1. Call to Order
2. Approval of Minutes
3. Informational Items and Reports
   - Report back on the Co-Chairs Meeting (Tom)
4. Discussion
   - Complete assignments of sub-committee members to each of the 3 categories we identified for strategy development.
   - Discuss subcommittee obligations
   - Develop a monthly milestone-based work plan for the next six months that results in a set of recommended strategies for the 3 areas we have identified. This plan needs to be completed prior to the Sept 22 next meeting of sub-committee chairs.
5. Recommendations to the Steering Committee
6. New Business
7. Public Comment
8. Adjournment

Zoom Information
https://us02web.zoom.us/j/9172356284?pwd=dFpsdHZGN3ZMV2VMN0FsTUIQXZaZz09

Meeting ID: 917 235 6284
Passcode: gEbc4
One tap mobile
+13126266799, *9172356284#, *, *534640# US (Chicago)
+13017158592, *9172356284#, *, *534640# US (Washington DC)

Dial by your location
+1 312 626 6799 US (Chicago)
+1 301 715 8592 US (Washington DC) +1 646 558 8656 US (New York)
+1 346 248 7799 US (Houston)  
+1 669 900 9128 US (San Jose)  
+1 253 215 8782 US (Tacoma)  

Meeting ID: 917 235 6284  
Passcode: 534640  
Find your local number: https://us02web.zoom.us/u/kKQlzmCwc
1. **Call to Order**: Meeting was called to order by Tom Pelger at 5:35pm

2. **Approval of Minutes**: Mike Seghetti moved to approve 6/13/2022 meeting minutes. 2nd by Paula Nachtrieb. Minutes approved by consensus.

3. **Informational Items and Reports**:
   - June 16 meeting of Steering & Sub-Committees - Tom & Nia reported on the June 16th meeting of all sub-committees. Each provided a brief report on their activity to date, their proposed key indicators, and potential community partners. The Steering Committee noted next steps as: completion of key indicators, beginning broader community outreach via community meetings and involvement of community allies, completing an initial strategic plan, and launch of a public dashboard and website. The city and county are looking to implement a Racial Equity Indicator Assessment Ordinance to assess decisions impact on racial justice and equity. Nia forwarded a copy of a near-final version of the PowerPoint used on June 16 to members for their information. When a final version is ready, we will forward that.
   - July 14 meeting of Steering & Sub-Committees - Tom noted that all sub-committee chairs and the steering committee will meet on July 14. Agenda topics: follow-up to the June 16 meeting, the completion of a written Annual Report, and next steps. Tom will report the outcomes of this meeting to our sub-committee members.

4. **Discussion**:
   - Follow-up with City on Economic Development - Chris Setti obtained information from Patrick Ulrich. Materials will be forwarded for information to committee
members. 48% of 2022 capital funds will be directed towards qualified census tracts.

- Phase 2 strategy development - - An emerging best practice from sub-committees’ work during Phase 1 was assigning specific tasks to small workgroups of members who would work the issue between sub-committee meetings, and bring the results of their work with recommendations back to the full sub-committee meetings for consensus approval. We reviewed a straw model rough draft of 3 potential workgroups: Jobs / Workforce Development; Minority Business Development, and Increasing Economic Activity in Marginalized Neighborhoods. Committee inputs suggested adding a review of current policies inhibiting progress in each workgroup focus area. Members volunteered for the workgroup of interest to them. Tom will solicit volunteers from those who were unable to attend Monday’s meeting, and will send out a revised version of the phase 2 deliverables workgroup draft for additional input. We will review this plan, and workgroup team assignments at our August 8th meeting and plan our next steps.

5. **Recommendations to the Steering Committee:** None.

