



RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

Version 2 – released December 9, 2020

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

Department of Police Accountability

Racial Equity Lead

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

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

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

TIMELINE: dates denoting the start and end of the action

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

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

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

Racial Equity Action Plan Sections

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



Process

- The Department of Police Accountability (DPA) Racial Equity Plan was created by pulling together a working from various units in our office: Outreach, Operations, Audit, Investigative Team, Human Resources, Legal.
- Roundtable discussions for exchange of ideas and to support one another with our sections.
- Divided RE Plan into workable sections for each team member to contribute.
- Meetings with Law Enforcement (LE) partners for exchange of ideas and creating a safe space for officers of color to express their thoughts and concerns with respect to policing, the state of the country with respect to officer-involved shootings of unarmed Black people, and the inner-departmental issues that arise when race is at the forefront while balancing public safety.

Number of Employees: 49

Annual Budget \$ \$10,415,143



1. HIRING AND RECRUITMENT

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

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

DEPARTMENT GOAL

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

The goal of the Department of Police Accountability is to identify and remove biases in recruiting and sourcing potential candidates that represent the diversity of our city and the Bay Area. This includes broadening our job announcements to become more inclusive and creating a more diverse workplace that offers a safe space for all employees to feel included and welcomed. Our goal is to create and maintain a diverse hiring committee to bring in the most diverse and inclusive workforce.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	Dir. of Recruitment and specific email dpa.recruitment@sfgov.org as a pipeline to hiring diverse candidates; Outreach Unit to access minority Bar associations and law school groups	Barriers assessment is completed	Implemented and ongoing assessment	<ul style="list-style-type: none">• Creating specific email for recruitment• Creating Intern newsletter for past and current interns (similar to the Charles Houston Bar Association’s weekly newsletter) with job announcements, DPA updates and events, and links to various resources that our interns will need.• Accessing local bar associations like BASF and CHBA to post job announcements to their networks.	In progress Newsletter to start 1/1/2021 In progress	Director of Recruitment; Outreach Unit



- Networking with major private sector and private firms in a volunteer attorney program
- Utilizing the City’s Peer Mentor program.
- Post job announcements on LinkedIn

1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	Annual Diversity, Equity, and Inclusion Survey	Survey is administered annually Survey results are included in the department annual review	Annual	<ul style="list-style-type: none">• Annual Diversity, Equity, and Inclusion Survey sent week of 11/16. Survey results will be included in annual report.• Develop biannual surveys to assess inclusivity and diversity in relation to hiring.• 	In progress In progress	Director of Audits
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	Equitable hiring and recruitment policy created	Policy is created, implemented, and reviewed annually to maximize results	Yearly	<ul style="list-style-type: none">• Policy: The Department of Police Accountability is strongly committed to diversity and supports the advancement of women and people of color. We believe the office should reflect the population it serves. People of color, disabled individuals, and members of the LGBTQI+ community are strongly encouraged to apply.• Department is planning to establish a hiring committee to review hiring processes	Complete In progress	Director of Recruitment

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



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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	Dir. of Recruitment	Candidate pool is increasingly more diverse and referred from a variety of sources	Ongoing	<ul style="list-style-type: none">• Reach out to Minority Bar associations and law school groups• Increase networks through past interns and community groups that have participated in collaborative efforts with DPA• Partner with Opportunities for All to get a more diverse applicant pool from different ages, school levels, and backgrounds• Establish a hiring committee to review hiring processes• Create a SharePoint page for job announcements	In progress In progress In progress In progress In progress	Director of Recruitment
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	Outreach Unit	Candidate pool is increasingly more diverse and referred from a variety of sources	Ongoing	<ul style="list-style-type: none">• Outreach engages with a variety of San Francisco community organizations with the department's vulnerable populations.• Outreach is planning on incorporating more information about internship program in presentations.	Complete In progress	Director of Recruitment
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	Inclusive and varied job descriptions Director of Recruitment, HR	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	Ongoing	<ul style="list-style-type: none">• MQs for 8124 and 8126 are written to allow a very wide range of qualifying experience. In addition to professional experience investigating misconduct, candidates can qualify with experience from investigative work in a professional field such as law,	Complete	Director of Recruitment; Internal HR Specialist



				media/journalism, public health/welfare, human/civil rights, business (e.g. finance, insurance), education, social sciences, public policy/government or a related field.		
				<ul style="list-style-type: none">We have removed transcripts and GPA from our recruitment process. We felt it limited the diverse candidates with the experience. By eliminating such barriers such as grades and transcripts, enables the applicant (who may not have had the resources or tools to get those extra resources like tutors, review courses, etc.) to feel they are being reviewed and interviewed from their real-life experiences and interests.	Complete	
				<ul style="list-style-type: none">Department is planning to establish a hiring committee to review hiring processes	In progress	
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	Reviewed MQs for 8124 and 8126	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	<ul style="list-style-type: none">MQs for 8124 and 8126 were reviewed in 2019. We recommended changes but were unable to get agreement. Changes to MQs require agreement from the Department, employee labor organizations and DHR. We will continue to pursue changes to MQs.	In progress	Internal HR Specialist



1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ²	Removed supplemental questions for most recent 8173 recruitment.	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	<ul style="list-style-type: none">Although 8173 recruitment questions were removed, DPA Investigators and Attorneys write professional reports, legal briefs, and other professional documents as a major part of their work; evaluating writing ability is an important to the selection process. Thus, Supplemental questions are reviewed prior to every recruitment and will be evaluated to avoid potential bias.	In progress	Internal HR Specialist
1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Substitution language included in DPA classification with four-year degree MQs	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	<ul style="list-style-type: none">DPA classifications whose MQs require a four-year degree have substitution language which allows applicants to substitute up to two years of additional qualifying experience for education. We have not increased education qualifications for any of our positions.	In progress	Internal HR Specialist
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally competent skills to their work.	No outside recruiters used	Candidate pool is increasingly more diverse and referred from a variety of sources	Ongoing	<ul style="list-style-type: none">We have not used outside recruiters for any recent recruitments. Recruitment for Investigators is done in collaboration with DHR’s Public Safety unit, which is composed of DHR-employed HR professionals trained in cultural competency and implicit bias.	In progress	Internal HR Specialist

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



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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Summer and Fall Internships and Julius Turman Fellowship	# of paid interns/fellows, increase annually or meets department needs/capacity	Ongoing	<ul style="list-style-type: none">Department typically hosts interns during the Summer and Fall monthsDepartment has created Julius Turman FellowshipDirector of Recruitment is upfront about compensation and encourages outside funding when possiblePartnership with Opportunities for All	Complete	Director of Recruitment /Internships
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.	Opportunities for All placements	# of Opportunities for All placements and mentors	Ongoing	<ul style="list-style-type: none">Department hosts OFA interns during the summer months	Complete	Director of Recruitment /Internships
1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District’s Career Pathways Program .	Julius Truman Fellows program, partnerships with local law and undergraduate institutions	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Ongoing	<ul style="list-style-type: none">Department seeks out potential interns from local law schools and law school affinity groupsPlanning to do more outreach at local community colleges, universities, and high schoolsPlanning to create a DPA Intern LinkedIn page to recruitment interns from local schoolsWill begin sending past interns DPA Job announcementsPlanning to partner with local community organizations in creating a “Know Your Rights” internship programs	Complete In progress In progress In progress In progress	Director of Recruitment /Internships



1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Intern Speakers' Series, OFA presentation, Police Commission presentation, participating in Executive Director outreach events	# of opportunities during internship/fellowship	Ongoing	<ul style="list-style-type: none">Summer interns participate in a variety of enrichment activities which include field trips, presentations, final projects, and events.	Complete	Director of Recruitment /Internships
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	DHR Applicant Tracking System And Intern/Fellow Exit Survey	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Ongoing	<ul style="list-style-type: none">DHR has an applicant tracking system; DPA obtained demographic data on DPA applicants from DHR.Development of a post-survey to collect feedback from interns and fellows.	Complete	Director of Recruitment/ Internships

