



# **Office of Ethics & Integrity**



# Office of Ethics & Integrity



## Department Description

The Office of Ethics and Integrity (OEI) is composed of five programs: Ethics and Integrity, Diversity Commitment, Human Relations Commission (HRC), Citizens' Review Board on Police Practices (CRB), and Disability Services.

The Ethics and Integrity portion of the Office extends to all employees in departments under the direction of the Mayor and provides leadership and guidance to employees regarding the City's ethics-related rules and regulations. The office provides ethics training and resources for classified and unclassified staff and also oversees an employee hotline where employees can confidentially report waste, fraud, abuse, or other unethical behavior.

The internally-focused Diversity Commitment supports the creation of an environment where differences are valued and all City employees are productive parts of a high performing team delivering services to the community. Externally, HRC was established to conduct and promote activities that foster mutual respect, understanding and that protect basic human and civil rights and to create an atmosphere that promotes amicable relations among all members of the San Diego community.

The CRB seeks to increase public confidence in, and effectiveness of, the San Diego Police Department through review and evaluation of serious complaints, officer-involved shootings, and in-custody deaths.

Disability Services works to ensure that every facility, activity, benefit, program and service operated or funded by the City is fully accessible to, and usable by, people with disabilities in accordance with the Americans with Disabilities Act (ADA), as well as other federal, state and local access codes and disability rights laws.

The Department's mission is:

*To strengthen the City's Ethical Climate so that honor is cherished, personal integrity, and ethical courage are the cultural norms and all employees are supported and encouraged to use their judgment and initiative in the conduct of ethical practices in the workplace*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

**Goal 1: Increase employee commitment to, knowledge and awareness of a strong ethical culture**

The Department will move toward accomplishing this goal by focusing on the following objectives.

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- Promote and support a strong ethical culture
- Provide appropriate tools to each City department to assist in their exercise of due diligence to prevent and detect misconduct

## ***Goal 2: Ensure credibility and impartiality of civilian oversight of the San Diego Police Department and uphold appeal rights and procedures related to police-regulated occupations and businesses***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Coordinate hearings for police-regulated occupations and businesses
- Raise visibility and awareness of the Citizens' Review Board with the public, city officials, and community organizations

## ***Goal 3: Ensure ADA compliance City-wide and strengthen and enhance trust and credibility between the disability community and the City***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Develop and oversee City-wide ADA projects annually
- Manage and coordinate all disability-related complaints and requests City-wide
- Provide program management on new construction, alteration projects, curb ramps, sidewalks, and signals
- Ensure community participation

## ***Goal 4: Develop a culturally competent inclusive leadership and workforce***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support cultural competency and inclusive leadership
- Support accountability for inclusive leadership
- Assist with the reconciliation of diversity-related problems in departments

## ***Goal 5: Promote human and civil rights, cultural proficiency, community connectedness and acceptance of all persons***

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Encourage and support relationships between different organizations and sectors (public, private and community)
- Provide regular organized information on social justice issues of concern in underserved communities to Mayor and City Council
- Promote understanding and inclusion, sensitize the community to social justice issues and enhance civic engagement

# Service Efforts and Accomplishments

Ethics and Integrity conducted “Fostering and Promoting Open & Honest Communication” ethics training for all unclassified leadership, and an Executive Leadership Ethics Roundtable for the Mayor’s executive team. In addition, Ethics and Integrity created and distributed the Employee Code of Conduct Handbook, a comprehensive guide to the City’s policies and procedures intended to help employees become familiar with the City’s ethical framework. Finally, the office launched the pilot of its online ethics training, with full roll-out beginning in Fiscal Year 2008.

The Diversity Commitment was reinvigorated with the inclusion of cultural competence and inclusive leadership on unclassified performance evaluations, the creation of a “train the trainer” facilitator program, and a well-attended special event with anti-racist author Dr. Robert Jensen.

The HRC was actively involved in addressing many arenas in the area of human relations, including healthcare disparities, immigration, hate crimes, and regional human relations issues. After a record turnout at the January 2007 All People’s Breakfast, the Commission successfully transitioned responsibility for organizing the event to a community organization.

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The CRB continued to focus on training and educational efforts for police officers, board members, and the community at large. This outreach includes targeted recruitment to maintain the diversity of Board membership, informational materials printed in Spanish, and presentations at police lineups.

Successful recruitment of a candidate with significant experience in disability issues and program oversight positioned the Disability Services Program to build momentum as \$10 million was allocated for ADA compliance, up from approximately \$1.1 million the year before.

