



RACIAL EQUITY ACTION PLAN - 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 on the Status of Women

Racial Equity Leads

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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

INTRODUCTION

The San Francisco Commission on the Status of Women is a 45-year-old, ground-breaking institution with a storied history of catalyzing change.

Amid the novel coronavirus pandemic and its devastating effects, never have the stakes been so high for every human on this planet.

While we rise to meet the magnitude of this moment – programmatically, we also must simultaneously expand and build social solutions for tomorrow. This moment of technological connectivity and digital citizenship is an opportunity we must seize to tackle issues like racial justice in San Francisco and beyond.

Globally, we are at an inflection point: environmentally, economically, politically, and societally; and as an interconnected community, we must choose to boldly face the challenges ahead and rise to meet injustice and inequity.

The Department on the Status of Women is honored to present this Racial Equity Action Plan to the Mayor, Board of Supervisors, Office of Racial Equity, and the public as we commit to working in partnership to actualize a racially just city, county, state, country and world.

Kimberly Ellis
Director

PROCESS

The Department's Racial Equity Leaders reviewed each section together between July and October 2020. For each action, RE Leads considered its applicability to the Department, relevant efforts already underway, what changes are needed to meet the goal, and the timeframe and/or resources necessary for implementation. Department staff served as the Racial Equity Team through every other week staff meetings. They participated in training on institutional and structural racism and bias and supported the Racial Equity Action Plan through regular updates, helping to develop actions, and providing feedback. Staff were invited to review the draft Action Plan and several shared comments and suggestions.

The RE Leads presented an overview of the Racial Equity Ordinance and Action Plan framework to the Commission on the Status of Women at its September 23, 2020 meeting and answered questions about the Department's role and approach in both the Citywide and departmental racial equity work. The Department's draft Racial Equity Action Plan was publicly presented to the Commission at its November 13, 2020 meeting, including the overall goal for each section of Phase I and some of the achievements and upcoming actions within each section. The RE Leads also facilitated a discussion with the Commissioners on best practices for an onboarding process that fosters a culture of equity and inclusion among all the Commission members. The Commissioners highlighted what worked about the onboarding process and what was lacking.

Additionally, a Commission resolution on racial equity was introduced at the September 23, 2020 meeting, to which Commissioners provided input. Based on Commissioner feedback, staff revised the Resolution Affirming the Commission on the Status of Women's Commitment to Racial Equity and Support of the Department's Racial Equity Action Plan and it was adopted by the Commission on November 13, 2020.

The Office of Racial Equity and City Attorney's Office also provided feedback on the Department's draft plan between November and December. Lastly, as the Department welcomed the appointment of a new Director beginning November 30, 2020. Director Ellis reviewed the final draft of the plan and approved it before the deadline of December 31, 2020.

DEPARTMENT BACKGROUND

Number of Employees: 7 full-time equivalent (FTE) employees

Annual Budget \$10,279,426

Department History

The San Francisco Commission on the Status of Women was established in 1975 in a movement of creating Commissions on the Status of Women at the national, state, and local level across the country. These Commissions were formed to advance women's rights and equality by studying major aspects of women's lives and working to provide greater opportunities for women and eliminate discrimination against women. In 1994, voters enacted San Francisco Proposition E to create a permanent City Department to carry out the policies and programs of the Commission.

While the Commission and Department have served to advance all women with a focus on the most vulnerable and marginalized communities, we also acknowledge that they were born out of the so-called second wave of the women's movement in the 1960s and 70s, which had a history of prioritizing issues of White, middle and upper class women, and discriminating against women of color, women with disabilities, immigrant women, lesbian women, and transgender women, and perpetuating White supremacy and racial injustice. Racial discrimination is a common thread even going back to the first wave of the women's movement in the United States (in the 19th and early 20th centuries). Although it was initiated through the activism of women in the abolitionist movement, strengthened through former enslaved African American leaders such as Sojourner Truth and Frederick Douglass, and included women of all races, the movement became not only focused on White women but used racial divisions to motivate the cause of women's suffrage. This background necessitates an ongoing inquiry of how White supremacy frames women's issues and may lead to an unconscious bias within the Commission, Department, staff, and women's movement.

At the same time, intersectionality is a central tenet of modern feminism, a guiding principle of the Commission and Department, and essential to advancing the rights and opportunities of all women by dismantling the systems of oppression that are intertwined with sexism. The critical framework that informs the Department's work is the San Francisco's 1998 ordinance implementing the principles of the United Nations (UN) Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), which was updated in 2000 to emphasize the intersection of race and gender discrimination, to expand the collection of data by gender and race combined as well as other characteristics, and to recognize the unique experiences of women of color. The Department's gender analyses conducted under the CEDAW Ordinance consistently assess equity by race and gender combined, including identifying disparities for men of color as well. The Department's biennial reports monitoring diversity in appointees to City commissions and boards have informed officials of the underrepresentation of Latinx and Asian individuals and women of color overall. The Department's research reports on family violence and human trafficking also take the same approach and identify racial inequities amongst survivors.

The Department also staffs interagency bodies focused on issues of violence in the home (the Family Violence Council and the Justice and Courage Committee) and anti-human trafficking (the Mayor's Task Force on Anti-Human Trafficking and the San Francisco Safety, Opportunity, and Lifelong Relationships Project). This work helps to identify racial inequities in access to services and existing policies and leads to reforms, new policies, and approaches. For example, the Department's efforts illuminated the barriers that Limited English Proficient survivors faced in interacting with the Police Department, which led to improved access to culturally relevant translation and interpretation. Additionally, the Sex Worker Safety Committee of the Mayor's Task Force on Anti-Human Trafficking developed a policy within the Police Department and District Attorney's Office to provide sex workers with immunity from arrest when reporting or witnessing a crime. Subsequent state law was modeled on this local policy. The Department's legislative efforts have also focused on eliminating barriers for gender equity that advance economic and racial justice. The Department played a key role in the development and implementation of the Paid Parental Leave Ordinance and Lactation in the Workplace Ordinance. These ordinances expanded access to workplace policies and benefits, more common among salaried white-collar and office-based employees, to all workers, including hourly-wage workers, who are more likely to be workers of color.

In 2017, the Department joined a cohort with the Government Alliance on Race and Equity (GARE) to develop a network and gain training, tools, and support to eliminate institutional racism. Through which, Department staff have built organizational capacity to advance racial equity in our programs, policies, and services. Department staff continued to participate in this work through the Citywide Racial Equity Working (CREW) group to share best practices, normalize conversations, and impact Citywide issues of racial equity. In the following two years, all permanent staff took trainings on unconscious bias, implicit bias, and racial equity foundations and continue to engage in discussions of race, racism, and racial equity.

Although gender-inclusion has been part of the intent and practice at the Department for many years, beginning in 2019 the Department has explicitly referenced that women and girls include all gender-expansive individuals (cis women and girls, trans women and girls, non-binary individuals, gender non-conforming individuals, gender queer individuals and any women or girl identified individuals). That inclusion is continued throughout this Action Plan.

Vulnerable Populations Served

The largest program of the Department is the Gender-Based Violence Prevention and Intervention Grants Program. The Grants Program funds essential services to support survivors of all races and cultural backgrounds, with a focus on culturally relevant and community-based organizations to serve diverse communities in San Francisco. In Fiscal Year 2019-2020, the Grants Program served 14,501 individuals affected by domestic violence, sexual assault, stalking, and human trafficking. Of those clients for whom race and ethnicity was known, 30% were Black alone or with another race, 24% were Native American alone or with another race, 22% were Latinx, and 22% were Asian alone or with another race.

Through the Grants Program, the Department's has worked to close gaps in services for specific vulnerable populations, such as identifying funding to develop gender-based violence services for the Middle Eastern and Arab community. Additionally, due to the Family Violence Council identifying a need to better support public housing residents, the GBV Grants provided funding to La Casa de las Madres to start a Public Housing Residents program and to place a domestic violence advocate at the San Francisco Housing Authority (SFHA) and Rental Assistance Demonstration (RAD) at 1815 Egbert Avenue.

Based on findings from the Department's domestic violence and human trafficking reports, the Department applied for and received grant funding to develop projects primarily focused on District 10 that improve access to services, prevent violence, and better support survivors. The US Department of Justice funded the Department's Domestic Violence High Risk Lethality Assessment Project, which has increased the number of survivors accessing community-based services in the Bayview District 10, an area with predominately Black, Asian, and Latinx residents. The Department also secured a Blue Shield funded prevention grant to work with District 10 youth on developing curriculum and producing a video about domestic violence and healthy relationships.

The Department's coordination and leadership of the CA Department of Social Service (CDSS) State funded San Francisco Safety Opportunity Lifelong Relationship (SF SOL) Collaborative directly addresses some of the most basic human rights needs of Black and brown girls, who are disproportionately involved in the foster care system and at risk of commercial sexual exploitation (CSE) in San Francisco. The pilot project brings together several community partners and city departments to reimagine the current foster care system, create a new continuum of care for youth involved in commercial sexual exploitation, and develop safe and supportive housing placements. Part of this continuum of care includes funding the HYPE Center, a new youth multi-service drop-in center in District 10. The HYPE Center has established key partnerships with onsite providers including mental health services, crisis and case management services, and a housing placement navigator. They have virtually launched their services and are currently working on developing protocols to open the Center for in-person services safely during the COVID health pandemic.

