City and County of San Francisco

Office of the
City Administrator

Racial Equity Action Plan

Version 1

Dear Director Simley, Mayor Breed, and Members of the Board of Supervisors:

It is with great pleasure that I share the Office of the City Administrator's Racial Equity Action Plan. The plan takes a comprehensive view of racial equity, examining the critical topics of hiring and recruitment, retention and promotion, discipline and separation, the composition of leadership, mobility and professional development, and organizational culture. In each area, the report lays out a particular strategic direction that the Office of the City Administrator will take to strengthen equity and, where possible, it references relevant data for insights on the current state.

In 2019, the Board of Supervisors passed and Mayor London Breed signed racial equity legislation mandating the development of a city-wide racial equity framework and the creation of the Office of Racial Equity. As part of this work, all City departments, including the Office of the City Administrator, are required to develop a Racial Equity Action Plan by December 31, 2020.

The Racial Equity Action Plan developed for the Office of the City Administrator reflects the culmination of numerous meetings and internal working groups involving the leadership of all 25 divisions that call the Office of the City Administrator home. It also relies on the feedback we received from our first ever workplace survey, which had over 500 responses from across our divisions and took a sweeping look at employee perceptions of the existence of racism and the state of equity within our workplaces.

I am thankful for the active participation that created this plan and believe it is an informative and valuable tool for us to draw upon as we chart a path forward to a more equitable City. The goals and initiatives set forth in this plan will require an even more heightened level of active and ongoing participation from all our employees as we make sure our response to this call to action becomes a part of our day-to-day work.

Sincerely,

Naomi M. Kelly
City Administrator

The City Administrator's Office (ADM) is strongly committed to ensuring efficient and effective government services, increasing the City's safety and resiliency, strengthening the local economy, supporting equity and inclusion, and optimizing the City's capital planning and infrastructure.

OFFICE OF THE CITY ADMINISTRATOR'S RACIAL EQUITY ACTION PLAN PHASE 1

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

Department:
Office of the City Administrator

Racial Equity Lead:
Marisa Rodriguez, Director, Office of Cannabis, Marisa.Rodriguez@sfgov.org

Last Updated:
12/30/2020

ADM Racial Equity Team (Executive Committee):
Eugene Hillsman, Deputy Director, Office of Cannabis, Eugene.Hillsman@sfgov.org
Nikesh Patel, Associate Director of Oversight, Office of Cannabis, Nikesh.Patel@sfgov.org
Chanda Ikeda, Director, Human Resources, ADM, Chanda.Ikeda@sfgov.org
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PROCESS

Please see how our RE Action Plan was developed and who was involved.

The Racial Equity Action Plan (RE Action Plan) for the Office of the City Administrator (ADM) reflects the collaboration of ADM leadership, twenty-five divisions within ADM, over forty Racial Equity Leaders, partnerships across numerous City departments, a supportive working relationship with the Office of Racial Equity (ORE), collaboration with the Immigrant Rights Commission, and the creation and implementation of an ADM-wide internal survey. Moreover, ADM'S RE Action Plan is the culmination of over fifteen meetings between ADM's Racial Equity Executive Committee, seven bi-monthly meetings of ADM's Thought Leaders Working Group, seven meetings of the ADM's Racial Equity Sub-Working Groups, more than six individual meetings with ORE, four monthly Racial Equity Leaders Convenings held by ORE, numerous meetings with the Citywide Workforce Equity Groups, three convenings and presentations with the Immigrant Rights Commission, and a handful of individual meetings with Racial Equity Leaders from other City departments and professionals working in the private and academic sectors on similar racial equity initiatives. All in all, ADM's RE Action Plan reflects broad representation and inclusion of ADM's many divisions and collaboration with other City departments and individuals working to bring greater racial equity to City government.

Organizational Structure for Ensuring Broad Representation

One of the unique features of ADM is its size and the diversity of the many services its different divisions provide. As previously mentioned, ADM houses twenty-five different divisions, ranging from the Office of Cannabis to Animal Care and Control, to Resilience and Capital Planning to Contract Administration to the Office of Transgender Initiatives and beyond. Additionally, several of ADM's divisions work closely with advisory groups, including but not limited to: the Immigrant Rights Commission, Cannabis Oversight Committee, and the Mayor's Disability Council.

Given ADM's size and breadth, ensuring that each division's voice was represented in drafting the RE Action Plan required creativity and organizational discipline. Accordingly, ADM created and utilized a multi-pronged approach, consisting of collaboration between a smaller steering and leadership committee (the ADM Racial Equity Executive Committee), a larger, department-wide group including each division's Racial Equity Leads (the ADM Racial Equity Thought Leaders Working Group), and seven smaller sub-working groups corresponding to each section of the RE Action Plan. Recognizing the value of strengthening a department-wide culture of racial equity, and the importance of developing concrete recommendations to enhance racial

equity moving forward, it was critical to ADM's process that these larger and more intimate spaces exist to inform ADM's RE Action Plan.

Developing and Drafting ADM's RE Action Plan

The Executive Committee convened weekly for a period of approximately three months to gather relevant information, structure presentations and discussion questions, and strategize facilitation techniques for meetings with the smaller seven Sub-Working Groups, and the Racial Equity Thought Leaders Working Group.

Each of the Sub-Working Groups, consisting of 4-6 members across all of ADM's divisions, met once to discuss their assigned section of the RE Action Plan. The topics, insights, and information exchanged during these meetings were then shared during the Racial Equity Thought Leaders Working Group meetings. In sum, the Thought Leaders Working Group met almost every other week for a period of nearly three months to discuss all seven sections of the RE Action Plan. During these meetings, members were also asked to participate in an exercise titled, **"Conversation: Values and Getting to Know Each Other Better."** Their remarks were used to shape ADM's Racial Equity Word Cloud of the most commonly used words by members to describe ADM's core values, and further reinforce ADM's equity mission statement. More about this exercise is detailed below. Members also had an opportunity to hear from two guest speakers – Shakirah Simley of the Office of Racial Equity, and Professor of Law Rhonda Magee with the USF School of Law – on the topic of racial equity. In between meetings, members were assigned with questions related to racial equity within their divisions to which they responded, including a description of their division's racial equity goals.

In an effort to capture the voice of employees within ADM and incorporate their feedback into the RE Action Plan, ADM's Executive Committee created and administered a department-wide internal survey titled, **"ADM Racial Equity Survey."** Taking numerous access considerations into account, the survey was offered electronically as well as in paper form, **a hotline** was established for applicants to call in with any questions or concerns, and language support services were made available. Additionally, based on user feedback, the City Administrator's Office administered the survey, and numerous privacy measures were taken to protect the anonymity of respondents, of which employees were made aware. In total, 531 ADM employees responded to this survey, constituting 52% of ADM's 1,017 employees. This is a very robust response rate for a mostly online survey, and the survey respondents were generally representative of the ADM population as a whole. The resulting confidence interval meets the standards of an academic paper or professional poll. Survey results were synthesized in a

report, and can be found in <u>Appendix A</u> attached to ADM's RE Action Plan, and will be presented through a series of Brown Bag events to ADM employees. Importantly, findings from the survey were also incorporated into relevant sections of ADM's RE Action Plan.

The Executive Committee also engaged with the Immigrant Rights Commission ("IRC") on several occasions during the commission's public body hearings to present on ADM's goals and initiatives for different sections of the Action Plan. The IRC, and particularly its Racial Equity Working Group, provided invaluable feedback that was, in relevant part, incorporated into the Action Plan, and will also be essential for Phase of ADM's racial equity work.

Ultimately, this version of ADM's RE Action Plan represents the collective work of many critical participants throughout ADM, City government, and its partners. A special thanks to ADM's Racial Equity Executive Committee for synthesizing volumes of notes from the above-mentioned meetings, survey results, other sources of data, and for engaging with ADM Leadership and the Office of Racial Equity through an iterative feedback process to produce the instant document.

A more detailed description of the various committees and meetings referenced above can be found beginning on the following page.

ADM's Divisions, and Racial Equity Leads:

Division	Racial Equity Leader(s)
ADM-Central	Ken Bukowski, Jennifer Johnston, Bill Barnes, Kay Pham, Tal Quetone, Christine Falvey, Daniel Homsey
ADM Budget and Planning	Trisha McMahon, Ying He, Neil Dandavati, John Pierce
311	Nancy Alfaro
Civic Engagement and Immigrant Affairs	Adrienne Pon
City Hall Events	Samantha Allen
Community Challenge Grants	Lanita Henriquez
County Clerk	Diane Rea
Mayor's Office of Disability	Nicole Bohn
Grants for the Arts	Matthew Goudeau, Jason Blackwell
Labor Standards	Pat Mulligan
Office of Cannabis	Marisa Rodriguez, Eugene Hillsman, Nikesh Patel
Office of Transgender Initiatives	Clair Farley
Treasure Island	Bob Beck
COIT	Matthias Jaime
Office of Contract Administration/Purchasing	Sailaja Kurella Taraneh Moayed
Contract Monitoring Division	Romulus Asenloo
Office of Chief Data Officer	Jason Lally
Digital Services	Carrie Bishop
Fleet Management	Don Jones
Real Estate Division	Andrico Penick
Resilience and Capital Planning	Brian Strong
Risk Management	Peter Goldstein, Matt Hansen
ReproMail	Salla Vaerma
Convention Facilities	John Noguchi
Medical Examiner	Ken Bukowski
Entertainment Commission	Maggie Weiland
Animal Care & Control	Virginia Donahue, John Skeel
Information Technology	Norman Goldwyn

ADM Human Resources	Chanda Ikeda

ADM's Advisory Groups:

Immigrant Rights Commission
Cannabis Oversight Committee
Entertainment Commission
Grant for the Arts Advisory Panel
Mayor's Disability Council
Treasure Island Development Authority Board of Directors

Meetings Held to Date

15 + Executive Leaders Meetings
7 Thought Leaders Working Group Meetings
7 Sub-Working Group Meetings
6+ Individual ORE Meetings
4 Monthly Convenings
Citywide Workforce Equity Groups
3 IRC Meetings
Individual meetings with Racial Equity Leaders from the Public Utilities Commissions, the Department of Public Health, and the Department of Public Works, as well as representatives from Salesforce and the University of San Francisco School of Law.
Developed and Rolled out a Survey
Citywide Workforce Equity Groups

ADM's Racial Equity Executive Committee

Members:

Samantha Allen (ADM)	Eugene Hillsman (OOC)	Nikesh Patel (OOC)
Neil Dandavati (ADM)	Chanda Ikeda (ADM)	John Pierce (ADM)
Ying He (ADM)	Trisha McMahon (ADM)	Marisa Rodriguez (OOC-Lead)

Roles and Responsibilities:

- Lead all coordination and collaborative efforts with the divisions that ADM represents;
- Collaborate with ORE directly;
- Strategize, convene, and facilitate all Working Group meetings;
- Strategize, convene, and facilitate all Sub-Working group meetings;
- Create and implement ADM-wide staff racial equity survey, and analyze findings;
- Attend City-Wide Workforce Development meetings;
- Work with City departments outside of ADM to develop best practices and exchange information;
- Organize equity trainings in collaboration (RFP work);
- Hold office hours for Thought Leaders Working Group Members;
- meet with, and present ADM RE Action Plan to the Immigrant Rights Commission;
- Synthesize feedback from the Working Group and Sub-Working groups into a single RE Action Plan on behalf of ADM;
- Meet with ORE to strategize and review drafts of ADM RE Action Plan; and
- Meet with ADM leadership to iterate and finalize ADM RE Action Plan.

Meeting Dates:

9/10/2020	10/8/2020	11/5/2020	12/10/2020
9/17/2020	10/15/2020	11/12/2020	12/17/2020
9/24/2020	10/22/2020	11/19/2020	
10/1/2020	10/29/2020	12/3/2020	

<ins>ADM's Racial Equity Thought Leaders Working Group</ins>

Members (representing 25 divisions of ADM and ADM-Central):

Samantha Allen	Eugene Hillsman	Tal Quetone
Romulus Asenloo	Daniel Homsey	Diane Rea
Bill Barnes	Chanda Ikeda	Marisa Rodriguez
Bob Beck	Matthias Jaime	Akiera Shurelds
Carrie Bishop	Don Jones	John Skeel
Nicole Bohn	Sailaja Kurella	Brian Strong

Virginia Donohue	Jason Lally	Salla Vaerma
Clair Farley	Trisha McMahon	Maggie Weiland
Peter Goldstein	Pat Mulligan	Kay Phan
Norman Goldwyn	John Noguchi	**Ex Officio:**
Matthew Goudeau	Nikesh Patel	Naomi Kelly
Matt Hansen	Andrico Penick	Kenneth Bukowski
Lanita Henriquez	Adrienne Pon	Jennifer Johnston

Roles and Responsibilities:

- Attending all internal standing meetings;
- Preparing for meetings by engaging with materials provided by the Executive Committee in advance of those meetings;
- Responding to requests for information and action during and outside of Working Group meetings (i.e. administering surveys);
- Having broader conversations about developing and implementing equity-centered programs and policies as part of the City's overall racial equity work;
- Working Group members are required to attend the monthly Racial Equity Leaders Convening;
- During Working Group meetings, members are responsible for sharing insights about any challenges they've identified re: the particular section, data they may have available to shed light on the given topic, etc. Guiding questions will be assigned to members to consider in advance of the meeting;
- To the extent it becomes apparent that certain members might be better positioned to take the lead for a given section, they will be assigned as much; and
- Responsible for responding to any emails/follow-up from the Executive Committee.

Meeting Dates:

9/18/2020	10/30/2020	12/11/2020
10/2/2020	11/13/2020	
10/16/2020	12/4/2020	

Racial Equity Sub-Working Groups

Groups/Members:

Hiring and Recruitment
Brian Strong, ORCP

Jason Lally, Data
John Noguchi, Convention
Kimberly Castillo, HR
Matt Hansen, Risk
Sailaja Kurella, OCA

Retention and Promotion
Don Jones, Fleet
Neil Dandavati, Budget
Peter Goldstein, Risk
Romulus Asenloo, CMD
Salla Vaerma, ReproMail
Tal Queton, Central

Discipline & Separation
Jennifer Johnston, Central
John Pierce, Budget
John Skeel, ACC
Nikesh Patel, OOC
Pat Mulligan, OLSE

Diverse and Equitable Leadership
Andrico Penick, RED
Ken Bukowski, Central
Lanita Henriquez, CCG
Matthias Jaime, COIT
Naomi Kelly
Nicole Bohn, MOD
Trisha McMahon, Budget and Planning

Mobility and Professional Development
Carrie Bishop, DS
Diane Rea, CC
Eugene Hillsman, OOC
Norman Goldwyn, IT

Ying He, Budget

Organizational Culture of Inclusion and Belonging
Bill Barnes, Central
Christine Falvey, Central
Claire Farley, OTI
Daniel Homsey, NEN
Kay Phan, ADM Central
Samantha Allen, City Hall Events

Board and Commissions
Adrienne Pon, OCEIA
Bob Beck, TIDA
Maggie Weiland, ENT
Marisa Rodriguez, OOC
Matthew Goudeau, GFTA

Roles and Responsibilities:

The ADM Racial Equity Executive Committee created a number of Racial Equity Sub-Working groups corresponding to the different sections of the Racial Equity Plan. Each member of the Working Group was assigned to a sub-group, which met <u>once</u> on an assigned date and time to go into deeper discussions about the topic in advance of the Working Group meeting on that particular section. Sub-Working Group members were provided facilitation questions to consider and prepare for in advance of their meetings. Typically, at least three members of the ADM Executive Committee attended each sub-working group meeting to join the conversation and take notes.

Meeting Dates:

10/15/20	Section 4. Diverse and Equitable Leadership
10/29/20	Section 2. Retention and Promotion
10/30/20	Section 3. Discipline and Separation
11/4/20	Section 6. Organizational Culture of Inclusion and Belonging
11/4/20	Section 7. Boards and Commissions
11/5/20	Section 5. Mobility and Professional Development
11/10/20	Section 1. Hiring and Recruitment

<u>Conversation: Values and Getting to Know Each Other Better:</u>

During Racial Equity Thought Leaders Working Group meetings, members were asked to share their responses before the entire group to the questions below. There were several purposes for this exercise: 1) to give members an opportunity to get to know each other better, 2) contribute to developing ADM's internal culture, and 3) draw upon members' responses to formulate a mission statement for the ADM RE Action Plan.

- Who are you: what is your name and where are you from?
- What attracts you to working in San Francisco?
- What do you value most about being a public servant?
- Which division within ADM do you represent?
- What core services does your division provide?
- Which communities does your division serve?
- What values are essential to your division's work?

DEPARTMENT BACKGROUND

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

Number of Employees:
1,010

Annual Budget:
$469M budget in FY21

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

Please see ADM's Executive Summary and History (Equity Milestones) below. Additionally, note that ADM will continue to research structural and systemic processes that may be causing harm to underrepresented, underserved, and marginalized communities. We are exploring creative ways to document and share this history.

Executive Summary

The San Francisco Office of the City Administrator (ADM) comprises 25 departments and programs that provide a broad range of services to other city departments and the public. ADM is strongly committed to ensuring efficient and effective government services, increasing the City's safety and resiliency, strengthening the local economy, supporting equity and inclusion, and optimizing the City's capital planning and infrastructure. Examples of ADM's functions include public safety, internal services, civic engagement, capital planning, asset management, code enforcement, disaster mitigation, tourism promotion, and economic development.

ADM is committed to ensuring that these services are inclusive, efficient, equitable, and culturally-competent for San Franciscans of all races, ethnic backgrounds, religions, and sexual orientations. This commitment requires comprehensive review and thorough analysis of existing practices and policies to remove barriers to real inclusion. ADM is also committed to ensuring that the Department is a safe, equitable, and inclusive workplace for individuals of all races. This includes creating opportunities for hiring, promotion, retention, training, and development, particularly for Black, Indigenous, and people of color (BIPOC).

ADM's Phase I Racial Equity Action Plan identifies and acknowledges the resources and commitment required to achieve racial equity. A number of efforts are currently underway. A Racial Equity leadership group has been formed to lead this effort and develop a department-wide plan. A working group composed of each of ADM's individual division heads has been developed to identify best practices and share information. A department-wide survey was administered to generate a baseline for racial equity efforts and solicit feedback from all employees. In addition, ADM has been working with the Controller's Office to develop a racial equity contracting plan to gather data on racial and gender equity in City contracting and identify opportunities for BIPOC contractors.

The current economic environment poses additional challenges to implementation of ADM's racial equity plan. Implementing department-wide initiatives takes time, but it also takes resources. It must be underscored, that as a general fund department, ADM relies on taxation and revenue to support its operation. In a period of economic contraction, opportunities for reform are likely to take longer to implement. With this consideration, the following implementable strategies have been developed to ensure equitable service delivery and to create an inclusive workplace, focusing on Black, Indigenous, and people of color. More information can be found about these initiatives in each specific section of ADM's Racial Equity Action Plan.

Timeline

ADM will focus on implementation of its Racial Equity Action Plan throughout 2021. To maintain momentum, in Q1 2021, ADM will reconvene the Racial Equity Thought Leaders Working Group and engage with racial equity leads across all divisions during a cyber-retreat to determine priorities for the upcoming year. Over the course of multiple meetings, and in preparation for ADM division-specific racial equity plans, division leaders will also be required to identify and submit priorities for 2021 and 2022.

Hiring and Recruitment

ADM is committed to hiring more BIPOC employees, especially those new to City government, to achieve greater diversity within its workforce by race. Through intentional practices under current leadership, we are pleased to share that hiring diverse employees has been trending in the right direction. However, to actively address inequities and develop strategies and policies for actively recruiting and hiring from BIPOC communities, ADM will engage in the following initiatives. ADM will create a Racial Equity Lead, assigning responsibilities to ADM staff to create more diverse candidate pools for leadership positions, including internal and external candidates, develop an internal promotional culture of BIPOC employees across ADM's divisions, and increase transparency and awareness about the promotional process and foster opportunities for professional development. Recruitment will target educational institutions, professional networks, private sector, non-profits, and community-based organizations to recruit BIPOC applicants.

ADM is also committed to bringing speed and transparency to its hiring process. Lengthy hiring timelines and unclear timelines serve as additional barriers for BIPOC applicants interested in working for ADM. BIPOC applicants in particular often lack the financial flexibility to wait extended periods for an employment decision. Complicated and less-than clear hiring pathways further deter applicants from remaining in ADM's hiring queues. Recognizing these constraints as barriers, ADM is investing in creative apprenticeship, fellowship, and training programs for employees applying to City government for the first time.

Retention and Promotion

ADM is committed to ensuring talented employees of all races maintain opportunities for advancement. ADM recognizes that Black, Indigenous, and people of color face additional challenges in the city workforce, and thus, require tailored and strategic efforts to ensure retention and encourage promotion.

Limited information regarding benefits, career pathways and limited professional development opportunities can reduce opportunities for advancement. In order to navigate ADM

employment effectively, employees must be aware of existing resources. Opening channels of communication and increasing opportunities to share information regarding total compensation should improve retention. In addition, ADM will actively seek to identify barriers for employee retention and promotion through data analysis. This work has already begun. Finally, ADM will identify additional pathways to promotion and increase access to professional development opportunities.

Discipline and Separation

ADM currently employs a progressive discipline and separation process, based on numerous checks and balances to provide for employees' due process. Though fairness is the overall goal, the approach taken is determined by the designation of the employee, as procedures vary by appointment type. A core component of this work will require implementation of clearer communication channels for disciplinary processes and corrective behaviors at all levels of ADM.

Diverse and Equitable Leadership

To encourage diverse and equitable leadership, ADM will review its hiring policies to ensure alignment with broader racial equity goals. By requiring mandatory "fairness in hiring" training by all panels, ADM leadership will be trained to recognize and reduce opportunities for bias. ADM will also establish a mentorship program to encourage internal growth and development. ADM has committed financial resources to educating staff, including leadership on racial equity principles. This includes contributing $200,000 to an ADM-wide training program, and $35,000 to train ADM leadership.

ADM will also administer an annual survey to receive unbiased input from ADM staff, creating an opportunity for feedback. In total, 531 ADM employees responded to the first version of this survey, constituting 52% of ADM's 1,017 employees. This is a very robust response rate for a mostly online survey, and the survey respondents were generally representative of the ADM population as a whole. The resulting confidence interval meets the standards of an academic paper or professional poll. Survey results were synthesized in a report and can be found in the Appendix attached to ADM's Racial Equity Action Plan, and will be presented through a series of Brown Bag events to ADM employees.

Mobility and Professional Development

Both formal and informal approaches are required to ensure employees have access to the skill development necessary to increase mobility. ADM will work to increase opportunities for employees to receive feedback from their managers to become more effective. All employees will benefit from frequent project-related feedback, in addition to an individualized professional

development plan. Professional development plans will be memorialized to track development and create shared understanding. Lack of consistent communication and skill acquisition can create a barrier to upward mobility, particularly for BIPOC employees. In instances where professional development exists within the City, employees will be directed towards internal opportunities. Where training gaps exist, external opportunities will be considered to ensure that employees are able to receive adequate training.

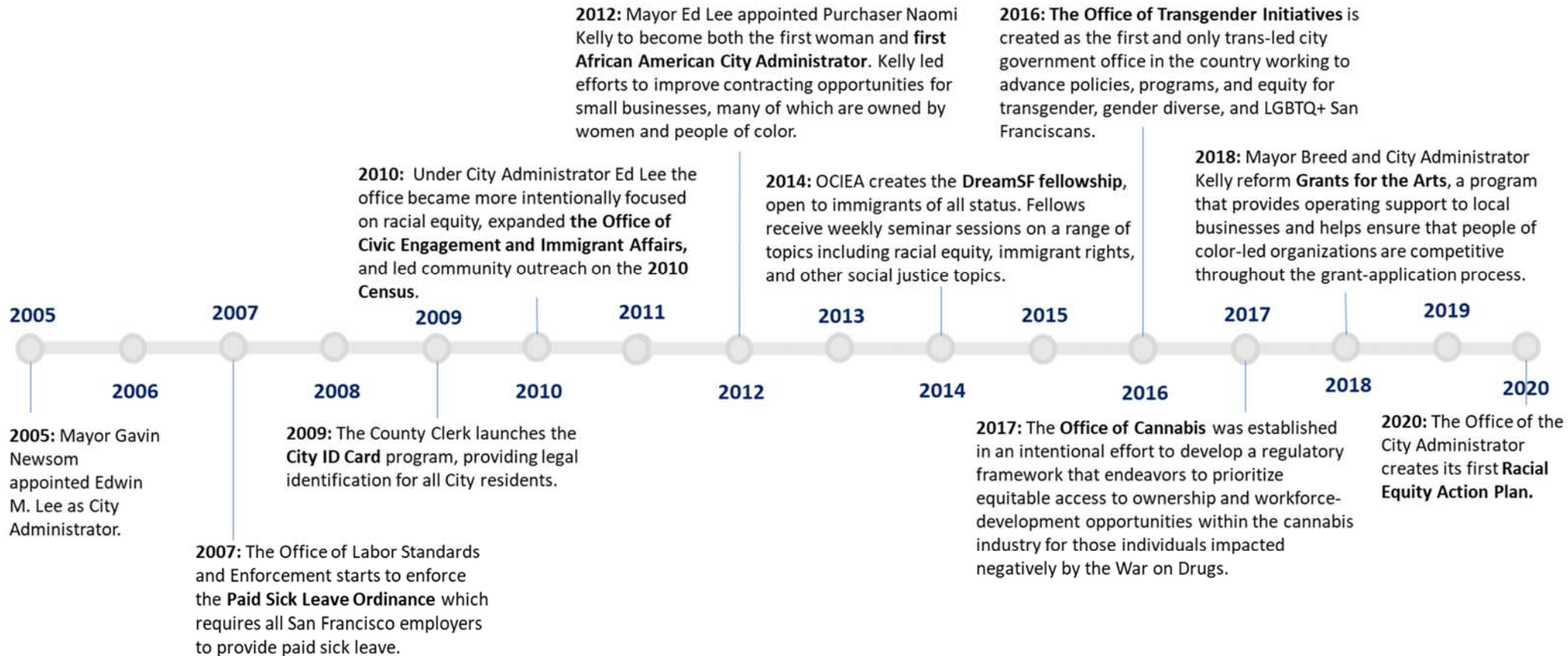**Organizational Culture of Inclusion and Belonging**

Improving transparency and sharing information will contribute to ADM's culture of inclusion and belonging.   Establishing channels of communication and creating a collaborative environment are foundational concepts in improving departmental culture. Efforts will be made both internally and externally. ADM will ensure that the current version of the racial equity plan is available for review by both ADM employees and San Franciscans. Regular meetings and presentations will be scheduled to ensure stakeholders are aware of ADM's racial equity plan development.   In addition, ADM will support training and professional development for managers to improve effectiveness, including focusing on facilitation skills and strategies for creating a collaborative, inclusive working environment.

Boards and Commissions

ADM's Boards and Commissions vary vastly by type, size, organizational structure, appointing authority, roles and responsibilities, and the communities they represent and serve. Recognizing and respecting these differences, ADM's goals are to bring greater transparency, accountability, and representation to the appointment process, both in terms of the interests an assigned seat represents and the individuals appointed to those seats; to support appointed members to be informed equally to exercise their authority, grow in their roles, and expand in their impact; and to regularly evaluate and assess the work product and output of its boards, committees and commissions to ensure the equitable delivery of services.

Office of the City Administrator History (Equity Milestones)

The City Administrator was established in the charter reform of 1996. In 1998, Mayor Willie L. Brown, Jr. appointed Bill Lee, a longtime Public Health employee, as the first Chinese American City Administrator. Our timeline below begins in 2005, with Gavin Newsom's appointment of Edwin Lee to replace Bill Lee.

2012: Mayor Ed Lee appointed Purchaser Naomi Kelly to become both the first woman and **first African American City Administrator**. Kelly led efforts to improve contracting opportunities for small businesses, many of which are owned by women and people of color.

2016: The Office of Transgender Initiatives is created as the first and only trans-led city government office in the country working to advance policies, programs, and equity for transgender, gender diverse, and LGBTQ+ San Franciscans.

2010: Under City Administrator Ed Lee the office became more intentionally focused on racial equity, expanded **the Office of Civic Engagement and Immigrant Affairs**, and led community outreach on the **2010 Census**.

2014: OCIEA creates the **DreamSF fellowship**, open to immigrants of all status. Fellows receive weekly seminar sessions on a range of topics including racial equity, immigrant rights, and other social justice topics.

2018: Mayor Breed and City Administrator Kelly reform **Grants for the Arts**, a program that provides operating support to local businesses and helps ensure that people of color-led organizations are competitive throughout the grant-application process.

2005 — 2006 — 2007 — 2008 — 2009 — 2010 — 2011 — 2012 — 2013 — 2014 — 2015 — 2016 — 2017 — 2018 — 2019 — 2020

2005: Mayor Gavin Newsom appointed Edwin M. Lee as City Administrator.

2009: The County Clerk launches the **City ID Card** program, providing legal identification for all City residents.

2017: The Office of Cannabis was established in an intentional effort to develop a regulatory framework that endeavors to prioritize equitable access to ownership and workforce-development opportunities within the cannabis industry for those individuals impacted negatively by the War on Drugs.

2020: The Office of the City Administrator creates its first **Racial Equity Action Plan.**

2007: The Office of Labor Standards and Enforcement starts to enforce the **Paid Sick Leave Ordinance** which requires all San Francisco employers to provide paid sick leave.

Vulnerable Populations Served

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

Please see Appendix B.

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.

Please see Appendix B.

Current Workforce Demographic Data

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

Please see Appendix C.

Results from Department Assessment and Employee Survey

Please describe themes and key takeaways from your survey results. You may submit this as an Appendix.

● *Did this survey uncover any issues related to issues of interpersonal racism in the Department?*

● *Did this survey uncover any issues related to issues of institutional racism within the Department?*

- *Do all employees have regular access to training opportunities and professional development? If not, why not?*

- *Do all employees feel safe and included at work?*

- *Do all employees have equal access to advancement and promotional opportunities?*

**Please see Appendix A.**

1.   HIRING AND RECRUITMENT

Departmental Goal:

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

The Office of the City Administrator (ADM) acknowledges the systemic inequities in leadership that have historically excluded Black, Indigenous people, and people of color (BIPOC). Through intentional practices under current leadership, we are pleased to share that hiring from diverse populations has been trending in the right direction. That said, however, to continue to actively address systemic inequities and develop strategies and policies for actively recruiting and hiring from BIPOC communities, the City Administrator seeks to maintain focus on addressing the current disparities though the following approach:

First, simply put, ADM is committed to hiring more BIPOC employees, especially those new to City government, to achieve greater racial representation within its workforce. As ADM hiring data shows, most of the 1,222 new hires over the last 5 years have been applicants that were new to City government (45%). The remaining hires were promotions (24%), transfers in from other City departments (19%), or rehires (12%). Thus, ADM is focusing on increasing the number of BIPOC employees coming to City government for the first time**.**

When the breakdown of hiring data is further evaluated by race, it shows that ADM has hired more people of color than whites (see Chart 1 below) each year for the past five years. However, a disaggregated analysis by race shows that the distribution of new BIPOC hires has skewed more towards Asian communities while the percentage of new Black and Hispanic hires has stayed fairly steady.
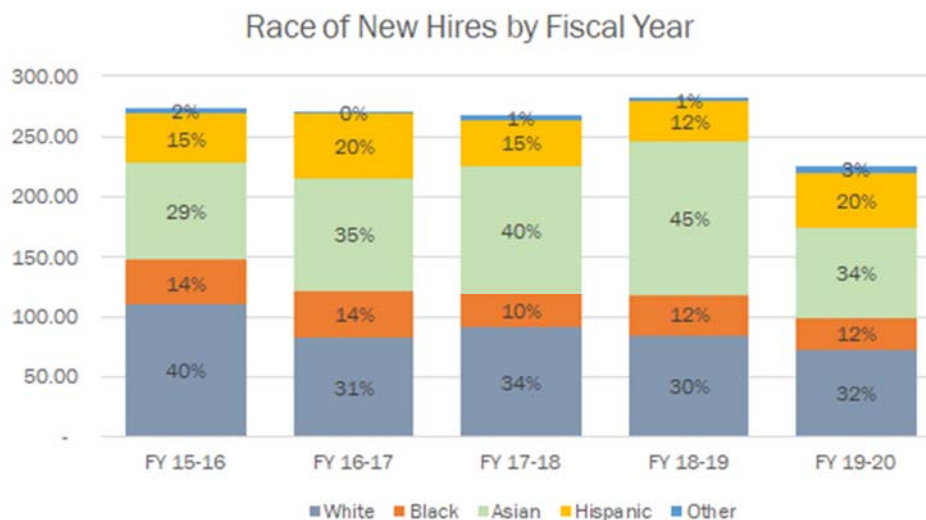

Source: Annual Workforce Data, SF Reports & Analytics

(Chart 1. New Hires by Race Over the Past 5 Years)

For example, while FY 19-20 data shows an increase in Hispanic new hires to 20% compared to 12% and 15% in the previous two years, respectively, Black new hires have stabilized between 10-14% over the past five years. During this same time, however, the percentage of new Asian hires has ranged from 29%-45%. Accordingly, ADM's goal over the next 5 years is to increase the racial diversity of new hires.

