

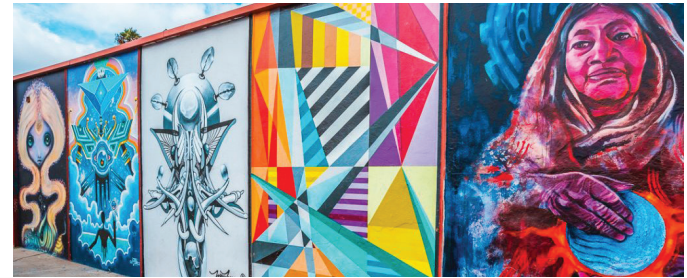


The City of
SAN DIEGO

THE DEPARTMENT
OF RACE & EQUITY

Four-Year Strategic Plan

(2024-2028)





THE DEPARTMENT OF RACE & EQUITY'S FOUR-YEAR STRATEGIC PLAN

Dear Community Members,

The Department of Race & Equity (DRE) was built on a vision and promise to foster the audacity to bring liberation to a government system that historically thrived on institutional racism. There is a lot to unpack on the road to dismantling institutional racism, and structural inequity that we will have to travel together to address disparities to redesign equity into local government. DRE is excited to unveil our Strategic Plan which serves as the road map on our journey toward equity. This Strategic Plan aligns our vision, mission, values, priorities, goals, and objectives to drive equity into the organizational fabric of our everyday work. The elements outlined in this plan are used to integrate our Operationalizing Equity model to move forward five bold goals to support city departments with guided steps to remove disparities caused by structural neglect and institutional racism.

We share this Strategic Plan in the spirit of trust and transparency – inviting all interested stakeholders to join us on this journey as we work toward a city where everyone can thrive no matter where they live or how they identify. The road may not always be easy, a fact that only deepens our gratitude to community and colleagues as we move forward together.

This opportunity to remove disparities is exciting, and it is also explicitly connected to an unwavering commitment to inclusive change. It is not a zero-sum competition where one person can only win if another loses. The work is both hard and meaningful and, above all, we are committed to having conversations, creating connections, and working together to solve complex problems driven by our Operationalizing Equity model.

