Equity Study Session

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

February 10, 2020, 1:30-4:30pm
San Jose City Council Chambers

Achieving Equity in San Jose

City Council Study Session

Monday, February 10th, 2020

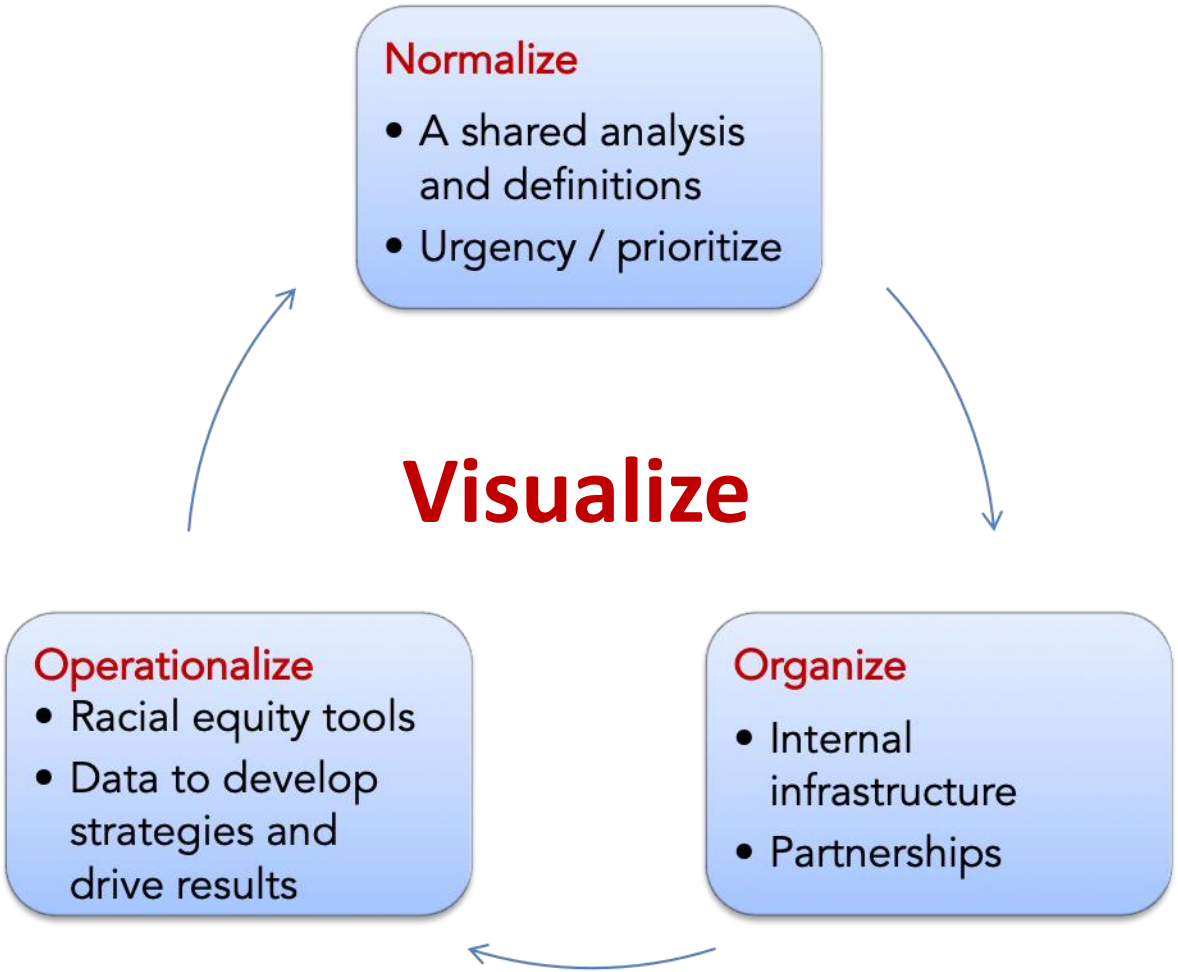
Dwayne S. Marsh, former Vice President
Institutional and Sectoral Change

Your Facilitator

Objectives:

- Build a shared understanding of what equity work means in the context of local government, why it is important, and how to embed a framework that reduces inequities.
- Lay the groundwork for a thoughtful, intentional, multi-year process of systems change that will improve outcomes for all.
- Explore the power and potential inherent use of a racial equity review and analysis methodology.

National Effective Practice:



History of institutions and race

Initially explicit

April 1, 1942

INSTRUCTIONS TO ALL PERSONS OF JAPANESE ANCESTRY

Living in the Following Area:

All that portion of the City and County of San Francisco, State of California, lying generally west of the north-south line established by Junipero Serra Boulevard, Worchester Avenue, and Nineteenth Avenue, and lying generally north of the east-west line established by California Street, to the intersection of Market Street, and thereon Market Street to San Francisco Bay.

All Japanese persons, both alien and non-alien, will be evacuated from the above designated area by 12:00 o'clock noon Tuesday, April 7, 1942.

No Japanese person will be permitted to enter or leave the above described area after 8:00 a. m., Thursday, April 2, 1942, without obtaining special permission from the Provost Marshal at the Civil Control Station located at:

1701 Van Ness Avenue
San Francisco, California

The Civil Control Station is equipped to assist the Japanese population affected by this evacuation in the following ways:

1. Give advice and instructions on the evacuation.
2. Provide services with respect to the management, leasing, sale, storage or other disposition of most kinds of property including: real estate, business and professional equipment, buildings, household goods, boats, automobiles, livestock, etc.

Institutions (and government) explicitly creates and maintains racial inequity.

Became implicit

Discrimination illegal, but "race-neutral" policies and practices perpetuate inequity.

Just, multiracial, democratic society

Proactive policies, practices and procedures that advance racial equity.

Why Lead with Race?

- A growing standard in the public sector
- The power of intersectionality
- Racial inequities: deep and pervasive
- Racial anxiety on the rise
- Applying the structural race lens is useful in examining other structural problems
- Specificity matters

Equity? Equality?

What's the difference?

Diversity, Equity and Inclusion

DIVERSITY → **INCLUSION** → **EQUITY**

Quantity

Different identities & cultures

Quality

Participation across identities & cultures

Justice

Policies, practices, & procedures to ensure equitable outcomes

Racial equity means:

Closing the gaps so that race does not predict one's success, while also **improving outcomes for all**

- To do so, have to:
  - ✓ Target strategies to focus improvements for those worse off
  - ✓ Move beyond "services" and focus on changing policies, institutions and structures

When we find solutions that work for those most vulnerable in our communities, we find solutions that work better for everyone.

Individual racism:

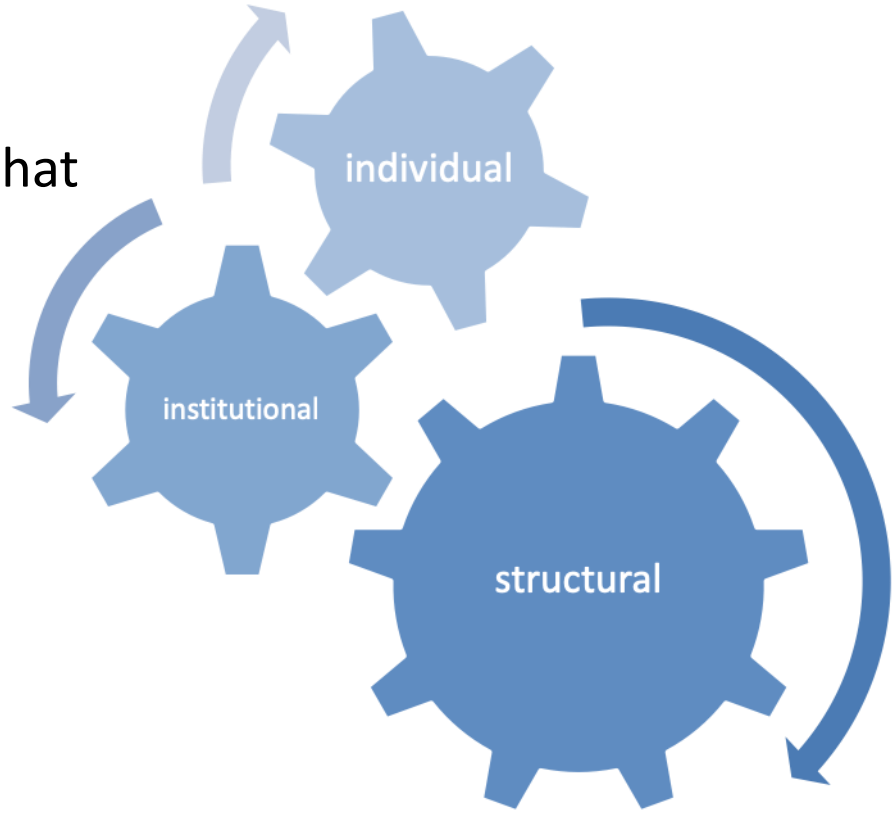
- Bigotry or discrimination by an individual based on race.

Institutional racism:

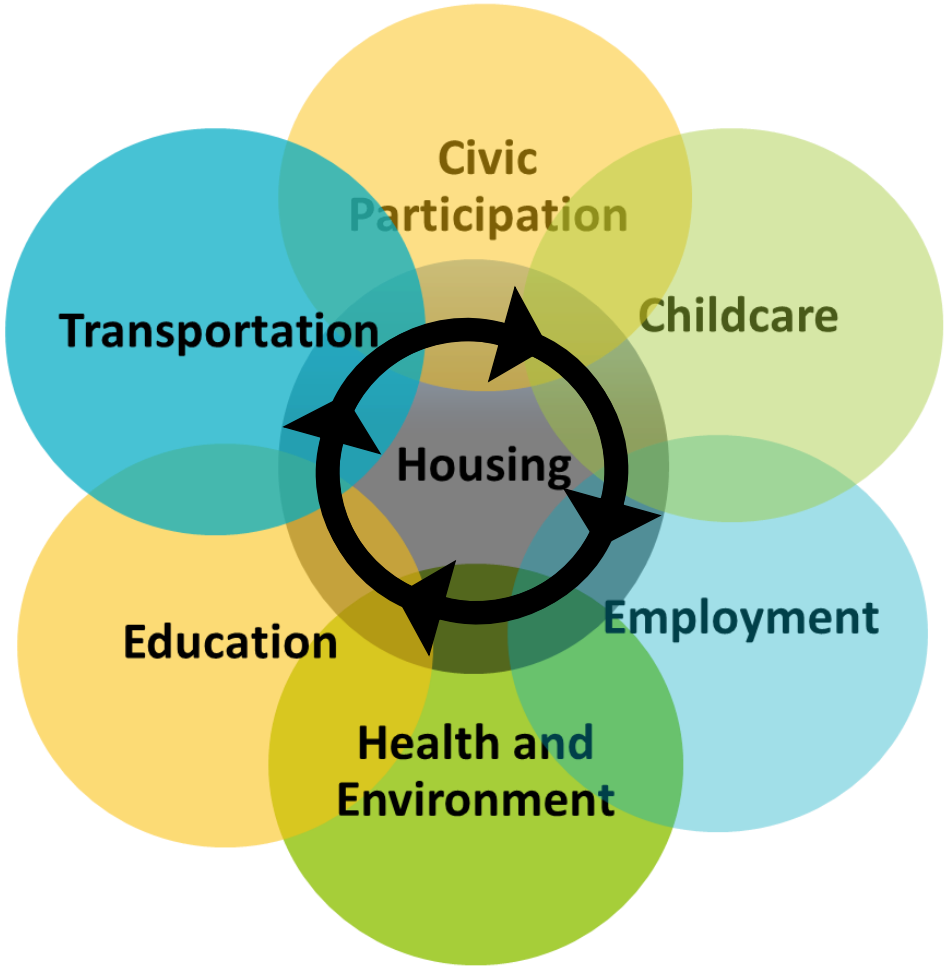
- Policies, practices and procedures that often work better for white people than for people of color, often unintentionally or inadvertently.

Structural racism:

- A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.



