



CITY OF SAN ANTONIO

OFFICE OF EQUITY ANNUAL REPORT 2019



CITY OF SAN ANTONIO
OFFICE OF EQUITY

TABLE OF CONTENTS

04	Letter from the City Manager
05	Letter from the Director
06	Our Mission
07	Meet the Team
09	Our Origin Story
10	Equality Versus Equity
11	Our Initiatives
12	Initiative 1: Equity Trainer Program
15	Initiative 2: Department Assessments & Action Plans
17	Initiative 3: Budget Equity Tool
19	Initiative 4: Citywide Equity Committee
21	Initiative 5: Access to Relevant Equity Data
23	2019 Equity in Action
30	Looking Ahead in 2020



Erik Walsh
City Manager

Erik Walsh was appointed City Manager by Mayor Ron Nirenberg and the City Council in 2019. As the chief executive officer of the municipal corporation, Walsh oversees approximately 13,000 employees, manages an annual operating and capital budget of almost \$3 billion, and serves 1.5 million residents. Prior to his appointment, Walsh served as Deputy City Manager of San Antonio. He has over 24 years of career experience with the City of San Antonio and earned a Bachelor of Arts in Political Science and a Master of Science in Urban Administration from Trinity University.

LETTER FROM THE CITY MANAGER

Dear Community Members,

In my role as City Manager, I find myself reflecting on our rich history, opportunities for growth, and most importantly, envisioning our bold and prosperous future, which ensures all residents can reach their full potential.

Like many cities in the U.S., we have much to be proud of, including the people and traditions unique to San Antonio. We are one of 30 cities across the country that has made a commitment to advancing equity through the formation of an Office of Equity. Since becoming City Manager in 2019, I have prioritized our important equity work.

Over the past year, I have been excited to see the Office of Equity work diligently, methodically, and strategically to improve outcomes for community, shift culture within the City, and advance more inclusive and equitable programs, practices, and procedures. The Office accomplished great things in 2019, including launching the Citywide Equity Committee, which includes representation from every City Department, to help implement our vision for an equitable San Antonio.

Advancing equity is a social and moral imperative that is everyone's job, and we have an ambitious equity initiative that involves the tough, steady work of reflection, policy revision, and universal commitments to a just and equitable future. I am excited to continue supporting the diligence of the Office of Equity as they challenge us to think critically about how our programs and service delivery can be more equitable and impactful. I hope you will join me as we enter this critical next decade of work to improve outcomes for all.

Sincerely,

Erik Walsh
City Manager, City of San Antonio



From left to right: Zan Gibbs, Chief Equity Officer; Amanda Ireta-Goode, Senior Administrative Assistant; Jonathan Butler, Equity Manager; Amy Casso, Equity Manager; Jonathan Malagon, Equity Manager.

LETTER FROM THE DIRECTOR

Residents and Friends of San Antonio,

When I began my tenure as Chief Equity Officer in March of 2019, we were a small but passionate team of three, and during the course of the year we experienced a tremendous amount of growth, grounding, and leaning in deeply. As I reflect back on our accomplishments, I am extremely proud of growing our team to an office of five full time staff, revising and implementing a new Budget Equity Tool with every City Department, launching a Citywide Equity Committee, designing and delivering an equity Train-the-Trainer program, and launching Department Equity Assessments in eight Departments, just to name a few milestones.

Our 2019 goals were ambitious, bold, and audacious. We show up every day, as change agents in government, because large and persistent racial and economic gaps exist across many indicators, including housing and employment, and we want to change that. We are a team that is driven to help create a future where all systems of oppression are eradicated, including racism, from individual to institutional to structural.

We work diligently for justice because we recognize that fatal violence disproportionately affects transgender women of color; we understand that many in the disability community live and breathe at the hubs of many intersections such as environmental racism, poverty, exploitative working conditions, and homelessness; and we know that Black, Latino and Native American youth are disproportionately represented in the disconnected youth population.

We have inherited systems, structures, and outcomes that are the result of many discriminatory practices and policies including the legacy of Jim Crow, national and local redlining policies, and urban renewal plans that benefited some and burdened others. In addition to these inherited systems, we also know that some of today's disparate outcomes are the result of ongoing implicit and explicit discrimination. As we look back on our accomplishments, we must also look forward to a future, where another world is possible, and disparities no longer exist. We understand that our role as government officials is to do our part to ensure that ultimately in San Antonio, and across the U.S., one's identity will no longer predict one's outcome..

Warm regards,

Zan Gibbs
Chief Equity Officer, City of San Antonio

OUR MISSION

1 Normalize concepts of social justice within city government

2 Organize staff around advancing equity in their Departments

3 Operationalize equitable policies, programs, and procedures within city government

The City of San Antonio's mission is to deliver quality services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant, and historic community.

The Office of Equity works with and across City Departments, and with community partners to maximize the City's impact towards San Antonio's vision of prosperity and to help reduce and ultimately eliminate disparities experienced by our most marginalized residents.

As described by PolicyLink, a national research and action institute advancing racial and economic equity, Cities are equitable when ALL residents regardless of their race/ethnicity, nativity, gender, income, neighborhood of residence, or other characteristics are fully able to participate in the city's economic vitality, contribute to the region's readiness for the future, and connect to the region's assets and resources. The Office of Equity sets goals and measures our progress, with the recognition that strategies must be targeted, so that we can close the gaps in outcomes that our most marginalized communities experience.

MEET THE TEAM



Amanda Ireta-Good
Senior Administrative Assistant

Amanda brings her multidisciplinary experience working in community and in the arts as well as 14 years of administrative and leadership experience in the private and nonprofit sectors to the Office. As a poet and theatre activist, Amanda's passions include language, the written word, community organization, and animal rescue. She shares her experiences as a first-generation immigrant through her writing, spiritual, and community work. Amanda holds a Bachelor of Arts Degree in Theatre Studies from the University of Incarnate Word in San Antonio. She previously served as Gemini Ink's Development Director, where she led grant writing and fundraising initiatives to support creative writing programs throughout San Antonio.