Second, ADM is committed to working with the Department of Human Resources (DHR) to increase the representation of Black and Hispanic employees to its permanent civil service (PCS) positions. Over the past 5 years, approximately 25% of PCS hires have gone to Black or Hispanic candidates. In contrast, they have made up a larger portion of temporary exempt hires at 33% (see Chart 2 below). Meanwhile, Asians and Whites have made up 74% of PCS appointments and 66% of temporary exempt appointments. More pointedly, Asians represent 45% of PCS hires. In an effort to create greater racial diversity in permanent hires, ADM will work closely with DHR to investigate and address barriers and bottlenecks that work against hiring Black and Hispanic candidates into permanent appointments.
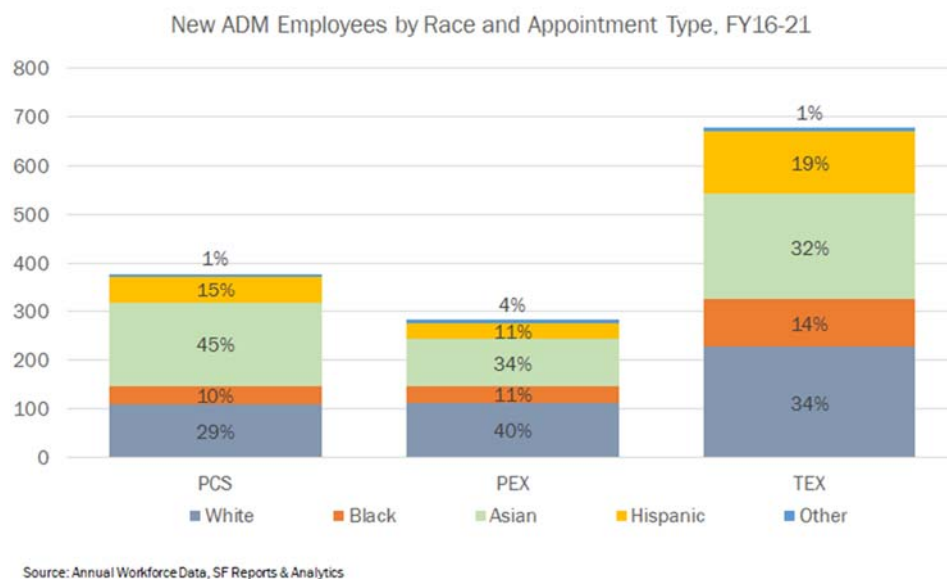
(Chart 2. New ADM Employees by Race and Appointment Type Over the Past 5 Years)

Third, ADM is committed to bringing speed and transparency to the City's elongated hiring timelines and opaque hiring process, both of which may serve as barriers for BIPOC applicants interested in working for ADM. Nearly all ADM Racial Equity Thought Leaders Working Group members expressed that the bureaucratic nature of the City's hiring process leads to the department routinely losing qualified applicants during the hiring process. Complicated and less-than clear hiring pathways further deter applicants from remaining in ADM's hiring queues. Recognizing these constraints as barriers, ADM is investing in creative apprenticeship, fellowship, and training programs for people applying to City government for the first time. The aim of these solutions is to create more expeditious pathways for prospective employees to

begin working with the City in a limited capacity while hiring managers and ADM-HR staff work together to make hiring decisions and begin onboarding processes for those ultimately on track for full-time employment. Through programs like these, prospective applicants have clarity about the process, their prospects for employment, and receive marketable training while ADM is able to identify, develop, and retain talent.

Fourth, ADM is committed to developing more targeted recruitment strategies of BIPOC employees, including the creation and promotion of a mentorship and sponsorship program to better facilitate professional advancement.

In an effort to achieve these goals, ADM will take steps to implement the following initiatives, which are discussed in greater detail below:

- Create the Racial Equity and Inclusion Lead to work in tandem with ADM-HR to help facilitate the following: create more diverse candidate pools for leadership positions, including internal and external candidates; develop an internal promotional culture of BIPOC employees across ADM's divisions; increase transparency and awareness about the promotional process; and foster opportunities for professional development.
- ADM-HR will work closely with DHR as they look to identify best practices for expediting hiring pathways and increasing transparency over the process (for both applicants, and managers).
- ADM-HR will review existing informational materials outlining the hiring process to supplement and make sure that information is easily accessible for candidates. This information will be accessible to current employees via ADM-HR's Sharepoint site as well.
- ADM-HR will continue to work with DHR to identify minimum qualifications that make hiring for certain classifications more challenging. As a part of this discussion, ADM-HR and DHR are also exploring opportunities for substituting requirements, such as educational requirements, that can serve as barriers to entry, especially for BIPOC applicants.
- Partner with DHR to explore the barriers that make hiring BIPOC applicants to permanent civil service positions more challenging.
- Partner with DHR to identify existing apprenticeship and training programs for new hires and assess whether these programs address ADM's goal to recruit more diverse candidate pools and bring expediency and transparency to its hiring process.
- Explore pathways for offering paid fellowship opportunities to help increase diverse candidate pools.
- Create and promote a mentorship/sponsorship program to better facilitate professional advancement.

- Cultivate relationships with targeted educational institutions, professional networks, private sector, non-profits, and community-based organizations to attract diverse candidate pools.
- ADM-HR will continue its efforts to develop a more robust recruitment strategy by identifying resources for utilizing vendors, partnering with the DHR's Diversity Team, using social media platforms more proactively, and accessing professional networks.
- Explore technology solutions with DHR to administer a survey to applicants who removed themselves from the hiring process, were extended an offer but declined, or completed the process but did not receive an offer. The purpose of this survey is to inquire about challenges they faced and their reasons for removing themselves from the process or declining an offer.
- Explore the feasibility of conducting a focus group with current employees who applied unsuccessfully for a different position to glean any challenges they may have faced.

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.

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.

- **Resources Committed:**
    - ADM-HR (existing)
    - DHR
    - Budget and Planning staff time (existing)
    - ADM Racial Equity and Inclusion Lead (additional)

- **Indicators:**
    - Annual report from ADM-HR to Racial Equity and Inclusion Lead and deputy city administrators on the number of open positions and efforts to competitively recruit and fill those positions, particularly with diverse candidate pools
    - The average time it takes to hire an applicant from the point of interview to the point an offer letter is extended (by requisition type)
    - Disaggregate racial data of applicants for each hiring stage
    - Possibly administer and analyze declination surveys based on assessed need (see below under Implementation)

- **Timeline:**
    - Ongoing

- **Implementation:**
    - o Evaluate larger recruitments to determine if diverse candidates are being inadvertently dropped at various stages of the hiring process;
    - o ADM-HR will continue to work with DHR to identify minimum qualification requirements that make hiring for certain classifications, especially within BIPOC applicant pools, more challenging. As a part of this discussion, ADM-HR and DHR are also exploring opportunities for substituting requirements, such as educational requirements, that can serve as barriers to entry;
    - o Partner with SF DHR to analyze and address the barriers that make hiring BIPOC applicants to permanent civil service positions more challenging; and
    - o Review data to better understand whether, and to what extent, BIPOC candidates are declining interviews/offers
    - o Explore technology solutions with DHR to administer a survey to applicants who removed themselves from the hiring process, were extended an offer but declined, or completed the process but did not receive an offer.

- **Status:** Planning

- **Lead:** ADM-HR Recruitment and Operations Manager

1.1.2. Implement an annual staff survey (ADM Racial Equity Survey) to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking or gaps within the data. Survey data and results are disaggregated and included in the department annual review.

- **Resources Committed:**
    - o Budget and Planning staff time (existing)
    - o ADM Racial Equity Executive Team (existing)
    - o ADM Racial Equity Thought Leaders Working Group (existing)

- **Indicators:**
    - o % ADM employees who respond
    - o Trend analysis over time

- **Timeline:**
    - o Annual

- **Implementation:**
  - o Develop and release survey addressing multiple ways to complete, multiple languages, and building off ADM's first survey in 2020.
  - o Create opportunities to share findings and results with larger ADM family

- **Status:** Administered in 2020 and ongoing

- **Lead:** Budget and Planning team

1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learning and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.

- **Resources Committed**:
  - o ADM-HR (existing)
  - o Budget and Planning (existing)
  - o ADM Racial Equity Executive Committee (existing)
  - o ADM Racial Equity Thought Leaders Working Group (existing)

- **Indicators:**
  - o Completed hiring and recruitment policy
  - o # of iterations of review with ADM Racial Equity Thought Leaders Working Group

- **Timeline:**
  - o 1 year

- **Implementation:**
  - o Months 1-4: draft an equitable and inclusive hiring and recruitment policy based on survey results, and meetings of the ADM Racial Equity Thought Leaders Working Group, ADM Racial Equity Executive Committee, and Hiring and Recruitment Sub-Working Group;
  - o Months 5-8: disseminate draft policy for review by, and feedback from, the ADM Racial Equity Executive Committee; and
  - o Months 9-12: finalize.

- **Status:** Drafting

- **Lead:** ADM-HR Director

*1.1.4. ADM-HR will continue to work with the DHR to identify minimum hiring requirements that make hiring for certain classifications, especially within BIPOC applicant pools, more challenging.

- **Resources Committed:**
    - ADM-HR (existing)
    - DHR

- **Indicators:**
    - # of minimum hiring requirements identified as eligible for substitution
    - % of job announcements that have been amended to include language that allows for experience to substitute for all or part of the educational requirement
    - # of classifications reviewed for substitution language
    - % change in reaching eligible BIPOC candidates

- **Timeline:**
    - Ongoing - 4 years

- **Implementation:**
    - ADM-HR will coordinate and collaborate with DHR to explore opportunities for identifying minimum requirements eligible for substitution, such as educational requirements, that may serve as barriers in the hiring process

- **Status:** In progress

- **Lead:** ADM-HR Director

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

- **Resources Committed:**
    - ADM-HR (existing + additional)
    - Working groups (existing)

- **Indicators:**
    - A finalized Diversity Recruitment strategy
    - # of working groups

- o # of convenings of the working groups
- o metrics to reflect outcomes
- o % of recruited BIPOC applicants

- **Timeline:**
  - o 1 year

- **Implementation:**
  - o Under executive leadership of the City Administrator's Office, establish Diversity Recruitment strategy that involves an ongoing working group, key action items for HR and hiring managers to take, and metrics to reflect outcomes.
  - o Strategy to be reviewed bi-annually with results shared with ADM-Central senior leadership.

- **Status:** Planning

- **Lead:** ADM-HR Director

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.

- **Resources Committed:**
  - o ADM-HR (existing)

- **Indicators:**
  - o # of community-based organizations and centers that ADM-HR is partnering with to expand outreach efforts
  - o # of educational institutions that ADM-HR is partnering with to expand outreach efforts
  - o # of professional networks that ADM-HR is engaging with to expand outreach efforts
  - o # of trade organizations that ADM-HR is working with
  - o # of career fairs attended

- **Timeline:**
  - o 1-2 years

- **Implementation:**
  - o Review existing outreach email list

- o Outreach to SMEs/leadership to help identify professional institutions, BIPOC professional networks, and other organizations to expand list of institutions
- o Work with ADM division leaders to generate a list of professional networks
- o Develop partnership plan and strategy to actively coordinate hiring of specific classifications to expand diversity
- o Curate outreach lists based on recruitment type

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.

- **Resources Committed:**
  - o ADM-HR (existing + additional resources)
  - o DHR

- **Indicators:**
  - o # of candidates applying to any job announcement
  - o % of non-white applicants to job announcements

- **Timeline:**
  - o 1 year

- **Implementation:**
  - o Develop review process for job announcements to simplify and standardize job opportunities.
  - o Post positions on job boards and contact partners and outside organizations.
  - o Explore additional sites, both virtual and physical, for posting job openings
  - o Exploring pathways for remote hiring options
  - o Review MQs to see if substitution language is appropriate.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

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.

- **Resources Committed**:
    - ADM (existing)
    - DHR
    - Budget and Planning (existing)

- **Indicators:**
    - # of MQs identified as unnecessary
    - # of modified MQs
    - # of additional factors considered as part of hiring criteria
    - Survey results re: MQ and other barrier questions

- **Timeline:**
    - Ongoing

- **Implementation:**
    - Review previous recruitments to establish if there are some MQs that are impacting BIPOC candidates;
    - When looking to fill a position, we will complete a review of MQs to ensure that they are required; and
    - Incorporate questions related to MQs and other barriers applicant mays have faced during the hiring process in the survey administered to applicants (hired, not offered employment, and those that removed themselves from the process).

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

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.

- **Resources Committed**:
    - ADM-HR (existing)
    - DHR

- **Indicators:**
  - o The # of supplemental questions and writing requirements removed from the application process per recruitment; and

- **Timeline:**
  - o Current

- **Implementation:**
  - o Confirm that supplemental questions are an essential part of the recruitment process for each recruitment, recognizing that supplemental questions are often the best alternatives to requiring an in-person exam because they allow applicants to respond remotely and at their own pace.
  - o Review with hiring managers at time of recruitment

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

1.2.6. Reject the practice of "degree inflation" which exacerbates the 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.

- **Resources Committed:**
  - o ADM-HR (existing)

- **Indicators:**
  - o Inclusion of whole or partial substitution language for educational requirements; and
  - o % increase in candidates with non-traditional educational backgrounds

- **Timeline:**
  - o 0-6 months

- **Implementation:**
  - o Evaluate educational requirements at the time of recruitment; and
  - o Consistently provide substitution language to allow for more diverse candidate pools.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

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

- **Resources Committed:**
  - ADM-HR (existing)

- **Indicators:**
  - % of diverse candidates hired by outside recruiters
  - % of outside recruiters used who recruit and hire from diverse candidate pools

- **Timeline:**
  - 0-6 months

- **Implementation:**
  - Provide clear guidance to outsider recruiters on the priority of building equity and diversity with every recruitment;
  - Review recruiting brochure to make sure that equity and inclusion are important and valued;
  - Review information on candidates interviewed by outside recruiters to confirm diverse candidate pools are being considered
  - Require outside recruiters to provide list of interviewed applicants; and

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

*1.2.8. Partner with DHR to identify existing apprenticeship and training programs for new hires and assess whether these programs address ADM's goal to recruit more diverse candidate pools and bring expediency and transparency to its hiring process

- **Resources Committed:**
  - ADM-HR (existing)
  - DHR Diversity and Inclusion Team

- **Indicators:**
    - # of programs reviewed and vetted with ADM's goals in mind
    - # of programs ADM participates in
    - # of BIPOC applicants to ADM positions from these programs
    - # of BIPOC applicants hired to ADM positions from these programs

- **Timeline:**
    - 2-3 years

- **Implementation:**
    - Collaborate with DHR to identify a list of existing programs that create pathways for a diverse pool of applicants, including BIPOC applicants, to join ADM in a part-time capacity; and
    - Monitor the success of these programs by tracking a number of factors, including but not limited to: retention of program participants and successful job placement within ADM or the City more generally; participant opportunities for skills development; participant referrals to the program; and survey results evaluating the participants' experiences in the program.

- **Status:** Exploratory phase

- **Lead:** ADM-HR Recruitment and Operations Manager

*1.2.9 Create a Racial Equity and Inclusion Lead position, and task this position with the responsibilities of coordinating with ADM-HR and Budget and Planning to proactively recruit diverse candidate pools for leadership positions

- **Resources Committed:**
    - See section 4.1.7

- **Indicators:**
    - See section 4.1.7

- **Timeline:**
    - See section 4.1.7

- **Implementation:**
    - See section 4.1.7

- **Status:**
    - o See section 4.1.7

- **Lead:**
    - o See section 4.1.7

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, and mentorship/sponsorship programs, and provide equal opportunity towards permanent employment.

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.

- **Resources Committed:**
    - o Existing funding channels

- **Indicators:**
    - o # of fellows every year
    - o # of paid internships
    - o % of fellows/interns that are hired within 2 years
    - o % of BIPOC fellows/interns

- **Timeline:**
    - o 1 year

- **Implementation:**
    - o Review existing internship/fellowship programs in which ADM participates;
    - o Evaluate strategy for creating equitable access to these opportunities for prospective BIPOC applicants, and increase overall diversity of applicants and participants in these programs; and
    - o Build in mentoring/coaching as part of the process

- **Status:** Ongoing; will continue to participate in after these programs resume

- **Lead:** ADM-HR

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.

- **Resources Committed:**
    - ADM Central (existing)

- **Indicators:**
    - # of summer placements

- **Timeline:**
    - 6 months

- **Implementation:**
    - Work closely with the Mayor's staff for the Mayor's Opportunities for All Program to identify and match applicants with interests in the work of ADM

- **Status:** Ongoing; will continue to participate in after these programs resume

- **Lead:** ADM Central Deputy Director

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.

- **Resources Committed:**
    - ADM-HR (existing)
    - Division leaders/representatives (existing)
    - ADM Racial Equity and Inclusion Lead (additional)

- **Indicators:**
    - # of community colleges, trade schools, and training programs that ADM partners with.
    - # of job fairs attended annually for each of the above institutions and organizations for targeted recruitment
    - Develop relationships with outreach coordinators for each of the institutions and organizations stated above
    - # of hires made from the above-named institutions and organization

- **Timeline:**
    - 1-2 years

- **Implementation:**
    - Outreach with the professional development offices at local community colleges and trade schools;
    - Identify courses at community colleges, trade schools, and training programs that may permit students to obtain partial course credit by completing an on-site placement at a division within ADM; and
    - Identify sites (virtual and physical) and email list servs at local community colleges and trade schools to advertise ADM job openings.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.

- **Resources Committed:**
    - $235,000

- **Indicators:**
    - # of staff attending trainings
    - Surveys from staff regarding effectiveness of training

- **Timeline:**
    - Ongoing

- **Implementation:**
    - Evaluate 21-day challenge for ADM employees, a self-study course;
    - Create online resources for self-paced learning through ADM or external parties; and
    - ADM will contract with technical service providers to offer the following (see Section 6.1.6 for more additional details):
        - Develop a training model to disseminate racial equity principles to ADM staff;
        - Educate ADM staff on racial equity fundamentals, including foundational principles and frameworks;

- Inform development of the Racial Equity Action Plan;
- Establish best practices for creating a collaborative, inclusive working environment; and
- Train ADM leadership on the fundamental subject matter related to racial equity, while also equipping them with skills for facilitation.

- **Status:** In progress

- **Lead:** ADM Racial Equity Lead, Racial Equity Working Group, ADM-HR Technical Assistance Provider.

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.

- **Resources Committed:**
  - ADM-HR (existing)
  - ADM divisions that partner in the different programs (existing)

- **Indicators:**
  - Race/ethnicity of initial candidate pool vs. candidate selected
  - # of PCS processes reviewed annually

- **Timeline:**
  - 6 months – 1 year

- **Implementation:**
  - Evaluate 3-4 large PCS recruitments to identify if there are processes that are inadvertently impacting specific race/ethnic groups;
  - Debrief with hiring managers to establish if anything could be done to reduce impact;
  - Administer a survey to outgoing interns and fellows about their work experiences, including but not limited to: whether they understood what was required of them, if they felt they had meaningful opportunities to contribute to the work of the office, if they were given feedback and opportunities to grow, how they felt they performed, etc.;
  - Identify existing employees interested in participating in the program as mentors and/or sponsors;
  - Identify existing employees uniquely positioned to act as sponsors and proactively encourage their participation;

- Explore the possibility of administering a questionnaire to interested mentee participants to better understand their preferences for a mentor;
- To the extent possible, prioritize pairing mentees with mentors and/or sponsors based on professional development considerations; and
- Engage in ongoing conversations about refining, expanding, or contracting the program as necessary.

- **Status:** Explorative and planning

- **Lead:** ADM-HR Training and Development, and ADM Deputy Director

*1.3.6. Develop a mentorship/sponsorship program for new hires and current employees

- **Resources Committed:**
  - ADM-HR (existing)
  - Staff from ADM's different divisions (existing)
  - Racial Equity and Inclusion Lead (additional)

- **Indicators:**
  - # of new hires and paired with a mentor
  - # of existing employees paired with a mentor
  - # of new hires paired with a sponsor
  - # of existing employees paired with a sponsor
  - # of mentors participating in the program
  - # of sponsors participating in the program
  - Expansion of the program over time by eligible classification series

- **Timeline:**
  - 2-5 years

- **Implementation**
  - Explore and determine the scope of the program. This will include determining the classification series that mentees can come from, as well as the classification series from which mentors and sponsors will be drawn from. Resources permitted, the goal will be to expand the program over time so more employees can participate.
  - Promote the program to eligible employees; inform new hires during onboarding, and inform current employees through targeted outreach efforts.
  - Generate a list of eligible employees interested in participating in the program as mentees
  - Identify existing employees interested in participating in the program as mentors and/or sponsors

- o Identify existing employees uniquely positioned to act as sponsors and proactively encourage their participation
- o Explore the possibility of administering a questionnaire to interested mentee participants to better understand their preferences for a mentor
- o To the extent possible, prioritize pairing mentees with mentors and/or sponsors based on professional development considerations
- o Engage in ongoing conversations about refining, expanding, or contracting the program as necessary

- **Status:** Explorative and planning

- **Lead:** ADM-HR

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.

- **Resources Committed:**
  - o ADM-HR (existing)

- **Indicators:**
  - o % of interviews with standard questions and rating guidelines

- **Timeline:**
  - o Ongoing

- **Implementation:**
  - o Continue to have ADM-HR review panel interview questions to ensure that they are appropriate and free of biases.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

1.4.2. Ensure a diverse hiring panel for each interview.

- **Resources Committed:**
  - o ADM-HR (existing)

- **Indicators:**
    - o # of interviews conducted by a diverse hiring panel

- **Timeline:**
    - o Ongoing

- **Implementation:**
    - o Assemble diverse hiring panels for each interview

- **Status:** Ongoing (already required)

- **Lead:** ADM-HR Recruitment and Operations Manager

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

- **Resources Committed:**
    - o ADM-HR (existing trainings)
    - o New training (additional resources)

- **Indicators:**
    - o % hiring panel members who take the mandatory Fairness in Hiring training

- **Timeline:**
    - o 0-6 months

- **Implementation:**
    - o Evaluate Fairness in Hiring training to see if there are areas that HR analysts want to further discuss and train panelists on; and
    - o Develop talking points and additional resources as needed.

- **Status:** Ongoing (already required)

- **Lead:** ADM-HR Recruitment and Operations Manager

1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.

- **Resources Committed:**
    - DHR is currently contracting with a new applicant tracking system

- **Indicators:**
    - Hoping to gain more clarity from DHR

- **Timeline:**
    - Hope to gain clarity from DHR

- **Implementation:**
    - Collaborate and support DHR's citywide Hiring Modernization project that will provide greater transparency for departments and candidates.

- **Status:** Ongoing

- **Lead:** DHR

1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.

- **Resources Committed:**
    - ADM (existing)

- **Indicators:**
    - # of job openings correspond to # of internal postings

- **Timeline:**
    - 0-6 months

- **Implementation:**
    - Post all PCS and all open PEX/TEX openings internally;
    - Send out email alerts to all employees when there is a vacant position;
    - Encourage employees to sign up for notifications from JobAps to be alerted when a specific job announcement is open; and
    - Explore adding an automatic notification feature on ADM-HR's Sharepoint site that can be accessed by internal employees.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

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.

- **Resources Committed:**
    - ADM-HR (existing)
    - DHR

- **Indicators:**
    - Time to hire
    - Creation and use of informational materials to explain the hiring process

- **Timeline:**
    - Ongoing

- **Implementation:**
    - Look for department-driven processes to identify areas of opportunity to expedite processes;
    - Develop step-by-step hiring guides for both applicants and hiring managers;
    - Provide applicants with greater transparency about the application and potential hiring process to give applicants time to plan appropriate and avoid contributing to delays;
    - Provide hiring managers with greater clarity about the steps involved in the process by creating step-by-step hiring guides; and
    - Explaining timelines and role and responsibilities of hiring managers at the outset to create greater efficiencies in the process.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.

- **Resources Committed:**
    - ADM-HR (existing)

- **Indicators**
    - # of new or revised onboarding materials

- **Timeline:**
    - 1 year

- **Implementation:**
    - Develop a more comprehensive onboarding process for all ADM employees;
    - Identifying individuals within the more common classification series who may be interested in volunteering to organize social events and brown bag series for fellow colleagues. The idea here is to create opportunities for peer support based on classification series;
    - Exploring the possibility of creating some of the following materials to provide during the onboarding process:
        - Contact information for the colleague who organizes social and educational events for employees in certain classification series (if such a person exists);
        - A brief history of San Francisco's racial equity work
        - Informational material about San Francisco and its different neighborhoods (create these materials in partnership with the Entertainment Commission, the Arts Commission, Neighborhood Empowerment Network (NEN) and other similar divisions); and
        - Material describing basics about ADM: its size, the number of divisions that fall under its purview, the diversity of the services provided through ADM, our mission, etc.

- **Status:** Planning

- **Lead:** ADM-HR, Entertainment Commission, Arts Commission, NEN

1.4.8. Expand upon the default Certification rule of Three Scores.

- **Resources Committed:**
    - ○ ADM-HR (existing)

- **Indicators:**
    - ○ Increase in number of diverse candidate pools

- **Timeline:**
    - ○ Ongoing

- **Implementation:**
    - ○ Consistently request that unions approve an expanded rule.

- **Status:** Ongoing

- **Lead:** ADM-HR Recruitment and Operations Manager

2.   RETENTION AND PROMOTION

Departmental Goal:

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

The Office of the City Administrator (ADM) is committed to ensuring talented employees of all races maintain opportunities for advancement. ADM recognizes that black, indigenous, and people of color face additional challenges in the city workforce, and thus, require tailored and strategic efforts to ensure retention and encourage promotion.

First, ADM will improve communication to attract, retain, and promote qualified employees. Though ADM is comprised of various departments committed to serving San Franciscans, each division faces similar challenges with regards to retention and promotion. This effort will start by ensuring that employees receive consistent and accurate communication regarding employment and possible promotional opportunities.

Often black, indigenous, and people of color face additional challenges in the workplace. **Through data analysis, ADM will actively seek to identify barriers for employee retention and promotion.** For example, the analyst series is a specific job class that is often a pathway to ADM management. Understanding the demographic characteristics of this job class will provide critical information in developing targeted retention and promotion strategies.

This work has already begun. Currently, ADM has higher levels of diversity in the lower-level classes of several important series: Administrative Analyst, Contract Compliance Officer, and Purchaser. For the most part, BIPOC employees have been in the lower-level classification for fewer years than their White counterparts, which suggests that they have not stagnated in those positions while being passed over for promotions. However, it may also put them at a disadvantage when promotional opportunities arise. As such, it will be important to retain and invest in these employees in order to promote them into the higher-level classes and then into management positions.
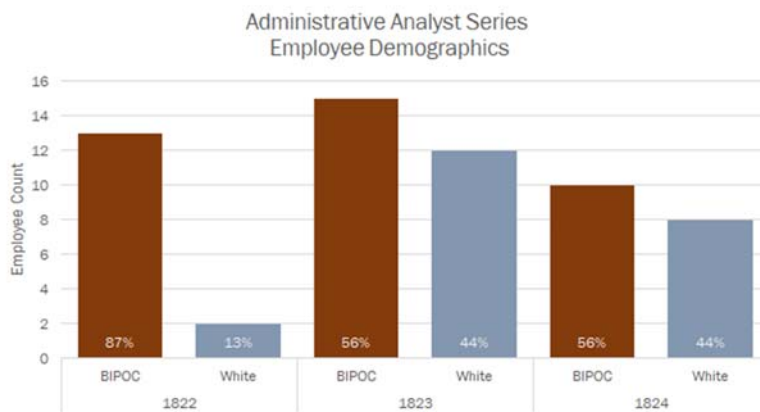
(Chart 1. Employee Count, Administrative Analysts)
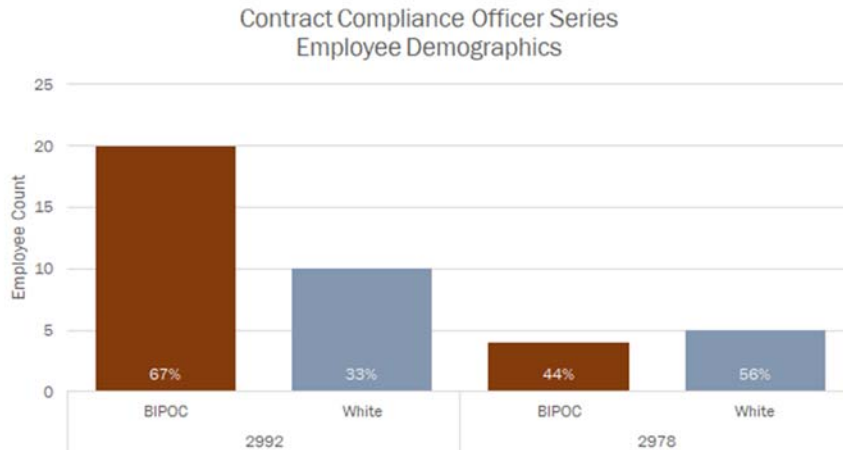
(Chart 2. Employee Count, Contract Compliance Officers)
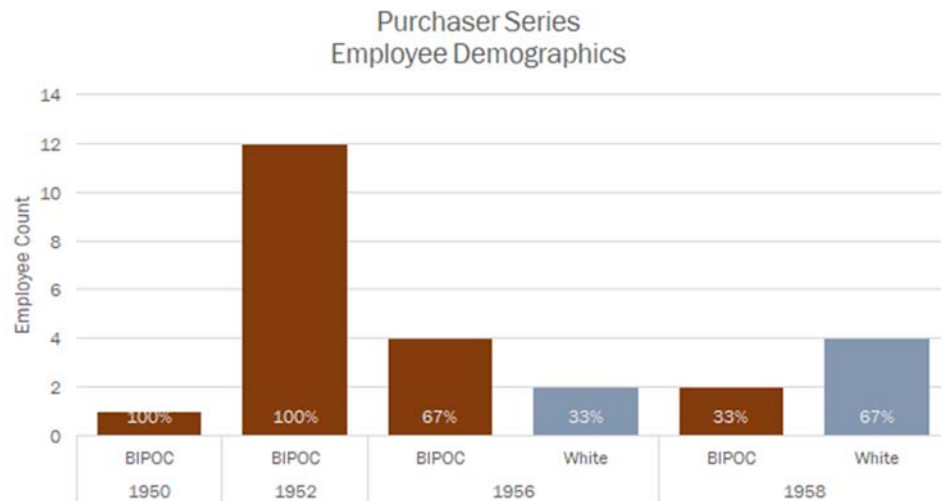
(Chart 3. Employee Count, Purchases)

Acting assignments are also a pathway to management and capturing and evaluating the conditions for selection will be a critical next step for ADM leadership. Income and promotion data will need to be analyzed to identify existing race-based salary gaps and/or disparities in promotion. The impact of COVID-related deployments and economic contraction will also require additional analysis, to more effectively understand DSW deployments by race, develop strategies to prevent inequalities due to layoffs, and ensure that employees are aware of all benefits that may be extended to them.

Finally, ADM will identify additional pathways to promotion and increase access to professional development opportunities. Currently, there is not a well-defined process to identify employees with an interest in advancement. Moreover, across ADM, managers do not consistently have conversations with staff about professional development. Consequently,

there is no well-defined pathway to channel employees towards promotive opportunities. This lack of clarity may increase attrition, as ADM employees leave for other opportunities both in and outside the City.

ADM will implement a number of strategies to more effectively and equitably share promotional opportunities. An ADM mentorship program will pair new employees with more experienced employees. The designation of a racial-equity lead within ADM will specifically identify job and promotive opportunities in partnership with ADM-HR. More information about mentorship and the racial-equity lead can be found in the Hiring and Recruitment section. Managers will also be given training to help them more effectively engage junior employees in discussions regarding professional advancement and creating additional opportunities for growth. It is critical that this training be both racially and culturally sensitive to ensure that opportunities are shared equitably. ADM will also encourage employees in connecting with and being active in professional associations related to their work, so they have an opportunity to develop skills and social capital.

In an effort to achieve these goals, ADM will take steps to implement the following initiatives, discussed in greater detail below:

- Improve communication and encourage transparency by reviewing current information-sharing practices and proposing service improvement to ensure employees have access to existing resources.
- Analyze HR data to identify potential barriers to retention and promotion. Data review will include all forms of compensation, including salaries and benefits, DSW deployment data, and paid-leave.
- Evaluate existing promotion pathways to encourage equity.
- Increase access to existing professional development opportunities. Where gaps exist, additional opportunities will be contemplated.