What We Mean by Structural Racism:



King County, WA and City of Madison, WI

VIDEO

City of Portland

VIDEO

San Jose Examples of Integrating Equity Perspective

- Lunch & Learn– normalizing conversations
- Language access
- Training and program design
- Contracting outreach
- Community connections and engagement
- Employee Resource Groups
- Explicit equity goals in strategic plans
- Peer review and feedback

Equity Screen Projects

- Proactive Community Policing
- Sexual Assaults Law Enforcement Training and Support Services
- Project Hope
- Family-Friendly Facilities
- Youth Learning
- Tree Planting

Planning, Building, & Code Enforcement

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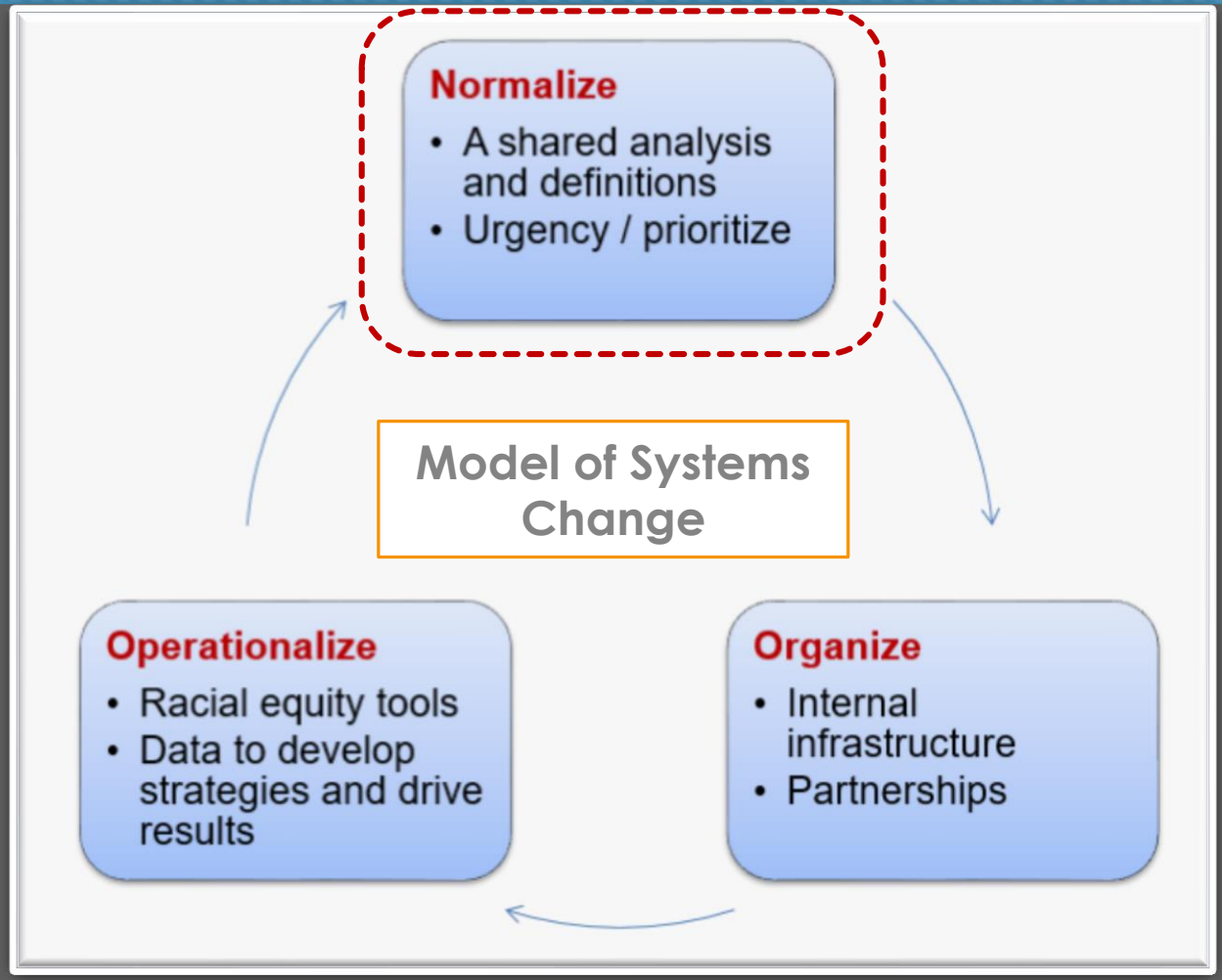
Normalizing

First Step: Normalize

Learning WHY inequities persist is important. This understanding helps to frame strategies for shaping policies and delivering services equitably and with improved outcomes.



Normalizing Activities

PBCE New Employee Orientations
- Director shares racial equity as a department priority

Lunch & Learn Sessions
- Videos
- Talks from subject-matter experts
- Teleconference with other jurisdictions
- Book clubs (upcoming)

Trainings
- Leadership team training
- Planners from other jurisdictions sharing experiences regarding equitable planning

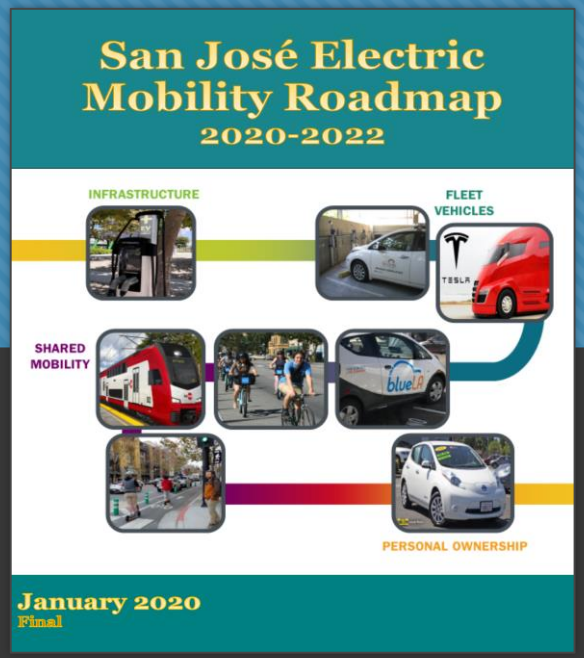
What We've Learned

- Value – Sessions are valuable for expanding awareness regarding racial equity.
- Impact – Sessions are eye-opening. Some of us are unaware of America's institutional racism.
- Interest – Session attendees are generally eager to learn more and take action.
- Challenge - We need to find ways to engage more staff and expand training topics.

Making Continuous Progress

- Continue providing learning /sharing opportunities
- Explore various staff engagement tools
- Make racial equity resources more accessible
- Develop a model that can be replicated in other departments

Department of Transportation



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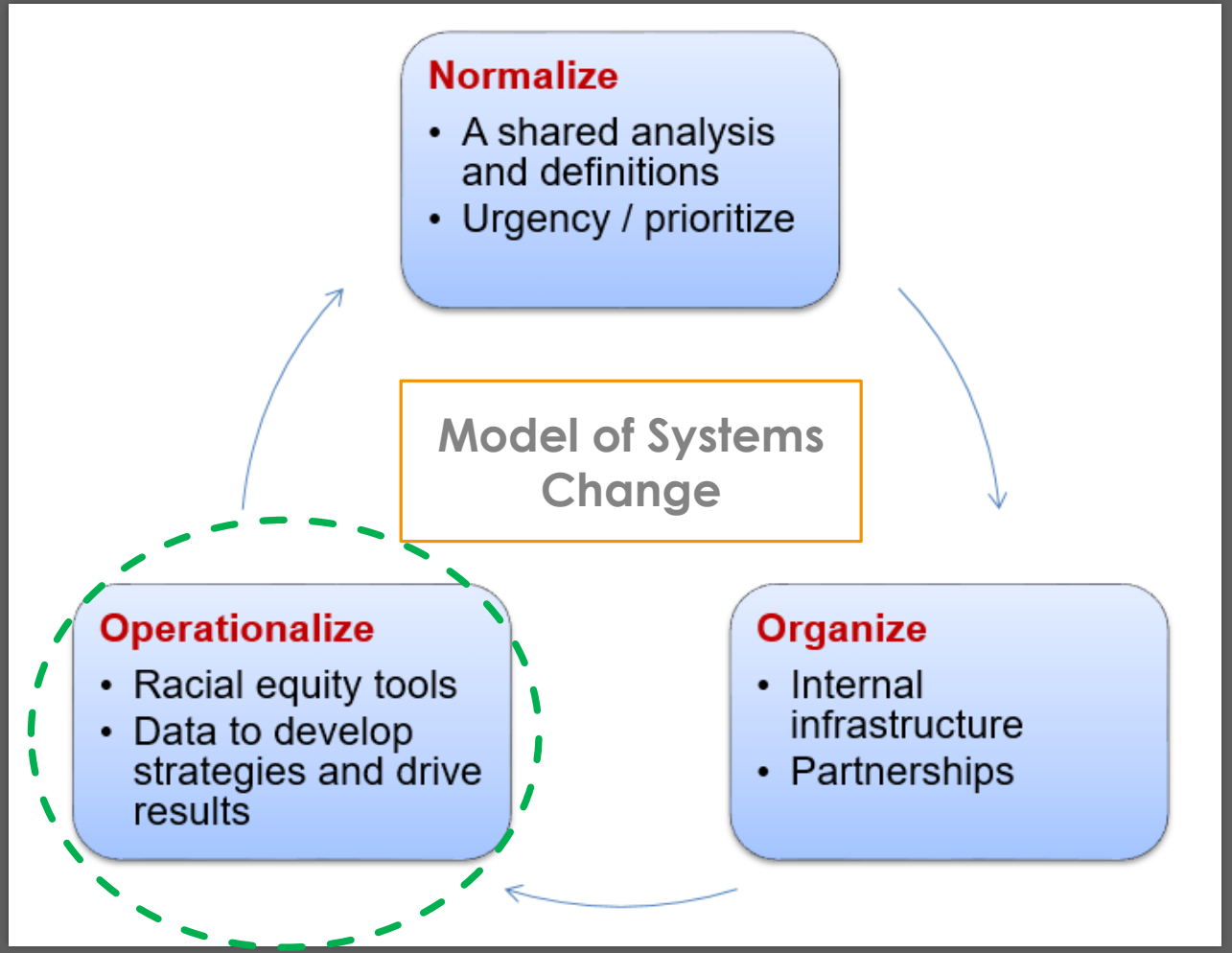
Key Points

1. Share equity analysis
2. How impacted plan
3. What learned
4. What we plan to do next



Electric Vehicle Growth Needed to Meet Climate Goals

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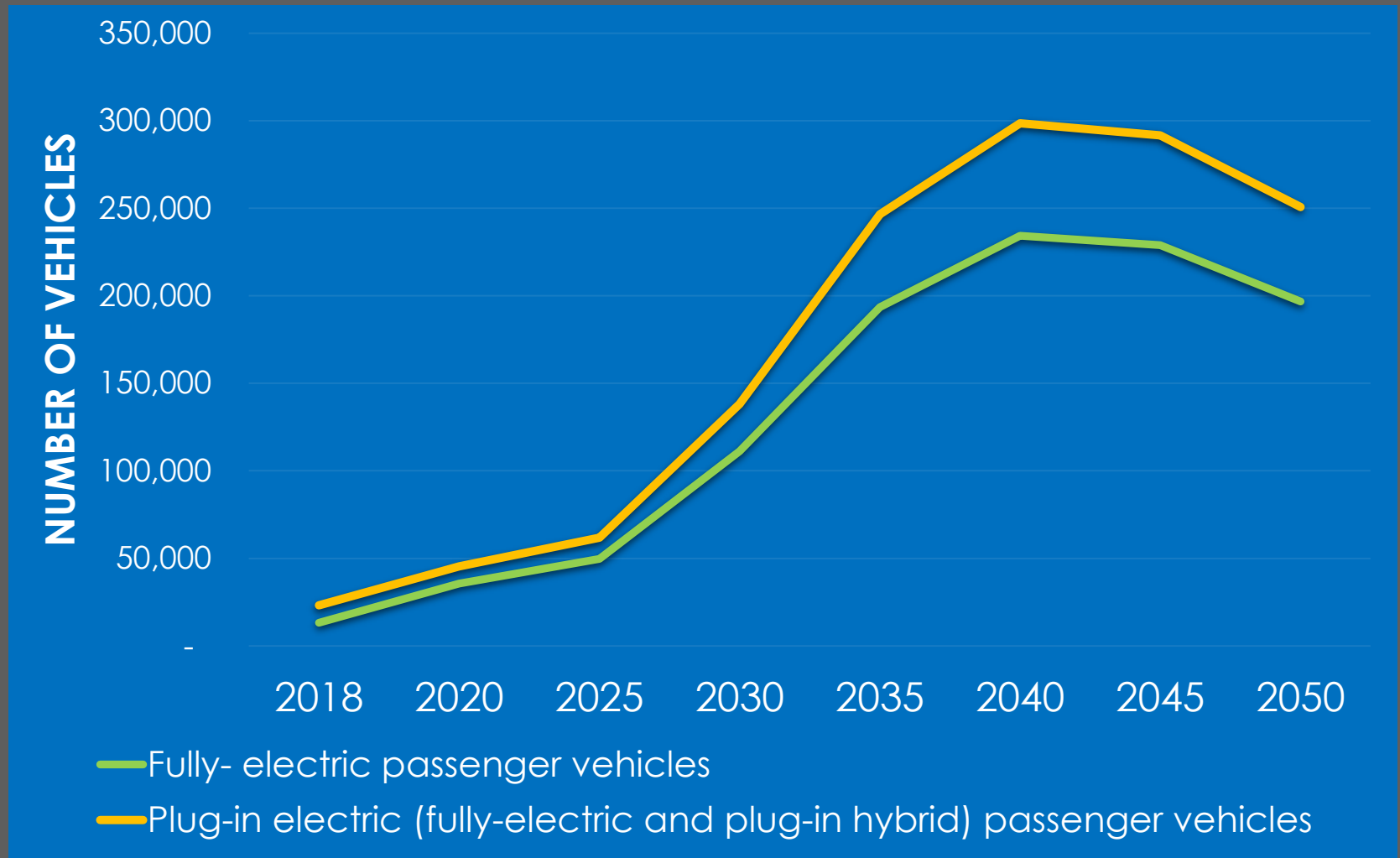