Jonathan Malagon
Equity Manager

Jonathan has been involved in social justice and racial equity work for over 20 years. As an Equity Manager, he supports various initiatives to ensure that the City of San Antonio's policy-making, service delivery, community engagement, and distribution of resources promotes equitable outcomes. He holds Master's Degrees in City Planning and Public Health from UC Berkeley, and a Master's Degree in Education from UCLA. He previously worked with the City of Richmond, California, to adopt a Health in All Policies Strategy, and has published multiple articles on health equity planning in government. As a Senior Associate with PolicyLink, he coordinated statewide policy campaigns to improve outcomes and opportunities for communities of color. He is a former high school teacher in Watts and Northeast Los Angeles.



Amy Casso
Equity Manager

Amy brings 25 years of professional experience in advancing racial, gender, immigrant, and health justice with grassroots and national organizations to her role with the Office of Equity. She has provided technical support and trainings to organizations, campaigns, foundations, and governmental agencies on racial, gender, and reproductive justice inclusionary policies and best practices. Amy holds a Master's Degree in Public Administration from The University of Washington Daniel J. Evans School of Public Affairs, and a Bachelor of Arts Degree from The University of Oregon. In 2017, Amy was selected as a National Rockwood Leadership Fellow-Reproductive Health, Rights and Justice.



Jonathan Butler
Equity Manager

Jonathan is a well-rounded attorney with over 20 years of experience cultivating and strengthening relationships with diverse constituencies within neighborhoods, government, non-profit organizations, private industry, faith-based institutions, and universities. Prior to joining the Office of Equity, he managed the Neighborhood Services and Development Division for the City of Chattanooga where he helped establish policies and initiatives to preserve and produce affordable housing, organized programs to build resident leadership capacity, and helped create a Land Bank Authority. Jonathan holds a Bachelor of Arts Degree from Emory University, a Juris Doctorate Degree from American University, and bar licenses in Georgia and Virginia. He is also a gifted public speaker and a published poet.



Zan Gibbs
Chief Equity Officer

Zan Gibbs is the Chief Equity Officer for the Office of Equity in San Antonio, and prior to that was an Equity Manager for the City of Portland, Oregon. Zan has over 20 years of experience operationalizing racial justice programs, practices and procedures in the public and non-profit sector. Zan also co-founded the Sexual and Gender Minority Youth Resource Center, and the Portland chapter of Showing up For Racial Justice. Zan has a Master's in Public Health, has been a keynote speaker, and has led many multi-day racial justice skill building retreats for environmentalists from all over the country. Zan is also an Ironman finisher, a Skidmore Prize winner and a huge fan of Ted Talks.

OUR ORIGIN STORY

In September 2013, San Antonio passed an ordinance that established a more inclusive and consolidated Non-Discrimination Policy. After much community effort, particularly from the LGBTQIA+ (lesbian, gay, bisexual, trans, queer, intersex, asexual, +) community, sexual orientation, gender identity, and veteran's status were added to the list of protected classes. Two years later, with the support of the San Antonio Mayor and City Council, the City Manager launched the Diversity and Inclusion Office in May 2015, to address complaints filed under the Non-Discrimination Ordinance. Starting in 2016, the Diversity and Inclusion Office convened a strategic Stakeholder Advisory Committee to identify three initiatives: raising awareness about the office, assessing the City's existing diversity and inclusion initiatives against best practices, and building the capacity of the office. In early 2017, the office formalized a partnership with the Government Alliance on Race and Equity and together launched a Racial Equity Initiative. Later that year in August of 2017, the office was officially renamed to the Office of Equity.

Working closely with City Departments, the Office of Equity, SA2020, and the Government Alliance on Race and Equity piloted a racial equity tool and the first version of a budget equity tool in 2018, to address gaps in services and develop plans for equity-conscious programming. That same year, the City of San Antonio won the All-America City Award for its collaborative efforts promoting fairness and equity through inclusive civic engagement, in part because of the Office of Equity's initiatives.

In 2019, the Office of Equity continued to advance a variety of equity initiatives while developing equity trainings and strategic community partnerships. Our current work plan is centered around the Government Alliance on Race and Equity's framework of normalizing, organizing and operationalizing equity, and includes an Equity Train the Trainer program, a Citywide Equity Committee, Department Equity Assessments and Department Equity Action Plans, and a variety of additional equity tools. By the end of 2019, the Office of Equity had grown to a team of five staff with an annual operating budget of approximately \$650,000.



EQUALITY VS. EQUITY



EQUALITY



Equality gives everyone the same or equal thing.



EQUITY



Equity is just and fair inclusion, in which, all are assured that they can fully participate, prosper, and reach their full potential, regardless of their identity.

We often hear the words equality and equity used interchangeably when in fact, they are very different. Equality is the state of being equal, treating individuals in the same manner, providing the same services and programs, irrespective of individual differences, histories, and challenges. Equality based approaches presume we all start in the same place and/or have the same needs regardless of whether everyone starts at the same place and despite disparate outcomes. Equity as an approach recognizes that not all individuals have the same resources, needs, challenges, or start at the same place.

As the graphic (above) illustrates, equity ensures the tailoring of solutions towards the applicable need, and all needs cannot be addressed with the same solutions. At the City of San Antonio, equity means that our policy-making, service delivery, and distribution of resources account for the different histories, challenges, and needs of the people we serve. Equity is achieved when one's identity cannot predict one's outcomes. Racial equity means we eliminate racial disproportionalities specifically, so that race can no longer be used to predict outcomes, and we increase the success of all communities.

Using shared definitions of key terms is important for equity work at the City because it provides clarity and consistency across all our workplaces, which leads to a better analysis of how institutional racism functions, how it is maintained, and how it perpetuates injustices. With a shared understanding across City Departments, we can collectively be more effective in deconstructing the mechanisms that support systemic oppression and begin constructing ones that produce more equitable outcomes.

OUR INITIATIVES

The Office of Equity leverages normalizing equity terms, concepts, and tools, by training staff on the application and utilization of an equity lens in their work. Applying an equity lens is a critical thinking and practical application approach that assists in removing barriers, undoing institutional and structural racism, and evaluating benefits and burdens in underserved communities. The result is improved services and service delivery for all. The Office of Equity recognizes that it will take a transformational shift within government

to truly address disparities experienced by communities of color, low-income communities, and all marginalized communities. We focus our efforts on elevating equity concepts and deepening the understanding of what it takes to advance equity within every City Department. Our office provides training, technical assistance and equity specific tools to all City Departments and staff, because we believe that advancing equity is everyone's job.