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

- **Resources Committed:**
    - ADM-HR (existing)

- **Indicators**:
    - o Disaggregation of DSW's by race / ethnicity
    - o # Deployments by location (on-site vs. off-site)
    - o # Deployments by duration
    - o # Deployments by classification

- **Timeline:**
    - o 0-6 months

- **Implementation:**
    - o COVID-19 related deployments and economic contraction will require additional analysis by ADM staff to ensure that DSW deployments are not disproportionately issued by race; and
    - o DSW deployments may also provide benefits, for example attaining additional skills, expanding responsibility, and/or meeting city employees from different departments.

- **Status**: Ongoing

- **Lead**: ADM-HR

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.

- **Resources Committed:**
    - o Budget and Planning (existing)

- **Indicators**:
    - o # of layoffs/furloughed employees
    - o # of layoffs/furloughed employees disaggregated by race
    - o # of DSW deployments
    - o # of DSW deployments disaggregated by race
    - o Duration of DSW deployments

- **Timeline:**
    - o 0-6 months

- **Implementation**:
    - o COVID-19 related deployments and economic contraction will require additional budgetary analysis by ADM staff to ensure that DSW deployments are not disproportionately issued by race;
    - o Analysis will be done to understand impact of potential layoffs; and

- o   Staffing plan review to ensure that staffing levels and changes align with RE Plan.

- **Status:** Planning

- **Lead:** Budget and Planning

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.

- **Resources Committed:**
    - o   As-needed

- **Indicators:**
    - o   Registered complaints of front-line workers
    - o   Rates of COVID-19 infection due to workforce exposure
    - o   PPE distributed

- **Timeline:**
    - o   Ongoing review

- **Implementation:**
    - o   ADM will look to the COVID-19 Command Center to capture ADM-specific data; and
    - o   ADM will work with COVID-19 Command Center to ensure employees get access to needed materials, ensuring that resources are distributed equitably.

- **Status:** Ongoing

- **Lead:** ADM Health and Safety Officer

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

- **Resources Committed:**
    - o   ADM-HR (existing)
    - o   DHR

- **Indicators:**
    - o   ADM Covid Sharepoint Site Engagement
    - o   DHR Covid Sharepoint Site Engagement
    - o   Inquiries from ADM Staff

- **Timeline:**
    - o 6 months – 1 year

- **Implementation:**
    - o Periodic emails to all employees with changed benefits; and
    - o Updates to all division managers during weekly/bi-monthly ADM meetings.

- **Status:** In Process

- **Lead**: ADM-HR

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

- **Resources Committed**:
    - o ADM-HR (existing)

- **Indicators**:
    - o Caretaking and safe transportation information included in deployment protocols
    - o Registered complaints from DSW workers

- **Timeline**:
    - o Ongoing

- **Implementation**:
    - o Discussions with employees and supervisors to accommodate those who have challenges related to DSW assignments; and
    - o When possible, ADM will request remote assignments.

- **Status**: Ongoing

- **Lead**: ADM-HR

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.

- **Resources Committed:**
    - o ADM-HR (existing)

- **Indicators**:
  - Salaries for targeted classifications across industry
  - Total compensation for targeted classifications across industry

- **Timeline:**
  - Ongoing

- **Implementation:**
  - ADM-HR to complete review of core classifications to identify any pay equity issues;
  - ADM-HR will bring up these issues with DHR during labor negotiations; and
  - ADM-HR will explore collecting additional data. There may be DHR / HSS / Union issues in comparing figures against industry markers, however, ADM-HR can complete salary review for equity within the department.

- **Status:** Ongoing

- **Lead:** ADM-HR

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.

- **Resources Committed**:
  - ADM-HR (existing)
  - DHR

- **Indicators**:
  - Review of total compensation for targeted classifications
  - Comprehensive review and analysis of existing polices, including:
    - Parental Leave
    - Short-Term Disability
    - Other Life Circumstances

- **Timeline:**
  - Ongoing

- **Implementation**:
  - Leave issues will be evaluated by Employee Labor Relations / Recruitment Ops teams to ensure that the policies are being implemented consistently across the department; and
  - Compensation should factor the various life experiences of employees, which may be impacted by racial identity.

- **Status**: Ongoing

- **Lead**: ADM-HR

2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.

- **Resources Committed**:
    - ADM-HR (existing)

- **Indicators**:
    - Inquiries from employees about religious and cultural holidays
    - Hours of paid time off for religious holidays
    - Hours of paid time off for cultural holidays

- **Timeline**:

    - 0-6 months

- **Implementation:**
    - Employees may request time off for religious and cultural holidays;
    - Though these requests fall under broader City policies, ADM will work to ensure concerns from employees are understood; and
    - Where appropriate additional actions will be taken to share information about religious and cultural holidays to improve awareness and promote a culture of inclusion.

- **Status:** Ongoing

- **Lead:** ADM-HR

2.3. Create paths to promotion that are transparent and work to advance equity.
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.

- **Resources Committed:**
    - ADM-HR (existing)

- **Indicators**:
    - Resources available to employees on salary-step increases and promotive opportunities

- **Timeline**:
  - o 0-6 months

- **Implementation:**
  - o HR Sharepoint site to provide information and resources for employees to understand additional aspects of their employment with the city. This information will include details of step increases for PEX/PCS employees;
  - o Evaluate Cat 16 as-needed salary adjustments on an annual basis; and
  - o Create standard review and salary adjustments based on hours and performance evaluation.

- **Status**: In Process

- **Lead**: ADM-HR

2.3.2. Develop a formal and transparent process for raises and promotions.

- **Resources Committed:**
  - o ADM-HR (existing)

- **Indicators**:
  - o Information and resources available to employees regarding salary-step increases and promotive opportunities

- **Timeline**:
  - o 0-6 months

- **Implementation**:
  - o For TEX/PEX opportunities, internally post so existing employees have an opportunity to apply.

- **Status**: Planning

- **Lead**: ADM-HR

2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.

- **Resources Committed:**
  - o ADM-HR (existing)

- **Indicators:**
    - o # of employees granted acting/interim assignments
    - o % of BIPOC employees granted acting/interim assignments
    - o Duration of acting/interim assignments

- **Timeline:**
    - o 1 year

- **Implementation:**
    - o When multiple qualified individuals are interested in an acting/interim role, make efforts to rotate assignment when duration is greater than 6 months, when possible.

- **Status**: Planning

- **Lead:** ADM-HR

2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as the Administrative Analyst Series, Contract Compliance Series, and Purchaser Series. Set forth strategies and training opportunities to support employee development to achieve mobility.

- **Resources Committed:**
    - o ADM-HR (existing)

- **Indicators:**
    - o Employee retention rate by classification and division
    - o Diversity of each classification in identified series

- **Timeline:**
    - o 1 year

- **Implementation:**
    - o Identify classifications where there are "drop-offs" in diversity;
    - o Analyze and evaluate data; and
    - o Develop action items to reduce barriers for entry and/or create professional pathways for employees to grow outside of the classification series.

- **Status:** Planning

- **Lead:** ADM-HR

2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.

- **Resources Committed:**
    - ADM-HR (existing)

- **Indicators**:
    - Identify job classifications with low retention rates
    - Survey responses in which respondents discuss classifications with low retention rates
    - Length of time spent in job classifications with low classification rates
    - Job classifications with low retention rates disaggregated by race

- **Timeline**:
    - 1 year

- **Implementation**:
    - ADM will establish criteria and develop a plan to analyze classifications that do not result in promotive opportunities.

- **Status**: Planning

- **Lead**: ADM-HR, ADM-Central

3. DISCIPLINE AND SEPARATION

Departmental Goal:

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

The Office of the City Administrator (ADM) utilizes a progressive discipline process based on numerous checks and balances to provide for employees' due process. As recent data suggests, the overall number of discipline and corrective actions within ADM has been very limited (see Chart 1).
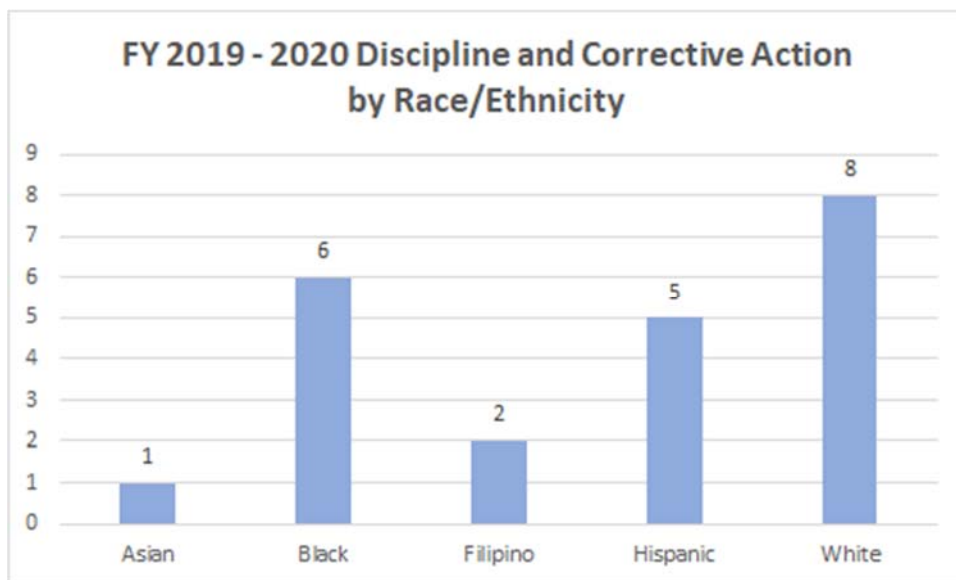
(Chart 1. Discipline and Correction Action by Race/Ethnicity for FY2019-20)

It is important to distinguish the use of the terms "discipline" and "separation." In this report, "discipline" refers to the processes that apply only to PCS positions. The term "separation" is broader and is used to describe a variety of situations, including when an employee resigns, retires, or leaves for internal promotions, for both PCS and exempt positions.

Accordingly, ADM's discussion of its goals for this section are split into the categories below: one for discipline and corrective action, and a second for separation.

Discipline and Corrective Action:

ADM is committed to educating and engaging employees to help resolve issues at the lowest level and, whenever possible, without escalating to discipline or corrective actions. One tool for doing so is providing clearer communication to employees and supervisor/managers about the department's progressive discipline and separation process. Based on meetings and conversations with division heads within ADM, employees and managers have varying levels of

understanding and familiarity with ADM's discipline and separation processes. Additionally, ADM will prioritize offering de-escalation training to supervisors and making sure that resources are readily available for employees and supervisors regarding discipline and corrective action. In this regard, ADM is committed to training managers/supervisors to meet the needs of employees where they are, support employees through coaching, and set clear, reasonable job expectations

ADM is also committed to seeing greater similarity, across all races, in employees' responses to whether they agree that: "Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity". In the 2020 ADM Racial Equity Survey, employees were asked the above question. Overall, **67%** of employees agreed with the prompt. However, different racial and ethnic subgroups had divergent levels of agreement: **78%** of White employees agreed or strongly agreed, **68%** of Asian employees agreed or strongly agreed, **51**% of Hispanic, Latino, or Spanish employees agreed or strongly agreed, and **45**% of Black or African American employees agreed or strongly agreed (see Chart 2).
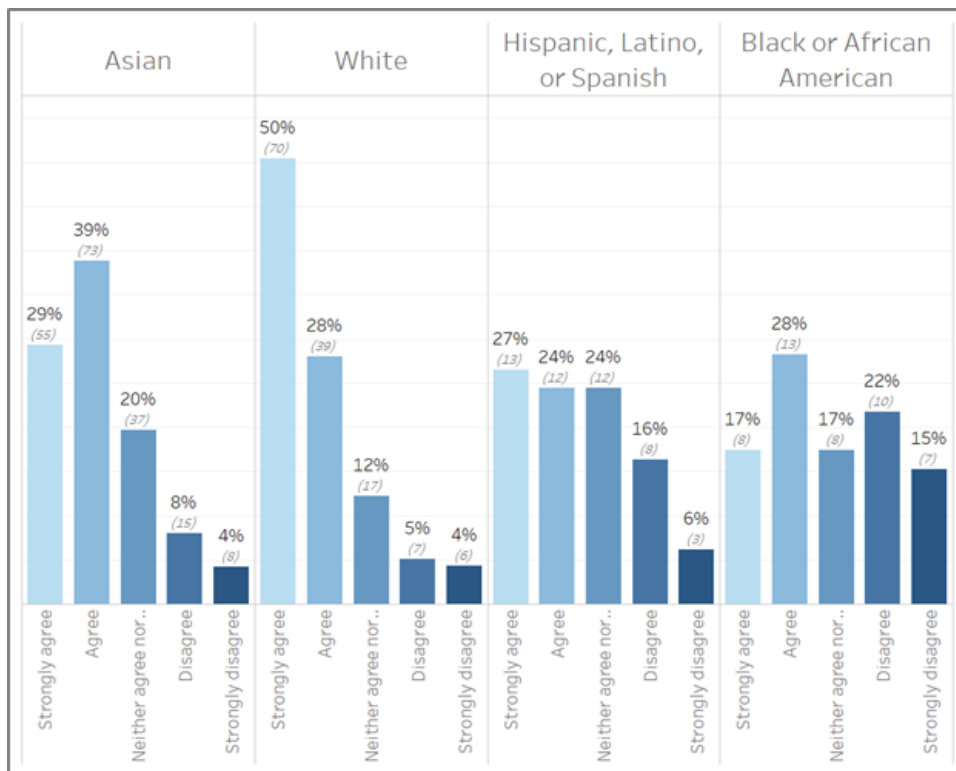

(Chart 2. ADM Racial Equity Survey response to the following prompt: "Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.")

Even without distinguishing by race, employee responses in general indicate that there is room for improvement regarding employees' views on whether supervisors hold all employees to the same workplace expectations and disciplinary standards. Factoring in race, it becomes clear that BIPOC employees, especially Hispanic and Black employees, feel even more strongly that this is true. Over time, ADM would like to see that employees, for each racial group, agree or strongly agree more consistently at a high percentage with the above prompt.

Separation

ADM is committed to better collecting and understanding separation data for all employees, especially employees in exempt appointments. As mentioned above, the term "separation" broadly refers to a change in an employee's employment categorization. Accordingly, separation may refer to an employee being appointed from one position to another, retiring, resigning, or being terminated.

There are several reasons ADM is committed to better understanding separation data for its employees in exempt appointments. First, the nature of ADM's work is more conducive to project-based positions. Accordingly, approximately 40% of ADM's workforce is made up of employees in exempt appointments. Second, a sizeable portion of ADM's new BIPOC hires over the past five years have been hired through exempt appointments (see Chart 3).
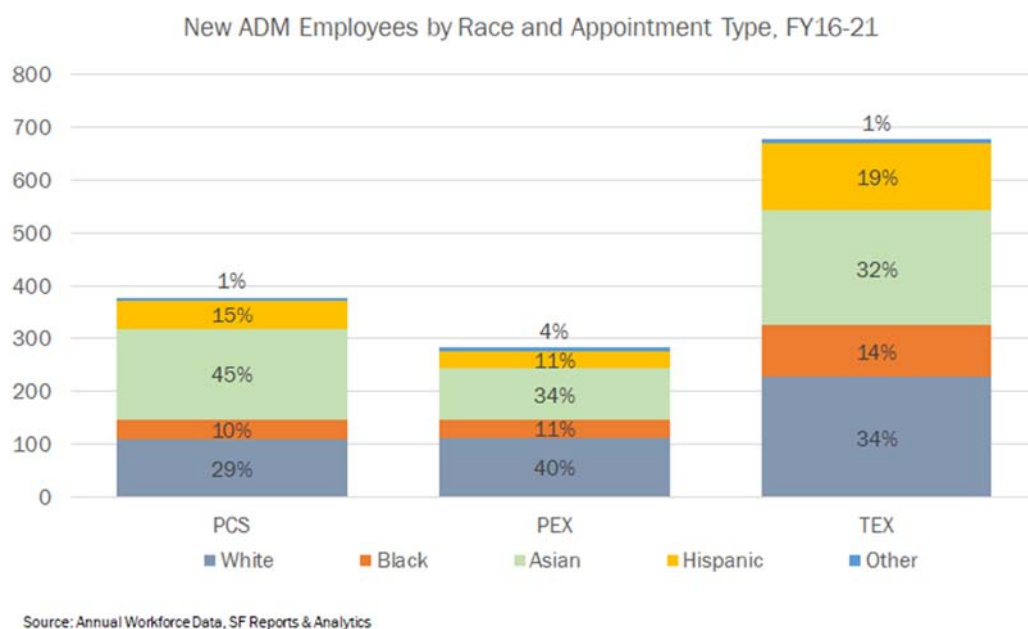
(Chart 3. New ADM Employees by Race and Appointment Type Over the Past 5 Years)

In general, exempt appointments provide more flexibility in the hiring process, compared to permanent civil service positions, and have provided ADM with a valuable tool to hire from more diverse populations. Third, without capturing additional categories of data, it is difficult

to glean from existing data whether groups, by race, are being disproportionately and negatively separated from their temporary appointments. Accordingly, ADM is interested in capturing datapoints to better distinguish separation data based on when a position expires, a project is completed or ends, and an employee resigns or moves into another position with the City.

In an effort to achieve these goals, ADM will take steps to implement the following initiatives, which are discussed in greater detail below:

- Continue implementing clearer channels for communicating disciplinary processes and corrective actions at all levels of ADM.
- Provide employee management and de-escalation trainings to supervisors.
- Participate in the citywide employee mediation program.
- Improve data collection and analysis to determine the reasons for employee separations, including when positions expire, a project is completed or ends, and an employee resigns or moves into another position with the City.
- Continue to administer a survey question concerning employees' views on whether supervisors hold all employees to the same workplace expectations and disciplinary standards.

3.1. Create clear, equitable, and accountable protocol for disciplinary action.
3.1.1. Track disciplinary action and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

- **Resources Committed:**
  - PeopleSoft (existing)
  - ADM-HR -Employee Labor Relations staff ("ELR") (existing)
  - Budget and Planning Team (existing)

- **Indicators:**
  - % of discipline or corrective action imposed on BIPOC employees
  - % of dismissals for BIPOC employees
  - # of dismissals and % by BIPOC employees
  - # of employees placed on a performance improvement plan, and % by BIPOC employees
  - # of employees given probationary period extensions, and % by BIPOC employees
  - # of employees released during the probationary period, and % by BIPOC employees

- o # of employees suspended, and % by BIPOC employees
- o # of written warnings issued, and % by BIPOC employees

- **Timeline:**
  - o 6 months – 1 year

- **Implementation:**
  - o Schedule regular meetings with division directors to review and evaluate employee issues;
  - o Review discipline and corrective action data with senior leadership on a quarterly and annual basis; and
  - o Complete analysis to evaluate trends in particular for staff of color.

- **Status:** Ongoing

- **Lead:** Budget and Planning

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.

- **Resources Committed:**
  - o PeopleSoft (existing)
  - o ADM-HR ELR (existing)
  - o Budget and Planning Team (existing)

- **Indicators:**
  - o Data and analysis of all employee separations, PCS, PEX, and TEX
  - o For exempt appointments, an analysis by race, specifically looking at the following categories:
    - # of separations based on appointment expiration
    - # of separations based on projects completed or ended
    - # of separations based on new appointments
    - # of separations based on lack of funding
    - % of separated employees who receive an exit interview or survey

- **Timeline:**
  - o 6 months – 1 year

- **Implementation:**
  - Use existing PeopleSoft data to help identify reasons for separation with respect to exempt appointments (job performance, resignation, end of project, expiration of the term limit, as-needed employee, job abandonment, etc...); and
  - Disaggregate separation data by race to better understand if there are any disparate or negative impacts resulting along any of the above-identified separation categories.

- **Status:** Ongoing

- **Lead:** Budget and Planning

3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.

- **Resources Committed:**
  - ADM-HR Training Team (existing)
  - ADM-HR ELR (existing)
  - DHR

- **Indicators:**
  - Make available and mandatory additional training modules for discipline and separation;
  - Make available and mandatory additional training modules on implicit bias for supervisors; and
  - % of supervisors who complete the additional training modules.

- **Timeline:**
  - 6-12 months

- **Implementation:**
  - Evaluate what modules / topics are needed
  - Develop or procure the trainings
  - Track trainings
  - Evaluate discipline/separation data based on trainings

- **Status:** Planning

- **Lead:** ADM-HR

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.

- **Resources Committed:**
    - ADM-HR (existing)
    - DHR

- **Indicators:**
    - Educational awareness about the citywide mediation program
    - Participation in citywide mediation program
    - # of ADM employees trained to be mediators
    - # of ADM employees who participate in mediation
    - % of employees who participate in mediation program and are satisfied with the result

- **Timeline:**
    - 2 years

- **Implementation:**
    - Explore additional resources and training for supervisors to assist them in identifying interpersonal issues between staff early so they can intervene and support employees to de-escalate issues when possible;
    - Conduct an internal educational campaign to raise awareness about opportunities for formal employee mediation as an option to resolve interpersonal issues; and
    - Participate in DHR's mediation program and make available mediation as an option for employees to resolve issues.

- **Status:** Planning

- **Lead:** ADM-HR Training Manager

3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.

- **Resources Committed:**
    - ADM-HR –ELR (existing)

- **Indicators:**
  - Create discipline guidelines for specific issues where possible (preventable motor vehicle accidents, positive drug test, etc…);
  - Training for supervisors on discipline and corrective actions; and
  - # of supervisor consultations provided by ELR on discipline issues.

- **Timeline:**
  - 6 months – 1 year

- **Implementation:**
  - Create standard operating practices for standardized discipline and corrective actions where possible. Since many disciplinary matters are unique and the level of discipline is analyzed in the context of the employee's previous discipline history, standardized discipline is not always reasonable. An additional focus area is to assure continued consistent discipline. Provide training for supervisors on discipline and corrective actions;

- **Status:** Planning

- **Lead:** ADM-HR ELR Manager

*3.1.6 Explore expanding the use of exit interviews following an employee's separation.

- **Resources Committed:**
  - ADM-HR (existing)

- **Indicators:**
  - % of exit interviews conducted
  - Trend analysis over time

- **Timeline:**
  - 1 year

- **Implementation:**
  - Explore the feasibility of conducting exist interviews for all separation types

- **Status:** Explorative phase

- **Lead:** ADM-HR

*3.1.7 Implement annual ADM Racial Equity Survey to, in relevant part, assess employee responses about transparency, clarity, and fairness regarding discipline within ADM

- **Resources Committed:**
    - ADM Racial Equity Executive Committee (existing)

- **Indicators:**
    - % of employees, by race, who agree or strongly agree that supervisors hold all employees to the same workplace expectations and disciplinary standards regardless of race or ethnicity;
    - Explore adding questions to ADM's Racial Equity Survey and analyzing responses; and
    - Comparison of ADM's employees' responses against City-wide responses to similar prompts in DHR's forthcoming survey.

- **Timeline:** 0-6 months

- **Implementation:**
    - Completed first annual survey and plan to continue to annual collection

- **Status:** Planning

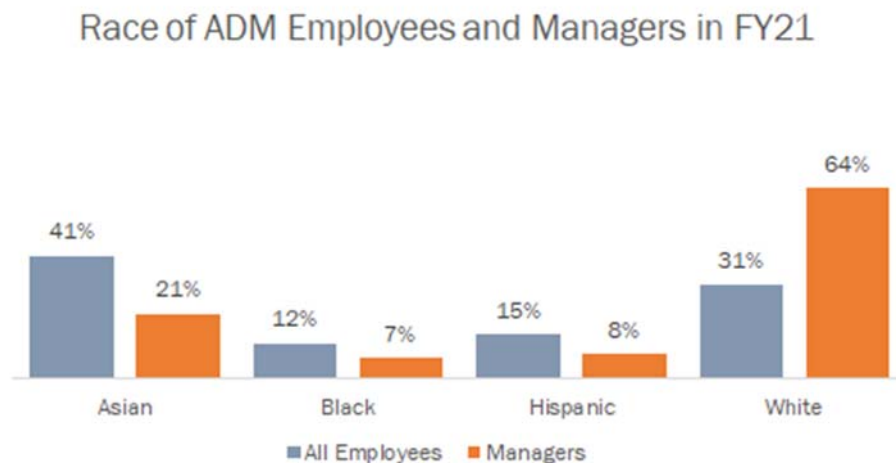- **Lead:** ADM Racial Equity Executive Committee

4. DIVERSE AND EQUITABLE LEADERSHIP

Departmental Goal:

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

The Office of the City Administrator (ADM) acknowledges the systemic inequities in leadership that have historically excluded Black, Indigenous, and people of color (BIPOC). As a result of the intentional practices by ADM leadership, we are pleased to share that hiring in the management class has been trending in the right direction. That said, however, to continue to actively address still present systemic inequities, the City Administrator seeks to maintain focus on increasing racial equity within ADM's processes for hiring leadership.

First, ADM is committed to increasing representation of BIPOC communities in management positions, relative to the number of available positions, within ADM over the next five years. In setting this goal, ADM's workforce data (Chart 1) of its twenty-five (25) divisions shows that while Whites represent approximately a third of ADM's workforce, the same group holds almost two thirds of all management positions.


(Chart 1. Employees and Managers by Race for Fiscal Year 2021. Note: Data included in this chart, and subsequent charts, for managers is from the 092X, 093X, 094X, 095X, 096X appointment series)

Additionally, as ADM is home to a diverse array of divisions that provide a breadth of services from the Office of Labor Standards and Enforcement to the Office of Contracts Administration to Animal Care and Control, it is also critical that BIPOC employees have opportunities to develop into positions of leadership across ADM's many divisions and not just a concentrated few. In an effort to better understand the breakdown of employees in leadership positions by race throughout ADM's 25 divisions, ADM is in the process of collecting this data for future analysis.

Second, ADM is committed to improving its internal promotional culture to elevate BIPOC employees into positions of leadership. ADM's data (Chart 2) shows that hiring in the management class has been trending in the right direction with an increasingly diverse pool of new managers over the last several years.

Race of New ADM Managers by Fiscal Year
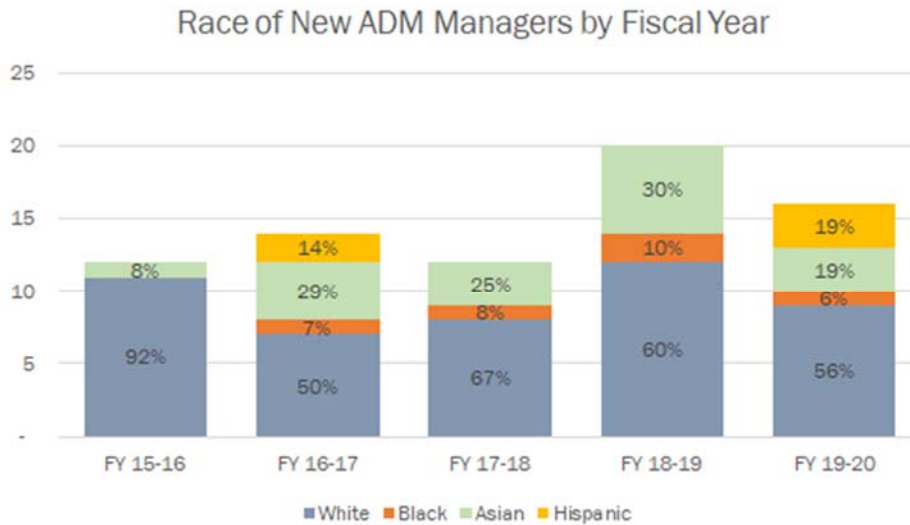
Source: Annual Workforce Data, SF Reports & Analytics

(Chart 2. New ADM Manager Hires over the past 5 years)

Over the same time period, new Black managers were much more likely to come from outside ADM (as new hires, rehires, or transfer in) rather than through internal promotions (Chart 3). The same holds true for Hispanic employees. Since internal promotions make up 45% of new ADM management hires, increasing the diversity of ADM's internal promotive pool and removing racial bias (unconscious or not) from promotion decisions would go a long way in increasing the diversity within ADM leadership.

New ADM Managers by Hire Type, FY16-21
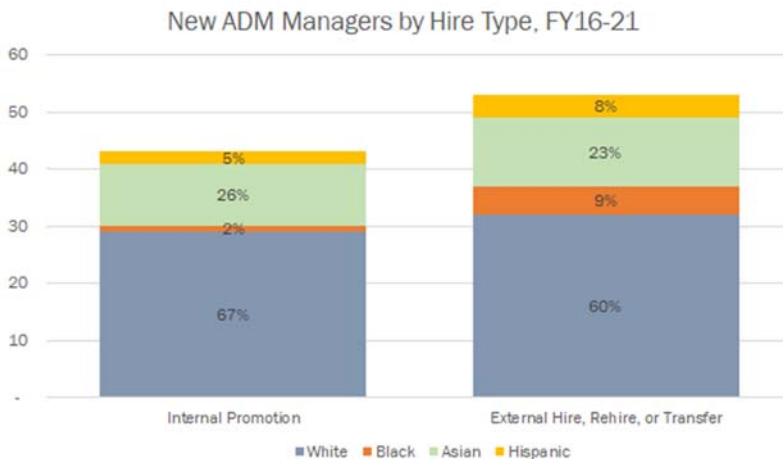
Source: Annual Workforce Data, SF Reports & Analytics

(Chart 3. Manager Hires by Internal Promotion versus External Hire, Rehire, or Transfer)

65

Third, ADM is committed to creating the position of an Equity and Inclusion Lead within ADM-Central to work with ADM-Human Resources (ADM-HR) to increase the diversity of candidate pools for leadership positions. This position will help to facilitate close working relationships between divisions heads and ADM-HR to identify diverse candidates for leadership positions throughout ADM. Additionally, this position will help identifying recruitment strategies to help build awareness of open positions to increase diversity of candidate pools through targeted and effective outreach. For example, the Equity and Inclusion Lead will strategize with ADM-HR and divisions on places to post positions like educational institutions, non-profit organizations, social media, and in professional publications.

In setting these goals, ADM understands that while striving for diversity of BIPOC employees in leadership positions is a measure of racial equity, racial equity goes beyond just diverse representation. **Accordingly, as a fourth goal, ADM is committed to making leadership and management training opportunities available to employees interested in promotional opportunities as well as those who have been promoted into leadership positions for the first time.** To this end, ADM is in the process of issuing two Request for Proposals (RFPs) to provide additional resources for training managers and staff to ensure employees, including BIPOC employees, understand the principals of equity, racial equity and inclusion and are better supported to grow into positions of leadership. Additionally, ADM will foster a mentorship/sponsorship program, coordinate professional development trainings, and encourage employees to participate in or build their own peer resources to support their professional growth and development.

In an effort to achieve these goals, ADM will take steps to implement the following initiatives, discussed in greater detail below:

- Create a position for a Racial Equity and Inclusion Lead to help facilitate the following: create more diverse candidate pools for leadership positions, including internal and external candidates; identify recruitment strategies; develop an internal promotional culture of BIPOC employees across ADM's divisions; increase transparency and awareness about the promotional pathways; and foster opportunities for professional development.
- Evaluate recruitment and selection data for leadership and management positions by race for each of ADM's divisions.
- Develop a robust mentorship and sponsorship program for cultivating and supporting employees into positions of leadership and management, within their departments and across ADM's divisions.
- Formalize relationships with targeted educational institutions, professional networks, private sector, non-profits, and community-based organizations to recruit BIPOC members for leadership and management positions.

- Explore whether minimum qualifications (MQs) and civil service exams serve as barriers of entry for employees interested in pursuing promotive opportunities into leadership and management positions.
- Offer leadership and development courses and trainings for employees interested in, or in the process of, being elevated to positions of leadership for the first time.
- Identify classification series from which employees are often promoted into leadership positions and encourage employees within these classifications to develop peer resource opportunities with colleagues who have moved into leadership positions.
- Support managers with trainings to help cultivate employees for promotion into leadership positions.

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

4.1.1. Adhere to hiring and recruitment policies that align with the citywide racial equity framework and the departmental RE Action Plan.

- **Resources Committed:**
  - Recruitment platforms and services (existing and possibly additional)
  - Creation of a Racial Equity and Inclusion Lead (additional)
  - Setting aside funding for the creation of an ADM Leadership Training Program that would give existing employees an opportunity to gain skills, experience, knowledge, and visibility (see Section 6.1.6) (additional)
  - DHR

- **Indicators:**
  - Increased representation of BIPOC employees in leadership and management positions within ADM; and
  - Increased representation of BIPOC employees in leadership and management positions within each of ADM's 27 divisions.

- **Timeline:**
  - 3 - 5 years

- **Implementation/Accountability Measures:**

  ADM Leadership will increase recruitment and hiring of external (BIPOC) Managers and Directors.

How are we going to adhere to our hiring and recruitment policy to increase diverse leadership that is culturally competent and supportive of all employees?