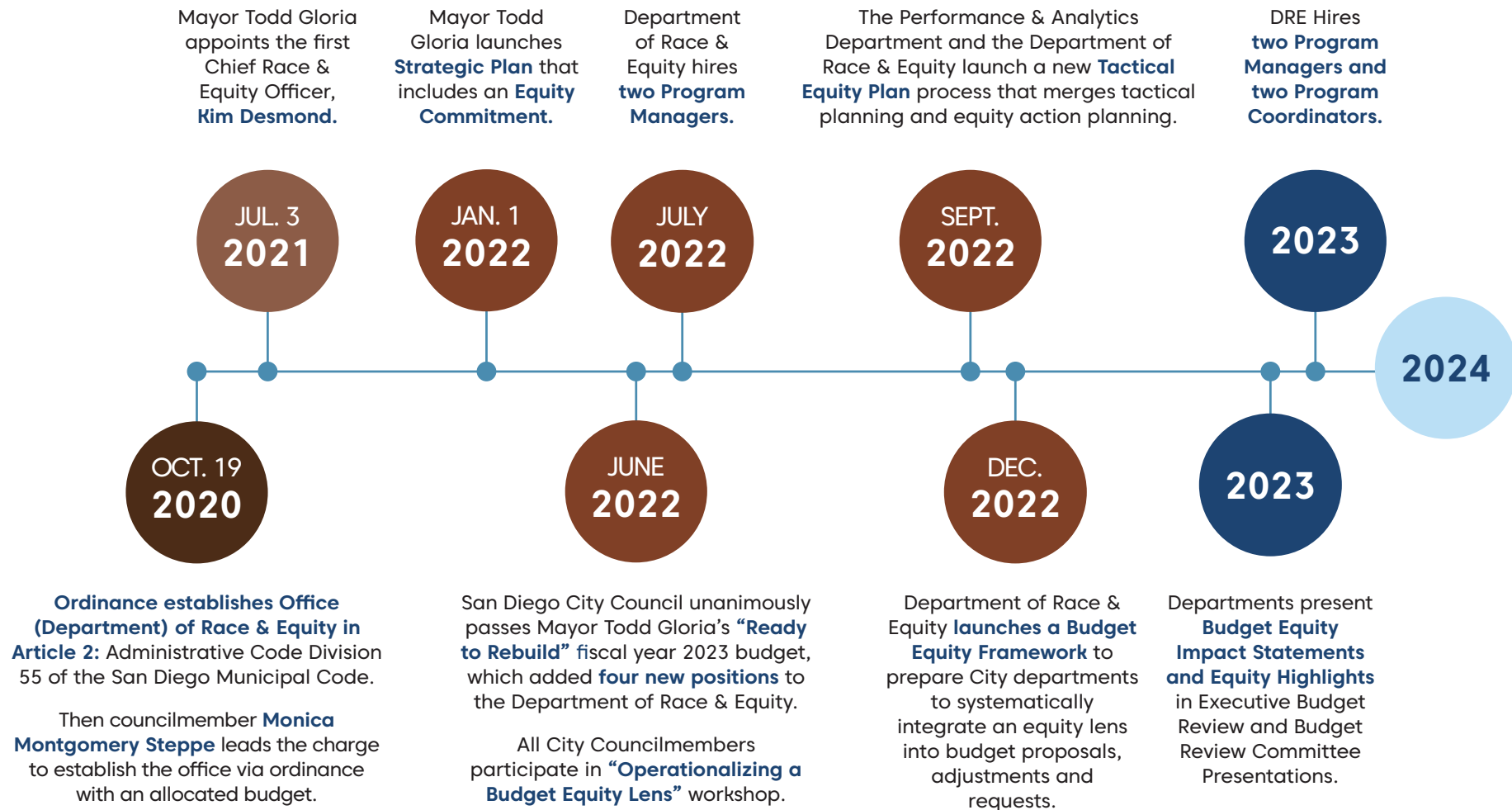
Race and equity work is a historic journey that connects our collective humanity beyond the aspiration of justice, which relies on charting a deliberate path toward creating equitable and inclusive systems without disparities...we will do this together, one step at a time, as we are the solution for tomorrow.

Sincerely,

Department of Race & Equity Team

HISTORY

Established in 2020 by ordinance through advocacy from then Councilmember Monica Montgomery Steppe, the Department of Race & Equity is a deliberate step toward advancing racial and social equity in the City of San Diego. The work to set up the Department of Race & Equity structurally was a major accomplishment for the City of San Diego; therefore, it is important to document the journey here in San Diego via this timeline.



Our Mission

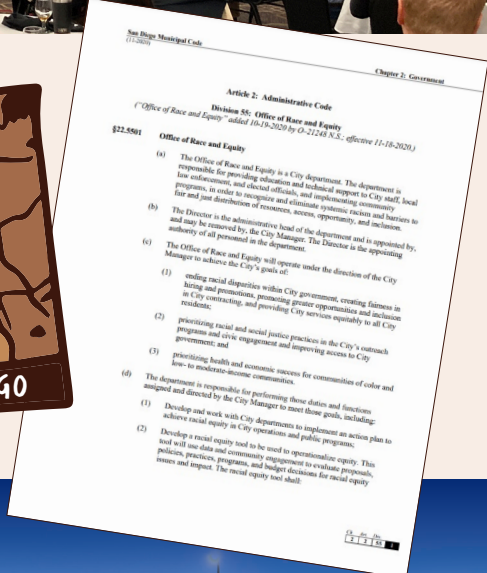
The Department of Race & Equity will address all forms of disparities experienced by individuals in the City of San Diego.