See Appendix for the Vulnerable Populations Engagement Assessment

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, 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. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

The Department has 7 FTEs and employs 3 part-time, temporary paid Fellows. Of the 10 current members of the Department, 6 identify as White alone and 4 identify as people of color including Black or African American, Latinx, Middle Eastern, and multi-racial. Given the small size of the Department staff, further analysis is not possible without identifying individual's personal information.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

The Department conducted an internal organizational assessment and an employee survey in 2018 as part of the Government Alliance on Race & Equity (G.A.R.E). Since then, there have been many changes in departmental staffing, focus areas, and processes. However, this information can still help to inform the development and implementation of the Department's Racial Equity Action Plan. Going forward, the Department will administer the Assessment and Employee Survey in 2021 and annually thereafter to measure progress and identify areas needing additional attention. In addition, the Department will incorporate insights from the forthcoming DHR Citywide Survey.

The 2018 GARE Department Assessment included organizational factors of culture, people, and structures. The areas of assessment encompassed the organization's commitment; leadership and management; hiring, recruitment, and retention; competencies; access, involvement, and partnerships; budgeting and contracting; communications; and data collection and evaluation. The findings from the Assessment showed organizational characteristics that were developing but not yet implementing racial equity. This finding identified that while policies may exist, there is a need to prioritize racial equity and allocate resources to implement them and achieve the intended results.

The findings from the 2018 Living Cities Staff Racial Equity & Inclusion Competency for the Department showed that the Department is in need of on-going racial equity training and an enhanced understanding of the trajectory effects of institutional and structural racism. This survey was initially provided to the department staff of 6 permanent FTEs and will include all staff, Fellows, and commissioners in the future.

Following these results, the Department has made racial equity an area of focus. The Department has encouraged all staff to participate in racial equity trainings, held open discussions of race, racial inequities, and racism, and begun making changes to policies and procedures. The following Action Plan commits the Department to implementing racial equity policies and initiatives, shifting our organizational culture, and evolving as an institution and sets forth the steps to do so. Additionally, the Department will seek resources to assist this work through communication and data support. The Department plans to measure success by measuring current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate the efficacy of this plan.

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 a more diverse candidate pool and people with more varied 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 new 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

The Department on the Status of Women's Hiring and Recruitment goal is to diversify our team of staff and Fellows, increasing the representation of people of color.

The City and County of San Francisco (City) is committed to equal employment opportunity. It is the City's policy to ensure: an equal opportunity to all employees and applicants; that employees be selected and promoted based on merit and without discrimination; and reasonable accommodations for qualified employees and applicants that require them. The City prohibits discrimination and harassment on the basis of sex, race, age, religious, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

As a small department with only 7 FTEs, there have been limited opportunities for bringing in new staff. To support our work, the Department recruits and hires two to four part-time Fellows that typically serve in 10-month paid positions (depending on needs and resources). The Fellowship program has provided a yearly opportunity to reflect on the recruitment and hiring processes and the outcome on diversity, equity, and opportunity. The Department has consistently addressed equity in this program over the last five years and believe that has led to greater diversity in applicants and hired Fellows.

Originally, the fellowship program was an unpaid volunteer internship due to the Department's small budget. However, it was clear that this limited the opportunity to those who could afford to work part-time for free and was therefore inequitable. In order to address this inequity, the Department identified funding to pay Fellows. For example, in FY 2014-15, the Department received funds to hire a Fellow to conduct education and outreach on the Family Friendly Workplace Ordinance by the Board of Supervisors. Another mentorship program with the Pacific Asian American Women Bay Area Coalition provided a small monthly stipend for a Fellow to gain mentorship and professional experience in the Department. The Department eventually secured funding to pay every Fellow an hourly wage that exceeded the Minimum Compensation Ordinance in 2017. Most recently, in FY 2020-21, Fellows will be converted to Public Service Trainees (9910) to provide paid sick leave and holidays and ensure their position at the Department is recognized by the City as work experience.

2020 was the first year race and ethnicity, gender, and other diversity characteristics have been tracked among applicants, interviewees, and those ultimately hired for fellowships. Previously, Fellows tended to be White or Asian and Pacific Islander, although not exclusively. This year, out of 85 applicants, 36% were Asian (of whom 5% identified as Indian and 5% as Pacific Islander), 19% were Latinx, 16% were White, 14% were multiracial, and 13% were Black. Additionally, 94% identified as female, 4% as male, and 2% as non-binary; 16% shared that they were LGBTQ; 4% shared that they have a disability; and 12% were immigrant or first-generation Americans. Out of 12 applicants interviewed, 33% were Latinx, 25% were Black, 17% were Asian, another 17% were White, and 8% were multiracial. Additionally, interviewees included 10 women, 1 man, and 1 non-binary person; 4 of whom identified as LGBTQ; 1 had a disability; and 2 were immigrants or first-generation Americans. The three current Fellows are included in the demographics of the Department shared above.

Further, as staff positions open, the Department will seek to expand diversity through the racially equitable policies and procedures, recruitment and hiring strategies, and onboarding processes as described in this Plan.

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.	Staff time	Barriers assessment is completed	Dec 2020 – March 2021	Director, RE Leaders meet to review current conditions and identify barriers in hiring	Not started	Policy Director
1.1.2. Implement an annual staff survey to assess departmental diversity and 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. ¹	Staff time	Survey and assessment are administered every other year Survey results are included in the department annual review Findings of issues/climate shared with staff	2018 – 2021	First employee survey and departmental assessment conducted in 2018, RE Lead reviewed results RE Leaders will review DHR Citywide survey 2021 results for additional issues RE Team is developing anonymous process for gathering staff input on departmental diversity and inclusivity to provide safety for people of color to share honest feedback	Ongoing	Fiscal Analyst + Senior Manager
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.	Staff time	Policy is created, implemented, and reviewed annually to maximize results	Jan – July 2021	Review survey and assessment results Research models and best practices Draft policy RE Leaders review with HR staff and Director. Finalize and release policy.	Not started	Policy Director + Senior Manager

¹ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

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 new and unexpected outlets and networks. Map and track outreach efforts.</p>	<p>Staff</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>2018 – 2022 and ongoing tracking</p>	<p>Continue to share position postings internally with all staff, who are urged to share with their networks. Continue to expand agencies and organizations for outreach for fellowship postings and full-time staff positions.</p> <p>In 2018, the Department researched and added to our outreach lists BIPOC and diverse student groups at nearby colleges and universities (SF State/USF/UCSF, Mills, UC Berkeley, Stanford).</p> <p>In 2020, the Department researched and included on our outreach lists all Bay Area colleges, including community colleges, and BIPOC and diverse student affinity groups and programs.</p> <p>Tracked outreach for fellowship postings beginning in July 2020.</p> <p>Recent hiring for a grant-funded position was led and coordinated by DHR, which sent the announcement to the list of candidates for the classification who had passed the exam as well as through the DOSW email, newsletter, social media, and website.</p> <p>In 2021 fellow hiring cycle, add question about how applicants heard about the position to fellowship application.</p> <p>As staff positions are open, apply learnings and process from fellowship recruitment. Ask DHR to provide applicant demographics for all positions hired through their process.</p>	<p>In progress</p>	<p>Policy Director + Associate Director</p>

<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	<p>Staff and systems</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>2017 – 2021 and ongoing</p>	<p>Continue to grow beyond existing relationships with community-based organizations and the Pacific Asian American Women Bay Area Coalition for fellowships.</p> <p>In 2017, the Department connected with Ella (Latina leadership/prof development organization) regarding volunteer opportunities. They were added to the outreach for fellowship postings and resulted in several qualified Latinx applicants.</p> <p>In 2021, research and build out list of BIPOC professional networks for full-time position outreach.</p>	<p>In progress</p>	<p>Policy Director + Associate Director</p>
<p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p>	<p>Staff</p>	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	<p>2019 – 2022</p>	<p>Job descriptions are standardized and allow for work experience in place of higher education</p> <p>Added diversity language in 2019 to fellowship posting to encourage diverse applicants</p> <p>Review job descriptions as there are openings/hiring for opportunities to simplify and standardize and remove barriers.</p> <p>Request DHR increase ways to apply.</p>	<p>In progress</p>	<p>Associate Director</p>
<p>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.</p>	<p>Staff</p>	<p>An increase in applicant pool more diverse life, education, and professional experiences</p>	<p>2021 – 2023</p>	<p>Review job descriptions for bias & unnecessary MQs as there are openings/hiring processes, eliminate as identified</p>	<p>Ongoing</p>	<p>Policy Director + Associate Director</p>
<p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as</p>	<p>Staff</p>	<p>An increase in applicant pool with more diverse life,</p>	<p>2021 – 2023</p>	<p>Review the need for supplemental questions as there are openings/hiring processes.</p>	<p>Ongoing</p>	<p>Policy Director + Associate Director</p>

a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.²

education, and professional experiences

Most positions require writing for public documents. Do not use when not needed to identify qualified candidates.