- o December 2020 to July 2021: ADM-HR will evaluate current hiring processes for exempt and permanent civil service leadership and management positions to better understand:
    - The processes used to recruit external BIPOC employees to leadership positions
    - Whether hiring practices, across ADM and within divisions, are having unintended adverse impacts with respect to BIPOC candidates
- o ADM-HR, in collaboration will all divisions, will continue to ensure all hiring panels are diverse and take mandatory Fairness in Hiring training.
    - Currently, many divisions within ADM that serve vulnerable populations are committed to having diverse panels to bring a range of experiences to the hiring process. A few include the Office of Cannabis, Animal Care and Control, and the Office of Labor Standards and Enforcement.
- o August 2021 to January 2022:
    - ADM-HR will continue to establish partnerships with targeted educational institutions, professional networks, private sector, non-profits, and community-based organizations to recruit BIPOC members for leadership and management positions.
    - ADM-HR and Budget and Planning will continue to work together to implement a data tracking system to identify vacant leadership and management positions across ADM and by divisions.
- o June 2021 to July 2022:
    - ADM-HR will coordinate with Department of Human Resources (DHR) to explore changes to MQs or civil service exams that serve as barriers to entry in ADM leadership positions for BIPOC applicants.
- o July 2022 to July 2023:
    - ADM-Central will formalize the creation of the ADM Racial Equity and Inclusion Lead to oversee and evaluate ADM's racial equity work to date. In relevant part, the individual hired to this position will be responsible for assessing ADM's efforts to increase recruitment and hiring of *external* (BIPOC) managers and directors.

ADM Leadership will increase its promotion of current BIPOC employees to management and leadership positions within ADM.

How are we going to adhere to our hiring and recruitment policy to increase diverse leadership that is culturally competent and supportive of all employees?

- o December 2020 to September 2021:

- ■ ADM-HR will evaluate current hiring processes for exempt and permanent civil service leadership and management positions to better understand:
  - ▫ The processes used to promote internal BIPOC employees to leadership positions across ADM's divisions
  - ▫ The processes each division uses to fill vacant leadership and management positions, as these processes vary from division to division
- ■ ADM-HR, in collaboration with an individual who will assume some of the responsibilities that will later be formalized in the ADM-Racial Equity and Inclusion Lead, will work to create more diverse candidate pools for leadership positions, including internal candidates; and
- ■ ADM-HR in collaboration with all divisions will continue to ensure all hiring panels are diverse and take mandatory Fairness in Hiring training.
- o August 2021 to January 2022:
  - ■ ADM-HR and Budget and Planning will continue to implement a data tracking system to identify vacant leadership and management positions across ADM, and by division;
  - ■ ADM-HR will continue to create tools for advertising the availability of such positions to all ADM employees; and
  - ■ ADM-HR will develop career pathway charts, by classification type, to increase transparency regarding the promotional process.
- o January 2022 to August 2022:
  - ■ Establish a mentorship and sponsorship program and encourage all employees, especially BIPOC employees, to actively participate in it;
  - ■ Encourage employees to create opportunities for peer resources via affinity groups, brown bag lunches, and social mixers, to name a few (These events can be organized around different promotional and professional development topics); and
  - ■ ADM-HR will support managers with trainings to help cultivate employees for promotion into leadership positions.
- o June 2022 to July 2022:
  - ■ ADM-HR and the DHR will work together to explore avenues for amending select MQs and civil service exams that function as barriers to entry for BIPOC employees.
- o July 2022 to July 2023:
  - ■ ADM-Central will formalize the creation of the ADM Racial Equity and Inclusion Lead to oversee and evaluate ADM's racial equity work to date. In relevant part, the individual hired to this position will evaluate the following:

- ▫ ADM's internal hires of BIPOC employees into positions of leadership and management;
- ▫ The department's efforts to cultivate an internal promotional culture of BIPOC employees within ADM and across its divisions; and
- ▫ The transparency and educational awareness ADM brings to employees regarding its promotional process.

- **Status:** Planning Phase

- **Lead:** ADM-HR, ADM Equity and Inclusion Lead, DHR and ADM-Central

4.1.2. Commit to ongoing racial equity training and development for leadership and individuals identified as suitable for promotion.

- **Resources Committed**
  - Funds to access trainings to increase awareness and impacts of systemic racism (additional)
  - Request for Proposal (RFP's) for technical assistance ($235,000), ADM-HR (additional)

- **Indicators:**
  - % of senior managers who complete DHR's Implicit Bias training;
  - % of senior managers who complete a minimum of four (4) hours annually of cultural competency training and/or self-study (during hours of employment);
  - Increase in the percentage of annual survey respondents that agree that their department is: a place where racism is not tolerated, a place where they feel professionally supported for advancement, and a place where they believe the path to advancement is clear and possible; and
  - Employees' responses to additional questions added to ADM's Racial Equity Survey.

- **Timeline:**
  - 6 months – 1 year: Organize trainings through DHR
  - 1-2 years: Establish portfolio of department facilitated trainings and resources for managers. Create site for accessing trainings. Start tracking training hours
  - 1-2 years: third-party vendor trainings begin

- **Implementation/Accountability Measures:**

  How do we plan to commit to ongoing racial equity training and development for leadership?

    - Create a leadership "buddy program" to support the growth and development of leaders;
    - Require mandatory Implicit Bias Training through DHR;
    - Require mandatory minimum hours annually of cultural competency training / learning;
    - Allocate resources - ADM is currently in the process of issuing two RFP's to provide additional resources for managers and staff. $235,000 has been allocated to provide professional development on racial equity issues. Resources will allow for: 1) the development a training model to disseminate racial equity principles to ADM staff; 2) education of ADM staff on racial equity fundamentals, including foundational principles and frameworks; 3) development of best practices for creating a collaborative, inclusive working environment; 4) training ADM leadership on the fundamental subject matter related to racial equity; and 5) supporting ADM leaders in connecting racial equity fundamentals to the day-to-day work of the department and improve workplace dynamics;
    - Administer surveys, to solicit responses about the types of topics and issues employees would most like to learn and explore;
    - Organize brown bag lunches on topics relating to professional development and speaker series by BIPOC leaders within ADM. These events will be based on survey responses to questions about the types of information employees would most like to learn and explore; and
    - Require equity training for all managers; currently, many ADM divisions have committed to this, and all division directors took the DHR's Implicit Bias training last year.

- **Status**: Planning Phase

- **Lead:** ADM-HR Training Manager

4.1.3. Incorporate senior leadership demographics in the department's annual workplace survey findings and/or other public-facing reporting.

- **Resources Committed:**
    - Budget & Planning (existing)

- **Indicators:**
  - o Senior leadership demographic included in annual survey findings

- **Timeline:**
  - o 1 year

- **Implementation/Accountability:**
  - o Analyze annual workforce data and summarize in annual survey findings. Please see the attached ADM Racial Equity Survey.

- **Status:** Complete

- **Lead:** Budget and Planning

4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.

Create an anonymous electronic survey, accessible by different user types, to actively solicit feedback and provide staff with the opportunity to voice concerns and/or grievances about workplace conditions, including work supervision. Additionally, create a process that allows individuals who have voiced a specific grievance or concern to schedule a time and pursue further action. This survey will also be available in paper format.

- **Resources Committed:**
  - o Budget and Planning (existing)

- **Indicators:**
  - o % of staff that is aware of the process
  - o % of ADM employees responding to annual survey
  - o % of ADM employees responding to quarterly check-ins

- **Timeline:**
  - o 6 months – 1 year: Develop and release first quarterly check-in/survey of all ADM employees; explore additional means of collecting employee feedback
  - o 6 months – 1 year: Release annual employee survey and follow up; release online web form

- **Implementation/Accountability:**

  How will we incorporate a simple process to submit anonymous input to senior

leadership?

- o Explore annual employee survey option;
  - Convene leadership to review the results
  - Develop action plan based on the survey results
  - Follow up with communication on results and action items
- o Annual employee check-ins (may ask specific questions and open-ended feedback) and explore increasing more frequent check-ins;
  - Use to see if action items are addressing issues
  - General temperature check
- o Online web form to solicit anonymous feedback that is requested of employees in between survey.

- **Status:** Planning

- **Lead:** ADM-HR, Budget and Planning

*4.1.5. Leadership will be measured through the delivery of services and opportunities provided by divisions to the communities they serve.

ADM is comprised of myriad of important and unique city departments that are intricately woven into the city fabric and committed to furthering equity in all facets of their work. From the Office of Civic Engagement and Immigrant Affairs to the Office of Cannabis, the ADM family has many unique opportunities to express this commitment internally and externally. Here are just a few examples of the critical leadership actions taken by seven of these divisions to further the Racial Equity work of ADM:

Grants for the Arts (GTFA)

The Arts is a critical component of the fabric of the City. A great place to start sharing ADM's strong commitment to equity is with GTFA. GTFA has committed to the following goals and resources to embed equity into their work and grantmaking over the next three years:

- Re-allocate funding from larger budgeted arts organizations to support smaller arts organizations serving BIPOC and other marginalized communities;
- Partner with anchor organizations from a variety of disciplines and representing a number of diverse ethnic and geographic communities to reach new potential grantees, with a special focus on arts organizations of, for, and by BIPOC communities;
- Continue to support a series of labs and workshops to help emerging organizations, often those led by and serving BIPOC communities, navigate GFTA's grant application process, including grant writing technical assistance;

- Continue engaging grantees and other key stakeholders in the arts community in substantive dialogue to define what equity means for GFTA's funding prioritize, establishing values, goals and objectives for more equitable grantmaking; and
- Continue to partner with service providers and other City agencies to present and facilitate peer-learning sessions for how arts organizations can share time, talent, and space to support organizations led by and serving BIPOC communities.

The Office of Cannabis (OOC)

Another unique division that is part of the City Administrator family is OOC. It is unique because its very foundation is based entirely in achieving safe and equitable outcomes in the cannabis industry in San Francisco. The War on Drugs decimated BIPOC communities across the nation, and San Francisco was no exception. Among the many negative impacts were racially disproportionate arrests and incarceration, generational poverty, community degradation, and the loss of educational and employment opportunities (see Cannabis Equity Report on file with the BOS File No. 17104). All of which overwhelmingly impacted BIPOC individuals. In an historic and intentional effort championed by the City of San Francisco, the City developed a regulatory framework that among many things endeavors to prioritize equitable access to ownership and workforce development opportunities within the cannabis industry for those individuals impacted negatively by the War on Drugs.

OOC has committed to the following goals and resources to continue to further the unprecedent reversal of the harmful impacts of the War on Drugs through uplifting opportunities within the industry. OOC is a small division but a proud reflection of the community it serves. Members of OOC speak seven languages and are comprised of racial minorities, religious minorities, and immigrants. Over the next three years and with focused attention, OOC will:

- Continue to prioritize permitting opportunities for equity applicants with the goal of reaching parity with the existing industry;
- Work with Criminal Justice Racial Equity Working Group (CJREWG) –The OOC is currently part of the CJREWG, a collection of San Francisco agencies committed to understanding and addressing racial inequities in the criminal justice system. Membership includes the OOC, the District Attorney's Office (DAT), the Police Department (POL), Adult Probation (ADP), the Sheriff's Department (SHF), and the Public Defender's Office (PDR);
- Collaborate with City Partners to streamline our cannabis-related processes including Equity Navigation Working Group –Catalyzed by Government Alliance on Race & Equity (GARE); and
- Develop the Racial Equity Plan for the Office of the City Administrator, in partnership with division leaders, the OOC is managing the initial development of the ADM Racial Equity Plan.

Animal Care and Control (ACC)

San Francisco Animal Care and Control (ACC) is dedicated to ensuring that all areas of the City – especially historical disadvantaged neighborhoods with concentrations of BIPOC— have access to animal services. This dedication is visible in the allocation of ACC's resources, policies, and programming.

In terms of resources, in Fiscal Year (FY) 2020, 45% of the time recorded by Animal Control Officers was dedicated to three historically disadvantaged neighborhoods (Civic Center, Bayview, and the Inner Mission). In terms of policy, ACC provides two weeks of free boarding to animals whose guardians are hospitalized, incarcerated, evicted, in a fire, or a victim of domestic violence. In FY 20, 56% of the animals ACC provided shelter for after a guardian was unable to do so were from the same three historically disadvantaged neighborhoods. In terms of programming, ACC is a supporter of Full Belly Bus, an organization that provides free licensed veterinary care, certified animal behavior training, pet food, and supplies to unhoused people with companion dogs and cats.

Office of Resiliency and Capital Planning (ORCP)

ADM's mission statement states, "the City Administrator's Office is strongly committed to ensuring efficient and effective government services, increasing the City's safety and resiliency, strengthening the local economy, supporting equity and inclusion, and optimizing the City's capital planning and infrastructure." This mission rings clear through the work of the ORCP. ORCP has developed racial equity tools that have been used in the development of the Hazards and Climate Resilience Plan, the Economic Recovery Task Force report, the annual Capital Budget, and other important capital planning documents. The ORCP is developing similar tools for the 10-year Capital Plan, the Concrete Building Retrofit Program, the Comprehensive Heat Action Plan, and the Downtown Earthquake Resilience Plan. As an office that believes resilience can only be achieved through racial equity, they are committed to improving how we develop, communicate, and incorporate racial equity measures and feedback into their hiring process, daily work and Capital Planning processes for the City.

In the next few years ORCP will work to achieve the following concrete goals, among others:

- Establish goals, strategies, and measurable actions that further integrate equity into our office culture and identity.
- Secure resources and set-aside a minimum of one hour a month to discuss how to move equity issues related to resilience and capital planning forward.
- Continue efforts to increase opportunities for Black, Indigenous, and people of color to have meaningful participation and influence in the decisions they make as an office and the deliverables they produce for the City.

Office of Labor Standards and Enforcement (OLSE)

The welfare and equity of San Francisco's workers through the enforcement of labor laws, proactive public education, and public service is essential to a thriving community. OLSE works to ensure a level playing field for employers, and establishes minimum standards for workers.

One of the most critical ways OLSE promotes racial equity is by investigating wage theft and upholding labor standards for all workers. Wage theft disproportionately impacts people of color; in a recent study, Hispanic workers were 46% more likely to experience wage theft than White workers, and Black workers were 40% more likely to experience wage theft than White workers (*see OLSE for data*). By pursuing wage theft violators and collecting full remedies for exploited individuals, OLSE is addressing the historic oppression of communities of color and contributing to a more equitable economy.

Through focused outreach, the OLSE will continue to strive to create hiring panels that are representative of communities that have faced historic discrimination. Internally, requirements for bilingual staff that support diversity and cultural competencies will continue to be supported. These requirements are necessary for OLSE to conduct effective investigations of businesses that operate in Spanish or Cantonese. One notable outcome of these special conditions is that OLSE is more likely to hire Compliance Officers with racial and ethnic backgrounds that reflect the diversity of the community it serves.

Digital Services (DS)

For ADM, equity extends beyond just physical spaces. It also extends into the digital spaces people occupy and interact through when engaging City government. DS works closely with other City departments to improve public services through technology to make it easier for people to get things done. DS is working on critical issues like affordable housing, small businesses, and legal aid for immigrants, just to name a few, all while rebuilding the city's website from the ground up.

Equity applies not only to DS staffing and culture, but to the products and services they deliver. As many of the City's permitting processes are becoming digital, ensuring that these spaces are developed in culturally competent and accessible ways for all communities is increasingly important. The same holds true for websites, which serve as the digital portals for members of the public to interact with divisions and departments. One of the important initiatives DS has led is the work of making division websites more accessible by utilizing design principles and easy-to-understand language (at a 5th grade level) for individuals of all educational and experiential backgrounds.

DS has recently established an employee-led equity steering committee, which runs team-wide learning sessions. DS is currently seeking a vendor for facilitated discussions and trainings for their staff. The goal is to better understand the unique intersection between technology, access, equity and racial equity with the goal of providing better outcomes for DS staff and the

community they serve. We are looking forward to all the ways DS will continue to prioritize equity going forward.

Office of Transgender Initiatives (OTI)

The Office of Transgender Initiatives (OTI) is the first and only trans-led city government office in the country working with communities to advance policies, programs, and equity for transgender, gender nonconforming, and LGBTQ San Franciscans.

Diversity, equity, and inclusion are the core pillars of OTI's work. These values guide every aspect of how they interact with the community they serve. From decision making, program priorities, and community engagement efforts, OTI is keeping in San Francisco's proud and rich tradition of ensuring all San Franciscans are visible and have a voice.

The Bay Area transgender and gender nonconforming (TGNC) community is experiencing high levels of poverty, unemployment, housing insecurity, and disproportionate health impacts. These rates are even higher for trans communities of color. With the ongoing recession and pandemic, the need for inclusive services continues to grow. However, in a bad economic climate, donations to vital programs decrease and Community Based Organizations (CBO) are reliant on City grants to continue their work. OTI is also committed to continuing to do the internal work required to address systemic racism and support racial equity citywide. They are doing this through individual training, information sharing, and staying accountable to their Transgender Advisory Committee (TAC).

- **Resources Committed:**
  - $235,000 committed to Technical Assistance training of all ADM leadership and staff on Racial Equity principals, goals and initiatives (additional)

- **Indicators:**
  - Division Annual Racial Equity Reports
  - % of hires and promotions
  - % increase of Racial Equity Initiatives

- **Timeline:**
  - 1 – 4 years

- **Implementation/Accountability:**
  - ADM-Central provides feedback and support on division annual reports

- **Status:** Planning

- **Lead:** Racial Equity and Inclusion Lead, and ADM-Central

*4.1.6. Creation of Racial Equity in City-wide Contracting, an extension of leadership through the delivery of services and opportunities provided by divisions to the communities they serve.

There is an incredible opportunity as a part of the Racial Equity mandate for the following departments: Office of Racial Equity (ORE), ADM, and the Controllers Office (CON) to come together to develop a robust plan around racial equity in City contracting. The departments and divisions of the City Administrator's Office, including the Contracts Monitoring Division (CMD) and the Office of Contracts Administration (OCA), along with CON and ORE are strategizing a meaningful plan to create equitable opportunities for BIPOC service providers for years to come. All parties are looking forward to the final plan.

- **Resources Committed:**
    - Working Group currently developing framework (existing)

- **Indicators:**
    - % of contract opportunities awarded to BIPOC bidders;
    - % of opportunities awarded to BIPOC suppliers; and
    - DataSF to develop comprehensive data collection system (pending)

- **Timeline:**
    - 1 – 5 years

- **Implementation/Accountability:**
    - CON
    - ADM: CMD, OCA
    - ORE

- **Status:** Planning and Exploratory Phase

- **Lead:** Leads will exist within all participating departments. ADM's Lead will be the Racial Equity and Inclusion Lead and/or ADM-Central along with leads from OCA, CMD and DPW.

*4.1.7. Creation of the Racial Equity and Inclusion Lead.

The Racial Equity and Inclusion Lead will work in tandem with ADM-HR to help facilitate the following: create more diverse candidate pools for leadership positions, including internal and external candidates; develop an internal promotional culture of BIPOC employees across ADM's divisions; increase transparency and awareness about the promotional process; and foster opportunities for professional development.

- **Resources Committed:**
  - The creation of a Racial Equity and Inclusion Lead (additional)

- **Indicators:**
  - Creation of the position

- **Timeline:**
  - 3 years

- **Implementation/Accountability:**

The ADM Racial Equity and Inclusion Lead will oversee and monitor ADM's outcomes with respect to the following racial equity efforts, department-wide and division-by-division:

- Formalize processes for division heads and ADM-HR to create more diverse candidate pools, including internal and external candidates, for management and leadership positions;
- Explore the possibility of developing an anonymous survey, accessible to all ADM staff, to actively solicit feedback and provide staff with the opportunity to voice concerns about workplace issues and advancement challenges;
- Develop processes for fostering professional development:
- Organize social opportunities – via affinity groups, brown bag lunches, and mixers to name a few – for employees by various classification types (along the promotion pathway) to interact and become peer resources. These events would be organized around different promotional and professional development topics.
- Support a mentorship and sponsorship program and encouraging employees at all levels to participate in the program. For more about this program, please see Section 1.3.6.
- Identify recruitment strategies to help build awareness of open positions to increase diversity of candidate pools through targeted and effective outreach;
- Formalize partnerships with targeted educational institutions, professional networks, private sector, non-profits, and community-based organizations for leadership and management positions; and
- Bring transparency and educational awareness to the promotional processes.

- **Status:** Planning Phase

- **Lead:** ADM-Central

5.   MOBILITY AND PROFESSIONAL DEVELOPMENT

Departmental Goal:

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

Improving opportunities for upward mobility and encouraging skill acquisition through professional development are core parts of the Racial Equity plan for the Office of the City Administrator (ADM). Both formal and informal approaches are required to ensure all employees, and particularly Black, Indigenous, and people of color, have access to the skill development necessary to increase mobility.

To increase mobility, ADM's primary goal is to **support professional development for all managers and staff.** Equipping ADM staff with additional skills allows them to be more effective in advancing the mission of the City Administrator's Office and preparing for additional job responsibility.

A department-wide survey was issued in October 2020 to capture employee opinion. ADM received over 500 responses, and more information about the development and implementation of the employee survey can be found in Appendix A of ADM's racial equity plan. Two questions in the employee survey illustrate the ways in which the department is currently supporting the professional development and growth of employees. The first asked if employees felt supported in pursuit of their career goals. Survey results showed that 58% of all employees agreed. However, racial differences emerged. While 67% of Asians and 64% of Whites felt supported, only 44% of Hispanics and 42% of Blacks felt the same. Similarly, when asked if opportunities for promotion were accessible to all employees regardless of race or ethnicity," racial differences were pronounced. Overall, 68% of ADM employees agreed that opportunities for promotion are race neutral. However, while 78% of Asian and 73% of White employees agreed, only 45% of Black and 54% of Hispanic employees concurred. In addition, when asked what steps ADM can take to improve its culture of diversity and inclusion, the second most popular answer was to hire, train, and promote diverse employees.
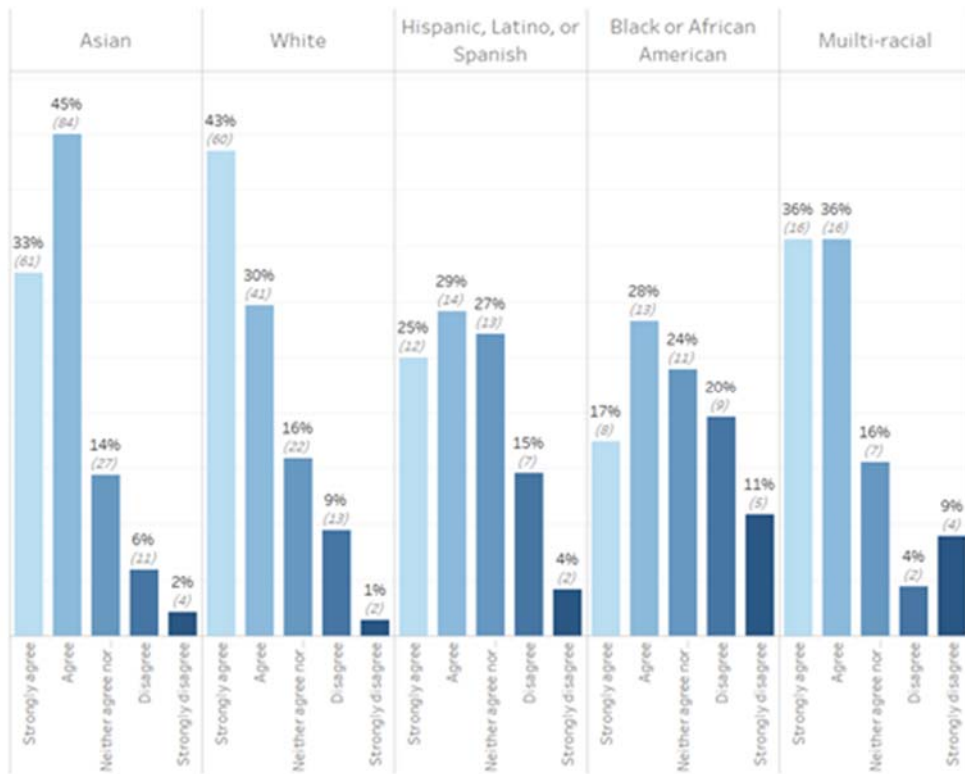
(Chart 1. 2020 ADM Survey responses disaggregated by race)

In addition, **ADM will improve transparency and increase opportunities to share information.** Access to accurate and timely information will help ADM employees make informed decisions regarding career development. ADM-HR is currently working on developing systems to more effectively share information, track relevant opportunities, and share resources with staff. Specifically, this work includes, but is not limited to, sharing existing professional development resources, clarifying processes and protocols for reimbursement, and identifying relevant professional conferences.

A number of efforts in the Mobility and Professional Development section overlap with efforts described elsewhere in ADM's racial equity plan to hire, recruit, train, and promote BIPOC employees.   One major initiative will require the designation of a racial-equity lead within ADM to identify promotional candidates. More about this specific initiative can be found in the Hiring and Recruitment section of the ADM Racial Equity Plan. This lead will coordinate actions across ADM divisions so that candidates for promotion can be better informed.

Finally, **ADM will increase opportunities for employees to receive feedback from their managers**. All employees will benefit from frequent project-related feedback, in addition to development of an individualized professional development plan. Professional development plans will be memorialized to track development and create shared understanding. Lack of consistent communication and skill acquisition can create a barrier to upward mobility, particularly for BIPOC employees. In instances where professional development exists within

the City, employees will be directed towards internal opportunities. Where training gaps exist, external opportunities will be considered to ensure that employees are able to receive adequate training. ADM will also add questions to its annual employee survey to better understand the professional development needs of staff.

In an effort to achieve these goals, ADM will take steps to implement the following initiatives, discussed in greater detail below:

- Create the Racial Equity and Inclusion Lead to oversee and assess ADM's racial equity progress to: help cultivate an internal promotional culture of BIPOC employees within ADM and across its divisions; bring transparency and educational awareness to the promotional process; and foster processes for professional development.
- Increase access to existing professional development opportunities.
- Contemplate additional professional development opportunities, where gaps exist.
- Expand leadership and development courses and trainings for employees, especially BIPOC employees, interested in, or in the process of, being elevated to positions of leadership for the first time.
- Increase the number of social opportunities for employees of certain classifications to interact and draw upon each other's experiences; these events will be centered around professional development topics.
- Support managers with trainings and other services to develop robust feedback systems to internally grow talent, especially with BIPOC employees.
- Create opportunities for regular feedback for all ADM staff, including supervisors and managers.
- Institute a process for employees to develop a Professional Development Plan.
- Incorporate professional development questions into the annual ADM survey.

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

5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.

- **Resources Committed:**
    - ADM-HR (existing)
    - DHR

- **Indicators:**
    - % of employees completing annual trainings;
    - # of training opportunities available to all employees; and
    - # of training hours of all ADM employees annually

- **Timeline**:
  - Ongoing – 2 years

- **Implementation:**
  - Add available resources for both in house trainings and external trainings to department website.

- **Status:** Planning

- **Lead:** ADM-HR Training and Development, DHR

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.

- **Resources Committed:**
  - Budget and Planning (existing)

- **Indicators:**
  - # of employees attending conferences; and
  - $ available for employees attending conferences

- **Timeline:**
  - Ongoing – 2 Years

- **Implementation:**
  - Create more transparency in process for staff to attend conferences; and
  - Provide information to employees regarding available funds for professional development and conferences.
  - In light of COVID and budget constraints, use of creative ways to attend conferences, like virtual conferences will be explored

- **Status:** Planning

- **Lead:** Budget and Planning

5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.

- **Resources Committed:**
  - ADM-HR (existing)
  - New resources will be dedicated, where possible.

- **Indicators:**
  - # of staff that enroll and complete extended learning; and

> o Funds dedicated to professional development by ADM, in addition to union funds

- **Timeline:**
    - o Ongoing

- **Implementation:**
    - o Staff will continue to disseminate existing professional development opportunities; and
    - o Staff will explore the possibility of adding professional development opportunities, where options are limited and gaps currently exist.

- **Status:** Planning

- **Lead:** ADM-HR

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.

- **Resources Committed:**
    - o ADM-HR (existing)
    - o New resources will be dedicated, where possible.

- **Indicators:**
    - o # of employees who participate in external professional development opportunities

- **Timeline:**
    - o 0 – 3 years

- **Implementation:**
    - o Where appropriate, staff will share external professional development opportunities

- **Status:** Planning

- **Lead:** ADM-HR

5.1.5. Track professional and skill development and assess annually, specifically looking to target under-represented staff of color.

- **Resources Committed:**
    - ADM-HR (existing)

- **Indicators:**
    - % of staff that have developed professional development plans; and
    - % of staff that report discussing professional development with their supervisor.

- **Timeline:**
    - 0 – 2 years

- **Implementation:**
    - Trainings tracked in eLearning (PeopleSoft);
    - Establish annual professional development assessment process for employees; and
    - Incorporate professional development questions in annual staff survey.

- **Status:** Ongoing

- **Lead:** ADM-HR Training Manager

5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.

- **Resources Committed:**
    - ADM-HR (existing)
    - DHR

- **Indicators:**
    - % of staff report having an annual project-based performance evaluation completed

- **Timeline:**
    - 0 – 2 years

- **Implementation:**
    - Review existing PPAR process, paying close attention to the tools used by other departments.
    - Develop project-based evaluation to ensure employees have access to regular and specific feedback.

- **Status:** Planning

- **Lead:** ADM-HR, DHR

5.2.2. Create a mentorship program between senior and junior level staff

- **Resources Committed:**
  - See section 1.3.6

- **Indicators:**
  - See section 1.3.6

- **Timeline:**
  - See section 1.3.6

- **Implementation:**
  - See section 1.3.6

- **Status:**
  - See section 1.3.6

- **Lead:**
  - See section 1.3.6

5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.
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.

- **Resources Committed:**
  - ADM-HR (existing)

- **Indicators:**
  - # of accommodation requests reviewed; and
  - % of employees submitting accommodation requests that report a satisfactory resolution.

- **Timeline:**
  - 0-6 months

- **Implementation:**
    - o Leadership to review existing accommodation process for employees
    - o Where appropriate, suggest improvements to existing accommodation process.

- **Status:** Ongoing

- **Lead:** ADM-HR Employee Labor Relations

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.

- **Resources Committed:**
    - o ADM-HR (existing)
    - o New resources will be dedicated, where possible

- **Indicators:**
    - o Inclusion of "staff needs" into new PPAR discussions; and
    - o Inclusion of "staff needs" into new project-based evaluation for employees.

- **Timeline:**
    - o 0 – 2 years

- **Implementation:**
    - o Survey employees to evaluate existing needs; and
    - o Incorporate relevant information into PPAR templates

- **Status:** Planning

- **Lead:** ADM-HR, Racial Equity and Inclusion Lead

5.3.3. Assign spaces for staff to take breaks, and/or be in community with one another (e.g. department celebration, affinity groups).

- **Resources Committed:**
    - o ADM-HR (existing)
    - o ADM Budget and Planning

- **Indicators:**
    - o # spaces assigned or created for staff; and
    - o # affinity groups created.

- **Timeline:**
    - o 0 – 2 years

- **Implementation:**
    - o Create a process for employees to make requests for accommodations. Will include both physical and virtual spaces.

- **Status:** Planning

- **Lead:** ADM-HR

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.

- **Resources Committed:**
    - o ADM-HR (existing)

- **Indicators:**
    - o Budget for accommodations; and
    - o Increase in staff awareness of existing accommodations.

- **Timeline:**
    - o 0 – 1 year

- **Implementation:**
    - o Where appropriate, share information from HSS; and
    - o Identify ADM wellness champions that can share resources with employees

- **Status:** Ongoing

- **Lead:** ADM-HR

5.3.5 Respect religious and cultural practices of employees.

- **Resource Committed:**
    - o ADM-HR (existing)

- **Indicators:**
    - o # staff reporting employer respect of religious and cultural practices; and

- o   Increase in staff awareness of existing accommodations for religious and cultural practices.

- **Timeline:**
  - o   0 – 1 year

- **Implementation:**
  - o   Incorporate religious and cultural questions in annual survey; and
  - o   Where appropriate, share information from DHR

- **Status:** Ongoing

- **Lead:** ADM-HR

6.   ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Departmental Goal:

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

ADM is committed to fostering an organizational culture committed to inclusion and belonging. This will be achieved through a number of strategic and complimentary initiatives. A department-wide survey was issued in October 2020 to capture employee opinion. ADM received over 500 responses and more information about the development and implementation of the employee survey can be found in Appendix A of ADM's racial equity plan. 2020 survey results will be used to create baseline data for accountability.   To encourage honesty and demonstrate openness, respondents were not required to complete demographic questions and a "brown-bag" session was developed for ADM staff to hear survey results.