Non-Residential Charging

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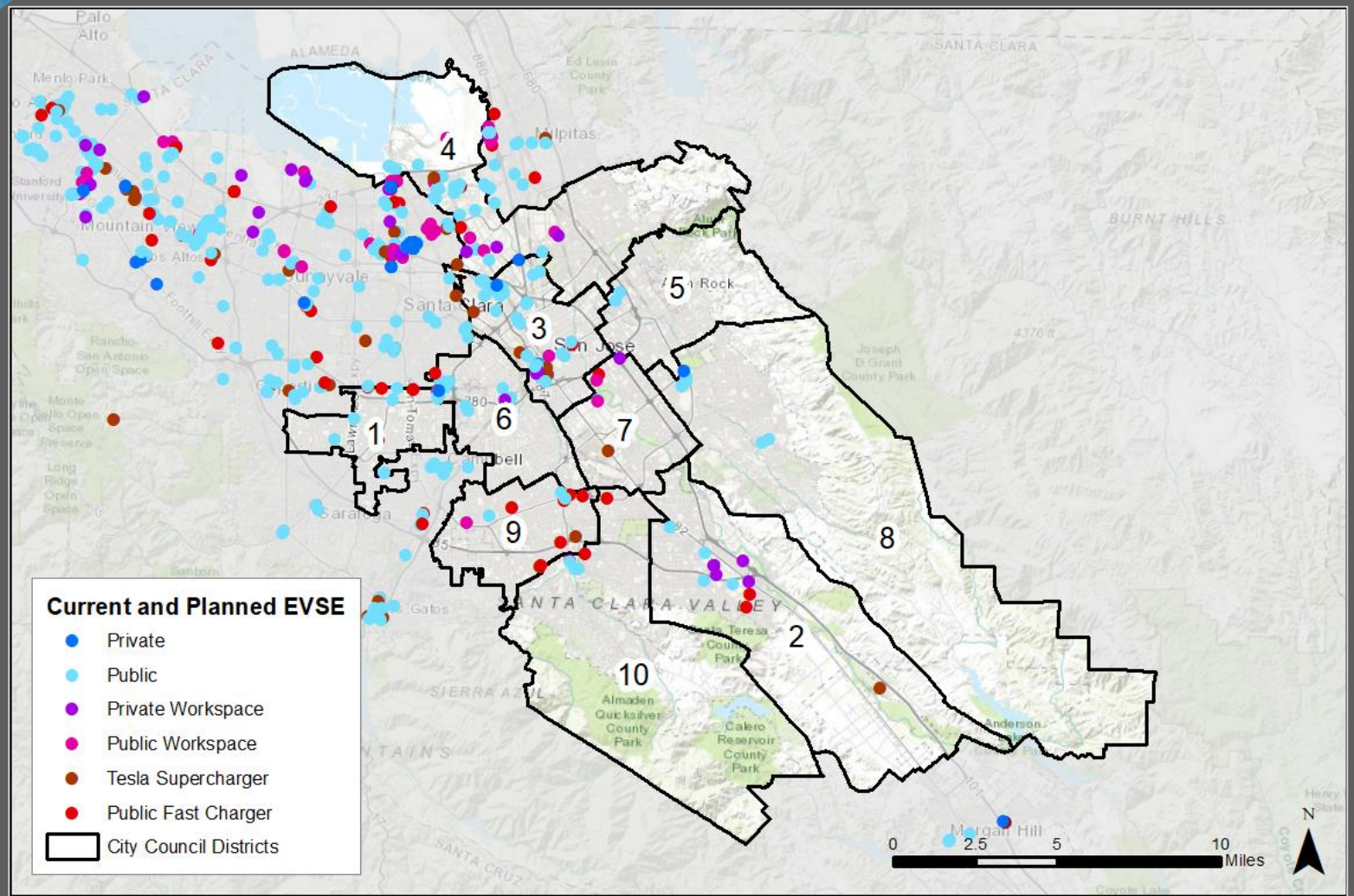


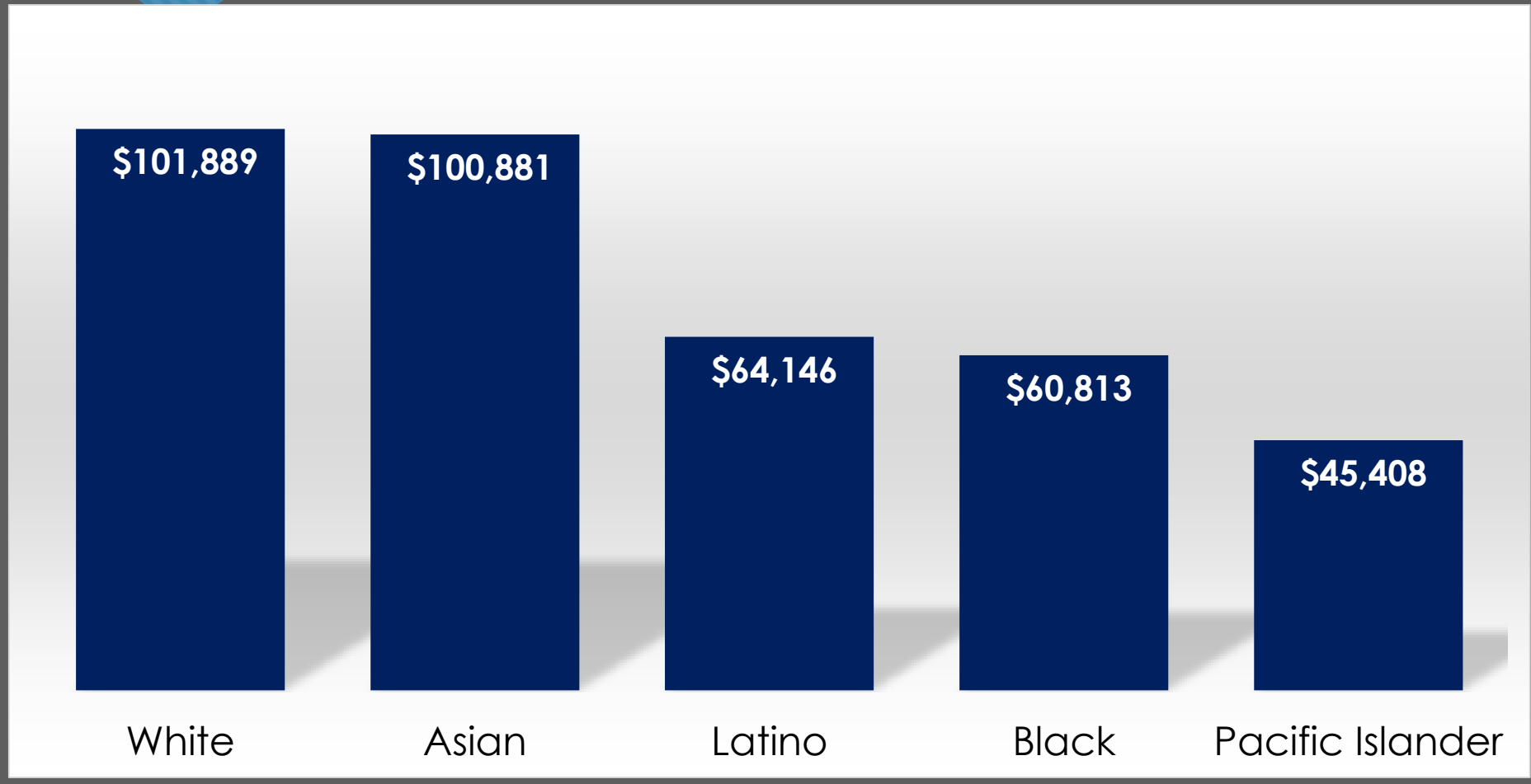
A Racial Equity Review & Analysis

1. Outcome: What are the intended result of your program?
2. Data: Gather data disaggregated by race that would measure the desired result. What do the data tell you? Who is most impacted?
    - Root Cause Analysis: What does the data tell us about the root cause or factors influencing racial inequity?
3. Community Engagement: How have communities been engaged? Are there opportunities to expand engagement?
4. Identify Solutions: Brainstorm potential actions that would change trend toward racial equality, prioritize, and implement
5. Implementation Plan: How will you implement it? Is it realistic? Adequately resourced?
6. Accountability: How will you track, evaluate and communicate results?

Our question

- Are there racial and economic disparities in electric vehicle ownership in San Jose?

San José Median Income by Race



ACS, 1 yr estimates, 2014

San José Electric Vehicle Ownership

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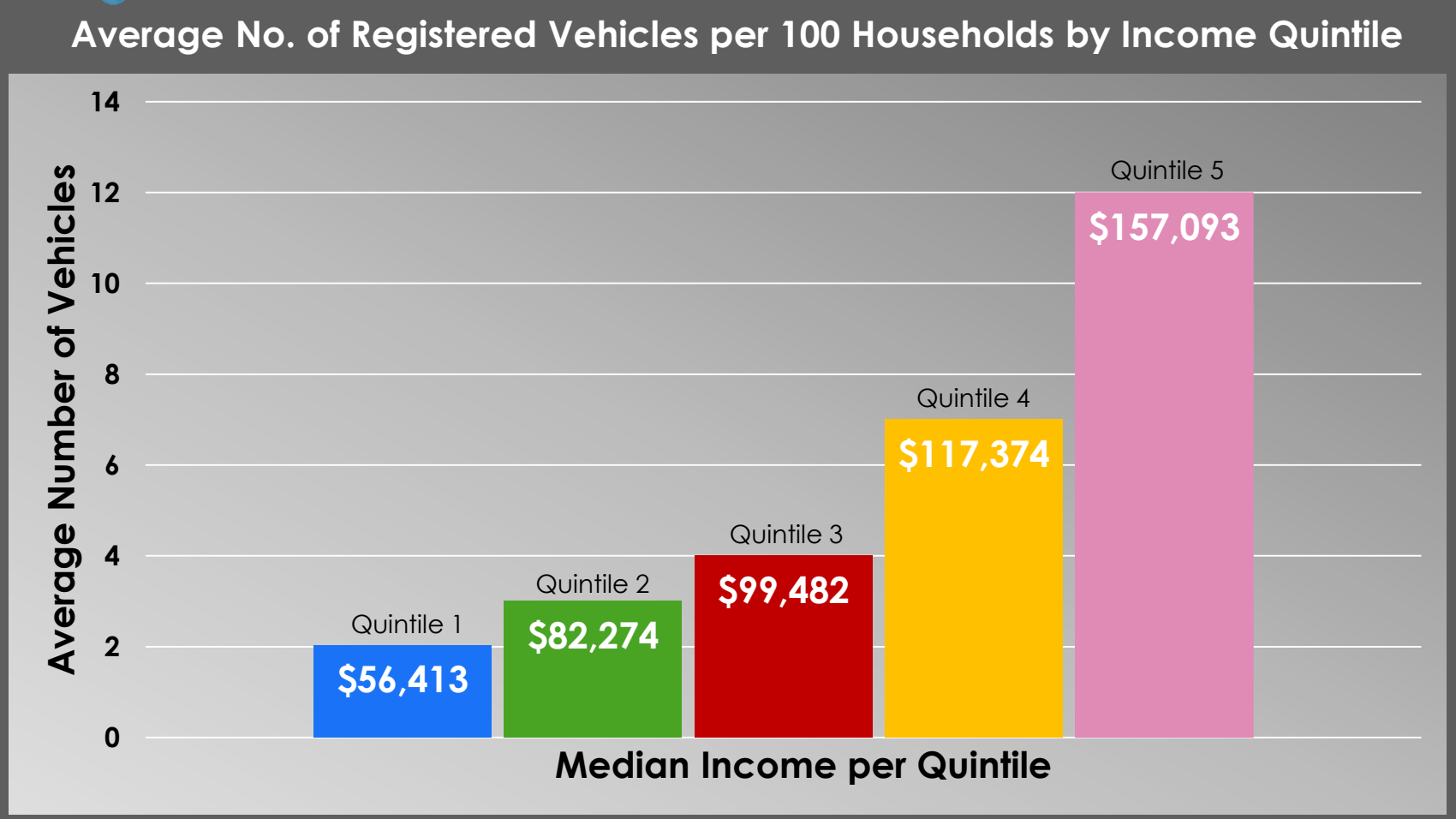