TOP FIVE OPERATIONS

1. Training City staff
2. Conducting Department-wide Equity Assessments to help create Equity Action Plans
3. Budgeting for equity
4. Facilitating a Citywide Equity Committee
5. Increasing access to relevant equity data





INITIATIVE 1

EQUITY TRAINER PROGRAM

The Equity Trainer Program is about discovering new ways to re-evaluate and re-examine perceptions about race and equity so that discussions and understanding can begin to happen. — Survey Respondent

EQUITY TRAINER PROGRAM

In an effort to increase the normalizing and operationalizing of equity concepts and practices across the City, the Office of Equity launched the Equity Trainers Program in the summer of 2019. The program is a targeted multi-year strategy that builds staff capacity and develops equity champions through coordinated equity trainings across all Departments.

Over 40 City employees (Equity Trainers) from 19 Departments were selected through an application and interview process. These employees were then trained using a “train-the-trainer” model to equip them to deliver Equity 101 trainings within their respective Departments, and provide support for departmental equity strategies and plans. The program included 40-hours of interactive training that guided participants through personal awareness, critical and

analytical thinking, facilitation skill building, and curriculum practice. The five-day training supported the professional development of City staff to facilitate conversations on equity, diversity and inclusion, and apply an equity lens to analyzing and improving policies and practices within the City. The Equity Trainer Program focuses on training and building a team of individuals to provide ongoing support to City staff on how to advance racial and economic equity in their specific programs, policies, and practices.

The trainers teach a two-phased equity curriculum in their Departments, which includes an introduction to advancing equity in local government and applying an equity lens to their work.

“Training is much needed and appreciated! Beneficial for all City staff to attend.” — Survey Respondent

EQUITY TRAINING OBJECTIVES

Deepen understanding of the role of government in advancing equity

Building shared language and understanding of equity, diversity and inclusion concepts

Develop and practice appropriately relevant strategies and skills through the application of an equity lens framework

TRAINING SPOTLIGHT

DID YOU KNOW

In 2019, the Office of Equity hosted 80 trainings and presentations, reaching 4,000 City staff.

The Office of Equity provides a variety of trainings for City Departments, as well as manages a large train-the-trainer program. While we firmly believe that structural transformation requires a lot more than just training, we recognize the value in strategically elevating the knowledge and competencies of City staff so that they can help us collectively advance equity work.

2019 TRAINING ACCOMPLISHMENTS



Established the City's first Equity Trainer cohort



Trained 4,000 City staff on over 10 different topics



Provided a variety of equity trainings to the City's Executive Leadership Team

TRAINING SURVEY FEEDBACK

I really enjoyed this training and I am appreciative of the speaker but also the City for allowing us the experience. — Survey Respondent

A must attend!!! Award winning!!! This workshop was so valuable and provided me with awareness and knowledge of equity. — Valerie

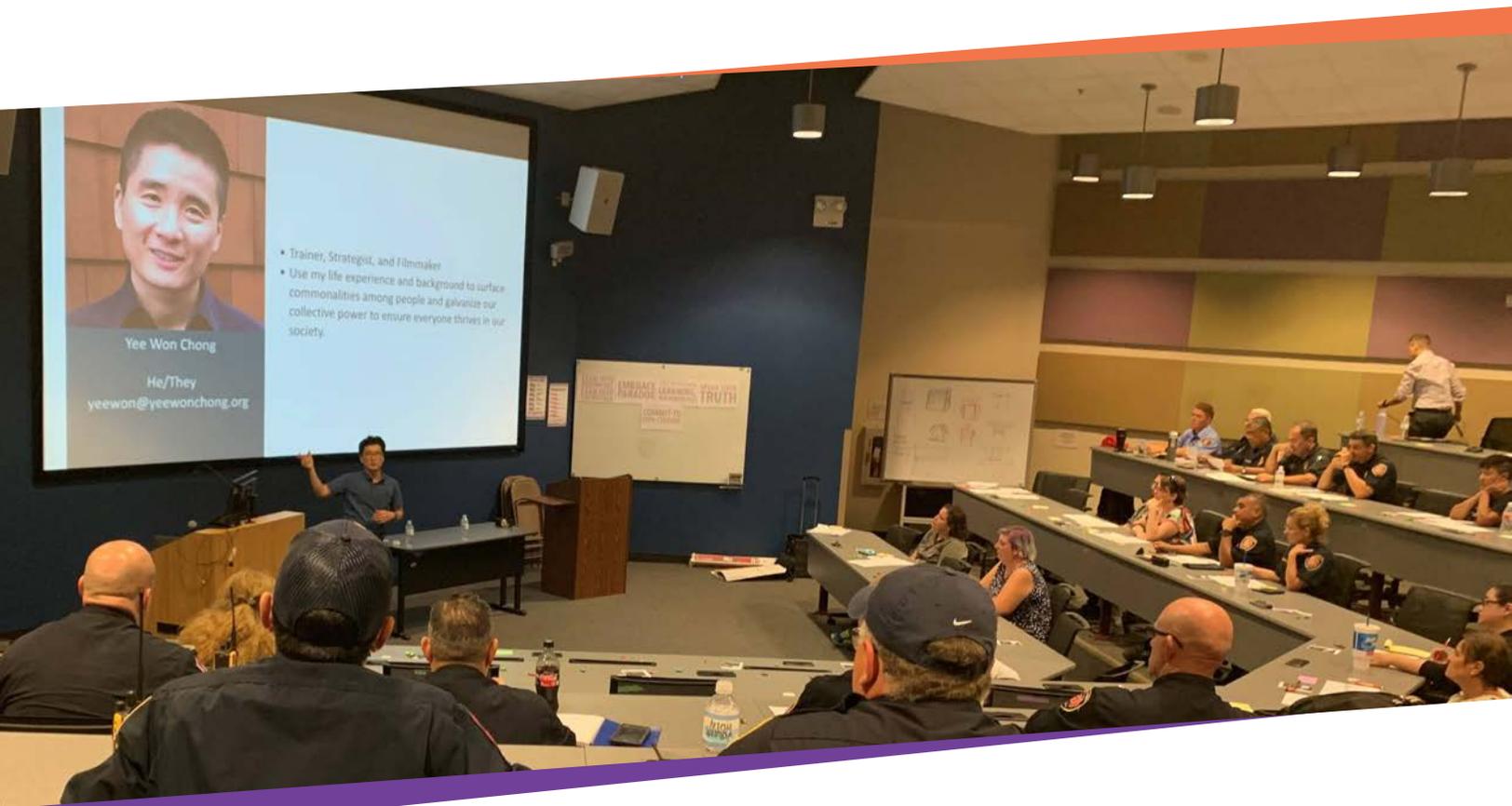
I was so glad to hear the earnest and inclusive discussion. It made me proud to be a part of City of San Antonio! — Survey Respondent

