



CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

Date: December 21, 2020

To: President Elizabeth Salveson
Vice President Jacqueline Minor
Commissioner Douglas Chan
Commissioner F.X, Crowley
Commissioner Kate Favetti

From: Sandra Eng
Executive Officer

Subject: **Draft of the Civil Service Commission Racial Equity Action Plan**

Background

San Francisco Administrative Code Section 12A.19 Office of Racial Equity (Attachment A) requires each City department to work with the Office of Racial Equity in developing a departmental Racial Equity Action Plan in alignment with the Racial Equity Framework (Attachment B) and submit this plan to the Office of Racial Equity, the Mayor, and the Board of Supervisors by December 31, 2020. All plans must be posted on the City department's website.

The Citywide Equity Framework states in part, "...The development of Departmental Racial Equity Action Plans will direct City Departments to 1) assess current conditions in seven key focus areas for all employees, especially for Black, indigenous, and people of color, 2) to identify necessary staffing and resources, 3) to hold themselves accountable by setting timely, measurable goals and commitments, 4) intentionally address interpersonal and institutional racism within Departments..."

The Racial Equity Action Plan Sections for Phase I are the following:

1. Hiring and Recruitment
2. Retention, Promotion, and Protection
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commission

History

In response to widespread corruption and cronyism, the Civil Service Commission (“Commission”) was established in 1900 simultaneously with the establishment of the merit system for the City and County of San Francisco. Civil service, also known as the merit system, was created to assure that the recruitment and retention of a qualified work force, and, the selection and promotion of employees providing public services and compensated by tax dollars is conducted in a fair and impartial manner and in a competitive fashion. (Civil Service Adviser No, 10)

The Commission is responsible for establishing, regulating, overseeing and serving as final arbiter of the City and County of San Francisco’s merit system. The Commission consists of five Commissioners appointed by the Mayor (with review by the Board of Supervisors) serving a six-year term. The Charter requires the Commissioners to take a special oath in opposition to civil service appointment as a reward for political activity.

The Commission establishes Rules and policy, hears appeals on examinations, eligible lists, minimum qualifications, classification, discrimination complaints, future employment with the City and other merit system matters, provides Rules and policies interpretation, reviews and audits merit system operation, approves contracting out based on the scope of services, and conducts training and outreach on the merit system. (Charter Section 10.101)

The Commission’s mission is to establish, ensure and maintain an equitable and credible merit system for public service for the citizens of San Francisco. The Commission’s goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner. It is our goal and policy of the Civil Service Commission to provide fair treatment of applicants in all aspects of employment without regard to race, religion, national origin, ethnicity, age, disability, gender identity, political affiliation, sexual orientation, ancestry, marital or domestic partnership status, parental status, color, medical condition, and otherwise prohibited nepotism or favoritism.

Important Events That Shaped the City’s Merit System

- 1900 The 1900 Freeholder Charter established the Civil Service System and the City’s Civil Service Commission
- 1934 The Charter gave greater powers to the Civil Service Commission to enforce its’ rulings including control of the Classification Plan, restrictions on exempt appointments, and prohibition of political activity
- 1975 Expanded the Civil Service Commission from three (3) to five (5) members with the requirement that at least one (1) member be a woman
- 1979 Expanded recruitment efforts for city jobs to support the citywide equal employment opportunity plan; established an in-house discrimination complaint procedures
- 1991 The electorate removed a number of Charter provisions word for word and added them to the Civil Service Commission Rules to allow for negotiation on changes through a meet and confer process; established the minimum certification Rule of Three Scores; provided for collective bargaining subject to merit system carve-outs.

- 1993 The electorate created the Department of Human Resources and redefined the Civil Service Commission role from an operational personnel department to a policy making/appeals board.
- 1996 The 1932 Charter was revised, recodified and reorganized; the role of the Civil Service Commission was clarified to reflect the Civil Service Commission's jurisdiction and the merit system in the new collective bargaining environment; Required that not less than two (2) members of the Civil Service Commission shall be women

Process

The Civil Service Commission includes 6 full time positions and 5 Commissioners. The department currently has one (1) vacant Deputy Director position.

The Executive Director, Sandra Eng, is the Racial Equity Leader who developed a draft of the department's Racial Equity Action Plan for the Commission to review, recommend any changes, and approve.

Demographic Data

According to the data in the Human Resources System, 60% of the Commission staff are Hispanic and 20% are Asian and 20% are Filipino. The Executive staff is 100% Asian. The professional staff is 50% Hispanic and 50% Filipino. The support staff is 100% Hispanic. The Commission is 60% White, 20% Asian, and 20% Black.

Employee Survey

The department has not conducted an employee survey.

I. Hiring and Recruitment

In the Goals and Objectives for Fiscal Year 2021, the Commission set the goal of working towards a diverse, equitable and inclusive city. The Commission within its jurisdiction mandated by Charter, serves as a policy body to achieve racial equity in the City's employment and hiring process. Commission staff serves as a resource center for interested departments, outside agencies, and other stakeholders in pursuing employment opportunities with the City and County of San Francisco.

As an appellate and policy body, the Commission meets with employees, managers, employee organizations, public advocates, and other stakeholders to discuss ideas on how to increase the diversity of applicant pools. Commission staff conducts monthly meetings with Human Resources Directors and analysts to research different screening methods utilized to find qualified candidates who have the abilities to best serve the public and to analyze if the examinations are inclusive versus excluding people of a particular background. Commission staff meets with departments to discuss different recruitment methods utilized by departments to obtain a staff that is reflective of the community they serve. Commission staff does not accept that departments are limited due to the eligibles on the eligible list. Hiring managers together with human resources staff are responsible for making every effort to recruit from locations such as schools, programs, cities, and counties or partner with other agencies or community-based organizations to increase

the diversity of the applicant pool.

Action: Meet with the Office of Racial Equity (ORE) Working Groups, human resources management, and other departments to review Rules, policies, and procedures to analyze and propose amendments or policies to increase the importance of valuing diversity in the workplace and having well qualified staff that is reflective of the clientele they serve. The Commission is currently preparing a proposal to amend the Rules in the hiring in the San Francisco Police Department and the Sheriff's Department and possibly expanding these amendments to be included in all four volumes of the Rules.

II. Retention, Promotion, and Protection

The Executive Director regularly meets with the Office of Racial Equity, Municipal Transportation Agency, and the Department of Human Resources (e.g. Diversity Recruitment Team; Workforce Development; Diversity, Equity, and Inclusion; Equal Employment Opportunity Division; Recruitment and Selection; Classification and Compensation) including human resources staff, employees, management, employee organizations, and other stakeholders to discuss training opportunities/programs, mentorship, and connecting with City College to encourage growth in the City. During our monthly meetings with Human Resources Directors, we share how training programs can be developed and how departments can partner with each other to expand opportunities for training and experience. Through appeals or inspection service requests, Commission staff has shared ideas and made recommendations on how departments can improve on providing training opportunities (e.g. acting assignments) that is fair and open to all employees. Applicants, employees, and management often consult with the Executive Director and Deputy Director on matters related to promotional opportunities, retention and compliance with the Rules, policies, and procedures.