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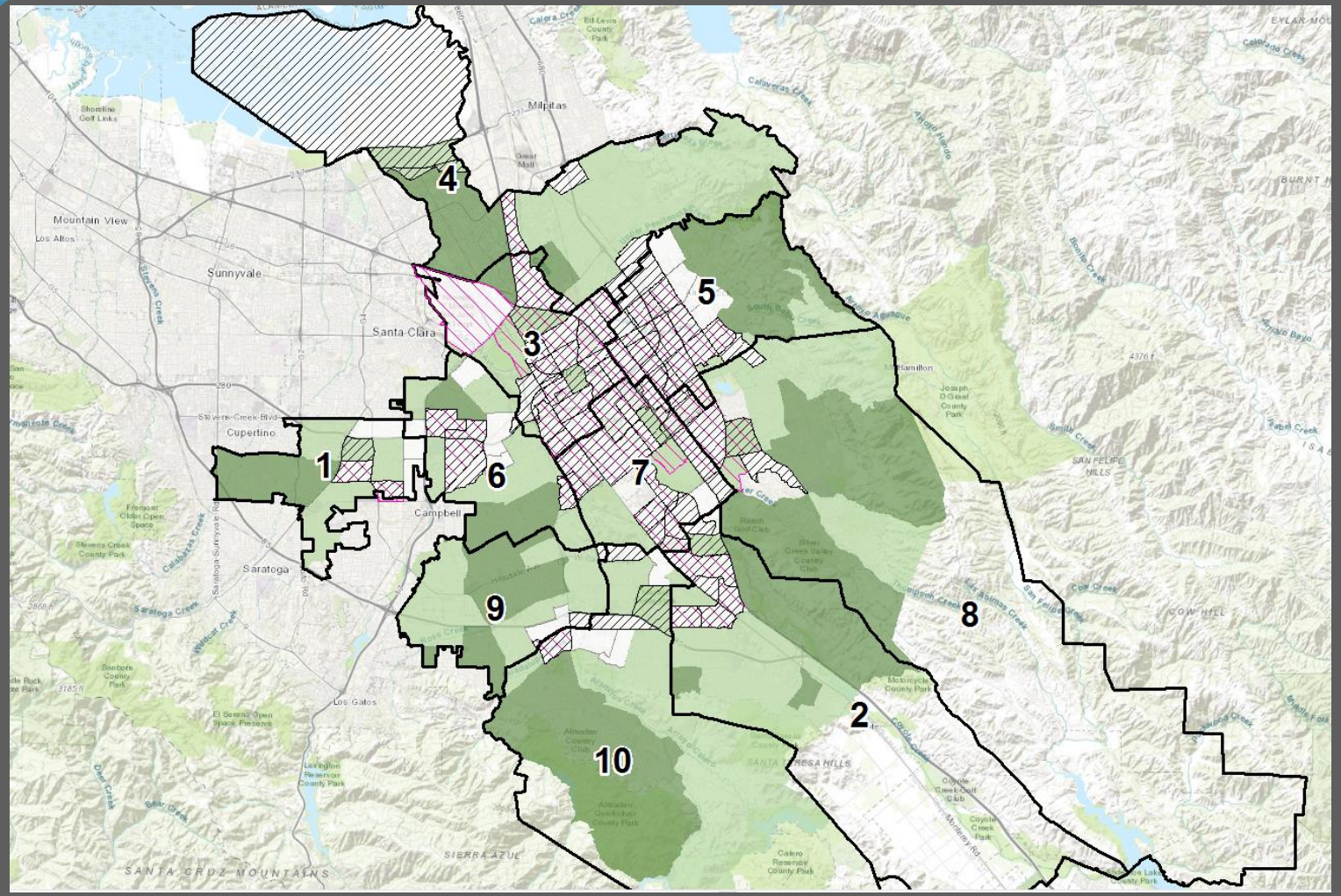
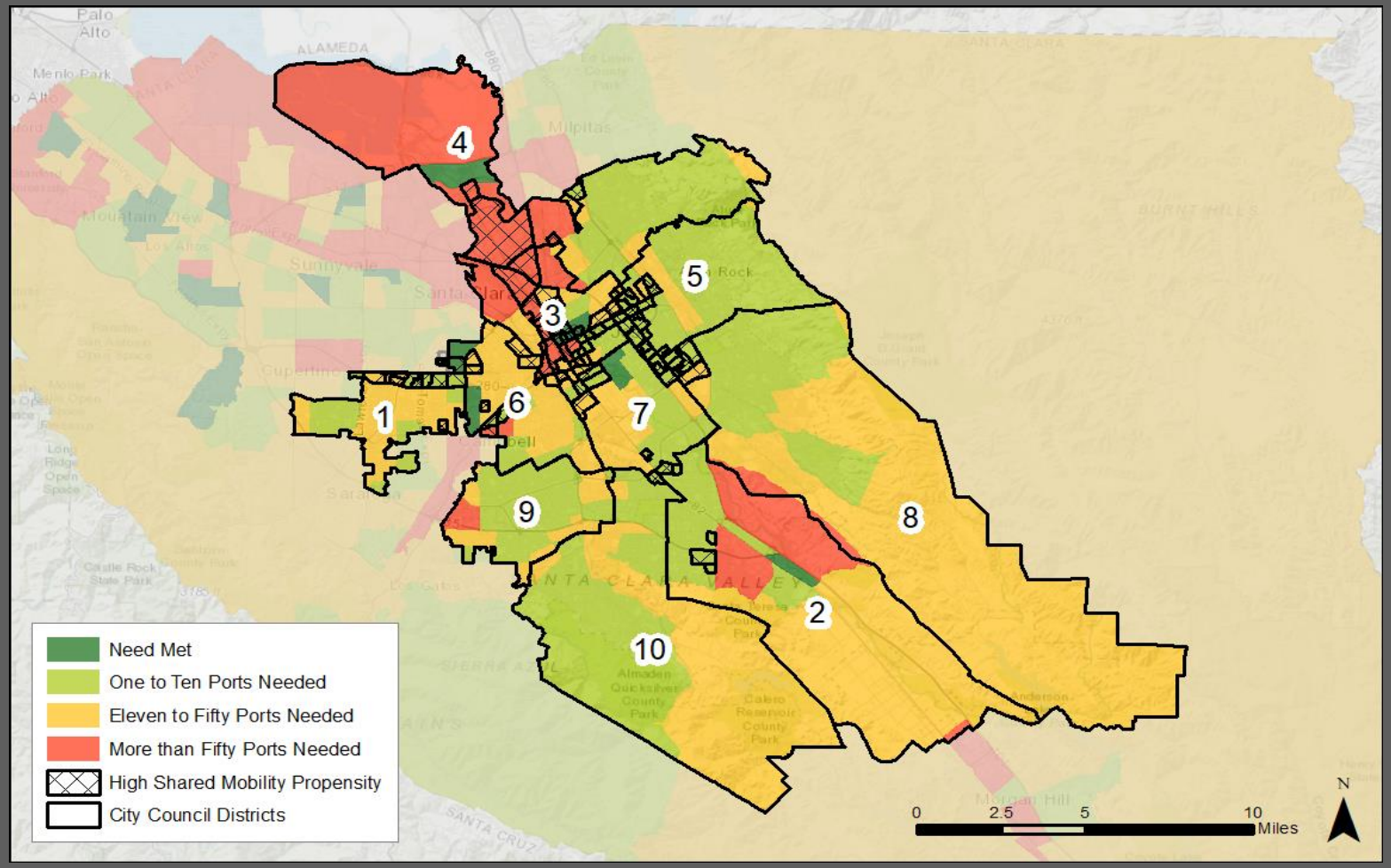
Electric Vehicle Concentration



2025 Projected Charging Need



Source: Shared-Use Mobility Center

Electric Mobility Roadmap

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Charging Infrastructure	Streamline charger permitting	PG&E EV Charger Network program	Electrify America program	Adopt Electric Vehicle Reach Code	Fund CALeVIP Regional Program	Comm-unity engage-ment around charger installa-tions	Use CALeVIP to install priority chargers	Adopt & implement EV electrical rate	Monitor and improve EV Reach Code	Identify Priority Locations for Public Charger Installa-tions	Designate Electric Mobility Infrastruc-ture Leads	Create City EV Charger Fund	Partner with private entities to get priority EV chargers installed	Provide technical assistance to small building owners/ managers & low-income residents	Wayfinding for EV chargers
Fleet Electrification	Develop 2020-21 fleet conversion plan	Electrify public transit	Pilot new medium and heavy-duty EV fleet applications	Replace City's older, non-police sedans	Develop emergency back-up plan for the City's electric fleet	Pursue battery recycling energy storage pilot	Update Green Fleet policy	Encourage private fleet conver-sions	Boost electrificat ion of urban freight	Promote electric-powered cargo bikes					
Personally-Owned EVs	Organize Ride & Drive events	Create EV webpage	Create dealer education program	Organize discount group buy	Down payment incentive for low-income buyers	Explore creation of a financial counseling program									
Shared Electric Mobility	Develop an EV shared mobility pilot program	Adopt a parking managem ent and pricing policy	Expand shared micro-mobility services and usage	Expand Bike Network and Protected Bike Lanes	Establish parking policies that support electric & shared vehicles	Pursue grants to fund EV shared mobility pilots	Expand and electrify car-share services	Accelerate electrifica-tion of ride-hailing	Facilitate Mobility as a Service (MaaS)	Explore an electric school bus demonstra-tion project	EV pilot in affordable housing develop-ment				

LEGEND – PROJECT STATUS

- EXISTING ACTIONS ON TRACK
- BUDGET REQUEST OR NEED
- ROADMAP ACTIONS
- ROADMAP ACTIONS INITIATED

A Racial Equity Review & Analysis

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Income and Racial Disparity in EV Ownership