<p>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 jobs that previously did not. Be specific about the hard and soft skills needed for the role.</p>	<p>Staff</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>2021 – 2023</p>	<p>Job descriptions are standardized and any 9910 or 1820 position would allow for work experience in place of higher education. Review job descriptions as there are openings/hiring processes. Specify hard and soft skills necessary.</p>	<p>Ongoing</p>	<p>Associate Director</p>
<p>1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally competent skills to their work.</p>	<p>N/A</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>N/A</p>	<p>Outside recruiters are not in use</p>	<p>N/A</p>	

² From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

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>	Budget	# of paid interns/fellows, increase annually or meets department needs/capacity	2015 – 2021	<p>Stipend for 2-4 Fellows since 2015.</p> <p>By end of FY 2020-2021, DOSW will convert Fellows to Public Service Trainees (9910) to provide sick leave, paid holidays, as well as validate fellowship as work experience. Some fellowships are grant funded FTE’s and the department will have to implement additional costs associated with these benefits of 9910 Trainee on grant application to incorporate total cost of FTE.</p> <p>Increase if budget and capacity for staff supervision and support allow.</p>	In progress	Fiscal Analyst + Associate Director
<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>	Staff time	# of Opportunities for All placements and mentors	2019 – 2023	Department requests 1 per year since 2019, continuing in future	Completed	Commission Secretary + Associate Director
<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>	Staff time	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	2018 – 2023	<p>See 1.2.1 - Expanded outreach lists to include all Bay Area colleges, including community colleges, and BIPOC and diverse student affinity groups and programs, as found.</p> <p>Tracked outreach for fellowship postings beginning in July 2020.</p>	Ongoing	Policy Director + Associate Director

In 2021 fellow hiring cycle, add question about how applicants heard about the position to fellowship application.

Continue to expand outreach lists beyond colleges and universities.

<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>Budget Staff Time</p>	<p># of opportunities during internship/fellowship</p>	<p>2019 – 2023</p>	<p>Fellows are regularly encouraged to attend free and some at-cost trainings, events, and conferences relating to diversity, equity, and inclusion when available.</p> <p>In 2019, 2 of 3 Fellows attend with staff the HRC 55th anniversary Symposium with Dr. Cornell West on eliminating anti-blackness and suggestions for reparations and Alliance for Girls conference “Movement for Equity,” which especially focused on the needs of Black and PI girls. Both conferences were ticketed events paid for by Department.</p> <p>Fellows are part of the regular racial equity discussions and trainings at the staff meeting.</p>	<p>Ongoing</p>	<p>Policy Director</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>Staff time</p>	<p>Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle</p>	<p>2012 – 2020</p>	<p>In 2020, began requesting demographic data for applicants to track diversity. Department will continue to track and analyze diversity of applicants and interviewees, look for gaps and biases, and make adjustments as issues are identified.</p> <p>All Fellows conduct an exit interview with fellowship program coordinator (not direct supervisor) since 2015. Continue to solicit feedback and adjust programs is necessary.</p>	<p>Completed</p>	<p>Commission Secretary (Tracking) + Associate Director (Feedback and program adjustments)</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Staff time	Standardized interview process with a set of inclusive interview questions	Completed in 2020	Existing interview process is standardized with consistent questions and scoring. In July/Aug 2020 Fellows hiring, questions were reviewed to be more inclusive, address racial equity, and identify necessary skills. Since 2019, hiring process for all positions (staff and Fellows) includes “Fairness In Hiring” online training for hiring panel and not talking about candidates until all have interviewed to avoid bias.	Completed	Policy Director + Associate Director
1.4.2. Ensure a diverse hiring panel for each interview.	Staff time and relationships with other agencies and organizations	Demographic composition of panels Increase in diverse interview panels	2018 – 2023	The department has an on-going program, which tends to require hiring panels at an annual rate. This consists of its fellowship program (9910-Public Service Trainee). Since 2018, all interview panels have been composed of diverse staff members. In 2021, the department will incorporate a list of diverse individuals from external partners and other city agencies to expand interview panels and provide diverse panel for scoring. 2021 - Develop process for tracking demographics of interview panels. Ongoing monitoring of diversity, developing list of external partners or staff at other agencies.	Ongoing	Fiscal Analyst + Associate Director
1.4.3.	Staff time	Interview panels will be increasingly more equitable,	2019 – 2023	“Fairness in Hiring” online training for each member of hiring panel, each hiring process since 2019. Members sign off on completion, talk about	Ongoing	Fiscal Analyst

Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows

conversations regarding racial equity can be easily had

procedures to conduct interviews and get agreements from reviewers to not talk about candidates until all have interviewed to avoid bias.

<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>	<p>Staff time DHR support</p>	<p>Tool created and implemented # of applicants increased Increased assistance to job seekers</p>	<p>2020 – 2023</p>	<p>The Department manages the hiring process for Fellows, in which one staff member communicates with applicants to provide assistance, confirm receipt of materials and let them know if anything is missing, schedule interviews, and inform applicants of the hiring decision.</p> <p>The Department’s website includes a general timeline for the annual Fellow hiring process and staff maintain list of interested applicants throughout the year and send the posting to them when it is posted. This list also includes the date of contacts and follow up throughout the process.</p> <p>In 2020, the Department added transparency around the timing of interviews to the position posting so that candidates could plan and inform the Department of any conflicts.</p> <p>The Department will request DHR provide application progress and reach assistance in hiring for other positions.</p>	<p>In progress</p>	<p>Commission Secretary</p>
<p>1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.</p>	<p>Staff commitment</p>	<p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>	<p>N/A</p>	<p>The Department always sends open positions to all members of the team using the departmentwide email group</p>	<p>Completed</p>	<p>Associate Director</p>
<p>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.</p>	<p>Staff time</p>	<p>Hiring, interviewing, and onboarding processes standardized Lag times/wait times</p>	<p>N/A</p>	<p>Hiring, interviewing, and onboarding processes are standardized.</p> <p>The Department’s hiring process is typically 2-3 months from posting to start date, with open posting and recruitment for approximately 2-4</p>	<p>Completed</p>	<p>Associate Director</p>

weeks, interviews typically held within 2 weeks of close, selections made within another 2-3 weeks depending on reference checks, followed by DHR background check and processing.

The Department has found that any shorter time for the process is detrimental to applicants, who don't have a chance to see the posting and apply or cannot schedule interviews immediately, as well as staff involved in hiring, as it is on top of existing work.

<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>Staff time</p>	<p>All new hires are processed similarly regardless of position</p>	<p>N/A</p>	<p>New staff are supported with onboarding, set up of accounts, provided written guidelines documenting internal policies and procedures, and welcomed and announced at staff and Commission meetings.</p>	<p>Completed</p>	<p>Associate Director + Commission Secretary</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>Staff time and DHR Assistance</p>	<p>Increase in number of diverse candidate pools Overall faster hiring times</p>	<p>2021-2023</p>	<p>The Department rarely has permanent civil service positions where rules are utilized. For future openings, the Department will seek to expand the default as appropriate.</p>	<p>Ongoing</p>	<p>Director</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

The Department on the Status of Women's Retention and Promotion goal is to increase the transparency of pathways to advance within classification series and positions at the Department.

The Department's team of staff and Fellows are critical to its ability to carry out a tremendous amount of work. As such, the Department strives to provide as many benefits and opportunities as possible to value and support staff despite its small budget. The Department aims to walk-the-talk on work-life balance for parents and non-parents alike. While the Department has worked hard to identify funds to pay Fellows and extend professional development opportunities to staff, there are several ongoing challenges related to retention and promotion. These include: the Department as a whole being undervalued and gaining additional workload without additional staffing or other support, unequal access to professional development due to workload being inflexible (not everyone can take time away from their regular tasks for travel and conferences), limited opportunities for promotion or being hired on full-time following a fellowship given our small staff and low turnover, and no clear process for moving up within a classification series or across positions at the Department.

To advance racial equity in retention and promotion, the Department seeks to address barriers to advancement within its policy positions, particularly for people of color. The Department plans to continue seeking additional resources to grow staff capacity so that existing staff are not overloaded and access to opportunities for training and professional development to support career mobility is equitable. The Department will work to develop a formal and transparent promotion process so that staff who seek promotion know what skills and experiences they need to gain to be competitive applicants for positions.

Additionally, to increase retention, the Department has taken efforts to support parents returning from parental leave by providing a breast pump, making scheduling accommodations, and offering a supportive work environment so that 100% of the employees having babies in the last 5 years have returned to work. The Department has also supported employees who have been deployed as DSWs and taken steps to safeguard employees who work on-site during the COVID-19 pandemic.

