



San Francisco Youth Commission

Agenda

Monday, April 1, 2019

5:00 pm~8:00 pm

City Hall, Room 416

1. Dr. Carlton B. Goodlett Pl.

San Francisco, CA 94102

There will be public comment on each item.

Charley Obermeyer, Lily Marshall-Fricker, Maggie Dong, Josephine Cureton, Calvin Quick, Alysha Sadarangani, JoJo Ty, Natalie Ibarra, Bahlam Vigil, Arianna Nassiri, Nora Hylton, Drew Min, Grace Hoogerhyde, Alexander Hirji, Kaye Chin, and Savion Green

1. Call to Order and Roll Call for Attendance (Discussion and Possible Action)

2. Approval of Agenda (Action Item)

3. Approval of Minutes (Action Item)

A. March 18, 2019
Document A

4. Public Comment on Items not on Agenda (Discussion Only)

5. Presentations (All Items to Follow Discussion and Possible Action)

A. Black Employee Alliance
Presenter: Dante King, Human Resources Department
Document B

B. Budget Process Presentation
Presenter: Caroline Truong, Community Partnerships Specialist
Document C

6. Youth Commission Business (All Items to Follow Discussion and Possible Action)

A. Motion No. 1819 – AL – 11 [Motion adopting the Youth Commission's recommendation for Seat 6 on the Sugary Drinks Distributors Tax Advisory Committee]

Sponsor: Executive Committee

Presenter: Commissioner Cureton, Commission Vice-Chair and District 4 representative

7. Committee Reports (Discussion Only)

A. Executive Committee
i. LAO
ii. Communications Team



- B. Housing and Land Use Committee
- C. Transformative Justice Committee
- D. Civic Engagement Committee

8. Staff Report (Discussion Only)

9. Announcements (This Includes Community Events)

10. Adjournment

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City Hall, Room 345
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102
Phone: (415) 554-6446, Fax: (415) 554-6140
Email: youthcom@sfgov.org
www.sfgov.org/yc

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FOR MORE INFORMATION ON YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE OR TO REPORT A VIOLATION OF THE ORDINANCE, CONTACT THE SUNSHINE ORDINANCE TASK FORCE, please contact:

Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689
Phone: (415) 554-7724, Fax: (415) 554-5784
Email: sotf@sfgov.org

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AVISO EN ESPAÑOL: La solicitud para un traductor debe recibirse antes de mediodía de el viernes anterior a la reunion. Llame a Derek Evans (415) 554-7702.

Paunawa: Ang mga kahilingan ay kailangang matanggap sa loob ng 48 oras bago mag miting upang matiyak na matutugunan ang mga hiling. Mangyaring tumawag kay Joy Lamug sa (415) 554-7712.

翻譯 必須在會議前最少四十八小時提出要求
請電 (415) 554-7719



San Francisco Youth Commission

DRAFT – Minutes

Monday, March 18, 2019

5:00 pm~8:00 pm

City Hall, Room 416

1. Dr. Carlton B. Goodlett Pl.

San Francisco, CA 94102

There will be public comment on each item.

Charley Obermeyer, Lily Marshall-Fricker, Maggie Dong, Josephine Cureton, Calvin Quick, Alysha Sadarangani, JoJo Ty, Natalie Ibarra, Bahlam Vigil, Arianna Nassiri, Nora Hylton, Drew Min, Grace Hoogerhyde, Alexander Hirji, Kaye Chin, and Savion Green

1. Call to Order and Roll Call for Attendance (Discussion and Possible Action)

The meeting was called to order at 5:06 PM.

Commissioners present: Charley Obermeyer, Maggie Dong, Josephine Cureton, Calvin Quick, Alysha Sadarangani, JoJo Ty, Natalie Ibarra, Bahlam Vigil, Nora Hylton, Drew Min, Grace Hoogerhyde, Alexander Hirji, and Savion Green

Commissioners absent: Lily Marshall-Fricker, Arianna Nassiri, Kaye Chin.

There is no public comment. Commissioner Quick motions to approve the YAD absences, seconded by Commissioner Obermeyer. The motion carries. Commissioners Cureton, Min, Hirji, and Green are excused as they are in a pre-approved Youth Advocacy Day training.

2. Approval of Agenda (Action Item)

There is no public comment. Commissioner Quick motions to approve the agenda, and Commissioner Hylton seconded this motion. The motion passes.

3. Approval of Minutes (Action Item)

B. March 4, 2019

[Document A](#)

There is no public comment. Commissioner Dong motions to approve the minutes, Commissioner Ty seconds that motion. The motion passes.

4. Public Comment on Items not on Agenda (Discussion Only)

Oscar, the program coordinator from Project WHAT! Announces their Youth Summit in Oakland's Impact Hub from 12-4PM. This event will have workshops, an open mic, and a special guest from Tre Maison. 3 Million youth in the US have an incarcerated parent.

5. Legislation Referred (All Items to Follow Discussion and Possible Action)

None.

6. Presentations (All Items to Follow Discussion and Possible Action)

A. Youth MOJO: Our Healing and Our Hands



Presenter: Nevin Chin and Emily W., Core Leaders
Document B

We work in solidarity in advancing our needs in expanding our needs in mental health in the district. We want to name you all as supporters in our upcoming campaign. Youth MOJO, CPA, working class, Asian American high school youth in SF. We were on health justice, workers' rights, and using education that youth have to create positive change in your community.

Campaign background: We have an atmosphere of fear and violence for trans/immigrants/ and women in schools. Youth have the highest rates of suicide. The available mental health resources in schools are not open to youth. I was scared to go to the wellness center, because there was stigma in my community as well. It gave me the skills to talk to my parents. Many students never got the push to go get help and sometimes it is too late. What is currently in our schools is not enough. We have had a lot of friends who have been sexually assaulted and there has been nothing done.

We conducted a research project to ask why youth of color are not using mental health services at youth. We conducted 971 youth. We have a longer survey report they will send via email.

As Mel (they/them), in terms of bullying and safety we found that lesbian and gay, 91% of students that we surveyed have never seen a school psychologist. They need culturally relevant training for decision makers.

They have six recommendations, youth-anchored counseling, strengthen preventative care services and outreach (mindfulness, practices, restorative justice), expand on current wellness funding, increase youth and staff voice at schools to make decisions around wellness budgets, programming and hiring, integrate culturally congruent mental health education in the classroom!

April 23rd for a BOE meeting where they will present a resolution to the board.

Commissioner Obermeyer: Can you elaborate on the peer-to-peer counseling?

We mean having counselors that reflect the student body.

Commissioner Quick: AB893 at the state level for training for LGBTQ sensitivity, support participatory budgeting, what does the BOE think about the expansion of the wellness funding?

The issue behind the funding is that it comes from multiple different funding streams.

Commissioner Hylton: what do you mean by culturally congruent education? Can you expand?

As I said earlier, we mean having counselors that reflect the student body.

Commissioner Quick motions to support their campaign, seconded by Commission Sadarangani. The motion passes unanimously.

B. College for All

Presenter: Celi Tamayo-Lee, SF Rising



I was the campaign manager for the Vote16 campaign. Have any of you heard of SF Rising? It is an alliance of 8 organizations: MUA, La colectiva, filipino community center, PODER, CAUSA JUSTA, and others. We are trying to build political power with working class people of color (poc). What does this pie chart represents? We are a majority of poc in SF and the second chart represents voter turnout in which poc are vastly underrepresented. You have to be a citizen to vote. The results of the elections do not actually represent what poc need and want. We want to run our own campaigns: like muni for youth and prop c.

Only group in the City that is actively reaches out to voters in 4 languages: Spanish, Tagalog, Manderin and Cantonese.

We also host summer phone banking for high school and college aged people of color.

We cut property taxes. → Passage of prop 12 which gutted property taxes by 57% (feel fuzzy because it includes business and not just homeowners) They want to propose closing the loophole for corporations.

Reagan wanted to stamp out student activism at places like UC Berkeley. Decrease civic participation. Ranking schools began in 1983. The SAT became more popular. A lot of wealthy white people did not to pay for poc. Trump has cut work study programs. A lot of government funding from education is now going to the military.

We want to make college free through an estate tax, it is an inheritance tax.

C4A = Inclusive, formerly incarcerated, undocumented students, 385000 working class
C4A = Progressive, increases the maximum cal grant - living grant aid
This would affect 2.5 mill. 145 campuses by taxing the rich

Who else is working with us?

Campus
Organization
Unions

What does it take to pass and win measure?

- Signatures
- Because the previous estate was removed by voters, we must reinstate the estate tax by putting it in on a statewide ballot
- Amendment change - can be introduced anytime not on the timeline
 - 2 options
 - Petition gathering (~700000)
 - Legislative ($\frac{2}{3}$ vote in senate, $\frac{2}{3}$ in assembly, government)
 - Goal 2020

Petition gathering

- **Tried in 2018**
- Costs more \$
- Usually trusted to company
- We have more control over the outcome of the bill
- 6-month timeline since filed and approved

Legislation



- More partners
- Basically free
- Less control over the outcome
- 1-2 year timeline can introduce anytime
- Jan 17 - 13 legislators in Sacramento
 - Ash Karla (sponsor san jose), assembly member Shirley weber (sd)
- Where are we now?
 - Inside outside game of the leg
 - In search of additional taxes (corp/gas)
 - Meet cfa (California faculty association) requests
 - Improved wages
 - Improved conditions
 - Host more forums, teach ins, local resolutions, projects that highlight impact of tuition and student debt
 - Turn it into hot topic b/c mental & emotional health is suffering
 - Shape 2020 ca primary election
 - No candidate can come without promise of this
 - Actions & bird dogging as candidates come to town
 - Will be talking at national conversation

Either

- Base building is essential
- Vast movements on campus
- Years and years of organizing

Next steps

- Info webinar Thursday 4/4 11 am - 12pm
- Regional bay area student organizing training march 22 - 24 Oakland ca
- 2019 - lead up to 2020 ca presidential primary (actions, birddogging, rallies, media)
- Regional southern ca org calls 4/13 Irving
- Student calls monthly

Public comment: Nevin Chen

- Support of campaign, goals, and initiatives pursuing from sf rising, and assert and affirm what they mean and feel in community. This vision and dream of securing college4all, hold very important & concrete steps to making the world we want to see

Discussion:

Commissioner Quick: fully support campaign

Commissioner Hirji: support mission, cfa and finding additional taxes than \$4 million, more ways and taxes

- Celi: looked at studies at Princeton (taxes rarely leave out of state)

Commissioner Cureton: fully support for equity, beyond endorsement what ways can we support?

- Celi: education committee?
- Commissioners no
- Celi: pledge card, contact info - and will drop them off to assembly member Chiu, Ting, Weiner 1000 - broad base support - leave bill number blank / attach post-it to it to get more info on webinar & summer internship with phone banking \$17 & leadership development & organizing training weekend and summer



Commissioner Hylton: education committee, but transformative justice - making calgrants invested for formerly incarcerated folks

- Celi: alternative to school to prison pipeline, people who sign up 50% for military is because of free college option

Commissioner Min: tax to families - how much would people be taxed?

- 3.5 mil tax free
- Next mil 12% -20%
- How many families affected 3,000
- I serve ocean campus council student council to work with you on bringing this knowledge

Commissioner Obermeyer: I'm benefiting from free city, so seeing this really grounds me. When it comes to pushing ballot measures that are radical or progressive and pushing boundaries?

What sorts of challenges do you see and you work around?