Our Vision

Intentionally create a culture of inclusivity by advancing equitable outcomes dismantling policies, procedures, and budget decisions that perpetuate inequity and systemic racism.



Source: Department of Race & Equity Staff Retreat (2024)



Source: [Top] City of San Diego Leading to Transform Academy (2024), [Middle] City of San Diego Municipal Code (2020), [Bottom] City of San Diego, Environmental Services Department, Sanitation Workers

Our Values

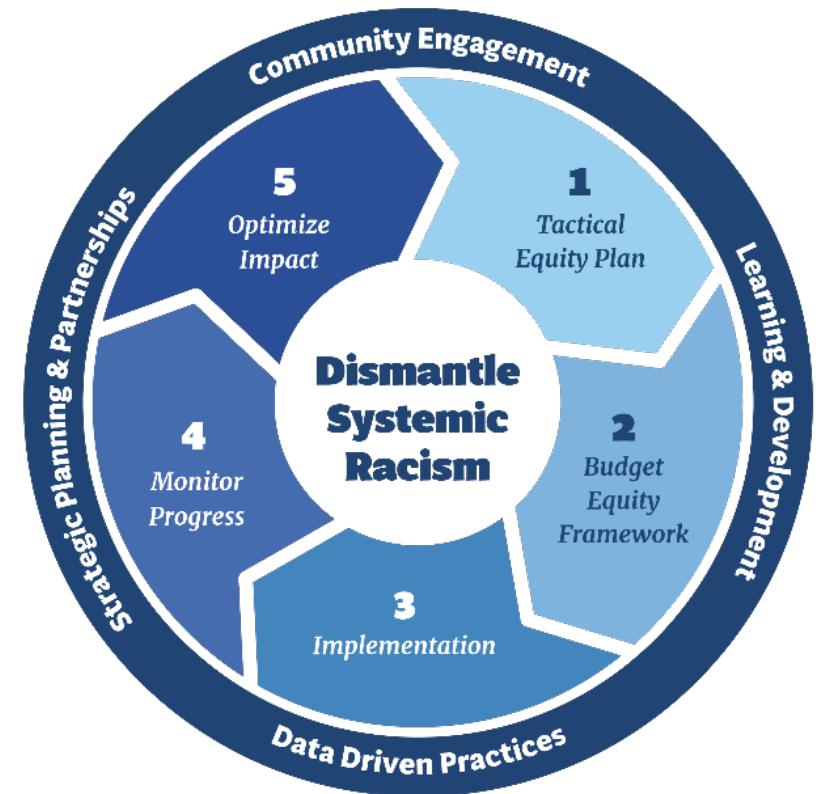


Value	Definition	What this means to DRE	Applicable Quote
Collective Shared Humanity	Acknowledging that every human needs to be seen, heard, recognized for who they are, taken into account, valued, and given the chance to live a life of hope, freedom and fairness.	The South Africa philosophy of ubuntu is: <i>"I am because we are."</i> We believe in valuing the humanity and inherent worthiness in each of us, and that this connects us.	Frances Ellen Watkins Harper: <i>"We are all bound up together in one great bundle of humanity, and society cannot trample on the weakest and feeblest of its members without receiving the curse in its own soul."</i>
Integrity	When used to describe a person, it refers to the concept of living by one's values and principles - being true and authentic to your code of beliefs or worldview.	Showing up consistently in every space, regardless of who's in the room - this stems from an inner sense of "wholeness." Being a person of your word - taking seriously the commitments that you make and diligently following through on them.	Brené Brown: <i>"Integrity is choosing courage over comfort; choosing what is right over what is fun, fast, or easy; and choosing to practice our values rather than simply professing them."</i>
Trust	Firm belief in the reliability, truth, ability, or strength of someone or something.	Trust as earned over time, and not an assumed given. We are humbly committed to earning each other's trust, knowing that it will take time to build up. We have each others' backs through all ups and downs.	Simon Sinek: <i>"A team is not a group of people who work together. A team is a group of people who trust each other."</i>
Pivot	An adjustment or modification made (as to a product, service, or strategy) in order to adapt or improve.	We understand that failure is a critical part of the journey toward success. We commit to failing together and failing forward by using new data to drive new action. We embrace adaptive challenges and tackle them as a collective.	Eric Ries: <i>"A pivot is a change in strategy without a change in vision."</i>