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Director, supervisors, and HR	Standardized interview process with a set of inclusive interview questions	Ongoing	<ul style="list-style-type: none">All interview questions are aligned with job description.	Complete	Directors, supervisors; Internal HR Specialist
1.4.2. Ensure a diverse hiring panel for each interview.	Director and supervisor of division.	Demographic composition of panels Increase in diverse interview panels	Ongoing	<ul style="list-style-type: none">Director and supervisors do a panel selection	Complete	Directors, supervisors; Internal HR Specialist
1.4.3. Train staff on conducting interviews, taking care to	CCSF Interview online training.	Interview panels will be increasingly more equitable,	Yearly	<ul style="list-style-type: none">City wide interviewer panel is required to take the fair and hire interview training online.	Complete	Directors, supervisors;



focus on implicit bias and equity. This includes staff involved in selecting interns and fellows		conversations regarding racial equity can be easily had				Internal HR Specialist
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	CCSF application and hiring tool	Tool created and implemented # of applicants increased Increased assistance to job seekers	Ongoing	<ul style="list-style-type: none">The City application and hiring tool assistance progress is used to	Complete	Internal HR Specialist
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	HR and department send internal communication.	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing	<ul style="list-style-type: none">HR and department communicate job opening through email.Executive staff will send job announcements to all DPA staff	Complete	Internal HR Specialist
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HR CCSF Tool	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Ongoing	<ul style="list-style-type: none">Keep an up to date standardized list with the ten or more applicable rules.	Complete	Internal HR Specialist
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Standardized onboarding process	All new hires are processed similarly regardless of position	Ongoing	<ul style="list-style-type: none">Following the department internal onboarding process.	Complete	Operations Manager
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	CCSF HR tool process	Increase in number of diverse candidate pools Overall faster hiring times	Ongoing	<ul style="list-style-type: none">CCSF Rule and Scoring tool	Complete	Internal HR Specialist



1.5. Racial Equity Law Enforcement Partners Working Group

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. The creation of a safe space for Black law enforcement officers to address racial injustice, excessive force/officer-involved shootings of unarmed Black men and women, the politicizing of the criminal justice system, issues with housing and the exodus of the Black community and voting rights in 2020 and in the future.	Racial Equity Representatives from the following agencies:	Increased opportunities for officers of color to engage in open dialogue about racial issues	Ongoing	<ul style="list-style-type: none">Create panel and town hall with Black law enforcement agencies to discuss this pressing issues.	In progress	RELA working Group
	Adult Probation Juvenile Probation DPA Sheriff's Dept. SFPD		Ongoing	<ul style="list-style-type: none">Create committees to have a voice at the table when Criminal Justice is at the forefront (i.e., juvenile hall closure and implementation, probation expiration, budget, etc).	In progress	
			Ongoing	<ul style="list-style-type: none">Ongoing town halls/" safe spaces" to exchange ideas and help eradicate racial injustices from within our own agencies and the community.	In progress	



2. RETENTION AND PROMOTION

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

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

DEPARTMENT GOAL

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

The Department of Police Accountability strives to ensure that policies and procedures regarding retention and promotion are equitable, inclusive and transparent. That every employee feels as though they have a pathway to success and feel respected and included with leadership and their peers.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ³	HR and department send internal communication.	Tracking mechanism implemented Demographic data analyzed	Ongoing	<ul style="list-style-type: none">• Surveys.• Ensuring each employee has access to tools and trainings offered.	In progress	Operations Manager

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



2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Audit and HR	Budget analysis completed Strategies developed and published	Ongoing	<ul style="list-style-type: none">Budget team will review the budget to ensure racial equity is a focus on future purchases as well as spending.	In progress	Operations Manager
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	Emergency Response Committee	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Ongoing	<ul style="list-style-type: none">PPE Equipment is available at an ongoing basis at our office. Materials are supplied by the EOC.Health and Safety protective measures are posted in the office and on the DPA SharePoint.	In progress Completed	Operations Manager
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	HR, Executive Team	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Ongoing	<ul style="list-style-type: none">Ensure employees have access to their unions to make sure they are informed about all their compensation, paid sick leave and flex time.Create a SharePoint page with frequently asked questions and quarterly updates.	In progress In progress	Operations Manager
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	HR, Executive Team	Caretaking and safe transportation sections included in DSW deployment protocol		<ul style="list-style-type: none">N/A.	N/A	N/A



2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	HR, Hiring Committee, RE Lead, Audit	Pay inequities are reduced and aligned annually after salary data is reviewed	Ongoing	<ul style="list-style-type: none">Internal surveysAnalyzing and tracking employee progress against industry standards to ensure equitability.	In progress	Internal HR Specialist; Hiring Committee
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	HR, Hiring Committee, RE Lead, Audit	Benefits provided are annually improved				
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	HR, Executive Team, RE Team	PTO policy is annually improved # of staff taking PTO increases	Ongoing	<ul style="list-style-type: none">Internal surveys to determine which holidays are celebrated.Gathering information on religious holidays and comparing with CCSF outside agencies to develop holiday schedule, plans, and events.Develop an educational tool that increases the department's knowledge of and understanding of the holidays.	In progress	Internal HR Specialist; Exec. Team



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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	RE Team, HR, Hiring Committee	Increase in knowledge about raises and promotions	Ongoing	<ul style="list-style-type: none">Creation of Pathways to Promotion working group to facilitate a one-stop shop for gathering information to tools, trainings, professional development, etc.Develop a DPA workshop to discuss the data collected through the working group to ensure the information is passed to the entire department.	In progress In progress	Operations Manager
2.3.2. Develop a formal and transparent process for raises and promotions.	RE Team, HR, Hiring Committee	Increase in staff feedback about promotion and raise process	Ongoing	<ul style="list-style-type: none">Creation of Pathways to Promotion working group and Hiring Committee.Organize union meetings.	In progress In progress	Operations Manager
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	RE Team, HR, Hiring Committee	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Ongoing	<ul style="list-style-type: none">Develop a program to identify acting/interim roles and minimum qualifications. The process will include application and selection process guidelines.	In progress	Operations Manager
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.		Reversal of diversity drop-offs in 182x classifications				



- 2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.
- Identify “dead end” classification and revise

3. DISCIPLINE AND SEPARATION

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

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

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.
² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

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

The Department of Police Accountability seeks to impose transparent and equitable disciplinary actions when applicable. Employees are given the opportunity to exercise their rights and resources to foster a fair and safe work environment

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Tracking mechanism implemented and analyzed annually	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Ongoing	<ul style="list-style-type: none">DHR tracks DPA disciplinary actions and separations. For the past four years, DPA had 14 separations - ten were resignations, two were exempt releases and three were released from probation. Going forward, the DPA will analyze this information annually to identify trends.	In progress	Internal HR Specialist
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	Tracking mechanism implemented and analyzed annually	Create tracking mechanism Analyze data annually	Ongoing	<ul style="list-style-type: none">DHR tracks DPA disciplinary actions and separations. For the past four years, DPA had 14 separations - ten were resignations, two were exempt releases and three were released from probation. Going forward, the DPA will analyze this information annually to identify trends.	In progress	Internal HR Specialist
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Required implicit bias training	# of trainings completed annually	Ongoing	<ul style="list-style-type: none">In December 2020, DPA staff attended implicit bias and communicating across cultures training. The City is working on providing more guidance on equitable discipline, based on the analysis of our citywide discipline in the new discipline database. The DPA will look to send staff to this training once it is made available.	In progress	Internal HR Specialist
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	Peer mediation program is in development	Human resources trained on alternative dispute resolution	Ongoing	<ul style="list-style-type: none">The City, through DHR, is establishing a peer mediation program that could potentially reduce the need for traditional disciplinary measures. The DPA will look to use this program, when available, to resolve interpersonal issues.	In progress	Internal HR Specialist