EQUITY TRAINER PROGRAM

TRANSGENDER INCLUSION

Noted trainer, strategist, speaker, and documentary filmmaker, Yee Won Chong, was contracted to facilitate Transgender Inclusion 101 training sessions to City employees working in Departments that significantly interact with youth populations. In August, 12 different training sessions were offered, which included over 1,000 City employees, to introduce a common language and best practices for creating transgender inclusion, and to illustrate how transgender equity can be achieved with change strategies at institutional levels.

Following the completion of all of the trainings, the Office of Equity also hosted a free public screening and panel discussion of Yee Won's film, *Trans Dudes with Lady Cancer*. The screening and panel provided an additional learning opportunity for City staff and community members. The film follows the journey of two transmasculine men who had been diagnosed with ovarian and breast cancer, and the event was co-sponsored by several City Departments as well as several trans justice focused community based organizations.



of participants were satisfied or beyond satisfied with the training session, and they believed it provided them with a shared language and awareness of gender concepts that deepened their understanding of the transgender community.



INITIATIVE 2

DEPARTMENT ASSESSMENTS & ACTION PLANS

The Equity Assessment Survey was a great way to give our staff a voice to express their perspective in terms of where we are as a Department when it comes to equity. — Carlos

DEPARTMENT ASSESSMENTS & ACTION PLANS

Operationalizing equity is essential to produce better outcomes for employees and residents. One way the Office of Equity is working with City Departments to operationalize equity, is by facilitating the completion of Department Equity Assessments, which will inform the creation of two-year Equity Action Plans. Each year, eight Departments will complete comprehensive, Department-wide Equity Assessments of existing functions, policies, programs, and processes. The assessments serve as the foundation for the

creation of two-year Department Equity Action Plans, which will include specific strategies and metrics by Department, to address assessment findings to improve outcomes for low income communities and communities of color.

In the fall of 2019, the first cohort of Departments began the assessment process. The first eight Departments selected to begin the process were:



ECONOMIC DEVELOPMENT



METRO HEALTH



HUMAN SERVICES



NEIGHBORHOOD & HOUSING SERVICES



PARKS & RECREATION



HUMAN RESOURCES



LIBRARY



CITY CLERK

THE DEPARTMENT EQUITY ASSESSMENTS MEASURE FIVE AREAS:

1. Organizational, Management and Leadership Commitment
2. Workplace and Workforce
3. Community Access and Partnership
4. Programs, Plans, Policies and Budgets
5. Service Delivery, Facility and System Improvements

The assessments are designed to solicit and collect both quantitative and qualitative feedback that considers current City equity efforts, and also looks at how Departments may address challenges that are experienced by our most marginalized members of our community and workforce moving forward. Once the results have been captured from

the assessment phase, two-year Equity Action Plans will be created by the Department, with explicit actions, timelines, evaluation measures, and staff responsible. By 2024, we expect all City Departments to have completed the Equity Assessment process and to have created Departmental Equity Action Plans.



INITIATIVE 3

BUDGET EQUITY TOOL

The Budget Equity Tool provided a great opportunity for our Department to start discussing what equity means to each of us, and how our work impacts all residents in our community. — Audrey

BUDGET EQUITY TOOL

The City of San Antonio's Budget Equity Tool includes a set of questions to guide City Departments in assessing how budget requests benefit and/or burden communities, specifically communities of color and low-income communities.

The Budget Equity Tool was substantially revised in 2019 to reflect emerging equity best practice, increased specificity, and to better align with our larger transformational goals of embedding racial and economic justice principles and

practices throughout every Department.

Integrating equity into the budget process through a uniform assessment tool is a key strategy in the City of San Antonio's comprehensive and citywide approach to equity. The tool and the process by which Department's complete the tool, compliments other efforts to operationalize equity throughout the City, such as Departmental Equity Assessments and the creation of the 2-Year Departmental Equity Action Plans.

THE BUDGET EQUITY TOOL IS DESIGNED TO:

1. Identify whether budget requests advance equitable outcomes for residents
2. Assess the equity impacts of budget decisions for potential burdens and benefits for communities of color and low-income communities
3. Ensure that programs, projects, plans, and investments help to reduce disparities
4. Increase community engagement in improvements, reductions and overall budget development



BUDGET EQUITY TOOL STRATEGIES

Strategy One:

Apply an equity lens to assess equity impact

Strategy Two:

Be equity data driven

Strategy Three:

Equitable community engagement and access



INITIATIVE 4

CITYWIDE EQUITY COMMITTEE

“Since I first started serving on the Citywide Equity Committee, I’ve shared incredible dialogue with fellow City employees across multiple Departments regarding the shared opportunities and challenges that we collectively face when engaging the task of advancing racial and economic equity.” — Erik

CITYWIDE EQUITY COMMITTEE

In 2019 we recruited and selected almost 50 City staff, representing every City Department, to form the first ever Citywide Equity Committee. Launched in July, the Citywide Equity Committee is a cross-departmental group of City employees, who are convened monthly to support the Office of Equity's vision and mission for racial and economic equity in the City of San Antonio. In the first few months, the committee accomplished the adoption of their charter, by-laws, core values, and group agreements.

The Office of Equity designed a 12-month curriculum for the committee, and developed an ongoing learning and training program for members that included internal and external

professional development opportunities. In collaboration and coordination with Office of Equity, the committee facilitates, coordinates, and leads a citywide effort to help achieve equitable outcomes in community. The committee promotes the recognition and removal of economically and racially inequitable policies, practices, and procedures, via efforts such as providing strategic improvements to the Budget Equity Tool and process. Within their first six months they helped to identify Departmental best practices for and barriers to advancing equity, designed and coordinated resources to increase the advancement of equity in their Departments, and proposed cross-departmental solutions for several equity challenges.