## Budget Dollars at Work: Performance Expectations

### Goal 1: Increase employee commitment to, knowledge and awareness of a strong ethical culture

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Number of employees who have completed compliance-based ethics training per fiscal year	36	3,300	3,300
2. Percent of respondents to the Ethics Culture Survey that sought guidance from the City of San Diego's ethical policies and procedures, a person within the City of San Diego or another City of San Diego resource	52%	75%	90%
3. Percent of respondents to the Ethics Culture Survey that feel confident in being well-prepared to handle situations that could lead to violations of City ethics policies and procedures	57%	75%	95%

### Goal 2: Ensure credibility and impartiality of civilian oversight of the San Diego Police Department and uphold appeal rights and procedures related to police-regulated occupations and businesses

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of complaints in which the Citizens' Review Board on Police Practices renders a decision within 30 days of assignment to Review Team	85%	90%	100%
2. Percent of officer-involved shooting cases in which CRB renders a decision within 60 days of assignment to Review Team	85%	90%	100%
3. Percent of hearings set within 30 days from the date of receipt of the appeal or from the granting of the hearing	100%	100%	100%

### Goal 3: Ensure Americans with Disabilities Act (ADA) compliance City-wide and strengthen and enhance trust and credibility between the disability community and the City

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent increase in number of complaints resolved	56	42	44
2. Number of curb ramps assessed and placed in Geographic Information Systems (GIS)	N/A	40	225
3. Number of facilities surveyed for compliance with ADA standards	N/A	25	75

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## Goal 4: Develop a culturally competent inclusive leadership and workforce

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Number of special diversity events targeted to management employees	1	2	3
2. Number of in special diversity events targeted to the general workforce	1	1	2

## Goal 5: Promote human and civil rights, cultural proficiency, community connectedness and acceptance of all persons

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Number of training sessions and community events that the Human Relations Commission initiated or had active involvement	24	24	30

## Budget Dollars at Work: Sizing and Workload Data

	FY2005	FY2006	FY2007	Estimated FY2008	Target FY2009
<b>Workload Data</b>					
Number of staff members that participated in ethics training at Supervisors Academy and Project Management Academy	N/A	125	150	175	175
Number of managers who participated in "Fostering and Promoting Open & Honest Communication" ethics training	N/A	N/A	225	N/A	225
Number of employees trained through ad hoc ethics training sessions	N/A	N/A	120	350	350
Number of staff members that participated in the Diversity Commitment's Diversity University	175	210	165	165	165
Number of staff members that participated in diversity training at Supervisors Academy	100	100	125	125	125
Number of employees trained through ad hoc diversity training sessions	210	200	176	150	150
Number of forums/public hearings that Human Relations Commissioners initiates/supports per year	2	2	2	2	2
Number of citizen complaints/inquiries received by the CRB	202	221	293	N/A	N/A
Number of case reviews conducted by the CRB	80	65	47	60	70
Number of shooting reviews conducted by the CRB	5	6	7	10	6
Number of police regulated business appeal hearings coordinated by CRB	15	51	27	30	40
Number of facilities surveyed for ADA compliance	12	10	8	30	75
Number of ADA projects managed annually by Disability Services	17	8	10	34	16
Number of on-site inspections for ADA compliance conducted by Disability Services	150	75	125	218	240
Number of information and research calls received by Disability Services	250	320	400	300	325
Number of special events reviewed for ADA compliance	100	120	150	375	400

# Office of Ethics & Integrity

## Department Summary

Office of Ethics & Integrity				
	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED	FY 2008-2009 CHANGE
Positions	7.00	14.00	<b>13.00</b>	(1.00)
Personnel Expense	\$ 790,191	\$ 1,587,760	\$ <b>1,498,257</b>	\$ (89,503)
Non-Personnel Expense	\$ 404,492	\$ 812,777	\$ <b>610,066</b>	\$ (202,711)
<b>TOTAL</b>	\$ 1,194,683	\$ 2,400,537	\$ <b>2,108,323</b>	\$ (292,214)

## Department Staffing

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>GENERAL FUND</b>			
<b>Office Of Ethics &amp; Integrity</b>			
ADA	0.00	5.00	<b>5.00</b>
Citizen's Review Board	2.00	2.00	<b>2.00</b>
Diversity	1.50	1.00	<b>1.00</b>
Ethics	1.50	4.00	<b>3.00</b>
Human Relations Commission	2.00	2.00	<b>2.00</b>
<b>Total</b>	<b>7.00</b>	<b>14.00</b>	<b>13.00</b>

## Department Expenditures

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>GENERAL FUND</b>			
<b>Office Of Ethics &amp; Integrity</b>			
ADA	\$ -	\$ 944,098	\$ <b>759,534</b>
Citizen's Review Board	\$ 273,007	\$ 271,445	\$ <b>262,255</b>
Diversity	\$ 483,220	\$ 423,501	\$ <b>274,232</b>
Ethics	\$ 151,382	\$ 498,275	\$ <b>570,535</b>
Human Relations Commission	\$ 283,959	\$ 280,448	\$ <b>274,036</b>
Office of Ethics & Integrity	\$ 3,115	\$ (17,230)	\$ <b>(32,269)</b>
<b>Total</b>	\$ <b>1,194,683</b>	\$ <b>2,400,537</b>	\$ <b>2,108,323</b>