3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Discipline procedures standardized	Reduction of racial disparities in disciplinary actions	Ongoing	<ul style="list-style-type: none">The DPA standardizes discipline procedures and corrective actions by following the guidance and procedures from DHR and the MOUs from employee bargaining units.	In progress	Internal HR Specialist
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4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

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

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

DEPARTMENT GOAL

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

The Department of Police Accountability strives to create a leadership that reflects the diversity of San Francisco.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Executive Director; HR	% increase in diverse leadership	Ongoing	<ul style="list-style-type: none">The DPA Director engaged with diverse leaders in the criminal justice and accountability to build a leadership that is reflective of our community.	Complete	Executive Director
4.1.2. Commit to ongoing racial equity training and development for leadership.	Senior Administration; HR	# of training & development completed by leadership per quarter	Ongoing	<ul style="list-style-type: none">Ensure leadership attend all 24+ training.Ensure leadership attend SFDHR’s Implicit bias trainingAttend communicating across cultures	Ongoing Completed In progress	Chief of Operations



				<ul style="list-style-type: none">Researching outside trainings to supplement bias training.	In progress	
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Senior Administration; Audit	Senior leadership demographic included in the department annual report	Ongoing	<ul style="list-style-type: none">DPA is a small department but it is intentional that our leadership represent our City’s community. Leadership is split by racial and gender demographics. We are currently at 50% male/ 50% female; 25% Black, 25% Filipino, 25% White, 25% Asian.	Completed	Chief of Operations; Director of Audits
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Operations; Audit.	% of staff is aware of the process	Ongoing	<ul style="list-style-type: none">Re-issue Racial Equity Audit quarterly.Introduce an anonymous complaint drop-box to address concerns with senior leadership.	In progress	Chief of Operations

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



5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

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

DEPARTMENT GOAL

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

The DHR Workforce Development Division is engaged in a variety of employee development and training initiatives, including training and coaching for supervisors and managers; training for human resources staffs citywide; coordinating interdepartmental training programs; strategic planning for the future workforce (succession planning), including implementation of workforce planning programs; collaborating with learning institutions to offer classes through the City University program; facilitating organizational development projects (e.g., team building, retreats:); coordinating the PPAR Program; and coordinating Apprenticeship Programs. The department also encourages employees to use the Tuition reimbursement program authorized under their MOU to access training, education, and other professional development resources.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	All staff are required to completed numerous trainings annually	# of available professional development opportunity # of completed training	Ongoing	<ul style="list-style-type: none">All Staff are contacted by the Dept.’s internal HR Director to complete trainings monthly.	Complete	Internal HR Specialist



5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Staff are invited to attend NACOLE Conference and are reimbursed	# of attended, external conferences	Annual	<ul style="list-style-type: none">All staff are invited to attend conference and eligible for reimbursement.	Complete	Chief of Staff
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Tuition Reimbursement	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	Ongoing	<ul style="list-style-type: none">Staff under appropriate classifications and are eligible for tuition reimbursementDepartment is looking to develop a mentorship program for staff to receive extended learning in other agencies.	Complete In progress	Internal HR Specialist
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	Trainings open and circulated to all staff	# of staff participating in outside events or opportunities	Ongoing	<ul style="list-style-type: none">Department HR Director routinely sends voluntary training to staff.	Complete	Internal HR Specialist
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Tracking system exists (Performance Plan and Appraisal Report)	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Annual	<ul style="list-style-type: none">All employees are given a Performance Plan and Appraisal Report that is used to track development and progress.Department is working towards re-envisioning PPA to create more objective metrics.	Complete In progress	Dept. Supervisors; Internal HR Specialist; Chief of Operations

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Performance Plan and Appraisal Report	Bi-annual performance evaluation program to all staff	Annual	<ul style="list-style-type: none">All employees are given a Performance Plan and Appraisal Report that is used to track development and progress.	Complete	Dept. Supervisors and Internal HR Specialist



5.2.2. Create a mentorship program between senior and junior level staff.	Investigator buddy system	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	Ongoing	<ul style="list-style-type: none">Investigators typically participate in a buddy” system where new staff are mentored by older staff.	Complete	Operations Manager
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5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.	Director of Operations; H.R.	Process developed % of staff aware of accommodation process # of accommodations made increased	Ongoing	<ul style="list-style-type: none">Developing a click-thru training to remind employees of DPA’s process for reasonable accommodations.Training to track the number of staff members who have completed the training.H.R. to compare the number of accommodations made in 2021 versus 2020.	In progress In progress In progress	Operations Manager; Internal HR Specialist
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Director of Operations; H.R.	Accommodations discussed and recorded during bi-annual performance evaluation process	Ongoing	<ul style="list-style-type: none">Assessments of staff needs are part of our ongoing PPAR process.	Complete	Operations Manager; Internal HR Specialist
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Director of Operations; H.R.	Improvement in overall staff mental health, increase in staff feedback	Ongoing	<ul style="list-style-type: none">DPA has several rooms available to facilitate group or individual wellness. This includes a breakroom (currently limited to 2 people during COVID), and several individual conference rooms. Additionally, employees can utilize Teams and Zoom for PPAR’s and meetings.	Complete	Operations Manager; Internal HR Specialist



				<ul style="list-style-type: none">• Outreach organizes Zoom community meetings and solicit staff to conduct trainings.	Complete	
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.		\$ set aside for accommodations Increase in staff awareness of accommodations		<ul style="list-style-type: none">• Send email about SF Health Services' wellness programs to staff.• DPA does not have funds set aside for wellness. However, we can remind employees to check their MOU to see if there is money available for training and/or stipends.	In progress In progress	Operations Manager; Internal HR Specialist
5.3.5. Respect religious and cultural practices of employees.	Available office space	Improvement in overall staff mental health	Ongoing	<ul style="list-style-type: none">• DPA has several rooms available to facilitate group or individual wellness. This includes a breakroom (currently limited to 2 people during COVID), and several individual conference rooms.	Complete	Operations Manager; Internal HR Specialist



6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

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

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

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

DEPARTMENT GOAL

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

The Department of Police Accountability is committed to maintaining a positive and professional work environment. The department does not tolerate harassment on the basis of sex, race, religion, color, national origin, disability, medical condition, marital status, sexual orientation, or another protected category.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Updated Employee Handbook	Department mission, policies, and procedures are updated and available	Ongoing	<ul style="list-style-type: none">Employee Handbook is routinely updated as changes in the department occur.	Complete	Outreach Division
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department	Regular scheduled meetings and assignment of	Regular scheduled meetings with RE Team to implement RE Action Plan	Ongoing	<ul style="list-style-type: none">Racial Equity Team Leader was assigned and coordinated regularly scheduled meetings	Complete	Racial Equity Team Leader



accountable for reaching its RE Action Plan goals. Racial Equity Team Leader

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Plan is being written	RE Action Plan is published on department website	Ongoing	<ul style="list-style-type: none">Racial Equity plan is being drafted and will be presented/published	In progress	Racial Equity Team Leader
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Meetings and presentation scheduled	Ongoing reporting	Ongoing	<ul style="list-style-type: none">Racial Equity Team meetings are regularly scheduled, and a presentation date has been set	In progress	Racial Equity Team Leader
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Department sub-committees	Committees established	Ongoing	<ul style="list-style-type: none">Department has created sub-committees that recognize cultural identitiesCreation of a SharePoint community page for staff to participate in book clubs, video clubs, and brown bag lunch discussions	Complete	Operations Manager
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Bias/workplace discrimination trainings	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Ongoing	<ul style="list-style-type: none">Department requires all employees to participate in virtual bias/discrimination trainings that issue a certification.	Complete	Director of DPA HR



6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Annual Diversity, Equity, and Inclusion Survey	Annual survey with disaggregated data and feedback	Ongoing	<ul style="list-style-type: none">Annual Diversity, Equity, and Inclusion, Survey was sent out to all staff.	In progress	Racial Equity Team Leader
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	History wall in progress	Increase in staff engagement	Ongoing	<ul style="list-style-type: none">Department is in the process of developing a history wall that reflects diversity in change within the DPA	In progress	Outreach Division; Exec. Team

