



CHIEF RACE & EQUITY OFFICER

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## CITY OF SAN DIEGO SEEKS CHIEF OF RACE & EQUITY

The City of San Diego, California is conducting a national search for a Chief of Race & Equity. This position will lead the newly created Office of Race and Equity, a City department. Established in June 2020, the Office 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, this position will play a pivotal role in ensuring equity, creating new policies and driving reforms in existing policies, procedures, and practices in City employment, City services, and City culture.

The Office of Race & Equity is responsible for providing education and technical support to City staff, local law enforcement, and elected officials, and implementing programs and policies in order to sustainably reduce and eliminate systemic racism and barriers to fair and just distribution of resources, access, and opportunity.

The Chief of Race & Equity shall be the visionary leader, advocate and catalyst to advance equity and social justice initiatives that achieve results.

## THE CITY AND ITS GOVERNANCE STRUCTURE:

With more than 1.4 million people, the City of San Diego is the eighth largest city in the United States and the second largest in California. The City of San Diego's strong economy, diverse population, great educational institutions, unsurpassed quality of life, and world-renowned location makes it the ideal place to work, live, and play. With its great weather, miles of sandy beaches, and major attractions, San Diego has something to offer for everyone.

The City's Mission, as found in our Strategic Plan, is **"To Effectively Serve and Support Our Communities."** The City's Vision is **"A World-Class City for All."** Our core values are Integrity, Service, People, and Excellence.

As one of the region's largest employers, the City of San Diego has a combined Fiscal Year 2021 operating and capital budget of approximately \$4.0 billion and employs approximately 11,800 highly dedicated employees. Additional information about the City of San Diego can be obtained on the City's website: [www.sandiego.gov](http://www.sandiego.gov).

Incorporated in 1850, San Diego is a charter city under a Strong Mayor form of government. The Mayor is the chief executive officer of the City, with the duty to oversee the administrative affairs of the City. The Mayor proposes the City budget, appoints City department heads, and has veto authority over most legislative and budgetary matters. The nine-member City Council has legislative authority in the City, including approving the City's annual budget, adopting local laws, and setting public policy. The Mayor is elected by voters citywide, while Councilmembers are elected by those voters living in the district served by each Councilmember. The Mayor and Councilmembers serve four-year terms and are limited to two consecutive terms.



## THE DEPARTMENT:

The Office of Race & Equity will achieve the City's goals of:

1. Ending racial disparities within City government by advancing fairness in hiring and promotions, promoting greater opportunities and inclusion in City contracting, and providing City services equitably to all City residents.
2. Prioritizing racial and social justice practices in the City's outreach programs and civic engagement approach to improve access to City government.
3. Prioritizing health and economic success for communities of color and low- to moderate-income communities.

Key priorities of the department include:

1. Collaborate with the Performance & Analytics Department to conduct a citywide assessment of the City's services and programs to identify disparities and gaps in services.
2. Create a city-wide racial equity action plan that encompasses equity tools and provides a blueprint systems and structures for each department to operationalize equity. The equity tool will be a proactive marker to be used to identify clear and measurable outcomes while identifying the benefit or burden of decisions made by City leaders and strive to implement city-wide inclusion.
3. Advise/coach and hold departments accountable for using the equity tool to identify issues of systemic racism, evaluate department policies and procedures and provide training on operationalizing equity to eliminate systemic racism.
4. In conjunction with the Equal Opportunity Contracting Program and the Citizens Equal Opportunity Commission, work to increase opportunities for women-owned, minority-owned, disadvantaged-owned, and disadvantaged veteran-owned businesses in City contracting.
5. Coordinate with City boards and commissions working on equity, racial justice and law enforcement issues, including the Human Relations Commission, the Community Review Board on Police Practices and the Citizens Advisory Board on Police/Community Relations to solicit community input and recommendations for meeting the City's goals of achieving race equity and eliminating systemic racism.



## THE POSITION:

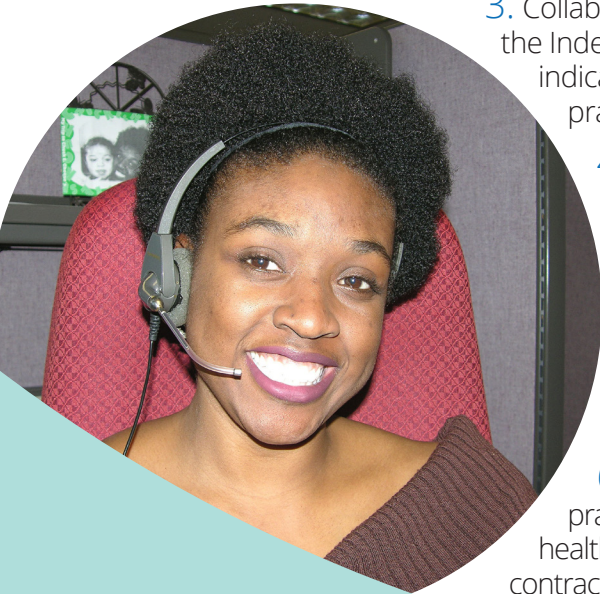
The Chief leads the City's Office of Race & Equity team in driving the Citywide strategy to advance and implement diversity, equity, and inclusion (DEI) practices into the culture and provision of all City programs, services and policies. The position is the expert technical advisor on citywide matters of equity and disparities. The Chief will collaborate with other city department directors and employees to facilitate an organizational culture that institutionalizes the use of an equity lens designed and implemented to address systemic disparities existing in the delivery of city services and policies. The Chief of Race & Equity is an at-will, executive management-level position and the administrative head of the Office of Race & Equity. This position is appointed by, and may be removed at-will by, the Mayor. This Chief is the appointing authority of all personnel in the Department.

