

Race and Equity



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Description

Established in 2020 by Ordinance through advocacy from Council President Pro Tem Monica Montgomery Steppe, the Department of Race and Equity is a deliberate step toward advancing racial and social equity in the City of San Diego. Through strategic initiatives grounded in best practices, the department will play a pivotal role in visualizing, normalizing, organizing, and operationalizing equity in policies, practices, administrative regulations, programs, and budgetary allocations. In partnership with city departments, the Department of Race and Equity will reduce and eliminate systemic racism, inequity, and barriers to fair and just distribution of resources, access, and opportunity. Led by the City's Chief Race & Equity Officer, the Department will work to advance equity and social justice initiatives that achieve measurable results.

Equity Definition:

Equity occurs with eliminating institutional racism and systemic disparities, providing everyone with equitable access to opportunity and resources to thrive, no matter where they live or how they identify.

Equality Definition:

Equality means each individual, family, neighborhood, or community is given the same resources and opportunities without recognition that each person has different circumstances.

Inclusive Equity Lens:

An Equity Lens is a set of specific questions asked to critically and thoughtfully analyze policies, programs, practices, and budget decisions to achieve equitable outcomes.

Equity Opportunity:

When a disparity is identified in a policy, program, practice, or budget decision, an Equity Opportunity emerges to promote equitable outcomes and inclusive access.

The Department of Race and Equity will operate based on the primary focus areas:

Learning and Development: Design and facilitate trainings on racial equity and inclusion with a curriculum that contextualizes historic oppression, systemic racism and implicit/explicit biases to provide City departments with tools to build equitable outcomes.

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Equity-Centered Coaching (ECC): In collaboration with the Performance & Analytics Department (PandA), the Department of Race & Equity will provide Equity-Centered Coaching to drive an inquiry-driven approach that leads to action and strategy development by providing support to City departments to execute tailored Tactical Equity Plans.

Inclusive Community Engagement: The Department of Race & Equity will partner with each City department to cultivate an intentional approach to inclusive engagement by creating a space for community members to contribute their lived experience and ideas to transform local government policies, programs, practices and budget decisions. Inclusive Community Engagement includes an allocated investment to organizations through a Community Equity Fund to produce equitable outcomes to address structural neglect and institutional racism.

Creating Equitable Outcomes: The Department of Race & Equity will utilize data to measure the progress of defined equitable goals and strategies.

The Department of Race and Equity is currently engaging in a strategic planning process to cultivate community engagement to inform the development of additional goals, strategies, and key performance indicators (KPI). The Department will release developed KPIs to quantify the impact of equity initiatives, policies, administrative regulations, programs, and budget allocations. The KPI targets will be set to track progress towards achieving the Department's objectives.

The mission is:

The Department of Race and Equity will address all forms of disparities experienced by individuals in San Diego. The Department will intentionally create a culture of inclusivity by advancing equitable outcomes; dismantling policies, procedures, and budget decisions that perpetuate inequity and systemic racism.

Goals and Objectives

Goal 1: Create and support a City workforce that is the driving factor in creating equitable outcomes

- Lead with an Equity Commitment Model to guide each Department towards producing equitable outcomes to eliminate disparities in systems, in addition to cultivating inclusive work environments.

Goal 2: San Diego will be an anti-racist local government that operationalizes equity as the way the City does business

- Integrate an equity lens into key institutional practices across each Department.

Goal 3: Improve the City's ability to provide inclusive engagement to all communities

- Promote equity and inclusion within all communities by promoting mutual understanding, self-awareness, and connection to City Departments through the creation of an Inclusive Public Engagement Guide.
- Release a \$3 million Community Equity fund that will be awarded to community-based organizations through an application process.

Goal 4: Use locally and nationally recognized research and data-driven practices to support the City's progress toward delivering equitable outcomes

- Partner with State and Local academic institutions to implement rigorous evaluation and research components to inform best practices to promote equitable outcomes.