CORE STRATEGIES:

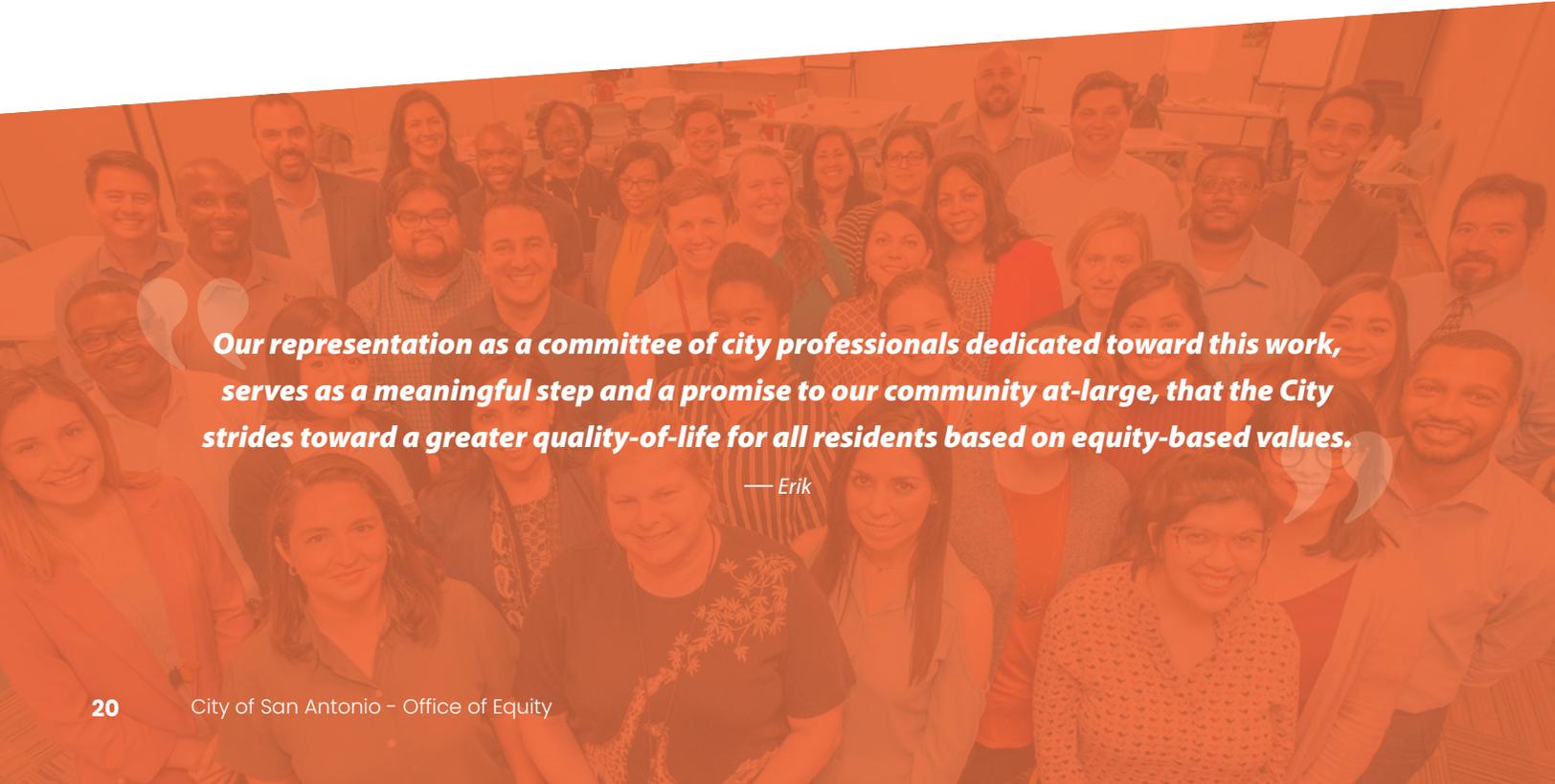
Champions of social justice and equity

Build capacity and community by supporting equity awareness and training

Coordinate the implementation of equity tools in Departments

Catalyze equitable policies, practices, budgets and plans

Create analytical tools and reports on equity impacts, program evaluations, and measure progress on equity goals



Our representation as a committee of city professionals dedicated toward this work, serves as a meaningful step and a promise to our community at-large, that the City strides toward a greater quality-of-life for all residents based on equity-based values.

— Erik



INITIATIVE 5

ACCESS TO RELEVANT EQUITY DATA

The Equity Matrix allows every City Department to easily view maps and charts about our city's racial and economic segregation. With this access, Departments will be able to more equitably target outreach, deliver city services, and plan for the future. — Sarah

EQUITY MATRIX & ONLINE MAPS

We recognized the need to have more accessible and readily available relevant equity data, so that Departments can more easily apply an equity lens to help inform Departmental and citywide work. In response to this need, the Office of Equity created a simplified version of an Equity Atlas and Matrix, or equity ranking index and set of online maps, that can be used to help rank many of our internal lists that relate to projects, programs and even procedures. This project was created in 2019 in collaboration with our Planning Department and our Information and Technology

Services Department with help from the geographic information system (GIS) team at the City, and will be used to help guide our investments and achieve citywide equity goals and outcomes.

The Equity Matrix and online mapping project was also chosen by the City's Data Collaborative, formed in 2019, as their top internal City project. With this citywide support, many Departments stepped up to collaborate and support the addition of new data layers.

NON-DISCRIMINATION ORDINANCE

The City of San Antonio has a Non-Discrimination Ordinance that provides protection from discrimination in five areas: (1) city employment, (2) city contracts and subcontracts, (3) appointments to boards and commissions, (4) housing, and (5) public accommodation. There are eleven protected classes under the ordinance: race, color, religion, sex, sexual orientation, gender identity, veteran status, disability, familial status in housing, national origin, and age.

While this ordinance has provided increased protections for some, it does include exemptions to qualifying religious

organizations in regards to employment and public accommodation, which allows a religious organization to have preference in employment based upon religion. In addition, the Ordinance does not require a church or other non-profits to lease its accommodations to groups covered by the ordinance provided the profits of such accommodations are solely for the benefit of the organization. With many complaints coming in from the LGBTQIA+ community, we recognize as an office that there is still a lot of work to do in San Antonio to ensure safety, protection and justice for this community.