A gifted communicator and diplomat, this Chief holds up a mirror to the organization, facilitates efforts to improve, and holds internal stakeholders accountable for implementation. The Chief is a strong listener and trust-builder, and able to build a robust network of partnerships across the organization and community in order to achieve DEI goals.

## KEY AREAS OF RESPONSIBILITY:

The Chief of Race & Equity is responsible for performing those duties and functions assigned and directed by the Mayor and/or Chief Operating Officer to meet the goals and objectives of the department, including:

1. Partnering with internal and external stakeholders to define the future vision for the City and engage in strategic planning work for 2021.
2. Ensuring that the City's long-term (4-year) and near-term (annual and 2022) plans are fully reflective of and inspired by a race and equity lens and reflects the City's equity identity.
3. Collaborating with the Performance & Analytics Department and the Office of the Independent Budget Analyst (IBA), develop and monitor DEI key performance indicators (KPI's); analyze and share observations regarding programmatic practice and innovation, and organizational culture and practice.
4. Partnering with the internal departments to ensure continuous learning and sustainable improvement regarding DEI KPI's, metrics, and organizational culture that align with the City's racial equity plan.
5. Collaborating with the Human Resources Department to create and refine equity-focused leadership development curriculum and educational opportunities, and provide career advancement pathways for people of color, women, and LGBTQ+ staff as well as focus on inclusive recruitment and retention strategies.
6. Collaborating with experts to stay current on DEI research and best practices to evaluate City policy including but not limited to: homelessness, health, housing, infrastructure, economic development, recruiting and retention, contracting, and deployment of city services and recommend relevant adaptation to enhance City services, practices, programs, and policies.



7. Develop consistent internal and external communication and feedback mechanisms to ensure the City is able to identify, discuss, and address equity issues impacting our clients, residents, and staff.
8. Using an equity lens, inform budget decisions and propose policy that advances and supports equitable service delivery to the community.



## MINIMUM REQUIREMENTS:

1. A BAVBS in a related field or commensurate experience to a bachelor's degree.
2. 5-7 years of experience advocating for and implementing change within a multi-cultural environment.
3. 5 years of experience developing and implementing diversity, equity, and inclusion programs.
4. Cross-cultural competence and excellent analytical, writing, public speaking, and facilitation skills with demonstrated understanding of cultural values and norms of various communities, particularly communities of color, LGBTQ+ and recovery communities.
5. Knowledge of public policy advocacy, including engagement of affected communities, policy development, coalition building, and strategic communications.
6. 3 years of managerial experience, with a demonstrated track record of leading collaborative teams that effectively develop and implement trainings and other programs that foster organizational change.
7. Experience working in a public agency is strongly preferred.

## IDEAL CANDIDATE:

The ideal candidate for Chief of Race & Equity will be an innovative, data-driven, visionary and transformational leader with outstanding people and management skills. The successful candidate will have demonstrated background and expertise in the following:

1. Proven ability to engage with diverse staff and leadership to promote trust, collaboration, and partnership between departments and levels of leadership.
2. Demonstrated track record in challenging and influencing peers to approach all work with a race and equity lens.
3. Experience developing and monitoring indicators of organizational culture and engaging employees and senior leadership to create organizational change.
4. Deep content knowledge of the research base and best practices for organizations striving to become more diverse, equitable, and inclusive.
5. Strong interpersonal skills; able to quickly establish credibility to develop and manage productive relationships with internal and external stakeholders and agencies.
6. Proven track record of success with community building and authentic engagement with communities of color and LGBTQ+ communities.
7. Politically astute, but apolitical, highly sophisticated and culturally competent in working effectively with diverse stakeholders in highly political environments.



8. Ability to communicate in languages other than English is beneficial.
9. Strong management and decisive leadership skills with a style that promotes transparency.
10. High emotional intelligence with a high level of integrity with a set of values that include compassion, collaboration, and service excellence.
11. A passion for advancing racial equity and social justice solutions.
12. An understanding of systemic and institutional racial bias.
13. Experience operationalizing an initiative and/or department.

## APPLICATION PROCESS

To be considered, please electronically submit your 1) resume, 2) cover letter and 3) a list of three professional references to [ceo.sandiego@thehawkinscompany.com](mailto:ceo.sandiego@thehawkinscompany.com) by April 16, 2021. The Letter of interest should highlight relevant work experience and qualifications for this position. Resumes received by April 16, 2021 will receive first consideration. The position is open until filled.

For additional information or questions, please contact [Ms. Brett Byers at 323-403-8279, brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com) or [Tisa Jones at 213-309-7984, tisa@thehawkinscompany.com](mailto:tisa@thehawkinscompany.com).

## THE HAWKINS COMPANY

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The City of San Diego has an active Equal Opportunity/ADA Program for employment and vigorously supports diversity in the workplace.

## MANAGEMENT COMPENSATION AND BENEFITS:

The salary for this position is \$150,000-\$200,000 depending on experience and qualifications.

The successful candidate will be eligible for participation in the City's Flexible Benefits Plan that offers several optional benefit plans or a taxable cash option; \$50,000 in City-paid life insurance; paid annual leave accruing at 22 days per year for the 1st through the 15th year of service. For further information, please contact the Risk Management Department at (619) 236-6600. Retirement benefits for this unclassified position depend on the candidate's eligible status (new hire, rehire, etc.). To learn more about employee benefits, please review the Benefits Summary for Unclassified Employees <https://www.sandiego.gov/sites/default/files/benefits-summary-unclassified-employees.pdf>. Some benefits currently offered to employees may be modified in the future.





## HUMAN RESOURCES DEPARTMENT

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