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Budget Equity Impact Statement	
Budget Equity Lens Summary Base Budget	Budget Equity Lens Summary Budget Adjustment
<p><i>Is there an opportunity to adjust the department's ongoing Base Budget to address disparity?</i></p> <p>Yes</p> <p>In our partnership with Performance & Analytics Department (PandA), we have rolled out an intentional Equity Commitment Model to move each Department toward creating measurable KPIs. The Equity Commitment Model is connected to an internal change management strategy that includes shifting subjective decision-making to an objective data-driven approach to produce equitable outcomes. The positions allocated to the base budget is a direct investment in our team's capacity to provide learning and development sessions and Equity-Centered Coaching. To address disparities, the Program Manager and Program Coordinator positions will operate the Budget Equity Framework to provide trainings and tools to prepare City departments to systematically integrate an Equity Lens into budget proposals, adjustments, and requests. Each City department will apply an Equity Lens when requesting budget adjustments in each budget cycle, in addition to evaluating how base budget appropriations will be utilized. The Chief Race and Equity Officer will release a 3 million dollar Community Equity fund to community-based organizations through a competitive application process.</p>	<p><i>Do the Budget Adjustments address a disparity?</i></p> <p>No</p> <p>No approved budget adjustments.</p>

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Key Performance Indicators

Performance Indicator	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	Goal
Percent of City employees who engaged in at least one DRE Learning and Development offering	N/A	N/A	N/A	N/A	9%	80%
Percent of City departments with Tactical Equity Plans	N/A	N/A	N/A	N/A	90%	100%
Percent of City departments with 20+ hours of Equity Centered Coaching sessions around Budget Equity and Tactical Equity Plans	N/A	N/A	N/A	N/A	90%	100%
Percent of adopted budget adjustments that actively address identified disparities	N/A	N/A	N/A	N/A	N/A	25%
Percent of new or existing policies and practices developed or revised with an Inclusive Equity Lens ¹	N/A	N/A	N/A	N/A	N/A	100%
Number of clients served by the Community Equity Fund who live in neighborhoods located in a Community of Concern area that scores between 0 and 60 on the Climate Equity Index	N/A	N/A	N/A	N/A	N/A	500
Number of Technical Assistance sessions provided to Community Equity Fund recipients	N/A	N/A	N/A	N/A	N/A	6
Number of programs provided by the Community Equity Fund	N/A	N/A	N/A	N/A	N/A	25
Percentage of Community Equity Fund awarded to community-based organizations	N/A	N/A	N/A	N/A	N/A	100%
Percent of DRE learning and development offerings with rigorous evaluation components that were developed in partnership with academic and research institutions	N/A	N/A	N/A	N/A	N/A	100%

1. An Inclusive Equity Lens is a set of specific questions we ask to critically and thoughtfully analyze policies, programs, practices, and budget decisions to achieve equitable outcomes

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Department Summary

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
FTE Positions (Budgeted)	3.00	7.00	7.00	0.00
Personnel Expenditures	\$ 207,021	\$ 980,702	\$ 1,283,559	\$ 302,857
Non-Personnel Expenditures	21,891	1,796,890	1,787,010	(9,880)
Total Department Expenditures	\$ 228,911	\$ 2,777,592	\$ 3,070,569	\$ 292,977
Total Department Revenue	\$ 23,550	\$ -	\$ -	-

General Fund

Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Race & Equity	\$ 228,911	\$ 1,277,592	\$ 1,570,569	\$ 292,977
Total	\$ 228,911	\$ 1,277,592	\$ 1,570,569	\$ 292,977

Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Race & Equity	3.00	7.00	7.00	0.00
Total	3.00	7.00	7.00	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	\$ 302,857	\$ -
Support for Information Technology Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	13,583	-
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	6,703	-
Operating Expense Reduction Reduction of non-personnel expenditures due to finalizing department start-up operations.	0.00	(30,166)	-
Total	0.00	\$ 292,977	\$ -

