

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Submit to ORE by May 2, 2022

Department name: Adult Probation Department

Date: 5/2/2022

Reflections from Department Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2022?

ANNOUNCEMENT! NEW LEADERSHIP FOR APD

- **Cristel M. Tullock**
- **First generation African-Latina with 22 years of experience**
- **First African American Chief for APD**
- **High school dropout**
- **First employee in APD's 110+ year history to promote through the ranks**

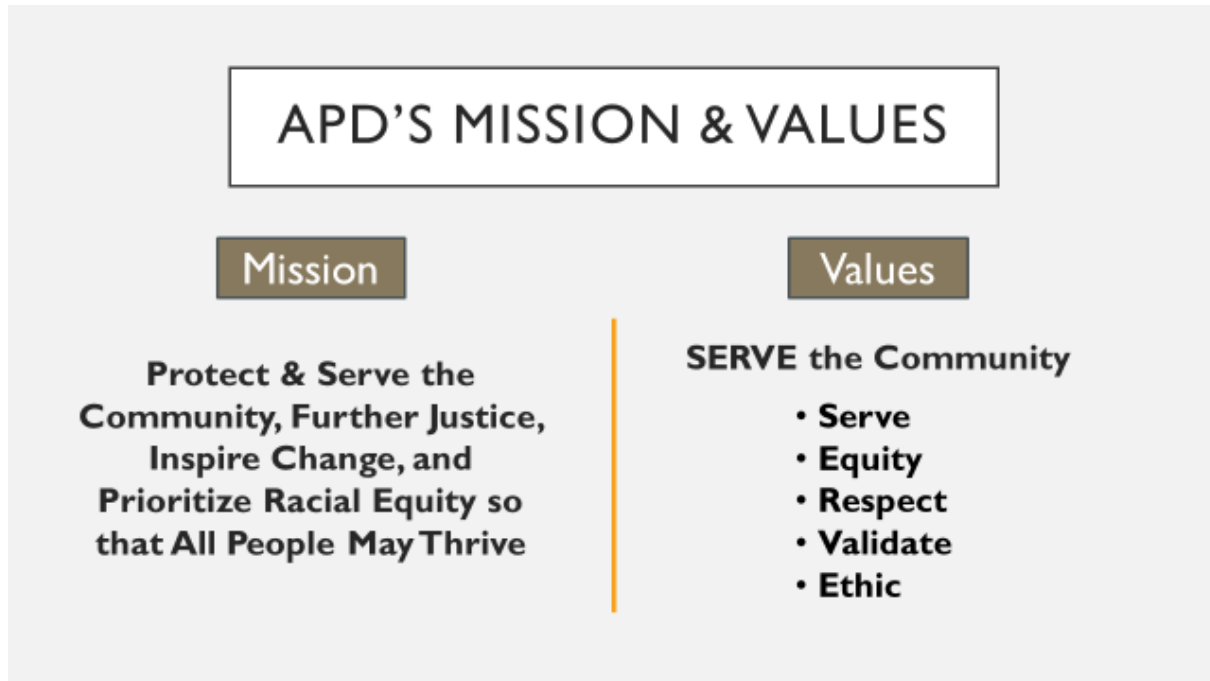


“We are the balance between social justice, social work, and law enforcement.”

I am honored to call myself the new Chief Probation Officer (CPO) for the Adult Probation Department (APD). I am a first generation African-Latina with 22 years of experience, the first African American Chief for APD, a high school dropout, and the first employee in the department's 110+ year history to promote through the ranks. Under my leadership, I aim for the department to solidify itself as one that is distinguished by the balanced approach it applies to social justice, social work, and law enforcement.

Noteworthy Core Racial Equity Accomplishment - Revised Mission, Vision, and Values:

Last year, through an inclusive process that solicited input from the entire department, we revised our Mission, Vision, and Values (MVV). These framing statements all center equity and focus on the multidimensional support we strive to provide to the community and our partners. APD’s Mission and Values are presented below. (See Attachment 1 for Mission, Vision, and Values.)



Our revised MVV lie at the heart of our racial equity work and provide the necessary framework for us to advance our commitment to recognizing, addressing, and eradicating all forms of racism and discrimination. I am committed to creating and sustaining a diverse and inclusive organization.

As the newly appointed CPO, I have identified key priorities that are designed to equitably organize and synthesize the department’s strategic plan, workforce needs, and essential service delivery. These key priorities are presented here and described in more detail below:

APD PRIORITIES

1. **Develop Strategic Plan & Implement our Racial Equity Action Plan**

Focus on agility and responsiveness to client & community needs

2. **Support and Invest in our Workforce**

Get back to basics and address ongoing internal challenges that have impacted retention and progress

3. **Preserve Investments in Community Partners who provide essential direct services**

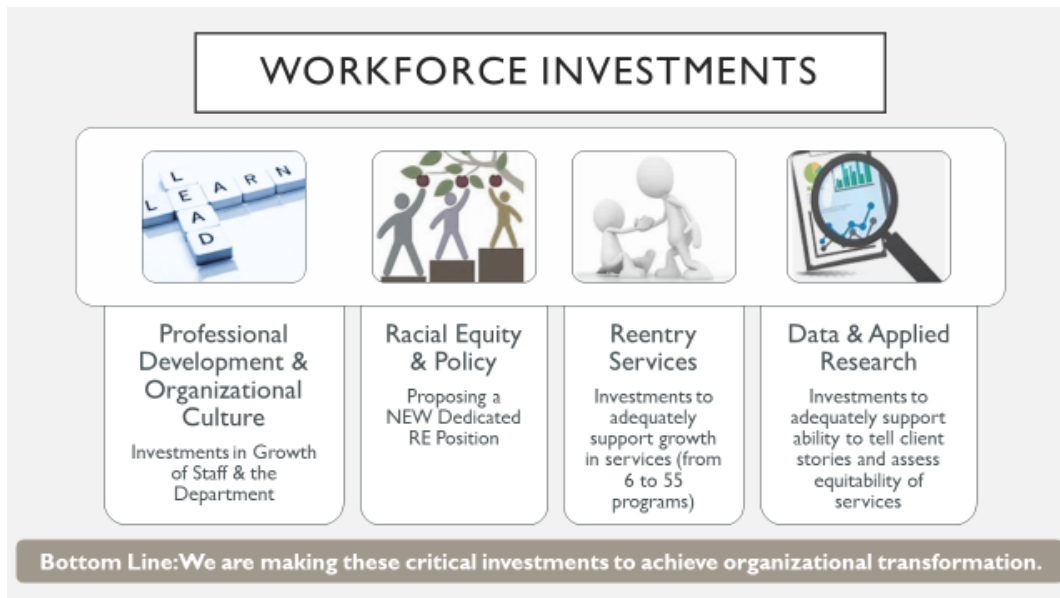
Alleviate structural deficits in contracts and implement an equity adjustment for CBOs

4. **Expand Alternative Treatment Options that respond to demands from the community**

Further address complex behavioral health & housing needs

1. Strategic Plan and REAP: The ADP plans to develop a new strategic plan to re-envision and restructure our work and set a path forward that increases the accessibility of services, effectively responds to the needs of justice involved individuals and the community, and further positions our workforce to serve the courts and rapidly respond to the intensive needs of clients. In addition, this new strategic plan will include a “Promise Statement” to our clients to affirm our commitment to their success and wellbeing. The plan will also align with the implementation of ADP’s REAP to ensure the broadest impact and sustainment of the department’s priorities.