6. **New Business:** None

7. **Public Comment:** None

8. **Adjournment:** Adjourned at 6:20pm. The next meeting will be on August 8th at 5:30. Unless communicated otherwise, we expect to be back at Greater Peoria Economic Development Council office, with a Zoom connection to those unable to join in person.
City of Peoria Fiscal Recovery Funds Spending 2022-2023:

Staff recommended the following allocations of FRF for the first two years that correspond to the next biennial budget, 2022 and 2023:

<table>
<thead>
<tr>
<th>Recommended Spending</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>$6,218,403</td>
<td>$5,160,000</td>
</tr>
<tr>
<td>Neighborhoods</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$2,400,000</td>
<td>$2,400,000</td>
</tr>
<tr>
<td>Violence Reduction</td>
<td>$1,325,000</td>
<td>$1,325,000</td>
</tr>
<tr>
<td>Health Equity (Matched by Peoria County)</td>
<td>$600,000</td>
<td>$600,000</td>
</tr>
<tr>
<td>Program Marketing/ Finance Administration</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$13,243,403</strong></td>
<td><strong>$12,185,000</strong></td>
</tr>
</tbody>
</table>

The quantitative preference of the respondents was to put additional resources into infrastructure. In reviewing the City’s infrastructure needs, for the next two years, the City could invest in sidewalks, street lighting and mill and overlay projects in the City. Most of the work would be completed within the qualified census tracts that have been hardest hit by Covid-19. This use of funding would increase the City’s sidewalk investments by 20%, accelerate street lighting programs and address needed street repairs. An effort to use “smart” technology with cameras and street lighting could work to address illegal dumping and to increase public safety. The list of projects includes:

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalks – ADA Ramps/ SINR/ Sidewalk Participation</td>
<td>$870,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>Street Lighting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nebraska: Knoxville to Wisconsin</td>
<td>$580,000</td>
<td></td>
</tr>
<tr>
<td>Glen Oak @ OSF</td>
<td>$120,000</td>
<td></td>
</tr>
<tr>
<td>Prospect: Forrest Hill to London</td>
<td></td>
<td>$250,000</td>
</tr>
<tr>
<td>SW Adams, Garden, Tyng</td>
<td></td>
<td>$550,000</td>
</tr>
<tr>
<td>Smart City Alley/Street Lighting Pilot</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Mill and Overlay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prospect: Knoxville to Belmont</td>
<td>$950,000</td>
<td></td>
</tr>
<tr>
<td>MacArthur: Moss to MLK</td>
<td></td>
<td>$400,000</td>
</tr>
<tr>
<td>Gale: University to Sheridan</td>
<td>$40,000</td>
<td>$560,000</td>
</tr>
<tr>
<td>Allen Road Reconstruction – War Memoria to Northmoor</td>
<td>$1,058,403</td>
<td></td>
</tr>
<tr>
<td>McKinley/ Harrison School Demolitions</td>
<td>$2,000,000</td>
<td></td>
</tr>
<tr>
<td>Wisconsin Avenue Reconstruction</td>
<td></td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Engineering Assistance</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,218,403</strong></td>
<td><strong>$5,160,000</strong></td>
</tr>
</tbody>
</table>
Neighborhoods

The Treasury Department has indicated that housing services to support healthy living environments and neighborhoods conducive to mental and physical wellness are eligible uses of FRF. Several programs have been identified that will support healthier living environments in the City’s neighborhoods, particularly those disproportionately impacted by Covid-19. Staff recommends $2.5 million annually for neighborhoods for 2022 and 2023. A $1.0 million Demolition/Lot Clearance program could demolish and clear approximately 75 houses annually in QCTs. Multiple studies have shown that a robust demolition program not only removes blight from neighborhoods but also improves property values, reduces gun violence, and improves health outcomes. Funding the operations of the newly created Peoria Land Bank with $300,000 annually would allow for strategic property acquisition to create future opportunities for affordable housing development and work to put abandoned properties back into the private market to increase property tax revenue in the future.

A Housing Rehabilitation program, modeled on the East Village Growth Cell TIF Housing Rehabilitation Program, but expanded to all QCTs would provide income-qualified homeowners with needed rehabilitation funds. The program would require a match by property owners, thus increasing the amount of money being invested in our neighborhoods and creating job opportunities for building trades. A broad-based $250,000 Down Payment Assistance program could provide $5,000 to home buyers for purchasing properties in QCTs, up to a housing price ceiling. The incentive would improve home ownership rates in our older neighborhoods and attract residents to the City of Peoria. A small $100,000 Competitive Mini-Grant program could allow neighborhood associations to apply for funds to be used for placemaking, community building, and to encourage more participation, such as by increasing engagement opportunities and improving neighborhood branding, all with a goal to improve the quality of life and quality of place in Peoria. Four $5,000 grants would be awarded in each Council District based on a competitive grant process.