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Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
PERSONNEL				
Personnel Cost	\$ 161,280	\$ 716,012	\$ 999,424	\$ 283,412
Fringe Benefits	45,741	264,690	284,135	19,445
PERSONNEL SUBTOTAL	207,021	980,702	1,283,559	302,857
NON-PERSONNEL				
Supplies	\$ -	\$ -	\$ 16,000	\$ 16,000
Contracts & Services	12,414	291,999	245,836	(46,163)
<i>External Contracts & Services</i>	8,951	287,010	224,714	(62,296)
<i>Internal Contracts & Services</i>	3,463	4,989	21,122	16,133
Information Technology	5,665	4,891	19,674	14,783
Energy and Utilities	405	-	1,900	1,900
Other	3,406	-	3,600	3,600
NON-PERSONNEL SUBTOTAL	21,891	296,890	287,010	(9,880)
Total	\$ 228,911	\$ 1,277,592	\$ 1,570,569	\$ 292,977

Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20001101	Department Director	1.00	1.00	1.00	\$ 89,589 - 339,372	\$ 211,548
20001234	Program Coordinator	0.00	2.00	2.00	36,489 - 198,900	236,776
20001222	Program Manager	2.00	4.00	4.00	67,740 - 249,134	551,100
FTE, Salaries, and Wages Subtotal		3.00	7.00	7.00		\$ 999,424

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Fringe Benefits				
Flexible Benefits	\$ 6,460	\$ 53,200	\$ 67,100	\$ 13,900
Insurance	942	-	-	-
Long-Term Disability	709	3,302	3,527	225
Medicare	2,428	13,678	14,493	815
Other Post-Employment Benefits	5,549	39,823	39,823	-
Retiree Medical Trust	403	2,359	2,497	138
Retirement 401 Plan	1,583	9,434	9,995	561
Retirement ADC	25,936	130,084	133,023	2,939
Risk Management Administration	1,004	8,155	9,009	854
Unemployment Insurance	242	1,200	1,139	(61)
Workers' Compensation	484	3,455	3,529	74
Fringe Benefits Subtotal	\$ 45,741	\$ 264,690	\$ 284,135	\$ 19,445
Total Personnel Expenditures			\$ 1,283,559	

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Community Equity Fund (CEF)

Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Office of Race & Equity	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -
Total	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -

Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
NON-PERSONNEL				
Contracts & Services	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -
<i>External Contracts & Services</i>	-	1,500,000	1,500,000	-
NON-PERSONNEL SUBTOTAL	-	1,500,000	1,500,000	-
Total	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -

Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Rev from Money and Prop	\$ 23,550	\$ -	\$ -	\$ -
Total	\$ 23,550	\$ -	\$ -	\$ -

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Revenue and Expense Statement (Non-General Fund)

Community Equity Fund (CEF)	FY2022 Actual	FY2023* Budget	FY2024** Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 3,011,050	\$ 3,034,600	\$ 3,060,884
TOTAL BALANCE AND RESERVES	\$ 3,011,050	\$ 3,034,600	\$ 3,060,884
REVENUE			
Revenue from Use of Money and Property	\$ 23,550	\$ -	\$ -
TOTAL REVENUE	\$ 23,550	\$ -	\$ -
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 3,034,600	\$ 3,034,600	\$ 3,060,884
OPERATING EXPENSE			
Contracts & Services	\$ -	\$ 1,500,000	\$ 1,500,000
TOTAL OPERATING EXPENSE	\$ -	\$ 1,500,000	\$ 1,500,000
TOTAL EXPENSE	\$ -	\$ 1,500,000	\$ 1,500,000
BALANCE	\$ 3,034,600	\$ 1,534,600	\$ 1,560,884
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 3,034,600	\$ 3,034,600	\$ 3,060,884

* At the time of publication, audited financial statements for Fiscal Year 2023 were not available. Therefore, the Fiscal Year 2023 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2023 Adopted Budget, while the beginning Fiscal Year 2023 balance amount reflects the audited Fiscal Year 2022 ending balance.

** Fiscal Year 2024 Beginning Fund Balance reflects the projected Fiscal Year 2023 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2023.