2. Support & Invest in Workforce:



The ADP recognizes the need to get “back to basics” and address ongoing internal challenges that have impacted staff retention. Since July 2021, ~25 staff have either left or announced their pending departure. ADP needs to address critical staff vacancies, align classifications with actual responsibilities, and invest in the needs of our workforce. ADP intends to support our workforce through investments in the growth of staff (training & professional development) and the department (development of an organizational culture of inclusion and belonging); the addition of a new dedicated Diversity, Equity, & Inclusion (DEI) Specialist position; workforce investments to adequately support ADP's ability to tell client stories and to evaluate and assess its business practices and the performance and equitability of programs and services; and workforce investments to adequately support the growth in services (over time ADP's services have increased from 6 to 55 programs).

3. Preservation of Investments in Community Partners: The ADP is proposing an increase to our City Grant Program/CBO expenditure to alleviate structural deficits in our reentry service contracts. This increased expenditure budget will be used to preserve existing programs and implement an equity adjustment for non-profit employees whereby the salaries of contracted non-profit partners (the majority of whom are BIPOC led) who provide essential services to justice involved individuals will be equitably increased and standardized.

4. Expansion of Treatment Options: The ADP intends to respond to the demands of the community, which has called for additional services that address the complex behavioral health and housing needs of justice involved individuals, as well as an expansion of treatment alternatives so that individuals are positioned for success and sustainable life changes. In particular, we are focused on the Mission, Tenderloin, and Bayview communities and their requests for abstinence based treatment options that are culturally based and community lead. The ADP is positioned to advance racial equity in its services to the community through

its numerous and formalized engagements with community stakeholders and justice involved individuals. These community engagement channels allow ADP to utilize participatory processes to bring the voices of those most in need from the margins to the center of decision-making and service delivery.

These key priorities, which focus on both internal and external functional areas, are the critical areas we will be focusing on for the next two fiscal years. We have much work ahead of us, but I'm confident that these key priorities, together with our new Mission, provide a clear path forward that will help us achieve sustainable progress toward our racial equity goals.

Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

I was appointed as the CPO in mid-January, 2022. Prior to my appointment, I engaged with APD's Racial Equity (RE) Leaders through our internal Racial Equity Working Group (REWG). This REWG is currently comprised of 13 members who were nominated by their peers and represent sworn and nonsworn staff across a variety of divisions and units. The RE Leaders coordinate the activities of the REWG and I now meet directly with these RE Leaders to discuss our REAP.

Shortly after I became the CAPO, the RE Leaders requested approval for an expansion of the department's existing budget request process. I supported and approved this expansion. This change means that the RE Leaders now have a formal mechanism for directly submitting yearly budget requests to me that are focused on racial equity efforts. In their budget request, the RE Leaders identified needs related to staffing and training and technical assistance, and support for continued cultural events and artwork and related items that can transform the appearance of the workplace to ensure that it is inviting to all staff, clients, and visitors. I supported this request and incorporated this input into our budget submission to the Mayor.

In addition, I nominated one of the RE Leaders to be highlighted by the Chief Probation Officers of California (CPOC) during Black History Month. I am also supporting this RE Leader's participation in a Racial Equity Action Institute (REAI), an 8-month multi-sector program where participants engage with field experts and each other to gain knowledge, lessons, and tools for developing actionable strategies in their institutions. The curriculum for this REAI centers racial equity with an intersectional framework that recognizes the way race is shaped and informed by class, gender, sexuality, and ability.

Acknowledged by [name] and [title], [date], [signature]

Cristel Tullock, Chief Adult Probation Officer, 5/2/22

Signature: Cristel Tullock

Reflections from Department Racial Equity Leads

What specific racial inequities and disparities within your department are you focused on addressing in 2022?

For several years, the Adult Probation Department (APD) has experienced significant internal challenges that have impacted its ability to manage many core human resource functions. These internal challenges, coupled with challenges brought on by the COVID-19 pandemic, have significantly impacted staff retention. As Chief Tullock noted in her Reflection above, in the last 10 months alone, ~25 staff have either left or announced their pending departure. We agree with Chief Tullock that ADP needs to address critical vacancies, job misclassifications, and workforce needs.

Multifaceted staffing challenges continue to have a significant impact on APD's ability to implement the 80+ action items in its REAP. The department does not currently have *dedicated* racial equity positions that are necessary in order to fulfill the requirements of the Office of Racial Equity (ORE) legislative mandate, Ordinance No. 188-19. In addition, APD has several key executive vacancies (e.g., Chief Deputy Probation Officer, Chief Financial Officer, Human Resources Manager, Policy Director, and two Division Directors) which further impact the department's ability to implement its REAP. Likewise, the department has been in a transition for the past year as our former Chief (Karen Fletcher) retired, an interim Chief was appointed, and our new Chief was just appointed in January, 2022.

As Racial Equity (RE) Leads for the department, we have struggled to find the time necessary to effectively manage this difficult and critical work while managing existing and evolving workloads. However, despite these significant challenges, the department has made accomplishments with the implementation of its REAP. Here are some of the accomplishments that we'd like to highlight:

- First and foremost, we are energized and excited about our new Department Head: Cristel Tullock, Chief Probation Officer – the first African American Chief for the department.
- Through an inclusive process that solicited input from the entire department, we successfully revised our Mission, Vision, and Values. These framing statements all center equity and focus on the multidimensional support the department strives to provide to the community and its partners.
- We have started the work to normalize conversations about race internally.
- We collaborated with our justice partners to host healing/support circles as a safe space for BIPOC officers impacted by social injustice.
- We reviewed our previously obtained workforce demographic data and compared this data to similar metrics that we collected on clients and funded service providers to determine whether our workforce and funded service providers are reflective of the individuals and community we serve. The following tables show this comparison of SFAPD staff, clients, and funded service providers.