Action: Meet with the ORE Working Groups, employee organizations, Workforce Development Divisions, and other departments such as San Francisco Unified School District and City College to discuss matters relating to training/certificate programs, career development, and internships; Meet with the Department of Human Resources and the Municipal Transportation Agency's human resources staff; and Review Rules, policies, and procedures to determine if proposed amendments or policies are needed.

III. Discipline and Separation

Although discipline and separation are not under the jurisdiction of the Civil Service Commission for represented employees, employees and unions often contact the Executive Director and Deputy Director on subjects such as a department's compliance with the Rules, appealable matters, and other resources available to employees. As representatives of the Civil Service Commission, we can only provide general information; however, in our experience we have learned that many employees are not aware they have other resources or the right to request certain information.

Action: Meet with employees, management, and labor relations to discuss learning opportunities.

IV. Diverse and Equitable Leadership and Management

Through consultation, appeals, and inspection service requests, the Commission and staff consistently emphasizes how departments must train managers and supervisors on the importance of providing equal opportunities and tools for their employees to develop skills and experience for career opportunities. For high level management positions such as a department head, the City often utilizes an outside consulting firm or human resources management for assistance. Requesting efforts to obtain a diverse well qualified applicant pool must be a priority.

Action: Meet with management from other departments and employee organizations to discuss how the City can expand its leadership to be equitable, diverse, and inclusive.

V. Mobility and Professional Development

Commission staff is invited to departments to conduct orientation/training on the civil service hiring process and to explain our role as a policy-making and appellate body. Commission staff plans to continue with this training and hopes to have opportunities to continue training with employee organizations or community groups. All Commission staff has completed the Reducing Implicit Bias and Building Inclusion Training.

Action: Research available trainings and conferences inside and outside the City; share information with staff and other departments; and plan to include all Commissioners and Board members in the Reducing Implicit Bias and Building Inclusion Training.

VI. Organizational Culture of Inclusion and Belonging

The Commission continues to invite departments, employee organizations or other stakeholders to share how the City can improve on the hiring process that is inclusive. The Commission is mandated by Charter to oversee the merit system and has the authority to establish Rules and policies. Receiving feedback from stakeholders and working with other departments can provide opportunities for the Commission to make changes.

Action: Conduct meetings with other stakeholders to obtain feedback on how the City can improve on the hiring process that is inclusive and equitable.

VII. Boards and Commissions

When there is a vacancy, the Executive Director makes recommendations to the Mayor to continue with a diverse and equitable Commission. The Executive Director and the Deputy Director continuously provides the Commission with resources and meeting material to keep them informed and to assist them in their decision-making process.

Recommendation: Adopt the report.

Attachments:

Attachment A: San Francisco Administrative Code Sec. 12A.19 Office of Racial Equity
Attachment B: Racial Equity Framework

SEC. 12A.19. OFFICE OF RACIAL EQUITY.

(a) Definitions. For purposes of this Section 12A.19, the following definitions shall apply:

“People of Color” means an inclusive and unifying term for persons who do not identify as White, who have been historically and systemically disadvantaged by institutionalized and interpersonal racism.

“Race” means a social and political construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic, and political needs of a society at a given period of time. Racial categories subsume ethnic groups.

“Racial Disparity” means a condition where one racial group systemically and disproportionately experiences worse outcomes in comparison to another racial group or groups. Racial Disparities may occur in a range of areas, including but not limited to education, employment, wealth, policing, criminal justice, health, transportation, housing, and homelessness.

“Racial Equity” means the systematic fair treatment of people of all Races that results in equal outcomes, while recognizing the historical context and systemic harm done to specific racial groups.

“Racial Equity Action Plan” means a process and strategic plan for a City department, guided by the citywide Racial Equity Framework, to enact institutional and structural change to achieve Racial Equity. A Racial Equity Action Plan shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs.

“Racial Equity Framework” means a document outlining the City’s vision, goals, and overarching strategies to address structural Racism and Racial Disparities, and advance Racial Equity in the City, with a focus on the work of City government. It should provide guidelines for addressing implicit and explicit bias, addressing individual, institutional, and structural Racism, and advocating for more inclusive policies and practices that reduce Racial Disparities and promote Racial Equity. The Racial Equity Framework shall set forth a vision for Racial Equity in the City and include goals and strategies to advance Racial Equity and address structural Racism and Racial Disparities. The Framework shall also include metrics by which departments, through the ensuing Racial Equity Action Plans, can measure performance to address racial disparities within the department’s workforce, service provision, grants, and contracts.

“Racial Equity Report Card” means an assessment measured in public data to provide a snapshot or similar indicator of Racial Disparities that exist across the City in specific areas such as but not limited to education, employment, wealth, policing, criminal justice, health, transportation, environment, housing, and homelessness.

“Racial Reconciliation” means a multi-method approach using facilitated dialogue and restorative justice processes, and possibly other tools, to build trust and bridge divides

while publicly acknowledging past wrongs created by individual and systemic Racism, and addressing the present consequences.

“Racism” means racial prejudice and/or discrimination, which may be supported intentionally or unintentionally by institutional power and authority, used to the advantage of one or more Races and the disadvantage of one or more other Races.

(b) Creation of the Office of Racial Equity. There is hereby created the Office of Racial Equity (“Office”), which shall be a division of the Human Rights Commission Department under the authority and direction of the Executive Director of the Human Rights Commission.

(c) Mission and Purpose. The purpose of the Office is to advance Racial Equity in the City and repair harm done by government policy decisions that have created, upheld, or exacerbated Racial Disparities in the City. The Office will achieve this goal through policy analysis and development, data collection and analysis, and support and accountability for City departments. The Office will address structural Racism that limits opportunities for and impacts the wellbeing of People of Color in the City. The Office will provide leadership and coordination to facilitate training, accountability, planning and evaluation tools, policy direction, and solutions to achieve Racial Equity within City government and across the City. The Office will work with City departments to eliminate Racial Disparity in City policies, processes, decisions, and resource allocations, and will work with other governmental entities, private businesses, non-government organizations, academia, and community members to achieve measurable results reducing disparities within the City and throughout the community. The Office will work to resolve policy issues rooted in racial bias and discrimination, including examining through an intersectional lens, how Racial Disparities engage with disparities by gender, class, sexuality, and more, through research, education, and policy interventions. The Office will work with community partners to promote Racial Equity and inclusion within the City and throughout the region, producing measurable improvements and disparity reductions.

(d) Powers and Duties of the Office. The Office shall have the powers, and shall perform the duties, set forth in this subsection (d).

(1) Racial Equity Framework. The Office shall develop a Racial Equity Framework for the City to be submitted to the Board of Supervisors no later than June 30, 2020, for consideration and possible adoption. The Racial Equity Framework shall be updated and resubmitted to the Board of Supervisors for possible approval at least every three years thereafter.

(2) Departments’ Racial Equity Action Plans. The Office shall oversee the development of each City department’s Racial Equity Action Plan and shall review and provide necessary input to the department during development and implementation. The Office shall issue guidance to City departments concerning the development process and content to include in Racial Equity Action Plans and the content to include in the annual reports on progress under the Racial Equity Action Plans required by subsection (e).