- Celi: what helps is it's not a corporate tax, rich individuals are not as strong. With reform of prop 13 - corporate money will come and will start it propaganda
- First time doing state wide measure, with local elections is face-to-face conversations, canvassing and door knocking that changes people's minds.
- In district races, all the buzz & media - we won in every precinct because ground game is that strong

Chairperson Vigil: personal support as college student.

Discussion is closed.

Commissioner Cureton motions to support the College for All Campaign, seconded by Commissioner Hoogerhyde. The motion passes unanimously.

7. Youth Commission Business (All Items to Follow Discussion and Possible Action)

None.

8. Committee Reports (Discussion Only)

E. Executive Committee

- i. LAO: Indigenous People's Day and the MOU between SFUSD and SFPD.
- ii. Communications Team: Continuing YC profiles and planning a social on 4/6 at the Botanical Gardens with a potential photoshoot.

F. Housing and Land Use Committee

- a. We are planning a hearing with Supervisor Mandelman and talking to target CBOs.

G. Transformative Justice Committee

- a. Youth police roundtable follow up.

H. Civic Engagement Committee

- a. Working on Budget and Policy Priorities.

9. Staff Report (Discussion Only)

- YC Open House May 2
- BPP process and will be rolling out March 25
- SFUSD Youth Summit 3/22 with Commissioners Nassiri, Min, and Chin.



- Youth Local Homeless Coordinating Board meeting from 3-5 Pm on 3/25 at St. Anthony's
- Trans Day of Visibility on 3/29 from 6-11 PM at SOMARTS.
- ProjectWHAT youth summit on 3/30. Chairperson Vigil and Commissioner Obermeyer interested.
- Budget Justice Coalition meeting is from 3-5 PM on 3/20 at Hospitality House. Important way to get to know what CBOs face in terms of getting funding from the City. Contact Staff for more information.
- Mayor's Office Hours in the Richmond, the Sunset, the Bayview, and the Excelsior. Check the community events calendar for more information.

10. Announcements (This Includes Community Events)

- There will be a Youth Commission Open House, which we will ask you all to help flier in your communities.
- There will also be a District 5 Community Meeting on Saturday, March 23rd. Contact Commission Quick for more information.
- The 2020 General Election is coming up. Contact Chair Vigil for more information.

11. Adjournment

The meeting is adjourned by 6:28 PM.



Executive Directive 18-02

Ensuring a Diverse, Fair, and Inclusive City Workplace

September 18, 2018

The City and County of San Francisco (City) is committed to a diverse and inclusive City workplace, where all employees are treated with fairness, dignity, and respect. The City Charter, Administrative Code, Civil Service Commission rules, and Department of Human Resources (DHR) policies all aim to ensure employees are selected and promoted based on merit, and without discrimination. The foundation of these policies is the fundamental principal that government jobs must be awarded based on fair and open recruitment and competition, and that employment practices, including employee discipline must be free of bias.

The City's workforce continues to be more diverse than the available local labor market. This is the result of the City's investment in programs such as anti-bias training, training and enforcement of its Equal Employment Opportunity program, and implementation of a nationally-recognized conviction history program that ensures all job applicants, regardless of conviction history, have a fair chance at City employment.

While the City has a workforce which is more diverse than the local labor market, there is room for improvement. In particular, the City still struggles for diversity in some jobs. In addition, Proposition 209 (passed in 1996) amended the state constitution to prohibit California's governmental agencies, including the City, from considering race, sex, or ethnicity, specifically in the areas of public employment, public contracting, and public education. Therefore, a diverse applicant pool is a key component of ensuring the City's workforce represents all of the communities it serves.

The City has historically engaged in some targeted recruitment for specific roles. While some City departments have focused recruitment programs and resources for recruitment, particularly enterprise departments, there is no consistent or coordinated effort on behalf of all City departments to ensure we are recruiting and attracting a diverse pool of applicants for all City positions. The City's recruitment efforts have largely consisted of posting an exam or job flyer on the City website. This "post and pray" method of recruitment will not attract the quality, diverse candidates the City needs to succeed in the 21st century.

Furthermore, the City must couple successful recruitment with the ability to retain the diverse workforce it attracts. Equally as important as the diversity of the City's workforce, is ensuring that the workplace and employment related decisions such as hiring, promotions, and terminations are free from bias, harassment, and discrimination. Throughout their working lives with the City, employees must be evaluated based on their job performance, and not on who they are. There is more work to do to ensure all City employees are treated with the fairness and respect they deserve.

Data and centralized reporting and tracking is a critical component of ensuring the City's workplace is free from harassment, bias and discrimination. Similarly it is important to help quantify the effectiveness of the City's recruitment efforts and training of employees. Currently, City departments do not consistently or universally report data on employee discipline, or probationary releases to DHR making it slower and more intensive to evaluate any potential trends or trouble spots in a department or division. Our departments and DHR, need to be proactive about investigating and addressing potential areas of bias and discrimination in the workplace. Having consistent, and frequent data on hiring, employee discipline, releases and terminations from all City departments is critical to ensuring DHR can be proactive in identifying and addressing these areas and ensuring there is transparency and accountability in employment related decisions in the workplace.

San Francisco's residents and visitors deserve the most qualified workforce possible, reflecting the rich diversity of our communities. Additionally, workers deserve equal opportunity to be hired and to advance in their careers. Therefore, I am directing DHR, in its capacity as the central human resources agency for the City, work with City departments to pursue the following steps to promote equity, diversity, inclusion, and fairness in our workplaces.

Directives:

Through this Executive Directive, I hereby direct that action be taken as specified in the following four areas:

1. Recruitment: DHR will hire two full-time staff to focus on diversity recruitment. Recruitment will include, but not be limited to, establishing partnerships with community-based organizations and other stakeholders to provide diverse candidate pipelines and opportunities.
 - a. The recruiters will serve as a centralized resource to all City departments. They will support enhanced diversity recruitment and will work with City departments to develop recruitment activities and ensure recruitment and outreach efforts are coordinated and effective at reaching a diverse pool of candidates.
 - b. This should occur as quickly as possible, and will be included in the FY 19-20 budget.
2. Training: DHR will significantly expand its harassment prevention, implicit bias, and cross cultural communications trainings to a much broader segment of City employees.
 - a. All hiring managers and supervisors must take DHR's online implicit bias training, beginning January 1, 2019, and biannually thereafter.
 - b. All hiring managers, supervisors, and other employees who participate on hiring panels must take a new "Fairness In Hiring" online training, beginning January 1, 2019, and annually thereafter.
 - c. All City employees must take Harassment Prevention Training, beginning January 1, 2019, and biannually thereafter.



3. Reporting: All City departments will begin reporting discipline to DHR so that potential problematic areas, divisions, or other trouble spots can be quickly identified and addressed. This reporting also ensures greater transparency in employee discipline across all City departments and enables better monitoring of employee discipline across all City Departments.
 - a. DHR will establish a checklist and supplemental training on disciplinary principles for all departments to ensure greater consistency and fairness.
 - b. All departments will begin collecting certain employment-related data by January 1, 2019. The data will be reported to DHR annually, with the first report by July 1, 2019. The report will include information on discipline (including written warnings, suspensions, and terminations), as well as probationary releases and Performance Improvement Plans.
 - i. DHR will use this reporting to identify potential problematic areas, and work with departments to correct problems.
 - ii. Solutions that may be applied include:
 1. Cross-cultural communications training;
 2. Targeted supervisor coaching;
 3. Supplemental review of proposed discipline which was administered to employees;
 4. Discipline of employees administering discipline if warranted; and
 5. Any additional training or other measures which may be required to ensure fairness in the workplace.
 - c. DHR should take steps to develop an electronic personnel file and the system to support it, in order to ensure consistent and accurate data collection and reporting.
4. Communication: Ensuring communication and collaboration on issues of equity, diversity, and inclusion in the workplace is essential to fostering trust and accountability. DHR will work collaboratively to convene a group of stakeholders which represent City departments, labor unions, and stakeholders to continue to discuss ways the City can improve on diversity and equity in our workplace.

This Executive Directive will take effect immediately, and will remain in place until rescinded by future written communication.

A handwritten signature in blue ink that reads "London N. Breed".

London N. Breed
Mayor, City & County of San Francisco



MULTNOMAH COUNTY
**WORKFORCE
EQUITY
STRATEGIC
PLAN**

ACKNOWLEDGMENTS

On behalf of the Office of Diversity and Equity, I want to thank the following, whom without their participation this work would not have been possible:

- Co chairs and membership of ERG's who hosted sessions, analyzed data and shared stories and ideas for the strategies in this plan;
- Employees across the organization who gave their time, energy and thinking to inform the work;
- Members of the PARA (Practitioners of Anti-Racist Practice) community of practice who volunteered time to assist with note-taking and support listening sessions;
- Community partners, including Urban League, Verde, APANO, Center for Intercultural Organizing/Unite Oregon, and Voz who helped initiate early discussions and academic partners who provided insight into our recruitment and pipeline programs;
- AFSCME Council 75 and Local 88;
- Multnomah County Communications for editing;
- The Evaluation Research Unit for their work compiling supportive data and for assisting with data analysis and metrics;
- Department directors, managers and supervisors for both supporting employee participation and providing feedback to inform strategies and measures;
- Curtis Waterbury for graphic design;
- And finally, the staff of the Office of Diversity and Equity who provided the administrative support, data analysis, worked to turn ideas into concepts and metrics, and kept me on track throughout the entire project timeline.

Ben Duncan-Chief Diversity and Equity Officer

CONTENTS

1/ LETTERS	
1/ CHAIR KAFOURY	
2/ EMPLOYEE RESOURCE GROUP	
3/ INTRODUCTION	
5/ FRAMEWORKS AND APPROACHES	
7/ METHODOLOGY	
8/ HOW TO READ THE DOCUMENT	
9/ FOCUS AREA 1: ORGANIZATIONAL CULTURE	
10/ INTERCULTURAL AWARENESS OF POWER AND PRIVILEGE	
11/ FOCUS AREA 2: PROMOTION AND PROFESSIONAL DEVELOPMENT	
12/ EQUITABLE OPPORTUNITY AND ELIMINATION OF BARRIERS TO PROMOTION AND PROFESSIONAL DEVELOPMENT	
14/ FOCUS AREA 3: RETENTION	
15/ ADDRESS DISPARITIES IN RETENTION BASED ON RACE AND NON-DOMINANT CULTURE IDENTITIES	
16/ FOCUS AREA 4: RECRUITMENT AND PIPELINE PROGRAMS	
16/ CONSISTENTLY DIVERSE CANDIDATE POOLS FOR POSITIONS AT EVERY LEVEL OF THE ORGANIZATION	
18/ ACCOUNTABILITY, UPDATES AND REPORTING	



LETTERS

Dear Employees,

We pride ourselves on providing excellent service and support to people in our community each and every day. This work is strengthened when Multnomah County employees receive that same level of care and concern from our leadership and from one another.

As I reflect on this document, and on the energy, passion and wisdom of the many people who helped create this plan, I am even more committed to putting this work into practice. Disparate employee experiences and disparate treatment cannot continue. I recognize how far we have to go in order to realize a vision where every employee feels valued and can thrive.

We are not immune to impacts of racism and other systems of oppression simply because of the important work we do or the values we espouse. But I know that these challenges our employees face are not inevitable. With investments and focused strategies, accountability and care, we can move these metrics. As a leader, I am committed to modeling the behaviors and practices that reflect an organizational culture that creates a sense of safety, trust and belonging for every employee and client we serve.