SFAPD: Who We Are

	Current Workforce (as of 9/23/20)	New Hires (FY 16/17 – 19/20)	Promotions (FY 16/17 – 19/20)
Race/Ethnicity			
African American	29%	18%	34%
Asian	21%	22%	23%
Latinx	26%	33%	34%
Multiracial	4%	10%	2%
Native Hawaiian/Pac Islander	1%	2%	0%
White	19%	15%	8%
Gender			
Female	60%	57%	64%
Male	40%	43%	36%

SFAPD: Who We Work With

SFAPD: Who We Serve

Race/Ethnicity of Clients (as of 6/30/21)	%
African American	39%
Asian	5%
Pacific Islander	1%
White	31%
Latinx	16%
Native American/Alaskan Native	0.1%
Other	9%

Race/Ethnicity of Contractors (as of 9/2020)	Executive Leadership	Program Managers	Line Staff
African American	52%	53%	53%
Asian/Pacific Islander	12%	6%	8%
Latinx	4%	18%	12%
White	32%	18%	23%
Other	0%	5%	4%
Gender & Justice Involvement (as of 9/2020)	Executive Leadership	Program Managers	Line Staff
Formerly Incarcerated	44%	53%	44%
Female	64%	53%	48%

*Note: Race/ethnicity data on SFAPD clients, staff, and service providers come from different data sources; categories vary slightly across data sources; timeframes represent the most recent available data for each data source.

- We advocated for an expansion to the department’s existing budget request process to provide the RE Leaders with a formal mechanism for directly submitting yearly budget requests to the Chief and APD’s Finance Director. This request was approved and the RE Leaders submitted a RE focused budget request that identified needs related to staffing; training and technical assistance; and support for continued cultural events and artwork and related items that can transform the appearance of the workplace to ensure that it is inviting to all staff, clients, and visitors.
- We are collaborating with our justice system partners through the CJREW (Criminal Justice Racial Equity Working Group) and the Justice Cohort to advance shared racial equity goals.
- We are continuing to focus our efforts on advancing external RE goals to fully support the vulnerable populations we serve. We have expanded our formalized engagement opportunities with community stakeholders and justice involved individuals. For example, in the last two years we created a Community Advisory Board comprised of formerly justice involved individuals who serve as a liaison to the community, provide input on reentry challenges, advise on engagement strategies, and share insights and feedback for ongoing reentry services planning

- We also continue to lead annual and spontaneous community events for justice involved individuals provide alternative engagement opportunities to bring the voices of those most in need from the margins to the center of decision-making and service delivery. These types of activities and events uplifted the need for: 1) services that address the complex behavioral health and housing needs of justice involved individuals, and 2) varied approaches to treatment to more fully support individuals and position them for success and sustainable life changes.

In the upcoming year, we hope to gain approval for APD’s budget proposal so that we can address complex staffing challenges, hire new dedicated RE staff, and address critical vacancies so that we are positioned for the successful implementation of our Racial Equity Action Plan. We also hope to more fully engage with our internal RE Working Group, and to plan activities designed to strengthen relationships and trust among staff. In addition, we also plan to expand outreach to BIPOC communities to build trust between these communities and law enforcement.

Acknowledged by [name] and [title], [date], [signature]

Precious Malone, Acting Division Director;
 Sabrina Shumake, Deputy Probation Officer; &
 Tara Agnese, Director of Research
 5/2/2022

1. Hiring and Recruitment

Goals and performance measures

Department Goal: Commit to recruiting and hiring a diverse and equitable workforce that:

- is reflective of the individuals and community we serve,
- positions the department to identify and address the needs of the community and the vulnerable populations we serve, and
- aligns with the citywide racial equity framework.

Progress toward the Departmental Goal:

- ORE working with DHR and the Controller’s office – staff within APD working with ORE to underscore the need for the workforce data and applicant pool data.
- APD submitted request to ORE for the workforce demographic dashboard provided by DHR and CON; access to data dashboard provided on 4/27/22; APD staff are working to review and summarize this data, as well as identify data still needed.

- APD has expanded outreach efforts to enhance and diversify its candidate pool. Last year, APD reached out to organizations (e.g., Megablack, Bay Area Black Professionals, and Omega Psi Phi) to reach potential applicants who possess similar demographics to the population we serve.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **1.1.1. Assess current conditions and barriers that 1) impede potential applicants’ ability to competitively apply to available positions, and 2) disallow current, competitive employees to apply. (in progress)**
- **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. (in progress)** Outreach to Megablack, Bay Area Black Professionals, Greek Organizations
- **1.4.1 Maintain a standardized and holistic interview process with structured interview questions. (in progress)** Racial Equity Leaders met with the now former Human Resources Manager to gain a better understanding of the hiring process and to discuss ways to incorporate interview questions related to racial equity into the hiring process. However, due to staff shortages, this discussion was tabled until the hiring of APD’s new Human Resources Manager.
- Working to understand rules surrounding interview questions and options for adding additional questions that address racial equity.
- **1.4.3 Train staff on conducting interviews, take care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows. (complete and on-going)** Prior to participating on an interview panel, all selected staff must take the City and County training entitled “Fairness in Hiring Interviews for Panel Members.” This is an online orientation for interview panel members that is designed to provide an overview of the interview panel process, your role as a panel member, and to raise awareness of the potential effects of bias on the hiring interview process.
- **1.4.5 Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility (not happening consistently)** Job openings are not consistently posted internally.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- APD will be focusing on workforce investments – see reflections from Department Head and RE Leaders for more details. This focus is critical for APD to be positioned to address the recruitment and hiring objectives in the REAP.

- **1.2.2** APD hopes to increase outreach to diverse communities, including an emphasis on underrepresented African American males for sworn staff positions.
- **1.4.2 Ensure a diverse hiring panel for each interview** APD plans to hire across various classifications within the department. As with previous panels, APD ensures that all staff selected for interview panels are from diverse backgrounds. This upcoming year, APD plans to discuss tracking with our HR department to see if there is already a tracking protocol in place. If not, pending the hire of a new HR Manager, APD plans to focus on this action item in 2022.
- **1.4.5** Pending the hire of a new HR Manager, APD plans to address this inconsistency in 2022.

2. Retention and Promotion

Goals and performance measures

Department Goal: Identify ways to invest in our staff in order to promote retention, career growth, and advancement. Ensure transparency in procedures for retaining employees and in the knowledge, skills, and abilities required for positions.