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 DHR DSW survey with those who were requested/deployed. ³	Staff time	Tracking mechanism implemented Demographic data analyzed	2020-2021	DSW deployed staff have been tracked and all staff report their COVID response related activities to acting director. Staff will compile COVID work in activity tracking spreadsheet by end of year and regularly going forward linked to staff for assessment of patterns in demographics.	In progress	Associate Director + Policy Director
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.	Staff time	Budget analysis completed Strategies developed and published	Q3 FY20-21	Budget analysis beginning prior to FY 2021-22 budget submission to inform staffing needs	Not started	Fiscal Analyst
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.	Budget	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	2020	Provided HEPA Air Purifiers for staff working in office & disinfectant wipes.	Completed	Fiscal Analyst + Commission Secretary
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	N/A	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	N/A	Some staff have been deployed, but none for a significant amount of time	N/A	

³ Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	N/A	Caretaking and safe transportation sections included in DSW deployment protocol	N/A	N/A	N/A
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2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Staff time Budget	Pay inequities are reduced and aligned annually after salary data is reviewed	Q3 20-21	Budget analysis will include review of salary standards to inform advocacy to increase support of department staff through adjustments in classification.	Not started	Fiscal Analyst + Director
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.	Budget	Benefits provided are annually improved	2020-2022	In 2017, the Department attempted to develop an emergency childcare fund to support staff with children who may need back up emergency childcare on rare occasions. This effort was upended as the Department was informed this could only be offered union-wide through collective bargaining. However, the Department will assess use of such benefits as parental leave, sick leave, and vacation for equity in use of benefits. Consider changes in policy or processes to ensure equitable use of benefits. In FY 20-21, Fellows will be converted from independent contractors to 9910s providing them paid holidays and sick leave.	Ongoing	Fiscal Analyst + Associate Director

<p>2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.</p>	<p>Budget</p>	<p>PTO policy is annually improved # of staff taking PTO increases</p>	<p>2022</p>	<p>Department PTO and holidays are collectively bargained for and therefore outside of our control. However, the Department will assess use of such benefits as parental leave, sick leave, and vacation for equity in use of benefits. Consider changes in policy or processes to ensure equitable use of benefits.</p>	<p>Not started</p>	<p>Director + Policy Director</p>
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2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.</p>	<p>Staff Budget</p>	<p>Increase in knowledge about raises and promotions</p>	<p>March-Sept 2021</p>	<p>Raises are acquired through collective bargaining. There are no direct promotion pathways; however, as positions open, some fellows and staff have been hired into higher paying and permanent positions. Review position descriptions and responsibilities and identify the skills and experience necessary for being a competitive qualified internal candidate. Findings will be shared with all staff.</p>	<p>Not started</p>	<p>Director + Associate Director</p>
<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	<p>Staff</p>	<p>Increase in staff feedback about promotion and raise process</p>	<p>March-Sept 2021</p>	<p>Consider findings from 2.3.1. above to outline promotional process. Formalize and share process with all staff.</p>	<p>Not started</p>	<p>Director + Associate Director</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>Staff</p>	<p>Acting/interim staff process included in internal policies and processes</p>	<p>2022</p>	<p>Ensure information about the acting/interim process is clearly outlined in internal policies and processes.</p>	<p>Not started</p>	<p>Policy Director + Associate Director</p>

Increased awareness of process for acting/interim staff						
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.	Staff	Reversal of diversity drop-offs in 182x classifications	Oct-Dec 2021 and ongoing	Consider findings from 2.3.1. and existing staff demographics to assess drop-off classifications. Support staff in acquiring skills and experience needed. Seek additional resources to adjust classifications that currently undervalue contributions of employees	Not started	Director + Associate Director
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.		Identify “dead end” classification and revise	Oct-Dec 2021	Consider findings from 2.3.1. and existing staff demographics to assess dead end classifications. Support staff in acquiring skills and experience needed to more upward within Department or other City opportunities. Seek additional resources to adjust classifications	Not started	Policy Director + Associate Director

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, which is also in conjunction with institutional

racism. 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

The Department on the Status of Women's Discipline and Separation goal is to develop a progressive process to allow for internal resolution of issues before formal action is needed.

Discipline and separation are rare at the Department. With a new director and less than 10 employees, an analysis of discipline and separation data by demographics would require a review of too long a time period to yield relevant conclusion. Nonetheless, it is important to be mindful of the connection between racial bias and performance reviews as well as the dominant standards of professionalism and to consider the impact this bias could have on negative employment outcomes. It would best serve the Department and its employees to continue to keep discipline and separation as a rare occurrence for both racial equity, in addition to the challenges of absorbing the hiring and retraining period on a small staff. This can be done by developing an internal process with progressively more serious steps to address issues of concern so that discipline and separation is considered only after other measures have failed to resolve issues.

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.	Staff	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	2023	Work with DHR to review tracking system for existing discipline and separation actions. Consider impact of bias or patterns in demographics or characteristics of employees in instances of discipline and separation.	Not started	Director + Associate Director
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	Staff	Create tracking mechanism Analyze data annually	2023	Work with DHR to review tracking system for existing discipline and separation actions Consider impact of bias or patterns in demographics or characteristics of employees in instances of discipline and separation	Not started	Director + Associate Director
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Staff Budget	# of trainings completed annually	2022	Director to seek training, implement learnings	Not started	Director
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.	Staff Budget	Human resources trained on alternative dispute resolution Process developed and implemented	2022	Research equitable alternatives to discipline and models for resolving issues. Develop progressive steps of resolving disputes and employee issues, outline process and actions that would initiative the process, formalize and communicate the process to supervisors.	Not started	Director + Senior Manger
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Staff	Reduction of racial disparities in disciplinary actions	2022	Develop progressive steps of resolving disputes and employee issues, outline process and actions that would initiative the process, formalize and communicate the process to supervisors.	Not started	Director + Senior Manager

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

The Department on the Status of Women’s goal for Diverse and Equitable Leadership is for leadership to value diversity and inclusion and commit to racial equity in our workforce, operations, and programming.

The Department’s Director serves as our primary leader and, for the majority of the last few decades, that position has been held by women of color. Previous leadership demonstrated a commitment to racial equity through participation in the Government Alliance for Racial Equity cohort and making racial equity training a priority for Department staff. With the Department’s new leadership in place as of November 30, 2020, staff have begun to engage the new Director by involving them in this racial equity work and Action Plan and setting the expectation that racial equity, diversity, and inclusion are valued at the Department. As new leadership must build trust and relationships among staff, the Department will establish an anonymous process to provide feedback to leadership so that they can be aware of any issues related to equity, inclusion, and belonging.

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.	Staff time	Leadership statement on racial equity, diversity and inclusion	2021	Develop policy under 1.1.3. Communicate and implement policy.	Not started	Director

Develop statement on racial equity and communicate it internally and externally through the annual report.

4.1.2. Commit to ongoing racial equity training and development for leadership.	Staff Budget	# of training & development completed by staff per year	2017-2023	<p>Department staff have undergone racial equity and diversity and inclusion trainings offered by DHR and HRC beginning in 2017 and as made available in the following years.</p> <p>With new leadership joining the Department, they will likely need to complete training and formalize their commitment to training and development for all staff.</p>	Ongoing	Fiscal Analyst + Director
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Commitment	Senior leadership demographic included in the department annual report	2021	At the discretion of the director, who is the only member of the senior leadership	Not started	Director
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Staff	% of staff is aware of the process	2021	<p>Develop Google form to provide an avenue for anonymous feedback related to work culture & inclusive environment at the Department</p> <p>Communicate about process to staff and provide pathway for feedback to reach director</p>	Not started	Policy Director

⁴ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

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

The Department on the Status of Women's goal for Mobility and Professional Development is to ensure equitable access to professional development opportunities such as mentorship, training, and workshops to support employees' individual goals.

The Department has a long-standing practice of setting an expectation for each staff and Fellow to participate in professional development through trainings, conferences, and workshops. The Department has set forth and maintained an adequate budget to support professional development that is initially allocated equally across staff, yet, evaluated throughout the year to address equity of needs and the range of costs associated with different programs. For example, newer staff may have a greater need for skill building that could be provided at low costs through City-offered trainings, while long-standing staff may seek opportunities to engage in learning outside existing traditional networks, requiring more extensive travel. However, as mentioned in Retention and Promotion (Section 2), one area of inequality is whether one has the ability to step away from regular duties to participate in professional development due to the job functions of some staff being less flexible than others. In addition to continuing to seek additional staff resources to open up capacity of existing staff, the Department is developing an Operations Overview Guide to detail the essential duties and processes across staff. This should not only provide clarity in tracking and distributing responsibilities and an opportunity for succession planning, but also to engage in cross-training so that more staff members can complete the essential functions of the Department, allowing us to share the load, develop additional skills internally, and make it easier for all staff to engage in professional development.

Mentorship is a key component of the existing fellowship program, which provides one-on-one mentoring between Fellows and supervisors, network building with City leaders and interagency and community partners, and exposure to all aspects of the Department's work. Further, the Department invests in their professional development by extending invitations to conferences, trainings, and workshops that other staff are attending. With the new virtual environment, it is more difficult to introduce Fellows to those outside our immediate work. Therefore, the Department plans to develop a new program to bring in speakers from outside organizations and agencies through a quarterly "Brown Bag" Lunch Series to learn about their work and build relationships with Fellows and staff alike.

RE Leaders will continue to provide racial equity training to staff, but also seek to identify additional consultants or leaders from other agencies doing racial equity work to expand their awareness and skills in this area.

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.	Commitment Staff Time Budget	# of available professional development opportunities # of completed trainings % of staff engaging in professional development opportunities each year	2020-2023	Existing informal policy encourages each staff to attend at least 1 training per year and reflected in performance review. Formalize policy and add to internal policies and procedures. Beginning in 2019-20, the Department set aside equal budget for trainings and professional development. The Department will continue to provide and maintain budget for each staff. Professional development budget will be reviewed quarterly and internal assessments will be conducted by each staff to fund individual needs and equity.	Ongoing	Director
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Staff time	# of attended, external conferences	2021	The department current process consists of approval from Director or Finance. The department will update its professional development approval process to be clear and consistent on approvals of funds in this category. Existing guidance will need to be updated to reflect new Citywide procedures and implementation protocols, as they are developed and rolled out	In progress	Fiscal Analyst
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Budget Staff Time	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	2020-2023	Annual inclusion in budget with quarterly review of budget to adjust. Communicate regularly to all staff about availability and opportunities for cost-training and learning.	Ongoing	Fiscal Analyst + Director

Identify free or low-cost training opportunities within City and other organizations.