This Workforce Equity Strategic Plan represents a baseline and starting point for our organization. Collectively, we will address long standing issues and concerns while lifting up those practices that are working. There is so much we do well, and yet so much opportunity to be better.

It is my great pleasure and privilege to serve in this role in this critical time, and I am thankful for all of the employees who have provided their stories and ideas to generate strategies that can move us forward. I want to especially thank the Employee Resource Group members for their tireless collaboration, optimism and leadership, and the Office of Diversity and Equity staff for their steadfast handling of this process.

In solidarity and support,



Chair Deborah Kafoury



LETTERS

To our fellow employees,

As Leadership in Multnomah County's eight Employee Resource Groups (ERG), representing employees and managers of color, immigrant and refugees, employees with disabilities, LGBTQ employees, families, veterans, and older adults, this message is directed to the thousands of employees who are reflected in this plan.

We entered collectively into this process with hope and trepidation. This wasn't the first time that Multnomah County asked us to share our stories, or surveyed us for our experiences. We have seen previous efforts start and stop. And we hope and expect that this time is different.

On September 14, 2017, the board adopted the Workforce Equity Resolution which outlined a vision and laid out the urgency for why this effort is so critical. Employees were there to share their experiences, and through our stories, the impacts and needs were clear. We have to address issues of race, gender identity, disability and other workforce inequities through targeted investment, education and training, and shift the organizational culture that negatively impacts much of our workforce.

Through this process, we have been able to lead this work with the Office of Diversity and Equity. It was our groups that created spaces for the most impacted employees to bring not just their stories, but their ideas. By hosting listening sessions, analyzing data, and developing strategies that both informed high level, county-wide standards and created room for departments to innovate and be courageous with new ideas and approaches, we feel that our efforts will result in positive change.

It is our deeply held belief that those who are most impacted should be the drivers of change in our organization, and we commit ourselves to working across job classifications, from front line to our most senior level staff, to create the organization so many of us can envision, and yet has not been realized.

The late Harvey Milk once said, "Hope will never be silent." We carry this message, knowing that we will continue to push, to lead, to support and to challenge. Hope is one of our most powerful attributes and it carries us across our intersecting identities.

We thank Chair Kafoury, the Board of County Commissioners, Department heads, and managers and supervisors for walking alongside us in this work, and look forward to continuing to build capacity across our Employee Resource Groups for lasting and continued advancement of equity.

In solidarity,
Multnomah County ERG Leaders



Family Advocates of Multco



INTRODUCTION

Multnomah County occupies a unique role in Oregon. The County provides crucial safety net, public safety and infrastructure services for the state's most densely populated county. But it is also a powerful economic engine driving \$2 billion a year through the region. The County partners with hundreds of agencies and nonprofits to prioritize those most in need and promote a healthy, safe and prosperous community for all.

Interdependence runs through this work. The County depends on community members and the community, on the County. The County strives to have a workforce that reflects and deeply relates to people living here. The nurturing of this connection, enriched by diversity and cared for with intention, creates a fruitful place where all can flourish and lead productive lives.

The components of a place though, are almost never the result of individual will or natural forces. They're the result of a system of structures, practices and investments that either support well being or do not. Just as unfair lending practices, stringent immigration policies and inequitable education funding created barriers historically, equitable policies and practices can help remove them.



If the County is to seed, grow and embody that thriving place, managers, employees and elected leaders must more carefully plan and forge policies that cultivate our connection to the community. Producing a workforce that provides excellent understanding and service starts with nurturing one another and advancing opportunity for all.

It has been our uncomfortable truth that those who are qualified have not always been able to equally access and compete for jobs at the County. And, those hired as county employees have not always been able to take root, grow and advance. Workforce equity demands that we identify and address structural and policy barriers to equal employment opportunity faced by our employees and communities because of their race, ethnicity, national origin, disability, gender and gender identity, sexual orientation and other protected classes. Rules alone, though, will never be enough to change organizational culture. As a workforce, we must be reflective, compassionate and actively evaluate and adjust our efforts to achieve a more just workplace.

Multnomah County employees, at every level of the organization, have already begun that cultural change, stepping forward to help develop this plan. The challenges that impact equity in any institution are myriad, but are not inevitable. This work demands that everyone at every level of the organization is committed to and part of realizing a workplace where everyone can reach their full potential.

INTRODUCTION

Achieving the objectives in this plan benefit our current and future employees and directly relate to the quality of service we can provide our clients. To provide excellent support to the community, we also need to provide excellent support to each other internally.

President Barack Obama saw this interdependence as key to lasting change.



That’s when America soars, when we look out for one another, and we take care of each other, when we root for one another’s success, when we strive to do better and to be better than the generation that came before us and to build something better for the generations to come. That’s the whole point of public service.

Getting here

In September of 2017, Multnomah County embarked on a journey towards a strategic plan focused on workforce equity. For a number of years prior, the Multnomah Workforce Equity Coalition advocated for and partnered with leadership to move towards a resolution¹ outlining an organizational commitment and rationale for investing in workforce equity strategies. This resolution acknowledged that institutional and structural barriers to equal employment opportunity exist and must be eliminated, and that employees of color and employees from other historically and currently underrepresented groups should be retained, supported and provided opportunities for advancement.

Going forward

This plan is both a starting point and building block for a larger body of work for Multnomah County. Additional recommendations and supports for these strategies will be included as part of the organizational response to the HR Consultant’s Recommendations.² Departments will work with the Office of Diversity and Equity and the Chief Operating Officer to develop implementation plans, and report to the Board of County Commissioners in Fall 2018 on progress, and plans for moving forward.

Why we lead with race

Multnomah County recognizes and is committed to addressing all areas of marginalization. Joining partners from across the country as part of the National Governing Alliance for Racial Equity, we have jointly acknowledged and began with a “recognition that the creation and perpetuation of racial inequities has been baked into government, and that racial inequities across all indicators for success are deep and pervasive.”³ We also acknowledge our obligation to respond to the historical and political context of policies and practices that created systems of inequality that have contemporaneous impacts. This focus allows us to apply frameworks and approaches for the benefit of many communities, while understanding that we begin by addressing the areas where the disparities have the most depth. For Multnomah County, both internally and externally, racialized outcomes show up in virtually every indicator. From the perspective of

1. Adopted.

2. Jemmott Rollins RFP, Multnomah County hired consultants to examine HR processes and practice in spring 2018.

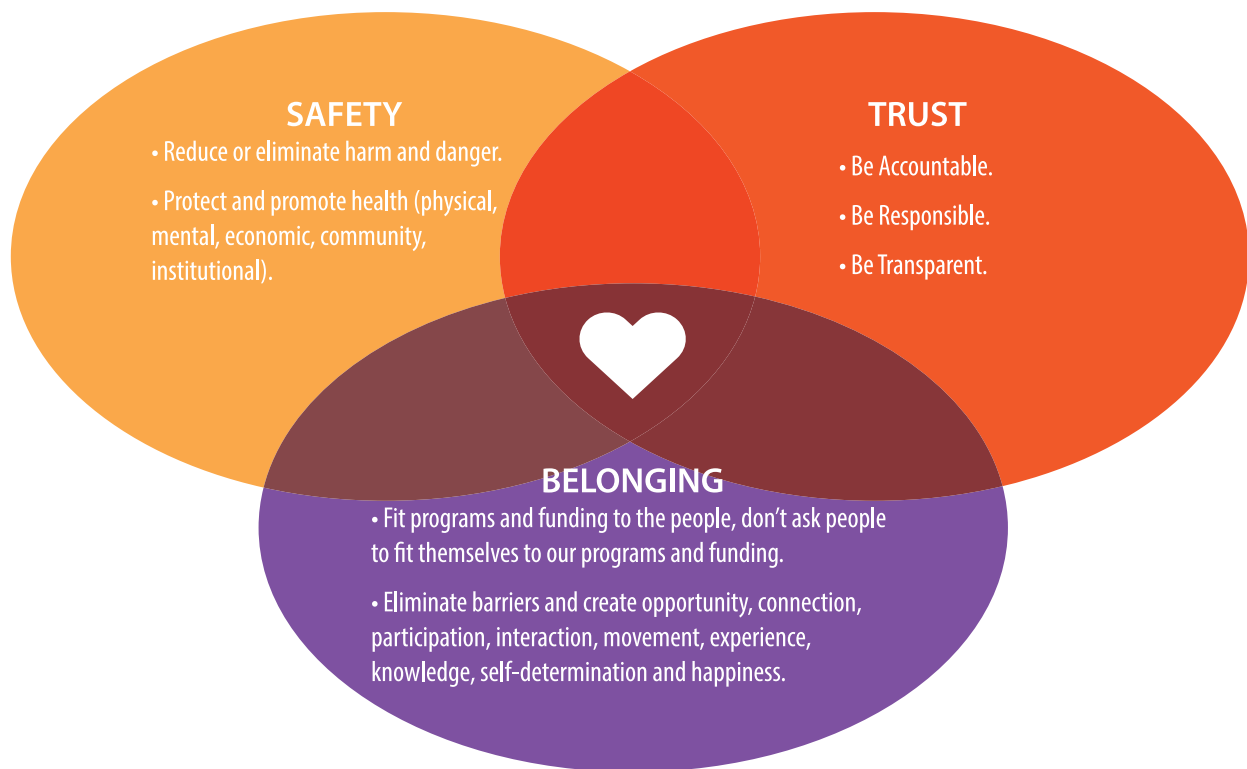
3. <https://www.racialequityalliance.org/about/our-approach/race/>

INTRODUCTION

this strategic plan, this is reflected in differential experience based on racial identity, disparities in retention particularly during the probationary period, and in promotion of people of color into management. By focusing on race as a predictor of outcomes, and utilizing an intersectional approach when addressing other marginalized communities, we can commit to institutional and systemic approaches that will have broad reaching impacts on all of our populations.

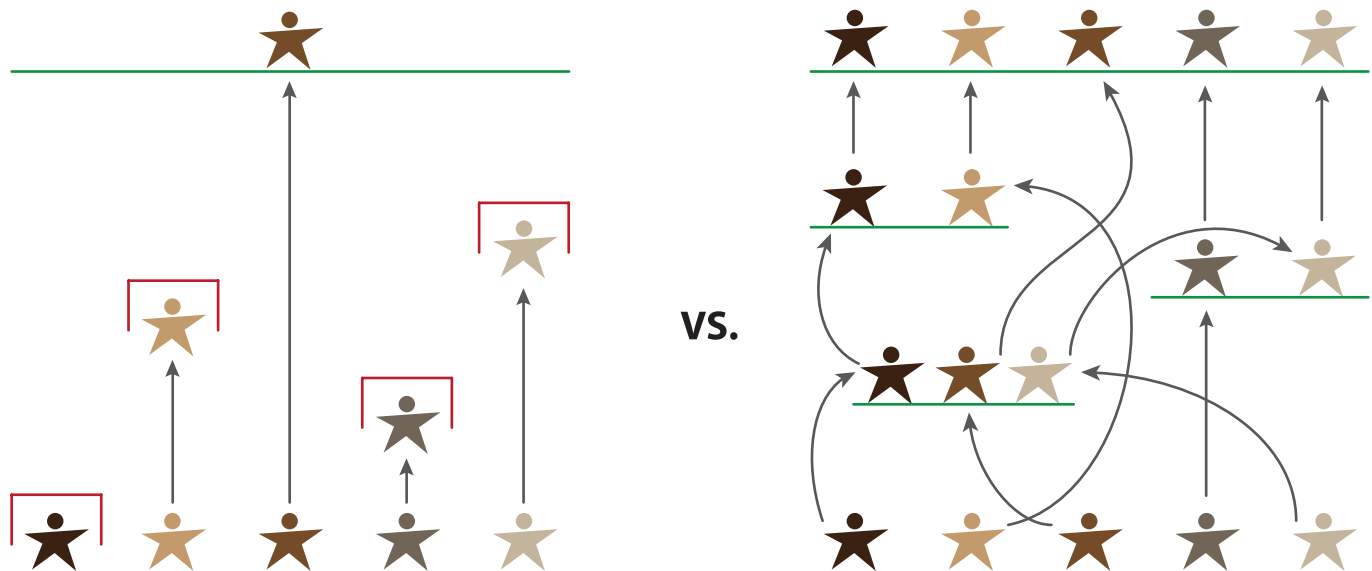
Frameworks and approaches

The overarching vision for Multnomah County, one that ties all of the work we do as an organization both internally and externally, is the concept of **safety, trust and belonging**. Developed through a process led by Multnomah County's Chief Operating Officer, it represents a durable and enduring frame to ground and guide our work-one we can operate within despite the complexity and interconnectedness of our work, and apply and utilize each and every day. Safety and belonging are fundamental to the ability to thrive and foundational to what employees need.