Progress toward the Departmental Goal:

The complex staffing challenges APD has been experiencing for the past several years have slowed the department's ability to achieve its retention and promotion goals. However, as referenced in the Reflection sections above, APD has made additional progress with the promotion of staff as evidenced by the appointment of the new Chief Probation Officer. In addition, please refer to the tables in the section on "Workforce and board/commission demographic data" for additional information on the diversity of staff who have been promoted from FY 16/17 to FY 19/20.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **2.1.3 Ensure that frontline DSW workers have access to necessary PPE to complete their job functions, including, masks, gloves, gowns, and access to hand washing and sanitizing materials. (complete and on-going)**
- **2.3.4 Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series. Set forth strategies and training opportunities to support employee development to achieve mobility. (in progress)** APD continues to review characteristics of various classifications to determine alignment with RE goals. Progress has been made in further understanding demographic composition of sworn and non-sworn staff. Additional time is needed to understand other classifications within non-sworn classifications.

- **2.3.5 Revisit classifications that “dead end” employees to create a clear upward path for continued employment opportunities with the City. (in progress)** APD has outlined key priorities and steps focused on workforce investments. Part of this effort focuses on the proposed utilization of a new classification (i.e., Criminal Justice Specialist II) as an option to focus on key job skills and address longer term employee trajectories within the department. This option is pending the approval of APD’s proposed budget submission.
- **2.4.1 Revamp and reinstate the staff recognition and incentives program. (in progress)** The Adult Probation Department has revamped and reinstated its **Merit Committee**. The Merit Committee is composed of staff from various units, divisions, and classifications throughout the Department. Each member serves a two-year term on the committee. During the selection process, staff are given an opportunity to express interest to be a part of the Merit Committee by submitting an email to the Chief Probation Officer. The Chief Probation Officer reviews all requests and determines who sits on the committee.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- APD will be focusing on workforce investments – see reflections from Department Head and RE Leaders for more details. This focus is critical for APD to be positioned to address the retention and promotion objectives in the REAP.
- **2.3.4** APD will continue work on this action item.
- **2.4.1** APD will continue work on this action item. APD will review the Merit Committee policy and consider whether revisions are necessary to include staff input and decision making and to launching of the Special Recognition Program (which recognizes and rewards staff, community partners, and partner agencies for their exceptional contributions).
- **2.4.2 Obtain staff feedback regarding employee job satisfaction.** Pending the ability address staffing challenges, APD plans to develop a new survey to obtain employee feedback regarding job satisfaction.

3. Discipline and Separation

Goals and performance measures

Department Goal: Commit to a transparent, fair and equitable discipline and separation process that utilizes progressive discipline and a racial equity lens.

Progress toward the Departmental Goal:

- The complex staffing challenges APD has been experiencing for the past several years have slowed the department’s ability to achieve its discipline and separation goals. However, as referenced in the Reflection sections above, APD has clear priorities focused on workforce investments. These priorities are designed to position the department to make progress with in these areas.
- Pending the hire of a new HR Manager, the APD hopes to understand what type of information and data may be available to further understand discipline and separation. The RE Leaders do not know what information/data is available, nor do they have access to information/data that may exist.
- Previous workforce data on separations was obtained; however, this data does not include data on permanent civil service (PCS) separations. In addition, APD experienced very few (much less than 10) separations FY 16/17 to FY 19/20 so it is difficult to make any generalizations from this data.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **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. (in progress)** APD requested this data from DHR; however, this request has not been fulfilled.
- **3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation. (in progress)** All staff receive Implicit Bias Training.
Challenges – Lack of resources and staff to develop a curriculum for mandatory training on equitable and compassionate approaches to discipline and separation.
- **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. (in progress)** APD participates in the Citywide Mediation Program.
- **3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy. (in progress)** Requested information from DHR on an exit interview pilot program to understand more about the percentage of staff experiencing discipline/termination/not passing probation period; the percentage of staff who have left voluntarily/obtained promotional opportunities elsewhere; the percentage of staff who had an exit interview prior to leaving the department; and whether there are discipline matrices that outline the discipline process.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- APD will be focusing on workforce investments – see reflections from Department Head and RE Leaders for more details. This focus is critical for APD to be positioned to address the discipline and separation objectives in the REAP.
- **3.1.4 Pending approval of APD’s budget proposal and the hiring of a new HR Manager, APD plans to explore the implementation of a conflict resolution training to address workplace conflicts.**

4. Diverse and Equitable Leadership

Goals and performance measures

Department Goal: Commit to employing a diverse and equitable leadership/management team that:

- reflects the diversity of our clients and staff
- provides varied perspectives and fosters an overall sense of belonging, and
- provides meaningful opportunities for all employee voices to be heard by leadership/management team.

Progress Toward Department Goal:

- The complex staffing challenges APD has been experiencing for the past several years have slowed the department’s ability to achieve some of its goals related to having Diverse and Equitable Leadership and Management. However, as referenced in the Reflection sections above, APD has made some significant progress with the promotion of staff in Leadership and Management position as evidenced by the appointment of the new Chief Probation Officer. In addition, please refer to the tables in the section on “Workforce and board/commission demographic data” for additional information on the diversity of staff who have been promoted from FY 16/17 to FY 19/20. For example, in FY 19/20, the largest group of staff promoted in this timeframe (40%), identify as African American. In addition, preliminary findings show that 64% of filled leadership/management positions (i.e., those on the executive team) are individuals who identify as non-white.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **4.1.2. Commit to ongoing racial equity training and development for leadership. (in-progress)** All staff receive Implicit Bias Training. APD RE Leaders are participating in the ORE’s Training Working Group to help establish a racial equity training tailored towards leadership.
- APD has done an initial review of workforce data to understand the composition of filled leadership/management positions. Preliminary findings show that 64% of filled leadership/management positions (i.e., those on the executive team) are individuals who identify as non-white.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **4.1.4 Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. (in progress)** Although the department had an anonymous suggestion process in the past, there have been discussions to update and expand that process to include both a physical and virtual form option for easier accessibility.

5. Mobility and Professional Development

Goals and performance measures

Department Goal: Commit to investing in the professional development and growth of staff by creating opportunities for individualized professional development that allow for the development of new skills to support upward mobility. Position staff to perform and excel professionally through training and mentorship opportunities.

Progress Toward Department Goal:

- Identified professional development programs through CCSF, Chief Probation Officers of California, American Probation and Parole Association.
- Provided funding and support for several staff to attend professional development programs trainings.
- Created a budget process for racial equity events and trainings

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **5.1.3 Offer opportunities for continual and extended learning. Include in the annual budget. (completed)** This year APD created a budget request process for racial equity related events and trainings.
- **5.3.3 Assign spaces for staff to take breaks and/or be in community with one another (department celebration, affinity groups). (in progress)** The Adult Probation Department collaborated with law enforcement partners to present our **1st annual Black History Month celebration**. We also collaborated to host **Circles of Support** to create a safe space for BIPOC officers to express their thoughts and concerns about working in the criminal justice system during adverse times. We are also looking to expand and create addition affinity groups to support our officers who need support. Upon moving into our new office building, APD

identified a **Wellness Room** where staff can go for privacy and/or take a mental health and wellbeing break.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **5.1.1 Require formal training for all staff regardless of full/part-time status or seniority. (in progress)** APD RE Leader is currently working with the ORE Training Working Group to develop a mandatory training curriculum that covers racial equity. Once established, the identified training curriculum will be required for all staff.

