equity mean?

Tacoma Equity Indices



Very High Equity represents locations that have access to better opportunity to succeed and excel in life. The data indicators would include high performing schools, a safe environment, access to adequate transportation, safe neighborhoods, and sustainable employment. In contrast, Low Equity areas have more obstacles and barriers within the area. These communities have limited access to institutional or societal investments with limit their quality of life.

Why is the North and West End labeled Red?

When looking at data related to equity and social justice, we want to be mindful to not reinforce historical representations of low income or communities of color as bad or negative. To help visualize the areas of high opportunity and call out the need for more equity we chose to use red and flipped the gradient to highlight disparities within the community. In addition, we refrained from using green or positive colors with referring to dominant communities (white communities).

Can I add more data and indicators to the Equity Index?

Yes, by downloading the file and uploading it to ArcGIS you can add data and indicators to the Index, and you can import the shape files into your own data base. The indicators and standard deviations are available on ArcGIS online.

Can I see additional or multiple map layers?

Within the left navigation panel, you can aggregate the index layers by social determinate categories; Accessibility, Education, Economy, Livability

How to contact for more information?

The Website is CityofTacoma.Org\EquityIndex

Please send all inquiries to Equity@CityofTacoma.org

Customer Payment Options

Utility Modernization

John Hoffman, Customer Services Operations Manager



Offering traditional & emerging payment options enhances the TPU customer experience!



TPU's payment options

Ways to pay...

- Mail (25%)
 - Customer portal – quick pay
 - Customer portal – registered user
 - Walk-up kiosks (5%)
 - Telephone - interactive voice response (9%)
 - Telephone – agent assisted
 - In-person agent assisted
- (44%)
- (12%)

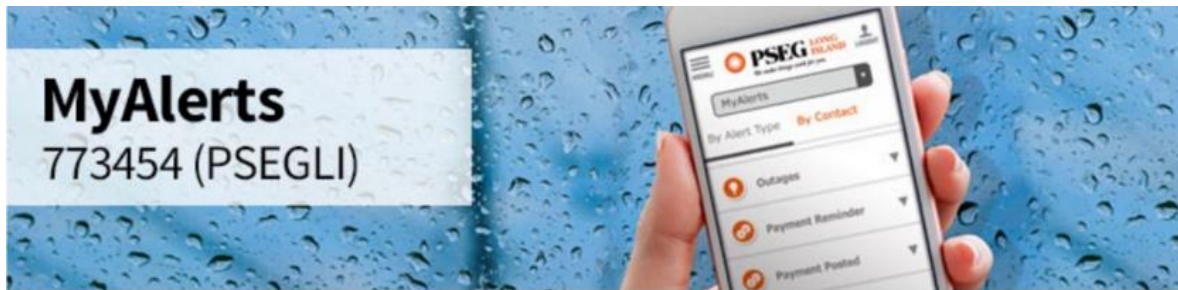
How to pay...

- Cash
- Check
- Credit card (no customer fee)
- Autopay



Emerging payment options

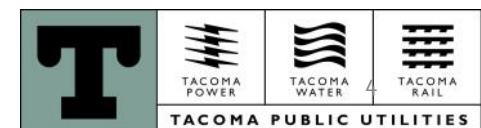
- ✓ Text to pay
- ✓ Voice assistant
- ✓ Mobile wallet
- ✓ Peer to peer transfer
- ✓ Community donations



How to Pay by Text

Making a payment is as easy as sending a text to 773454 (PSEGLI)!

- ▶ TEXT **PAY** - We'll reply back with options to select a payment amount
- ▶ TEXT **BAL** - For your account balance
- ▶ TEXT 💡 - For a quick, one-step way to pay your balance in full



Customer benefits

- Enable greater customer choice, convenience & control
- Meet rising customer expectations in a digital world
- Protect customer data
- Offer convenient payment options for all customers
 - Fully banked
 - Underbanked
 - Unbanked



Utility benefits



- Cost avoidance
- Automate/streamline payment processes
- Lessen environmental impact thru paperless bill enrollment
- Ensure compliance with PCI Data Security Standards
- Keep up with evolving EMV payment standards



Engaging TPU's customers on payment options...

- Growing paperless billing adoption
- Offering mobile payment options
- Providing personalized billing videos
- Supporting multilingual customers
- Adding new payment channels

**Paperless
Billing**



Offering multiple payment options drives utility modernization

Equitable customer service



Choice & convenience for all customers

Economic development



Simplifies engagement with TPU

Environmental leadership



Minimizes customer printing & mailing

Reliability & resiliency



Build customer trust

Advanced Meters Customer Benefits Roadmap

Updated August 2019



Customer Benefits Key

Reliability & Resiliency

Billing & Payment

Convenience

Phase 1 Functionality

To be completed by mid 2022

- 1. Basic meter to bill
- 2. Basic meter data reporting
- 3. Monthly billing
- 4. Customer meter options policy
- 5. Support for existing manual prepay process

- 1. Enhanced customer portal
- 2. Consumption data available via new portal
- 3. Enhanced outage notifications
- 4. Abnormal consumption notifications
- 5. Emergency water leak notifications

- 1. Remote meter reading
- 2. Remote disconnect/reconnect for power
- 3. Automated service order creation

Phase 1 Dependencies

- 1. Deploy AMI Network & Meters
- 2. SAP Integration
- 3. MDMS Implementation
- 4. New Customer Portal Deployment & Integration
- 5. New SAP Functionality for Fees

Phase 2 Functionality

To be rolled out between 2021 and 2023

- 1. Enhanced prepay functionality (via portal)

- 1. Asset analytics use cases
- 2. Engineering analysis & systems planning
- 3. Enhanced voltage monitoring
- 4. Revenue protection

Phase 2 Dependencies

- 1. Data Lake Integration
- 2. webMethods ESB Integrations
- 3. AMI Stabilization Work

Enabled Functionality

Features enabled by AMI not in program scope
To be prioritized after 2023

- 1. New real-time rate models
- 2. Support for multi-service prepay (water, sewer, trash)

- 1. Enhanced SAP contact center tools via CIC upgrade
- 2. Enhanced demand & load forecasting
- 3. Enhanced grid & outage mgmt. operations
- 4. Distribution automation
- 5. Smart City integration

Future Dependencies

- 1. SAP Customer Interaction Center Replacement
- 2. OMS & ESRI GIS Integration
- 3. Energy Management System Integration
- 4. SAP Configuration for New Rates
- 5. Embedded Taxes in Rates Removed from SAP

2020

2021

2022

2023

2024 and beyond...