INTRODUCTION

Building off this overall vision, and grounded in the concepts of safety, trust and belonging, this plan also seeks to be a reflection of principles and approaches key to advancing equity. One of the core elements of the work is the concept of **targeted universalism**. As John Powell describes, “This is an approach that supports the needs of the particular while reminding us that we are all part of the same social fabric. Targeted universalism rejects a blanket universal which is likely to be indifferent to the reality that different groups are situated differently relative to the institutions and resources of society. It also rejects the claim of formal equality that would treat all people the same as a way of denying difference.”¹



Applying this approach for workforce equity requires us to examine the ways that our employees are differently situated in their relationship not simply to our external social environment, but to our internal environment. It means that throughout our strategy development and as we implement practices, we continually have to identify the specific ways that different employees experience the organizational culture, navigate our institutional practices and policies and utilize specific strategies to address the differences in outcomes that we use as baseline measures.

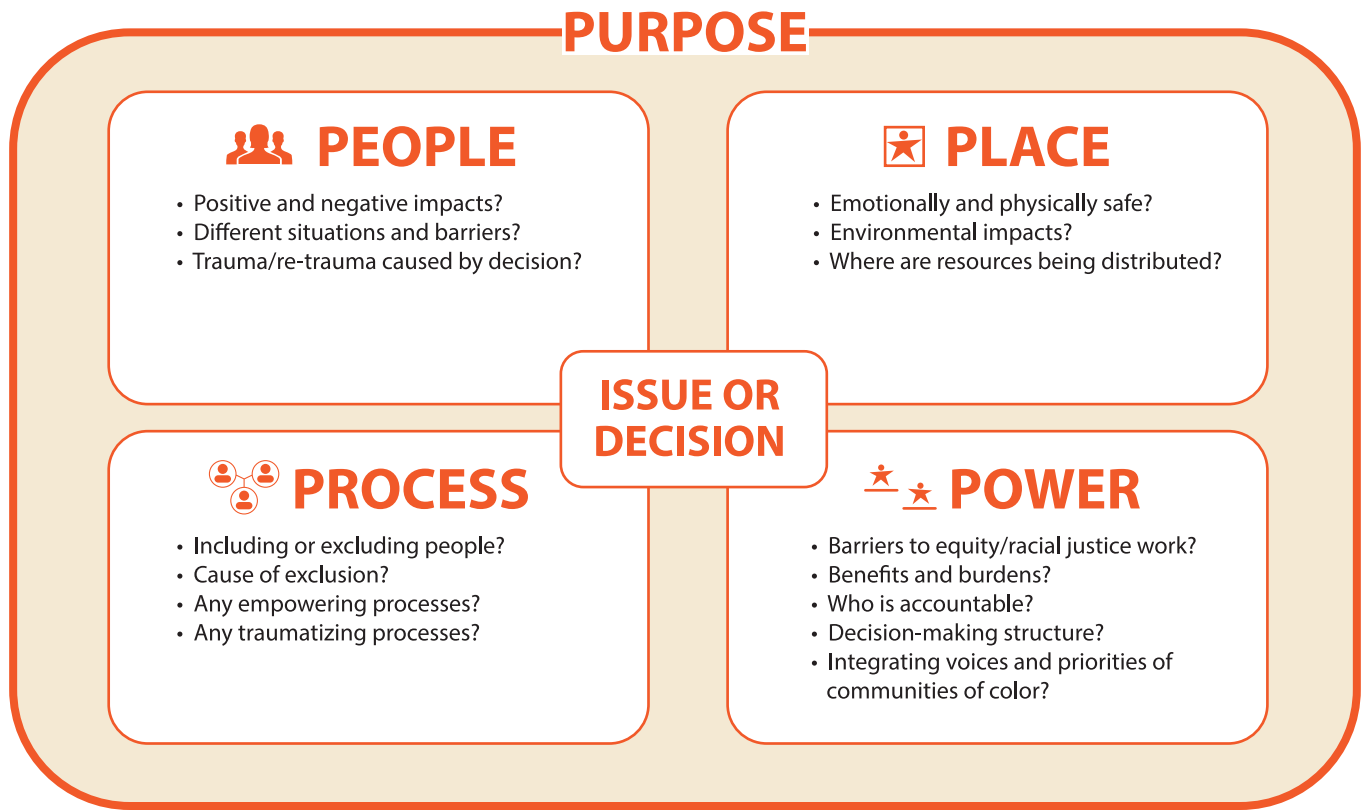
In 2012, Multnomah County published its seminal **Equity and Empowerment Lens** (racial justice focus)² which laid out both a rationale and provided tools for practitioners. As written in the original version of the tool, “A Lens leads us to think about issues in a new way; it can bring an idea into focus, or alternately, expand it outward and upward. In this particular case, this Lens does both, by asking us to focus in on how equity and racial justice relate to a particular issue at hand, and then how that issue also exists in relation to a much larger system of factors. The concepts of equity and empowerment are not new per se; many cultures have been focusing on balance, sustainability, relationship, and honest analyses of cause and effect for thousands of years.”³

1. John A. Powell, Stephen Menendian & Jason Reece March/April 2009 issue of *Poverty & Race*.

http://www.prrac.org/full_text.php?text_id=1223&item_id=11577&newsletter_id=104&header=Miscellaneous&kc=1

2. <https://multco.us/diversity-equity/equity-and-empowerment-lens>

3. Balajee, Sonali S., et al., (2012). *Equity and Empowerment Lens (Racial Justice Focus)*. Portland, OR: <https://multco.us/file/31833/download> (page 8)



The Lens is a quality improvement tool beginning with “purpose” (captured in our strategies as overarching goals) and utilizes questions in four distinct areas: people (who is impacted and how); Process (how are those most impacted meaningfully involved in decisions that impact them); Place: (how is an issue or decision accounting for people’s emotional and physical safety and their need to feel productive and valued); and Power: (how is the current approach shifting power dynamics to better integrate voices and priorities of communities of color). These sets of questions are the guiding frames upon which the process of developing this strategic plan was built and the focus for how strategies can address disparities within our organization.

Methodology

With a goal of maintaining integrity to the aforementioned principles and frameworks, the development of this plan was built upon a value of centering the voices of those most negatively impacted by our organizational culture and practice.

INTRODUCTION

The process was initiated by Employees of Color (EOC) - an Employee Resource Group, in a partnership with labor and community based groups organizing to bring attention to institutional racism, and inequities within the organization. The Office of Diversity and Equity (ODE), working with these groups, then developed a process that focused on lifting up the voices and experiences of those who our workforce data showed were most impacted by unequal employment opportunity.

Utilizing the existing structure of Employee Resource Groups (ERG), these groups hosted a series of facilitated discussions to uncover common themes and ideas for action around retention and support, professional development and promotion, and organizational culture. These same groups then coded and analyzed data, and drove a process of strategy development that reflected the needs and experiences particularly of frontline employees.

Reflecting a guiding framework of safety, trust and belonging, and designing strategies that reflected principles of equity and tactics of community organizing, Multnomah County, impacted and influenced by the organizing and power of front line staff, developed a Workforce Equity Strategic Plan that will guide the organization in addressing institutional inequities.

How to read the document

Focus areas provide an overview of how that issue impacts employees, reflective of what we heard during listening sessions with ERGs. These areas (organizational culture, promotion and professional development, and retention) include high level data measures that will be tracked and measured over time to provide a line of sight on progress, and direction for future targeted strategies.

The minimum standards set a countywide expectation, and the performance measure will be tracked by HR, ODE and COO with yearly reports. Departments shall build from these to establish departmental specific actions and activities that can take the minimum even further and lift up what is currently working or will work best for departments.



FOCUS AREA 1: ORGANIZATIONAL CULTURE

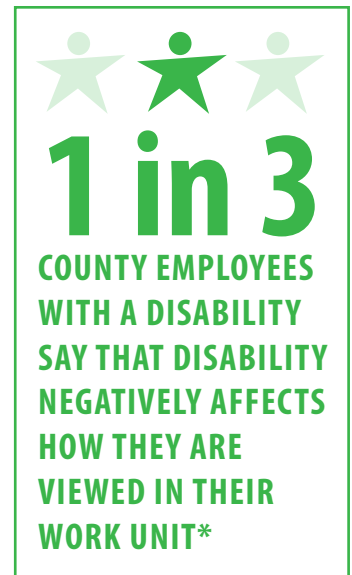
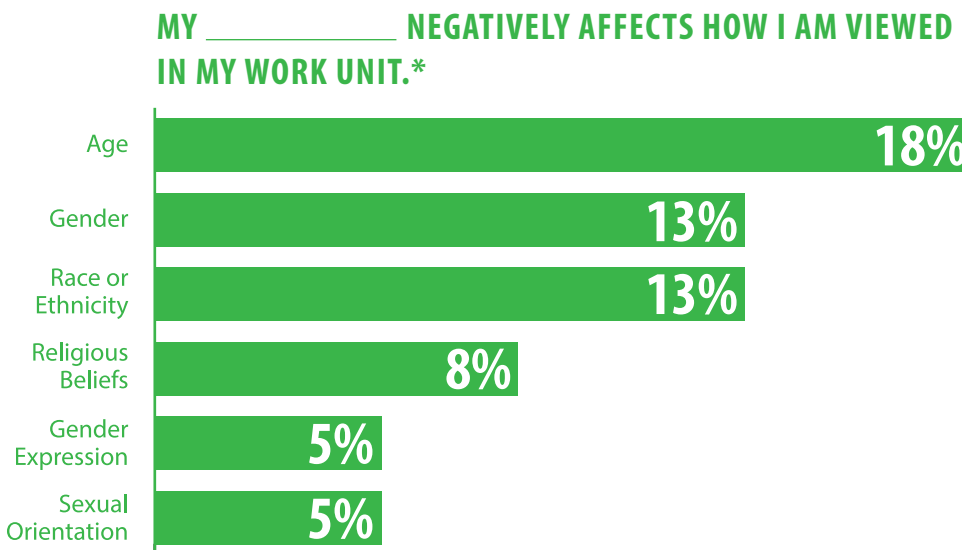
The culture at Multnomah County is a reflection of our culture at large. While we largely hold progressive values and aspire towards greater equity and inclusion, dominant culture norms often dictate our daily interactions and can have negative unintended impacts for our workforce, particularly for employees of color and employees who do not reflect dominant culture.