- **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. (Continuous)**

Over the years, APD has supported and encouraged staff to participate in professional development trainings such as CCSF’s Leadership Program, The American Probation and Parole Association Leadership program, and the Chief Probation Officers of California Leadership program. This coming year our department would like to continue this tradition by expanding our efforts to support staff on much a larger scale.

Challenges: The Adult Probation Department desires to support more staff to attend training. However, attendance is contingent on the availability of funds, which has been an ongoing issue.

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

Department Goal: Create a working environment:

- that fosters inclusion and belonging,
- where we bridge ourselves through an awareness of our interconnectedness,
- where conversations around race and bias are normalized, and
- where staff are trained in racial equity principles and strategies to advance racial equity in our work.

Progress Toward Department Goal: The Last year, through an inclusive process that solicited input from the entire department, APD revised its Mission, Vision, and Values (MVV). These framing statements all center equity and focus on the multidimensional support the department strives to provide to the community and our partners. APD’s Mission and Values are presented below. (See Attachment 1 for Mission, Vision, and Values.)

APD'S MISSION & VALUES

Mission

Protect & Serve the Community, Further Justice, Inspire Change, and Prioritize Racial Equity so that All People May Thrive

Values

SERVE the Community

- **Serve**
- **Equity**
- **Respect**
- **Validate**
- **Ethic**

APD's revised MVV statements lie at the heart of the department's racial equity work and provide the necessary framework for the department to advance its commitment to recognizing, addressing, and eradicating all forms of racism and discrimination. APD is committed to creating and sustaining a diverse and inclusive organization.

The department also previously created an internal Racial Equity Working Group (REWG). This REWG is currently comprised of 13 members who were nominated by their peers and represent sworn and nonsworn staff across a variety of divisions and units. The RE Leaders coordinate the activities of the REWG and meet directly with the Chief Probation Officer to discuss APD's REAP.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging. (complete)** See details and revised Mission, Vision, Values statements presented above.
- **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. (complete and ongoing)** Previously we created a Racial Equity working group to assist with the development and implementation of our REAP. Our working group represents the entire department with both sworn and unsworn staff from various cultural backgrounds.
- **6.1.3. Develop a RE Action Plan that is updated regularly and available to the public. (complete and ongoing)**

- **6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates. (complete and ongoing)** The RE Leaders continue to have regular meetings with Executive Leadership to provide updates on the REAP; RE Leaders are providing regular RE and REAP updates to policy the bodies noted in Section 7.
- **6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples. (ongoing)** Our Racial Equity Leaders are working closely with ORE and our Justice Partners to hold safe-space affinity groups. Last year we successfully hosted a healing circle series for BIPOC officers impacted by social injustice. APD is currently in the process of creating additional affinity groups in its mission to support staff.
- **6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity. (ongoing)** The Adult Probation Department supports staff with attending conferences, trainings and discussions that promote racial equity. All staff attend a mandatory implicit bias training. In addition, APD has hosted an internal training entitled, “The Neuroscience of Decisions Making”, as well as healing circles to give BIPOC staff a safe space to express themselves.
- **6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community. (ongoing)** The department’s Reentry Division is involved in numerous community engagement initiatives and has several existing methods for gathering community feedback, including a newer Community Advisory Board that includes numerous persons with lived experience.
- **6.4.2. Find opportunities to invest into and support the communities the department serves. (ongoing)** The department currently invests millions of dollars annually to support 20+ nonprofits and community based organizations that provide comprehensive reentry services designed to address needs and help individuals permanently exit the criminal justice system.

In its budget proposal submission, the ADP is proposing to increase City Grant Program/CBO expenditure budget to cover structural deficits in reentry services contracts. Over the past decade, in an effort to meet the needs of vulnerable justice involved populations, ADP implemented and expanded successful reentry programs. The ADP has supported these programs using State Revenue (namely SB 678 & AB 109). In the past two years, AB 109 revenue has increased significantly and it is expected to continue in this upward trajectory. However, department's City Grant Program/CBO expenditure has remained unchanged during this period leading to program reductions, consolidations, and eliminations.

The ADP will use this increased expenditure budget to preserve existing programs and implement an Equity Adjustment for Non-Profit Employees. APD proposes increasing and standardizing salaries of contracted non-profit partners who provide essential services to justice involved individuals. San Francisco’s cost of living is 80% higher than the national average. Additionally, non-profit partners are often paid significantly less than City employees who perform similar work. In FY 23, ADP plans to increase the salaries of the lowest paid employees of contracted non-profit housing partners, including desk clerks, monitors, and

janitors to achieve parity and equity among small CBO's and larger non-profit partners. Similarly, salaries of contracted Reentry Case Managers and Program Managers will be standardized as well. Finally, as customary all programs provided by community based organizations will receive a 3% cost of doing business increase. (These changes are all pending approval.)

In its budget, the ADP continues to prioritize the complex needs of the justice involved individuals it serves. The department has consistently allocated close to 50% of its AB 109 funds to direct services for clients and this year proposes to allocate 75% of this funding to direct services.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.** The RE Leaders continue to brainstorm about how the new APD Headquarters at 945 Bryant St can be transformed to be inviting to staff, clients, and visitors.

7. Boards and Commissions

Goals and performance measures

Department Goal: Actively support policy bodies* to ensure commitment to a diverse and equitable membership that:

- **is reflective of the individuals and community we serve,**
- **positions the policy body to advance the needs of the community and the vulnerable populations we serve, and**
- **aligns with the city's commitment to racial equity.**

NOTES:

*** SFAPD does not have a Board or Commission; rather, the department supports the work of the following policy bodies: Reentry Council (RC), Community Corrections Partnership (CCP), and the CCP Executive Committee (CCPEC)**