Staff is proposing allocating some recovery funds and some annual CDBG funds to create a competitive RFP process for nonprofit agencies to submit for capital expense requests. Staff will be proposing creating an initial grant pool of $450,000. ($200,000 from the American Rescue Plan money that would come out of the Neighborhood/Community Revitalization chunk and $250,000 from CDBG funds.) Some of the most frequent requests we receive are for items such as vans to provide transportation or funds for building improvements. A minimum and maximum request would be outlined in the competitive RFP with the CDBG Public Service Commission evaluating the applications. The Commission would be instructed to provide full funding to the highest scoring applications to alleviate the burden of administering these funds on our current staff. Therefore, some applications will not be funded in the first year as is the case with any competitive grant program. If successful, we could continue to provide this program annually over the next few years as we have four years to spend the American Rescue Plan money. This type of program will have a lasting capital impact rather than just a one or two years of operating expenses, which has been a goal in allocating these funds.

Community Development would coordinate the solicitation and coordination of these programs. Grant awardees will provide fiscal and program reporting to the Community Development Department.
### Neighborhoods

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition/Lot Clearance</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Land Bank</td>
<td>$300,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>Housing Rehab</td>
<td>$400,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Non-Profit Capital Program</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Down Payment Assistance</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Neighborhood Mini Grants</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Administration</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,500,000</strong></td>
<td><strong>$2,500,000</strong></td>
</tr>
</tbody>
</table>

### Economic Development

The FRF can be used to support small businesses with loans, grants, in-kind assistance, and counseling programs, and to speed the recovery of impacted industries. FRF funds can provide assistance to unemployed workers including job training, for individuals who want and are available for work, including those who have looked for work sometime in the past 12 months or who are employed part time but who want and are available for full-time work. To that end, staff recommends an annual investment of $2.4 million to support small businesses and impacted industries.

First, $750,000 would be set aside to provide small businesses with grants and loans for working capital and capital improvements and rest support. Funds would be used for:

- Grants for exterior surface improvements and major facade renovation and reconstruction;
- Revolving Loans that complement existing loan programs, with greater flexibility to make capital more accessible;
- Rent Reduction program to offset commercial rents in key commercial corridors and encourage subletting to creative retail and dining activities;
- Grants to creative businesses.

Second, to assist unemployed workers, $750,000 would be set aside for workforce development initiatives. Funds would be used for:

- Grants to employers to provide skill-based training and retraining for unemployed workers;
- Grants to train and support individuals with interests in improving and investing in commercial and housing redevelopment projects; and
- Support of local workforce development initiatives to aid unemployed workers.

Third, $750,000 would support Peoria’s innovation economy and the growth of small business. Funds would be used for:

- $100,000 of operational support to Distillery Labs, the entity created to grow small innovative businesses. This community-focused facility will expand opportunities for entrepreneurs, students, innovators, creators, and residents from across the entire Greater Peoria region. Distillery Labs is dedicated to finding solutions to improve the health and wellness of
underserved populations, advance innovation related to food, farming, and transportation – specifically smart mobility.

- Grants for small business growth, expansion, and product development that lead to capacity building and new job creation.
- Forgivable loans to new and innovative companies focused on job creation and scaling new businesses.

Lastly, staff recommends $100,000 of partnership operational assistance for those economic development agencies that the City will enlist in rolling out these programs. An additional Administrative Assistant has been recommended to support the grant and loan activities of the Economic Development Department. Economic Development would coordinate the solicitation and coordination of these programs. Grant awardees will provide fiscal and program reporting to the Economic Development Department.