Examples of dominant cultural norms include:

- Hierarchy and top-down decision-making without sufficient transparency or inclusion
- Expectation of communication style that defers to and reinforces management authority
- Lack of mutual accountability and expectations between managers and staff

When these cultural norms are not acknowledged and mitigated, they can erode employee trust and morale, where employees feel condescension and devalued for what they bring to the table. On top of this, impacts of all the “-isms” - racism, sexism, ableism, homophobia, transphobia, xenophobia, and ageism - prevent all employees from experiencing safety, trust and belonging.

These norms can have incredible impacts on the day to day experience of employees, and on our overall efforts to recruit, retain and promote diverse individuals. Too many employees experience isolation, disrespect, and a stifling environment where they cannot be their full selves. Microaggressions are an all too frequent occurrence, and too many employees worry about exclusion and retaliation if they do not “go along to get along.”



* 2017 Countywide Employee Survey. Overall results presented here are different than results for particular groups.

FOCUS AREA 1: ORGANIZATIONAL CULTURE

Increased awareness of power and privilege

Awareness and attentiveness to the range of ways power and privilege impact organizational relationships requires dominant culture to embrace a degree of humility, meaning a deeper understanding of the way power and privilege show up in the workplace to the detriment of full inclusion and belonging. We must all commit and be held accountable to the learning and growth required to promote equity here at work, while recognizing the critical role that managers play in supporting and promoting change.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Multnomah County dedicates resources towards, and utilizes culturally responsive and trauma-informed approaches to support the goal of a workforce that demonstrates increased awareness of power and privilege.	<ul style="list-style-type: none"> All managers will have a minimum of four required hours per year of trainings that relate to Management Competencies focused on intercultural communication and racially just practice.¹ Focused training for managers and Human Resources staff on working with employees with disabilities, and on accommodation requests. 	<ul style="list-style-type: none"> By 2022, all managers and senior leadership have documented training that focuses specifically on increasing awareness of, and shifting practice towards, equitable and racially just leadership behaviors. By 2022, all supervisory staff and Human Resource classifications have documented training on disabilities.
2. Multnomah County utilizes multiple tools to consistently assess morale, inclusion, supportive environments and culturally responsiveness.	<ul style="list-style-type: none"> Departments conduct stay interviews (or other methods) with a percentage of staff, focusing on front line positions. 	<ul style="list-style-type: none"> By July 1, 2020, HR quarterly “stay interviews” (or other method) result in yearly assessment of at least 1% of the department.
3. Multnomah County is committed to building the infrastructure to support equity and empowerment practices, policies and programs at the departmental level.	<ul style="list-style-type: none"> Equity and Diversity teams are created to examine policies and lead transformative change efforts. 	<ul style="list-style-type: none"> By July 1, 2019, all departments will have an equity team consisting of stakeholders from front line, managers and supervisors, and senior leadership.

1. “Racially just” reflects new performance competency in Workday.

FOCUS AREA 2: PROMOTION AND PROFESSIONAL DEVELOPMENT

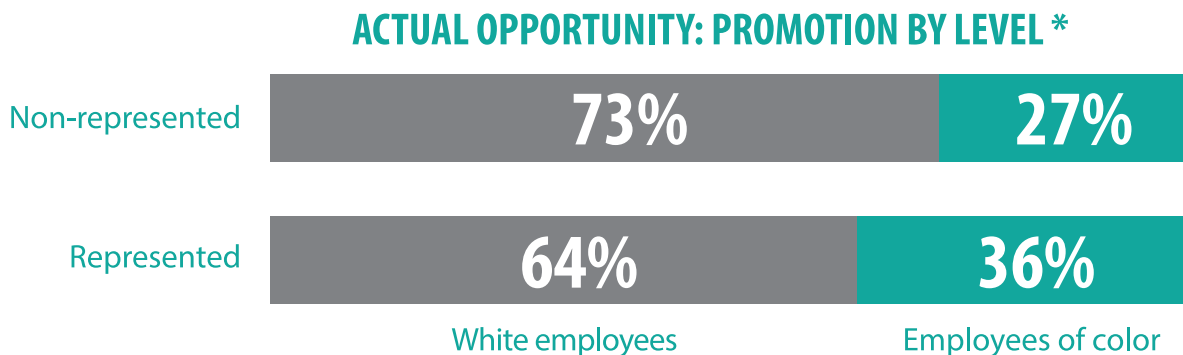
Providing opportunities for growth and leadership supports healthy organizations by ensuring diverse representation across all classifications and providing the building blocks for successful succession planning.

Understanding and eliminating barriers to promotion and professional development aligns with and supports key elements of retaining a talented and diverse workforce, and reflects whether our organizational culture and practices support thriving employees throughout their careers.

Examples of barriers to promotion and professional development include:

- Implicit bias in interviewing and hiring processes
- A perception of favoritism that often reflects dominant culture norms and differential access to organizational leaders who make hiring and promotion decisions
- Lack of mentoring and coaching, and differential access to training and other professional development opportunities based on the identity of the employee

Eliminating barriers to promotion and professional development requires consistent and concerted efforts to invest in employee development and create pathways to leadership (both positional and hierarchical).



* 2017 Countywide Employee Survey.

FOCUS AREA 2: PROMOTION AND PROFESSIONAL DEVELOPMENT

Equitable opportunity and elimination of barriers to promotion and professional development

Thriving employees who feel valued require consistent and constructive feedback, investments in training that furthers personal and professional growth, and opportunities to gain the types of leadership experiences that can demonstrate and build knowledge for future positions in their careers.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Multnomah County demonstrates commitment to investing in employees professional development by utilizing performance review processes to collaboratively identify opportunities, resources, and pathways towards goals.	<ul style="list-style-type: none">• Performance reviews are tracked at departmental, division, and program levels.• All managers are receiving professional feedback by both those they supervise and report to.• All departments have orientation for new managers that includes a clear understanding of both organizational resources and supports available to them and their team, and management responsibility to be supportive and properly take either preventative or disciplinary action when needed.	<ul style="list-style-type: none">• By July 1, 2020, 100% of eligible employees have completed their performance reviews on time, including probationary performance reviews.• By July 1, 2020, all Departments have and are utilizing performance review tools for managers that include feedback from supervised staff.• By July 1, 2020, each department's orientation process for managers includes a section on internal support resources (departmental and county-wide) for managing performance, coaching and being a supportive manager and an overview of preventative/disciplinary expectations and processes.
2. Multnomah County career pathways are easy to understand, and employees are able to gain the skills necessary to navigate the classification/reclass, promotions, work out of class, and stretch assignment opportunities.	<ul style="list-style-type: none">• Employees have profiles on Workday and active employee development plans (as desired) that include assessment of existing skills, training and other opportunities to gain skills that will support promotional and leadership development in collaboration with their manager.	<ul style="list-style-type: none">• By 2022, all employees in non-exempt classifications will have active employee development plans jointly developed with their manager and evaluated yearly.

FOCUS AREA 2: PROMOTION AND PROFESSIONAL DEVELOPMENT

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
3. Multnomah County interview practices seek to eliminate barriers, including addressing implicit bias, and support the hiring and promotion of a diverse workforce.	<ul style="list-style-type: none">• Interview panels are intentionally representative of the diversity of the workforce and of the community, and employees are continually identified and trained to participate in interview panels.	<ul style="list-style-type: none">• By July 1, 2020 all departments, working with Employee Resource Groups and other stakeholders, have an updated list of employees who have professional skill sets, and/or are trained to serve on interview panels for positions at every level of the organization.
4. All internal and external management level recruitments and promotions include demonstrated success or aptitude for working with diverse employees and communities.	<ul style="list-style-type: none">• Every department has a set of questions that can be utilized during hiring processes that reflect an assessment of competency working with diverse employees and communities.	<ul style="list-style-type: none">• By January 1, 2020, all management level hiring processes include questions around cultural responsiveness aligning with specific performance competencies (Promoting Equity and Racially Just) required for managers.¹

1. Proposed for Workday update, 2018.

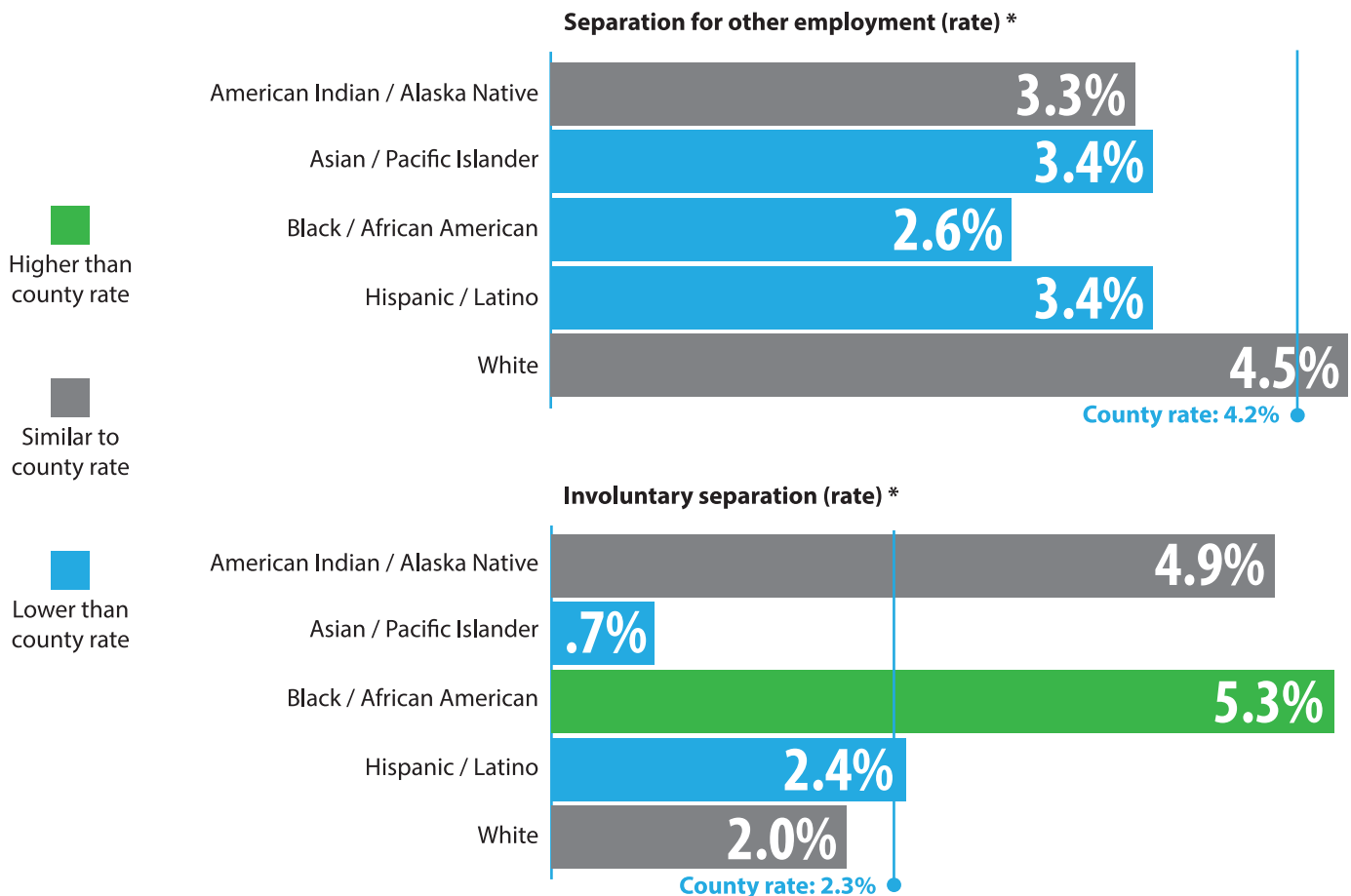
FOCUS AREA 3: RETENTION

The retention of employees has multiple benefits for organizations. Building a pool of talent, with experience and knowledge of the many areas of our work is critical to providing exemplary service, but also has fiscal benefits based on the cost of replacing employees who separate from the organization. Once hired, many employees go on to successful careers in public service, with an expectation of continued employment. Yet too many employees, particularly those from non-dominant culture, do not have the privilege of such job security, and are not supported in the ways that lead to retention and success.