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Internal mailing master list	Increase in staff feedback, participation, and response to communications	Ongoing	<ul style="list-style-type: none">The internal mailing list is updated every 6-8 months.	Complete	Outreach Division
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Share point, S drive teams, general department groups and onsite communication board	Ongoing staff participation and feedback	Ongoing	<ul style="list-style-type: none">SharePoint, S drive, teams, group, and onsite communication boards are accessible for staff to use for transparent communication topics.	Complete	Operations Division; IT Division; Outreach Division
6.2.3.	Share point, S drive teams, general department groups	Ongoing staff participation and feedback	Ongoing	<ul style="list-style-type: none">SharePoint, S drive, teams, group, and onsite communication boards are	Complete	Operations Division; IT



Create, maintain, and make available a space, physical and/or digital, for staff to share information.

and onsite communication board

accessible for staff to use for transparent communication topics

Division; Outreach Division

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Employee email and NACOLE conference invitations	Protocol distributed internally and with any outward-facing interactions	Ongoing	<ul style="list-style-type: none">All correspondence regarding events is conducted via employee emails. All staff are invited to register for a slot in NACOLE’s Annual Conference.	Complete	Chief of Staff
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards considering staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	ADA-standard cubicles, offices, and spaces. Bathroom improvement plan	A plan for physical space improvement \$ funding secured Successful implementation	Ongoing	<ul style="list-style-type: none">All cubicles, offices, and office spaces are in accordance to the ADA standards. A plan is underway to create ADA-standard bathrooms.	In progress	Operations Manager
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards considering staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	Implementation of new digital communication systems	A plan for digital improvement \$ funding secured Successful implementation	Complete	<ul style="list-style-type: none">Department has implemented the use of Insight, SharePoint, and a One Drive to improve communication and accessibility.	Complete	Operations Manager
6.3.4. Invest in translation services.	Translated Complaint forms, outreach brochures,	# Increase in translated materials	Complete	<ul style="list-style-type: none">Department has translated most of the outreach materials and the complaint forms in seven languages (English,	Complete	Outreach Division



	mediation brochures, and cards			Spanish, Chinese, Vietnamese, Tagalog, Russian, and Arabic).		
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Changed email signature and dress code standards	Increase in staff using inclusive identity expression, second nature	Complete	<ul style="list-style-type: none">All employees were encouraged to include gender pronouns in email signatures.Dress code standards were modified to be more relaxed unless investigator is scheduled for an intake interview.	Complete	Operations Manager
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	All information included on website	Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed captioning by default Increased digital equity (e.g., access) for all employees	Completed	<ul style="list-style-type: none">All information including complaint forms, and brochures are accessible on website.Ensure DPA materials in the office are available to accommodate all complainants.	Complete In progress	Operations Manager

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Community outreach survey distribution	Community will have an impact on all department projects	Complete	<ul style="list-style-type: none">Outreach Survey has been created to gather community feedback at outreach events.	Complete	Outreach Division
6.4.2. Find opportunities to invest into and support the communities the department serves.	Outreach event collaboration	Increased opportunities for communities to invest	Complete	<ul style="list-style-type: none">Outreach Team hosts a Stakeholder Engagement Series where partnering organizations can share their work and services with the DPA and public.	Complete	Outreach Division



7. BOARDS AND COMMISSIONS

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

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

DEPARTMENT GOAL

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

N/A

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan.	Executive Director, new hires	Bylaws, rules of order or other procedures successfully amended	Quarterly	<ul style="list-style-type: none">DPA Director announces quarterly staff hiring’s during the Director’s Report.	In progress	Executive Staff
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	All staff	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts	Ongoing	<ul style="list-style-type: none">Provide opportunity for staff to present work to the commission.Provide advice and feedback for presentation.	In progress	Executive Staff



Greater racial and gender equity in board and/or commission members						
7.1.3. Have board/commission adopt a resolution around racial equity.	Internship coordinator/Interns	Resolution adopted	Annual	<ul style="list-style-type: none">• Prepare presentation for Commission• Present presentation.	Complete	Director of Recruitment
7.1.4. Racial equity-related items are regularly agendized.	RE Action Plan presentation to Police Commission	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	Ongoing	<ul style="list-style-type: none">• Presented Racial Equity Plan to Police Commission on 12/16/2020 (presentation attached).	Complete	Racial Equity Plan Team Leader
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	N/A	Participatory budgeting processes Community advisory working groups Issue-specific task forces	N/A	<ul style="list-style-type: none">• N/A.	N/A	N/A
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	N/A	Resolution adopted	N/A	<ul style="list-style-type: none">• N/A.	N/A	N/A
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	N/A	Greater racial and gender equity in board and/or commission members	N/A	<ul style="list-style-type: none">• N/A.	N/A	N/A
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	N/A	# of policies passed with RE lens Budget equity completed	N/A	<ul style="list-style-type: none">• N/A.	N/A	N/A

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



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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	Language Access is available for all LEP, ASL and heard of hearing	# of diverse board/commission members % of board/commission retention Implementation of inclusive protocols	Ongoing	<ul style="list-style-type: none">DPA provides interpreting services and American sign language are available for deaf and hard of hearing as well as Limited English Proficient (LEP) through phone, video or in person.	Complete	Operations Division; Outreach Division
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	CCSF annual training	# of completed training per quarter Increased participation rate	Annually	<ul style="list-style-type: none">Yearly online training sent from HR Specialist.	Complete	Internal HR Specialist
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	N/A	Increased board/commission retention Member experience satisfaction survey	N/A	<ul style="list-style-type: none">N/A.	N/A	N/A



7.3. Form law enforcement Racial Equity teams to ensure BIPOC law enforcement officers are included in the dialogue and have a seat at the table that directly impacts the community being served.

VISION: To collaborate with Black law enforcement officers to advocate for inclusion and equitability.

MISSION STATEMENT: Unification of CCSF’s Black law enforcement officers in addressing social injustice and creating social justice reforms through the partnering of law enforcement agencies.

PROCESS: Applying Transparency, Equitability & Accountability (T.E.A.) to each action item implemented.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. Formation of Black Law Enforcement Officer Racial Equity Action Team (BLE REAT) to create a safe space for Black officers to address issues that directly affect Black law enforcement and the Black community.	CCSF Agencies: APD Juvenile Probation DPA SFPD Sheriff’s Dept.	MOU between the BLE REAP agencies Increased participation of Black law enforcement officers in such events as town hall meetings and “brown bag lunches” A representative from the BLE REAT would be included in the decision-making process around equity and inclusion. BLE REAT to be formally acknowledged as an existing CCSF entity with city officials. Healing circles to address safe spaces for Black officers to address social justice issues that directly.	Ongoing	<ul style="list-style-type: none">Consistent meetings.Write the MOUs to be approved by our Dept. heads/command staff.Explore policy and procedures that formulate the infrastructure for BLE REAP.Collaborate with ORE to develop our entity’s action plan and gain insightful feedback.	In progress	BLE REAP Team



7.3.1. Black Law Enforcement Racial Equity enrichment opportunities to foster networking and comradery	CCSF Agencies: APD Juvenile Probation DPA SFPD Sheriff's Dept.	Successful implementation, planning and participation that led to networking opportunities and fellowship, creating life-long bonds.	<ul style="list-style-type: none">• Consistent meetings.• Creation of event planning committees.• Outreach to outside Bi-POC/Black LE agencies.• Surveys for feedback.	In progress	BLE REAP Team
7.3.2. Formation of the Racial Equity Justice Partners Team to address issues of social justice reform.	CCSF Agencies: APD Juvenile Probation DPA SFPD Sheriff's Dept. SFDA Public Defender's office SF Superior Court Pre-Trial Diversion	MOU between the justice partners Increased participation of BIPOC justice partners in such events as town hall meetings and "brown bag lunches."	<ul style="list-style-type: none">▪ Consistent meetings.• Write the MOUs to be approved by our Dept. heads/command staff.• Explore policy and procedures that formulate the infrastructure for Justice Partners.• Collaborate with ORE to develop our entity's action plan and gain insightful feedback.	In progress	BLE REAP Team

Appendix

Department History

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

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



The DPA, formerly the Office of Citizen Complaints, has a thirty-five-year legacy of strong community support for its mission to provide civilian oversight of the San Francisco Police Department. It was first established by San Francisco voters through the Board of Supervisor's ballot initiative in 1982. The DPA is committed to providing San Francisco with independent and impartial law enforcement oversight. The mission of the DPA is to investigate complaints promptly, fairly, and impartially against the San Francisco Police Department (SFPD), make policy recommendations, investigate all officer-involved shootings, and, conduct periodic audits of the SFPD.