### Economic Development

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business Support</td>
<td>$750,000</td>
<td>$750,000</td>
</tr>
<tr>
<td>Assistance to Unemployed Workers</td>
<td>$750,000</td>
<td>$750,000</td>
</tr>
<tr>
<td>Small Business Innovation</td>
<td>$750,000</td>
<td>$750,000</td>
</tr>
<tr>
<td>Operations Expense – Partners</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Administration</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,400,000</strong></td>
<td><strong>$2,400,000</strong></td>
</tr>
</tbody>
</table>

**Violence Reduction**

The Treasury Department has specifically authorized evidence-based community violence intervention programs to prevent violence and mitigate the increase in violence during the pandemic as an allowable use of FRF. To that end, staff recommends that $1,325,000 annually be used to fund community violence intervention programs that have been proven to be effective at reducing violence.

Mayor Ali assembled 50 community leaders and tasked them with creating community-based solutions to address gun violence in Peoria. The community leaders are examining and reviewing violence reduction programs and will provide recommendations on programs for funding. The Mayor has also introduced an integrated model, S-Net (Safety Network), a system for connecting all programs, groups, organizations, and individuals whose work helps to address issues of violent crime in Peoria. An S-Net Coordinator has been recommended in the Police Department budget to support the violence reduction efforts.

Staff will take the information from the community task force and develop public solicitations that would be issued by the Purchasing Department. Following the review, final recommendations on programming would be presented to the City Council for approval and funding. Grant awardees will provide fiscal and program reporting to the Police Department.
Health Equity

The social determinants of health are the social and environmental conditions that affect health outcomes, specifically economic stability, health care access, social context, neighborhoods and built environment, and education access. The County of Peoria has committed $2.4 million to focus on the social determinants of health by implement evidence-based practices within Peoria’s QCTs to improve health outcomes by improving those social and environmental conditions. Staff recommends matching this investment to establish a Health Equity Fund to work towards improved health outcomes for Peorians.

The Peoria Health Equity Fund (PHEF) is focused on intentionally investing in the process of improving equity. By investing in equity processes expected outcomes include:

- Sustained and integrated improvements in health outcomes
- Ability to re-invest funds towards additional processes.
- Build capacity and skills to continuous assess equity and improve programs
- Quickly and directly impact people and neighborhoods that have experienced adversity
- Support data-driven identification of resources

By leveraging city and county funding around a shared equity model, the community can benefit from increased funding opportunities. It aligns resources, eliminates redundancy, and supports a shared approach. The combined funding would allow for meaningful and systemic approaches. PHEF would use the Peoria City-County Racial Justice and Equity Commission to determine indicators, determine health priorities through the Community Health Needs Assessment and Improvement Plan, and align funding between these areas of inequity.

The Peoria City/County Health Department will serve as administrator of the fund. PCCHD staff will coordinate the administrative, communication and functions in consultation and coordination with the Racial Justice and Equity Commission. PCCHD will provide technical support and corrective action planning through the direction of the RJE Commission. Using the RJE Commission will provide an advisory role to make recommendations on the allocations of funding that most effectively addresses health equity. Programs and efforts would be solicited by the PCCHD, and grant awardees will provide fiscal and program reporting to PCCHD.

The Treasury Department has provided the City with additional flexibility for the hardest hit, disproportionately impacted communities. Looking at the overall funding through this lens, roughly 75% of the first two years of FRF would be applicable to QCTs, thus focusing our investments where it is needed the most.
A Phased Approach to Equity in Peoria

City Budgeting for Equity & Recovery Program

Developed by:
Matt Stitt & Joe Buckshon

November 30, 2021
Action Plan Part II – Progress Update

GOAL: The City would like to develop guidelines and practices to evaluate its capital investment choices and drive expanded new investment in infrastructure to the city’s historically disinvested neighborhoods.

- Developed Action Plan Part II collaboratively
- Reviewed best and emerging practices in the Equity space, particularly as they relate to Capital Improvement Planning (CIP)
  - Case Studies included Oakland, CA, Madison, WI, South Bend, IN, Seattle, WA, and Harris County, TX
- Mapped current CIP process (to the extent possible) and divided into distinct phases
- Elevated Qualified Census Tracts (QCTs) as a key metric for tracking investment across Peoria
- Generated supplemental support concepts, such as equity-focused training and coaching engagement, that further the Action Plan goal
- Developed potential participatory capital budgeting scenarios to leverage Racial Justice & Equity Commission
- Implemented QCT-based evaluation metric in capital project descriptions

Source: “The Peoria Project – Project Prioritization Tools,” University of Illinois at Urbana-Champaign, May 2020
Why Equity is an imperative for Peoria

- Over the coming weeks and months, the Racial Justice & Equity Commission will be gathering input from the community through the various Subcommittees and providing updates and reports to City leadership.