<p>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.</p>	<p>Budget Staff Time Awareness</p>	<p># of staff participating in outside events or opportunities</p>	<p>2020-2023</p>	<p>Existing Department culture involves sharing all opportunities dept-wide regularly through all-dept email group.</p> <p>Maintain list of trainings staff have previously attended to inform others of available and recommended opportunities.</p> <p>Communicate regularly to all staff about availability and opportunities for cost-training and learning.</p>	<p>Ongoing</p>	<p>Fiscal Analyst</p>
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<p>5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p>Staff Time</p>	<p>Adopt a tracking system, analyze annually</p> <p># and % of staff of color utilizing professional development</p>	<p>2022</p>	<p>Develop system to monitor and track skill and professional development opportunities, connecting existing financial and people systems and performance review system to provide a single location for monitoring access, equity, and opportunity across staff and for individual goals as well. This should be done in alignment with update of performance evaluation system.</p>	<p>Not started</p>	<p>Associate Director + Director</p>
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5.2. Encourage collaborations between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.</p>	<p>Staff Time</p>	<p>Bi-annual performance evaluation program to all staff</p>	<p>2022</p>	<p>Existing system of PPAR already in place and provided annually. With new director, the evaluation form should be reviewed and updated</p>	<p>Ongoing</p>	<p>Director</p>

Staff report they are supported in achieving their goals

to meet individual and organizational needs and outline steps to advancement.

Consider increasing frequency of evaluation to provide employees more feedback on areas of growth for the future and ensure they are on track for advancement.

Develop system to track completion of performance evaluation of all staff and individual progress towards goals.

5.2.2. Create a mentorship program between senior and junior level staff.	Staff time	# of mentorship programs per year # of meetings per program cycle	Summer 2021	Senior staff and junior staff (Fellows) already engage in close one-on-one mentoring with support and relationship building fostered between non-supervisors and Fellows. Develop and coordinate programming of quarterly “Brown Bag” sessions for interested staff and Fellows to develop relationships and learn about other positions and areas of work at the Department as well as at other agencies and partners. Implement for new cycle of Fellows in FY 21-22.	Ongoing	Policy Director + RA
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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
5.3.1. Create a process where staff can submit accommodation requests to the department’s	Staff Time	Process developed % of staff aware of accommodation process	2020-2021	Existing informal process of providing written requests to which the Director responds. Existing culture of accommodating scheduling and employees’ physical, social, emotional needs. For	Ongoing	Policy Director + Director

administration. The overall timeline process should be transparent and easily accessible.

of accommodations made increased

example, scheduling flexibility for caregiving responsibilities, exercising, participation in social clubs, etc.

Existing formal process for requesting disability accommodations, pregnancy and lactation accommodations.

Further formalize and document accommodations process through internal policies.

Communicate across all staff to increase awareness of accommodations.

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff time	Accommodations discussed and recorded during bi-annual performance evaluation process	2022	Incorporate as part of 5.2.1. to review and update performance evaluation process	Not Started	Director
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Staff Budget	Improvement in overall staff mental health, increase in staff feedback	2016-2020	<p>The Department provides a breakroom, lactation accommodation space, opportunities for meditation, aromatherapy and relaxing sound (bell), stretching during meetings and posters encouraging stretching and breathing at common areas (printer/kitchen), and equipment for exercise (yoga mat).</p> <p>The Department encourages employees to take breaks and take a walk through our semi-annual photo scavenger hunt activity.</p> <p>The Department celebrates the end of the year and building connection with one another in a non-denominational way through a “Winter Fairy” secret gift exchange (less than \$25) and potluck.</p> <p>In transitioning to a virtual “social” space, the Department created a Teams social channel for</p>	Completed	Management Assistant

sharing yoga exercises, recipes, other resources that support employee health and wellbeing.

<p>5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals.</p> <p>e.g. transportation stipends, exercise stipends, childcare, etc.</p>	<p>Staff</p>	<p>Assessment performed annually</p> <p>\$ set aside for accommodations</p> <p>Increase in staff awareness of accommodations</p>	<p>2016-2020</p>	<p>Transportation is already covered for work-related expenses through reimbursement, Muni tokens, and staff are informed about the City's transit pre-tax savings.</p> <p>In 2017, the Department purchased a hospital grade breast pump when two staff were pregnant and expected to need lactation accommodations to eliminate the need for breastfeeding staff to carry a pump to and from work each day.</p> <p>As noted in 5.3.3, the Department encourages exercise, family friendly scheduling and accommodations, and healthy food at staff gatherings.</p> <p>As part of 5.3.2., the Department will develop and incorporate an assessment of accommodation needs as part of the performance.</p>	<p>In progress</p>	<p>Management Assistant + Director</p>
<p>5.3.5. Respect religious and cultural practices of employees.</p>	<p>Staff</p>	<p>Improvement in overall staff mental health</p>	<p>2021</p>	<p>Develop internal policy establishing respect for all religious and cultural practices of employees.</p> <p>Communicate policy to all staff.</p>	<p>Not started</p>	<p>Policy Director</p>

5.4. Increase employee capacity and time available to access to professional development.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>5.4.1. Enable more staff to fulfill essential functions of Department operations. Support employee growth through cross training and interdepartmental learning.</p>	<p>Staff time</p>	<p>Operations overview guide completed</p> <p>Increase in staff awareness of essential functions</p>	<p>Oct 2020-Feb. 21</p> <p>Ongoing implementation</p>	<p>All staff provide content to an Operations Overview Guide to detail the essential duties and processes across areas of departmental operations.</p> <p>Set up cross-training on duties and expand access to information so that more staff members can complete the essential functions of the Department.</p> <p>Assess allocation of responsibilities and opportunities for skill development.</p>	<p>In progress</p>	<p>Policy Director</p>

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

The Department on the Status of Women’s goal for Organizational Culture of Inclusion and Belonging is to ensure that all members of the team are included and feel like they belong.

As a small staff, it has been a priority to create a supportive and inclusive workplace. An inclusive work culture is critical to develop trust, collaborate, and support each other’s work, as each person plays an individual and team role to advance the work of the Department. The existing culture is inclusive of individual identities and understanding that each person brings their whole self to work. However, as new team members are added and with new cohorts of Fellows each year, the Department strives to ensure that everyone feels that they belong.

The Department encourages and solicits open staff participation and feedback, with staff meetings including all members of the team who share a personal and professional check in. As the Department pivoted to a virtual environment, it established a new routine of rotating facilitation between each staff and Fellow so that every voice is heard. The Department also has an organizational culture that encourages everyone to express their identity. Staff model introducing their pronouns in meetings with other agencies and groups and include them in email signatures. While professional, the Department does not mandate a strict dress code. Although there has been an informal process of meeting individual needs, the Department will be formalizing the process for employees and the community to request accommodations for caregiving, language, disability, and other needs.

Since 2017, the Department has held racial equity discussions and trainings with racial equity topics now formally integrated into its staff meetings twice each month. It will create space for more inclusivity by incorporating regular programming to facilitate a culture of equity and inclusion in the Department. Using history or heritage days and months as a jumping off point, the Department will collectively engage in activities or actions that help us learn about, celebrate, and build partnerships with diverse communities.

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.	Staff	Department mission, policies, and procedures are updated and available	2021 – 2023	Review organizational policies and procedures, make changes as necessary	Not started	Policy Director + Director
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.	Staff	Regular, scheduled meetings with RE Team to implement RE Action Plan	2020	Assigned staff, scheduled twice-weekly meetings,	Completed	Fiscal Analyst + Policy Director
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff	RE Action Plan is published on department website	2021	Complete plan, add to webpage	Not started	Fiscal Analyst + Policy Director + Management Assistant
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff	Ongoing reporting	2021 – 2023	Bi-weekly updates to full staff during development, at least once per month thereafter Commission presentation Sept. 20, Nov. 20, at least annually thereafter	Ongoing	Fiscal Analyst + Policy Director
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Staff	# of activities organized # of staff attending each	Oct 20-Jan 21	Create programming to recognize months/days dedicated to history/heritage of race/ethnicity groups and other marginalized groups as a jumping off point for learning about, celebrating, and building relationships. November 2020 list of months and days were compiled and presented to staff. A volunteer will select on per month to lead the full staff in an	Ongoing	Policy Director

activity (I.e. Speaker, video, discussion, reading) beginning in Jan 2021.

Develop tracking system to ensure all staff and fellows have an opportunity to lead and participate, collect activities, and consider if any communities have been left out.