The DPA is overseen by the San Francisco Police Commission (“Police Commission”). The Police Commission also serves as the civilian oversight body for the San Francisco Police Department. As part of DPA’s Charter Mandate authority duties, officers and employees cooperate with DPA investigations by promptly producing all records requested by the DPA. The exception to this is records of disclosure in which the DPA prohibited to release by law.

In 1995, through a voter initiative (Proposition G), the appointment of the then-OCC director was changed from a Commission appointment to a process where the Police Commission nominated the agency’s director with an appointment by the Mayor and confirmation by the Board of Supervisors. It also required that for every 150 officers the OCC employ one investigator.

In 2003, another ballot initiative (Proposition H) enhanced the oversight roles of both the Police Commissioners and DPA. Proposition H increased the number of Police Commissions from five to seven and divided appointment power for the Commission between the Mayor and the Police Commission. It also authorized DPA to file charges with the Commission, after conferring with the Chief, in cases where the Chief disagreed with DPA’s recommendation of charges.

In 2016 the DPA’s civilian oversight authority and responsibilities were once again expanded. Previously, under the City Charter, the DPA’s authority to investigate an officer-involved shooting was contingent upon someone filing a complaint about the incident. In June 2016, over 80% of San Francisco voters passed Proposition D that mandated the DPA to investigate all officer involved shootings. In November 2016, over 80% of San Francisco voters passed Proposition G which further expanded DPA’s oversight of the Police Department to include the authority to conduct audits of the Police Department.

The Board of Supervisors who unanimously voted to place the initiative on the ballot, described Proposition G as “transforming the OCC, a complaint driven office, into the Department of Police Accountability, a proactive department with stronger and independent oversight authority.” The Board of Supervisors explained that Proposition G increased oversight of the SFPD by:

1. Removing a conflict of interest by allowing DPA to submit its budget directly to the Mayor without approval from SFPD.
2. Giving DPA independent authority to perform regular and discretionary auditing of SFPD’s use-of force, officer misconduct, policies, and procedures.
3. Creating greater transparency by allowing the public to track claims of misconduct and complaints.

Proposition H also enumerated the specific records that the DPA is entitled to including but not limited to:

- records relevant SFPD policies or practices.
- personnel and disciplinary records of Police Department employees.
- criminal investigative and prosecution files; and
- all records to which the Police Commission has access regardless of whether they are specific to a complaint.



Vulnerable Populations Served

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

DPA serves a broad group of vulnerable populations in San Francisco, including: African American, Latinx, Asian, Youth and Students, Sexual Assault Survivors, Domestic Violence Victims, the Deaf and Hard of Hearing Community, Persons in Crisis, Deaf and Hard of Hearing, Low Income, Unhoused and Housing Insecure, Gender Identity, Immigrant and Limited English Proficiency.

Vulnerable Populations Engagement Assessment

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

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Communities Disproportionally Impacted by policing, youth and students, sexual Assault survivors, domestic violence victims, the Deaf and Hard of Hearing community, Persons in Crisis	The Policy Director participates in working groups, advocates on behalf of vulnerable populations for police policy changes, educates vulnerable populations about their rights	2%	Implementing and tracking Police Department progress on Department of Justice reforms, educating vulnerable populations about their rights, furthering police policy changes to ensure the equitable treatment of vulnerable populations	Working group participation and advocacy for the implementation of Department of Justice Collaborative Reform recommendations, including modification of police search procedures that disproportionately impact persons of color and bias-free policing initiatives. Youth rights working group participation, outreach, education, SFUSD-SFPD Memorandum of Understanding, and <i>Know Your Rights for Youth in San Francisco</i> publications. Working group participation and advocacy for policy changes to enable sexual assault and domestic violence victims to obtain timely police reports.



Working group advocacy for SFPD policy changes to Deaf and hard of hearing.
Crisis Intervention Team working group participation and drafting of new police protocols.

Due to COVID-19 all working groups and meetings have moved online to prevent disruption in policy work.

African American, Latinx, Deaf and Hard of Hearing, Low Income, Unhoused and Housing Insecure, Gender Identity.	Community Engagement and Outreach by DPA Staff	3%	Educating of vulnerable populations about their rights and how to file police misconduct complaints	<p>Direct Service to vulnerable population through outreach events. Outreach events include, Community meetings, LGBTQI meetings and events, youth commissions. The DPA provides information on how to file a police misconduct complains.</p> <p>Due to COVID-19 DPA staff are engaging the community through digital outreach events and DSW work.</p>
<p>Complainants and Officer-Involved Shooting Victims</p> <p>(A majority of complaints are filed by individuals from a variety of vulnerable populations, which are not tracked.)</p>	The DPA investigates all community member complaints of police misconduct and all officer-involved shootings.	Not Applicable	Addressing biased policing, police excessive force, law enforcement mental health and crisis response	<p>Direct service to vulnerable population through police misconduct case investigations. Forty-three percent of complainants are persons of color (with 35% of complainants declining to state an ethnicity).</p> <p>Investigation of officer-involved shootings, which disproportionately impacts low-income communities and persons of color.</p> <p>Due to COVID-19, the DPA is not conducting in person complaints but is still accepting complaints via mail, online and telephone.</p>
Persons of Color, Low Income, Unhoused and Housing Insecure; Elderly Community; Youth	The Outreach Team engages the community through community meetings, Pride events, working group, Youth commission and groups, city hosted events, GARE	1%	Educating of vulnerable populations about their rights and how to file police misconduct complaints	<p>Direct service to community groups and outreach events. The coordinator also ensure brochures and education materials are available to the public through SFPD police stations, other community groups.</p> <p>Due to COVID-19 a majority of outreach events are held digitally however the Outreach coordinator is still providing brochures and education materials digitally and physically to all SFPD station and community groups.</p>



DPA Interns

The DPA Law and Justice Reform Internship Program is intended to give college students interested in public service exposure to police policy and practice issues, including civil liberties, criminal law, criminal procedure, constitutional law, public safety, employment, and administrative law. Students will also have the opportunity to attend administrative and appellate arguments, administrative hearings and proceedings, and case conferences.

Not Applicable

Bias policing, use of force/excessive force, and crisis intervention

The Department of Police Accountability is strongly committed to diversity and supports the advancement of women and people of color. We believe the office should reflect the population it serves. People of color, disabled individuals, and members of the LGBTQI community are strongly encouraged to apply.

Due to COVID-19 DPA’s Intern program is attended both online and in person.

CURRENT WORKFORCE DEMOGRAPHIC DATA

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

DPA is not included in DHR’s website because we are a small department, and our job classes are too small. Disclosing our data might reveal an individual incumbent’s identity thereby disclosing personal information.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Our department-wide Annual, Equity, and Inclusion Survey was developed and sent out to all employees to complete. The purpose of the survey was to acquire employee feedback on the department’s commitment to equity, diversity, and inclusion. Staff were given two weeks to complete the survey anonymously. Thirty-six survey responses were received.