Understanding Operationalizing Equity

This Department of Race & Equity's 4-Year Strategic Plan aligns our vision, mission, values, priorities, goals, and objectives to drive equity into the organizational fabric of our everyday work. The elements outlined in this plan are used to integrate our Operationalizing Equity model to move forward five bold goals to support city departments with guided steps to remove disparities caused by structural neglect and institutional racism. In partnership with department directors, this plan will be used to implement Tactical Equity Plans using intentional Equity Centered Coaching to monitor progress toward eliminating disparities.

The Operationalizing Equity model provides a comprehensive approach to addressing systematic gaps or disparities through cultivating opportunities to strengthen policies, practices, and city services within each department. The Operationalizing Equity model conceptualizes a five step process, guided by four overarching domains to redesign local government systems to produce equitable outcomes.



Operationalizing Equity Model Domains

- 1. Strategic Planning and Partnerships:** DRE is committed to working collaboratively with internal and external entities to create a sustainable network of support and synergy toward achieving equitable outcomes that are long term and far reaching.
- 2. Learning and Development:** DRE designs and facilitates expansive training modalities on racial equity and inclusion to empower city employees, departments, and our local government with the relevant tools to build equitable outcomes. Our Learning and Development curriculum contextualizes historic oppression, systemic racism, and implicit and explicit biases within the history of the City of San Diego and the United States more broadly.
- 3. Data Driven Practices:** Utilizing data consists of using collected observations or measurements represented as text to capture experience, numbers, or metrics to track progress toward achieving distant outcomes.
- 4. Community Engagement:** DRE cultivates partnerships to create an intentional approach to inclusive engagement by creating a space for community members to contribute their lived experiences and ideas to transform local government policies, programs, practices and budget decisions.

Operationalizing Equity Model Steps

1. **Tactical Equity Plan (TEP):** The key function of a TEP is to capture goals and identify discrete objectives that each department can pursue to eliminate equity gaps.
2. **Budget Equity Framework:** Works in tandem with key terms, trainings, and tools to empower City Departments to accurately and succinctly communicate, and advocate for, their equity needs through the budget development process.
3. **Implementation:** Each department will sustain individual equity teams to guide the implementation of TEP goals and objectives.
4. **Monitor Progress:** To monitor the effectiveness of each action step outlined in TEP's, the DRE team will provide monthly Equity Centered Coaching (ECC) to support departments and their teams with documenting progress to eliminate disparities.
5. **Optimize Impact:** To build capacity for staff to take into consideration the complexities and incremental budget allocations that are needed to strategically sustain and build equitable systems, DRE will partner with departments to scale impact to sustain structural change.



Equity Factors

Equity factors are a strategic approach used for the purpose of applying an equity lens to the City of San Diego’s operations at the departmental and organizational levels. Informed by the consistent and pervasive force of structural racism, Equity Factors appropriately frame policy, practice, and budget decisions with the goal of addressing racial disparities to produce equitable outcomes. Equity factors provide an effective means to explore how equity currently operates within the context of each department’s operations, and at a comprehensive citywide level to address the impact in the following areas: Access, Assets, Neighborhood Demographics, and Process.

Key Terms

The below terms are used to build capacity for staff to take into consideration the complexities and incremental budget allocations that are needed to strategically sustain and build equitable systems as we deploy the Operationalizing Equity model.