<p>6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.</p>	<p>Staff Budget</p>	<p># of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter</p>	<p>2021 – 2023</p>	<p>Develop system to track quarterly, share opportunities widely, if possible for all to attend</p>	<p>Ongoing</p>	<p>Fiscal Analyst</p>
<p>6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.</p>	<p>Staff</p>	<p>Annual survey with disaggregated data and feedback</p>	<p>2018-2023</p>	<p>Survey of individual and organizational understanding of, integration of, and commitment to racial equity initiated in 2018 and will be redistributed in January 2021 and annually thereafter.</p> <p>Develop process to track and analyze results to assess trends over time.</p> <p>Report broad findings of conditions and changes to all members of the department.</p>	<p>In process</p>	<p>Fiscal Analyst</p>
<p>6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.</p>	<p>Staff</p>	<p>Increase in staff engagement</p>	<p>2021 – 2023</p>	<p>Invited staff to bring in additional art that reflects their community and culture</p>	<p>Ongoing</p>	<p>Management Assistant</p>

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.	Staff time	Increase in staff feedback, participation, and response to communications	2020	All staff and Fellows are included in lists as soon as new staff start, staff to send relevant items to full dept list.	Completed	Management Assistant
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff time	Ongoing staff participation and feedback	2020	Existing culture of open staff participation and feedback (all staff including Fellows report on personal and professional check in, and relevant updates, staff and Fellows take turns facilitating weekly meeting). Agenda is shared the day before and anyone is able to make additions to the agenda prior to or during the meeting. Staff meetings currently do not feature external speakers, except in rare instances.	Completed	Management Assistant
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Staff time Physical and digital space	Ongoing staff participation and feedback	2020-2023	Staff emails to departmentwide list are welcomed and typically share information ranging from Department press releases, free yoga, new resources, and upcoming events. In the virtual environment, the Department created a social channel on Teams to share information of interest not directly related to the Department's work. Evaluate effectiveness and engagement quarterly.	Ongoing	Management Assistant + Policy Manager

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.	Staff	Protocol distributed internally and with any outward-facing interactions	Summer 2021	Existing protocol for public meetings. Formalize protocol for accessibility and language access offered (when, how, accommodations are made, timeline to request) and distribute template language to all staff. Monitor communications for consistent application.	Not started	Management Assistant
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. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	Staff	A plan for physical space improvement \$ funding secured Successful implementation	Fall 2021	Department office meets standards of accommodation. Establish check list for external event venues to meet accessibility accommodations	In progress	Management Assistant + Associate Director
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. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	Staff	A plan for digital improvement \$ funding secured Successful implementation	2020-2022	Evaluate website for translation compatibility and vision impairment accommodations. Track pages for changes. Ensure descriptive text for pictures. Update and make changes to website to improve accessibility across all pages.	In progress	Management Assistant
6.3.4. Invest in translation services.	Staff time Funds	# Increase in translated materials	2021	Identify new materials for translation Request quote and order	Ongoing	Management Assistant

<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>Awareness</p>	<p>Increase in staff using inclusive identity expression, second nature</p>	<p>2018</p>	<p>Staff introduce self with pronouns when in interviews, meeting with outside organizations, and included in email signatures.</p> <p>Dress code is professional but not strict.</p>	<p>Completed</p>	<p>Policy Director</p>
<p>6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>	<p>Staff</p>	<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default</p> <p>Increased digital equity (e.g., access) for all employees</p>	<p>2021</p>	<p>Draft and implement language on accommodations on website, meeting notices.</p> <p>Announce at Commission meeting for future meetings request at least 48 hours in advance</p>	<p>Ongoing</p>	<p>Commission Secretary</p>

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>Staff</p>	<p>Community will have an impact on all department projects</p>	<p>2020-2023</p>	<p>Currently hold quarterly partner agency meetings Include the perspectives of survivors and providers in funding allocations with Community Needs Assessment for new funding cycles.</p> <p>The Department regularly seeks evaluations and feedback from attendees of events and trainings.</p> <p>The Department’s work on human trafficking engaged survivors and sex workers on policy development and impacts through committees.</p>	<p>Ongoing</p>	<p>Director + Associate Director</p>

The Department’s external grant projects have engaged youth surveys and focus groups to develop outreach strategies and improve access to services for youth experiencing or at risk of dating violence and commercial sexual exploitation.

Our policy work is done in connection with coalitions advocating for women in the workplace and representing businesses. The Department has hosted stakeholder input meetings for policy development and implementation on parental leave and lactation accommodations.

The Department will evaluate future projects for opportunities to expand engagement and build broader relationships with diverse communities.

<p>6.4.2. Find opportunities to invest into and support the communities the department serves.</p>	<p>\$8.75 million-GBV-grants in FY 20-21-</p>	<p># of hours of supportive services provided by department grantees # of individuals served # of calls to crisis lines # of individuals turned away from shelter # of shelter bed nights # of transitional housing bed nights % of clients who are LEP</p>	<p>1980-2023</p>	<p>The GBV Grants program is the Department’s largest program and comprises 85% of our budget. The program serves a diverse community through community-based organizations that provide services for survivors across the city.</p> <p>Based on issues raised by the community, the Department has expanded access to services and culturally-relevant programs to trans women of color, survivors residing in public housing, the Arab community, sex workers, and non-English speakers, among others.</p> <p>Seek additional technical support to improve data collection to better understand who is being served, how, and to identify gaps in access to services for marginalized populations.</p>	<p>Ongoing</p>	<p>Fiscal Analyst + Associate Director</p>
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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.

Bylaws 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 Boards and Commissions must be assessed through a racial equity lens.

DEPARTMENT GOAL

The Department on the Status of Women's overall goal for Boards and Commission is to support the Commission in implementing a racial equity lens to policy and budget decisions.

The Department is overseen by a 7-member body appointed by the Mayor and comprised of women with diverse backgrounds, experiences, community connections, and racial and ethnic identities and a wide range of years of service. It is currently comprised of 6 women of color and 1 vacant seat. With its history in the movement for women's rights and equality, the Commission applies a gender equity lens with an intersectional frame to its policy and budget decisions. Given the diverse experiences of Commissioners, the Department has presented information to lay a basic racial equity foundation and overview of this work. In the future, the Department will seek to bring in external trainers to align our understanding and shared vision around advancing racial equity within the Commission, Department, and San Francisco as a whole.

Since 2007, the Department on the Status of Women has monitored diversity in appointments to City Commissions and Boards through its report issued every other year. The Department has increased the areas of analysis from gender and race to gender and race combined, sexual orientation, disability, and veteran status. This report has raised issues of underrepresentation of Asian and Latinx men and women and women of color broadly to the Mayor, Board of Supervisors, and other appointing officials. In the future, the Department will collect and publish this data annually for our own Commission and seek to expand and streamline the assessment of other policy bodies within the City and County of San Francisco.

To support the Commission in welcoming and valuing all members, particularly new members, the RE Leaders held a discussion with the Commissioners on what existing methods of onboarding were effective and what more the Department could do that would be beneficial for engaging future Commissioners. Commissioners reported that the onboarding process was thorough however those with limited experience in board service and government meetings would benefit from resources for participating in a meeting (Roberts Rules and common terms). The Department will also add copies of info sheets and links to relevant reports and information on our website to support Commissioners' understanding of the Department's current and historical work. By and large, Commissioners expressed a desire for building connections with each other and Department staff. Given the current virtual environment, the Department will invite new Commissioners to meet all staff at a staff meeting following their appointment. The RE Leaders will work with Commission leadership to further develop procedures to further support the development of relationships between Commissioners and with the Department.

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 bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	Staff	Bylaws, rules of order or other procedures successfully amended	Fall 2021	Review, make suggestions, discuss with leadership, Draft and present for adoption at Nov strategic planning	Not started	Policy Director
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Staff	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members	2021	Survey Commissioners' demographic data, request permission to publicly disclose Publish DOSW biennial report gender analysis of appointees to Commissions and Boards in 2021 Identify gaps in representation across the City to inform appointing officials	Ongoing	Commission Secretary + Policy Director
7.1.3. Have board/commission adopt a resolution around racial equity.	Staff	Resolution adopted	June-November 2020	President statement issued after murder of George Floyd and protests against police violence shared to email list and on website. Resolution drafted acknowledging institutional racism, the role of the women's movement in white supremacy and the commitment of the Commission to racial equity and support for the Department's racial equity action plan. Resolution introduced in September and discussed by Commissioners with feedback. Updated Resolution passed in November 2020.	Completed	Policy Director

Publicly share resolution through newsletter and on website

7.1.4. Racial equity-related items are regularly agendized.	Staff	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	2021 and ongoing	In partnership with Commission leadership, identify topics related to racial equity. RE Leads will present at least annually on progress toward Racial Equity Action Plan.	Not started	Director + Commission Secretary
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff	Participatory budgeting processes Community advisory working groups Issue-specific task forces	2021 and ongoing	The Department’s budget is currently presented before the Commission and to partner agencies. The Commission receives presentations by community-based programs on women’s issues. Commission has seat on Family Violence Council. Consider opportunities for community advisory working groups or other ongoing community engagement strategies.	In progress	Director + Associate Director
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	Staff	Resolution adopted	December 2020 – November 2021	Integrate statement acknowledging the land and the people of the Ramaytush Ohlone native to San Francisco into opening of each meeting. Draft and introduce resolution acknowledging Ramaytush Ohlone peoples and land by Native American Heritage month (November)	In progress	Commission Secretary
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Mayor	Greater racial and gender equity in board and/or commission members	2021	Encourage appointees of undocumented immigration status. Mayor appoints Commissioners	N/A	N/A

⁵ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Tool provided Staff	# of policies passed with RE lens Budget equity completed	Unknown	Implement tool when provided, training commissioners on it.	Not started	Policy Director
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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.	Staff	# of diverse board/commission members % of board/commission retention Implementation of inclusive protocols	2015-2023	Snacks provided for in-person meetings during evening hours. Meeting time monitored to stay within expected 2 hours. The Department previously requested permission for video conferencing participation for members with work travel commitments but were informed it was not possible. Unless Brown Act/Sunshine laws change, video conferencing will not be possible after COVID.	Completed	Commission Secretary + Director
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Budget	# of completed training per quarter Increased participation rate	2021-2023	Develop racial equity training plan for Commission. Seek external training resources and set aside budget. Share training and workshop opportunities offered through the City with Commissioners Develop tracking system to monitor training completion, frequency, and topics	Not started	Fiscal Analyst
7.2.3.	Staff	Increased board/commission retention	2021-2022	Develop plan to support new members, finalize glossary and add Commission terms. Create guide of useful documents, webpages, videos, and other	Not started	Commission Secretary + Policy Director

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

Member experience satisfaction survey

resources to introduce Commissioners to Department work.