Progress Toward Department Goal: The APD is proud of the progress it is making with the policy bodies it oversees. The APD strives to uplift direct input from the community and the clients it serves. The ADP is positioned to advance racial equity in its services to the community through its numerous and formalized engagements with community stakeholders and justice involved individuals. More specifically, the ADP employs staff with lived experiences in leadership

positions; has formalized policy bodies (e.g., Community Corrections Partnership-CCP and Reentry Council-RC) that include voting members who are formerly incarcerated; has a Community Advisory Board comprised of formerly justice involved individuals who serve as a liaison to the community, provide input on reentry challenges, advise on engagement strategies, and share insights and feedback for ongoing reentry services planning; and leads annual and spontaneous community events for justice involved individuals. These community engagement mechanisms and activities allow ADP to utilize participatory processes to bring the voices of those most in need from the margins to the center of decision-making and service delivery. For example, justice involved individuals in the community and BIPOC led service providers have recently voiced the need for: 1) services that address the complex behavioral health and housing needs of justice involved individuals, and 2) varied approaches to treatment to more fully support individuals and position them for success and sustainable life changes.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- **7.1.2. Collect current board and/or commission demographic data and include in the department annual report. (in progress)** APD compiled demographic data on the composition of the RC, CCP, and CCPEC and plans to summarize and share this data in the next year.
- **7.1.3. Have board/commission adopt a resolution around racial equity. (complete and ongoing)** CCPEC, Police Commission, Juvenile Justice Coordinating Council, RC, and Sentencing Commission endorsed a statement prioritizing racial equity in the criminal justice system. These policy bodies “collectively acknowledge that communities of color have borne the burdens of inequitable social, environmental, economic, and criminal justice policies, practices, and investments. The legacy of these government actions is deep racial disparities throughout San Francisco’s juvenile justice and criminal justice system. Racial equity is realized when race can no longer be used to predict life outcomes. This ordinance is part of the City’s commitment to the elimination of racial disparities in the criminal justice system.”
- **7.1.4. Racial equity-related items are regularly agendized. (complete)** RE topic added as a standard agenda item to RC, CCP, and CCPEC meetings.
- **7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence. (ongoing)** APD created a Community Advisory Board comprised of ~11 formerly justice involved individuals who serve as a liaison to the community, provide input on reentry challenges, advise on engagement strategies, and share insights and feedback for ongoing reentry services planning
- **7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. (complete)** Resolutions adopted by RC, CCP, and CCPEC
- **7.3.1. Formation of Black Law Enforcement Officer Racial Equity Action Team (BLE REAT) to create a safe space for Black officers to address issues that directly affect Black law enforcement and the Black community. (ongoing)**

- **7.3.2. Formation of the Racial Equity Justice Partners Team to address issues of social justice reform. (ongoing)** Justice Cohort created to provide a collaborative space for justice system partners to engage and connect on RE goals and initiatives.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- **7.1.2.** APD plans to summarize demographic data on the composition of the RC, CCP, and CCPEC.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department’s resourcing for Phase 1 RE Action Plan implementation in 2021.
Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)*
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*
- *Consultants/vendors (including firm name and contract number, if applicable)*

All staff listed below are “staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)”:

Racial Equity Leaders:

- *Precious Malone, Supervising Probation Officer
- *Sabrina Shumake, Deputy Probation Officer
- *Tara Agnese, Director of Research

Members of the Racial Equity Working Group (REWG):

- Steve Adami, Director-Reentry Division
- Azar Alwahhab, Deputy Probation Officer
- Joyce Buchanan, Deputy Probation Officer
- Karla Caramanzana, Supervising Probation Officer
- Giovanni Centeno, Deputy Probation Officer
- Joron Coleman, Senior Human Resources Analyst
- Noreen Mangabay, IS Trainer/Journey

Veronica Martinez, Interim Finance Director – no longer with APD
Rob Rossi, Deputy Probation Officer
Canisha Smith, Deputy Probation Officer
Victor Williams, Deputy Probation Officer

Other APD Staff:

Victoria Westbrook, Reentry Policy Planner
Jay Fraser, Statistician

What changes, if any, do you plan for 2022?

In December 2021 and January 2022, the RE Leaders made a formal request to the newly appointed Chief to expand the department’s existing budget request process to provide the RE Leaders with a formal mechanism for directly submitting yearly budget requests to the Chief and APD’s Finance Director. The Chief approved of this request and the RE Leaders submitted a RE focused budget request that identified needs related to staffing, training and technical assistance, and support for continued cultural events and artwork and related items that can transform the appearance of the workplace to ensure that it is inviting to all staff, clients, and visitors. This budget request was largely supported by the Chief. In turn, APD’s budget submission to the Mayor requests approval for a full-time, dedicated RE position (i.e., Diversity, Equity, and Inclusion (DEI) Specialist). If approved, the DEI Specialist position will work closely with a re-envisioned Strategic Planner and Policy manager (also pending budget approval) and the RE Leaders to continue the implementation of APD’s REAP.

Attachments

Workforce and board/commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

In September 2020, APD obtained snapshot (point in time) and historical (past fiscal years) workforce demographic data from the Department of Human Resources (DHR). This data included race/ethnicity and gender characteristics for the workforce as a whole, and for new hires, promotions, and separations (separations did not include permanent civil service positions). For this Progress Report, APD requested an update to this previously obtained data (i.e., updated point in time and fiscal year (FY) workforce data); however, this data request was not fulfilled. Instead, ORE engaged with DHR and the Controller’s Office on an effort to share department-specific workforce data dashboards with each agency citywide. APD was granted access to its department-specific data dashboard on 4/27/22

at 2 pm, approximately two business days before the due date of this Progress Report. The department is currently reviewing this useful tool to become familiar with it.

APD continues to review the data it received in September, 2020 to understand the characteristics and trends of its workforce. The following tables show department-specific data on Race/Ethnicity and Gender for APD's Workforce (as of 9/23/20), as well as data on New Hires and Promotions (fiscal years 16-17 through 19/20). These tables show breakdowns based on sworn and non-sworn staff to further inform the workforce composition conversation. And it should be noted that the department had very few Separations/Terminations in fiscal years 16-17 through 19/20 (far less than 10), so data tables have not been provided for this category due to the risk of re-identification of individuals. The data APD received on Separations/Terminations did not include PCS positions.

Summary:

- Overall, APD's workforce, new hires, and promotions reflect diversity in race/ethnicity and gender.
- As of 9/23/20, APD's workforce was 60% female and 40% male.
- As of 9/23/20, APD's workforce was 81% non-white (i.e., Asian, African American, Latinx, Multiracial, & Native Hawaiian or Pacific Islander) and 19% White.
- From FY 16/17 to FY 19/20, the majority of APD's new hires and promotions have included individuals who identify as non-white.
- APD's REWG has uplifted a need to increase staff diversity as it relates to sworn males. More specifically, in order to be even more aligned with clients served, APD should evaluate its composition of African American men who are in sworn positions.