- Without a plan to intentionally and meaningfully address the feedback from the Commission, the City risks leaving their most vulnerable populations exposed to increased environmental, health, and economic risks and, by extension, a reduced quality of life for all Peoria residents.

- In addition to the moral considerations are the very real fiscal consequences that accrue to cities with growing expenses for programs, services, and personnel costs – and declining revenues due to State and/or local limitations.
  
  - Equity is the path to building resilience into your communities – including residents, infrastructure, and the environment.

- Cities across the country have elevated best and promising practices for organizing around and defining equity for their local communities – a growing body of research shows that place-based solutions are constantly emerging and yielding massive impact.

- With availability of substantial stimulus funds targeted for equitable usages, combined with a growing recognition of equity as a priority for public sector leaders, the ongoing work by the Commission represents a tremendous opportunity to align Peoria’s values with its budgeting for a more equitable future.
Building a More Equitable Peoria
Addressing Current Citywide Limitations

CURRENT STATE

- In May 2021, the first members were appointed to the Joint Commission on Racial Justice and Equity by the City and County of Peoria.¹

- City of Peoria does have an Equity Officer position in its budget and staffing plan – however, has not yet filled the role.

- The City does not currently offer a citywide equity and inclusion training.

- Currently, there is limited investment in tools and resources – which may make reporting on and evaluating new, equitable initiatives more challenging.

FUTURE STATE

- Continue to provide resources – staff time and funding – to promote the Commission and its work to establish equitable priorities for the Peoria community.

- Recruit and engage an Equity Officer to manage City of Peoria’s equity portfolio citywide, including coordination with the Commission.²

- Establish and mandate a citywide training regimen for equity and inclusive practices, both for internal work and administration as well as program and service delivery to residents.³

- Invest in additional staff resources and tools to produce GIS analyses, improved performance management, and expanded program evaluation capacity.


² See example of leadership impact here: [https://www.gfoa.org/materials/prioritizing-community-values_gfr06211](https://www.gfoa.org/materials/prioritizing-community-values_gfr06211)

³ City Management and Mayor’s Office are currently in the process of engaging an expert to provide this service (November 2021)
# Future Phases of Equity in Capital Budgeting

## PHASE 1 (FY21-FY22)
- Inclusion of QCT variable in capital project descriptions
- Initial GIS analysis of capital investment in QCTs shows >50%\(^1\)
- City Manager incorporates QCT discussion into budget review conversations
- Mayor and City Manager identify experienced facilitator for staff equity education program

## PHASE 2 (FY22-23)
- Recruit and engage an Equity Officer
- Incorporate equitable factors into scoring for capital projects
- Implement additional equity metrics for operating and capital budgeting at the recommendation of the Commission
- Enhance reporting requirements for departments and increase frequency of reporting on equity metrics
- Introduce citywide outcomes as part of the budget process – begin measuring investment in those areas as a portion of discretionary spending\(^2\)
- Conduct citywide equity trainings and develop onboarding training / content for all employees and new hires

## PHASE 3 (FY24)
- Establish cross-government partnerships to drive equity through capital budgeting\(^3\)
- Publish a real-time equity dashboard based on Commission informed metrics\(^4\)
- Full implementation of budgeting for outcomes with an equity lens
- Incorporate equity metrics and outcomes into comprehensive planning process(es)
- Pursue partnerships with regional and national equity leaders

---

1. Based on data shared with the project team during CBER program
3. These may include Public Works, Streets, Workforce Development, and Economic Development
4. [https://app.smartsheet.com/b/publish?EQBCT=b90f65efc1d344b2be9ee13526e5236b](https://app.smartsheet.com/b/publish?EQBCT=b90f65efc1d344b2be9ee13526e5236b)