According to ADM's racial equity survey, most employees feel included, with 77% agreeing that they feel valued as an individual at work, 70% agreeing that they feel comfortable expressing their opinions, and 58% feeling supported in the pursuit of their career goals. However, racial differences emerged. The graph below demonstrates this difference by displaying the average response of each group on the scale of "Strongly Agree" to "Strongly Disagree". For example, around 80% of Asian and White respondents, 75% of Latino and multiracial respondents, and 60% of Black respondents agreed or strongly agreed that they feel valued as an individual at work. This variance by race holds across all three questions, illuminating that Black employees feel the least valued in ADM.
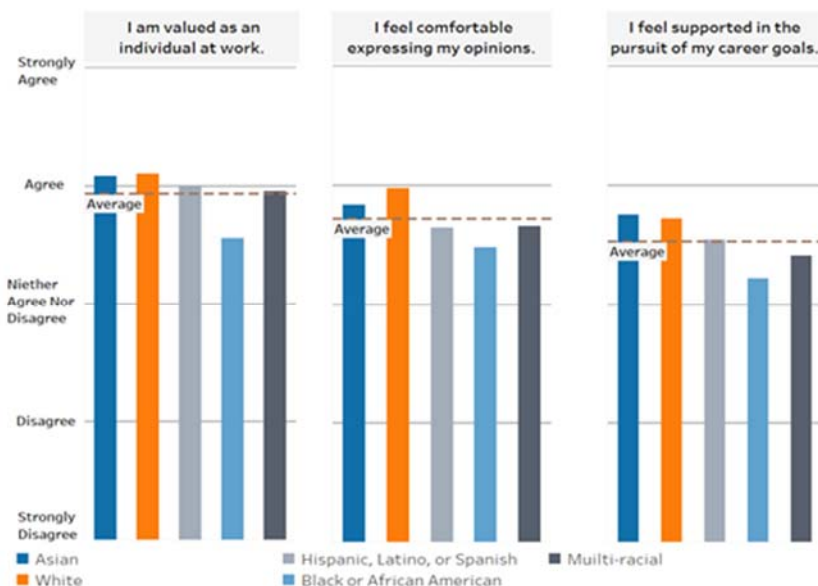
(Chart 1. 2020 ADM Survey responses disaggregated by race)

Primarily, ADM is committed to creating a lead within the department to evaluate its racial equity progress in several areas. To ensure that the goals of the racial equity plan are being met, the ADM Racial Equity and Inclusion Lead will cultivate and manage relationships between division heads and ADM-Human Resources to improve workplace culture, consistently emphasizing the need for racial equity within ADM.

Improving transparency and sharing information will also contribute to ADM's culture of inclusion and belonging. Establishing consistent channels of communication and creating a collaborative environment are foundational concepts in improving organizational culture. Efforts will be made both internally and externally. ADM will ensure that the current version of the racial equity plan is available for review by both ADM employees and San Franciscans. This plan, developed by ADM leaders, informed by ADM employees, and presented to ADM commissions, is designed to address racial equity issues, specific to ADM. Regular meetings and presentations will also be scheduled to ensure stakeholders are aware of ADM's racial equity plan development.

In addition, **ADM will support training and professional development for managers and staff.** Improving organizational culture will require additional training. Division heads and managers play an indispensable role in creating an inclusive environment. ADM is currently in the process of issuing two RFP's to provide additional resources for managers and staff. $235,000 has been allocated to provide professional development on racial equity issues. Resources will allow for: 1) the development of a training model to disseminate racial equity principles to ADM staff; 2) education of ADM staff on racial equity fundamentals, including foundational principles and frameworks; 3) development of best practices for creating a collaborative, inclusive working environment; 4) training ADM leadership on the fundamental subject matter related to racial equity; and 5) supporting ADM leaders in connecting racial equity fundamentals to the day-to-day work of the department and improving workplace dynamics.

On behalf of the City, and with leadership from the Mayor's Office of Disability, ADM will continue to invest in resources to **support accessibility**, including updating the accessibility checklist, encouraging review of physical and digital spaces, and investing in translation services.

ADM recognizes that this work is ongoing and will continue to develop and implement strategies to improve racial equity. **ADM will work with division leaders, the Racial Equity and Inclusion Lead, and external stakeholders, to develop division-specific racial equity plans that institute equitable service delivery.** Collectively, these efforts will facilitate development of an inclusive culture whose principles extend beyond ADM to all San Franciscans.

In an effort to achieve these goals, ADM will take steps to implement the following initiatives, discussed in greater detail below:

- Distribute and analyze annual survey.

- Create the ADM Racial Equity and Inclusion lead to oversee and assess ADM's racial equity progress to: ensure that the goals of the racial equity plan are being met; cultivate and manage relationships between division heads and ADM-Human Resources to improve workplace culture, and emphasize the need for racial equity within ADM.
- Develop specific plans which incorporate racial equity in division culture and core service delivery.
- Have managers and staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.
- Invest in resources to support accessibility, including updating the accessibility checklist, reviewing physical and digital spaces, and investing in translation services.
- Improve communication and encourage transparency by reviewing current information-sharing practices and proposing service improvement.

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

6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.

- **Resources Committed:**
  - ADM-Central (existing)

- **Indicators**:
  - Annual Survey Results
  - Identification of ADM Racial Equity and Inclusion Lead
  - Identification of ADM division racial equity leaders
  - Communication from ADM Leadership on Racial Equity Issues
  - Training Resources Committed to Racial Equity
  - Staff Resources Committed to Racial Equity

- **Timeline**:
  - Ongoing

- **Implementation:**
  - ADM is committed to a workplace culture that emphasizes inclusion and belonging for individuals of all races, including Black, Indigenous, and people of color. Items listed in the initiatives section will contribute to this effort.

Status: Ongoing

Lead: ADM-Central

6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.

Additional information regarding the development of ADM racial equity leads can be found in the Process section. Additional information regarding the responsibilities of the ADM Racial Equity and Inclusion Lead (a separate position) can be found in Section 4.1.7 of Diverse and Equitable Leadership.

- **Resources Committed:**
    - The creation of an ADM Racial Equity and Inclusion Lead (additional)
    - Division Racial Equity Leads (existing)

- **Indicators:**
    - Creation or identification of an ADM Racial Equity and Inclusion Lead; and
    - Identification of Racial Equity Leads for each ADM division.

- **Timeline:**
    - In process - 3 years

- **Implementation/Accountability:**
    - The ADM Racial Equity and Inclusion Lead will oversee and monitor ADM's outcomes with respect to racial equity efforts, department-wide and division-by-division; and
    - In 2020, ADM created a smaller steering and leadership committee (the ADM Racial Equity Executive Committee), and a larger, department-wide group which includes each division's Racial Equity Leads (the ADM Racial Equity Thought Leaders Working Group).

    Status: Ongoing

    Lead: ADM Racial Equity and Inclusion Lead, ADM Division Racial Equity Leads

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.

Additional information regarding the development of ADM's racial equity plan can be found in the Process section.

- **Resources Committed:**
    - ADM Racial Equity and Inclusion Lead (additional)
    - ADM Racial Equity Working Group (existing)
    - Digital Services (existing)

- **Indicators**:
  - o Posted RE Action Plan, including updated version on City Administrator's website

- **Timeline**:
  - o Immediate

- **Implementation:**
  - o ADM developed a racial equity working group to coordinate the development of the racial equity plan. Individuals representing various ADM divisions, served as thought leaders and exemplars of effective racial equity programs and practices; and
  - o ADM will post Racial Equity Plan on City Administrator's website.

Status: Planning

Lead: ADM Racial Equity and Inclusion Lead, ADM Racial Equity Working Group, Digital Services

6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.

- **Resources Committed**:
  - o ADM Racial Equity and Inclusion Lead (additional)
  - o ADM Racial Equity Working Group (existing)
  - o Digital Services (existing)

- **Indicators**:
  - o # presentations to ADM employees
  - o # presentations to ADM Boards and Commissions
  - o # boards, commission, and committee retreats focused on racial equity
  - o # conversations with ADM leadership regarding implementation of Racial Equity Plan
  - o # meetings held by ADM Racial Equity Executive Committee

- **Timeline:**
  - o 1 – 2 years

- **Implementation**:
  - o Development of racial equity website that provides updates on existing initiatives to employees
  - o Annual updates from City Administrator on racial equity efforts

Status: Planning

Lead: ADM Racial Equity and Inclusion Lead, ADM Racial Equity Division Leads, Digital Services

6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.

- **Resources Committed**:
    - ADM Racial Equity and Inclusion Lead (additional)
    - ADM-HR (existing)

- **Indicators**:
    - # of affinity groups created
    - # of employees participating in affinity groups

- **Timeline:**
    - 1 year

- **Implementation:**
    - ADM will explore the possibility of creating affinity groups to create additional opportunities and networks to share information; and
    - ADM will evaluate the approach by identifying benefits and barriers to implementation.

Status: Planning

Lead: ADM Racial Equity and Inclusion Lead, ADM-HR

6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.

- **Resources Committed**:
    - $235,000
    - ADM Racial Equity and Inclusion Lead (additional)
    - ADM-HR (existing)
    - Racial Equity Working Group (existing)

- **Indicators:**
    - # of staff attending trainings
    - Surveys from staff regarding effectiveness of training

- **Timeline:**
    - Ongoing

- **Implementation**:
    - Currently, two racial equity RFP's are in development. $200,000 has been allocated to: 1) Develop a training model to disseminate racial equity principles to ADM staff; 2) Educate ADM staff on racial equity fundamentals, including foundational principles and frameworks; 3) Inform development of the Racial Equity Action Plan; and 4) Establish best practices for creating a collaborative, inclusive working environment.
    - The second $35,000 RFP solicits proposers to train ADM leadership on the fundamental subject matter related to racial equity, while also equipping them with skills for facilitation. This will include fundamental facts, history, theories and concepts to help ADM executive staff develop a shared understanding and vocabulary related to race and racism. Based on this foundation, ADM leaders will be able to connect those fundamentals to the day-to-day work of the department and improve workplace dynamics.

  Status: In Progress

  Lead: ADM Racial Equity and Inclusion Lead, Racial Equity Working Group, ADM-HR, Technical Assistance Provider.

6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.

- **Resources Committed:**
    - ADM-Central (existing)

- **Indicators**:
    - Annual Survey Results
        - % response rate
        - % of employees who respond that they feel like they are included and belong

- **Timeline**:
    - Ongoing

- **Implementation:**
    - A survey was issued in November 2020 to establish a baseline for evaluating progress.

- o Respondents will be able to submit responses both online and by paper. Survey instructions will also be translated into various languages to ensure equity. Additional information about survey implementation can be found in the <u>Process</u> section of ADM's racial equity plan.
- o Survey results are listed in Appendix A.

- **Status:** Ongoing

- **Lead:** ADM-Central

6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.

- **Resources Committed**:
  - o San Francisco Arts Commission (existing)
  - o ADM Racial Equity and Inclusion Lead (additional)

- **Indicators**:
  - o # of art pieces displayed in ADM spaces representing racial diversity of San Francisco

- **Timeline**:
  - o Ongoing – 3 years

- **Implementation:**
  - o Work will continue with the San Francisco Arts Commission (SFAC) to ensure that spaces in which staff inhabit are inclusive and racially representative.
  - o A stated goal of the SFAC Civic Art Collection is to ensure that the art displayed is "diverse in its representation of artists and artistic styles and be reflective of the ethnic diversity of the local population."

- **Status:** Planning

- **Lead:** San Francisco Arts Commission, ADM Racial Equity and Inclusion Lead

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

6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.

- **Resources Committed**:
  - ADM-Central (existing)

- **Indicators**:
  - E-mail communication unable to be delivered to intended audience; and
  - Paper communication unable to be delivered to intended audience.

- **Timeline**:
  - Quarterly

- **Implementation:**
  - Staff will review mailing/email lists on a quarterly basis to ensure e-mail accuracy.

- **Status:** Ongoing

- **Lead:** ADM-Central

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.

- **Resources Committed**:
  - Racial Equity Division Leads (existing)
  - ADM-HR (existing)
  - Contracted TA Provider (additional)
  - ADM Racial Equity and Inclusion Lead (additional)

- **Indicators**
  - Staff Survey Questions

- **Timeline:**
  - Ongoing

- **Implementation:**
  - ADM will work with the contracted TA provider to implement strategies to ensure staff meetings are inclusive and speakers represent a diverse range;
  - Division leaders will also be encouraged to ensure that opportunities for staff engagement are present, not only in meetings but also throughout the workday; This has already been modeled as a diverse range of speakers have been invited to address the Racial Equity Thought Leaders Working Group; and
  - The annual survey will include questions on meeting diversity and inclusivity.

- **Status:** Planning

- **Lead:** Racial Equity Division Leads, ADM-HR, Contracted TA Provider, ADM Racial Equity and Inclusion Lead

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

- **Resources Committed**:
  - Contracted TA Provider (additional)
  - ADM-HR (existing)
  - Racial Equity Leads (existing)

- **Indicators:**
  - Inventory of spaces in which staff share information
  - Staff Survey Questions

- **Timeline:**
  - 1 year

- **Implementation:**
  - ADM will engage in a comprehensive review of both current communication practices and spaces in which staff come together, evaluating them for access and equity;
  - Effective communication strategies will be modeled for ADM division leads, encouraging them to implement best practices provided by contracted TA provider; and
  - Staff surveys will be used to anonymously capture information from staff on effectiveness of existing communication practices.

- **Status**: Planning

- **Lead**: Contracted TA Provider, ADM-HR, Racial Equity Leads

6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.

- **Resources Committed**:
  - Mayor's Office of Disability (existing)

- **Indicators:**
  - Citywide distribution of updated accessible event resources;
  - Mandated accommodation request notification on all citywide publicity (making disability visible);
  - Dedicated funding in departmental budgets for event accommodation requests
  - Tracking of, and increase in, participation by people with disabilities at CCSF activities (via voluntary self-disclosure);
  - Decrease in department-level complaints for lack of access or inability to participate;
  - Improved access to accessible technology, allowing people with disabilities to successfully virtually participate in CCSF activities.

- **Timeline**:
  - Ongoing – 1 year

- **Implementation**:
  - An accessibility checklist for accessible public events and effective communication resources already exists as an MOD resource for all of CCSF, but needs to be updated to address virtual access and the need to budget for publicity and event accommodation request funding; and
  - The current posted information that all CCSF departments should be following in accordance with ADA Title II, can be found here: https://sfgov.org/mod/planning-accessible-events

- **Status**: In Progress

- **Lead**: Mayor's Office of Disability

6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families; e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.

- **Resources Committed**:
  - Departmental ADA coordinators (existing)
  - Mayor's Office of Disability ("MOD") (existing)

- **Indicators:**
  - Identification of ADA Coordinators for all CCSF departments; and
  - Decrease in departmental complaints related to physical accessibility by persons with disabilities (tracked by departmental ADA coordinators).

- **Timeline**:
  - Ongoing – 1 year

- **Implementation**:
  - All CCSF departments should be evaluating their spaces via the aforementioned accessible event resources, and not using event spaces that do not meet the current accessibility guidelines;
  - Spaces understood to not meet accessibility guidelines for physical access should be identified for capital improvements and budgeted, or reported to MOD for Capital funding for barrier removal (an existing requirement of the ADA Title II Transition plan); and
  - A full accessibility assessment of all CCSF physical spaces is likely out of scope for this project, but MOD is open to discussion.

- **Status**: In Progress. Updated Citywide departmental ADA coordinator list in progress as well.

- **Lead**: Departmental ADA Coordinators, MOD, and ADA Coordinator

6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities; e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.

- **Resources Committed**:
  - Mayor's Office of Disability ("MOD") (existing)

- **Indicators:**
  - o Identification of ADA Coordinators for all CCSF departments; and
  - o Decrease in departmental complaints related to digital accessibility by persons with disabilities (tracked by departmental ADA coordinators)

- **Timeline**:
  - o Ongoing – 1 year

- **Implementation**:
  - o All CCSF departments should be evaluating their digital spaces via the aforementioned accessible event resources, and not using event spaces that do not meet the current accessibility guidelines.
  - o A full accessibility assessment of all CCSF digital spaces is likely out of scope for this project, but MOD is open to discussion.

- **Status**: In Progress. Updated Citywide departmental ADA coordinator list in progress as well.

- **Lead**: Departmental ADA Coordinators, and MOD

6.3.4. Invest in translation services.

- **Resources Committed:**
  - o Mayor's Office of Disability ("MOD") (existing)

- **Indicators:**
  - o Development of disability access budget line across all CCSF departments

- **Timeline:**
  - o Contingent on budget cycle

- **Implementation**
  - o Contingent on budget cycle and completion of the tasks in 6.3.1. MOD currently has an interpreting and captioning budget that supports MOD events, Mayor's Office public events (press conferences funded through TIS), ADM events, and one-time requests from CCSF departments who failed to put a communication access budget in place at the beginning of the FY;
  - o This fund is being accessed to a much greater degree with the onset of virtual meetings. MOD's budget in this area cannot currently support the entire city though. Most CCSF departments proceed with these requests only if received,

and this is contingent on whether or not they chose to follow the guidelines in 6.3.1; and

- o Some City departments learn to open a PO and budget for the services themselves after the 1x funding from MOD. Braille translation is rarely provided, except by request, but this is one among several effective access options for blind and low vision individuals.

- **Status:** Planning

- **Lead:** CCSF Budget Analysts

6.3.5. Encourage individual forms of inclusive identity expression; e.g. honoring gender pronouns, relaxing or modifying dress code, etc.

- **Resources Committed**:
    - o $35,000 Technical Assistance Contract (additional)
    - o Division Leaders (existing)
    - o ADM Racial Equity and Inclusion Lead (additional)

- **Indicators:**
    - o # of trainings with division leaders
    - o Survey responses in which respondents discuss organizational culture, including opportunities for identity expression.

- **Timeline**:
    - o 1 year

- **Implementation**:
    - o As part of its contracted racial equity work, ADM will establish best practices to create a collaborative, inclusive working environment. Division leaders will incorporate these strategies and work to ensure inclusive identity expression is a part of ADM culture.

- **Status**: Planning

- **Lead**: Division Leaders, ADM Racial Equity and Inclusion Lead, Contracted TA Provider

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.

- **Resources Committed:**
    - Mayor's Office of Disability ("MOD") (existing)
    - ADM-HR (existing)

- **Indicators:**
    - Survey responses on accessibility

- **Timeline**:
    - 1 year

- **Implementation:**
    - A process will be developed to incorporate accessibility and accommodation information into existing resources.
    - If possible, information regarding accessibility and accommodation information will be included in comprehensive communication review and annual survey.

- **Status**: Planning

- **Lead**: Mayor's Office of Disability, ADM-HR

6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.

- **Resources Committed**:
    - Division Leaders (existing)
    - ADM Racial Equity and Inclusion Lead (additional)
    - Contracted TA Provider (additional)

- **Indicators**:
    - Inventory of mechanisms to receive feedback from community members.

- **Timeline**: 1 year

- **Implementation:**
  - As part of their division-specific racial equity plans, division leads will be responsible for incorporating mechanisms for capturing feedback from community members.
  - Assistance from the contracted TA provider will provide additional support in developing external strategies to engage community members.

- **Status**: Planning

- **Lead**: Division Leaders, ADM Racial Equity and Inclusion Lead, Contracted TA Provider

6.4.2. Find opportunities to invest into and support the communities the department serves.

- **Resources**:
  - Division Leaders (existing)
  - ADM Racial Equity and Inclusion Lead (additional)
  - Contracted TA Provider (additional)

- **Indicators**:
  - # of Division Specific-Equity Plans Developed

- **Timeline**:
  - 1 year

- **Implementation**:
  - This work will begin with the development of division-specific racial equity plans in 2021;
  - Division leads will be responsible for determining how racial equity can be incorporated into their core administrative function; and
  - Support from the contracted TA provider will provide additional support in developing external strategies to improve service delivery, including additional opportunities for equitable support and development.

- **Status**: Planning

- **Lead:** Division Leaders, ADM Racial Equity and Inclusion Lead, Contracted TA Provider

7.   BOARDS AND COMMISSIONS

Departmental Goal:

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

The Office of the City Administrator (ADM) Boards and Commissions vary vastly by type, size, organizational structure, appointing authority, roles and responsibilities, and the communities they represent and serve, among a host of other factors. They include:

- Cannabis Oversight Committee
- Entertainment Commission
- Grant for the Arts Advisory Panel
- Immigrant Rights Commission
- Mayor's Disability Council
- Transgender Advisory Committee
- Treasure Island Development Authority Board of Directors

Recognizing and respecting these differences, ADM's goals are 1) to bring greater transparency, accountability, and representation to the appointment process, both in terms of the interests an assigned seat represents and the individuals appointed to those seats; 2) to support appointed members to be informed equally to exercise their authority, grow in their roles, and expand in their impact; 3) to regularly evaluate and assess the work product and output of its boards, committees and commissions to ensure the equitable delivery of services.

First, ADM is committed to working with its advisory groups to make the appointment processes for designating and appointing seats more transparent and representative. The compositions of ADM's boards, commissions, and committees should adequately reflect both the requisite skills, expertise, and interests needed to serve the communities they represent; for example, if TIDA serves a population of predominantly people of color, then the composition of its Board should also be a meaningful reflection of that community.

Achieving this goal requires addressing key features of the appointment process, which vary from boards to commissions to committees, including: how seats are designated; how stakeholder interests are determined and whether they appropriately reflect the needs of the communities being served; the process for appointing members and the information presented to the appointing authorities about the demographics of advisory groups; and, who is ultimately selected and the transparency over the selection process. To bring greater transparency to the appointment process, ADM is committed to addressing these liaising needs between divisions, advisory groups, and their appointing authorities to compose ADM's boards, commissions, and committees.

Second, ADM is committed to supporting members of its boards, commissions, and committees to become peer resources for each other, especially for those members coming to city government for the first time. Some of these measures include: encouraging advisory groups to appoint a Racial Equity Lead; supporting the creation of the larger "ADM Boards, Commissions, and Committees Racial Equity Group" (composed of Racial Equity Leads from each advisory group, see Section 7.1.10 below); helping organize opportunities for members across all of ADM's bodies to meet, socialize, form support groups, and become peer resources for advancing their work; holding educational trainings on meeting rules and decorum.

Third, ADM is committed to better understanding the racial equity outputs – prioritization of racial equity work into their core services and agendas, implementation of racial equity policies and a racial equity resolution, and personnel decisions to name a few– of their advisory groups. To this end, ADM-Central will support the ADM Boards, Commissions, and Committees Racial Equity Group ("Racial Equity Group") to better assess each advisory group's racial equity outputs on an annual basis.

To achieve these goals, ADM will take steps to implement the following initiatives, which are discussed in greater detail below:

- Address the underlying liaising needs to bring greater transparency, representation, and vibrancy to the appointment process.
- ADM divisions will encourage their advisory groups to appoint a Racial Equity Lead.
- ADM-Central will support each advisory group's Racial Equity Lead to develop the ADM Boards, Commissions, and Committees Racial Equity Group ("Racial Equity Group").
- ADM divisions will encourage their advisory groups to review and incorporate racial equity policies into their bylaws and rules of order, and adopt a racial equity resolution.
- ADM divisions will encourage their advisory groups to implement racial equity work into their core services and agendas.
- The Racial Equity Group will encourage participation from all advisory group members to participate in implicit bias trainings.
- The Racial Equity Group will discuss the role of and presence of racial equity within their group's work.
- The Racial Equity Group will organize events and opportunities for former and current commissioners, board members, and committee members across all of ADM's advisory groups to convene socially and for trainings.
- The Racial Equity Group will conduct an internal survey for all appointees to take to better understand their views on the role of racial equity within their work.

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

7.1.1. Review and revise bylaws and rules of orders or create other commission procedures to include inclusive language and align with the department's RE Action Plan.

- **Resources Committed:**
    - Staff from ADM's divisions with advisory groups (existing)
    - Each of ADM's advisory groups (existing)

- **Indicators:**
    - % of advisory groups that amend bylaws, rules of order, or other procedures to:
        - revise their mission statement through an equity lens
        - require appointing a Racial Equity Lead
        - annually administer an internal survey to evaluate racial equity within the group's work
        - incorporate "Safe Space Agreements" (as shared by ORE)

- **Timeline:**
    - 1 – 2 years

- **Implementation:**
    - Advisory groups will reevaluate their bylaws, rules of order and other procedures to:
        - Revise their mission statement to incorporate racial equity;
        - Create provisions for appointing a Racial Equity Lead;
        - Administer an annual survey to evaluate the group's prioritization of racial equity work;
        - Incorporate "Safe Space Agreements";
        - Encourage members to organize and take advantage of peer resource opportunities across ADM's advisory groups; and
        - identify any provisions that preserve, protect, or consolidate power of members or interests and modify these provisions to better distribute decision-making responsibility. For example, this may mean amending bylaws that currently permit the same stakeholder interest to occupy the position of Chair or Co-Chair for extended periods of time without constraint.

- **Status:** In progress

- **Lead:** Each advisory group

7.1.2. Collect current board and/or commission demographic data and include in the department annual report.

- **Resources Committed:**
    - Staff from each division with an advisory group (existing)

- **Indicators:**
    - % of demographic data collected of all appointees

- **Timeline:**
    - 1 – 2 years

- **Implementation:**
    - For advisory group members appointed by the Mayor's Office, it's possible that this data is already being captured by the Mayor's Office, so processes will be put in place to retrieve this data;
    - For advisory groups appointed by the Board of Supervisors or the City Administrator, addressing the liaising needs will include working with these advisory groups to collect demographic data at the time appointments are finalized; and
    - Retrieved data will be published on the advisory group's website.

- **Status:** Pending

- **Lead:** ADM-Central

7.1.3. Have board/commission adopt a resolution around racial equity.

- **Resources Committed:**
    - Each advisory group and its Racial Equity Lead (existing)

- **Indicators:**
    - % of advisory groups that adopt a racial equity resolution

- **Timeline:**
    - 1 year

- **Implementation:**
    - ADM divisions will support and encourage their advisory group's leadership and Racial Equity Lead to agendize drafting, discussing, and adopting a racial equity resolution

- **Status:** Pending

- **Lead:** Each advisory group's leadership and Racial Equity Lead

7.1.4. Racial equity-related items are regularly agendized.

- **Resources Committed:**
  - Advisory group leadership and its Racial Equity Lead (existing)

- **Indicators:**
  - # of policies and issues related to racial equity that are agendized, heard, reviewed and/or implemented

- **Timeline:**
  - Ongoing

- **Implementation:**
  - Racial Equity Leads for each advisory group will consult with their leadership to ensure that racial-equity related items are considered and included when agendas are being drafted; and
  - To the extent agendas are discussed during public meetings, Racial Equity Leads will propose any timely racial equity-related items for incorporation into the future agenda and take public comment.

- **Status:** Ongoing

- **Lead:** Each advisory group's leadership and Racial Equity Lead

7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.

- **Resources Committed:**
  - ADM division staff (existing)

- **Indicators:**
  - Participatory budgeting processes
  - Community advisory working groups
  - Issue-specific task force
  - Presentations from applicable City departments

- **Timeline:**
  - 6 months – 1 year

- **Implementation:**
  - ADM division staff will work with their advisory groups to
    - identify City departments and staff with a nexus to their work as advisory groups
    - arrange for representatives from those departments to meet with advisory group members during public meetings

- **Status:** Ongoing

- **Lead:** ADM divisions with advisory groups

7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement

- **Resources Committed:**
  - Leadership from each advisory group (existing)

- **Indicators:**
  - Resolution adopted

- **Timeline:**
  - 0-6 months

- **Implementation:**
  - ADM divisions will support and encourage their advisory group's leadership and Racial Equity Lead to agendize drafting, discussing, and adopting a resolution on a Ramaytush Ohlone Land Acknowledgement

- **Status:** Pending

- **Lead:** Each advisory group's leadership and Racial Equity Lead

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.

- **Resources Committed:**
  - Addressing liaising needs (existing)
  - Appointing authorities (existing)

- **Indicators:**
  - Greater racial and gender equity in board and/or commission members

- **Timeline:**
  - o 0-6 months

- **Implementation:**
  - o Addressing the liaising needs will include working with appointing authorities to notify each of the passage of Proposition C 2020

- **Status:** Pending

- **Lead:** ADM-Central

7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.

- **Resources Committed:**
  - o ADM Boards, Commissions, and Committees Racial Equity Group (existing)

- **Indicators:**
  - o # of policies passed with racial equity lens
  - o # of agendized racial equity-related items
  - o Budget equity completed

- **Timeline:**
  - o 1 – 2 years

- **Implementation:**
  - o Each advisory group will agendize the topic of exploring what a racial equity assessment tool to inform its decision-making would look like for its particular advisory group
  - o One of the Racial Equity Group's top priorities will be to convene a public hearing to discuss what an effective racial equity assessment tool or tools would look like for each advisory group
  - o Based on these conversations, the Racial Equity Group will determine which tool or set of tools best work for the various advisory groups its members represent.

- **Status:** Explorative phase

- **Lead:** Each advisory group

*7.1.9 Address the underlying liaising needs regarding the appointment processes

- **Resources Committed:**
  - ADM-Central (existing)

- **Indicators:**
  - \# of hours spent addressing liaising needs with representatives from each of ADM's divisions with an advisory group
  - \# of hours spent addressing liaising needs with leadership from each advisory group
  - \# of hours spent addressing liaising needs with representatives from the various appointing authorities
  - recommendations made as a result of addressing liaising needs, which are followed by appointing authorities

- **Timeline:**
  - 1 – 2 years

- **Implementation:**
  - Liaising needs will be addressed to do the following:
    - Create relationships with community anchor organizations to promote vacancies and support diverse applicant pools for open seats;
    - Track seat vacancies;
    - Provide demographic information relating to ADM's advisory groups to appointing authorities;
    - Collect demographic data of appointees;
    - Consult with ADM divisions with advisory groups about filling vacancies and addressing concerns related to the stakeholder interests being represented on their boards, committees, or commissions;
    - Consult with leadership from ADM's advisory groups about filling vacancies and addressing concerns about the interests represented on their boards, commissions, and committees;
    - Provide recommendations to appointing authorities about filling vacancies and addressing stakeholder interest concerns (drawing from the above consultations);
    - Support the convening of ADM's Racial Equity Group; and
    - Work with appointing authorities to notify each of the passage of Proposition C 2020.

- **Status:** Explorative phase

- **Lead:** ADM-Central

*7.1.10. Support the ADM Boards, Commissions, and Committees Racial Equity Group ("Racial Equity Group") to organize, meet, facilitate peer-resource opportunities, and prioritize racial equity within their internal polices and core services

- **Resources Committed:**
    - Elected Racial Equity Lead from each advisory group (existing)
    - Liaising needs (existing)

- **Indicators:**
    - # of public meetings held by the Racial Equity Group
    - # of racial equity-related topics and issues covered during meetings
    - # of peer resource opportunities created by the Racial Equity Group

- **Timeline:**
    - 1 – 2 years

- **Implementation:**
    - Each of the boards, commissions, or committees will elect a Racial Equity Lead
    - The Racial Equity Working Group will hold approximately 1-3 convenings for all Racial Equity Leads to gather, report out, and discuss challenges and solutions to enhance racial equity across their boards, commissions, and committees
    - Racial Equity Group will assess each advisory group's racial equity output, including:
        - prioritization of racial equity work into their core services and agendas
        - implementation of racial equity policies
        - Implementation of, and adherence to, a racial equity resolution
        - personnel decisions
    - Racial Equity Leads will organize the following events and opportunities for all of ADM's board members, commissioners, and committee members:
        - training opportunities
        - supportive social gatherings
        - mentorship program
    - Conduct an internal survey for all appointees to take to better understand their views on the role of racial equity within their work

- **Status:** In Progress

- **Lead:** Racial Equity Leads from each advisory group

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

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)

- **Resources Committed:**
    - Mayor's Office on Disability ("MOD") (existing)
    - Office of Civic Engagement and immigrant Affairs ("OCEIA") (existing)

- **Indicators:**
    - # of diverse board/commission members accommodated
    - % of board/commission retention
    - Implementation of inclusive protocols

- **Timeline:**
    - 1 – 2 years

- **Implementation:**
    - OCEIA currently provides interpretation and translation assistance for every meeting. Other divisions with boards, committees, and commissions will establish protocols borrowing from OCEIA's current practices to also meet such accommodation requests as needed.

- **Status:** Explorative phase

- **Lead:** MOD and OCEIA

7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.

- **Resources Committed:**
    - ADM Boards, Commission, and Committee Racial Equity Group ("Racial Equity Group") (existing)

- **Indicators:**
    - # of completed training per quarter
    - participation rate

- **Timeline:**
    - 2 years

- **Implementation:**
  - ADM Boards, Commission, and Committee Racial Equity Group ("Racial Equity Group") to identify needed training materials, including racial equity trainings, and identify community resources to provide such services
  - Expand OCEIA's current practices with the Immigrant Rights Commission (IRC) and explore offering orientation and training sessions when a new member is appointed; and
  - Explore the possibility of extending racial equity trainings to members of ADM's various advisory groups.