(3) Racial Equity Report Card. The Office shall publish a biennial Racial Equity Report Card on the status of Racial Equity and indicators of success by Race in the City in seven areas: (A) wealth, employment, and economic security, (B) transportation, (C) housing, land use, and homelessness, (D) education, (E) health, (F) policing and criminal justice, and (G) environment. The Report Card is designed to measure indicators by Race for San

Francisco as a whole in the above areas and is not limited to City government performance. The Office may partner with the Controller's Office, other City departments, or, consistent with the civil service provisions of the Charter, an academic or non-profit policy institution to create the Report Card. The Office shall submit the first Report Card to the Mayor and the Board of Supervisors no later than December 31, 2021.

(4) Analysis of Pending Ordinances. After January 1, 2021, the Office shall analyze and report on ordinances introduced at the Board of Supervisors in the areas of housing/land use, employment, economic security, public health and public safety that may have an impact on Racial Equity or Racial Disparities. The Clerk of the Board of Supervisors shall refer all such ordinances to the Office within eight days of introduction. The Office may request that the Clerk of the Board of Supervisors refer an ordinance to the Office. The Office shall prepare a report concerning the ordinance that includes an analysis of whether the proposed ordinance would promote Racial Equity by helping to close opportunity gaps for communities of color, or impede Racial Equity by furthering Racial Disparities. The Office may solicit assistance from other City departments, and, consistent with the civil service provisions of the Charter, other experts or professionals as may be appropriate. The Office shall submit its report to the Board of Supervisors within 30 days of receiving the ordinance from the Clerk of the Board of Supervisors, or prior to the consideration of the ordinance by a committee of the Board of Supervisors or the full Board of Supervisors, whichever occurs sooner.

(5) Racial Reconciliation. The Office shall develop a process of Racial Reconciliation to publicly address the specific needs of a racial group and its community and culture. The process shall engage City stakeholders and community members to address the root causes of racial inequities and divisions and ensure that the Racial Equity Framework, departments' Racial Equity Action Plans, and any other steps taken are centered on a model of healing-informed governing for Racial Equity, to repair historical harm done by government-sanctioned actions.

(6) Development of Policy Priorities for Racial Equity. The Office shall work to identify existing policies and practices in the City that contribute to, uphold, or exacerbate Racial Disparities or lead to barriers to opportunities for communities of color, and shall develop legislative priorities to address these disparities, to be recommended to the Mayor and Board of Supervisors.

(7) Departmental Strategies for Racial Equity. The Office shall support capacity building and provide technical assistance for City departments to invest in strategies for Racial Equity, including: employee training and support, convening of City department meetings concerning Racial Equity, development of Racial Equity programming, and assisting departments with changes to departmental policies and practices to improve Racial Equity outcomes.

(8) Budget Equity Assessment Tool. The Office shall create a budget equity assessment tool for City departments to use in order to determine whether budget requests and annual allocations benefit or burden communities of color. The Office shall develop this Assessment tool to be submitted for possible approval by the Board of Supervisors, by December 31, 2021.

(9) Public Accountability and Transparency. In addition to ensuring that City departments are abiding by the requirements of this Section 12A.19 and providing for

public access to any plans or reports referenced, the Office shall hold itself to a high standard of public transparency. The Office shall abide by principles of integrity, inclusivity, transparency, all with the ultimate aim of creating bold change for Racial Equity in San Francisco. The Office shall provide monthly reports to the Human Rights Commission on the Office's work and activities. The Office shall prioritize regular engagement with community stakeholders and residents impacted by systemic racism, to collect input into the process and to guide the development of the Office's work and plans.

(e) Racial Equity Action Plans and Annual Reports. Each City department shall develop a Racial Equity Action Plan in alignment with the Racial Equity Framework. By December 31, 2020, each City department shall submit its Racial Equity Action Plan to the Office, the Mayor, and the Board of Supervisors, and shall post it on the department's website. The Racial Equity Action Plan shall include internal metrics concerning the department's plans to achieve equity within the department and external metrics concerning the department's services to the public. Departments may consider ways of measuring equity outcomes in hiring and promotional opportunities as well as contracts and provision of services. Prior to submission of these plans, departments shall present them publicly, through the department's commission or other oversight or advisory body. If a department does not have a commission, or other oversight or advisory body, the Office may convene a public meeting for presentation of the department's Plan. The Racial Equity Action Plans shall be updated by December 31 every three years thereafter. City departments shall integrate the Racial Equity Action Plan into departmental strategic plans. Beginning in 2022, each department shall prepare an annual report on the department's progress towards goals set forth in the Racial Equity Action Plan. The annual report shall include relevant data on the status of Racial Equity in the department's workforce and its provision of services to the public, including both direct services as well as services provided through grants and contracts. Each department shall submit its annual report to the Office, the Mayor, and the Board of Supervisors by March 1 for the preceding calendar year. The Board of Supervisors shall consider the annual reports in connection with the budget process. If a department is not compliant with regards to the Action Plan and annual reports, or if progress is not being made to address key Racial Equity disparities, the Board of Supervisors intends to exercise its discretion to withhold spending authority or freeze hiring during the budget process for the following fiscal year.

(f) Department Racial Equity Leaders. Each City department shall designate at least one staff person to serve as a "racial equity leader," to coordinate the department's Racial Equity strategy, Racial Equity Action Plan, and programs. Each City department with an annual budget over \$10 million shall designate at least one staff person per departmental division, and submit a staffing plan to the Office to ensure sufficient capacity, to coordinate the department's Racial Equity strategy, Racial Equity Action Plan, and relevant programs. Department leadership must consider existing duties for racial equity leaders so that this responsibility is not in addition to existing duties without adjustment of work responsibilities. Each City department with more than one racial equity leader shall develop internal systems to ensure communication about the department's Racial Equity strategy, Racial Equity Action Plan, and programs, and coordination with the Office of Racial Equity. Department heads and designated department senior management shall engage with and support the racial equity leaders in the development of the above

measures, to ensure these measures and outcomes are a priority for the department. The Office shall provide ongoing training for racial equity leaders. Racial equity leaders shall not be retaliated against for advancing plans to address racial disparities within the department's operations or service provision.

(g) Annual Workforce Report. The Department of Human Resources, with support from the Office and the Office of the Controller, shall release an annual report concerning Racial Equity in the City government workforce. The report shall include an analysis of the status of City employees by race, including current employees, new hires, applicant pools (to the extent available), promotions, classifications, salaries, civil service and exempt positions, disciplinary actions, probationary releases, medical separations, and complaints regarding racial discrimination, and retaliation in the workplace along with their status and disposition. The data in the Workforce Report shall be disaggregated by race, sub-ethnicity, gender, and department, except to the extent disaggregation would violate any employee's right to privacy. In addition, data will be disaggregated by city of residence for current employees, applicants, promotions, new hires, classifications and salaries. The Department of Human Resources shall complete the first report by March 1, 2020, and shall submit it to the Office, the Mayor, and the Board of Supervisors. After the initial report, annual Workforce Reports shall be released publicly and in conjunction with the department annual reports released on March 1 of each year as outlined in subsection (e). Nothing in this subsection (g) requires the Department of Human Resources to release information that would violate any employee's right to privacy or any applicable law.

(h) Contracts Report. The Controller's Office and the City Administrator, with support from the Office, shall develop processes and systems to gather and report on racial and gender equity in City contracting. No later than June 30, 2020, the offices shall submit to the Mayor and Board of Supervisor an implementation plan to achieve this goal, including project timelines, costs, and the ability to disaggregate data by contract type, level of contracting, and race, sub-ethnicity and gender.