- *Did this survey uncover any issues related to issues of interpersonal racism in the Department?*
 - We did not uncover any issues related to interpersonal racism within the department, but we had one of our thirty-five respondents who expressed feelings that people of other cultures are not respected here and three who personally did not feel respected within DPA.
 - While our respondents did not point to interpersonal racism in DPA, we believe that even one person feeling disrespected is one too many. To address this, we are planning a “having difficult conversations” meeting with our staff so that people feel more comfortable discussing racial issues.
- *Did this survey uncover any issues related to issues of institutional racism within the Department?*
 - No, we are proud to report that we found the contrary. Our employees overwhelmingly responded that the office policies discourage discrimination, they know where to report discrimination, and that they believe that DPA would take appropriate action in response to actions of discrimination. Further, 95% of our employees believe that DPA values diversity and inclusion and that leadership supports those values. None of our employees believed that “racial, ethnic, and gender-based jokes are tolerated at DPA.”
- *Do all employees have regular access to training opportunities and professional development? If not, why not?*
 - Yes, in large our employees feel encouraged to apply to higher positions and that they are evaluated fairly. However, 5 employees did not feel that there was a career development path for them, and 9 had no opinion on the matter.
 - To address the employees who did not feel like there is a career development path we are doing two things: 1) creating a SharePoint page with internal job announcements and ensuring they are sent to everyone, 2) discussing an internal rotation between investigators and other staff positions.
- *Do all employees feel safe and included at work?*
 - Most of our employees feel included and valued at the DPA.
 - While most of our employees feel included and valued, we will be leveraging our new digital platforms to do brown bag lunches with breakout rooms. We recently took the DHR training on Managing Implicit Bias and the breakout rooms gave us a great opportunity to get to know each other/catch up in a smaller setting.
- *Do all employees have equal access to advancement and promotional opportunities?*
 - Most of our employees have responded that they have equal access to employment opportunities and that promotions.

We are planning the development of a mentorship program for our investigators and staff. We believe this will help with professional development and a feeling of inclusion. We have also discussed the creation of new mid-level positions between investigator and senior investigator. Finally, we will be updating our Performance Plans to have more verifiable metric.

RACIAL EQUITY ACTION PLAN

Department of Police Accountability

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Racial Equity
Law Enforcement
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About Us



Vision

A Vision for Racial Equity aims to Expand Racial Equity and Inclusion as a priority for DPA

Mission

DPA's mission is to ensure that we serve the communities of San Francisco equally and fairly. Equity and Inclusion begins from within. Our agency aims to reflect the communities we serve.

Values



Inclusion



Diversity



Sense of
Belonging



Support

Team



Vulnerable Populations



Phase - 1



EQUAL Hiring and Recruitment



Hiring Process

Discuss with exec team on how to make sure the hiring process is fair and equal for all positions



Hiring Committee

Includes representatives from all divisions at DPA
Includes exec staff but only as a participant and not as a leader
Create a champion leader



DPA SharePoint

Spotlight EOC COVID Job Announcement Page
Ensure all announcements are sent to everyone at the department



Outreach

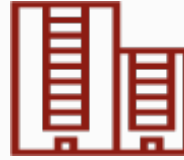
Address fear and phobias of outreach
Identify new outreach opportunities



LinkedIn

Expand DPA's recruitment to LinkedIn tagging and spotlighting DPA's intern Program

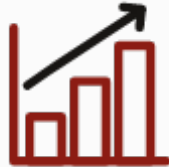
Equal RETENTION AND PROMOTION



Hiring
Committee



Peer Mentorship



Peer Mentorship with
outside Agencies and
Departments



Pathway to Promotion

Equal DIVERSE AND EQUITABLE LEADERSHIP

DPA is committed to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.



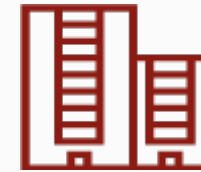
Adhere to a hiring and recruitment policy



Racial equity training and development for leadership



Senior Leader demographics



Create a process to submit anonymous input to senior leadership

Equal

MOBILITY AND PROFESSIONAL DEVELOPMENT

Professional and skill development

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

Collaboration between staff and supervisors

Revisioning Performance Plan Appraisals
- Investigator Buddy System.



Ensure Staff needs are met to perform and excel at their jobs

Staff accommodations
breaks, Quality of life, additional training opportunities

Offer opportunities for Unions to inform and engage members about training stipends and other opportunities

Equal Training Opportunities



Bias Training



Difficult
Conversation
Training



How to manage
teams



Professional
Development
Training

Equal INCLUSION AND BELONGING

Inclusion & Belonging

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

- Update employee handbook
- Create equity team of Racial Equity leads
- Report to executive staff and commission

Communication

Develop internal communication processes and procedures that promote equity

DPA regularly updates mailing list, Information is shared on DPA's SharePoint, and shared drives

Access

Improve both physical and digital space to meet or exceed accessibility standards

Employee NACOLE conference invitations, ADA certified cubicles and office space

- Translated Materials (brochures and forms)

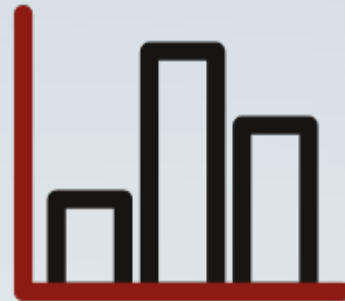
Relationships

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

Outreach team distributes outreach survey to obtain feedback

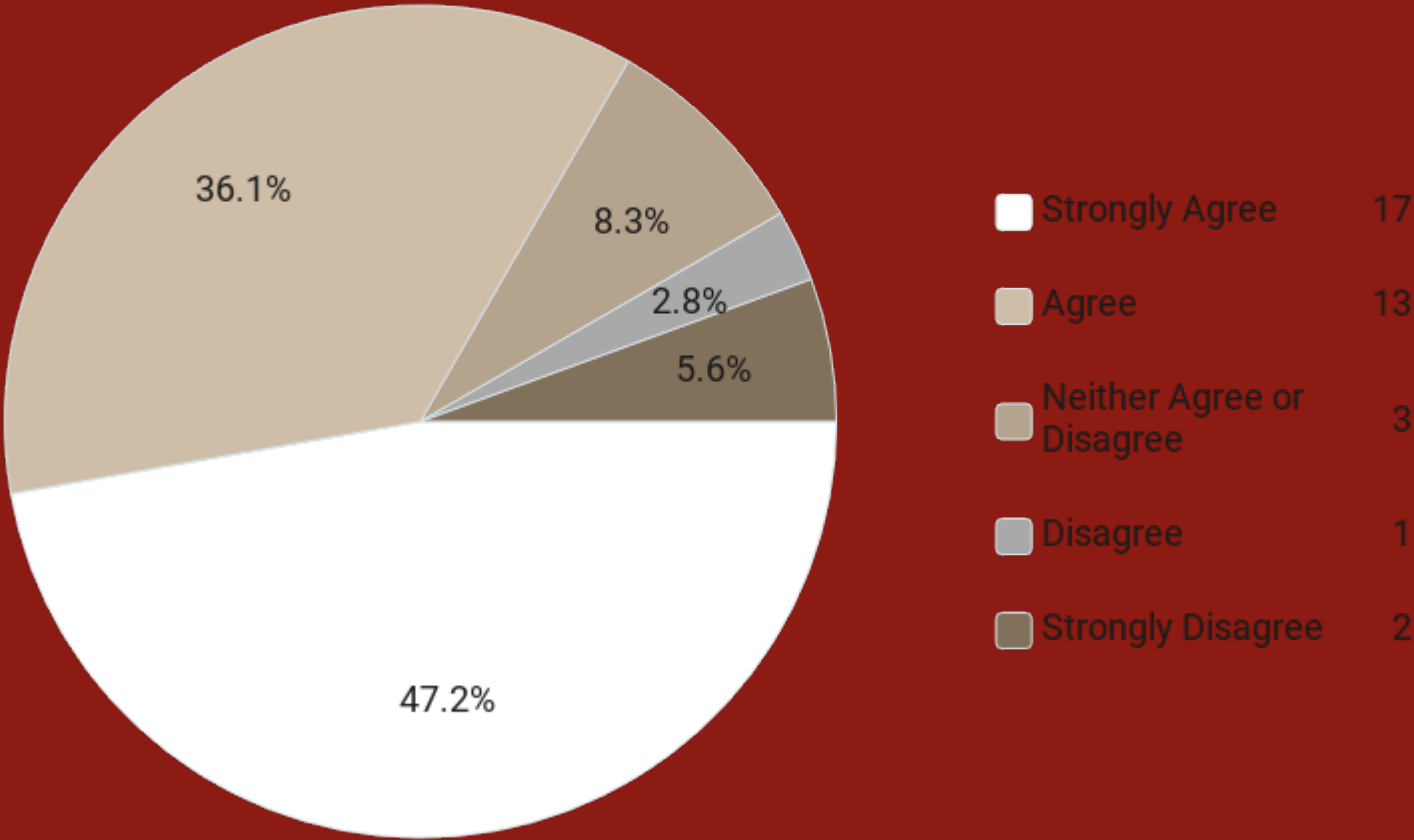
DPA attends community outreach events to foster working relationships