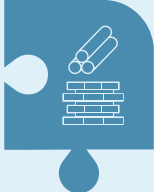
Equity	Equality	Equity Lens
<p>Equity: An outcome that occurs when institutional racism and systemic disparities are eliminated, providing everyone with equitable access to opportunity and resources to thrive, no matter where they live or how they identify.</p>	<p>Equality: Each, individual, family, neighborhood or community is given the same resources and opportunities without recognizing that each person has different circumstances.</p>	<p>Equity Lens: Critical and thoughtful analysis of policy, program, practice, and budget decisions as they relate to equitable outcomes.</p>



ACCESS

- Enhance access to City services or programs, and schools, (i.e. trash and recycling collection, parks and recreation, library, safety response, etc.)
- Interpretation and translation

ASSETS



Infrastructure: streets, sidewalks, miles of levees, miles of pipes, miles of channels, miles of street sweeping annually, watersheds, pump stations, safety assets, drain structures, facilities, etc.



NEIGHBORHOOD DEMOGRAPHICS

- Communities of concern
- Structurally excluded communities

PROCESS



- Budget Equity
- Tactical Equity Plans
- Policy

Goal #1

Support City departments with equity-centered practices to inform departmental and Citywide policies, practices, programs, and budgetary decisions.



Overview	
<p>In 2022, in response to internal stakeholder feedback, the Performance & Analytics Department and the Department of Race & Equity launched a new Tactical Equity Plan (TEP) process that merges tactical planning and equity action planning. TEPs are the first step in operationalizing equity as they enhance department capability to think through the necessary operational, policy, program, practice and budget conditions needed to create equal and equitable outcomes for inclusive City services. Utilizing TEPs and Equity Centered Coaching, the City embedded the Budget Equity Framework into the FY24 and FY25 budget cycles. The department will continue building and revising the tools and touchpoints necessary to support City departments adopting and implementing an equity mindset. An operational impact to consider is the small size and capacity of the DRE team.</p>	
Objective	Strategic Objective Overview
1.1 - Tactical Equity Plan	Work with City departments to implement an action plan to achieve racial equity in City policies, operations and public programs.
1.2 - Equity Centered Coaching (ECC)	Support City departments and offices with their Tactical Equity Plans (TEP) and other department processes through frequent coaching sessions and ongoing communications with the department director and key stakeholders that make up the department's Equity Teams.
1.3 - Equity Lens Toolkits	Continuously apply an equity lens to evaluate budget decisions to build equitable policies, practices, and programs.
1.4 - Internal Engagement	Create a direct pipeline for City staff outside of Equity Teams to engage with DRE and learn about race and equity initiatives that include employee listening sessions and focus groups.
1.5 - Strategic Department Partnership	Develop and launch key projects with City of San Diego departments.

Goal #2

Engage with our local community as well as regional and national organizations, governments, and practitioners to showcase and maximize our collective impact working toward equity and anti-racism.