(i) Evaluation of Office. Five years after the creation of the Office, the Controller shall conduct an evaluation of the Office with the intent to determine whether the existing structures and staffing are sufficient and how the Office can most effectively to achieve its mission and objectives.

(j) Composition of Office. Subject to the budgetary and fiscal provisions of the Charter, the Office shall be staffed by a Director and no fewer than four other full time employees.

(k) Powers and Duties of Human Rights Commission. With respect to the work of the Office, the Human Rights Commission shall hold all the powers and duties set forth in Section 12A.5 of this Administrative Code and Section 4.102 of the City Charter. This includes, but is not limited to, the power to hold public hearings on any subject relevant to the Office.

(l) Undertaking for the General Welfare. In enacting and implementing this Section 12A.19, the City is assuming an undertaking only to promote the general welfare. It is not assuming, nor is it imposing on its officers and employees, an obligation for breach of which it is liable in money damages to any person who claims that such breach proximately caused injury.

(m) Severability. If any section, subsection, sentence, clause, phrase, or word of this Section 12A.19, or any application thereof to any person or circumstance, is held to be

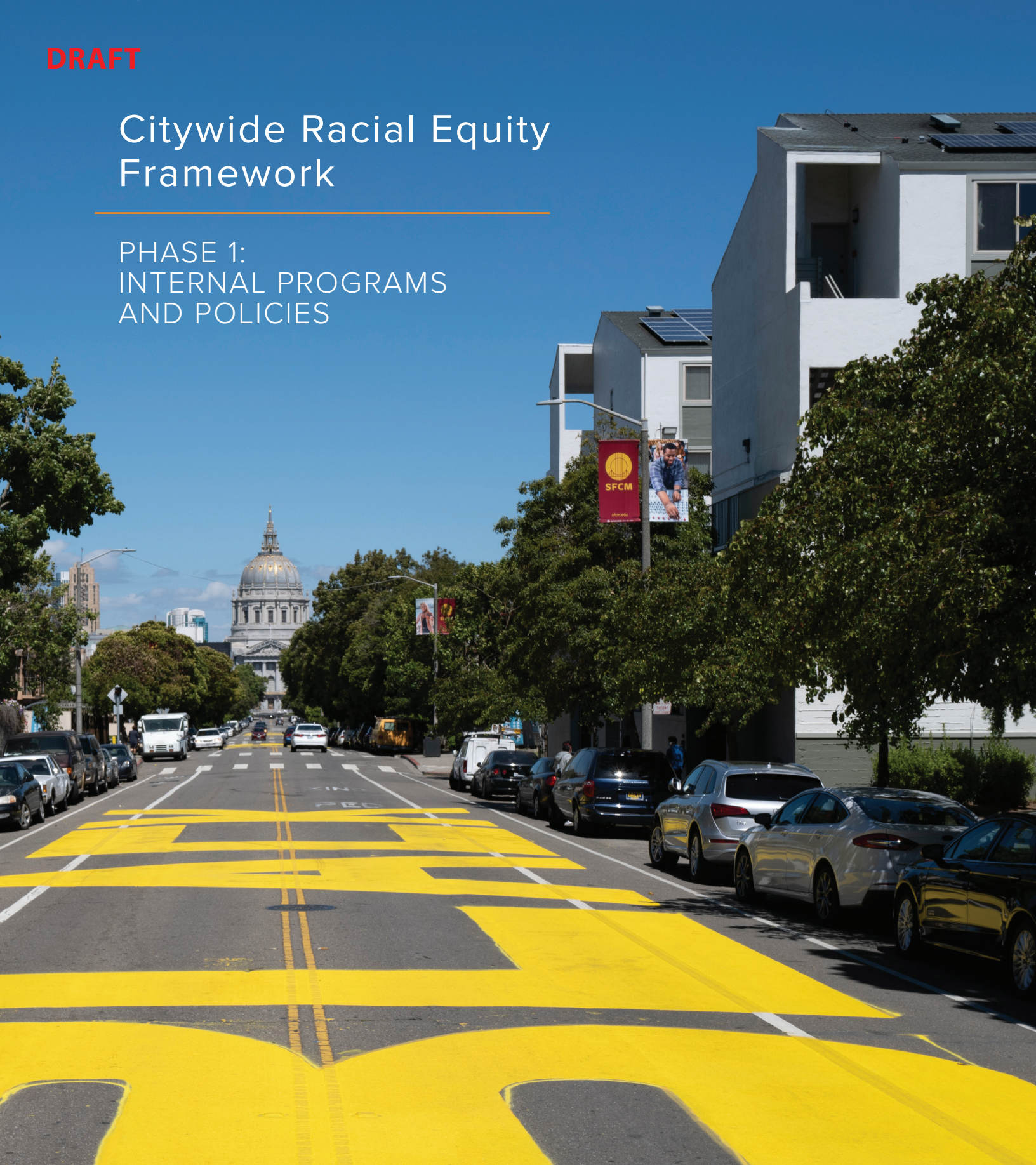
invalid or unconstitutional by a decision of a court of competent jurisdiction, such decision shall not affect the validity of the remaining portions or applications of the Section. The Board of Supervisors hereby declares that it would have enacted this Section, including each and every subsection, sentence, clause, phrase, and word not declared invalid or unconstitutional, without regard to whether any other portion of this Section or application thereof would be subsequently declared invalid or unconstitutional.

(Added by Ord. [188-19](#), File No. 190547, App. 8/9/2019, Eff. 9/9/2019)

DRAFT

Citywide Racial Equity Framework

PHASE 1:
INTERNAL PROGRAMS
AND POLICIES



OFFICE *of* RACIAL EQUITY

A DIVISION OF THE SAN FRANCISCO HUMAN RIGHTS COMMISSION

OFFICE OF RACIAL EQUITY VISION

TRANSFORMING SYSTEMS TO
SUPPORT THE COLLECTIVE LIBERATION
OF BLACK, INDIGENOUS, AND PEOPLE
OF COLOR IN SAN FRANCISCO.

ABOUT THE OFFICE OF RACIAL EQUITY

In July 2019, the Office of Racial Equity (ORE) ([Ordinance No 188-19](#)) was created by Supervisors Sandra Lee Fewer and Vallie Brown as a division of the San Francisco Human Rights Commission. In December 2019, Director Shakirah Simley and Senior Policy Advisor Sami Iwata joined the ORE team. ORE was legislated in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems. Creating ORE was the result of successful advocacy and organizing by Black City workers, labor leaders and community members. With the establishment of ORE, San Francisco joins a national movement to address the government's role in resolving the inequitable outcomes it created.

The Office of Racial Equity has the authority to enact a citywide Racial Equity Framework, to direct Departments of the City and County of San Francisco to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions. In addition, the legislation requires that City departments designate employees as racial equity leaders acting as a liaison to the Office, and requires the Department of Human Resources to assess and prioritize racial equity with the City's workforce. Lastly, the Office centers racial equity within the City's budget process, and can make recommendations on funding of departments should certain racial equity metrics not be met.