**Proposed Timeline represents recommended order of operations and is subject to change by City of Peoria project team.**
Update Metrics to Incorporate Equitable Outcomes

To accommodate equity in comprehensive planning, PFM recommends beginning with data-based methods for describing “increases” or “decreases” in equity; this might include:

- Federal government program metrics (e.g., HUD Qualified Census Tracts)
- Place-based equity priorities described in terms of metrics (e.g., in Harris County (TX), flooding is a major risk and was considered a higher priority than would be in Las Vegas, NV)
- Disaggregated program and service data, by demographics relevant to equity (e.g., gender, race / ethnicity, household income)
- Extensive use of scorecards for individual projects, departments, and even priority areas themselves (see example)
- Increased frequency of reporting by department leaders to City executives accountable for progress as well as the general public
Initial Budgeting for Outcomes Outline

- The City of Peoria has considered Budgeting for Outcomes previously (see council documentation example here).

- While this attempt was generated by City Council, any future development of Outcomes should include meaningful collaboration with the Racial Justice & Equity Commission.

- Implementation of this form of budgeting would benefit greatly from an experienced third-party to assist in shaping the process and developing clear communication strategies and training.
  
  - **Budgeting Outcomes should also clearly align with expected citywide strategy and Outcomes**

- Given Peoria’s relatively lean governmental structure and its ability to be nimble in change management, departmental collaboration should develop quicker.

---

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation asset conditions (Infrastructure and Mobility)</td>
<td>165.5</td>
</tr>
<tr>
<td>Property values (Economic Opportunity and Neighborhood Livability)</td>
<td>165</td>
</tr>
<tr>
<td>Per Capita Income (Economic Opportunity and Neighborhood Livability)</td>
<td>160</td>
</tr>
<tr>
<td>Primary (Head of Household) jobs (Economic Opportunity and Neighborhood Livability)</td>
<td>150</td>
</tr>
<tr>
<td>Crime Index (Public Safety)</td>
<td>149</td>
</tr>
<tr>
<td>Access to multi-modal transportation infrastructure (streets, sidewalks, bike lanes, bus stops, etc.) (Infrastructure and Mobility)</td>
<td>105.5</td>
</tr>
<tr>
<td>Balanced budget (status of budget and mandated reserves) (Good Government for All)</td>
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</tr>
<tr>
<td>Transportation infrastructure capital costs (Infrastructure and Mobility)</td>
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<tr>
<td>Water quality condition (Environmental Health)</td>
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<tr>
<td>Housing Conditions (Economic Opportunity and Neighborhood Livability)</td>
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</tr>
<tr>
<td>Crimes cleared (percentage of) (Public Safety)</td>
<td>91.5</td>
</tr>
<tr>
<td>Transportation safety (Infrastructure and Mobility)</td>
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<tr>
<td>Economic impact of Arts, Culture and Lifelong Learning investments (Arts, Culture and Lifelong Learning)</td>
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</tr>
<tr>
<td>Percentage of minority employees on the Police and Fire Departments (Public Safety)</td>
<td>72</td>
</tr>
<tr>
<td>Call processing time for emergency calls (Public Safety)</td>
<td>70.5</td>
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<tr>
<td>Environmental asset (trees, plants, and other green infrastructure elements) condition (Environmental Health)</td>
<td>69</td>
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<tr>
<td>Attraction and retention of employees (Good Government for All)</td>
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</tr>
<tr>
<td>Attraction and retention of leadership employees (Good Government for All)</td>
<td>65.5</td>
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<tr>
<td>Participation Rate (Utilization of Arts, Culture and Lifelong Learning offerings) (Arts, Culture and Lifelong Learning)</td>
<td>64</td>
</tr>
<tr>
<td>Environmental maintenance program performance (Environmental Health)</td>
<td>64</td>
</tr>
</tbody>
</table>

*Source: City of Peoria (IL), Budgeting for Outcomes exercise, Peoria City Council*
Proposed Logic Model for Citywide Equity Program