Our internal data shows that employees of color and other marginalized employees separate from the organization at disproportionately higher rates, specifically involuntary separation during the probationary period. Organizational practices contributes to this outcome.

Examples of organizational practices that negatively impact retention include:

- Inconsistent, inadequate and ineffective onboarding for new employees
- Lack of constructive, appropriate and timely feedback during the probationary period, including coaching, training and peer-to-peer opportunities
- Negative views of employee performance based on dominant culture norms and values



* This is the two-year (FY 2015 - FY 2016) separation rate by race and ethnicity. Regular employees only.

FOCUS AREA 3: RETENTION

Multnomah County can better retain all employees and ensure they have every opportunity to succeed and thrive through targeted policies and investments as well as shifts in practice that reflect greater intercultural awareness.

Address disparities in retention based on race and non-dominant culture identities

Factors most important to retention include: employee relationship with their manager, access to peer support, appropriate and timely coaching, feedback and mentoring, accommodations (particularly for employees with disabilities), and feeling of belonging. Employees who feel that they belong and are valued are more likely to be successful here at work, contributing to the richness of our workforce and the important work we do every day.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Multnomah County utilizes a targeted universalism approach to coaching and mentoring employees.	<ul style="list-style-type: none">By 2020, all new employees are assigned a peer support or mentor to contribute to professional growth, and assist with orientation and onboarding.	<ul style="list-style-type: none">In 2022 HR Trends report¹, Multnomah County sees no discernible disparity in probationary termination rate .
2. Multnomah County invests in Employee Resource Groups (ERG) as critical spaces for safety, trust and belonging.	<ul style="list-style-type: none">ERG participation, established in policy, is expanded to support individual employee affinity, key stakeholder engagement for county-wide projects, and professional and leadership development opportunities.	<ul style="list-style-type: none">By July 1, 2019, Multnomah County Personnel Rule is amended to support greater participation by updating language, approach and approved time allotment.By January 1, 2019, all departmental orientation and onboarding processes include information about ERGs.
3. Onboarding process and expectations are clear and consistent across the organization with necessary and appropriate variation at departmental levels .	<ul style="list-style-type: none">Every employee has a training plan that includes a specific and intentional inclusion of cultural responsiveness training.	<ul style="list-style-type: none">By July 1, 2019 every department has a documented and communicated onboarding training curriculum for all new employees that includes cultural responsiveness training.

1. Include 2018 numbers.

FOCUS AREA 4: RECRUITMENT AND WORKFORCE PIPELINES

Multnomah County is an employer of choice, and our jobs support pathways to economic security. Multnomah County recognizes that employment patterns can be a reflection of opportunities across the entire life course. These include quality of primary and secondary education, access to college, exposure to professional environments and networks that support personal and professional growth, and relationships to mentors and coaches who assist along the pathway.

Consistently diverse candidate pools for positions at every level of the organization

Investing and applying best practices will enhance recruitment and support pipelines to employment and ensure practices that lead to success in this area, including:

- Relationships with community organizations and professional associations focused on diverse representation in various fields
- Ensuring that qualifications for positions do not unnecessarily screen out applicants
- Investing in intentional and targeted pipeline models that focus on communities historically underrepresented in post-secondary institutions

Applicant flow analysis *



* Minimum Qualification Project.

FOCUS AREA 4: RECRUITMENT AND WORKFORCE PIPELINES

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Create school-to-work, and community-to-work pipelines from racially and economically disadvantaged communities.	<ul style="list-style-type: none">• Departments are participating in the College to County Mentorship Program as a way to provide exposure, build job skills and enhance opportunities for program participants.	<ul style="list-style-type: none">• By 2022, Multnomah County will host 50 College to County Mentees or associated programmatic model that supports economically disadvantaged communities, employed across county departments and offices.
2. Multnomah County applies best practices that consistently result in diverse applicant pools for all external recruitments.	<ul style="list-style-type: none">• Assess minimum qualifications, including broadening skills and experiences, updating position descriptions, and ensuring job announcements convey qualifications clearly and are set at the right level, worded clearly, and include information about equivalencies, if applicable.• Every Department is actively building relationships with community-based organizations, professional associations, educational institutions, and other stakeholders to enhance diversity in applications.	<ul style="list-style-type: none">• In analysis of candidates in bi-annual HR Trends reporting, Multnomah County sees an increase in diverse candidates meeting minimum qualifications in initial screening.• By 2022 every department has designated and specialized staff who focus on recruiting. Specific attention will focus on federally required obligations, including race, gender, disability and veterans.

Accountability

This strategic plan is a framework and guidance document. It will help Multnomah County practices, policies and actions better align with our values.

To be effective, meaningful and transformational, this plan must be thoughtfully implemented and tracked in order to lift up progress and navigate challenges.

This requires accountability, which will happen in three major ways:

- Departments will be expected to develop department-level implementation plans and provide regular updates to the Chair and COO as part of ongoing work.
- The Board of County Commissioners will receive at least an annual workforce equity briefing that includes updates on implementation and outcomes.
- To support the success, implementation and transparency of this plan — which impacts Multnomah County employees, clients, partners and wider community — an advisory committee will be established to review and track progress and provide feedback. This committee will be convened by the Office of Diversity and Equity and sponsored by the Multnomah County Chair.

Updates

The Workforce Equity Strategic Plan is structured as a four year cycle, with points throughout the timeframe for minimum standard completion across the organization. The Office of Diversity and Equity will be the lead in organizing Employee Resource Groups and other organizational stakeholders beginning in year three (2021) to develop updated strategies.

Reporting

The performance measures included as part of the strategies will be regularly collected through existing and new mechanisms. Utilizing our internal records systems, the Countywide Employee Survey, and HR Trends Report, there will be robust information that is readily accessible and consistently collected and analyzed every two years. Upon completion of the HR consultation's report, there will be a board briefing within 30 days to identify what recommendations should be incorporated into the strategic plan.

In addition, Multnomah County is committed to additional data collection:

- ODE will publish on its website quarterly demographic information for the organization, broken down by department, and including race, gender and age
- The COO (or other part of the organization) will collect information that will be reported yearly that outlines the number of complaints for the year and their resolution

BLACK EMPLOYEE ALLIANCE

Practitioners of Anti-Racist Practices Fighting Against
White Supremacy and Anti-Blackness at the City and
County of San Francisco

(Independent Employee Resource Group)

AGENDA – 10 MINUTES

- Agenda/Introduction/Who We Are – 10 Minutes
- Purpose/Mission: Why We Are Here – 5 Minutes
- Group Norms – 5 Minutes
- Identifying and Highlighting the Issues – 20 Minutes
- Closing Comments/Questions/Next Steps – 20 Minutes
- Call to Action – 1 Minute



WHO ARE WE?

- Practitioners of Anti-Racist Practice
- Recipients of Anti-Blackness rooted in a variety of collective oppressed experiences.
- Victims of White Supremacy culture (white arrogance, white entitlement, white benefit, white advantage, white favoritism, white nepotism and white privilege as the result of structural and institutional white privilege).





MISSION (PURPOSE)- 5 MINUTES

- Create and build constituents amongst the community of Black and Brown professionals as constituents against white supremacy culture, anti-blackness and racism.
- Unite African American employees who continually experience challenges and daily oppression from non-black people, establish uniformity and provide support in various ways. For example:
 - Educate employees about the importance of documenting work experiences (daily and weekly; recording if necessary) all interactions and conversations with supervisors and peers.
 - Educate employees about external agencies available to assist with unresolved issues (i.e. DFEH, Federal EEOC, etc.)
 - Accompany employees in uncomfortable situations (i.e. work situations, coaching and counseling sessions).
- Rally support from external agencies and local activists who support civil rights and activism efforts; catering to equity in the safety, fulfillment, restoration and respect for Black and Brown people of African descent.
- Introduce employees and/or further enhance knowledge about external agencies available to assist with unresolved issues (i.e. DFEH, Federal EEOC, etc.); as well as compile legal resources.
- Increase economic potential and access through supporting efforts and actions that influence and ensure accountability from City leadership; Mayor's Office, Board of Supervisors, department heads, senior leaders, managers, supervisors, etc.



B.E.A GROUP RULES/NORMS – 5 MINUTES

- Practice uplifting, empowering, caring for, supporting and validating every expression of the black experience (i.e. perceived successes, challenges, triggers and traumas, etc.)
- Practice positive speak and commit to no gossiping about fellow members of this group
- Seek to understand before being understood
- Stand in solidarity with everyone involved in this group who identifies with and understands tenants of anti-blackness an white supremacy in the U.S. and consistently work to dismantle resulting adverse outcomes.
- Always maintain that white supremacy and anti-blackness are the result of every disparity and outcome we see in current day society
- Practice resisting “white philosophy” about black life
- Practice developing our own philosophies outside of a “white supremacist” cultural framework
- Maintain that “race” and “racism” are always at play and are elements
- Practice learning about and distinguishing between various racial groups under the black umbrella (i.e. black-female-lesbian-55, black-straight-female-physically disabled-26, black-gay-trans (ftm); black-straight-male-30, etc.); validating and holding each person
- Practice naming white supremacy and anti-blackness in all situations.



What are the issues that plague Black employees here at CCSF?
(20 Minutes)





Closing Comments/Questions/
Next Steps (Call to Action)
(20 Minutes)

"When you're in another man's country, in another man's land, under another man's flag, under another man's government and under another man's court system - you have to look to that other man for justice; and you'll never get it."

"In a racist society, it's not enough to be non-racist. We must be anti-racist."



"The way to right wrongs is to turn the light of truth on them."



Currently \$11. Billion

San Francisco's Budget

Enterprise Departments vs General Fund Departments

There are 2 types of departments or agencies under the jurisdiction of the City and County,

Enterprise Departments and General Fund Departments.

- **Enterprise Departments** function in budgetary vacuum which means that they can only spend money they themselves raise through fees. An example of an enterprise department is the SFPUC. When the Board of Supervisors considers the Budget of an enterprise department and makes cost saving cuts it cannot reallocate those savings to another department.
- **General Fund Departments** receive support in part or completely from the **General Fund**, which is an amalgam of our tax base, what people generally refer to as our tax payer dollars. Any department that receives any general fund support is considered a general fund department.

Budget Timeline

The City's Budget is on a fiscal year basis that runs from **July 1st to June 30th**. The Board of Supervisor and the voters adopted rules that govern how the Budget process unfolds.

