



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Zulma Maciel
Jim Shannon

SUBJECT: RACIAL EQUITY STAFFING

DATE: June 4, 2023

Approved 

Date: 6/4/2023

BACKGROUND

City Council’s approval of the Mayor’s March Budget Message for Fiscal Year 2023-2024 included the approval of a memorandum from Councilmember Torres seeking a Manager’s Budget Addendum (MBA) on advancing racial equity work in the City of San José by converting racial equity positions in Parks, Recreation, and Neighborhood Services Department (PRNS); Planning, Building, and Code Enforcement Department (PBCE); and Department of Transportation (DOT) to permanent Program Manager positions. This MBA is in response to this direction.

The City of San José is actively embedding a racial equity practice that will result in better outcomes for historically underserved or excluded communities. The Office of Racial Equity and City departments have made meaningful progress across City services and recognizes that there is still much work to do to in ensuring the most vulnerable communities are centered in policy, programs, and services.

A recent example is the process to revamp the outcomes, strategic objectives, performance measures, and activity and workload highlights displayed in the Proposed and Adopted Budget to deepen the City’s ability to understand the impact of services within different segments of the community. To pilot this approach, the 2023-2024 Proposed Operating Budget includes revised metrics for the Neighborhood Services CSA, at both the CSA¹ and Core Service²³ level, as well as a “Community Indicators Dashboard” that aligns with the revised outcomes. The 2023-2024 Proposed Operating Budget recommends additional funding to build on the success of this pilot and re-imagine the metrics for the remaining CSAs and their associated Departments/Core Services, with three CSAs expected to be updated in 2023-2024.

¹ Neighborhood Services CSA:

<https://www.sanjoseca.gov/home/showpublisheddocument/97255/638188761107370000>

² Library Department: <https://www.sanjoseca.gov/home/showpublisheddocument/97293/638187076932870000>

³ Parks, Recreation and Neighborhood Services:

<https://www.sanjoseca.gov/home/showpublisheddocument/97293/638187076932870000>

Over the course of the 2021-2022 and 2022-2023 Proposed and Adopted Budgets, the City developed an equity-informed, place-based community and economic recovery budget to deploy the \$212.3 million allocated to the City from the American Rescue Plan Act⁴. These allocations for food assistance, housing stabilization, re-employment and workforce development, child care and digital inclusion, small business recovery, homeless support services, and other key investments were critical to the City's pandemic recovery.

While these tangible examples represent meaningful progress to embed equity in City service delivery, continued improvement is necessary.

ANALYSIS

The Office of Racial Equity was formally established with the 2020-2021 Adopted Budget and provides leadership support and coordination on a wide range of issues and projects. Each City department is responsible for incorporating equity-based analysis into their Core Services. To supplement this ongoing work, in addition to mandatory racial equity training required of all City staff that is refreshed every two years, the 2022-2023 Adopted Budget added racial equity staffing resources with various classifications in the following departments: Library, PRNS, PBCE, Police, and DOT. With the exception of the permanent extension of the previously one-time funded position in Library that also managed Family Learning Center staff, the other positions were one-time funded to accelerate the establishment of equity-focused strategic planning, policies and practices that will enable the continuation and embedding of equity efforts in these departments into future years.

Many cities, agencies, and private companies are experiencing challenges in recruiting qualified equity practitioners. First, the demand for equity practitioners is extremely high and the availability of qualified candidates is low. In addition to public agencies, many Bay Area private companies are recruiting Diversity, Equity and Inclusion staff. Second, equity practitioners and companies often experience high turnover and burnout within these positions.⁵

In December 2022, PBCE filled their Senior Public Information Representative racial equity position and DOT filled their Senior Analyst racial equity position, though with an employee working part-time. Both PRNS and Police had unsuccessful recruitments for their Senior Analyst racial equity positions and they remain vacant. To ensure that these positions have a sufficient amount of time to help accelerate equity-related work within their respective departments, General Fund vacancy savings from, DOT, PRNS, and Police totaling \$587,000 will be recommended to be rebudgeted into 2023-2024 to extend the positions for another year in a forthcoming MBA, *Recommended Amendments to the 2023-2024 Proposed Operating and Capital Budgets*.

⁴ MBA #16, Community and Economic Recovery Budget (May 25, 2021):

<https://www.sanjoseca.gov/home/showpublisheddocument/73424/637575449288770000>

⁵ <https://www.wbjournal.com/article/chief-diversity-officers-are-fighting-against-burnout-with-resources-direct-leadership>

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The 2023-2024 Proposed Operating Budget recommends making the Senior Public Information Representative position in PBCE permanent, though the position is being re-purposed and embedded in day-to-day service delivery, including: employing behavior-change principles in campaigns and presentations that expand outreach for Code Enforcement programs; supporting the Citywide Planning Division in connecting with small businesses and neighborhoods, as currently performed for the Five Wounds Urban Village Plan Update; and serving as the Language Access Coordinator to provide trainings using language access tools, develop glossaries for culturally-sensitive translations, and provide quality control on translation services.

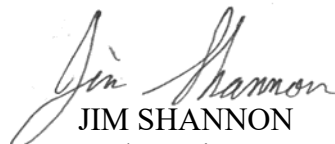
For the standard racial equity positions, in consultation with the Human Resources Department, it was determined that a Senior Analyst, the advanced journey-level class in the Analyst series, is the appropriate classification to advance equity analytical skill development, training, and other tools to assist departments in the implementation of various programs with an equity lens. In contrast, the Program Manager classification, with a 2023-2024 cost of \$211,000, is typically responsible for managing a continuing operational program, or an administrative program such as human resources or procurement, within a department core service area. The Administration has maintained the consistent position that equity work is not a standalone program; rather, equity work is a practice that should ultimately take place within every City program and is the responsibility of every employee.

COORDINATION

This memorandum was coordinated with the Human Resources Department.

/s/

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JIM SHANNON
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