Table 1: Snapshot Workforce Data

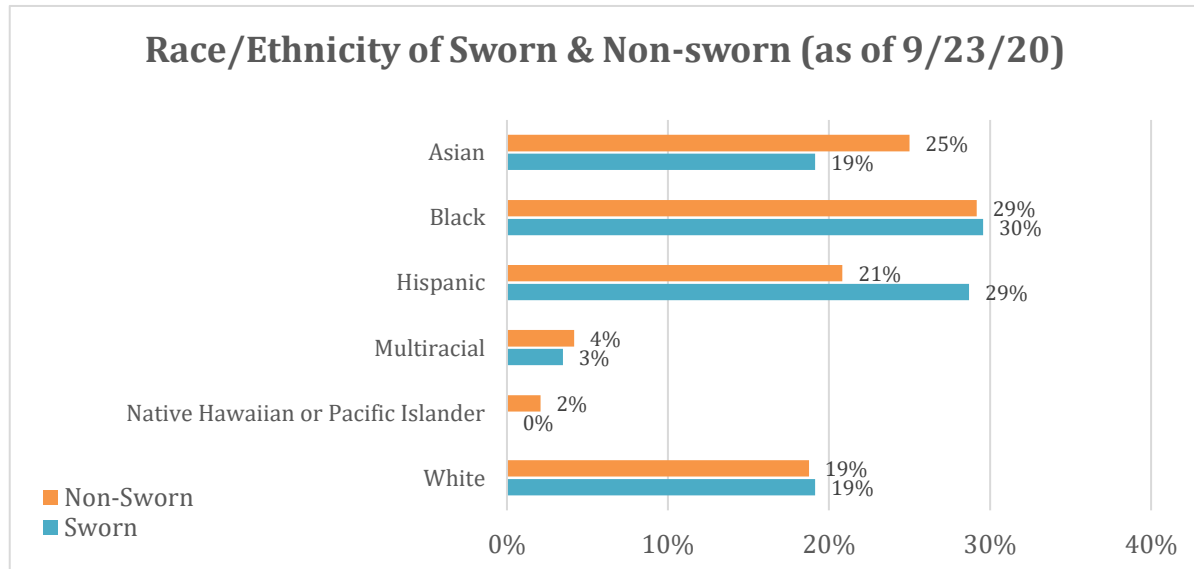


Table 2: Snapshot Workforce Data

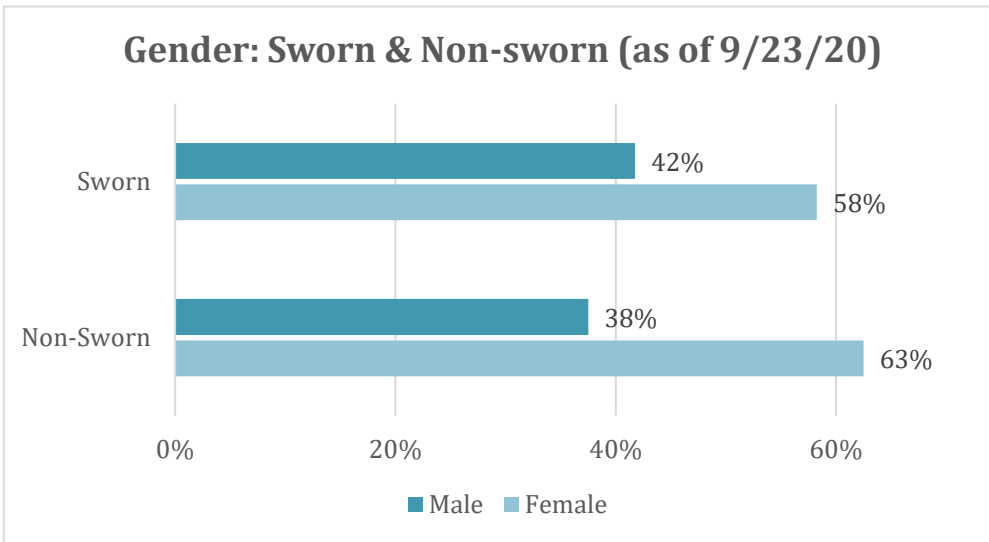


Table 3: Snapshot Workforce Data

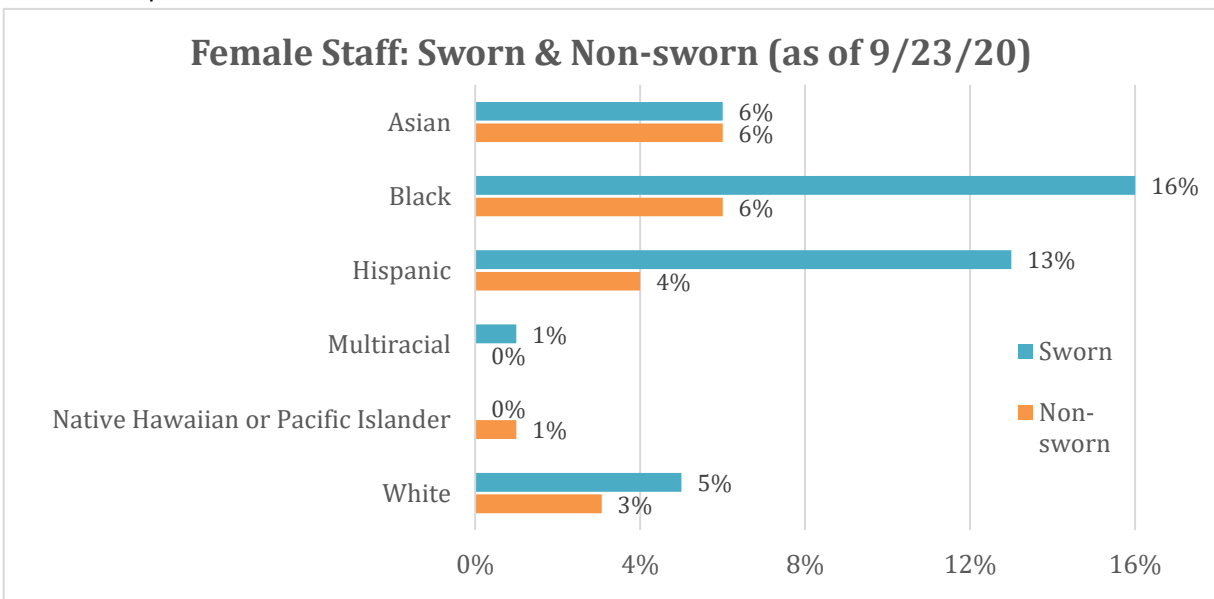


Table 4: Snapshot Workforce Data