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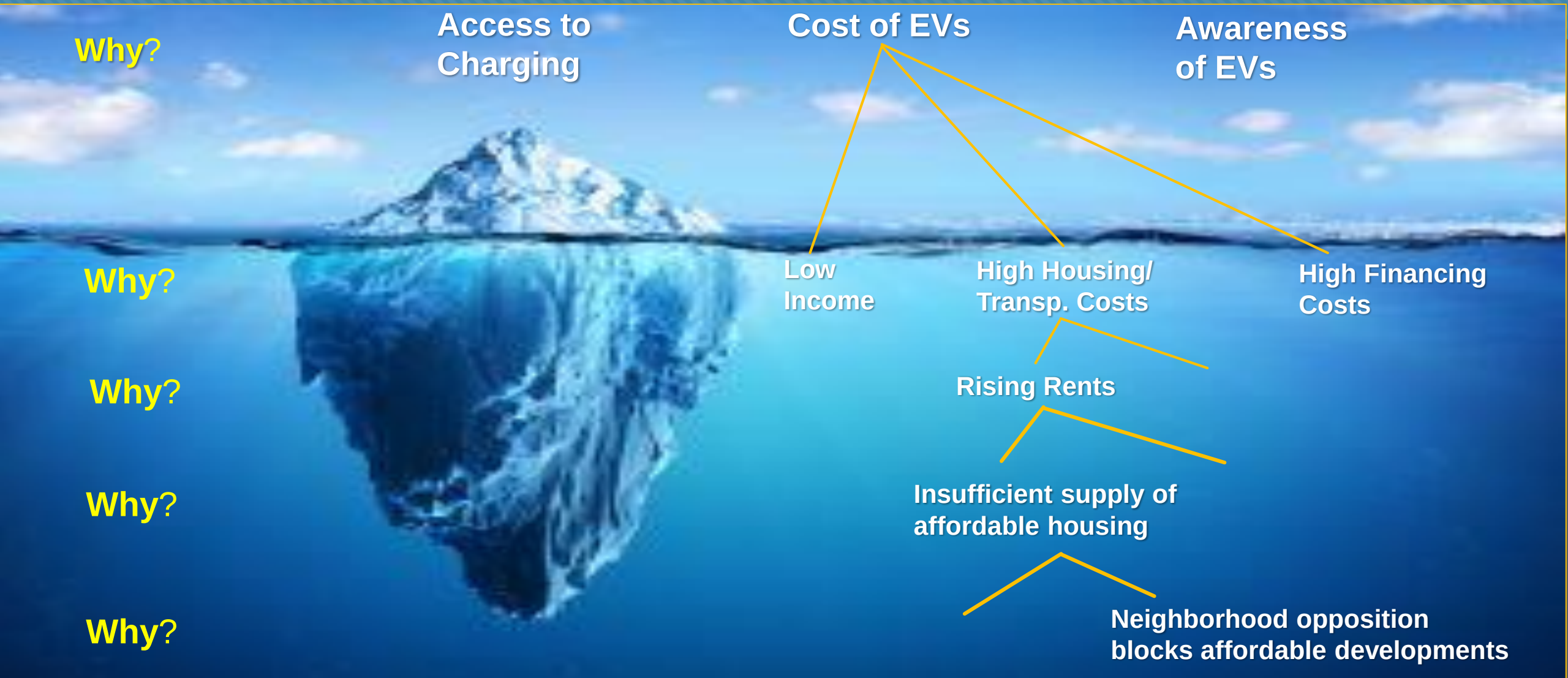

Next Opportunities

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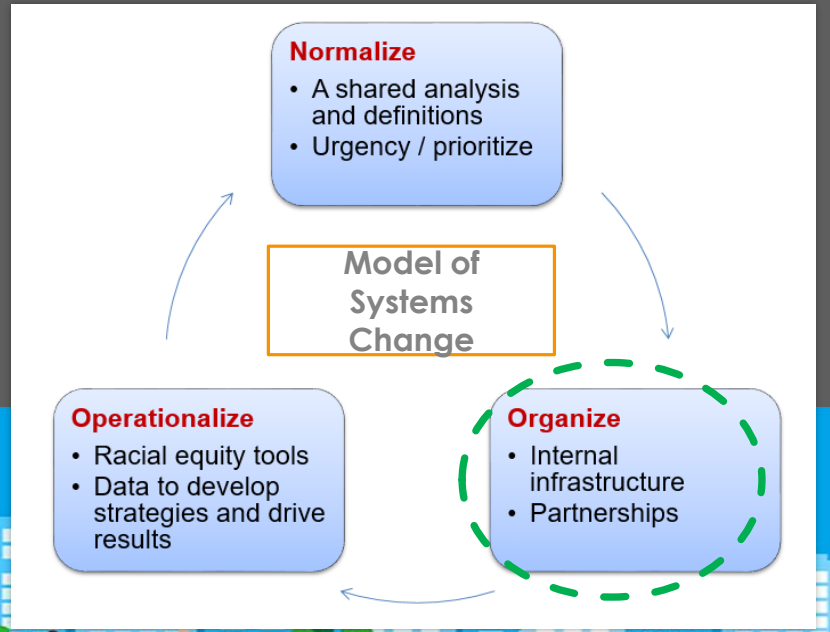
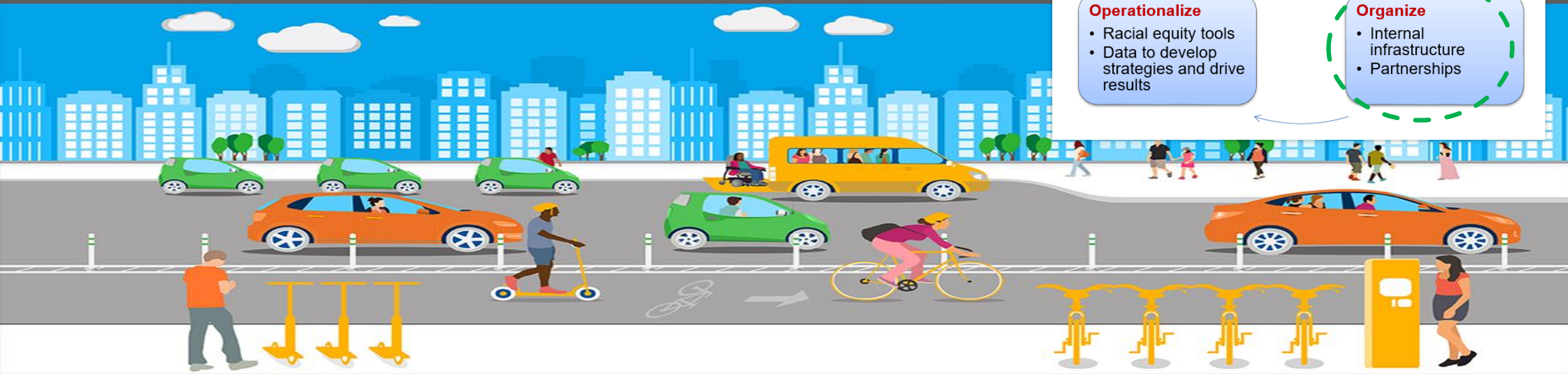
Access & Mobility Plan

Emerging Mobility Action Plan





Parks, Recreation, & Neighborhood Services

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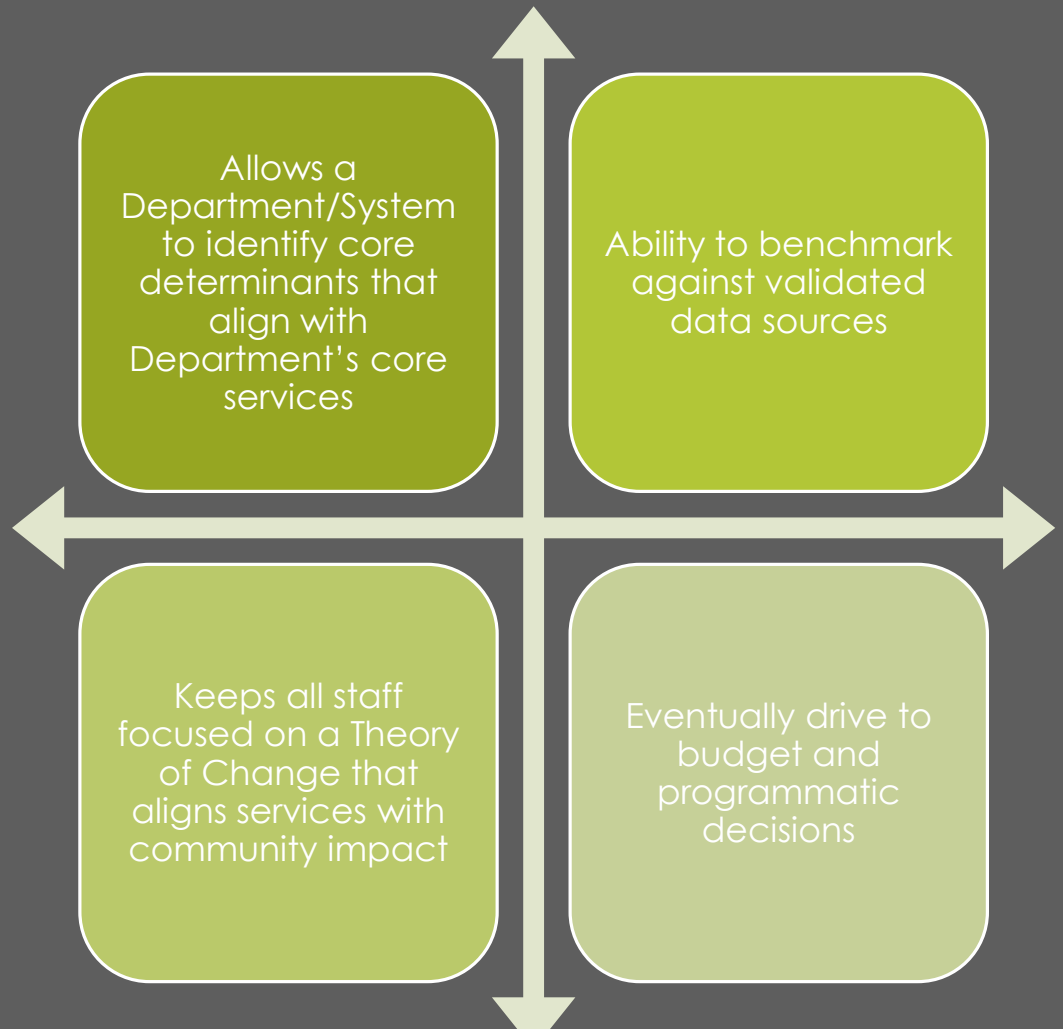
Data and Equity

PRNS Efforts

- 8 members across the two cohorts
- Monthly reflections
- Provided GARE trainings
- Focused on Learning and Normalizing
- Equity and Access adopted as one of PRNS' ActivateSJ strategic priorities
- PRNS focused GIS equity map