DEFINING RACIAL EQUITY

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

— Adapted from Anti-Oppression
Resource and Training Alliance (AORTA)

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**Departmental Racial Equity
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CITYWIDE RACIAL EQUITY FRAMEWORK PHASE 1

It's time to prioritize systemic change and racial equity within the San Francisco City government on behalf of all workers and communities. By 2030, more than half of the existing workforce in the United States and all net new workforce growth will be made up of people of color. By 2032, most workers without a four-year college degree will be people of color; this represents a tremendous opportunity to invest in our workforce. The City and County of San Francisco is San Francisco's largest employer, with more than 37,000 people across sixty departments; thus it holds an incredible opportunity to dismantle the harmful cultures, practices, and policies that reinforce anti-Blackness, structural racism and bias.

A safe, equitable workplace is an actively anti-racist workplace. Creating an inclusive workplace means aligning with the lived realities of people of color. Further, due to the persistence of structural racism, anti-Black racism, and inequities within City workplaces, more work will need to be done by all City agencies to ensure that our worksites are supportive for all employees. This work means the active dismantling of structures, behaviors and norms that lead to unequal outcomes that fall along racial lines. The completion of department-specific Racial Equity plans is a necessary step in this work, and can catalyze meaningful action towards institutional change.

The opposite of racist isn't "not racist." It is "anti-racist." What's the difference? One endorses either the idea of a racial hierarchy as a racist, or racial equality as an anti-racist. One either believes problems are rooted in groups of people, as a racist, or locates the roots of problems in power and policies, as an anti-racist. One either allows racial inequities to persevere, as a racist, or confronts racial inequities, as an anti-racist. There is no in-between safe space of "not racist."

— Ibram X. Kendi, author
"How to be an Antiracist"

The development of Departmental Racial Equity Action Plans will direct City Departments to 1) assess current conditions in seven key focus areas for all employees, especially for Black, indigenous, and people of color, 2) to identify necessary staffing and resources, 3) to hold themselves accountable by setting timely, measurable goals and commitments, 4) intentionally address interpersonal and institutional racism within Departments.

Ultimately, all City agencies must build a culture, space, and workplace that is accessible and welcoming to all current and future employees, and to actively build an environment in which all people, regardless of background, identity, or ability, can be equal participants. In this way, our City employees, throughout departments and at all organizational levels, can reflect the communities we serve.

THE OFFICE OF
RACIAL EQUITY
SETS FORTH
THE FOLLOWING
FRAMEWORK
AND BASELINE
STRATEGIES FOR
ALL CITY AGENCIES
TO ADDRESS
WITHIN THEIR
RACIAL EQUITY
WORK AND RACIAL
EQUITY PLANS

Lead with race and center intersectionality. Programs and policies must expand to acknowledge and include the needs and lived experiences of our beloved community, including but not limited to: those who are trans and queer, women and femmes, formerly incarcerated, immigrants, undocumented, unhoused, multi-lingual, disabled and low-income.

Investigate and challenge “race-neutral” or colorblind policies with positive intentions that may have negative, disparate impacts in practice on people of color. For example: using educational requirements and qualifications not related to job function.

Commit to reviewing and conducting all internal policies and practices with a racial equity lens, specifically: hiring, recruitment, promotions, discipline, compensation, and leadership appointments.

Disaggregate and transparently share departmental data by race and gender for management and staff. This also includes disaggregating racially-monolithic classifications such as “Asian.”

Strengthen racial and ethnic diversity of employees at all levels from staff positions to managerial and director level positions.

Create and maintain responsive systems and feedback loops for employees to safely voice their concerns to maintain internal accountability.

Base data and decision-making around local and regional demographics that acknowledge the historical segregation, outmigration and displacement of people of color, especially the Black, Latinx and indigenous community from San Francisco and the Bay Area.

Provide continuous, standardized supervisory, implicit/explicit bias, and anti-racism training opportunities for all staff, especially Department leadership, mid-level managers and other individuals in a position to hire, fire, manage, and develop teams.

Adopt policies and strategies that will dismantle occupational segregation, which funnels and concentrates Black, Latinx and indigenous workers into lower classification positions.

Develop action plans that redress workplace issues that enact harm upon employees, but do not meet Equal Employment Opportunity standards.

Evaluate, review, and update existing disciplinary and separation protocols to eliminate racial inequity, specifically around anti-Black bias.

Assess and re-establish fair pay structures that disrupt racial and gender pay gaps.

Review data around training, travel and professional development funds distribution and create intentional strategies to support the professional development of staff from historically marginalized communities.

Provide support for departmental affinity groups for historically marginalized communities to create safe spaces at work.

Invest in training, mentorship, and professional development opportunities for vulnerable groups with barriers to employment, including but not limited to: previously justice-involved people, transitional-aged youth, people with disabilities, immigrants, older workers, transgender and gender non-conforming people.

Increase membership and representation of historically marginalized communities throughout the ranks of the 26 Building Trades by reducing employment barriers and increasing career preparedness.

Leverage existing apprenticeships and pre-apprenticeship programs to advance racial equity goals.

Need to include broader strategy on Civil Service Reform

Create culture of inclusion and belonging, free from micro-aggression and micro-inequities and dismantles white-dominant work culture.

ABOUT DEPARTMENTAL RACIAL EQUITY ACTION PLANS

ORE will oversee the development of each City department's RE Action Plan and will review and provide necessary input to the department during development and implementation. The Office issues guidance to City departments concerning the development process and content to include in RE Action Plans, as well as content to include in the annual reports on departmental progress on the RE Action Plan.

— [Ordinance No 188-19](#)

Per the [legislative mandate](#) of the Office of Racial Equity, each City Department is required to complete a Racial Equity Action Plan. Each Department's Racial Equity Action Plan is a declaration of the Department's key role and commitment to ensuring equitable and inclusive outcomes in San Francisco.

The Racial Equity Action Plan (RE Action Plan) provides a blueprint for advancing racial equity in all aspects of the department's work over the next three years. It is a process and a strategic plan, guided by the Citywide Racial Equity Framework (see below), to enact institutional and structural change to achieve racial equity. Each RE Action Plan includes indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy in addressing racial disparities within the department as well as in external programs.

Plans should match the scope/scale of the department. Plan goals, indicators, and accountability should match the department's size and capacity.

Final RE Action Plans will be reviewed and scored by the Office of Racial Equity, and submitted to the Mayor's Office and Board of Supervisors. The ORE-reviewed plans will also be posted to each Department's website.

City departments will also integrate the Racial Equity Action Plan into departmental five year strategic plans. Beginning in 2022, each department will prepare an annual report on the department's progress towards goals set forth in its RE Action Plan. The RE Action Plan will be next updated by December 31, 2023.

RACIAL EQUITY ACTION PLAN SECTIONS FOR PHASE 1

1. Hiring and Recruitment
2. Retention, Promotion, and Protection
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

A PHASED APPROACH

Citywide Racial Equity Framework (RE Framework) guides the RE Action Plans by outlining the City’s vision, goals and framework to advance Racial Equity in the City, especially City government. Due to the unforeseen challenges of the COVID-19 global pandemic, ORE has been focused on COVID-response. Engagement on the RE Framework was paused and will resume in Summer 2020.

To allow departments maximum time and support to start development, ORE is releasing the RE Action Plan templates in conjunction with the Citywide Racial Equity Framework in two phases:

Phase 1

Focuses on internal programs and policies, workforce as well as boards/commissions. Phase 1 includes a Racial Equity Departmental Assessment and Employee Survey for departments to deliver to inform their plan.¹ Citywide Racial Equity Framework Phase 1 will center on internal, overarching strategies regarding our workforce.