# Office of Ethics & Integrity

## Significant Budget Adjustments

### GENERAL FUND

Office Of Ethics & Integrity	Positions	Cost	Revenue
<b>Salary and Benefit Adjustments</b>	0.00 \$	63,758 \$	0
Adjustments to reflect the annualization of the Fiscal Year 2008 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.			
<b>Increase in Support for Paratransit Program</b>	0.00 \$	30,184 \$	0
Increase in annual support for Paratransit Program due to the Americans with Disabilities Act (ADA).			
<b>Revised Revenue</b>	0.00 \$	0 \$	(35,365)
Adjustment to reflect Fiscal Year 2009 revenue projections.			
<b>Non-Discretionary</b>	0.00 \$	(2,429) \$	0
Adjustments to expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.			
<b>Support for Information Technology</b>	0.00 \$	(5,466) \$	0
Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
<b>Vacancy Savings</b>	0.00 \$	(38,636) \$	0
Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2009 due to personnel transition and salary differentials for new employees.			
<b>Office of the City Auditor Transfer</b>	(1.00) \$	(96,107) \$	0
Transfer of 1.00 Associate Management Analyst to the Office of the City Auditor.			
<b>Savings from the Five-Year Financial Outlook</b>	0.00 \$	(243,518) \$	0
Adjustments to personnel and non-personnel expenses, and revenue as a result of budget reductions discussed in the City's Five-Year Financial Outlook. These reductions are further described in Volume I, "Budget Overview and Schedules".			

## Expenditures by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>PERSONNEL</b>			
Salaries & Wages	\$ 540,926	\$ 1,057,957	\$ 998,161
Fringe Benefits	\$ 249,265	\$ 529,803	\$ 500,096
<b>SUBTOTAL PERSONNEL</b>	\$ 790,191	\$ 1,587,760	\$ 1,498,257

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## Expenditures by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 369,774	\$ 782,604	\$ 587,683
Information Technology	\$ 14,328	\$ 10,322	\$ 2,955
Energy/Utilities	\$ 5,930	\$ 5,391	\$ 4,968
Equipment Outlay	\$ 14,460	\$ 14,460	\$ 14,460
<b>SUBTOTAL NON-PERSONNEL</b>	<b>\$ 404,492</b>	<b>\$ 812,777</b>	<b>\$ 610,066</b>
<b>TOTAL</b>	<b>\$ 1,194,683</b>	<b>\$ 2,400,537</b>	<b>\$ 2,108,323</b>

## Revenues by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>GENERAL FUND</b>			
Charges for Current Services	\$ -	\$ 375,365	\$ 340,000
Transfers from Other Funds	\$ 484,101	\$ 484,101	\$ 484,101
<b>TOTAL</b>	<b>\$ 484,101</b>	<b>\$ 859,466</b>	<b>\$ 824,101</b>

## Salary Schedule

### GENERAL FUND

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<i>Class</i>	<i>Position Title</i>	<i>FY 2008 Positions</i>	<i>FY 2009 Positions</i>	<i>Salary</i>	<i>Total</i>
1100	Accountant III	1.00	<b>0.00</b>	\$ -	-
1107	Administrative Aide II	1.00	<b>1.00</b>	\$ 50,492	\$ 50,492
1218	Assoc Management Analyst	1.00	<b>1.00</b>	\$ 64,335	\$ 64,335
1601	Construction Estimator	1.00	<b>1.00</b>	\$ 65,184	\$ 65,184
1612	Org Effectiveness Specialist III	1.00	<b>1.00</b>	\$ 71,648	\$ 71,648
1752	Project Officer II	1.00	<b>1.00</b>	\$ 92,598	\$ 92,598
1876	Executive Secretary	3.00	<b>3.00</b>	\$ 52,009	\$ 156,027
2153	Deputy Chief	1.00	<b>1.00</b>	\$ 150,010	\$ 150,010
2164	Assistant Deputy Chief	1.00	<b>1.00</b>	\$ 90,002	\$ 90,002
2262	Disability Services Coord	1.00	<b>1.00</b>	\$ 85,000	\$ 85,000
2268	Executive Director	2.00	<b>2.00</b>	\$ 93,744	\$ 187,488
	Vacancy Savings	0.00	<b>0.00</b>	\$ -	\$ (33,301)
	Ex Perf Pay-Unclassified	0.00	<b>0.00</b>	\$ -	\$ 1,671
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 17,007
	<b>Total</b>	<b>14.00</b>	<b>13.00</b>	<b>\$</b>	<b>\$ 998,161</b>
<b>OFFICE OF ETHICS &amp; INTEGRITY TOTAL</b>		<b>14.00</b>	<b>13.00</b>	<b>\$</b>	<b>\$ 998,161</b>