- Departments are required to submit 2 year budgets as part of their budget submissions every year for general fund Departments and every 2 year for enterprise departments.
- Around mid-December, the Mayor's Budget Office issues Budget instructions to all departments offering a framework for the Budget that the departments will submit to the Mayor's office.
- Between January and February Department will go through and prepare their Budget for submission to the Mayor's Budget office. If the Department is overseen by a commission the proposed Budget is reviewed by the commission. The usual deadline for submission of departmental budgets is February, although larger departments like DPH have been known to submit their budgets at a later date.
- Between February and June the Mayor's office reviews these proposed Budgets and makes adjustments and changes that reflect his/her policy priorities. During that same time the Board of Supervisor's Budget and Finance Committee holds department hearings where departments present their budgets as submitted to the Mayor's office to gather feedback from the General Public.
- The Charter Mandates that the Mayor present his/her proposed Budget to the Board of Supervisors on June 1st, the presentation is usually accompanied by a short speech to outline the Mayor's priorities.
- The last 2 weeks of June the Board engages in what is commonly known as the Addback process, which is the process by which the Board makes adjustments to the Mayor's proposed budget.
- During those last 2 weeks, each department comes in front of the Budget committee and presents its Budget as included in the Mayor's proposed Budget, that Budget is reviewed by the Board's Independent Budget analyst who recommends cost savings.
- The Budget is usually finalized before the end of June and forwarded to the full Board of Supervisors for consideration. The board approves the Budget usually by mid-July but in any case always before summer recess.

piggy bank
SFO, PUC, Post

The addback process

The most intense part of the Board of Supervisor's analysis of the annual Budget is the addback process. To get a sense of scale, in 2015/2016 the Mayor's proposed Budget was \$7.6 Billion and the Board of Supervisor addback list totaled a little over \$24 Million so the changes that the Board makes are minor. During the last few years a combination of the cost-savings identified by the Budget analyst and the Mayor's office, together with savings identified by the Board of have yielded between \$15 and \$25 million to be reallocated to priorities supported by the Board.

Set-asides

Voters in San Francisco have chosen to set-aside funding for certain programs and city departments. For example in November of 2019 we passed Prop C and Prop E which set aside funding for Homeless Services for Prop C and the Arts for Prop E. These initiatives make it so that the city is required to spend a certain amount of money on these and many more services

So what can I do??

- The two branches of government that have a say in the Budget process are: the **executive** and **legislative branch**, so you have heard this before... ***Call the Mayor and Supervisors!!!!***
- Join the Budget Justice Coalition! We as a coalition are the voice of the people in the City's budget process. We believe in working together for a Just budget that addresses the needs of the people. Work with us on your budget priorities and how you would like the city to invest its revenues.
- The Budget Justice Coalition organizes and trains members for public comments at formal meetings at City Hall including committee meetings and budget hearings.
- We also organize a rally on the day of the budget hearings where our 40+ member organizations gather as one unit to petition the budget

I want to learn more about the City Budget!

- Join future Budget Justice Coalition hosted **Budget trainings** like the one today on more advanced concepts of the budget! Make sure to leave your contact info if you're interested!
- Join one of our working groups: **Actions & Communications, Legislative Impact, and Membership & Outreach, Savings & Revenue.**
- Documents by the City that help us understand the Budget are available online and at the Clerk of the Board of Supervisors. You can start online at sfgov.org/budget
- You can also access the current and archived Budget Justice Coalition documents if you become a member. These include advocacy platforms, budget requests from previous years, request narratives, revenue and savings recommendations compiled through intensive research, and more!

San Francisco City Budget 2018-2019

	City Budget Timeline	Opportunities for Advocacy
November	Controller releases 3-month revenue report for current fiscal year	
November/ December	Mayor issues Budget Instructions to city departments (this year 2%, second year 4%)	
December/ January/ February	City departments & commissions hold public hearings	X
January	Governor's budget is released (State)	
March 13 1:00	Controller releases report 6-month revenue report for current fiscal year/State and Fed Budget Update	
February	City departments submit their proposed budgets for next fiscal year	
March	Joint Report (between Controller and Mayor's Budget Office) is released, with projections for next 3 years	
April 10 th , 1:00	Board of Supervisors Policy Priority Budget Hearing #1 City Hall Room 250	x
April 17 th , 1:00	Board of Supervisors Policy Priority Budget Hearing #2 City Hall Room 250	x
April 24 th 1:00	Board of Supervisors Budget Policy Priority Hearing #3 City Hall Room 250	x
May 1 st , 1:00	Board of Supervisors Other Policy Priority Budget Hearing #4 City Hall Room 250	x
May 22 nd 1:00	Controllers 9 month report Board of Supervisors Budget Committee City Hall Room 250	
May 8 th and 15 th 1:00	Board of Supervisors Budget Hearing on Homelessness, HSA, DPH City Hall Room 250	x
May 9 th , 10:30 brunch, 12:00 rally	Rally in front of city hall and brunch for Mothers Day	→ M a Y o r
May Revise	Governor's revised budget is released (State)	
May 31 st	Mayor's proposed budget is submitted to Board of Supervisors	
June 12 1:00	Mayors Proposed Budget Overview and Board Policy Priority Discussion and first Department Hearings	x
June 13 th , 14 th 1:00	Department Hearings Round 1	x
June 19 th , 20 th , 21 st 1:00	Department Hearings Round 2 with BLA reports	x
Friday June 26 th , or Saturday June 27 th 9:00 am	All Day Public Hearing Board of Supervisors City Hall Room 250 –	x
June 24 th 1 pm	Final Department Hearing if needed	x
June 26 th	Final Committee Deliberations and “add-back” night, where some cuts are restored	x

access ★

July 23rd	First Full Board vote on budget	
July 30th	Final Board vote on budget	

See sfgov.org/sfbos/committees in March for exact dates or call 415-554-7719

Who makes the decisions about the city budget, and when are they made?

- December-February: City departments are crafting their budgets based on Mayor's budget instructions
- March-June: Mayor is crafting her proposed budget
- June-July: Board of Supervisors revise the Mayor's proposed budget

Key Budget Decision Makers:

Mayor London Breed

Mayor's Budget Director Kelly Kirkpatrick

Department Heads

Trent Rhorer, Human Services Agency

Dr. Grant Colfax, Department of Public Health

Jeff Kositsky, Department of Homelessness and Supportive Housing

Maria Su, Department of Children Youth and their Families

Denise Corvino, Office of Early Care of Education

Board of Supervisors Budget and Finance Committee

Chair: Sandra Fewer, D1 (Richmond) (Progressive)

Norman Yee, D7 (West Twin Peaks) (Progressive)

Catherine Stefani, D2 Marina (Moderate to conservative)

Rafael Mandelman, District 8 (Castro) (Liberal)

Hilary Ronen, District 9, Mission, Bernal (Progressive)

President of the Board of Supervisors:

Norman Yee, D7 (West Twin Peaks) (Progressive)

Budget Toolkit: Vocabulary Words

Baseline

This is supposed to mean that it is permanently in the budget (or not in!). While nothing is permanent – baseline items have more political protection than add-backs.

Add-Back

This is when the Board of Supervisors puts something into the budget that was not funded by the Mayor. Often these are targeted for cuts the next year.

Contingency Cuts

The Mayor often asks for the departments to come up with baseline cuts (the top pick reductions) and contingency cuts. This year it was 1.5%. Contingency cuts are the ones they take if they still need to make cuts – a second tier of cuts.

Enterprise Department

These are departments like the airport, where revenue is raised by the department and can only be spent in the department. Airport revenue can only be used on the Airport.

General Funds

These are city funds – the money the city generates and generally the money the city chooses where to go. When the Mayor asks for cuts, he is asking for cuts to the general fund.

Non-Discretionary Funds

These are funds the city gets but has no choice on how to spend it. For example, a grant for a project or bond funding passed by voters. These can also be funds coming from state and federal government for specific purpose.

Capital Projects

These are monies for buildings, bridges and so forth. Funding for building things.

Revenue

This is the income the city gets. The city gets funds from taxes, fees, charges for services, and more. Sometimes revenues are progressive – meaning rich people pay a higher percentage, and sometimes they are not, meaning everyone pays the same fee and it hits poor people harder.

San Francisco Power Structure

Executive Branch

Mayor

The Mayor has a lot of power in SF, power attributed by the city charter.

- Mayor is the head of the executive branch, or the day to day operation of the city.
- Mayor controls city departments
- Mayor appoints most commissions, except for Police, where he gets 4 of 7 seats.
- Gets to give directions to Departments
- Gets to create budget, make priorities
- Has spending Authority
- Can Make Mid-year Cuts
- Has loads of staff working under him/her
- Can veto ordinances unless Board has 8 votes to override
- Appoints Controller who oversees day-to-day spending and projects how much money the city is short.

Departments

- Department heads are generally appointed by Mayor, and approved by the Commission overseeing it.
- Departments carry out the day-to-day operations of city functions.
- Departments do the first draft of budgets with direction from Mayor – they come up with items to cut and what new initiatives to do.

Commissions

- Commissions oversee the city departments. The police, human services agency and health all have commissions overseeing them.
- Commissions approve appointment of Director, as well as proposed budget, contracts and so forth for the departments they oversee.
- Commissions pass regulations interpreting laws passed by voters or Board of Supervisors. They do not pass their own laws with the exception of Police Commission and Rec/Park Commission which has power to set police code and park code, respectively, as well.

Legislative Branch

Board of Supervisors

Board of Supervisors is head of legislative branch and main area of control is passage of laws.

- Can pass laws as they see fit as long as they are not superceded by state and federal law.
- Can only prevent budget cuts Mayor proposed by cutting money out of budget and adding funds back in.
- Has a lot less staff to make things happen.

People Power

We do have power!

- We can introduce laws by pitching to allied Supervisor.
- We can influence policy makers through phone calls, hearings, letters and office visits, as well as through the media.

Remember: nothing happens at city hall on its own – people have brought the ideas to Board members, and the people make it happen!

How do we invest in people?

When we look at the budget, it becomes a values and morals document.

---Understanding the Budget---

Starting point: San Francisco's budget is \$11 billion.

The city's so-called **enterprise** departments, like the airport, the SFPUC, MTA and the Port of San Francisco, take up around half of the overall budget. Those departments, which generate some of their own funds, have \$5.54 billion allocated to them next fiscal year.

That will leave the city with a \$5.52 billion **general fund**. Items like the city's 19 voter-approved budget set-asides for transportation and libraries and other nondiscretionary costs like Medi-Cal expenses amount to \$3.3 billion in the next fiscal year. And as the only combined city and county in California, San Francisco is also responsible for funding and operating jails, courts and hospitals. It also has to pay the salaries of the city's 31,000 workers, including police officers and firefighters.

Addbacks: cost-saving initiatives, that highlight priorities supported by the BOS + savings

Set asides; voted in for set aside funding for certain programs and city dpts

--- Budget Timeline ---

Please find attached the 2019 Budget Calendar. It can also be viewed via this link: <https://drive.google.com/open?id=1xub9u5JSBINnh95o834QKyOmk0QDKs15>

<https://sfmayor.org/budget-documents>

December: Mayor reveals budget instructions to departments based on city economy forecast (always a budget deficit) by City Controller.

- In these instructions, they ask for a 2% cut for the 1st year, then 4% cut the 2nd year from departments

January - February

- Commissions have to review the budgets of departments before the department submit them to Mayor for approval
 - Ex: Police Commission

March - May

- Silence, we know nothing.