- **Status:** Pending

- **Lead:** ADM Boards, Commission, and Committee Racial Equity Group

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

- **Resources Committed:**
  - ADM Boards, Commissions, and Committees Racial Equity Group (existing)
  - Racial Equity Leads from each of the boards, commissions, and committees (existing)

- **Indicators:**
  - Increased retention of board/commission members
  - Member experience satisfaction survey

- **Timeline*:*
  - 1 – 2 years

- **Implementation:**
  - Expand OCEIA's current practices with IRC: Senior commissioners and staff also mentor new commissioners and provide decision-making and leadership opportunities; and
  - Model a mentorship program after OCEIA's work. OCEIA partnered with the Office of Transgender Initiatives to provide support to a new commissioner, who was then able to participate in a fellowship program. The two offices also provided resources and other forms of support and inclusion. The Racial Equity Group will explore options for scaling the mentorship work in which OCEIA has already been engaging.

- **Status*:* Pending

- **Lead:** OCEIA and ADM Boards, Commissions, and Committees Racial Equity Group

*7.2.4. Organize opportunities for support/affinity groups to develop across all of ADM's boards, commissions, etc...

- **Resources Committed:**
  - ADM Boards, Commissions, and Committees Racial Equity Group (existing)
  - OCEIA and the IRC (existing)

- **Indicators:**
  - # of affinity groups
  - # of members participating in different groups
  - # of meetings/events held per group

- **Timeline:**
  - 6 months – 1 year

- **Implementation:**
  - As many members come to ADM's boards, commissions, and committees with a range of experience, and as many are shouldered with the task of often singularly representing the interests they have been appointed to, it is important that they have a space to meet other members and form support groups to enrich their work.
  - The Racial Equity Group will host events for members across all boards, commissions, etc…
  - Each introductory event will include approximately 1-2 members from the different boards, committees, etc.
  - These sessions can be modeled after the social opportunities OCEIA and the Immigrant Rights Commission were holding for its members prior to COVID-19

- **Status***:* Pending

- **Lead:** ADM Boards, Commissions, and Committees Racial Equity Group

*7.3. Safeguard members so they naturally feel welcomed and valued, not tokenized.
*7.3.1. Conduct a survey to identify members top three needs and to solicit feedback about equity within their experiences.

- **Resources Committed:**
  - ADM Boards, Commissions, and Committees Racial Equity Group (existing)

- **Indicators:**
  - Member survey satisfaction in terms of feeling supported

- o 50% or greater response rate

- **Timeline:**
  - o 1 – 2 years

- **Implementation:**
  - o Racial Equity Group to work with each board, commission, and committee's Racial Equity Leads to create and administer an annual survey to all board and committee members and commissioners

- **Status:** Pending

- **Lead:** ADM Boards, Commissions, and Committees Racial Equity Group

APPENDIX A

DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY
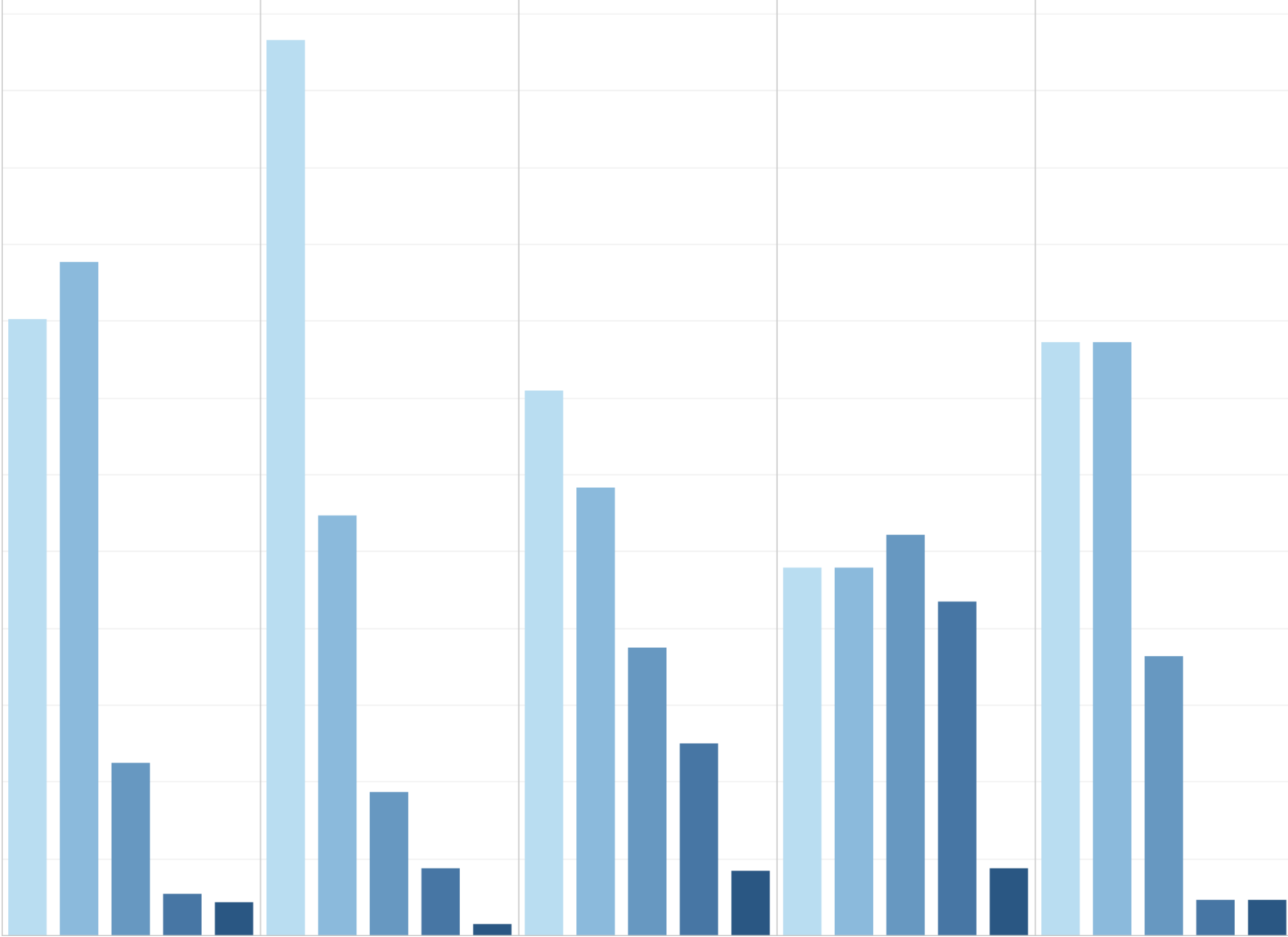
Office of the City Administrator
2020 Equity Survey Report

Executive Summary

In October 2020, the Office of the City Administrator (ADM) distributed a survey regarding racial equity to all of its employees.[1] 531 people (52% of all employees) responded. As detailed in this report, the respondent population was sufficiently diverse to constitute a representative sample of the department as a whole. From these responses, four key findings were identified:

1) ADM employees believe in the value of examining and discussing racial equity at work

The two questions that inspired the most agreement among ADM's employees were: "I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color" (6% of employees disagree), and "I think it is valuable to examine and discuss the impacts of race at work" (4% of respondents disagree). This low level of disagreement indicates support for attempts to further discuss and understand racial equity in the department.

2) Most employees view racial equity in ADM positively, but perspectives vary by race and ethnicity

Most employees had a positive view of racial equity in ADM and believe that the department is less tolerant of racism than the City government as a whole. However, the survey results indicate differences between how racial and ethnic groups perceive questions of equity. Generally speaking:

- The average Asian and White respondent had a positive view of racial equity in ADM.
- The average Hispanic respondent had a generally positive view of equity in the department, though slightly less so than White and Asian respondents.
- The average Black respondent submitted answers that varied between neutral and softly positive.

3) The majority of respondents did not report observing incidents of racial tension in the workplace. However, people of color were more likely to do so

When responding to the prompt "I have observed racial tension between employees in my department," 39% of Hispanic respondents (18 people) and 32% of Black respondents (15 people) agreed or strongly agreed with the prompt, in contrast to 14% of White employees (20 people).

4) Less than half of Black respondents agree that ADM's promotions and disciplinary actions are race-neutral and that racism is not tolerated

Black respondents were least likely of all respondent groups to agree that promotion opportunities and discipline standards were race-neutral. Less than half (45%) of Black respondents (21 people) agreed or strongly agreed that "supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity" or that "Opportunities for promotion are accessible to everyone regardless of race or ethnicity." In addition, only 48% of Black employees (22 people) agreed or strongly agreed that racism was not tolerated in their department.

Methodology

The 2020 Racial Equity survey was available in four languages (English, Chinese, Spanish, and Filipino) and was distributed online and on paper. Links to the online format were delivered via both email and text message. The survey had a robust response rate of 52% (531 of ADM's 1,017 employees). As detailed in Appendix A: Respondent Demographics, the survey sample is generally representative of the actual ADM

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[1] The Department of Public Works (DPW) and Department of Technology (DT) report to the City Administrator. However, these departments are organized and managed separately from the Office of the City Administrator and were not included in this survey.

employee population. As a result, the results explored in this report are likely to be an accurate representation of the opinions of ADM employees as a whole.

The survey asked a total of 16 questions addressing four topics:

1. **ADM's culture of racial equity** including questions like "My department as a whole is a place in which racism is not tolerated"
2. **Sense of belonging and fair treatment** including questions like "I feel comfortable expressing my opinions"
3. **Beliefs about racism** including questions like "I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color"
4. **Demographic information** including questions on the respondent's race and ethnicity, gender, supervisory status, and division

All questions were optional and respondents were able to skip questions, in order to encourage honest and accurate responses. As detailed in Figure 1, few of the 531 total respondents skipped the substantive questions in the body of the report.

Overall Findings

Figure 1 summarizes the overall opinions of all ADM respondents; these opinions varied by race and will be explored in more detail in this report.

Figure 1: Question List and Summary Results for all ADM Employees

Question	Prompt	Total Answers	Percent Agree	Percent Disagree
1	I am valued as an individual at work.	526	77%	8%
2	I feel comfortable expressing my opinions.	525	70%	14%
3	I feel supported in the pursuit of my career goals.	525	58%	14%
4	My department as a whole is a place in which racism is not tolerated.	508	77%	9%
5	Opportunities for promotion are accessible to everyone regardless of race or ethnicity.	509	68%	13%
6	Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.	510	67%	15%
7	I have observed racial tension between employees in my department.	508	24%	55%
8	Leadership will take appropriate action in response to incidents of harassment and discrimination.	509	69%	11%
10	I believe that racism is a problem in the San Francisco City government today.	505	46%	16%
11	I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.	504	84%	6%
12	I think it is valuable to examine and discuss the impacts of race at work.	504	82%	4%

Section 1: ADM's Culture of Racial Equity

The largest section of the survey was dedicated to questions of racial equity, asking respondents about their perception of the visibility and toleration of racism within ADM. Overall, ADM's responses indicate two clear patterns. First, a majority of ADM employees have a positive opinion of racial equity. Second, responses varied by racial and ethnic group, and some groups submitted more ambiguous responses than the employee population as a whole.

A Majority of Employees Do Not Think Racism is Evident or Tolerated

A majority of ADM employees have a positive opinion of racial equity in the department. As Figure 2 demonstrates, roughly **eight out of ten** employees agreed or strongly agreed that racism was not tolerated in their department. More than **two-thirds** of employees agreed that promotions and discipline standards were administered without regard to race or ethnicity.

Figure 2: Culture of Racial Equity Responses for All Employees
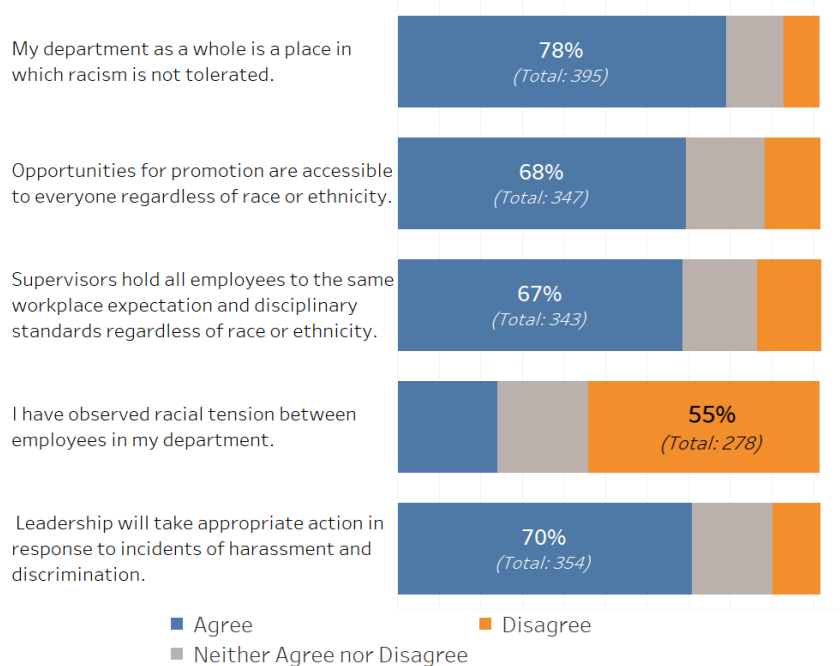
In contrast, in a different section of the survey **46%** of employees agreed or strongly agreed that "Racism is a problem in the San Francisco City government today." This disparity indicates that ADM employees believe that racism is less of a problem in their department than in the City as a whole.

Perceptions Vary by Race: Black Employees Have the Least Positive View

These summary trends mask a second pattern: perceptions of racial equity varied by race. In general, White and Asian respondents have the most positive view of racial equity and usually agreed or strongly agreed that the department was equitable.[2] Black respondents generally had the least positive view of racial equity, more often choosing to neither agree nor disagree. The average Hispanic respondent landed somewhere between these groups, generally agreeing that the department was equitable. Figure 3 illustrates this trend, combining and averaging the answers of the four largest racial and ethnic groups to all questions in Section 1.[3] The

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[2] This trend was not universal, and White and Asian responses diverged on several questions.
[3] In this average, the values for answer to question 7 answer were reversed to account for the negative connotation of agreement to the prompt.

colored arrows indicate where on a scale of "strongly disagree" to "strongly agree" the average response to these questions is located for each racial and ethnic subgroup.

Figure 3: Culture of Racial Equity Average Response of Racial and Ethnic Group
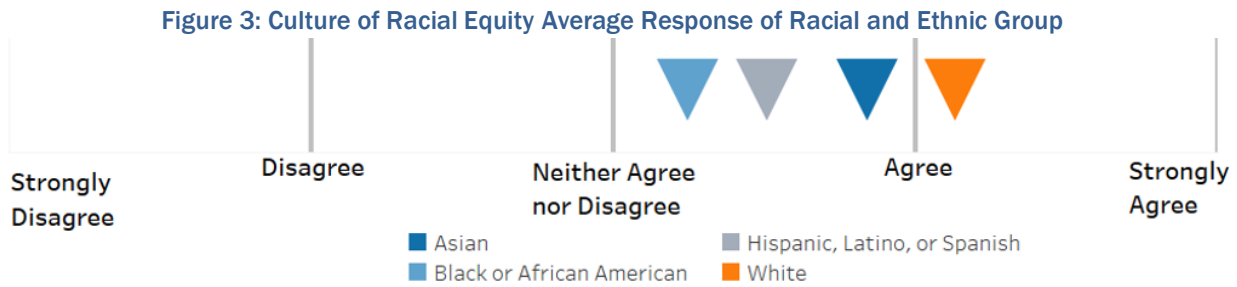
A specific example of this overarching trend is examined in Figure 4, which details the responses to Question 4: "My department as a whole is a place in which racism is not tolerated."[4] It illustrates that most White or Asian respondents agreed or strongly agreed with the prompt (roughly **85%** of each group). White respondents were particularly emphatic in agreement, with 58% (81 people) choosing that they strongly agreed.[5] Hispanic respondents generally agreed with the prompt (**64%** agreed or strongly agreed, a total of 31 people), though not to the extent that White and Asian employees did. The response among Black employees was mixed. **Less than half** of Black employees agreed or strongly agreed that racism was not tolerated in their department (48% of respondents or 22 people) with roughly a quarter remaining neutral and another quarter disagreeing.

Figure 4: "My department as a whole is a place in which racism is not tolerated" by Race and Ethnicity

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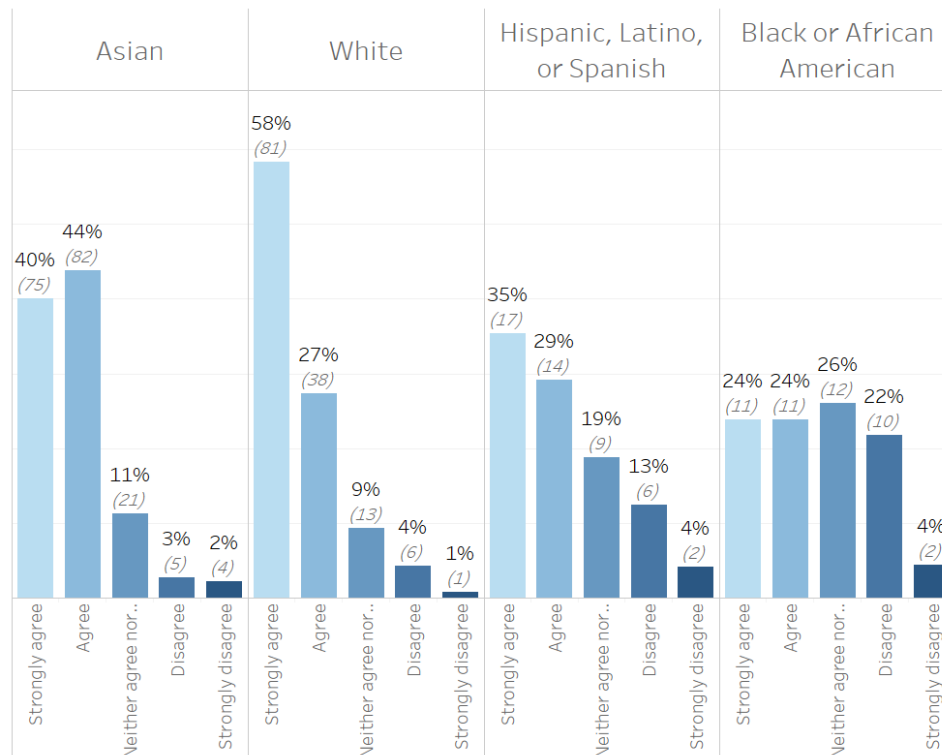
[4] In this format percentages have been rounded to the nearest whole number, so the combined percentages in each category may equal 99% instead of 100%.
[5] 58% is tied for the highest percentage of any race and ethic subgroup to choose the same response to a question. It is tied with 58% Hispanic respondents agreeing to Question 11 ("I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color").

These patterns of generally positive though somewhat divergent feedback held through most of the questions examined in this report. A second specific example is evident in the responses to the prompt "Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity." **67%** of all respondents agreed or strongly agreed, including **78%** of White respondents (109 people) and **68%** of Asian respondents (128 people). However, **51%** of Hispanic respondents (25 people) and **45%** of Black respondents (21 people) agreed or strongly agreed. The disparity between White and Black respondents on this question produced the largest divergence in the average response of any two racial or ethnic groups in the survey

Figure 5: "Question 6: Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity" by Race and Ethnicity
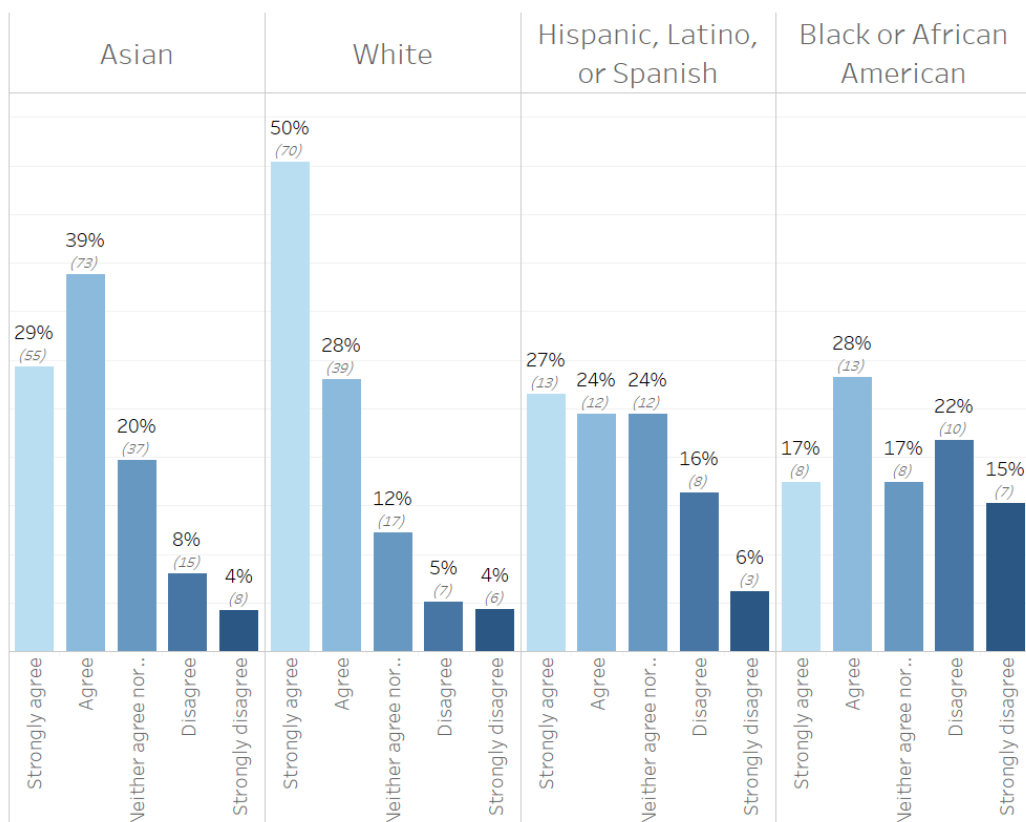
White Respondents were Less Likely to Perceive Instances of Racial Discrimination
In addition to responding more positively to questions about fairness and general racial equity, White respondents were the least likely group to have witnessed racial tension in their divisions. In response to the prompt "I have observed racial tension between employees in my department," **40%** of Hispanic respondents (18 people) strongly agreed or agreed, followed by **33%** of Black respondents (15 people) and **24%** of Asian employees (46 people). In comparison, **14%** of White respondents agreed or strongly agreed (20 people).

Many Employees Would like to Talk More About Race and Promote Diversity
The final question of Section 1 was the only free-response prompt included in the survey, "What steps can your department take to improve its culture of diversity and inclusion?" **166** respondents (**31%** of the total) made suggestions, including talking more about race, hiring and promoting diverse employees, and providing trainings.

Number	Theme	Illustrative Text from Free-Response Answer	Count
1	Increase or maintain open communication to foster a supportive environment	"In general, the department could improve literacy around race and racial equity. There is a general discomfort around talking about race, even obvious racial disparities. Rather than talk about race, supervisors often avoid the topic and talk about "social issues" or "vulnerable populations." This negatively impacts our ability to address racial disparity in our work, because we cannot identify the problem clearly, or implement targeted policies to try and address the issue."	34
2	Hire and promote diverse employees and provide training	"Support staff training and educational opportunities. This is a major gap for the department. Provide training and clear information on promotional pathways within the City. It's very challenging to navigate."	33
3	Provide ongoing diversity training	"Mindfully cultivating connections to mentors in other teams/divisions/departments - Providing access to training around anti-racism and to BIPOC conferences and organizations related to our work "	19
4	Increase diversity in leadership, and leadership's attention to the topic of equity	"Over the years I have worked here, it is often the program and line staff that help hold up the values of diversity and inclusion - more a ground-up effort rather than top-down effort from leadership. While our agency's programs advance equity and center directly impacted communities throughout our work - that is not always matched by leadership."	12
5	Increase team building activities and celebrate diversity events	"Create opportunities for people to share cultural traditions and history with each other."	10

Section 2: Sense of Belonging and Fair Treatment

In addition to asking about racial equity explicitly, the survey measured workplace inclusion by asking three questions: "I am valued as an individual at work," "I feel comfortable expressing my opinions," and "I feel supported in the pursuit of my career goals." Most employees felt valued and comfortable expressing their opinions, but there was more ambiguity around the level of support offered for career goals.

Employees Feel Valued as Individuals, But Less Supported in their Careers

More than **70%** of respondents agreed or strongly agreed that they were valued and were comfortable expressing their opinions. In comparison, **58%** of respondents agreed or strongly agreed that they felt supported in pursuit of their career goals.

Figure 7: Sense of Belonging Responses for All Employees

I am valued as an individual at work.
77% (Total: 405)

I feel comfortable expressing my opinions.
70% (Total: 365)

I feel supported in the pursuit of my career goals.
58% (Total: 304)   29% (Total: 150)

■ Agree   ■ Disagree
■ Neither Agree nor Disagree
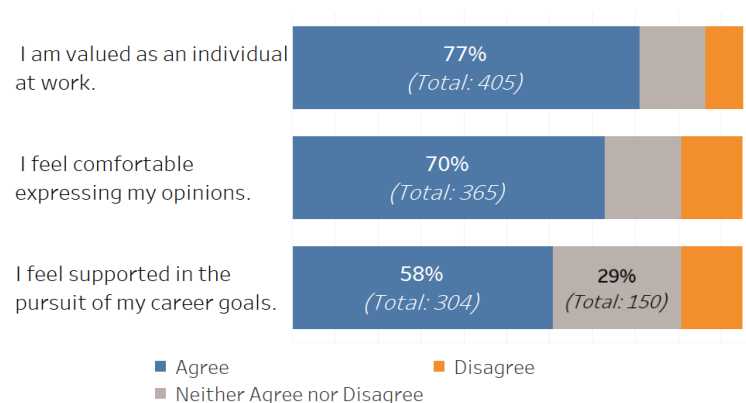
The main reason for the drop in the level of agreement was that that **29%** of respondents neither agreed nor disagreed with the prompt, one of the highest levels of neutrality in the survey.

Black Employees Feel Less Valued and Supported

As in Section 1, there were differences between the average response of each racial and ethnic group. Figure 8 demonstrates the differences between groups by displaying the average response of each group. While around **80%** of Asian and White respondents (roughly 150 and 100 people, respectively) agreed or strongly agreed that they are valued as an individual at work, around **60%** of Black respondents (roughly 25 people) agreed or strongly agreed. Additionally, **20%** of Black respondents (9 people) disagreed or strongly disagreed with the prompt, versus **8%** of White respondents (12 people).

Figure 8: Sense of Belonging Averages by Race and Ethnic Group
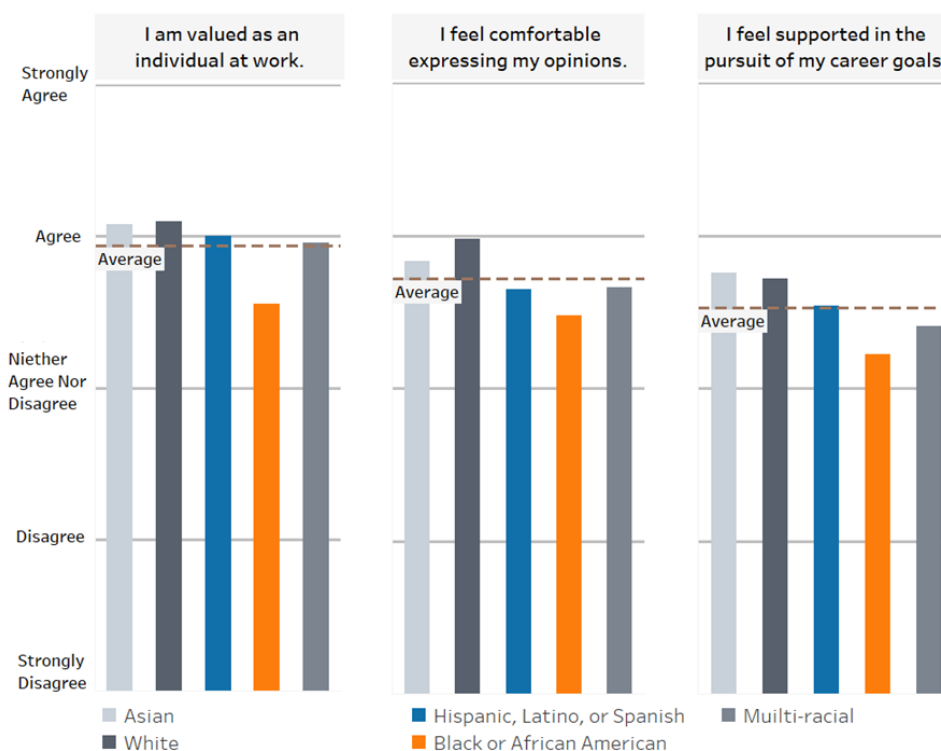
Section 3: Beliefs about Racism

The final section of the survey was designed to gauge respondents' beliefs about systemic racism and the value of discussing racial equity in the workplace with questions like "I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color" and "I think it is valuable to examine and discuss the impacts of race at work." This section returned encouraging results for ADM's racial equity work, as a large majority of respondents agree that racism can exist without explicit intention and believe that it is valuable to discuss race at work.

Employees Believe in Unintentional Racism and Value Discussions of Race at Work

As summarized by Figure 9, a large majority of respondents, across all racial and ethnic groups, agreed that racism can exist without intent and that it is valuable to discuss race at work. Only **6%** of respondents (28 people) disagreed or strongly disagreed with the prompt "I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color" and only **4%** of respondents (19 people) disagreed with the prompt "I think it is valuable to examine and discuss the impacts of race at work."

I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color. — 6%

I think it is valuable to examine and discuss the impacts of race at work. — 4%

I believe that racism is a problem in the San Francisco City government today. — 46%, 16%

Disagree
Neither Agree nor Disagree
Agree
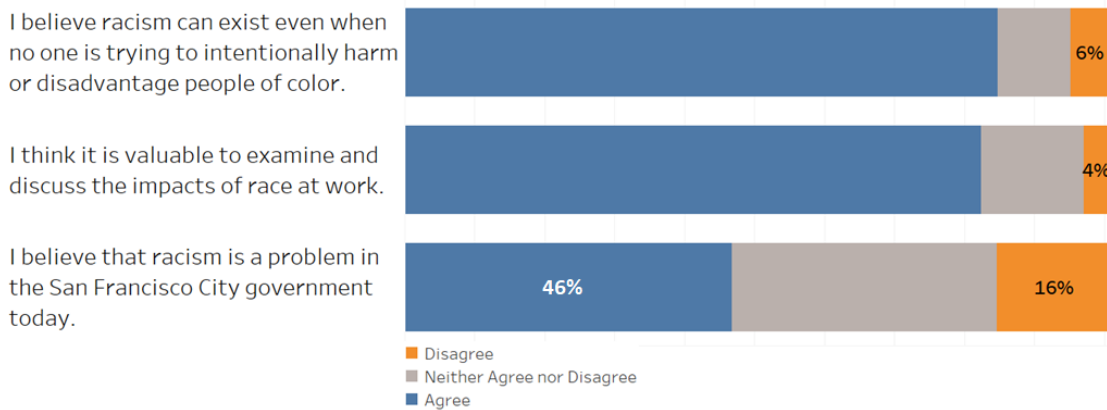
As noted in Section 1, ADM employees believe that racism less of a problem in their department than in the City as a whole; 46% of employees agreed that racism is a problem in the City, but only 9% believed that racism was tolerated in their department.

Feelings of Support Varied by Race

As in previous sections, different racial and ethnic groups responded slightly differently to the prompts in this section. However, the extent of that variation on most questions were less substantial than in previous sections. More than 75% of all groups agreed or strongly agreed that it is valuable to discuss the impacts of race at work and that racism can exist without the intention to harm people of color. There were greater disparities surrounding the prompt "Racism is a problem in the San Francisco City Government Today"; 65% of Black respondents agreed or strongly agreed with the prompt, compared to roughly 45% of Asian, White, and Hispanic respondents.

Figure 10: Beliefs about Racism by Racial and Ethnic Group

Racism is a problem in the San Francisco City government today.

Racism can exist without the intention to harm people of color.

I think it is valuable to examine and discuss the impacts of race at work.