Why Data and Equity



Data Builds and Equity

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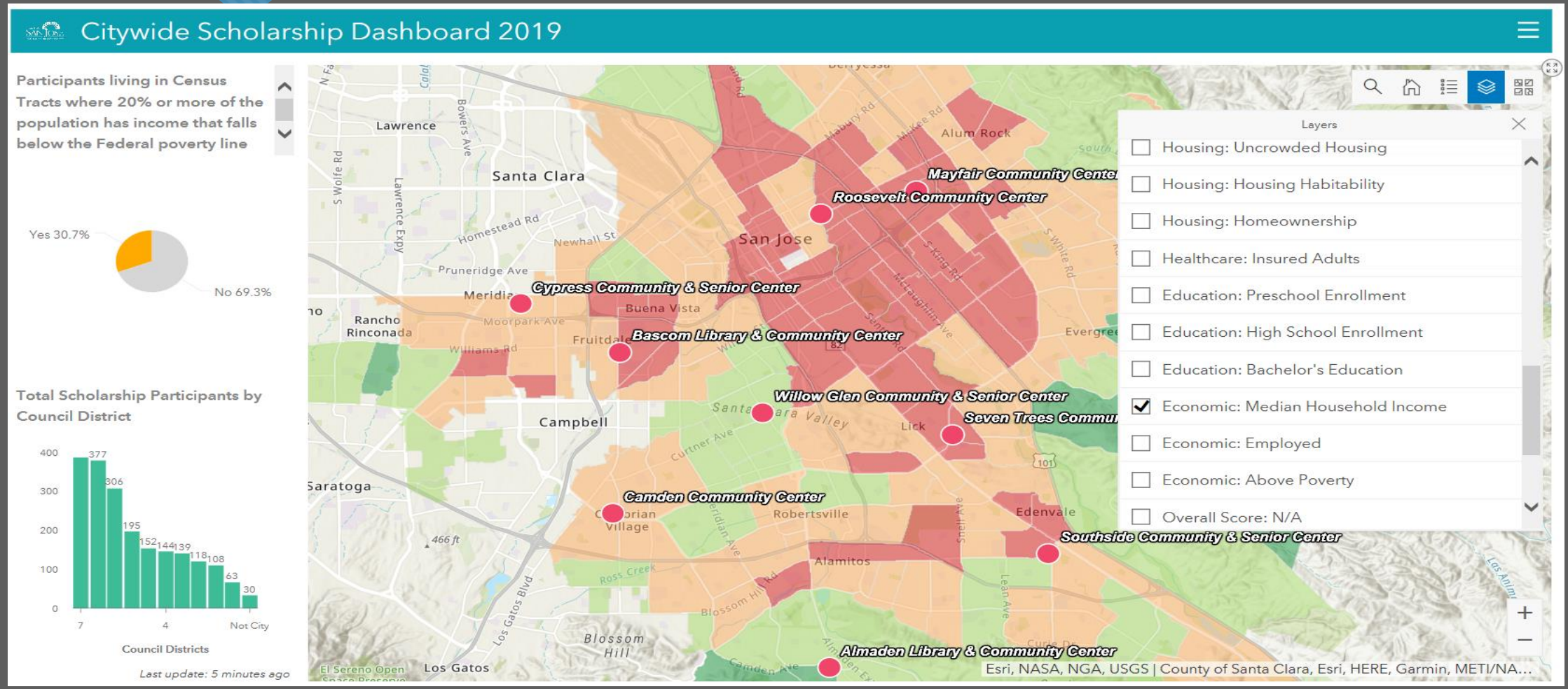
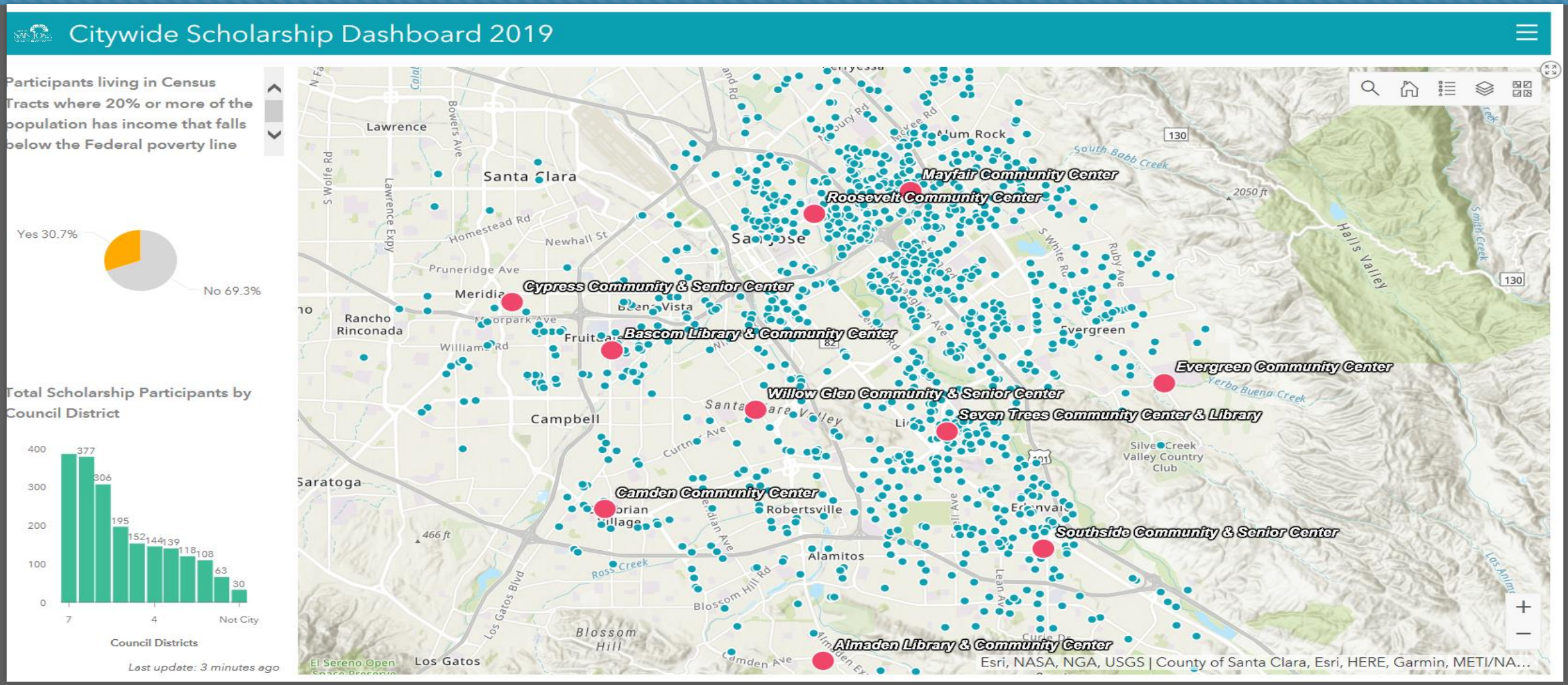


Data Builds and Equity



Tale of 2 Community Centers

	Community Center A	Community Center B
Square Footage	40,000	38,000
Key Amenities	Gymnasium, Dance Room, Preschool Rooms, Classrooms, MPR	Gymnasium, Dance Room, Preschool Rooms, Classrooms, MPR
# of Center FTEs	11.40	11.80
Revenue Generated	$1,818,394	$468,906

Preschool Example

	Community Center A	Community Center B
Enrollment Costs	$2,871 annually MWF $1,917 annually TTH	$2,871 annually MWF $1,917 annually TTH
Scholarships	2.7%	25%
Preschool Enrollment of 2 classrooms	37	28
Preschool Days Operating	5-day mornings	3-day mornings
Waiting List	29	0

Data Builds and Equity

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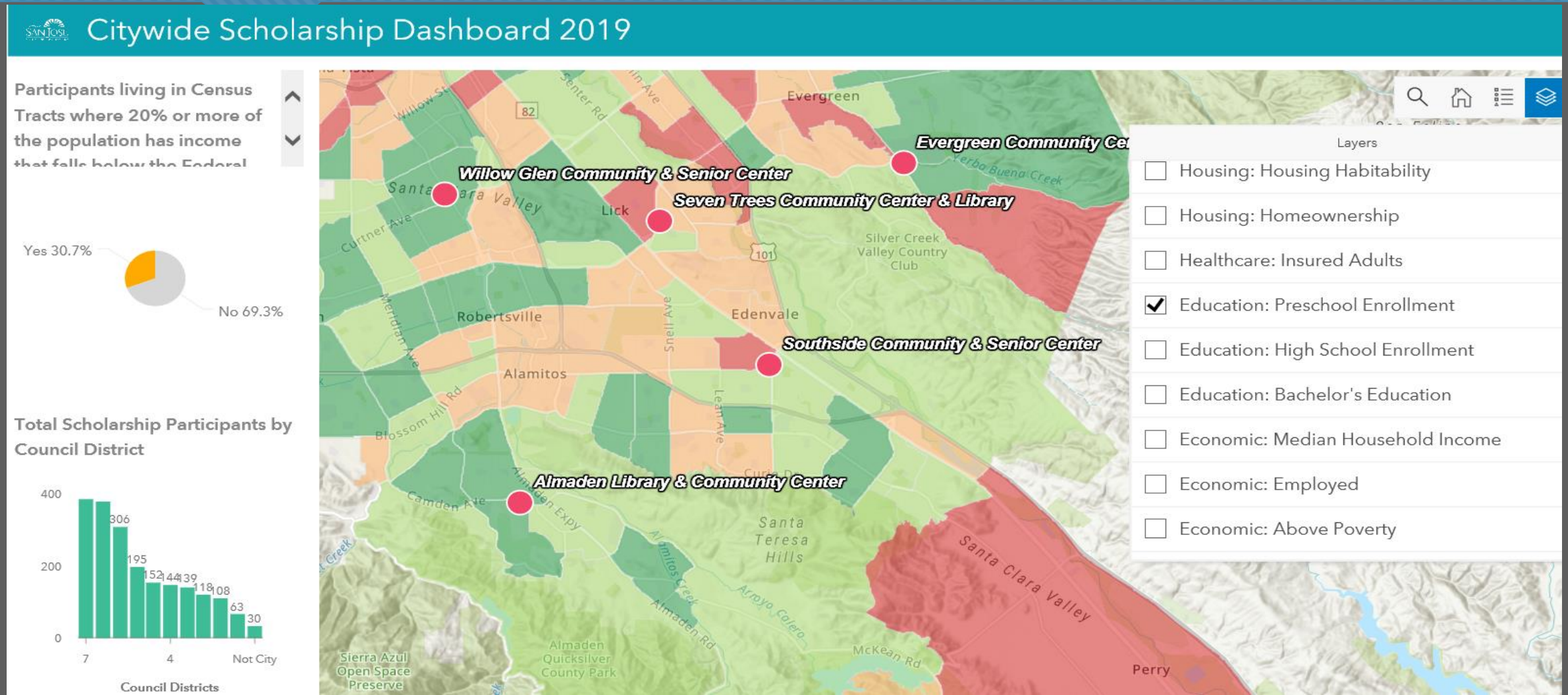

PRNS Next steps

- Commit a team for PRNS focused GARE cohort and development of an Equity action plan
- Establish an Equity Framework
- Identify Determinants that align with Department's core services
- Find valid measures of the key attribute, readily available, and regularly reported; and localized

City Manager's Office
- Office of Immigrant Affairs

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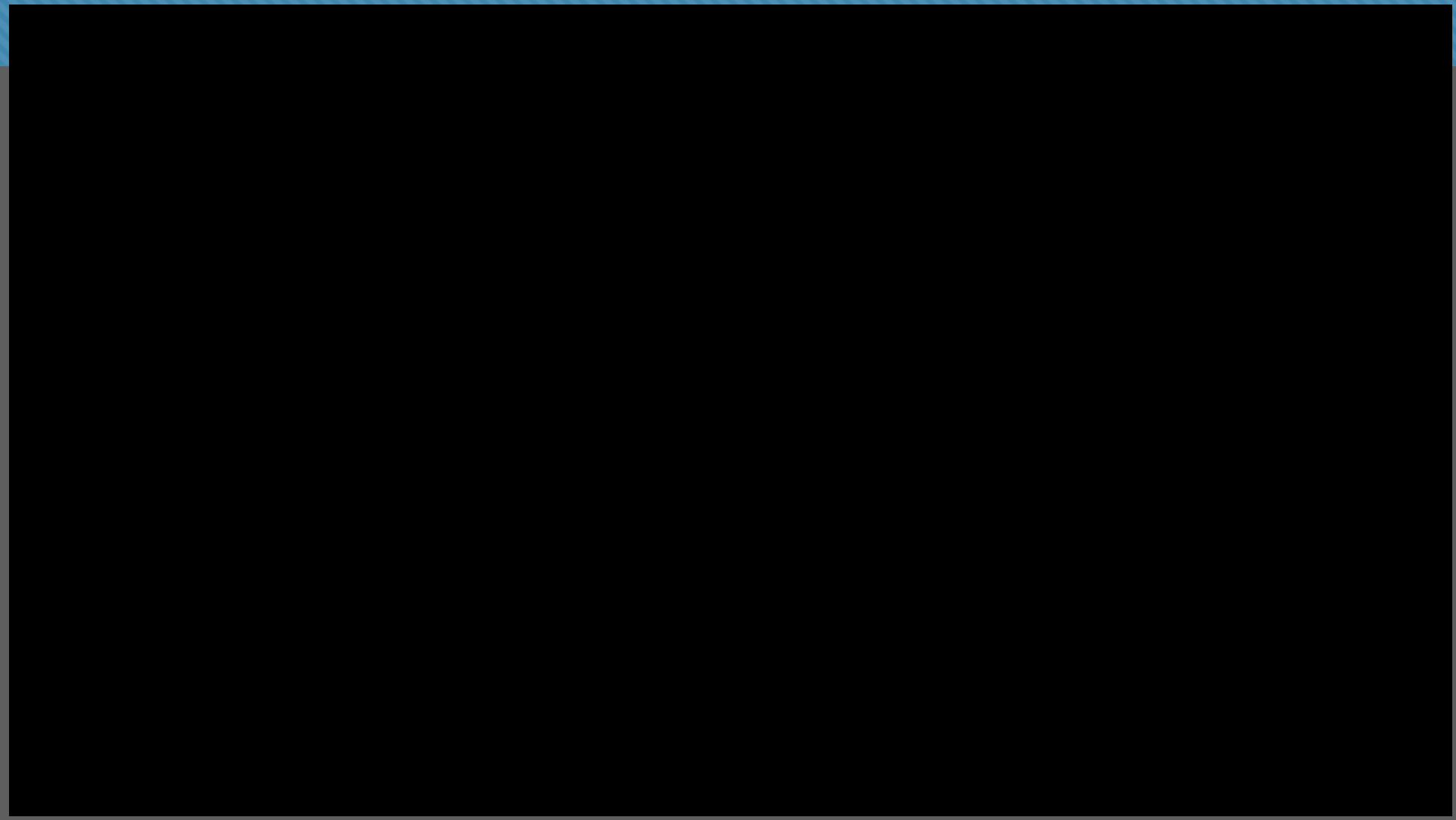
Language Access

video



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Language Equity in San José

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NORMALIZE

Shared Understanding, Urgency

Lang Access Policy

Staff Training– 1000+

Systems Change

ORGANIZE

Internal Infrastructure / Partnerships

- First dedicated staff, Temp U
- 9 new Lang Access vendors
- Dept, Community, STIR projects