May 31st - Mayor reveals budget to SF BOS which reflects Mayor's priorities

- Mayor largely controls how the budget is developed, in our SF Charter "Only Mayor has the authority to grow budget, the BOS has control of the purse."
 - Drives the lengthy budget prep process from December through June, during which the Mayor's Office works with each department to craft its portion of the budget as part of the total budget the mayor submits to the legislature on June 1.
 - Second, the Controller's Office and the Office of Public Policy and Finance, which both work with the Mayor's Office, are far more robustly staffed than the Budget Legislative Analyst's Office, which works with the Board of Supervisors; hence in practice the defining fiscal frameworks and analyses come mainly from the Mayor's Office.

- Third, the budget approval process (which is defined in the City Charter) gives the mayor considerable leverage over the Board of Supervisors.

June - July BOS - led by chair of Budget and Finance Committee will commence a 2-month review of budget and propose changes (addbacks)

- Budget approvals process consists of 2 votes by the BOS between July 15th & August 1st.
- At the first stage, amendments may be proposed by any supervisor and added to the budget by simple majority vote (addbacks),
- while at the second stage, the board votes the revised total budget up or down.
- **addbacks, are not accounted for the next cycle because Mayor's budget has 2 fiscal year plan, 5-year plan, and 10-year plan - so are often cut 1st**

August 1st - Budget has to be completed and signed

- The approved budget then goes to the mayor, who has **10 days** to sign the budget as a whole or to veto any portion and return the amended budget to the board. In order for any of the mayor's vetoes to be overturned the board needs a **two-thirds majority**, i.e. eight out of 11 supervisors.
- The upshot of this process is the mayor needs **only 4 supervisors** to block any unwanted changes out of a budget that the mayor has largely defined.
- Given the balance of power, it's impossible for BOS to mount any successful big budget fights - they only have \$40 - 60 million to play with.
 - Instead, the board uses the approval process to cut small amounts (targeted this year at roughly **\$50 million** out of an **\$11 billion** total budget) and then engage in an "add-back" process where the monies that were cut are reallocated to specific items the supervisors deem a priority.
 - So there becomes an internal poll on what are the top 4 priorities: typically, housing/homeless, public safety, and mental health/health services.
 - Remember: addbacks can be dropped after 12 months
- This means - of the \$4 - 5 billion general fund, BOS only has 1% say on spending

Additional Key Facts

Every mayoral administration has done things differently.

- From Mayor Townhalls to roundtables, to stakeholder engagements (smaller and smaller)

- So the fight for the budget is a year-round struggle that starts after election day.
- Most opportunities for advocating is public comment @ each hearing
 - Which is limited by 2 min public comment
 - Bonus: if live interpretation is needed 4 min, best to go away from city contracted folks
 - Sheriff harass
 - Bos not present or listening
- Account for the state/federal budget that supports the biggest departments, accounts for 70% in discreet general fund
 - SFPD
 - SFFD
 - MTA
 - HSA
 - DPH
 - Sheriff
 - HSH

--- Zoom Out - Long Term Budget ---

The budget must be balanced, i.e. forecasted revenues must be expected to meet or exceed budgeted expenses.

Each year The City adopts a budget covering **2** years:

- Most departments use a rolling budget, constantly pushing out its two-year budget one additional year.
- Five departments (**Airport, Port, Public Utilities, Muni and Child Support Services**) use fixed two-year budgets, where a new budget is adopted only every other year; this is a year where a new budget will be enacted for each of those five departments.
- 2 year was supposed to give community members certainty that programs/services won't stop - however it actually ends up giving dpt certainty.
 - Because of currently forecasts \$40 million turns into \$14 million by the 2nd year

The City engages in **long-term planning** in three key ways:

- Five-Year Financial Plan is produced each odd calendar year, along with other supplementary reports at other times between each Five-Year Financial Plan.
- Prudent financial and reserve policies are maintained in order to deal with unexpected fiscal shocks.
 - However, they go by cash flow accounting, not accrual accounting - recognizes expenses only when they are paid, not when the obligation is incurred. Does not help for long term commitments like pensions and healthcare, cash is paid many years after the obligation is incurred.
- Long-term infrastructure and information technology needs are anticipated via the Ten-Year Capital Plan and the Infrastructure and Communications Technology Plan, which are issued every two years with the Five-Year Financial Plan.
 - But oftentimes than not, these plans just say "we don't have enough money"

Proposed Budget Hearing Schedule, through July 2019

3/6/2019

Meetings begin at 1:00 PM through May. Dates noted with an * will begin at 10am.

	Date of Hearing
No Meeting	March 6 - Wednesday
Mayor's Budget Instructions and Five-Year Financial Report (info item)	March 13 - Wednesday
Controller's Six Month Report (info item)	March 20 - Wednesday
Update on Board Priorities and Budget Process (info item)	March 27 - Wednesday
No Meeting - Legislative Recess	March 27 - Wednesday
Five Year Financial Plan Update (info item)	April 3 - Wednesday
Top Year Capital Plan (action item)	April 10 - Wednesday
Budget Hearing: #1 Policy Priority	April 10 - Wednesday
Budget Hearing: #2 Policy Priority	April 17 - Wednesday
Budget Hearing: #3 Policy Priority	April 24 - Wednesday
Budget Hearing: #4 Other Policy Priorities	May 1 - Wednesday
Possible Departmental Hearings (info item)	May 8 - Wednesday
Possible Departmental Hearings (info item)	May 15 - Wednesday
Controller's Nine Month Report (info item)	May 22 - Wednesday
Consideration of Proposed General Obligation Bond Ordinance (action item)	May 29 - Wednesday
Possible Departmental Hearings (info item)	May 29 - Wednesday
Mayor's Proposed Budget issued	*May 31 - Friday
No Meeting	June 5 - Wednesday
Mayor's Proposed Budget Overview & Board Policy Priority Discussion	*June 12 - Wednesday
Citywide Interim AAG and ACO	*June 12 - Wednesday
Departmental Hearings- Round 1	*June 13 - Thursday
Departmental Hearings- Round 1	*June 14 - Friday
Departmental Hearings- Round 2 with BLA Reports	*June 19 - Wednesday
Departmental Hearings- Round 2 with BLA Reports	*June 20 - Thursday
Departmental Hearings- Round 2 with BLA Reports	*June 21 - Friday
Public Hearing on Budget	June 21 - Friday or June 22 - Saturday
Final Departmental Hearing, if needed	*June 24 - Monday
Final Committee Deliberations	*June 26 - Wednesday
Full Board first vote on the budget	July 23 - Tuesday
Full Board second vote on the budget	July 30 - Tuesday

Key	HLU - Housing and Land Use	TJ - Transformative Justice
	EXEC - Executive Committee	FYC - Full Youth Commission
	CEC - Civic Engagement	STAFF
	MAY - Mayor	BOS - Board of Supervisors

2018 - 2019 Youth Commission & Budget Priorities Process Calendar

[Google Calendar](#)

September

- **STAFF** - YC 2018 - 2019 Retreat
- **STAFF** - YC 2018 - 2019 Swearing-in Ceremony

October

-

November

-

December

- Department presentations to Commissions / Hearings (Dec - Feb)

January

- Governor's budget is released (state)
- **FYC** - Mid Year Retreat

February

- City Departments submit their proposed budgets for next fiscal year

March

- **MAY** - Joint Report (between Controller and Mayor's Budget Office is released, with projections for next 3 years)
- Controller releases report 6-month revenue report
- **STAFF** - Overview of Budget Process and Board Priorities
- **STAFF** - Staff present Rubric to BPP to CMTEs
- **CEC** - March 25th
- **TJ** - March 25th
- **EXEC** - March 27th
- **HLU** - March 28th

April

- **FYC** - April 1st - Staff Budget Process Timeline Presentation to FYC
- **STAFF** - April 5th - Staff deadline for YC application
- **FYC** - April 6th - YC Social @ Botanical Gardens
- **CEC** - April 8th
- **TJ** - April 8th
- **EXEC** - April 10th - vet YC application through exec

Key	HLU - Housing and Land Use	TJ - Transformative Justice
	EXEC - Executive Committee	FYC - Full Youth Commission
	CEC - Civic Engagement	STAFF
	MAY - Mayor	BOS - Board of Supervisors

- **BOS** - April 10th, 1pm ; BOS Policy Priority Budget Hearing #1: Public Safety City Hall rm 250
- **HLU** - April 11th
- **FYC** - April 15th - FYC Approves of YC Application
- **FYC** - April 15th - 1st reading of BPP
- **STAFF** - April 15th - Launch YC Application
- **BOS** - April 17th 1pm - BOS Policy Priority Budget Hearing #2: Housing and Homelessness City Hall Room 250
- **CEC** - April 22nd
- **TJ** - April 22nd
- **BOS** - April 24th 1pm - BOS Policy Priority Budget Hearing #3: Mental Health City Hall Room 250
- **HLU** - April 25th

May

- **EXEC** - May 1st
- **FYC** - May 2nd - YC Open House
- **FYC** - May 6th
- **BOS** - May 8th - BOS Budget Hearing: Other Policy Priorities (Clean Streets) City Hall rm 250
- **FYC** - May 13th - YC application Ends
- **CEC** - May 13th
- **TJ** - May 13th
- **EXEC** - May 14th
- **BOS** - May 15th - BOS Budget Hearing on Homelessness, HSA, DPH City Hall rm 250
- **HLU** - May 16th
- **FYC** - May 20th
- **FYC** - May 21 - 30: In - Person YC Interviews
- **BOS** - May 22nd, 1pm - Controllers 9 month report BOS Budget CMTE City Hall room 250
- **CEC** - May 27th
- **TJ** - May 27th
- **EXEC** - May 29th
- **HLU** - May 30th
- **MAY** - May 31st - Mayor's proposed budget is submitted to BOS
- Governor's revised budget is released (State)

June

Key	HLU - Housing and Land Use	TJ - Transformative Justice
	EXEC - Executive Committee	FYC - Full Youth Commission
	CEC - Civic Engagement	STAFF
	MAY - Mayor	BOS - Board of Supervisors

- **FYC** - 6/3
- **TJ** - 6/10
- **CEC** - 6/10
- **EXEC** - 6/12
- **MAY** - June 12 1PM - Mayor's proposed budget overview and board policy priority discussion and first Department Hearings
- **BOS** - June 13th & 14th 1pm: DPT hearings round 1
- **HLU** - 6/13
- **FYC** - 6/17
- **BOS** - June 19th, 20th, 21st 1pm: DPT hearings Round 2 with BLA reports
- **BOS** - June 21 or June 22nd
- **BOS** - June 24th at 1pm - Final Dpt Hearing if needed
- **CEC** - 6/24
- **TJ** - 6/24
- **EXEC** - 6/26
- **BOS** - June 26th - Final Committee Deliberations and "add-back" night, where some cuts are restored
- **HLU** - 6/27
- **STAFF** - Notify YC applicants

July

- **MAY & BOS** - nominates Youth Commissioner
- **FYC** - 7/1
- **CEC** - 7/8
- **TJ** - 7/8
- **EXEC** - 7/10
- **HLU** - 7/11
- **FYC** - Jul 15
- **BOS** - 7/23 First Full Board vote on budget
- **BOS** - 7/30 Final Board Vote on Budget

August

- **MAYOR** - 8/1 Approves of budget
- **STAFF** - Legislative Recess

September

- **STAFF** - YC 2019 - 2020 Retreat
- **STAFF** - YC 2019 - 2020 Swearing-in Ceremony

Key	HLU - Housing and Land Use	TJ - Transformative Justice
	EXEC - Executive Committee	FYC - Full Youth Commission
	CEC - Civic Engagement	STAFF
	MAY - Mayor	BOS - Board of Supervisors