Strongly Agree
Agree
Niether Agree Nor Disagree
Disagree
Strongly Disagree

Asian
White
Hispanic, Latino, or Spanish
Black or African American
Muilti-racial

8
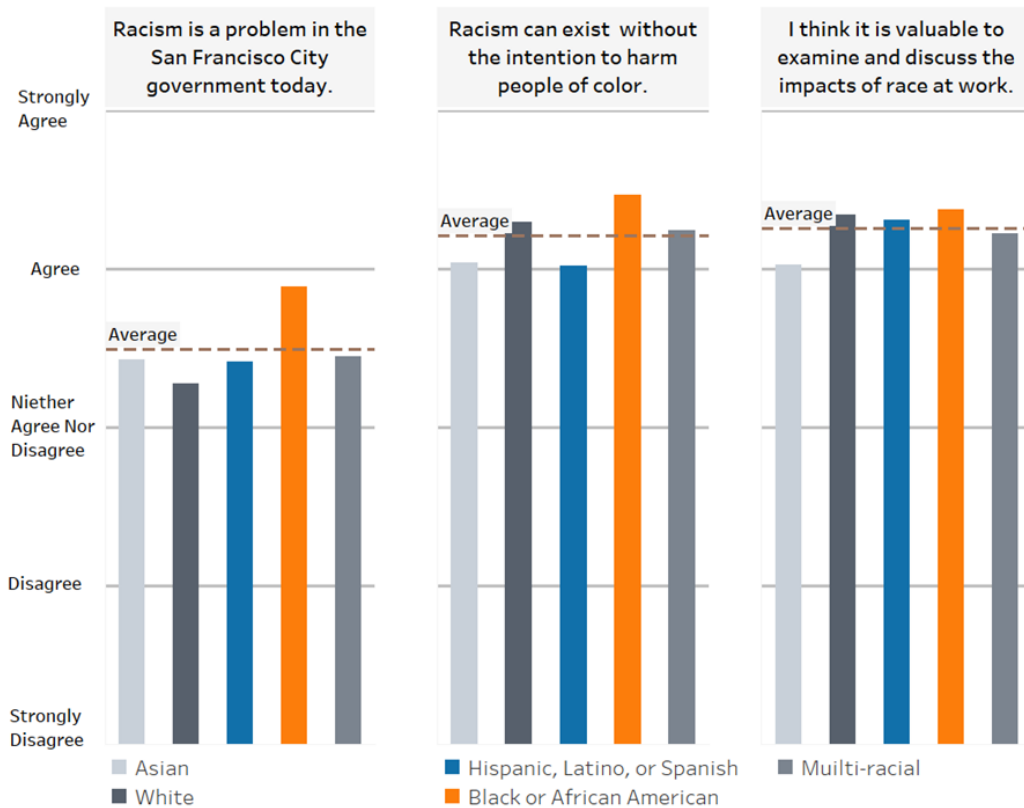
Conclusion

The 2020 Racial Equity survey gave ADM's employees a platform to confidentially express their opinions on a variety of racial equity topics. Thanks to the willingness of our employees and the cooperation of ADM leadership across divisions, a large and diverse sample of views was collected. This report highlights areas of strength and areas for improvement. Promisingly, it also indicates a willingness to continue to discuss and consider the importance of racial equity.

The appendices attached to this report include a significant amount of additional information for the interested reader, including:

A. A full comparison of the respondent demographics with the ADM population as a whole, including race and ethnicity and gender
B. A full breakdown of the total number of responses for each option of each question
C. A full breakdown of responses for each question by racial and ethnic group

Appendix A: Respondent Demographics

Response Count and Confidence Interval

In total, 531 ADM employees responded to this survey, constituting 52% of ADM's 1,017 employees. This is a very high response rate for a mostly online survey. If our respondent pool is perfectly representative of the total employee population, we would expect a confidence interval of 3%, at the 95% confidence level.

A 95% confidence level means that if you took a random sample of the ADM employee population, 95% of the time that sample would answer our questions in the same way that our respondent pool did.

A 3% confidence interval means that we expect the answers in this survey to be correct within a 3% margin of error. This means that if 10% of our survey respondents picked a given answer, you can expect that the actual population would answer somewhere between 7% and 13% for the same question.

This confidence interval and confidence level is the professional and academic standard.

Gender Identities of Respondents

Figure 11 details the total count of our respondents by gender.

<div align="center">

Figure 11: Respondent Gender Count

Gender Identity	Count
Male	235
Female	234
No Response	46
Other responses (including Genderqueer/ Gender Non-Binary, Trans Female, Trans Male, and Not Listed)[6]	16
Total	531

</div>

In total, male and female identifying employees both comprised 44% of our respondent population. Transgender or non-conforming (TGNC) respondents made up roughly 3% of our respondent pool, and roughly 9% of respondents skipped the question.

Available data on ADM employee indicate that 44% of ADM staff is female, and 56% of ADM staff is male. The underrepresentation of men in our respondent pool relative to the ADM population indicates one of two options:

1) men were more likely to skip the gender question
2) if respondents who skipped the gender question were roughly evenly distributed between men, women, and TGNC respondents, men are roughly 4% underrepresented in our respondent sample relative to the ADM employee population, and women are roughly 4% over-represented

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[6] These groups have been aggregated to ensure respondent privacy.

Racial Composition of Respondents

This report uses the standard recommended by DataSF for collecting information about the race of respondents.[7] Figure 12 details the total number of respondents who identified with each racial and ethnic group:

<p align="center">Figure 12: Respondent Count by Race</p>

Group	Count
Asian	188
White	139
No response	52
Hispanic, Latino, or Spanish	49
Black or African American	46
Multi-racial	45
Middle Eastern or Northern African, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native	12
Total	**531**

Because of privacy concerns, some categories in Figure 12 have been aggregated. After excluding groups of less than 10 and respondents who did not provide any racial information, the racial composition of the groups individually analyzed in this report is detailed in Figure 13 below:[8]

<p align="center">Figure 13: Analyzed Responses by Race</p>

Group	Count	Percentage
Asian	188	40%
White	139	30%
Hispanic, Latino, or Spanish	49	10%
Black or African American	46	10%
Multi-racial	45	10%
Total	**467**	**100%**

How racially representative is the respondent pool?

Existing data on the racial composition of ADM's workforce does not align exactly with the standards promoted by DataSF and collected in our survey. As a result, we are unable to exactly compare the racial composition of our survey respondents with that of ADM as whole for some racial and ethnic groups.

Figure 14 details the comparison between the percentage breakdown of our survey respondents and the available information on ADM's employees.

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[7] https://datasf.gitbook.io/draft-publishing-standards/standard-reference-data/demographics/race-and-ethnicity/city-and-county-of-san-francisco/san-francisco-recommended-standard
[8] Any graphic or tables in the body of the report that represents the whole department includes all respondents, including those that did not identify their race.

Figure 14: Comparison of Respondent Race and Ethnicity to Existing ADM Employee Information

Group	Survey Respondents	ADM Employee Data	Delta
Asian	40.30%	41.70%	-1.40%
White	29.80%	31.40%	-1.60%
Hispanic, Latino, or Spanish	10.50%	14.50%	-4.00%
Black or African American	9.90%	11.60%	-1.80%
Multi-racial	9.60%	0.80%	8.80%

This comparison indicates that the percentage of our respondents identifying as Asian and White aligns with existing data on ADM employees, but are slightly below the expected level (by around 1.5% each). This comparison also indicates that our sample underrepresents Hispanic or Latino employees by 4%, and Black employees by around 2%, while over-representing Multi-racial employees by around 9%.

This 9% over-representation of Multi-racial employees in our sample is very unlikely to reflect reality. We do not have enough information to fully explain this difference, but it seems likely that the structure of how race is categorized and recorded between the two data sources explains the difference. Because our survey was designed to allow employees to select multiple racial identities (instead of identifying as "Multi-racial"), it seems likely that more of our employees would choose a combination of racial groups than a single "Multi-racial" option. As an example, 25 of our respondents who identified as multiracial identified in part as Hispanic, Latino, or Spanish. That represents around 4.7% of all of our responses. If these respondents had only identified as Hispanic, the total proportion of our respondents who identified as Hispanic would align with existing data with less than a 1% variance.

In summary, data limitations make exact determinations about how representative our sample is of the ADM employee population difficult. However, it seems likely that our sample is very close to representative, and may provide a more accurate breakdown of Multi-racial employee composition than existing information.

Appendix B: All Question Breakdowns, All Employees

11 of the 12 non-demographic questions presented in the survey were asked on a five-point Likert scale with response options ranging from "Strongly Agree" to "Strongly Disagree."[9] The total number of employees who choose each option for each question are detailed below.

Figure 16: Total Count of Responses, All Employees

Question	Prompt	Total	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Agree	Total Disagree
1	I am valued as an individual at work.	526	172	233	77	19	25	405	44
2	I feel comfortable expressing my opinions.	525	131	234	89	29	42	365	71
3	I feel supported in the pursuit of my career goals.	525	115	189	150	32	39	304	71
4	My department as a whole is a place in which racism is not tolerated.	508	215	180	69	12	32	395	44
5	Opportunities for promotion are accessible to everyone regardless of race or ethnicity.	509	168	179	95	19	48	347	67
6	Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.	510	170	173	90	30	47	343	77
7	I have observed racial tension between employees in my department.	508	29	91	110	125	153	120	278
8	Leadership will take appropriate action in response to incidents of harassment and discrimination.	509	154	200	97	24	34	354	58
10	I believe that racism is a problem in the San Francisco City government today.	505	76	158	189	24	58	234	82
11	I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.	504	191	233	52	5	23	424	28
12	I think it is valuable to examine and discuss the impacts of race at work.	504	208	204	73	6	13	412	19

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[9] The final non-demographic question was a free response prompt "What steps can your department take to improve its culture of diversity and inclusion."

Question	Prompt	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Agree	Total Disagree
1	I am valued as an individual at work.	33%	44%	15%	4%	5%	77%	8%
2	I feel comfortable expressing my opinions.	25%	45%	17%	6%	8%	70%	14%
3	I feel supported in the pursuit of my career goals.	22%	36%	29%	6%	7%	58%	14%
4	My department as a whole is a place in which racism is not tolerated.	42%	35%	14%	2%	6%	78%	9%
5	Opportunities for promotion are accessible to everyone regardless of race or ethnicity.	33%	35%	19%	4%	9%	68%	13%
6	Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.	33%	34%	18%	6%	9%	67%	15%
7	I have observed racial tension between employees in my department.	6%	18%	22%	25%	30%	24%	55%
8	Leadership will take appropriate action in response to incidents of harassment and discrimination.	30%	39%	19%	5%	7%	70%	11%
10	I believe that racism is a problem in the San Francisco City government today.	15%	31%	37%	5%	11%	46%	16%
11	I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.	38%	46%	10%	1%	5%	84%	6%
12	I think it is valuable to examine and discuss the impacts of race at work.	41%	40%	14%	1%	3%	82%	4%

Appendix C: Total Responses and Average Responses by Race and Ethnic Group

This appendix fully details the responses to all Likert Scale question asked in the survey through the perspective of race and ethnicity. This is achieved through two graphs. The first graph begins with a bar chart displaying the percentage of all survey respondents that choose each option on the scale (including those that did not identify a racial group). Below that bar chart is a series of colored triangles. These triangles are arranged to indicate the responses of the average participant in each racial and ethnic group on the scale of "Strongly Agree" to "Strongly Disagree."[10]

It is important to emphasize that respondents were presented with five discrete options, and this scale is continuous. As a result, these triangles do not exactly align with any one person or answer; the locations point to a hypothetical "average" position for each racial and ethnic group. The function of these triangles is to illustrate the differences between the averages of each group. For most question, the largest difference between any two groups is less than one full response (i.e. less than the difference between "Strongly Agree" and "Agree".

Question 1: I am valued as an individual at work.

The triangles above indicate the response of the average participant in each racial and ethnic group from "Strongly Agree" to "Strongly Disagree"

■ Asian ■ Hispanic, Latino, or Spanish ■ Muilti-racial
■ White ■ Black or African American ■ No Response

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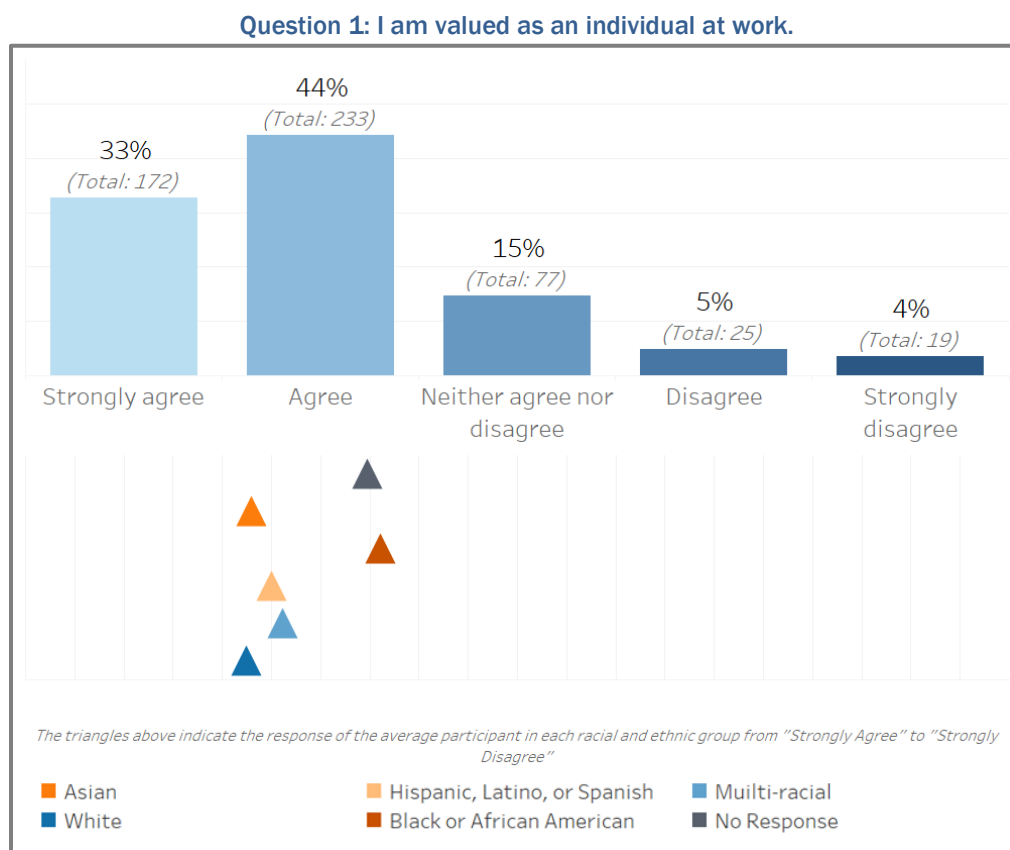
[10]The scale was generated by assigning a number value to each of the five options, with "Strongly disagree" assigned a value of zero and "Strongly Agree" assigned a value of four. The average score for each group was calculated by adding all the scores together and dividing by the number or respondents in each group for the question.

The second graph in this section explores the responses of each racial and ethnic group in more detail. It details the total number of respondents in each group that choose each option, and the percentage of each group that choose each option. This provides more context on the averages displayed in the first graph above. The groups are arranged by number of respondents so that our largest pool is on the left (Asian respondents) and the smallest is on the right (Multi-racial respondents).
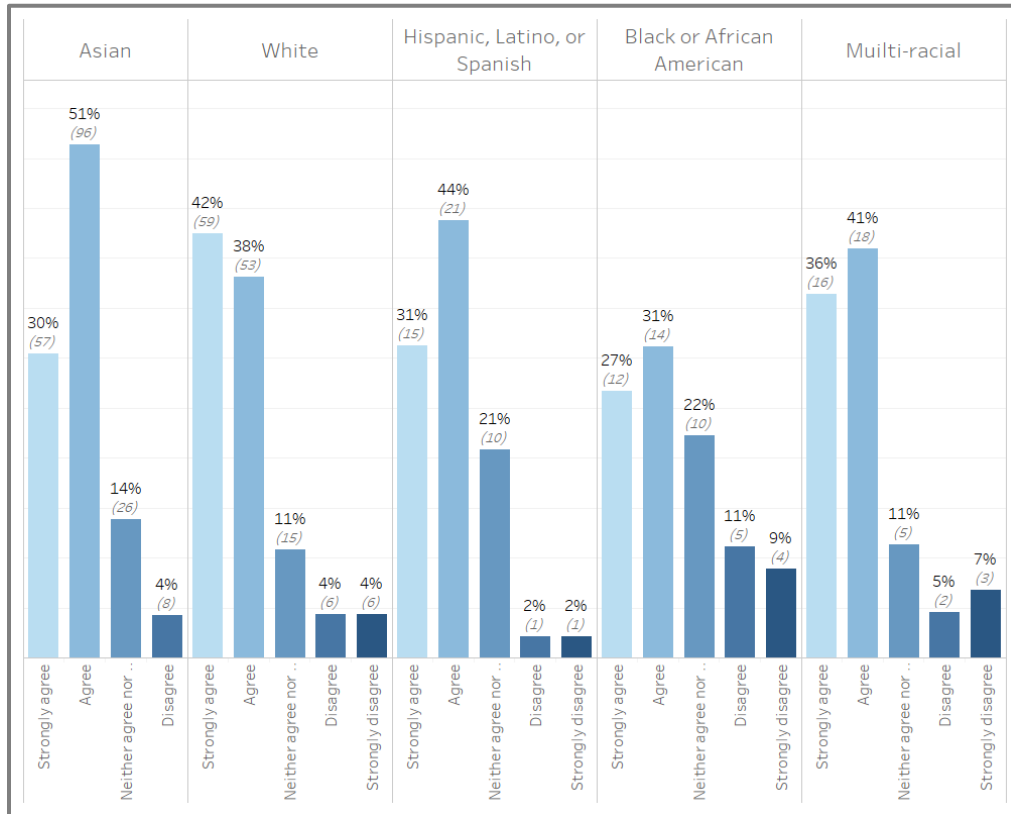
Question 2: I feel comfortable expressing my opinions.

The triangles above indicate the response of the average participant in each racial and ethnic group from "Strongly Agree" to "Strongly Disagree"

- ■ Asian
- ■ White
- ■ Hispanic, Latino, or Spanish
- ■ Black or African American
- ■ Muilti-racial
- ■ No Response
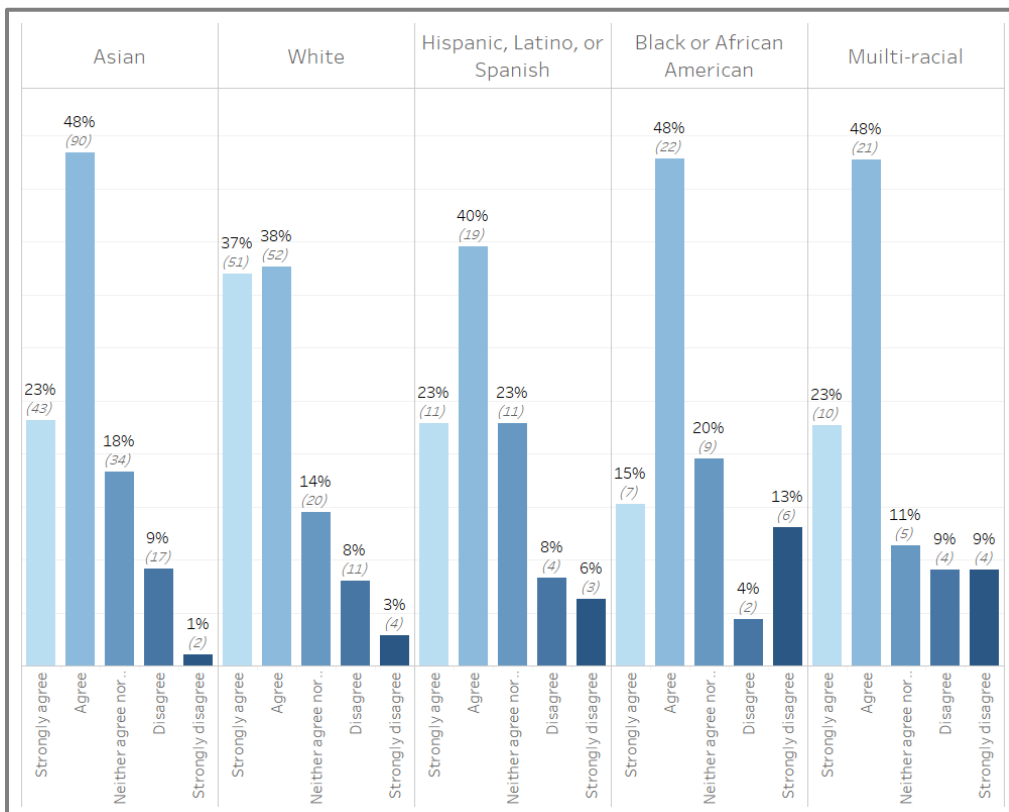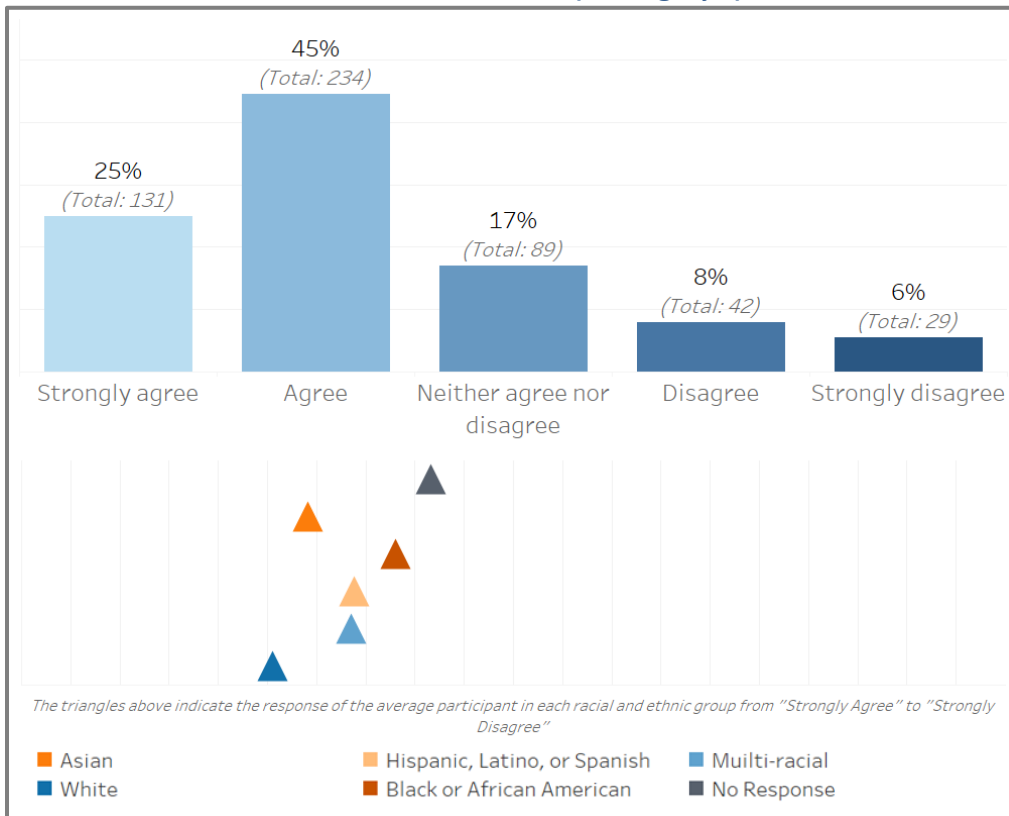
Question 3: I feel supported in the pursuit of my career goals.

The triangles above indicate the response of the average participant in each racial and ethnic group from "Strongly Agree" to "Strongly Disagree"

- Asian
- White
- Hispanic, Latino, or Spanish
- Black or African American
- Muilti-racial
- No Response

18

Question 4: My department as a whole is a place in which racism is not tolerated.

42% (Total: 215) — Strongly agree
35% (Total: 180) — Agree
14% (Total: 69) — Neither agree nor disagree
6% (Total: 32) — Disagree
2% (Total: 12) — Strongly disagree

Each triangle above points to the response of the average participant in each group below, on a scale of "strongly agreed" to "strongly disagree"

- Asian
- White
- Hispanic, Latino, or Spanish
- Black or African American
- Muilti-racial
- No Response

	Asian	White	Hispanic, Latino, or Spanish	Black or African American	Muilti-racial
Strongly agree	40% (75)	58% (81)	35% (17)	24% (11)	39% (17)
Agree	44% (82)	27% (38)	29% (14)	24% (11)	39% (17)
Neither agree nor..	11% (21)	9% (13)	19% (9)	26% (12)	18% (8)
Disagree	3% (5)	4% (6)	13% (6)	22% (10)	2% (1)
Strongly disagree	2% (4)	1% (1)	4% (2)	4% (2)	2% (1)

Question 5: Opportunities for promotion are accessible to everyone regardless of race or ethnicity.

33%
(Total: 168)
Strongly agree

35%
(Total: 179)
Agree

19%
(Total: 95)
Neither agree nor disagree

9%
(Total: 48)
Disagree

4%
(Total: 19)
Strongly disagree

Each triangle above points to the response of the average participant in each group below, on a scale of "strongly agreed" to "strongly disagree"

■ Asian
■ White
■ Hispanic, Latino, or Spanish
■ Black or African American
■ Muilti-racial
■ No Response

	Asian	White	Hispanic, Latino, or Spanish	Black or African American	Muilti-racial

Asian: Strongly agree 33% (61), Agree 45% (84), Neither agree nor.. 14% (27), Disagree 6% (11), Strongly disagree 2% (4)

White: Strongly agree 43% (60), Agree 30% (41), Neither agree nor.. 16% (22), Disagree 9% (13), Strongly disagree 1% (2)

Hispanic, Latino, or Spanish: Strongly agree 25% (12), Agree 29% (14), Neither agree nor.. 27% (13), Disagree 15% (7), Strongly disagree 4% (2)

Black or African American: Strongly agree 17% (8), Agree 28% (13), Neither agree nor.. 24% (11), Disagree 20% (9), Strongly disagree 11% (5)

Muilti-racial: Strongly agree 36% (16), Agree 36% (16), Neither agree nor.. 16% (7), Disagree 4% (2), Strongly disagree 9% (4)

Question 6: Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.

33%
(Total: 170)

34%
(Total: 173)

18%
(Total: 90)

9%
(Total: 47)

6%
(Total: 30)

Strongly agree   Agree   Neither agree nor disagree   Disagree   Strongly disagree

Each triangle above points to the response of the average participant in each group below, on a scale of "strongly agreed" to "strongly disagree"

■ Asian   ■ Hispanic, Latino, or Spanish   ■ Muilti-racial
■ White   ■ Black or African American   ■ No Response

Asian	White	Hispanic, Latino, or Spanish	Black or African American	Muilti-racial

Asian: 29% (55), 39% (73), 20% (37), 8% (15), 4% (8)

White: 50% (70), 28% (39), 12% (17), 5% (7), 4% (6)

Hispanic, Latino, or Spanish: 27% (13), 24% (12), 24% (12), 16% (8), 6% (3)

Black or African American: 17% (8), 28% (13), 17% (8), 22% (10), 15% (7)

Muilti-racial: 24% (11), 44% (20), 16% (7), 4% (2), 7% (3)

Strongly agree | Agree | Neither agree nor .. | Disagree | Strongly disagree

Question 7: I have observed racial tension between employees in my department.

30%
(Total: 153)

25%
(Total: 125)

22%
(Total: 110)

18%
(Total: 91)

6%
(Total: 29)

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |

Each triangle above points to the response of the average participant in each group below, on a scale of "strongly agreed" to "strongly disagree"

■ Asian   ■ Hispanic, Latino, or Spanish   ■ Muilti-racial
■ White   ■ Black or African American   ■ No Response

| | Asian | White | Black or African American | Hispanic, Latino, or Spanish | Muilti-racial |

Asian: 6% (12), 18% (34), 26% (48), 33% (61), 17% (32)
White: 2% (3), 12% (17), 14% (19), 32% (45), 40% (55)
Black or African American: 13% (6), 20% (9), 22% (10), 24% (11), 20% (9)
Hispanic, Latino, or Spanish: 9% (4), 30% (14), 23% (11), 19% (9), 19% (9)
Muilti-racial: 4% (2), 16% (7), 24% (11), 27% (12), 29% (13)

Question 8: Leadership will take appropriate action in response to incidents of harassment and discrimination.

30%
(Total: 153)

39%
(Total: 198)

19%
(Total: 97)

7%
(Total: 34)

5%
(Total: 23)

Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree

Each triangle above points to the response of the average participant in each group below, on a scale of "strongly agreed" to "strongly disagree"

■ Asian
■ White
■ Hispanic, Latino, or Spanish
■ Black or African American
■ Muilti-racial
■ No Response

| | Asian | White | Hispanic, Latino, or Spanish | Black or African American | Muilti-racial |

Asian
- 27% (50)
- 45% (85)
- 18% (33)
- 7% (13)
- 3% (6)

White
- 44% (61)
- 34% (47)
- 17% (23)
- 4% (5)
- 2% (3)

Hispanic, Latino, or Spanish
- 27% (13)
- 38% (18)
- 15% (7)
- 13% (6)
- 8% (4)

Black or African American
- 20% (9)
- 27% (12)
- 33% (15)
- 9% (4)
- 11% (5)

Muilti-racial
- 22% (10)
- 44% (20)
- 20% (9)
- 7% (3)
- 7% (3)

Strongly agree | Agree | Neither agree nor di... | Disagree | Strongly disagree

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Question 10: I believe that racism is a problem in the San Francisco City government today.

Strongly agree: 15% (Total: 76)
Agree: 31% (Total: 158)
Neither agree nor disagree: 37% (Total: 189)
Disagree: 11% (Total: 58)
Strongly disagree: 5% (Total: 24)

Legend:
- Asian
- White
- Hispanic, Latino, or Spanish
- Black or African American
- Muilti-racial
- No Response

Asian
- Strongly agree: 11% (21)
- Agree: 35% (65)
- Neither agree nor ...: 42% (79)
- Disagree: 9% (17)
- Strongly disagree: 3% (5)

White
- Strongly agree: 14% (19)
- Agree: 29% (40)
- Neither agree nor ...: 37% (52)
- Disagree: 12% (16)
- Strongly disagree: 9% (12)

Hispanic, Latino, or Spanish
- Strongly agree: 15% (7)
- Agree: 29% (14)
- Neither agree nor ...: 42% (20)
- Disagree: 13% (6)
- Strongly disagree: 2% (1)

Black or African American
- Strongly agree: 37% (17)
- Agree: 28% (13)
- Neither agree nor ...: 24% (11)
- Disagree: 9% (4)
- Strongly disagree: 2% (1)

Muilti-racial
- Strongly agree: 20% (9)
- Agree: 33% (15)
- Neither agree nor ...: 24% (11)
- Disagree: 16% (7)
- Strongly disagree: 7% (3)

24

Question 11: I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.

38%
(Total: 191)

46%
(Total: 233)

10%
(Total: 52)

5%
(Total: 23)

1%
(Total: 5)

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |

- Asian
- White
- Hispanic, Latino, or Spanish
- Black or African American
- Muilti-racial
- No Response

| | Asian | White | Hispanic, Latino, or Spanish | Black or African American | Muilti-racial |

Asian
- Strongly agree: 29% (54)
- Agree: 53% (100)
- Neither agree nor...: 11% (21)
- Disagree: 7% (13)

White
- Strongly agree: 50% (70)
- Agree: 35% (49)
- Neither agree nor...: 10% (14)
- Disagree: 2% (3)
- Strongly disagree: 2% (3)

Hispanic, Latino, or Spanish
- Strongly agree: 25% (12)
- Agree: 58% (28)
- Neither agree nor...: 13% (6)
- Disagree: 2% (1)
- Strongly disagree: 2% (1)

Black or African American
- Strongly agree: 53% (24)
- Agree: 42% (19)
- Neither agree nor...: 2% (1)
- Disagree: 2% (1)

Muilti-racial
- Strongly agree: 44% (20)
- Agree: 42% (19)
- Neither agree nor...: 7% (3)
- Disagree: 7% (3)

Question 12: I think it is valuable to examine and discuss the impacts of race at work.