**Inputs**
- Investments
  - Department staff time
  - Racial Justice & Equity Commission time
  - Operating budget dollars
  - Capital budget dollars
  - Political “capital”
  - State grants / aid
  - Federal grants / aid (e.g., ARPA)
  - Philanthropic dollars
  - Institutional support (e.g., PILOTs/SILOTs)

**Activities**
- Operating and Capital Budget development process(es)
- Capital projects prioritization(s)
- Community outreach
- GIS, and other analyses
- Racial Justice & Equity Commission reports
- Program / service delivery
- Internal education and training

**Outputs**
- Short-term
  - Permits
  - S/W/MBE Procurement
  - Funding for equitable priorities
  - % of spend in QCTs
  - Improved departmental participation

- Intermediate
  - Crime Stats
  - Population Growth
  - Internet Access
  - Affordable housing access
  - Improved mobility metrics
  - Business attraction / retention

- Long-term
  - UE Rate
  - Labor Force Participation Rate
  - Assessed Home Values
  - Education levels
  - Public transit access
  - Environmental / climate resilience
  - Incarceration rates
  - Public Health outcomes

**Evaluation Framework**
Implement – Measure – Analyze – Report – Update

Proposed Logic Model for Peoria’s overall equity program.
Appendix
Further Reading & Reference on Equity Implementation

- City of Oakland, CA | [Using equity to prioritize city improvement projects](#)
- City of Austin, TX | [Equity Assessment Tool](#)
- Bloomberg Harvard | [City Leader Guide & Workbook on Equitable Economic Development](#):
- County of Sonoma (CA) | [Office of Equity webpage](#)
- City of Los Angeles, CA | [Executive Directive on Racial Equity](#)
- City of Seattle, WA | [Executive Order on Race & Social Justice Initiative](#)
- Town of San Anselmo, CA | [Request for Proposals, “Racial Equity Audit & Training”](#)
- ICMA | [Operationalizing Racial Equity: Beginning from within Your Organization](#)
- Governing.com | [Baltimore to Use Data Transparency to Gain Public Trust](#)
- Voice of San Diego (CA) | [Why some streets get paved over others](#)
- Harris County (TX) | [Using CDC SVI to prioritize funding for Small Business Relief](#) and [Flood Protection Projects](#)
**Phase 2 Deliverables**

Create strategies to address the racial inequities identified in Phase 1

- Strategy development should include “broad community input”
- Look at best practices from other communities
- Strategies can be for action by the county or city, or community partnerships

Form work groups focused on specific areas to work those and bring recommendations back to the full sub-committee for discussion.

Workgroups will comprise people whose background and interests align with the subject matter.

Workgroups will interface with other Commission Sub-Committees where there strategies and potential actions align with other Sub-Committee areas.

Proposed workgroups and initial draft of next steps:

**Jobs / workforce development** *(work team: Erik, Paula, Monica...)*

i) Organize meeting of key community-based organizations to review our findings on obstacles, potential models for replication or acceleration, things the city/county could do

   1. Gain agreement on those findings or add to / amend them, including any city/county/state policies that need to be changed
   2. Review City of Peoria plans for workforce development and training funding
   3. Determine these organizations’ willingness to be engaged in an ongoing structure as a Commission Partner

ii) Build out actions that could be taken to improve employment equity

**Economic development – Short term**

**Minority Business Development** *(work team: Marilyn, Janice, Erik...)*

iii) Organize meetings with organizations focused on minority business development - - Black Business Alliance, Black & Hispanic Chambers of Commerce, Bradley... to identify obstacles including city/county/state policies, areas for city/county support, potential strategies

   1. Determine these organizations’ willingness to be engaged in an ongoing structure as a Commission Partner
   2. Review City’s plans for small business loans / grants
   3. Develop strategies and actions to improved equity in minority business development and success
Economic development – Longer term

Increase economic activity in marginalized neighborhoods  (work team: Mike....)

iv) Organize meeting with City (& County?) to review plans for infrastructure investment in marginalized neighborhoods; review plans to attract employers and businesses to those neighborhoods

(1) Identify critical issues for strategy development, including city/county/state policies

(2) Identify willing community partners to be engaged as an ongoing Partner

(3) Develop strategies and actions to improved economic activity in marginalized neighborhoods