Introduce new Commissioners to staff through staff meetings, continue to provide contact information for all Commissioners and encourage meeting each individually.

Analyze Commissioners' length of service, identify gaps and assess trends. Create commission survey to monitor experience.

APPENDIX

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
Latinx women, transgender, and non-binary individuals	<ul style="list-style-type: none"> - Through partner agencies serving this population - Spanish language focus group in Community Needs Assessment to inform RFP 		<ul style="list-style-type: none"> - Domestic Violence: Of DV incidents reported to police, 27% of victims (1,253) were Latinx in FY19. - Child Abuse: Latinx children make up 28% of the total victims with substantiated allegations. - Human Trafficking: DOSW issued the Mayor's Task Force on Anti-Human Trafficking Report in 2019, which found 20% of trafficking survivors are Latinx. - Underrepresentation on Commissions and Boards: 8% of appointees are Latinx (a long-standing issue) 	<ul style="list-style-type: none"> - 25% of clients (2,728) served by our partner agencies for gender-based violence whose race/ethnicity is known are Latinx - Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies - Secured US DOJ Office of Violence Against Women grant to increase the number of Bayview domestic violence survivors who are being served by community-based agencies. During our last semiannual progress report, the DOJ Bayview High Lethality Project served 57 Latinx people experiencing DV.
Black, African American women, transgender, and non-binary individuals	<ul style="list-style-type: none"> Through partner agencies serving this population External grant projects (Blue Shield and SF SOL) engaged youth in D10 through focus groups and survey 		<ul style="list-style-type: none"> - Elder and dependent adult abuse: Of Adult Protective Services Substantiated Cases in FY19, 18% elder abuse from others and elder abuse self-neglect victims are Black, 32% dependent adult abuse from others and 33% dependent adult of self-neglect victims are Black. All other racial and ethnic groups had rates similar to or below their portion of the population. - Domestic Violence: Of DV incidents reported to police, 30% of victims (1,412) were Black in FY19. There is a high need for more DV services through CBO not justice system as informed by Family Violence Report – resulted in DOJ Office of Violence 	<ul style="list-style-type: none"> - 26% of clients (2,939) served by our partner agencies for gender-based violence whose race/ethnicity is known are Black alone or with another race - Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies - Secured US DOJ Office of Violence Against Women grant to increase the number of Bayview domestic violence survivors who are being served by community-based agencies

Against Women grant to increase the number of Bayview domestic violence survivors who are being served by community-based agencies.

- Child Abuse: Black children make up 44% of the total victims with substantiated allegations in San Francisco.

- Human Trafficking: DOSW issued the Mayor's Task Force on Anti-Human Trafficking Report in 2019 which found 34% of trafficking survivors are Black yet make-up only 6.1% of the city's population.

- Commercial Sexual Exploitation: 58% of foster care youth that are involved in CSE are black. Their highest needs are safety, housing, and economic security.

<p>Middle Eastern, North African women, transgender, and non-binary individuals</p>	<p>Through partner agencies serving this population</p>	<p>- Culturally appropriate gender-based violence services</p>	<p>- Identified funding to develop gender-based violence services for Middle Eastern and Arab community.</p> <p>- 0.4% of clients (44) served by our partner agencies for gender-based violence whose race/ethnicity is known are Middle Eastern.</p> <p>- Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies.</p>
<p>Indigenous, Native Am women, transgender, and non-binary individuals</p>	<p>- Through partner agencies serving this population</p> <p>- Presentation by community leaders on Missing and Murdered Indigenous Women at Family Violence Council</p>	<p>- Gender-Based Violence: According to the Sovereign Bodies Institute, 75% of all MMIW cases in CA are in northern CA, 22 of which are in SF. Of DV incidents reported to police, 19 victims were Native American in FY19, not including 1 suspected DV homicide in 2019.</p> <p>- There is a need for improved data collection for indigenous survivors to self-identify as they are often miscategorized</p>	<p>- 23% of clients (2,564) served by our partner agencies for gender-based violence whose race/ethnicity is known are Native American alone or with another race.</p> <p>- Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies.</p>

- Featuring Red Women Lightning Singers at Domestic Violence Awareness Month at City Hall

according to April McGill of the California Consortium for Urban Indian Health (CCUIH) and Red Women Rising Project (RWR)

<p>Pacific Islander women, transgender, and non-binary individuals</p>	<p>Through partner agencies serving this population</p>		<ul style="list-style-type: none"> - Elder and Dependent Adult Abuse: Increase from 13 in FY18 to 24 in FY19 in number of Pacific Islander dependent adult abuse cases substantiated. - Need disaggregated data on API groups in justice system to identify gaps, SFPD and other agencies only collect API identity as a combined group 	<ul style="list-style-type: none"> - 0.7% of clients (81) served by our partner agencies for gender-based violence are Pacific Islander - Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies.
<p>Asian women, transgender, and non-binary individuals</p>	<ul style="list-style-type: none"> - Through partner agencies serving this population - Chinese language focus group in Community Needs Assessment to inform RFP 		<ul style="list-style-type: none"> - Domestic Violence: Of DV incidents reported to police, 27% of victims (1,253) were Latinx in FY19. During our last semi-annual progress report, the DOJ Bayview High Lethality Project served XX Asian people experiencing DV - Underrepresentation on Commissions and Boards – 18% of appointees are Asian (a long-standing issue) 	<ul style="list-style-type: none"> - 19% of clients (2,105) served by our partner agencies for gender-based violence are Asian alone or with another race. - Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies. - Secured US DOJ Office of Violence Against Women grant to increase outreach to API communities in the Bayview through APA Family Support Services.
<p>Senior and Older and Dependent Adult women, transgender, and non-binary individuals</p>	<ul style="list-style-type: none"> - Through partner agencies serving this population - Through the leadership of the Family Violence Council (staffed by our department), which includes 1 CBO that serves this population 	<p>Staff time and collaborations</p>	<ul style="list-style-type: none"> - Elder and Dependent Adult Abuse: Nationally, 10% of elders experience abuse—there were 7,000 elder abuse cases reported in SF in FY 2019, more than half of which were substantiated, a 24% increase in number of cases substantiated over past 5 years. Elder abuse may be physical, emotional, sexual, or financial, or it may take the form of neglect – either neglect by another person, or self-neglect. Elder abuse has physical and psychological impacts, as well as an increased risk for premature death. 	<ul style="list-style-type: none"> - 3% (424) of clients served by our partner agencies for gender-based violence are 65 and over. - Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies. - Annual report authored by our department on Family Violence collects and publishes data on elder and dependent adult abuse to monitor incidents and identify trends from District Attorney’s Office - Elder Abuse Forensic Center - Adult

- Self-neglect cases are on the rise in seniors and dependent adults.
- Financial abuse through scams often are not reported due to shame, embarrassment, those that are reported are not likely to result in a return of money lost.

Protective Services, Human Services Agency - Police Department - Sheriff's Department and 27 community-based organizations.

<p>Girls, transgender, and nonbinary Youth</p>	<ul style="list-style-type: none"> - Through partner agencies serving this population - Through the leadership of the Family Violence Council (staffed by our department), which includes 1 CBO that serves this population - Participation in Alliance for Girls Policy Committee which organized girl-led youth participatory action research involving 63 girls of color - Held 8 Focus groups with 4 different nonprofit organizations, to specifically reach Black youth, Latinx youth, Asian American youth, and LGBTQ youth, ages 18 to 24 as part of an external grant (Blue Shield Violence Prevention Grant) to create campaign around healthy relationships 	<p>Staff time and collaborations</p> <p>CDSS Grant of \$9.3 million for 3 years awarded in 2019</p>	<ul style="list-style-type: none"> - Domestic Violence: There were 587 victims (12.6%) under age 18 in FY19 DV incidents reported to Police. Children are also negatively impacted by the presence of domestic violence in homes. - Child Abuse: 489 of 5,130 cases were substantiated in 2018. There were 432 calls to 911 related to child abuse in FY 2019 - Alliance for Girls Report on experiences of girls of color in bay area identified: <ul style="list-style-type: none"> + Mental health services that are affordable, available, and culturally competent. + Gender based discrimination, gender roles and toxic stereotypes. + Violence and lack of safety, especially in regard to public spaces and transportation. + Poverty as defined by “the barrier to spending time with loved ones, as well as the reason for crime and under-resourced and underserved schools and communities.” - Access to support on healthy relationships and social-emotional learning. Accountability and support outside of the criminal justice system. 	<ul style="list-style-type: none"> - 22% of (3,119) clients served by our partner agencies for gender-based violence are under 25 years old. - Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies - Annual report authored by our department on Family Violence collects and publishes data on instances and response to Child Abuse from Adult Probation Department - Human Services Agency, Family and Children’s Services - Department of Emergency Management - Department of Public Health - District Attorney’s Office - Police Department - Safe & Sound - DOSW Secured Blue Shield Grant: a video project on domestic violence and healthy relationships and recruited youth leaders to continue working on video project. - CDSS Grant: <ul style="list-style-type: none"> +Funding a new youth drop-in Center in District 10, which will offer hot meals, free daycare, therapy, shower and laundry facilities, housing navigation, and educational programming. The HYPE Center has established key partnerships with onsite providers including mental health services, crisis and case management services, and a housing placement navigator.
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- State Contract to fund a new youth drop-in Center in District 10, the HYPE Center, was designed and developed by a group of 10 youth founders who are all from communities of color.