DID YOU KNOW

The Office of Equity manages the intake of the discrimination complaints that are received via the City's Non-Discrimination Ordinance, and in 2019 we received and processed 24 complaints.



2019 EQUITY IN ACTION

**HIGHLIGHTS FROM SELECT
DEPARTMENTS**

OFFICE OF THE CITY MANAGER:

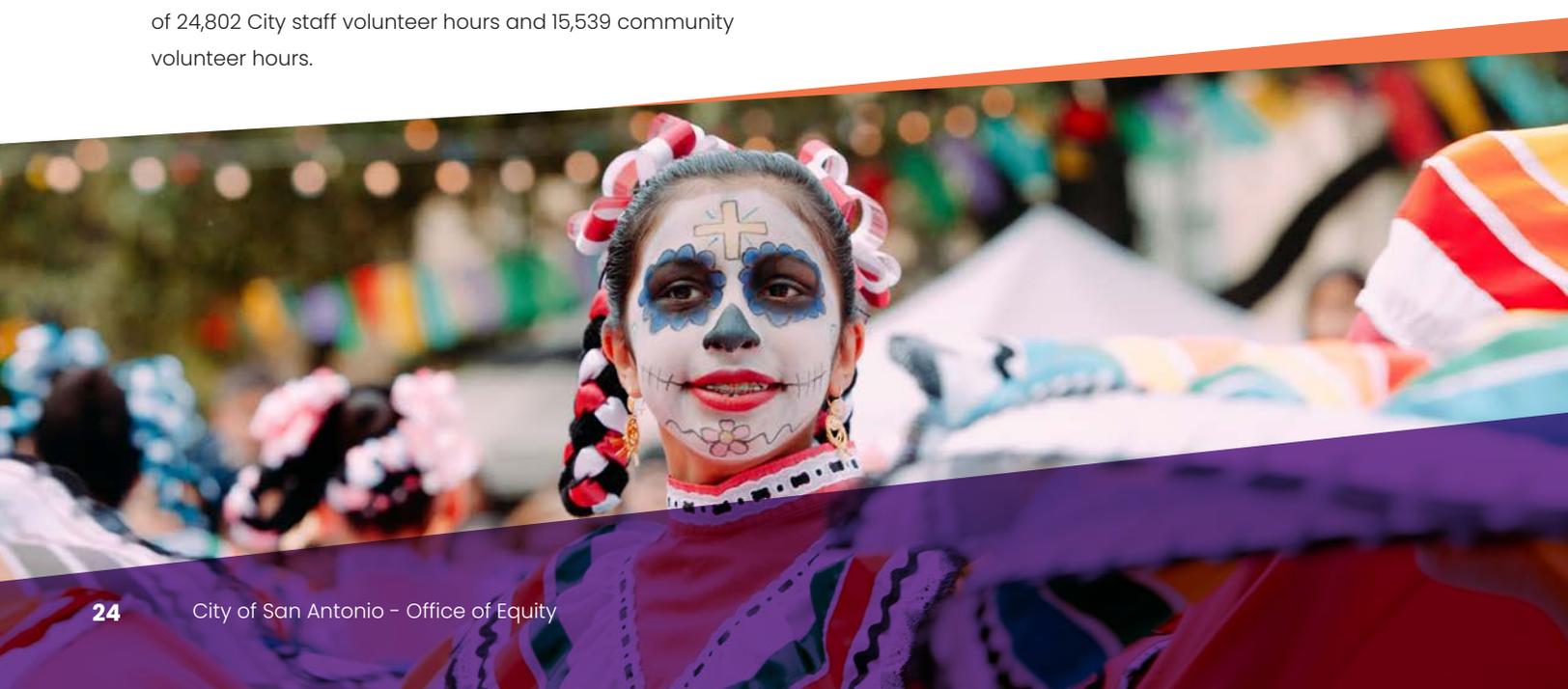
MIGRANT RESOURCE CENTER – The City of San Antonio opened a Migrant Resource Center in March to provide needed services to an increased number of migrants traveling through San Antonio. Opening a Migrant Resource Center was a significant demonstration of the City's commitment to advancing equity in our policies, programs, and services. The center was operated by the City of San Antonio Human Services Department, in close coordination with Catholic Charities, San Antonio Food Bank, Interfaith Welcome Coalition, Travis Park Church, and other nonprofits and community volunteers. Together with partners, the center provided basic needs and travel planning assistance to 32,379 migrants so they could safely arrive at their designated locations across the country. At its peak in mid-summer, the center was serving as many as 450 migrants per day.

The vast majority of migrants were families with children from Honduras, El Salvador, and Guatemala requesting asylum in the United States. Some migrants arrived from other countries, including significant numbers from Angola, Democratic Republic of Congo, and Haiti. Asylum seekers received help with travel arrangements and tickets to their final destination. They also received food, medical services, books, activities for children, clean clothing, toiletries, and diapers while they waited hours and sometimes days for their travel. Despite assurance of Federal reimbursement, the City opened the Migrant Resource Center to provide humanitarian aid to asylum seekers. More than 1,200 City employees and over 600 community volunteers, assisted during the seven months the center was open with a total of 24,802 City staff volunteer hours and 15,539 community volunteer hours.

IMMIGRATION SERVICES – The Office of the City Manager supports an Immigration Liaison to work with immigrant and refugee residents, stakeholders, non-profits, advocates, and faith organizations to coordinate and connect the immigrant community to services and facilitate their input into the city decision making processes. In 2019, the Immigration Liaison played a critical role in the Migrant Resource Center, a collaborative project heavily supported by the Department of Human Services.

In 2019, the Immigration Liaison partnered with the Chamber of Commerce, New American Economy, and Welcoming America to create a community strategic plan for immigrants and refugees. To gather valuable stakeholder input for the plan, two charrette events were planned, attended by 130 stakeholders, and 10 listening sessions were attended by 100 stakeholders. To gather additional input, the liaison also worked in collaboration with Government and Public Affairs to produce a survey that was made available in Spanish, French, Arabic, Pashto, Farsi, Tigrinya, and Burmese.