Survey Results



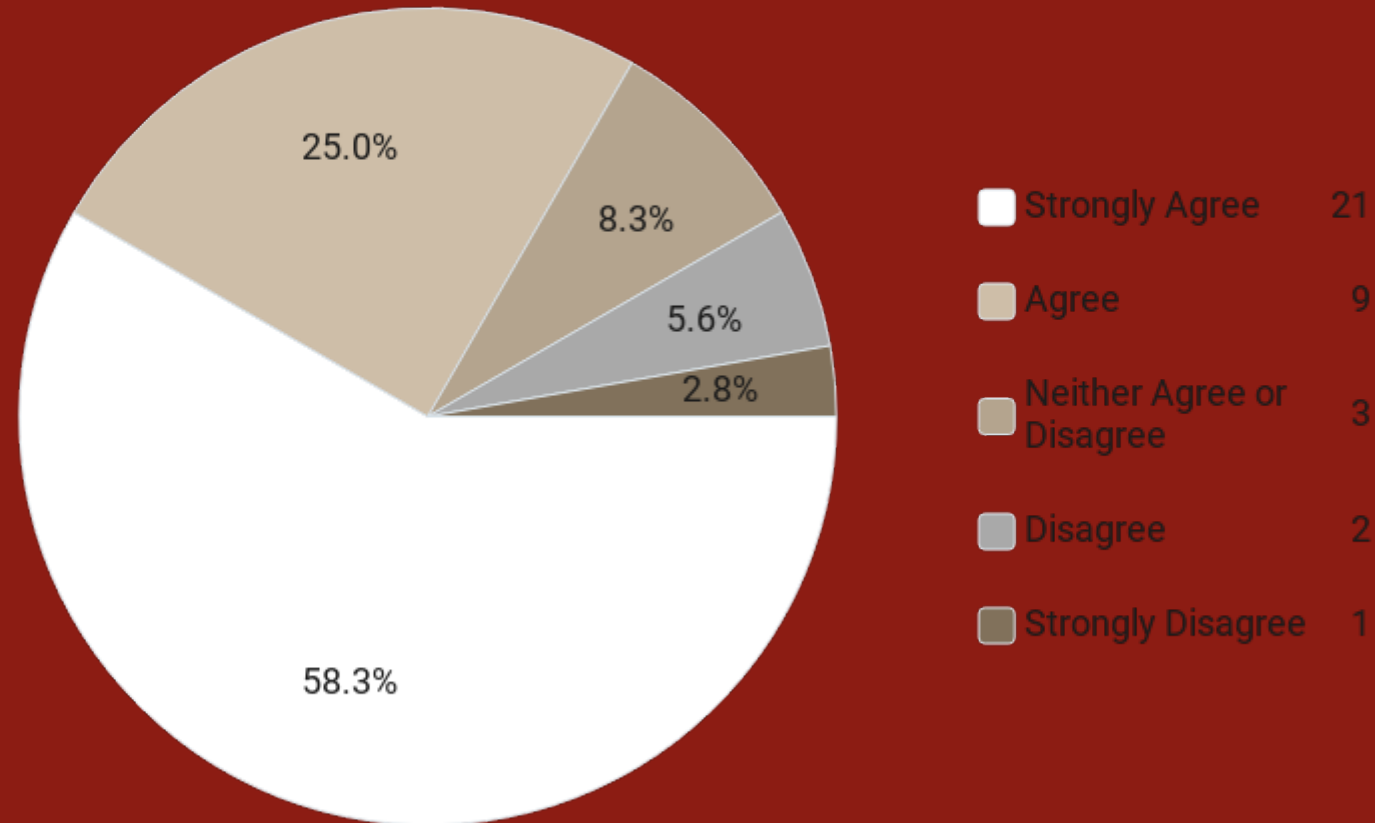
Racial Equity Inclusion Survey

Everyone has access to equal employment opportunities



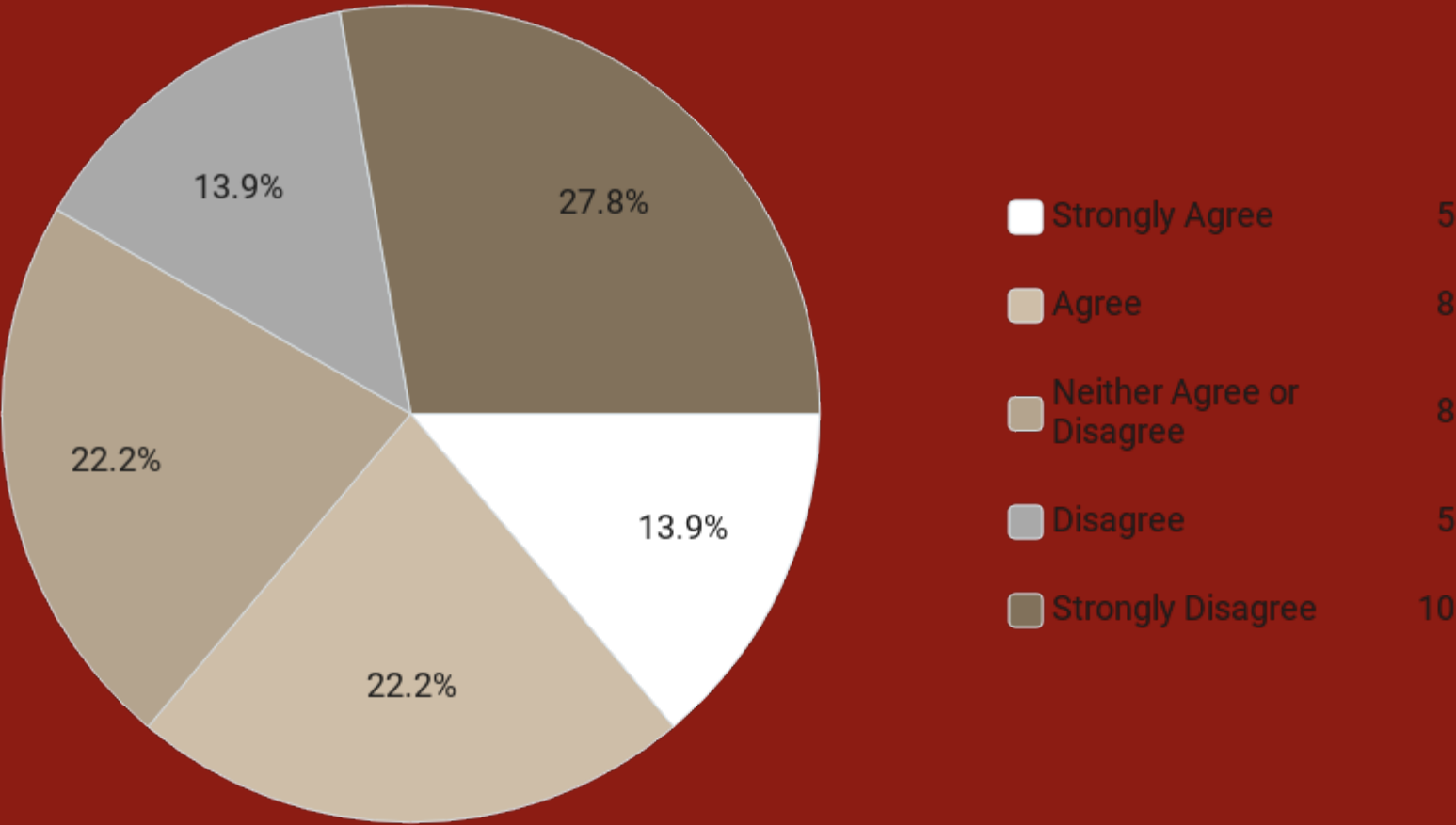
Racial Equity Inclusion Survey

I feel included and respected within DPA.