Phase 2

Focuses on City procurement, contracting/ grants, and delivery of services and programs to San Franciscans. Phase 2 template will be informed more directly by community engagement. The Citywide Racial Equity Framework Phase 2 will center on external equity indicators and support for historically marginalized communities.

1 If a department has already completed an employee survey centering racial equity-related issues and would like to use that instead, ORE will meet with its RE Lead(s) to assess comparability.

RACIAL EQUITY ACTION PLAN EXAMPLES

City departments are in different phases of RE Action Plan development. For reference, the Planning Department and the Arts Commission have both completed RE Plans and are operationalizing them.

- [Planning Phase 1](#)
- [Arts Commission](#)

TIMELINE FOR RACIAL EQUITY ACTION PLAN DEVELOPMENT

To ensure Departments produce plans that will meaningfully advance racial equity in the City, ORE will provide technical assistance, both formally and informally, throughout the Action Plan development period.

MONTH	DEPARTMENT ACTIVITIES	ORE ACTIVITIES
Jun. 30, 2020		Provide Framework and Racial Equity Action Plan template to departments for Phase 1 (Internal-facing processes and practices)
July 2020	<p>Complete and submit Vulnerable Populations Engagement Assessment document to ORE by July 10, 2020.</p> <p>Develop plan to administer Racial Equity Employee Survey: Assign staff with skills to administer, collect, and analyze the results and provide raw data and takeaways to ORE. Department timing should factor time to analyze results and incorporate into its RE Action Plan.</p> <p>Review RE Action Plan template (Phase 1) and appoint staff member to lead (e.g., Racial Equity Lead), with additional support as needed across the department.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p>	<p>Kick-off meeting for RE Action Plan staff leads.</p> <p>Develop and release Department Assessment and Employee Survey</p> <p>Develop and release Budget Equity Guiding Principles</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p>

MONTH	DEPARTMENT ACTIVITIES	ORE ACTIVITIES
Aug. 2020	<p>Review Citywide Racial Equity Framework and Phase 2 (External-facing processes and practices) template and incorporate in RE Action Plan.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p>	<p>Continue community and City department engagement in Citywide Racial Equity Framework development.</p> <p>Release Citywide Racial Equity Framework and RE Action Plans: Phase 2 (External-facing processes and practices) template.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Share scoring criteria for RE Action Plans</p>
Sept. 2020	<p>Continue work on RE Action Plan.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p>	<p>Check-in with all departments on RE Action Plan progress to date.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p>
Oct. 2020	<p>Continue work on RE Action Plan.</p> <p>Optional: Submit draft RE Action Plan to receive ORE preliminary feedback.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> <p>Present draft RE Action Plan publicly, through departments' commission or other oversight or advisory body or a public meeting.</p>	<p>Check-in with all departments on RE Action Plan progress to date.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p>

MONTH	DEPARTMENT ACTIVITIES	ORE ACTIVITIES
Nov. 2020	<p>Continue work on RE Action Plan.</p> <p>Optional: Submit draft RE Action Plan to receive ORE preliminary feedback.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> <p>If not already done, present draft RE Action Plan publicly, through department’s commission or other oversight or advisory body or a public meeting.</p>	<p>Check-in with all departments on RE Action Plan progress to date.</p> <p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p>
Dec 2020	<p>Submit draft RE Action Plan to receive ORE preliminary feedback.</p> <p>Utilize as needed: ORE RE Action Plan development workshop sessions and office hours.</p> <p>Submit RE Action Plan to ORE by 5 pm, December 31, 2020.</p>	<p>Provide technical assistance: ORE RE Action Plan development workshop sessions, office hours.</p> <p>Review draft RE Action Plans and provide preliminary feedback.</p> <p>Manage and track RE Action Plan submission process.</p>

PROCESS AND STAKEHOLDER ENGAGEMENT

As described earlier, not only is the Racial Equity Action Plan a strategic plan, it is also a process. Meaningful stakeholder engagement is vital to inform the plan.

For Phase 1, ORE offers some guiding questions to inform the development process.

- How will the RE Action Plan development process include a diverse, inclusive group of staff members with various backgrounds and positions of power within the department?
- What will be the process for including these various stakeholders?
- How will dissenting voices be included?
- Who will review the plan before it is approved?

RACIAL EQUITY CONTEXT SETTING

Against the backdrop of the global COVID-19 pandemic with troubling racial health disparities, and the ongoing uprising against state-sanctioned violence against Black and brown people, San Francisco must affirm its commitment to racial justice. Historical inequities in educational attainment, health outcomes, and wages are the result of past and present policies and practices that have systemically limited educational and economic opportunities for Black, Latinx, Native, and certain Asian American and Pacific Islander communities.

The continued marginalization of people of color in San Francisco via the legacy of redlining to rapid economic shifts resulting in displacement and gentrification have all reinforced racial inequities of exclusion and economic opportunity. There are numerous documents, reports, and statements that affirm this history of harm and current inequity in San Francisco and within City government. Below is a sampling of the documents and data used to inform the urgency and necessity of this work:

- [2020 Annual Workforce Report, Phase I](#)
- [COVID-19 SF Data Tracker](#)
- [The Office of Racial Equity Ordinance](#)
- [San Francisco Community Health Needs Assessment \(full presentation\)](#)
- [Sexually Transmitted Disease 2017 Annual Report](#) (page 29 for the racial disparities)
- [2018 Black/African American Health Report](#)
- [2018 Food Security Assessment](#)
- SF Planning Context Statements:
 - [African American Context Statement](#)
 - [Other Context Statements](#)
- [Black to the Future Report](#)
- [DCYF's 2016 Community Needs Assessment](#)
- [Our Children Our Families Council Equity Benchmarks](#)
- [Out-Migration Trends from 1990-2000](#) prepared for the Task Force on African American Out-migration
- [The Unfinished Agenda: The Economic Status of African Americans in San Francisco 1964-1990](#)
- [Fair Chance Ordinance 2016 Report](#)
- [Bay Area Equity Atlas](#)

RACIAL EQUITY GLOSSARY

ANTI-BLACKNESS

Anti-Black racism is hostility towards, opposition to, pathologizing of and racism towards Black people and culture, manifested through individual, internalized, interpersonal, institutional or systemic interactions, decisions, processes, and outcomes.

BIPOC

Black, indigenous and people of color. Specifically naming Black and indigenous people acknowledges they have and continue to face the worst impacts of white supremacist culture.

BIAS

Prejudgment in the evaluation of one group and its members relative to another. Acting on bias can be discriminatory and when combined with power, can create negative outcomes for particular groups. Implicit bias is when bias is unconscious, as racial bias often is. Explicit bias refers to conscious prejudice against a group or groups. When addressing bias, for example in a process or individual, the focus should not be on intent, but rather on the impact and outcomes that result.

DEGREE INFLATION

Requiring a college degree for jobs that previously did not require one. Also known as “upcredentialing.”

DIVERSITY

Includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. A broad definition includes not only race, ethnicity and gender — the groups that most often come to mind when the term diversity is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and physical appearance. It also involves different ideas, perspectives and values.¹

BELONGING

Belonging means more than having access, it means having a meaningful voice, and being afforded the opportunity to participate in the design of political, social, and cultural structures.²

EQUITY

Full and equal access to opportunities, power and resources, whereby all people may thrive and prosper regardless of demographics.