Through collaboration with community organizations and city partners, the Immigration Liaison also increased the capacity for citizenship promotion in San Antonio in 2019, by supporting five citizenship clinics, 17 citizenship information sessions at various libraries, and two naturalization ceremonies. Events were promoted on Spanish language television and radio programs.





TRANSPORTATION & CAPITAL IMPROVEMENTS:

DISABILITY ACCESS OFFICE – The Disability Access Office ensures all City of San Antonio programs, services, facilities, and public rights of way are accessible to and usable by people with disabilities so anyone, regardless of ability, may fully engage in community life. This office uses a comprehensive approach in addressing all parts of the system that directly or indirectly affects people with disabilities by partnering with residents and City Departments. In 2019, the office completed 466 design plan reviews that include projects such as City Hall renovations, City Tower, and Bond projects. They completed 219

complaint investigations, responded to 342 technical and resource assistance requests from City staff and residents, and processed 47 American Sign Language interpreter requests. The office also supported the Office of Emergency Management with updates to community emergency response plans, through facilitating seven community engagement meetings, partnering with Deaf Link to provide the Accessible Hazard Alert System, and providing best practice recommendations on emergency management practices to be fully inclusive of the needs of people with disabilities.

SAN ANTONIO PUBLIC LIBRARY

FINE FREE PILOT PROGRAM – In an effort to alleviate the burden families face when it comes to Library fines and make services and materials more available, the Library initiated a Fine Free Pilot Program from June 2019 through spring 2020. The Library recognized that fines on juvenile and teen materials disproportionately affect people living in poverty and can serve as a barrier preventing some families from returning to the Library because of fines that accrue. Any items classified “juvenile” or “young adult” will no longer be charged overdue fines as long as they are returned during the pilot program. This includes all material types: books, DVDs, CDs, magazines, audio books and more.

TEEN OUTREACH VAN – In 2019, the San Antonio Public Library’s Teen Outreach Van staff provided 25 programs and events attended by 1,262 youth in target East-side and West-side communities. Formerly known as the Valero Roaming Online Outreach Mobile, or VROOM!, this sprinter van was gifted by the Library Foundation in 2014, to promote education, technology, and literacy for teens throughout San Antonio’s East-side and West-side communities and high schools with high Community Distress Index scores. The Library dedicated a Teen Outreach Specialist to activate this vehicle to produce outreach, off-site library services, and STEM/STREAM activities for high school aged teens, 13 to 18.

NEIGHBORHOOD AND HOUSING SERVICES DEPARTMENT:

NEIGHBORHOOD CHANGE INDEX – In 2019, the Neighborhood and Housing Services Department began to collaborate with the Office of Innovation to create a Neighborhood Change Index, which will serve as a guide to help inform policy and program design to mitigate the negative effects of neighborhood change and displacement experienced by our most vulnerable communities in San Antonio. While the tool is currently still being developed, it aims to target outreach campaigns that engage, empower, and educate residents on how to access and utilize resources to preserve their communities. The index will also be used to focus housing policies on stabilizing neighborhoods and help keep residents in their homes.

FOREVERYONEHOME – San Antonio is one of three cities selected in 2019 by Grounded Solutions Network to be a part of a pilot program called, ForEveryoneHome. The program is an 18-month initiative that began in the summer to focus on housing policies for lasting affordability, displacement prevention, and neighborhood preservation in areas where renewed growth and investment is putting communities of color at risk of additional displacement. The initiative promotes collaboration between several City Departments, including the Office of Equity, as well as with municipal officials and community leaders. It is designed to engage and support cohort cities' lower-income residents and communities of color to help counter the impacts of past policies and practices such as redlining, race-based restrictive covenants, and predatory lending. In June of 2019, the San Antonio City Council approved a \$75,000 co-investment in the initiative and will be matched twice by the Ford Foundation.

HUMAN RESOURCES:

WORKFORCE DEMOGRAPHICS DASHBOARD – In 2019 the Human Resources Department made a commitment to co-create a City of San Antonio workforce demographics online dashboard, to support advancing various diversity

RISK MITIGATION POLICY – In 2019, the Risk Mitigation Policy went into effect with \$1 million in allocated funding aimed to assist families and individuals facing displacement. This fund provides support through three mechanisms: \$650,000 in relocation assistance for households that are directly displaced, \$250,000 in emergency assistance to help households stay housed in a moment of crisis, and \$100,000 for the creation of a rental incentive fund to help the most vulnerable households with barriers find affordable housing. Over the year, the policy and funding helped to support, 287 households or 618 individuals. The program will be reviewed on an annual basis to ensure we are providing the best assistance to the community.

UNDER 1 ROOF PROGRAM – In 2019, the Under 1 Roof Program was adjusted to ensure it was servicing our most economically vulnerable homeowners in San Antonio by examining the household income and number of owner occupied units in each District across the city. By using this data, the program more strategically serves households with the greatest financial need and prioritizes the funding accordingly. Over the year, the program assisted a total of 530 households in replacing their roofs. In 2015, District 1 Councilman Robert Trevino created the program and since its initiation, more than 780 roofs have been replaced.

initiatives, support Affirmative Action policies and plans, and provide relevant information for the upcoming creation of Departmental Equity Action Plans in every Department.

METRO HEALTH:

OFFICE OF HEALTH EQUITY – Metro Health has created and funded an Office of Health Equity specifically to address racial health disparities experienced by our most marginalized San Antonio residents and address the social determinants of health. In 2019, this office hired a new Health Equity Manager, who is responsible for the leadership of the Department health equity agenda. This past year, the Department started implementing the Health Equity Policy that was formally signed in November 2018, to help guide the work and concretely address health racial disparities with the focus on social determinants of health.

In 2019 the Department fully supported the Health Equity Leadership Team (HELT), comprised of staff from different divisions who are committed to advancing racial equity at Metro Health, and supported five staff to attend the Equity

Train-the-Trainer one-week course. This group became the Equity Training Team in charge of teaching Equity 101 & 201 for all staff at Metro Health, which is the only Department with an ongoing commitment to ensure all staff receive equity training.

REACH GRANT – In 2019, Metro Health received a five-year grant to help address racial equity at the community level through the Racial and Ethnic Approaches to Community Health (REACH) Grant, which has funded increased Community Health Worker positions and a Health Equity Coordinator. The REACH Grant is focused on reducing health disparities among African American/Black and Hispanic/Latino/Latinx communities and promoting tobacco-free living, improved nutrition, and community-clinical strategies on the near East, South, and West sides of San Antonio.