Racial Equity Inclusion Survey

I often worry I do not have things in common with others at DPA.

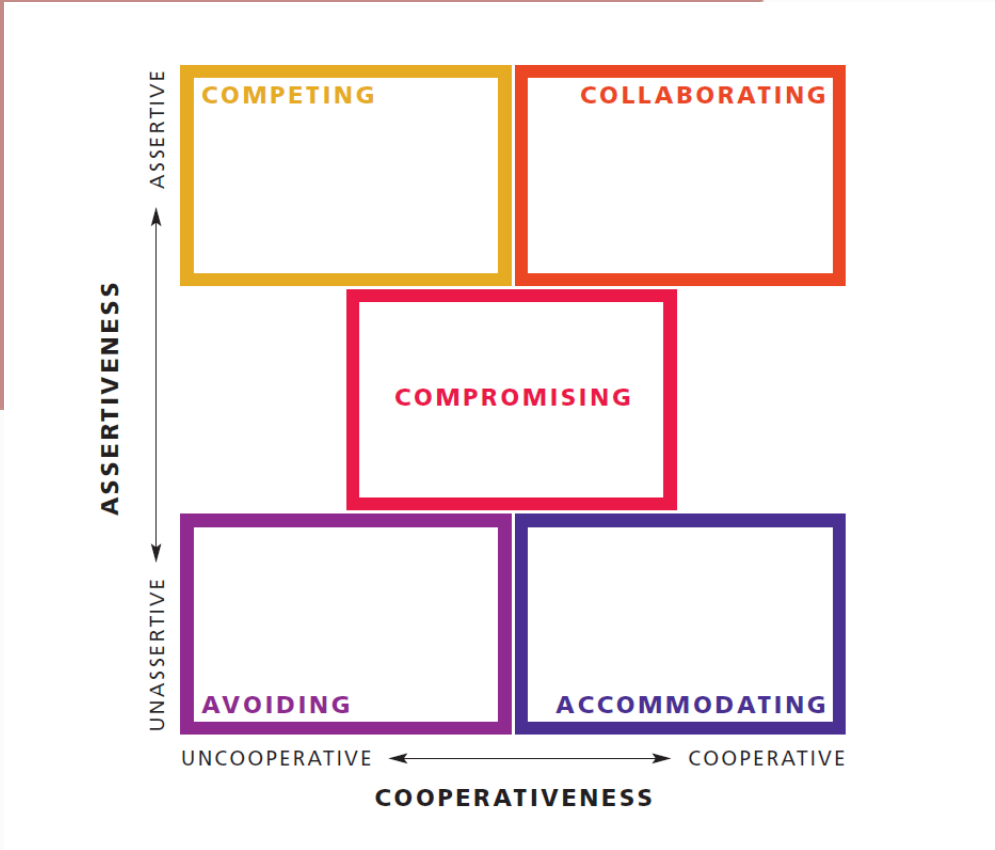


Vision and Goals



Conflict Behavior Test

Train staff in understanding conflict and how resolve it



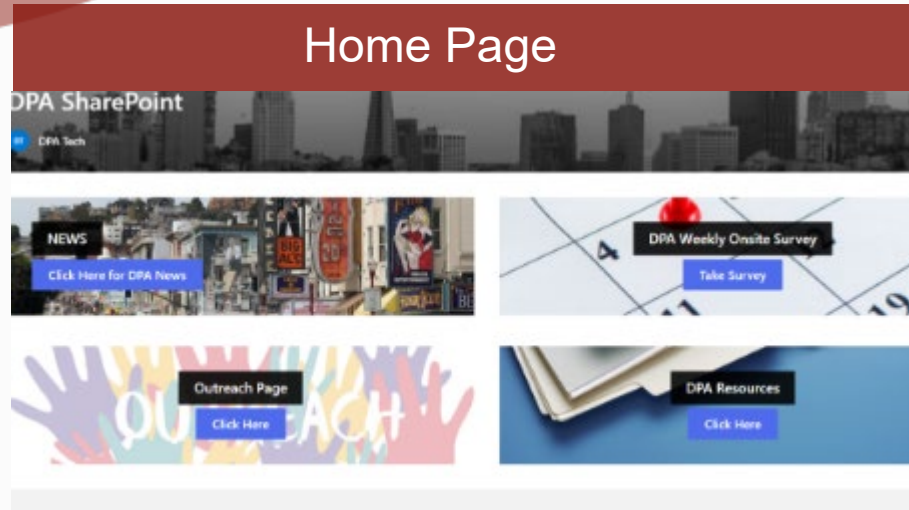
Thomas Kilmann

MODE	RAW SCORE	PERCENTILE SCORE			
		0%	25%	75%	100%
		LOW	MEDIUM		HIGH
COMPROMISING	9	75%			
COLLABORATING	8	74%			
COMPETING	6	69%			
AVOIDING	4	22%			
ACCOMMODATING	3	16%			

DPA SharePoint

A one stop shop for information, resources and outreach

Home Page



Job Announcements



New Hires



Events

Brown Bag Lunch

How to have difficult conversations

Different Topics to share ideas

DPA SharePoint - Newsletter

A one stop shop for information, resources and outreach



Includes

COVIDEOC Spotlight
Spotlight Interns (videos)
Events
Employees Spotlight
Leadership/Department
Updates

Phase - 1


DPA News

AN Armstrong, Nicole (DPA)
Manager II


The salvation army has dropped off a bin for toys and they are in desperate need this year.

Those coming in the office it would be greatly appreciated if you participate and bring a toy/toys. For those not coming into the office you can donate online.

Deadline: 12/12/20



Salvation Army Angel Tree



UPDATES

Essential Office Break Room Guidance

Take Breaks Outdoors

- There is a lower risk of transmission outdoors. Employees are encouraged to take breaks outside.

Maximum Occupancy in Lunch/Break Rooms


2

Time


- Try to limit the time spent in the lunch/break rooms and to limit the time you remove your face coverings to eat and drink.

DPA SharePoint - Community

A one stop shop for information, resources and outreach

DPA Community
 Armstrong, Nicole (DPA)
Manager II

Hello!
Welcome to the DPA Community Page. This page is here to post events, fun activities, and helpful information.

Video Club
Killing Them Safely
Link: <https://www.youtube.com/watch?v=KrHaOGGmkHE>
January 27, 2021, 12:00
Meeting Link:


Book Club
The New Jim Crow: Mass Incarceration in the Age of Colorblindness

Discussion Questions The New Jim Crow, by Michelle Alexander - The Advocates for Human Rights
www.theadvocatesforhumanrights.org
Discussion Questions . The New Jim Crow, by Michelle Alexander 1. The author highlights how the interpretation of the Fourth Amendment by the Supreme Court has effectively eviscerated search and seizure protections, particularly in the drug context.

End of January: Date TBD
Due: Chapter 1-3



Includes

Book Club

Video Club

Brown Bag Lunch Meetings

Racial Equity Law Enforcement Team





Thank You