Source: *Governing for All: California, A GARE Statewide Convening (2023)*

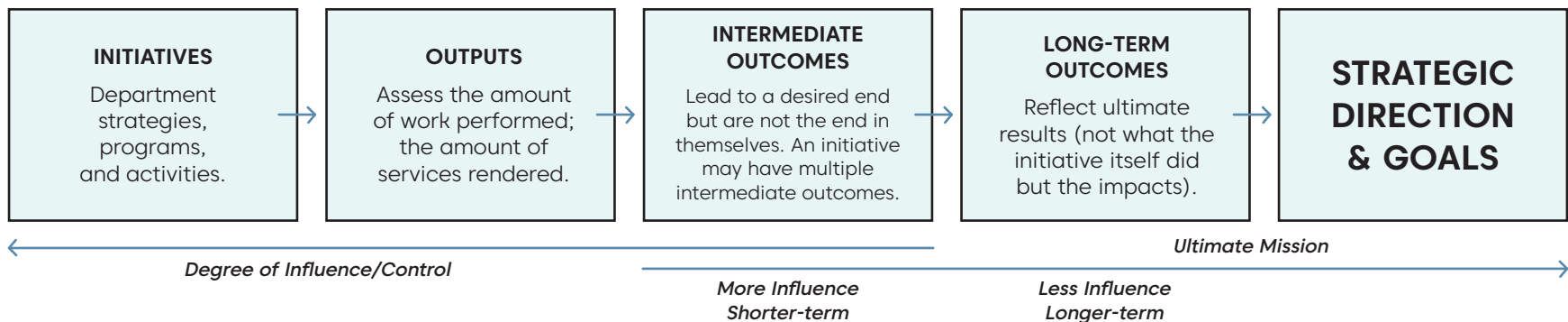
Overview	
<p>The Department of Race & Equity was founded shortly after the founding of the County of San Diego’s Office of Racial Equity & Justice (OERJ); a key collaborative touchpoint between these two offices was launching the Partner & Strategy Circle, a space for individuals and organizations to engage with both offices and provide feedback about their development while building community. As a member of the Government Alliance on Race & Equity (GARE), the DRE team engages with fellow government practitioners via conferences; expanding DRE’s network and best practices while simultaneously sharing lessons learned within the City of San Diego. The department has established working relationships with the People Lab at Harvard Kennedy School of Government and the Possibility Lab at UC Berkeley and looks to establish a local partner in the future. A robust network of partners strengthens the collective impact of DRE, and the department must practice inclusive engagement, actively soliciting and implementing local input from individuals that reflect the demographics of San Diego and subject matter expert input from impactful partners.</p>	
Objective	Strategic Objective Overview
2.1 - External Engagement	Create interactive and passive opportunities for the public to directly engage with DRE staff to continuously receive updates about TEP’s, budget equity and our approach to providing racial equity training to city employees.
2.2 - Government Partnerships	Cultivate partnerships with city, state and federal government offices/departments to sustain and move race and equity outcomes.
2.3 - Non-government Partnerships	Cultivate partnerships with individuals, practitioners and organizations that are focused on anti-racism and promoting equitable outcomes.
2.4 - Academic Partnerships	Cultivate and sustain partnerships with academic institutions to evaluate learning and development offerings and racial equity toolkits.

Goal #3

Leverage locally and nationally recognized research and data-driven practices to support the City’s progress toward delivering equitable outcomes.



Overview	
<p>DRE partnered with the People Lab from the Harvard Kennedy School due to the need for rigorous evaluation of the City’s operations to reimagine evidence-based policymaking within local government. This collaboration allowed DRE to enhance inclusivity within the Citywide Employee Sentiment Survey by gathering more comprehensive and representative data, ensuring that the voices and experiences of all City staff are heard and considered in our efforts to promote belonging as each employee promotes equitable outcomes to meet the unique needs within each neighborhood.</p>	
Objective	Strategic Objective Overview
3.1 - Data Use Agreement	Partner with academic partners to evaluate the impact of DRE initiatives, while preserving privacy of City employees.
3.2 - Data Dashboards	Track and publish data inputs and outcomes of DRE initiatives onto department website so stakeholders can see the impact of internal and external initiatives. Update on quarterly basis.
3.3 - Randomized Control Trials (RCT)	Evaluate citywide trainings via RCTs to inform best practices and promote equitable outcomes.
3.4 - Employee Survey Data Integrity	Update and standardize survey creation, deployment and review processes to eliminate influence of flawed results on decision-making.



Goal #4

Design and facilitate educational offerings on racial equity, inclusion, and anti-racism to equip city employees, departments, and our local government with the relevant tools to build equitable outcomes.