1 University of California-Berkeley Center for Equity, Inclusion and Diversity. (n.d.). Glossary of terms. Retrieved from <http://diversity.berkeley.edu/glossary-terms>.

2 Othering & Belonging Institute

ETHNICITY

A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.

Examples of different ethnic groups are: Cape Verdean, Haitian, African American (Black); Chinese, Korean, Vietnamese (Asian); Cherokee, Mohawk, Navaho (Native American); Cuban, Mexican, Puerto Rican (Latino); Polish, Irish, and Swedish (White).³

IMPLICIT BIAS (see Bias)

INCLUSION

Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power.⁴

INDIVIDUAL OR INTERNALIZED RACISM

Racism that exists within individuals. It is when one holds negative ideas about his/her own culture, even if unknowingly. Xenophobic feelings or one's internalized sense of oppression/ privilege are two examples of individual or internalized racism.

Examples: skin bleaching/whitening products, group/self-blaming, unconscious practices.

3 Teaching for Diversity and Social Justice: A Sourcebook. Maurianne Adams, Lee Anne Bell, and Pat Griffin, editors. Routledge, 1997.

4 Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. OpenSource Leadership Strategies Some Working Definitions

INSTITUTIONAL RACISM

Refers to institutional and cultural practices that perpetuate racial inequality. Benefits are structured to advantage powerful groups at the expense of others.

Example: racial profiling by law enforcement, Jim Crow segregation laws, grocery store redlining practices.

INTERPERSONAL RACISM

Racism that occurs between individuals. It is the holding of negative attitudes towards a different race or culture. Interpersonal racism often follows a victim/ perpetrator model.

Examples: hate speech or symbols.

INTERSECTIONALITY

A concept and frame coined by [Professor Kimberlé Crenshaw](#) in 1989 that describes a lens for seeing the way in which various forms of inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts.⁵

OCCUPATIONAL SEGREGATION

The separation of workers into different industries or seniority levels based on demographics, occurs across numerous intersections of race, gender, nativity, and physical and cognitive disability.

5 Adapted from <https://time.com/5786710/kimberle-crenshaw-intersectionality/>.

OTHERING

A set of dynamics, processes, and structures that engender marginality and persistent inequality across any of the full range of human differences based on group identities. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, and skin tone.⁶

RACE

A political construction created to concentrate power with white people and legitimize dominance over non-white people.⁷

RACIAL EQUITY

A set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.⁸

SYSTEMIC RACISM

The joint operation of institutions to produce racialized outcomes, even in the absence of racist intent. Indicators include power inequalities, unequal access to opportunities, and differing policy outcomes by race. Systemic racism is cumulative, pervasive, and durable.

Examples: Prison industrial complex, unequal educational outcomes.

UPSKILLING

A process for teaching employees new skills so they can thrive in their current positions and also increase employability for other opportunities. Upskilling includes training programs and development opportunities.

6 <http://www.otheringandbelonging.org/the-problem-of-othering/>.

7 OpenSource Leadership Strategies. Some Working Definitions.

8 Adapted from Anti-Oppression Resource and Training Alliance (AORTA).

WHITE PRIVILEGE

Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.⁹

STRUCTURAL WHITE PRIVILEGE

A system of white domination that creates and maintains belief systems that make current racial advantages and disadvantages seem normal. The system includes powerful incentives for maintaining white privilege and its consequences, and powerful negative consequences for trying to interrupt white privilege or reduce its consequences in meaningful ways. The system includes internal and external manifestations at the individual, interpersonal, cultural and institutional levels.¹⁰

The accumulated and interrelated advantages and disadvantages of white privilege that are reflected in racial/ethnic inequities in life-expectancy and other health outcomes, income and wealth and other outcomes, in part through different access to opportunities and resources. These differences are maintained in part by denying that these advantages and disadvantages exist at the structural, institutional, cultural, interpersonal and individual levels and by refusing to redress them or eliminate the systems, policies, practices, cultural norms and other behaviors and assumptions that maintain them.

9 White Privilege and Male Privilege: A Personal Account of Coming to See Correspondences Through Work in Women Studies. Peggy McIntosh. 1988.
10 Structural, Interpersonal, Cultural, and Institutional white privilege definitions from Transforming White Privilege: A 21st Century Leadership Capacity, CAPD, MP Associates, World Trust Educational Services, 2012.

INTERPERSONAL WHITE PRIVILEGE

Behavior between people that consciously or unconsciously reflects white superiority or entitlement.

CULTURAL WHITE PRIVILEGE

A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other worldviews.

INSTITUTIONAL WHITE PRIVILEGE

Policies, practices and behaviors of institutions — such as schools, banks, non-profits or the Supreme Court — that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as white, and maintaining or increasing disadvantages for those racial or ethnic groups not defined as white. The ability of institutions to survive and thrive even when their policies, practices and behaviors maintain, expand or fail to redress accumulated disadvantages and/or inequitable outcomes for people of color.

WHITE SUPREMACY

An historically-based, institutionally-perpetuated system of exploitation and oppression of continents, nations and peoples of color by white peoples and nations of the European continent for the purpose of maintaining and defending a system of wealth, power and privilege.¹¹

11 MP Associates and Center for Assessment and Policy Development. (2013). www.racialequitytools.org/glossary (PDF). Retrieved from http://www.racialequitytools.org/images/uploads/RET_Glossary913L.pdf.

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RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs.
— ORE Legislative Mandate, [Ordinance No. 188-19](#)

[Department]

Racial Equity Lead

[Name], [Title]
[Email]

Last Updated

XX/XX/XXXX

Racial Equity Team

[Name], [Title], [Email]
[Name], [Title], [Email]
[Name], [Title], [Email]
[Name], [Title], [Email]

Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?

TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

- 1. Hiring and Recruitment**
- 2. Retention and Promotion**
- 3. Discipline and Separation**
- 4. Diverse and Equitable Leadership and Management**
- 5. Mobility and Professional Development**
- 6. Organizational Culture of Inclusion and Belonging**
- 7. Boards and Commissions**

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PROCESS

Please describe how your RE Action Plan was developed and who was involved.

DEPARTMENT BACKGROUND

The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.

Department History

San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community. As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.

Example: [Planning Commission Resolution No. 20738, June 11, 2020](#)

Vulnerable Populations Served

Please include your response to the Office of Racial Equity's Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.

Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco's communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, in Summer 2020 ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results.

- *Did this survey uncover any issues related to issues of interpersonal racism in the Department?*
- *Did this survey uncover any issues related to issues of institutional racism within the Department?*
- *Do all employees have regular access to training opportunities and professional development? If not, why not?*
- *Do all employees feel safe and included at work?*
- *Do all employees have equal access to advancement and promotional opportunities?*

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for diverse candidates and people with non-traditional backgrounds to apply, Departments can and should actively seek these

individuals out. This includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

What is the department’s overall goal on Hiring and Recruitment?

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.		Barriers assessment is completed				
1.1.2. Implement an annual staff survey to assess departmental diversity and		Survey is administered annually				

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<p>inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.</p>	<p>Survey results are included in the department annual review</p>	
<p>1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts.</p>		<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>				
<p>1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college</p>		<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>				

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systems that could feed into open positions.					
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.	Job descriptions display consistent and inclusive language	Candidate pool is increasingly more diverse			
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	An increase in applicants with more diverse life, education, and professional experiences				
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ¹	An increase in applicants with more diverse life, education, and professional experiences				
1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for	An increase in applicants with more diverse life, education, and professional experiences				

¹ From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

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jobs that previously did not. Be specific about the hard and soft skills needed for the role.