Strongly agree: 41% (Total: 208)
Agree: 40% (Total: 204)
Neither agree nor disagree: 14% (Total: 73)
Disagree: 3% (Total: 13)
Strongly disagree: 1% (Total: 6)

- Asian
- Hispanic, Latino, or Spanish
- Muilti-racial
- White
- Black or African American
- No Response

	Asian	White	Hispanic, Latino, or Spanish	Black or African American	Muilti-racial
Strongly agree	32% (59)	53% (73)	46% (22)	51% (23)	42% (19)
Agree	45% (84)	34% (47)	44% (21)	36% (16)	42% (19)
Neither agree nor...	19% (35)	11% (15)	8% (4)	13% (6)	11% (5)
Disagree	4% (8)	1% (2)			4% (2)
Strongly disagree	1% (1)	1% (2)	2% (1)		

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APPENDIX B

VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
Animal Care and Control	Bayview and Civic Center	Respond to calls for assistance, provide housing for animals whose people are displaced, take in animals whose people can no longer care for them, and facilitate adoptions for those animals.	$865,880	10%		• 370 animals housed when their people can no longer care for them • 252 animals impounded housed after their people are displaced • 560 Animal Care Officer hours dedicated to Bayview and Civic Center (roughly 50% of all hours across the City)
Office of Cannabis	-Black or African-American -Detained/ Justice-Involved People -Latino/a/x or Hispanic - Lesbian, Gay, Bisexual, Queer People - Low-income - Middle Eastern or North African - Pacific Islander/Native Hawaiian - People facing Digital Access/Connectivity Issues - People who Rely Exclusively on Public Transit - Public Housing Residents/Housing Insecurity - Under/ Uninsured People	The OOC engages with vulnerable populations at all phases of the permitting processes for permanent cannabis adult use business permits. This includes verifying individuals as equity applicants within the Equity Program, processing cannabis business permit applications, and issuing permits. The OOC also engages these populations during office hours, scheduled office meetings, public meetings, community outreach listening sessions, and correspondence over the phone and email. Additionally, the OOC has created and administers the Equity Program. Individuals who are eligible for this program receive priority review in the City's process for issuing permanent cannabis business permits. To be eligible, an "Equity Applicant" has to meet several criteria, which include individuals' criminal histories, income status, residence, and housing insecurity.			Direct capital assistance in the form of grants to help finance compliance-related and permit-related application and business expenses. Technical assistance for application processing. Educational opportunities for developing and operating a cannabis business. Access to filing non-electronic applications.	The OOC has created and administers an Equity Program that prioritizes "verified equity applicants" in the process for a permanent cannabis business permit. Through this program, an African-American male was one of the first equity applicants in the City to receive a permanent Cannabis business permit. Similarly, the office recently permitted the City's first sole proprietor adult use cannabis business owned by an African-American female. Direct services to navigate the cannabis business application process and to elicit feedback. Successfully applied for and received grant funding to provide 1) direct capital assistance and 2) technical assistance to equity applicants for services. Partnered with other City agencies to 1) facilitate technical assistance services (legal services) for equity applicants, and 2) identify and address bottlenecks in the multi-agency permitting process to better streamline applicants' experiences and outcomes. Partnered with BAR SF to provide equity applicants access to free legal services. Waived key fees for equity applicants. The OCC works closely with those applicants will limited connectivity issues to submit their applications in-person and over the phone.
Communication Challenge Grant	The CCG does not collect race/ethnicity or social economic data in	1. Community Outreach & Engagement - To increase awareness of the CCG grant program and provide coaching/technical	$75,000	4%	1. Vulnerable populations continue to need technical assistance and fiscal sponsorship in order to prepare viable grant applications	1. Grant applications received from communities of color or other vulnerable groups in FY 19-20 totaled 9 applications

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
	applications or from other sources. The communities served by CCG are diverse and the vulnerable populations of focus are those which are under-represented among grant applicants. These populations principally include people of color and low-income communities.	assistance to grant applicants 2. Diverse Applicant Recruitment 3. Community Building			2. The "Digital Divide" continues to be an issue for vulnerable populations (people of color and low-income communities). The CCG and other City grant programs use technology to streamline the process. The requirement of electronic application submission, ongoing reporting, and preparation of reimbursement forms are difficult for these populations. 3. Technical assistance for complex government processes from government employees. Having access for support and approval of neighborhood projects as well as navigating through the City's permit process is difficult for venerable communities.	2. Grant awards to communities of color or other vulnerable groups for FY 19-20 totaled $991,468 3. Continued investment in outreach and engagement programs to communities of color and other vulnerable groups 4. CCG Workshops specifically targeting communities of color and other vulnerable groups
Contract Monitoring Division	1. Employees with Domestic Partners and their families 2. Local Disadvantaged Business Enterprises	Implement Chapter 12B: Non-Discrimination in Contracts and Benefits (Equal Benefits Ordinance) Enforce Chapter 14B: Local Disadvantaged Business Enterprise Participation and Non-Discrimination in Contracting Program	$6,592,297	100%	1. The Equal Benefits Ordinance, also known as Chapter 12B of the San Francisco Administrative Code, requires entities that enter into contracts or property contracts with the City of San Francisco in order to provide the same benefits to employees with domestic partners and employees with spouses, and agree to not discriminate against their own employees, employees of the City, members of the public and others who are members of protected classes. 2. CMDs 14B Certification Unit certifies firms that meet the requirements of the San Francisco Administrative Code Chapter 14B, which ensures that certified small local disadvantaged businesses (LBEs) can compete more effectively on City contracts. Certified LBEs also receive bid discounts or rating bonus points when bidding as the Prime Contractor, and there are certain contracts that are set aside for bidding by Micro certified firms only. In addition to the above services, CMD and the City's Risk Manager have collaborated to re-orient the 14B LBE Surety Bond Guaranty and Financial Assistance program into a full-service Contractor Development Program	1. Due to CMD's efforts, since 1997, more than 20,000 businesses have achieved compliance with the Equal Benefits Ordinance. These firms employ a pool of over 5.7 million people nationwide. The advantages of the Chapter 12B Equal Benefits Ordinance extend beyond this group to the uncounted dependents who participate in domestic partner benefits. 2. Based upon Q3 FY19-20 data; LBEs obtained $117M (51%) out of $229M of all contracts awarded by the public works contracting departments. Furthermore, LBEs account for $6.2B (35%) of the $17B active contracts. In addition, the Contractor Accelerated Payment Program service provider, Merriwether and Williams Insurance Services is working with approximately 20 pilot participants to get "loan ready" with two certified Local Minority Owned Businesses extended construction loans. Note: one loan given to an L/MBE resulted in firm being able to execute a $766K subcontract and hire 26 of 28 workers being from San Francisco's most disadvantaged neighborhoods.

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
					Additionally, the City and County of San Francisco's Mentor Protégé Program provides a platform for successful prime companies to assist CMD Micro-LBE Certified firms in any of the following, including but not limited to, areas such as Organizational/Structural Needs, Leadership Development Needs, Financial/Business Infrastructure Needs, Insurance/Bonding Needs , and Networking/Business Community Engagement Needs. The goal of the program is to increase the overall number of LBEs receiving City and County contract awards, resulting from mentor ship	
DataSF	All vulnerable populations	Development with stakeholders of a race/ethnicity recommended standard

Development and use of our ethics and algorithms toolkit which incorporates identification of bias in data and mitigations tied to minimizing risks and impacts on vulnerable populations

Support of COVID-19 public reporting including coordination with the Office of Racial Equity to make sure key datasets and metrics are prioritized to highlight disparate impacts and respond to the key questions and concerns of vulnerable communities in San Francisco | | | | |
| Digital Services | All vulnerable populations including Black, Latino and Filipino residents as well as Spanish and Chinese Speakers | Digital Services (DS) is engaging with the multiple, community-based organizations through our partner organization CivicMakers. The goal is to connect with organizations to broaden the diversity of constituents we engage with through 'user research' or 'community-based engagement.'

DS Equity team has been established to steward the team's ongoing racial equity education, eliminate bias in the | $548,000 | 5% | -Lack of trust in government
-Unrepresented voice in the development of the City's digital services and products
-DS needs a more racially diverse applicant pool
-Chinese and Spanish speakers access City online services at a lower rate than their English speaking counterparts | - Recruit a diverse pool of San Franciscans in user research studies to both inform Digital Services' priorities and test City services online.
-Attracting more Black and Brown applicants to work at Digital Services
-Hiring a more diverse pool of candidates
- Content developed in Spanish and Chinese
- Increase Spanish and Chinese access to critical City information and services |

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
		development of the City's digital services, shape policy, and diversify the team's applicant pool. We plan to issue RFQ for consultant in FY21. Digital Services has hired a team of content development specialists for the specific purpose of making City information and services easier to understand for non-English speakers, particularly Spanish and Chinese. Their expertise is not just in translation of materials, but also simplifying content in Spanish and Chinese. Digital Services contracts for expanded translation of critical information and services through a vendor.				
Entertainment Commission	Black or African-American residents, Latino/a/x or Hispanic residents, people with limited English language proficiency, NFP Community-Based Organizations, and People Facing Food Insecurity (individuals experiencing financial hardship)	1.Promoting the Limited Live Performance permit as an accessible, low-cost entertainment permit pathway to businesses in Bayview and Dogpatch 2. Outreach to Black-owned businesses in Bayview, and Latino/a/x-owned businesses in the Mission on the latest rules and resources during the COVID-19 crisis through the Community Education & Response Team (CERT) 3. Worked with Planning to streamline the Places for People (P4P) permit application process and reduce the permit fee for an outdoor plaza with entertainment. The LLP permit application fee is now half the cost for P4P applicants. Helped Mendell Plaza in Bayview navigate the LLP permit process for their outdoor activations and supported the creation of new arts/entertainment infrastructure in			1. Population needs increased access to technical assistance and funding to obtain the permit and have permitted entertainment 2. Data shows that POC are disproportionately impacted by COVID-19. POC populations need increased access to information on how they can protect themselves and find economic relief and health resources. 3. Language access for non-English speakers or people with Limited-English Proficiency 4. The $470+ permit fee for One Time Event and Sound Truck permits can be a barrier to entry community-based organizations - especially for those run by POC communities or vulnerable populations. We want to level the playing field for them so they can hold a celebration, fundraiser, or other event with entertainment or amplified sound in a safe, legal and successful way.	1. Tracking the number and location of Black and Hispanic-owned businesses that obtain LLP permits and operate with entertainment 2. Tracking CERT inspection data to assess business owners' awareness of rules and resources; distribution of education collateral; responding to COVID infection indicators with targeted outreach based on need 3. Tracking in-take meetings and hearings that use translation services 4. Tracking waivers issued, location of applicant, and demographic info

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
		Bayview. 4. Promoting the Limited Live Performance permit as an accessible, low-cost entertainment permit pathway to businesses in Calle 24 Cultural Corridor and The Mission 5. Training EC staff and using LanguageLine and in-person interpreters to assist non-English speakers with navigating the permit process and coming into compliance. Majority of our translation services are used by Spanish-speaking populations. 6. Expanded the fee waiver option for Community-Based Organizations to include Sound Truck Permit applications in addition to One Time Event Permits. The fee waiver aims to lower barriers for non-profit community-based organizations with limited budgets and individuals declaring financial hardship, which includes people facing food insecurity				
Grants for the Arts	African American, Asian, Pacific Islander, and Indigenous/Native American, and Latinx residents	Outreach to BIPOC as potential applicants for grants via phone and email; grant application workshops in BIPOC communities COVID-19 impact phone survey	$1,651,430	13%	Loss of income due to cancellation of performances and public events. Compounded effects of AB5 and COVID-19 severely impacting the arts and culture sector. Revenues have frozen due to cancellation of events and fundraisers, plus loss of income due to prohibition on public gatherings. Individual artists across all disciplines and communities affected.	Funds disbursed

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
Office of Contracts Administration	Black or African-American; East Asian; Filipino, indigenous, Native American or American Indian; Latinx; Middle Eastern or North African; Pacific Islander / Native Hawaiian; South Asian/Indian; Southeast Asian	OCA engages these communities through the City's Local Business Enterprise program (LBE) program (Chapter 14B of Administrative Code). The City's LBE program seeks to address some of the challenges that small local business face in competing for City contracts by providing preference in the contract selection process to City-certified local businesses, many of which are located in communities of color and disadvantaged communities, and many of which are minority- or women-owned (MBEs and WBEs). OCA participates on the Local Business Enterprise Advisory Committee (LBEAC), which advises the City Administrator and the Director of the Contract Monitoring Division on implementation of the 14B Ordinance. LBEEAC membership includes City-certified LBE members as well as staff from stakeholder City agencies.			Two key challenges that business in these communities face in accessing City contracts relates to: (1) awareness of opportunities (insufficient outreach conducted when the City advertises these contracts); (2) level of proficiency with complex City contracting regulations.	(1) OCA issues "micro-LBE set-aside" contracts to small local businesses annually, per the City's 14B Ordinance. Number of set-asides are measured and tracked. (2) To date, provided approx. 3,300,000 units of PPE and scarce resources (cleaning supplies, hand sanitizers, masks, gloves, etc.) to protect and support vulnerable populations throughout the City (homeless, shelter residents, communities of color, etc.) during COVID response. (3) Proposed future measurable activity: The Office of Contract Administration, in coordination with the Contract Monitoring Division and the Controller's Office could implement a targeted LBE outreach & training strategy to ensure that all contracting opportunities are better advertised to businesses within these communities, and that these business are sufficiently trained in and prepared for navigating the City contracting process.
OCEIA	Arabic-speaking, Asian American/Pacific Islander, Black/African American, Immigrants, Latino/LatinX, Limited English Proficient, Low Income, and Housing Insecure residents	Immigrant Assistance, language access, Census, Community Ambassadors, immigrant assistance, Naturalization workshops, DreamSF fellows, EmergeSF fellows, Public Charge education, Fee Assistance, Emergency Assistance	$10,521,561	100%	Language access, census, citizenship, safety, employment, access to services, immigrant assistance, DACA, housing, digital equity	Language access, housing, immigration Interpretation/translation, workshops, participation rates, outreach/education, jobs, training, workshops, participation rates, outreach/education, application assistance, immigration status, COVID-19 support, rights, Interpretation/translation, participation rates, census assistance & participation, application fee assistance
Office of Labor Standards Enforcement	Immigrant & Low-Wage Workers, Chinese Filipino, Latino, Local & Immigrant Owned Businesses, Women	Contract - Young Workers United Contract - United for Respect Contract - Chinese Progressive Association Contract - Asian Law Caucus Contract - Filipino Community Center Contract - South of Market Community Action Network Contract - La Raza Centro Legal Contract - Dolores Street Community Services	$924,575	15%	OLSE's enforcement of San Francisco's labor laws directly corresponds with higher wages and enhanced benefits for San Francisco workers. In addition, studies have shown the effectiveness of San Francisco's Fair Chance and Parity in Pay ordinances, two laws passed with increased equity at the forefront.	In FY 19-20, OLSE has helped San Francisco workers recover $17.3 million in wages and penalties. Providing funding for services, with specified contract deliverables.

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
		Contract - Legal Aid at Work OLSE webinars, multilingual phone and email hotlines				
Office of Resilience and Capital Planning	1. Children, Youth, and Families 2. Supported Disabilities (Access or Functional Needs) and Older Adults population 3. Vulnerable populations in the Bayview Hunter's point neighborhood 4. Vulnerable populations in vulnerable housing (SRO's, retirement communities, etc.)	HCR Community Engagement Process	$120,000	12%	1. Challenges in keeping young people safe during and immediately following a hazard and identified the role that school based strategies can have in filling that gap. 2. Heightened impacts to residents with disabilities from power outages and the importance of communication accessibility. 3. Need to explore non-traditional and peer to peer communications networks for the dissemination of hazard information. Gaps in access to hazard information by disenfranchised and under-resourced communities will be informing future HCR efforts in the implementation phase. 4. Comparative effectiveness of mandating vs. incentivizing different strategies for residents with vulnerable housing. In addition, challenges and opportunities for changes for supportive housing were identified.	Hosted workshops to engage with CBO's serving the vulnerable populations listed in this entry. Through engagement we were able to assess impacts of hazards and climate change on specific stakeholder groups and hear their proposed changes to the draft strategies we presented during the workshop. These observations led to changes in the strategies proposed in the plan.
Office of Transgender Initiatives	1. Black Trans Women Transgender, GNC, LGBTQ 2. BIPOC, Low-income, Under-insured 3. Spanish-speaking 4. Immigrants Low-income	1. Funding TAJA's Coalition/ El/La Para Trans Latinas 2. Policy development, implementation & recommendations 3. Transgender & LGBTQ+ Trainings for City Employees 4. SOGI data collection 5. COVID-19 Relief 6. Transgender Advisory Committee (TAC) 7. Community engagement - outreach, events, public information 8. Budget Recommendations	$241,000		Addressing trans anti-violence, leadership development, and systematic violence in institutions; Providing recommendations for policy revisions to make City and County services and employment more accessible to TGNC and LGBTQ populations; Educating City employees and City Departments on TGNC and LGBTQ issues in order to make the City and County a safer work environment for these employees, and safer for clients receiving services directly from City Departments;	Guide individual City employees, City Departments, CBOs and other stakeholders on LGBTQ anti-discrimination policy implementation; Report EEO harassment complaints reported to OTI; Draft, implement, and revise written policies related to TGNC and LGBTQ people across the City and County and within Departments; Advise supervisors and HR professionals on addressing discrimination complaints related to TGNC and LGBTQ people;

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
		9. 2020 Census Education & Engagement 10. EmergeSF Economic Development Fellowship for Trans Spanish-speaking Immigrants			Supporting City Departments in accurately collecting sexual orientation and gender identity data in order to document inequities in access to general City services provided/funded by City Departments; Food relief, organization relief, coordination among LGBTQ organizations serving vulnerable TGNC and LGBTQ community; Addressing unemployment, underemployment, lack of access to education, and language barriers.	Deliver trainings to City Departments on transgender 101 cultural humility, the DHR Gender Inclusion Policy, and best practices for engaging with transgender colleagues and clients/patients in non-discriminatory ways; Deliver trainings to City Departments on LGBTQ identities and SOGI data collection; track, compile, and advise City Departments on annual SOGI reporting and data collection; support City Departments in cultural humility practices for asking, collecting, and discussing SOGI data with clients/patients; COVID19: Weekly coordination calls with LGBTQ+ organizations; supporting linkage to shelter in place hotels for LGBTQ+ people experiencing homelessness; Identified food relief funding for LGBTQ+ low income and vulnerable communities; statewide funding advocacy for LGBTQ COVID relief, supported development of volunteer match program to provide seniors and adults with disabilities with groceries, medication pickup, and virtual calls. EmergeSF internship this year focused on Census outreach in Spanish; provided public information sessions and events on the importance of the 2020 Census for LGBTQ communities; 5-month long fellowship every year (1st year with 3 Fellows; 2nd year with 5 Fellows); monthly cash stipends; first semester of enrollment in ESL classes at City College; ~15-20 sessions on professional and economic development topics; new alumni programming to continue professional/economic development.

DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
Treasure Island	TIDA is charged with the redevelopment of Treasure Island, but also provides a range of services to the island's residents. Treasure Island is one of the more racially diverse communities in San Francisco. Per the 2018 American Community Survey, the island's 3,064 residents are 39% White, 20% African American, 12% Asian American, 3% Pacific Islander, 1% Native American or Alaskan Native, 11% multiracial and 14% some other race. A large percentage of the island's households also earn less than the Area Median Income. The 2018 American Community Survey data reported 66.7% of the island's 595 households had incomes of less than $100,000 per year and 41.8% had household incomes of less than $50,000 per year.	One Treasure Island Job Broker Program; One Treasure Island Construction Training Program; Treasure Island Gymnasium/YMCA; After-school and summer youth programs; Treasure Island Childcare Center; Camp Mendicino; On-Island Health Services; Electrical System Improvements; COVID-19 Response; One Treasure Island Community Center	$2,747,930	13%	Economic Opportunities; Health/Wellness; Youth Services; Family Services; Public Information and Support Services;	Support for One TI program that identifies workers for development construction jobs and other on-island job opportunities; support for One TI program that prepares workers for entry into the Laborer's Union for work in abatement or general construction; Contract with YMCA to operate the gymnasium facility on Treasure Island free of charge to island residents; funding to DCYF to support after-school and summer youth programs on Treasure Island provided through the YMCA; financial support for the operation of Treasure Island Childcare Center by Catholic Charities; support participation of island youth in the Boys & Girls Club Camp Mendicino; Fund DPH to provide services on the island; Funded improvements to the Treasure Island electrical grid; in partnership with One Treasure Island and housing providers, TIDA Staff have distributed information on City support services to residents impacted by the COVID-19 crisis, supported/facilitated food distribution services, and related programs; a weekly food pantry, financial literacy, tax preparation, construction training program, and more.

| DIVISON / DEPT	POPULATION	STAKEHOLDER ENGAGEMENT DESCRIPTION	FY2019-20 Amount	% of Total Budget	Critical Issues	Measurable Activities
311	Children and Youth; East Asian; Filipino/a/x; Latino/a/x or Hispanic; People facing Digital Access/Connectivity Issues; People Facing Food Insecurity; People who are Subjected to Intimate Partner Violence; People who Rely Exclusively on Public Transit; People with Disabilities and Medical Conditions; People with Limited-English Proficiency; People with Mental Health and Behavioral Health Issues; Public Housing Residents; Seniors and Older Adults; Shift, Temporary Gig, Low-wage Workers; South Asian/Indian; Southeast Asian; Transgender, Gender Variant, Intersex People; Under/Uninsured People; Undocumented People	Summer Camp Registration Assistance; Connection to food assistance per eligible child while schools are closed; 311 brochures in Chinese, Filipino, and Spanish; "Live" Customer Service Representatives available 24x7x365; Assistance with registering for City COVID testing; Specific processes and resources created for foods; designated point of contact for Victim Services; dedicated staff to handle Muni directions as well as handle complaints about Muni services; Accept TTY inbound calls; specific processes established for blocked pedestrian walkways; update Muni elevator service announcements; established processes for Muni ADA complaints; connection to Disability and Aging Service as well as Mayor's Office of Disability; extensive use of Language Line and native language CSRs; 311 brochures printed in multiple languages; Dedicated process to handle maintenance requests in public housing; Dedicated process to handle maintenance requests in SROs Specific processes created for COVID Food Assistance; connection to Senior Community Centers; connection to Disability and Aging Services; Provide information on connection to the Office of Labor Standards Enforcement; Provide information or connect to San Francisco Health Network; Assist with information and appointments for the City ID Cards; assist with City Testing for COVID19				

APPENDIX C

CURRENT WORKFORCE DEMOGRAPHIC DATA

ADM Employees by Race

The City Administrator's workforce is comprised of a variety of racial and ethnic groups. In FY 20-21, 41% of employees identified as Asian, 31% identified as White, 15% identified as Hispanic, and 12% identified as Black. 1% of employees identified as another race and ethnicity, including Multi-racial, Middle Eastern or Northern African, Native Hawaiian or Other Pacific Islander, and American Indian or Alaska Native. Between FY 16 and FY 21 there was a slight decrease in the number of White and Black employees (by roughly 1% each) and a slight increase in the number of Asian and Hispanic employees (by 2% and 1% respectively).

Chart 1: ADM Employees by Race, FY16 and FY21
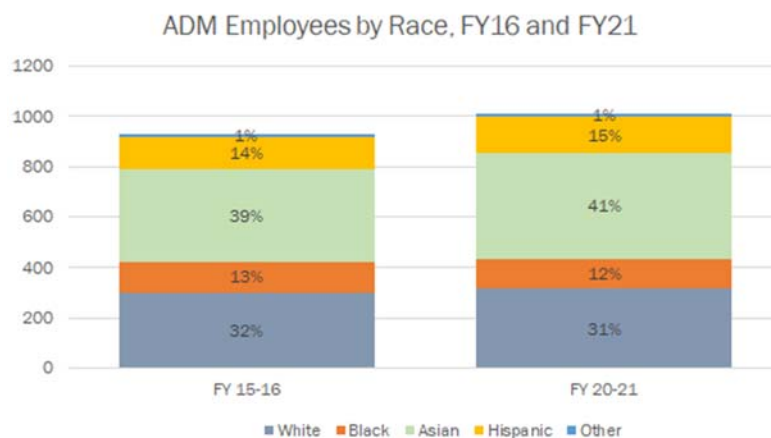
Source: Annual Workforce Data, SF Reports & Analytics

Hiring and Recruitment

ADM has hired more people of color than white employees (see Chart 2 below) in each year for the past five years. However, a disaggregated analysis by race shows that the distribution of these new hires has skewed more heavily towards Asian communities while the percentage of new Black and Hispanic hires has remained fairly constant.

Chart 2: New Hires by Race Over the Past 5 Years
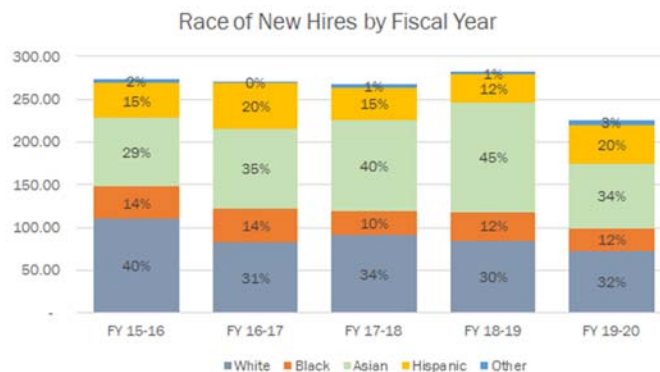
Source: Annual Workforce Data, SF Reports & Analytics

Over the past 5 years, approximately 25% of PCS hires have gone to Black or Hispanic candidates. Black and Hispanic employees made up a larger portion of temporary exempt positions and constituted 33% of new hires. (see Chart 3 below). Meanwhile, Asian and White hires comprised 74% of PCS appointments and 66% of temporary exempt appointments. Asian candidates comprised 45% of new hires in the PCS process.

Chart 3. New ADM Employees by Race and Appointment Type Over the Past 5 Years

New ADM Employees by Race and Appointment Type, FY16-21

Source: Annual Workforce Data, SF Reports & Analytics
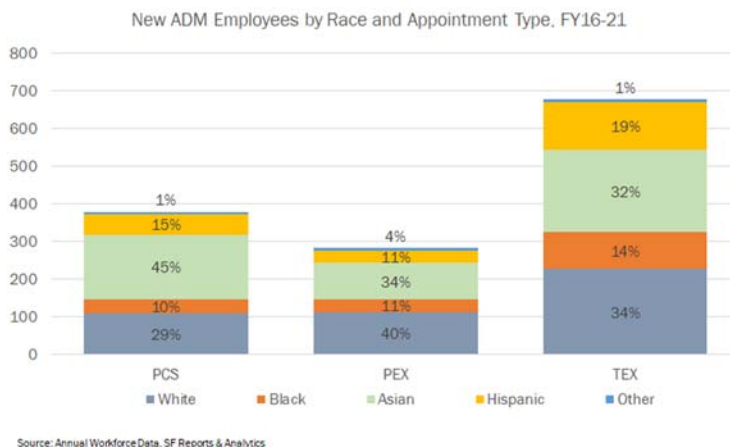
Retention and Promotion

Currently, ADM has higher levels of diversity in the lower level classes of several important series than in the employee population as a whole: Administrative Analysts, Contract Compliance Officers, and Purchasers. For the most part, BIPOC employees have been in these lower level classifications for fewer years than their White counterparts, which suggests that they have not stagnated in those positions while being passed over for promotions. However, it may also put them at a disadvantage when promotional opportunities arise. As such, it will be important to retain and invest in these employees in order to promote them into the higher-level classes and then into management positions. Additional analysis will be required to further understand the trends impacting BIPOC appointments and retention in these key positions.
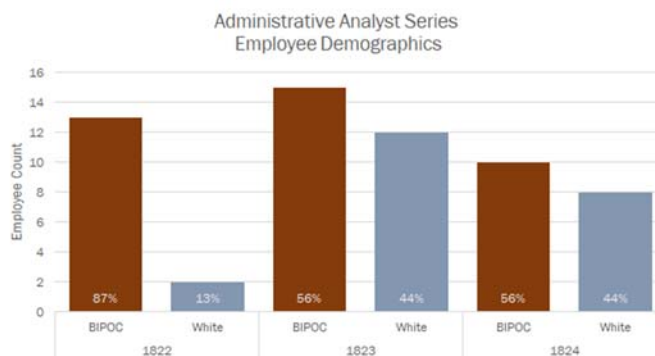
Chart 4: Employee Count, Administrative Analysts

Administrative Analyst Series
Employee Demographics

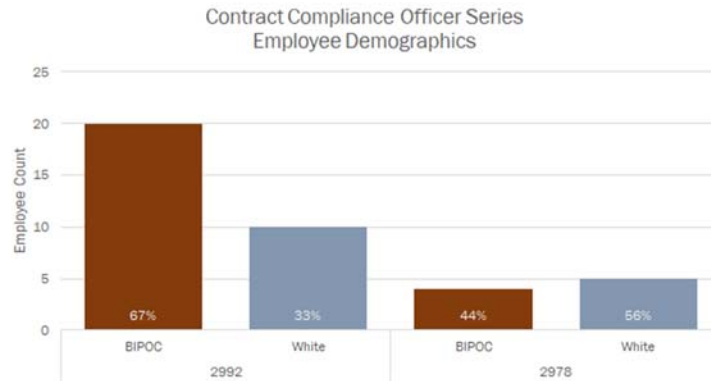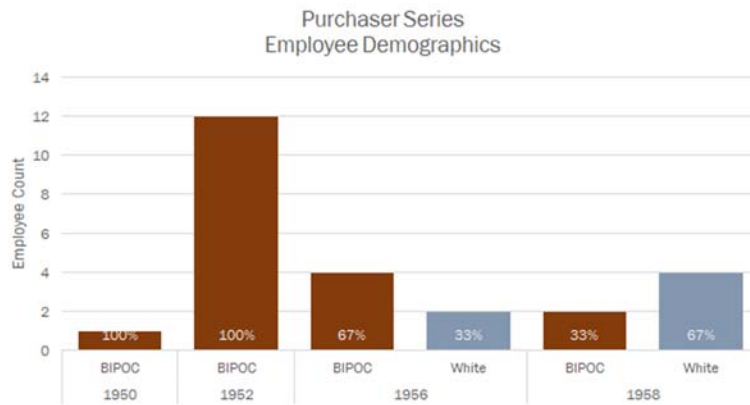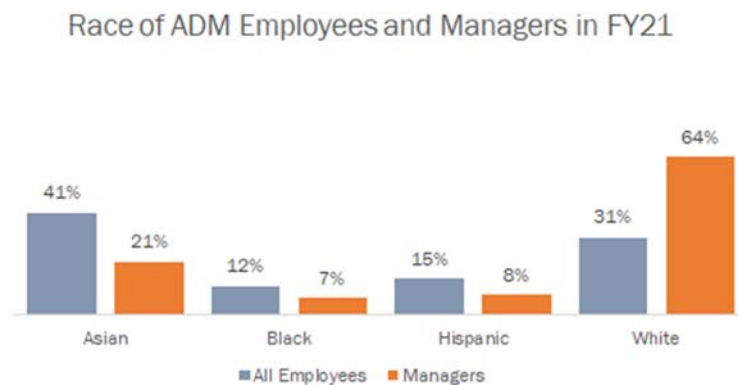*Chart 5: Employee Count, Contract Compliance Officers*

Chart 6: Employee Count, Purchasers

Diverse and Equitable Leadership

ADM's workforce data (Chart 7) shows that while White employees represent approximately a third of ADM's workforce, they hold almost two thirds of all management positions.
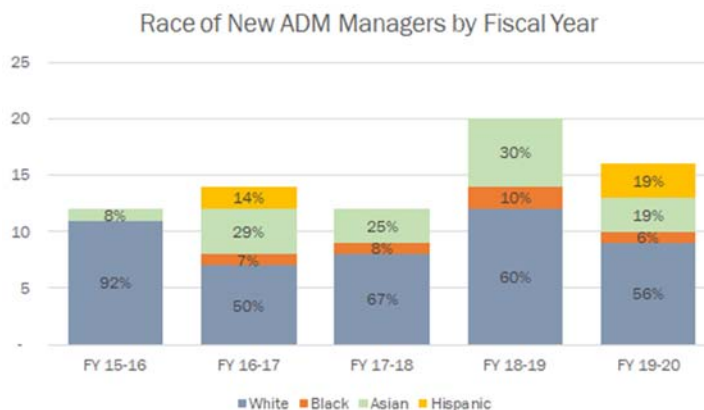
Chart 7: Employees and Managers by Race for Fiscal Year 2021

ADM's data Chart 8 shows that hiring in the management class has been trending in a more diverse direction, with more BIPOC managers hired over the last several years.
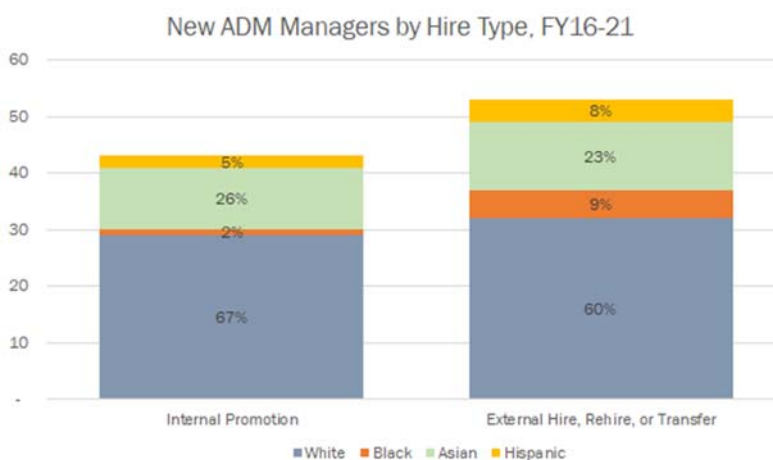
Chart 8: New ADM Manager Hires over the past 5 years

Source: Annual Workforce Data, SF Reports & Analytics

Over the same time period, new Black managers were much more likely to come from outside ADM (as new hires, rehires, or transfer in) rather than through internal promotions (Chart 3). The same holds true for Hispanic employees. Since internal promotions make up 45% of new ADM management hires, *increasing the diversity of ADM's internal promotive pool and removing racial bias from promotion decisions would increase the diversity within ADM leadership.*

Chart 9: Manager Hires by Internal Promotion versus External Hire, Rehire, or Transfer

Source: Annual Workforce Data, SF Reports & Analytics