OPERATIONALIZE
Tools and Data

- Toolkit and guidelines
- City Language Maps
- ESD Language glossaries

Normalizing Language Access

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A Snapshot of San José Residents

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57% of the population in San Jose speak a language other than English at home

39% of residents are foreign born

25% of residents in San Jose are limited English proficient (LEP) – speak English less than very well

@US Census Bureau

Organizing for Language Access

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Progress

- Lang Access vendors
- Community partners prioritizing Language Access
- Internal engagement, feedback from bilingual staff

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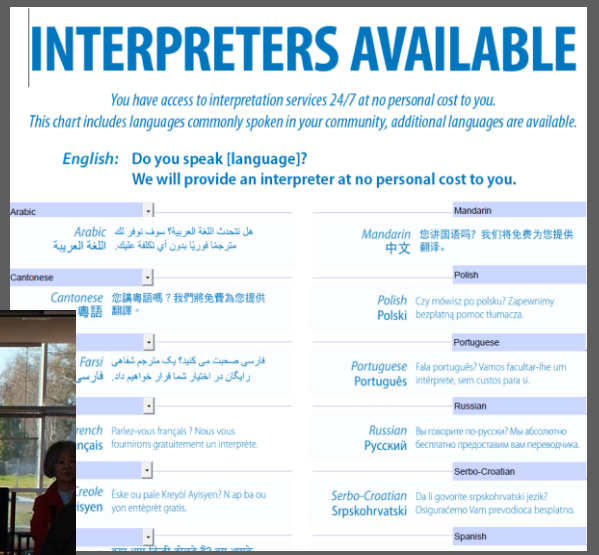
Operationalizing Language Access

Progress

Not doing more work, it's doing the same work differently

- Tools available, vendors
- Increased awareness
- Comprehensive assessment and cost estimates – in process



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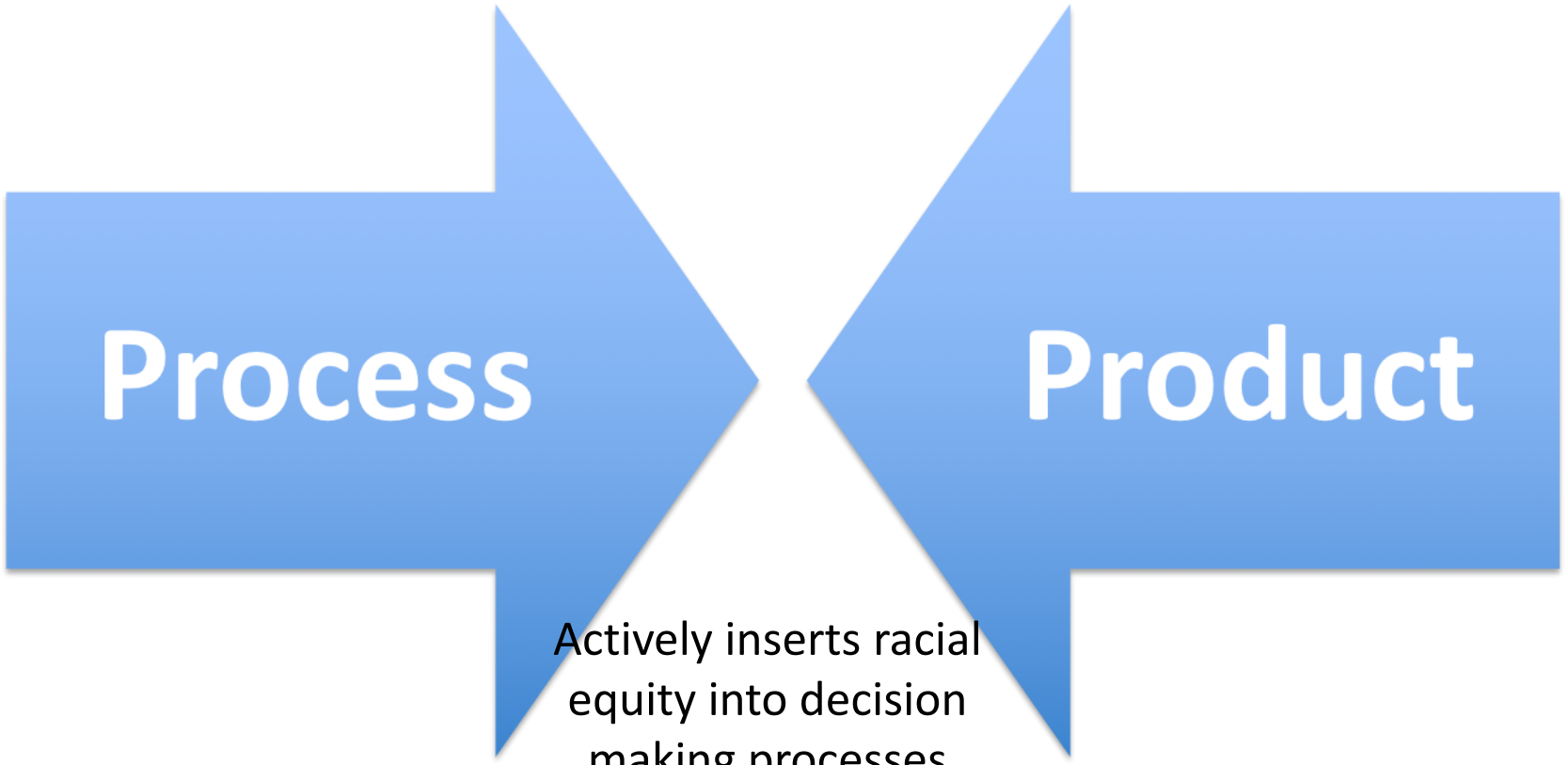
Language Access is an equity concern and as such, is not separate from, but should be embedded in all we do.

Employing an Equity Review and Analysis

What is a Equity Review & Analysis?



Actively inserts racial equity into decision making processes

What is the Equity Review & Analysis process?

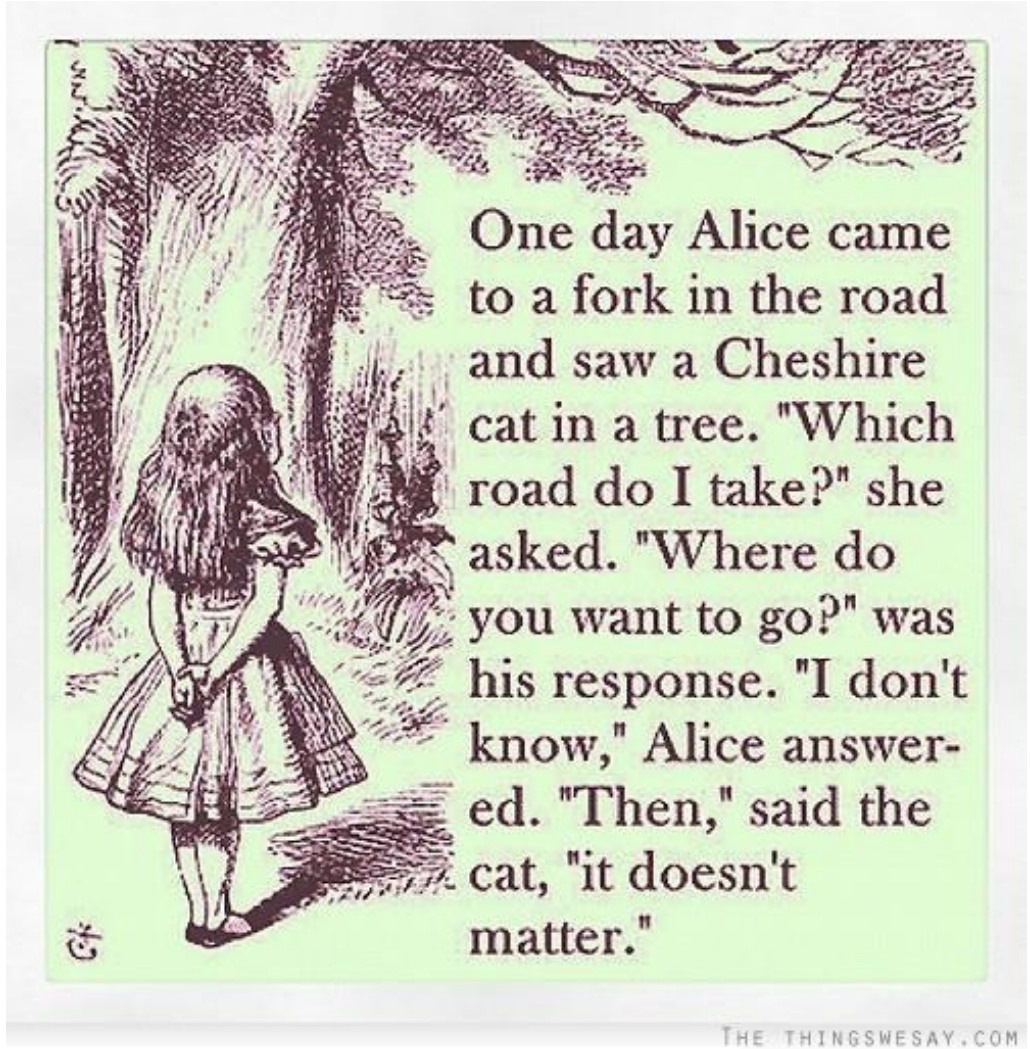
race forward

Who should use this process?

Elected officials

Government staff

Community

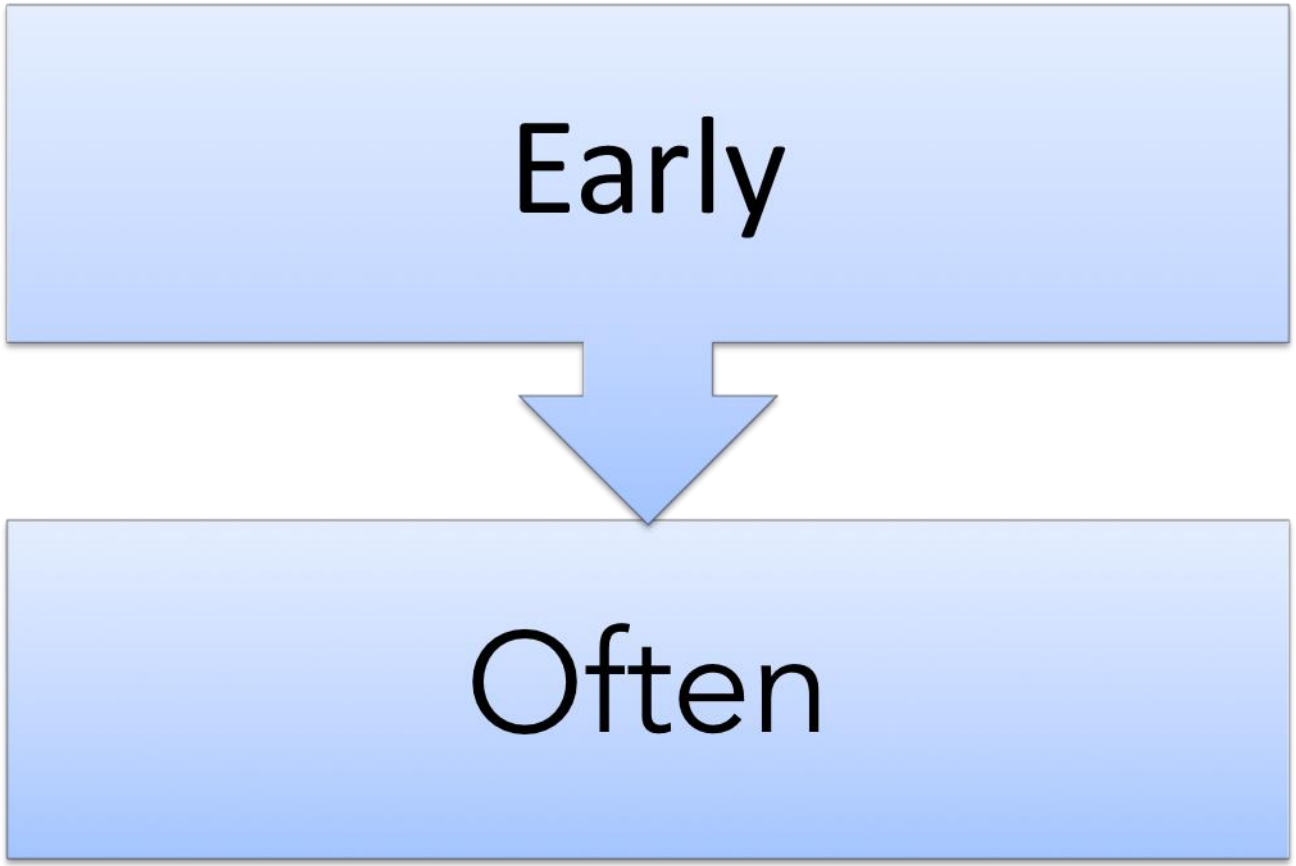


race forward

Choice Points

- Key decision-making opportunities that influence outcomes.
- Cumulative impacts of many small choices can be as significant as the impacts of big decisions.
- Less likely to replicate the status quo.