Source: Race & Equity Academy Foundations Training Prototype (2023)

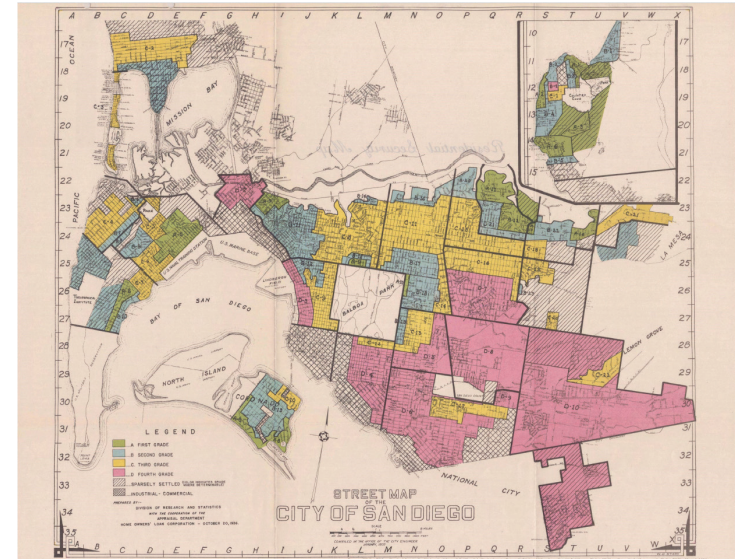
Overview	
<p>DRE has designed and launched a variety of trainings with custom learning outcomes in service of operationalizing equity within the City:</p> <ul style="list-style-type: none"> • Implicit Bias Training for “Employ and Empower” Intern Supervisors and City Management Fellows to advance equity and inclusion in the workplace. • Budget Equity Training for department leaders to implement the Budget Equity Framework. • Race and Equity Academy Foundations Training for all City employees to advance equity and inclusion in the workplace. • Race and Equity Innovation Lab for all attendees of Race & Equity Academy Foundations to activate on learnings and reflections via Tactical Equity Plans. • Leading to Transform Training for supervisors, managers and anyone who leads a team to advance equity and inclusion in the workplace. <p>With 12,000+ City employees working across various sites and degrees of scheduling flexibility, a significant operational goal for citywide trainings includes providing accessible sessions that honor employee barriers related to facilities, transportation, language, schedules, and more.</p>	
Objective	Strategic Objective Overview
4.1 - Citywide Trainings	Develop a menu of virtual and in-person race and equity trainings accessible to all City employees and evaluate the impact to systems transformation.
4.2 - Leadership Trainings	Develop a menu of race and equity offerings specifically designed for City employees who are supervisors or in leadership positions.
4.3 - Operationalizing Equity Model Trainings	Design and facilitate training sessions to support City departments to implement protocols into their operations to sustain the Operationalizing Equity model.
4.4 - Tactical Equity Plan (TEP) Training	Design and facilitate training sessions for City departments to implement an action plan to achieve racial equity in City operations and public programs.

Goal #5

Provide funding and programming opportunities to address complex disparities and reduce the disproportionate impacts of systemic racism on structurally excluded communities.

The map to the right depicts historic redlining in San Diego. Redlining is the practice of denying people access to credit because of where they live, even if they are personally qualified for loans.

Source: Federal Home Owners Loan Corporation (1936)



Overview

In FY24, in partnership with the Economic Development Department (EDD), the Department of Race & Equity awarded capacity-building grants (totaling \$75,400) across three community-based organizations serving structurally excluded communities in San Diego. DRE will partner with the City Council to administer the Youth Care & Development Fund which was allocated to the FY25 Council Administration budget. An operational impact to consider when funding capacity-growing organizations include providing technical assistance as they navigate the City’s procurement and contracting process.

Objective

5.2 - Youth Care & Development Fund (\$1 Million)

Strategic Objective Overview

Contract with select non-profit organization(s) to provide structurally excluded adolescents and young adults with education, after-school programs, youth development programs, and access to mental health and trauma-informed care. Funding will prioritize Southeast San Diego and areas located in a Community of Concern with scores between 0 and 60 on the Climate Equity Index.



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sandiego.gov/race-equity

For more information, please email:
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