- According to a peer-to-peer survey of youth in District 10, this populations highest needs are safety, housing/homes, education, legal services, and economic security.

+ Huckleberry's HART team has provided case management and crisis intervention services to over 60 youth in this population since the start of SF SOL.

- Housing and Foster care placements: CDSS state contract with DOSW to fund and coordinate an innovative foster care pilot project providing foster homes for this population with specially trained families, secondary respite families, additional foster care funding, and intensive services including therapy and case management for youth at risk of or involved in commercial sexual exploitation.

+ The foster care pilot has created a new MOU with HSA, a new protocol for eligibility and placement into the pilot with HSA, and is about to place its first 5 youth into the pilot. The pilot has also recruited new foster care families to care for SF youth and has started providing intensive training to these families to support CSE involved youth. This SF project will serve as a model statewide and nationally for other foster youth involved in CSE.

- Case Management and Crisis intervention

<p>Trans, Gender Variant individuals</p>	<p>- Through partner agencies serving this population</p> <p>- Collaboration with the Office of Transgender Initiatives to house survivors fleeing violence at higher risk of COVID in Shelter in Place hotels.</p>	<p>Staff time and collaborations</p>	<p>- Increase in violence and severity of violence which includes those who are criminalized survivors, queer and trans sex workers, incarcerated, poor, disabled, facing homelessness, neuro-atypical, elders, and youth.</p>	<p>- 11% of clients (1,544) served by our partner agencies for gender-based violence where gender is known are transgender, an increase from 758 in last fiscal year.</p> <p>- Collect data and publish reports on gender equity issues disaggregated by gender identity when possible, auditing City agencies.</p>
<p>Lesbian, Gay, Bisexual, Queer individuals</p>	<p>Through partner agencies serving this population</p>		<p>- Youth dating and sexual violence: LGBQ youth in SF have higher risk of physical dating violence 14% and sexual dating violence 13% than hetero peers at 5% for both physical and sexual dating violence in school year 2019.</p> <p>- Data collection for this population remains inconsistent across City agencies and community-based organizations.</p>	<p>- 4% of clients (534) served by our partner agencies for gender-based violence for whom sexual orientation is known are LGBQ</p> <p>- Collect data and publish reports on gender equity issues disaggregated by sexual orientation when possible, auditing City agencies.</p>

<p>Individuals with one or more disabilities</p>	<p>Through partner agencies serving this population</p>	<ul style="list-style-type: none"> - Domestic violence: Higher lifetime prevalence of violence + Twice the rate of violent crime + Three times as likely to be sexually assaulted + Police less likely to respond - Hard of hearing and deaf victims of domestic violence have been arrested in SF when trying to report DV incidents. 	<ul style="list-style-type: none"> - 11% of clients (1,562) served by our partner agencies for gender-based violence have a disability. - Collect data and publish reports on gender equity issues disaggregated including disability when possible, auditing City agencies.
<p>Individuals with Limited English Proficiency</p>	<ul style="list-style-type: none"> - Through partner agencies serving this population - Participation in Language Access working group focused on domestic violence response - Spanish and Chinese language focus group in Community Needs Assessment to inform RFP 	<ul style="list-style-type: none"> - Culturally competent language translation and interpretation services for survivors. - Monolingual victims of domestic violence have been arrested in SF when trying to report incidents. - Law enforcement response and training lacking 	<ul style="list-style-type: none"> - 26% of clients (3,802) served by our partner agencies for gender-based violence spoke a language other than English, of which 41% spoke Spanish, 23% spoke Laotian, 15% spoke Japanese, 9% spoke Cambodian, 8% spoke Cantonese, 6 % spoke Thai, 3% other, 3% spoke other Chinese dialects, 2% spoke Mandarin, 1% spoke Vietnamese, and 1% spoke Arabic. - Working with SFO to launch a bathroom sticker campaign for trafficking awareness – stickers will be printed in English, Spanish, and Mandarin. There will be text and SFO operator response in multiple languages along with language support as needed.
<p>Undocumented women, transgender, and non-binary individuals</p>	<p>Through partner agencies serving this population</p>	<ul style="list-style-type: none"> - Distrust of law enforcement and ICE Raids are barriers to accessing GBV services and support for survivors. 	<ul style="list-style-type: none"> - Anecdotal – no data collected – clients served by partner agencies.
<p>Gender-Based Violence Survivors/Victims</p>	<ul style="list-style-type: none"> - Through regular meetings with partner agencies - Service providers’ participation in Family Violence Council, Justice and Courage Committee. 	<p>85% (direct grants) + staff resources</p> <ul style="list-style-type: none"> - In CA, an estimated 1 in 3 women experience Intimate Partner Violence, which may take the form of physical abuse, sexual assault, intimidation or threats, and behavior that includes harassing and stalking. Abuse can be physical, verbal, 	<ul style="list-style-type: none"> - 14,501 individuals served through grants to service providers for gender-based violence prevention and intervention services for survivors of domestic violence, sexual assault, and human trafficking in 6 categories: Crisis Lines, Legal and Advocacy

- Survivors focus groups for in Community Needs Assessment to inform RFP
- Direct inquiries from residents and employees

\$8.3 million to community-based organizations for violence prevention and intervention services

emotional, psychological, or financial abuse, and victims may experience multiple forms of abuse.

- Lifelong negative health outcomes: Domestic violence can lead to death, nearly half of female homicide victims are killed by a current or former male intimate partner. There were 8,647 domestic violence crisis line calls and 3,710 DV incidents responded to by police in SF. Three women were killed each year in San Francisco by current or former intimate partners in 2018 and 2019.
- Economic security: Individuals experiencing intimate partner violence are also at risk of losing their jobs with the need for time off, safety, and health care and thus need workplace protections and access to resources.
- Shelter and safe housing: 4 out of 5 survivors seeking emergency shelter are turned away due to lack of space or for safety reasons. With COVID, stays at transitional and emergency shelter are being lengthened limiting openings for survivors in need.

Services, Emergency Shelter, Transitional Housing, Counseling, Prevention and Educations in FY 2019

- Annual report authored by our department on Family Violence collects and publishes data from Adult Probation Department - Department of Emergency Management - District Attorney's Office - Department of Public Health - Police Department - Sheriff's Department and 27 community-based organizations
- Our Department tracks instances and response to intimate partner violence within SF, assists agencies with policy change related to intimate partner violence issues
- City Domestic Violence Liaison program: recruited and trained 73 CCSF employees from 31 different departments to support colleagues in understanding workplace protections and resources available.
- Monitoring and publicizing reports on sexual harassment among City employees.

Women, transgender, and non-binary individuals residing in public housing	Through partner agencies serving this population	\$171,470	Safe housing transfers for survivors to leave dangerous or abusive conditions	- Family Violence Council identified need for support to public housing residents, DOSW funded La Casa to start a Public Housing Residents program which places a domestic violence advocate at the San Francisco Housing Authority (SFHA) and Rental Assistance Demonstration (RAD) at 1815 Egbert Avenue, 94124.
People at risk of or involved in Human Trafficking	Through partner agencies serving this population	Staff time and collaborations	- According to the 2019 Trafficking Report, the most commonly provided services to trafficking survivors are case management, education and training, support groups, legal assistance, and	- Tracks instances and response to human trafficking within SF, assists agencies with policy change related to trafficking.

- Mayors Task Force on Anti-Human Trafficking (currently on hiatus) included subcommittees of agencies, service providers, survivors, and sex workers

food assistance. The most commonly reported service gaps include emergency shelter, transitional or permanent housing, financial assistance, and job placement.

- DOSW authored the Mayor's Task Force on Anti-Human Trafficking Report issued in 2019 which found that among internationally recruited trafficking survivors, 30% are recruited from Asia, 25% are recruited from Mexico, and 20% are recruited from Latin America.

- Facilitated human trafficking awareness training for all MTA employees pursuant to Civil Code §52.6. Participated in training DPH environmental health inspectors of restaurants, massage establishments, and SROs on human trafficking awareness and created a protocol for DPH inspectors to report human trafficking to the police department.

- Working with SFO to launch a bathroom sticker campaign for trafficking awareness. Additionally, an updated SF trafficking resources list has been provided to the SF airport police and they will receive additional training on how to respond to the anticipated calls for help.

Female BIPOC City Employees

- Interviews, surveys, and focus groups for female City employees in male-dominated jobs (SFPD, Fire, Sheriff's, Tech, building trades/construction, gardeners)
- Inquiries from employees

Staff time and collaborations

- Lack of women in male-dominated fields, hostile environment
- Disproportionate discipline for Black women officers in SFPD
- Workplace harassment for BIPOC City employees, Women
- Occupational segregation in workforce development programs, which perpetuate gender and racial pay gaps and poverty wages for BIWOC

- Collect data and publish reports on gender equity issues disaggregated by race, auditing City agencies.
- Assist other departments to change policy that affects women, girls with racial equity lens.
- Legislation to expand harassment prevention training requirement for all employees and require DHR to publish completion rates by department