CITY ATTORNEY OFFICE:

BOARDS AND COMMISSIONS – The City Attorney's Office made a commitment to reviewing the current requirements for applicants to Boards and Commissions, to help remove barriers to public participation for our most marginalized

residents. The City Attorney's Office also provided support for resolution of all of our Non-Discrimination Ordinance complaints.

ARTS & CULTURE:

ARTS AGENCY EQUITY FUNDING POLICY – This year, the Department of Arts & Culture managed and monitored the first year of the new three-year equity funding policy awarding \$6.8 million to 48 arts agencies. The Department’s Cul-TÚ-Art Plan, updated in 2018, focuses on using an equity lens when distributing funding allocations. The guidelines provide a policy and process for the City to fund San Antonio arts nonprofits in these categories: Festivals, Base Operational Support and Culturally-Specific Support. Organizations that meet the Culturally-Specific category qualify for additional funding, as their mission is to preserve or promote specific women and minority cultures. The

Department also doubled funding available for training and technical assistance to individual artists through two re-granting organizations and provided capacity building consulting and coaching for six qualifying arts nonprofits. This arts funding policy stems from the Department’s Cultural Equity Statement, which was adopted in 2017: To support a full creative life for all, the San Antonio Arts Commission and Department of Arts & Culture commit to championing policies and practices of cultural equity that empower a just, inclusive, equitable city. The statement also includes acknowledgments and affirmations, modeling through action, and fueling field progress.

DEPARTMENT OF HUMAN SERVICES:

RESULTS BASED ACCOUNTABILITY FRAMEWORK

– As part of the 2019 budget planning process, the Department of Human Services adopted the Results Based Accountability™(RBA) framework for measuring program success by illustrating how program participants are

better off because of services rendered directly by them and its non-profit partners. The Department of Human Services works alongside community partners to embed RBA in programs and funding streams to make positive, sustainable change on complex social issues.





GOVERNMENT & PUBLIC AFFAIRS:

SPANISH ENGAGEMENT STRATEGIC PLAN – In 2019, the Department continued to provide Spanish interpreters and translations services for City Council Committee meetings and their respective agendas.

CENSUS 2020 – In assisting the San Antonio & Bexar County Complete Count Committee with their strategic

planning for outreach, City staff helped identify what geographic areas and what demographic groups have been historically undercounted in past decennial Censuses. Outreach strategies have been carefully built around these historically-undercounted groups, such as seniors, refugees and immigrants, and persons with disabilities.

MUNICIPAL COURTS:

NXT LEVEL COURT DEFERRAL PROGRAM – In April of 2019, the San Antonio Municipal Court officially partnered with the NXT Level Youth Opportunity Center to give judges alternative means to help individuals who need to complete classes to comply with court judgments. Through the completion of their judgment terms, with assistance from NXT Level, individuals were able to acquire a driver’s license or state identification card and keep driving offenses off their driving records and other violations off their criminal histories. Since partnering with NXT Level Youth Opportunity Center, more than 100 individuals have been referred to the program and over 30 of those cases have been closed out.

LANGUAGE ACCESS – The Court employs one full-time certified court interpreter for Spanish speaking defendants as well as bilingual clerks who receive language skill

stipends and can communicate with Spanish speaking individuals. Currently, \$20,260 is budgeted to provide professional language interpretation services in over 200 languages to defendants, which may include phone interpretation via LanguageLine, video interpretation, or in-person interpretation services.

RESOLUTION COURT – The Court operates a Resolution Court to assist individuals who need help restoring their license and/or clearing warrants from their histories to obtain employment and other services. The Resolution Court provides strategic plans tailored to every individual’s unique requirements and needs to obtain or restore a driver’s license, or clear warrants/offenses from their histories. More than 80 individuals have been able to restore their licenses through Resolution Court in 2019.

SAN ANTONIO POLICE DEPARTMENT:

MENTAL HEALTH UNIT (MHU) PROGRAM – In 2019, over 250 first responders attended 40 hours of Crisis Intervention Training conducted by the Mental Health Unit. Additionally 178 Police Cadets attended their own version of the 40 hour CIT class and more than 120 Police and Fire dispatchers/911

class takers received 16 hours of training. Utilizing their training SAPD officers diverted just over 8,900 people suffering a mental health crisis, away from jail and into appropriate services. Less than 1% of mental health related calls in San Antonio resulted in the arrest of the individual.

LOOKING AHEAD IN 2020

Over the past year, the Office of Equity has supported various equity related efforts in the community, played a substantial role in assisting multiple boards and commissions, accomplished our goal of normalizing equity concepts and skills with thousands of City staff across all Departments, organized staff as trainers and committee members, and operationalized several equity tools and practices across the City. We delivered a wide variety of equity trainings, presented at numerous conferences,

mapped out a four-year process to accomplish equity action plans in every City Department, and co-created strategies with Offices of Equity in other cities.

Looking ahead to 2020 and beyond, we have a lot of work to do, and a lot of exciting initiatives to support. We will continue to focus our work in three areas of change: Normalize, Organize and Operationalize.

1 Normalizing Equity in 2020

We will present our equity work at the Government Alliance on Race and Equity National Conference in April, continue our Equity 101 and 201 training with City staff, and deliver tailored equity trainings to

Departments to help advance their knowledge of applying an equity analysis to program design and delivery.

2 Organizing Staff in 2020

We will collaborate with other community based organizations, to strengthen relationships with key stakeholders representing low-income and communities of color, support the Citywide Equity

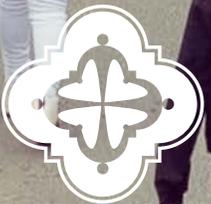
Committee in coordinating citywide equity efforts, and support select Departments in forming and maintaining Departmental Equity Committees.

3 Operationalizing Justice as Policy in 2020

We will continue to advance equity in budgeting by supporting Departments in the completion of the revised Budget Equity Tool, provide technical assistance on advancing equity in policy and practice, establish operational accountability for

advancing equity by setting expectations around how equity needs to be embedded in all strategic plans, action plans and work plans, and complete the Department Equity Assessments and Equity Action Plans with eight Departments.





CITY OF SAN ANTONIO
OFFICE OF EQUITY