When to use the process?



race forward

Equity Review and Analysis Process

race forward

Used in budget, policy, and program decisions

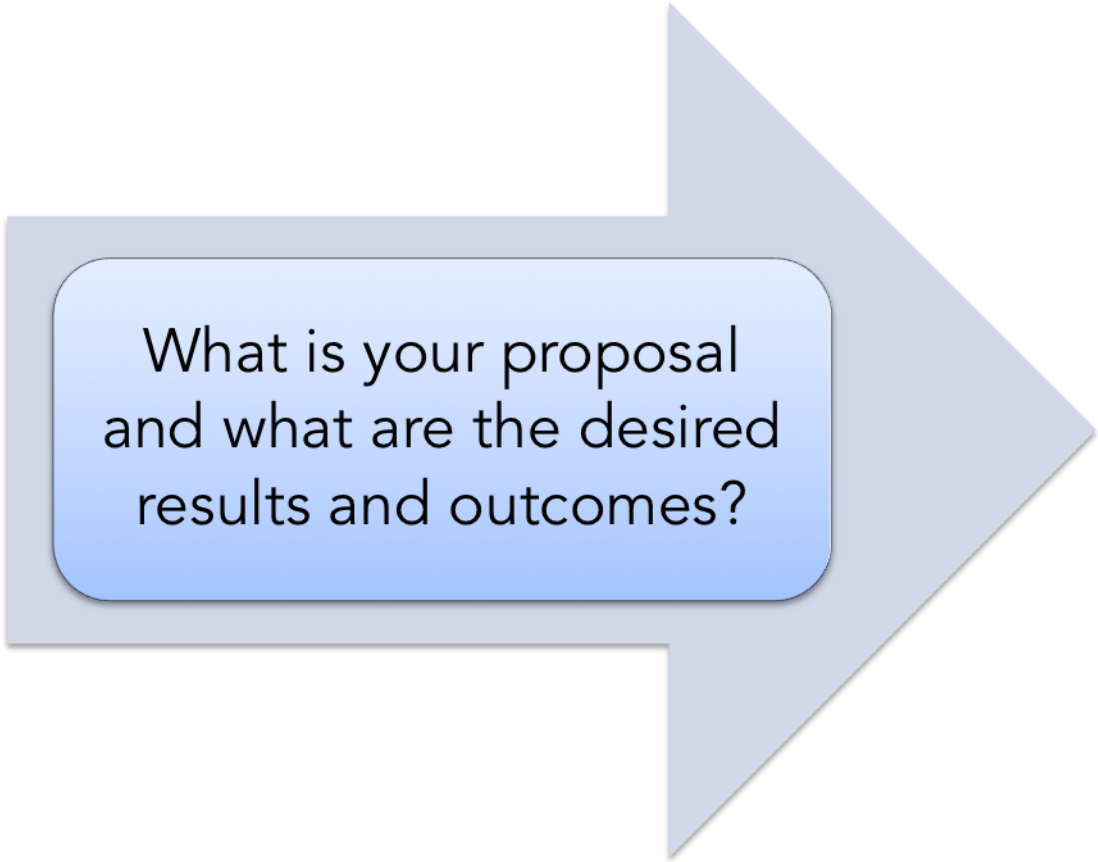
Examples:

- ✓ Streetlights / complaint-based systems
- ✓ Restrictions on use of criminal background checks in hiring processes
- ✓ Contracting policies and procedures
- ✓ Increases to the minimum wage
- ✓ Public utility project ranking criteria

race forward

Equity Review & Analysis In Application

#1



race forward

Step 1 – discussion questions

- Describe the policy, program, practice, or budget decision under consideration?
- What are the intended results (in the community) and outcomes (within your organization)?
- What does this proposal have an ability to impact?

#2

What's the community and performance data? What does the data tell us?

race forward

Step 2 – discussion questions

- Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
- What does population level data tell you about existing racial inequities? What does it tell you about root causes influencing racial inequities?
- What performance level data do you have available for your proposal?
- Are there data gaps? What additional data would be helpful in analyzing the proposal

#3

race forward

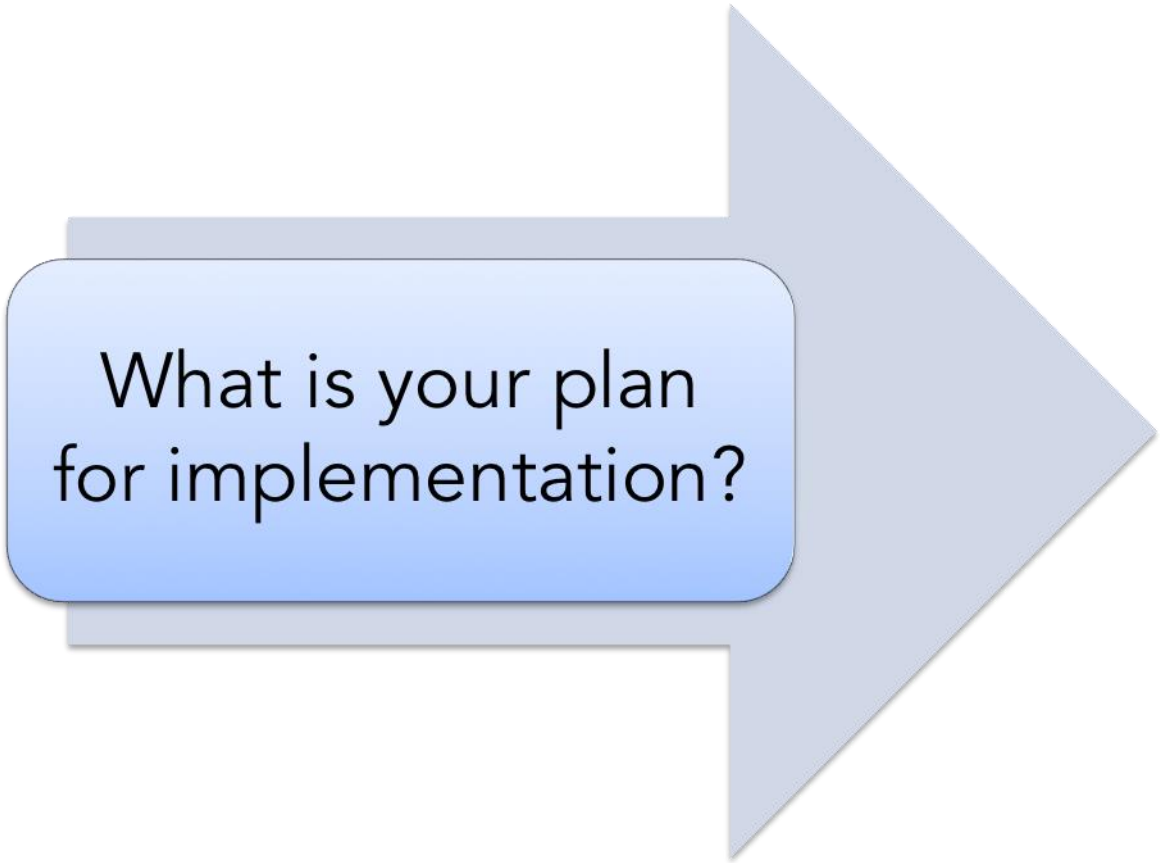
Step 3 – discussion questions

- Who are the community members most impacted by this project? Have you already involved community members?
- What has your engagement process told you about the burdens or benefits for different groups?
- What has your engagement process told you about the factors that produce or perpetuate racial inequity?
- What additional outreach or engagement needs to take place?

#4

race forward

#5



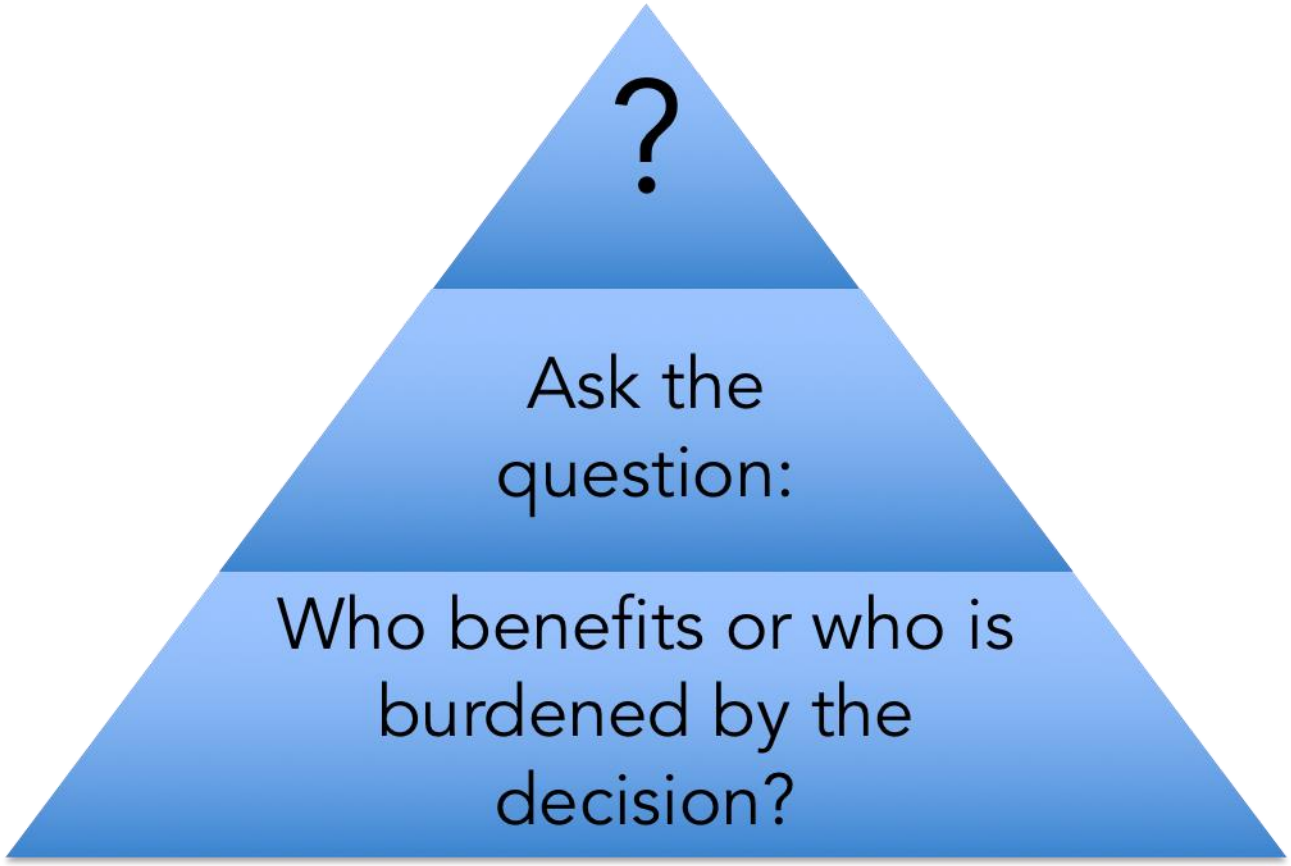
race forward

#6

How will you ensure accountability, communicate, and evaluate results?

race forward

What if I don't have enough time?



race forward

City Approach to Equity:
Key Next Steps