1.2.7.
Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.

Candidate pool is increasingly more diverse and referred from a variety of sources

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</p>		<p># of paid interns/fellows, increase annually or meets department needs/capacity</p>				
<p>1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.</p>		<p># of Opportunities for All placements and mentors</p>				

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<p>1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.</p> <p>e.g. SF Unified School District’s Career Pathways Program.</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>			
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p># of opportunities during internship/fellowship</p>			
<p>1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.</p>	<p>Tracking system implemented</p> <p>% of evaluations completed</p> <p>Internship/fellowship program updated before next cycle</p>			

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.4.1.</p>		<p>Standardized interview process with a set of</p>				

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Maintain a standardized and holistic interview process with structured interview questions.	inclusive interview questions				
1.4.2. Ensure a diverse hiring panel for each interview.	Demographic composition of panels Increase in diverse interview panels				
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had				
1.4.4. Adopt a tool to track application progress and reach assistance through multiple means.	Tool created and implemented # of applicants increased Increased assistance to job seekers				
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals for accessibility.	Increase in internal part-time and full-time staff, interns and fellows applying for job openings				
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	Hiring, interviewing, and onboarding processes standardized Lag times/wait times				

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<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>All new hires are processed similarly regardless of position</p>	
<p>1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</p>	<p># number of diverse candidates increased Overall faster hiring times</p>	

1.5. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.5.1. [A description of the action to reach the goal goes here.]</p>						

2. RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and

friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

What is the department's overall goal on Retention and Promotion?

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the		Tracking mechanism implemented Demographic data analyzed				

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DHR DSW survey with those who were requested/deployed.

2.1.2.
Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.

Budget analysis completed

Strategies developed and published

2.1.3.
Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.

PPE access protocol established

DSW workers have an increased awareness of PPE access protocol

2.1.4.
Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.

Compensation, paid sick leave, and flex time benefits assessed and easily accessed

Increased employee awareness of additional benefits

2.1.5.
Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.

Caretaking and safe transportation sections included in DSW deployment protocol

e.g. graveyard shifts

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2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.		Pay inequities are reduced and aligned annually after salary data is reviewed				
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.		Benefits provided are annually improved				
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.		PTO policy is annually improved # of staff taking PTO increases				

2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.		Increase in knowledge about raises and promotions				

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<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	<p>Increase in staff feedback about promotion and raise process</p>				
<p>2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.</p>	<p>Acting/interim staff process included in internal policies and processes</p> <p>Increased awareness of process for acting/interim staff</p>				
<p>2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.</p>	<p>Reversal of diversity drop-offs in 182x classifications</p>				
<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Identify “dead end” classification and revise</p>				

2.4. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>2.4.1.</p>						

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[A description of the action to reach the goal goes here.]

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be

stopped. Higher rates of corrective action and discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

What is the department’s overall goal on Discipline and Separation?

3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.		Create tracking mechanism Analyze data annually				

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		Increase accountability in disciplinary actions				
3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.		Create tracking mechanism Analyze data annually				
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.		# of trainings completed annually				
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.		Human resources trained on alternative dispute resolution				
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.		Reduction of racial disparities in disciplinary actions				

3.2. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1.						

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[A description of the action to reach the goal goes here.]

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department’s leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what

projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

¹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

What is the department’s overall goal on Diverse and Equitable Leadership?

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.		% increase in diverse leadership				

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<p>4.1.2. Commit to ongoing racial equity training and development for leadership.</p>	<p># of training & development completed by leadership per quarter</p>
<p>4.1.3. Incorporate senior leadership demographics in the department annual report.</p>	<p>Senior leadership demographic included in the department annual report</p>
<p>4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.</p>	<p>% of staff is aware of the process</p>

4.2. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>4.2.1. [A description of the action to reach the goal goes here.]</p>						

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee’s Needs are Met, so are the Department’s Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by

their expected potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee’s journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

¹ Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>.

DEPARTMENT GOAL

What is the department’s overall goal on Mobility and Professional Development?

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.		# of available professional development opportunity # of completed training				
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and		# of attended, external conferences				

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protocols for reimbursement, stipends, and payments.						
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.		# of staff enrolling and completing extended learning \$ dedicated to extended learning annually				
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.		# of staff participating in outside events or opportunities				
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.		Adopt a tracking system, analyze annually # of staff of color utilizing professional development				

5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.		Bi-annual performance evaluation program to all staff				

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<p>5.2.2. Create a mentorship program between senior and junior level staff.</p>	<p># of mentorship programs per year # of mentorship programs per year # of meetings per program cycle</p>	
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5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.</p>		<p>Process developed % of staff aware of accommodation process # of accommodations made increased</p>				
<p>5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.</p>		<p>Accommodations discussed and recorded during bi-annual performance evaluation process</p>				
<p>5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.</p>		<p>Improvement in overall staff mental health, increase in staff feedback</p>				
<p>5.3.4.</p>		<p>Assessment performed annually</p>				

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Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	\$ set aside for accommodations Increase in staff awareness of accommodations
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5.4. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. [A description of the action to reach the goal goes here.]						

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to

ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

¹ Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL

What is the department’s overall goal on Organizational Culture of Inclusion and Belonging?

6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.		Department mission, policies, and procedures are updated and available				

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6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Regular, scheduled meetings with RE Team to implement RE Action Plan plan
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	RE Action Plan is published on department website
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Ongoing reporting
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Annual survey with disaggregated data and feedback
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Increase in staff engagement

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6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.		Increase in staff feedback, participation, and response to communications				
6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.		Ongoing staff participation and feedback				
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.		Ongoing staff participation and feedback				

6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.		Protocol distributed internally and with any outward-facing interactions				

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<p>6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.</p> <p>e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.</p>	<p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>						
<p>6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.</p>	<p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>						
<p>6.3.4. Invest in translation services.</p>	<p># Increase in translated materials</p>						
<p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	<p>Increase in staff using inclusive identity expression, second nature</p>						
<p>6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request.</p>	<p>Information exists on department website</p>						

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6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.</p>		<p>Community will have an impact on all department projects</p>				
<p>6.4.2. Find opportunities to invest into and support the communities the department serves.</p>						

6.5. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>6.5.1. [A description of the action to reach the goal goes here.]</p>						

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-laws that contain

policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens.

DEPARTMENT GOAL

What is the department's overall goal on Boards and Commissions?

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bi-laws to include inclusive language and align with the department's RE Action Plan.		Bi-laws successfully amended				
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.		Annually collect board/commission demographic data Include data in annual report				

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		Use data to guide recruitment efforts				
7.1.3. Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation.		# of diverse board/commission members				
7.1.4. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.		# of policies passed with RE lens Budget equity completed				

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		# of diverse board/commission members % of board/commission retention				
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.		# of completed training per quarter Increased participation rate				

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7.2.3.
Develop a mentorship program between newer and more experienced board/commission members.

Increased board/commission retention

Member experience satisfaction survey

7.3. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. [A description of the action to reach the goal goes here.]						