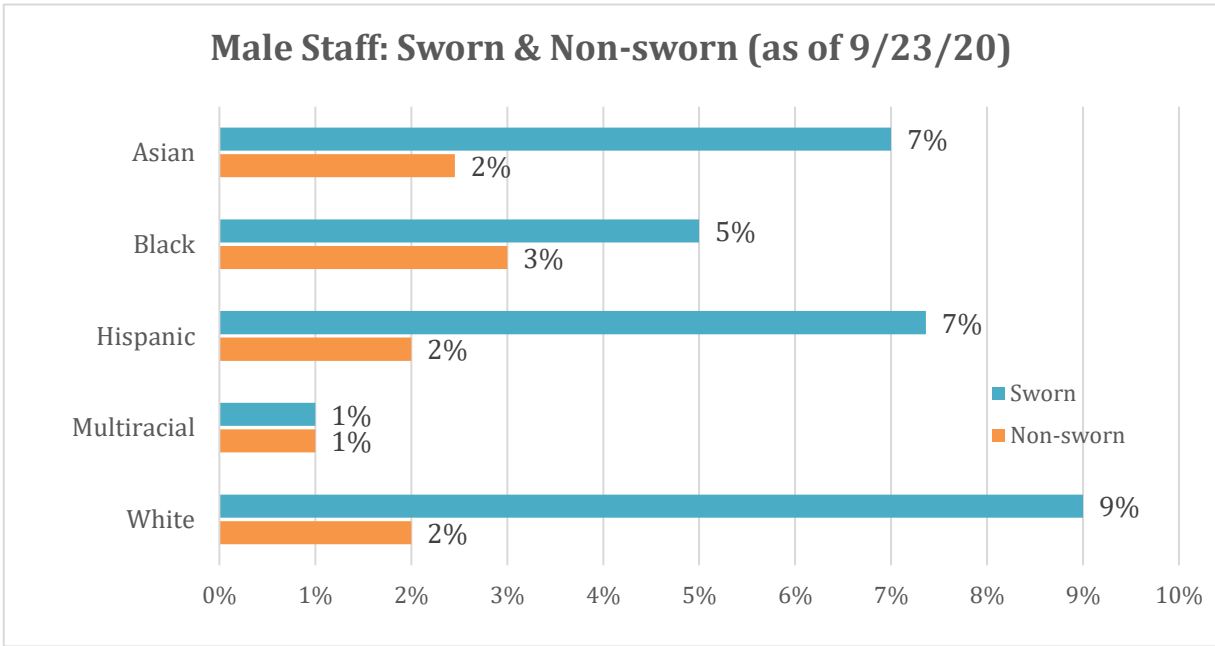
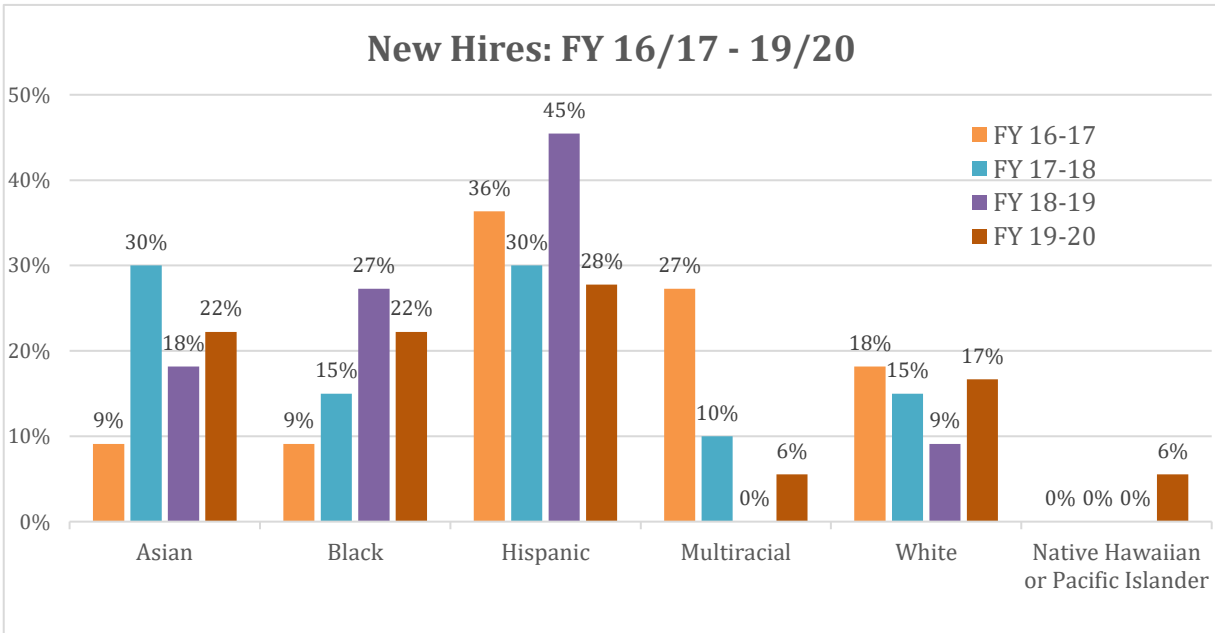


Table 5: Historical Workforce Data – FYs 16/17 to 19/20



Department name:

Racial Equity Progress Report for 2021

Table 6: Historical Workforce Data – FY 19/20

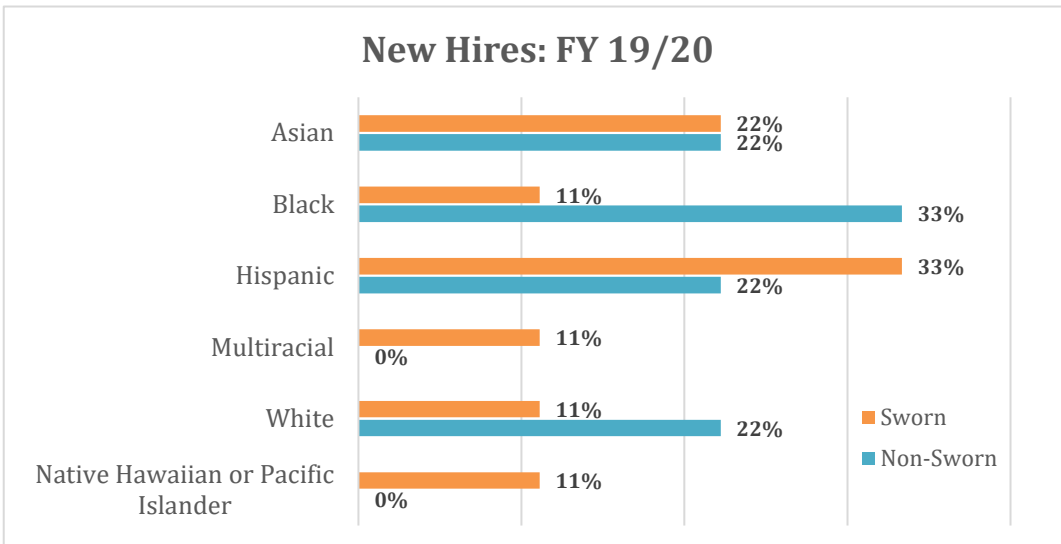
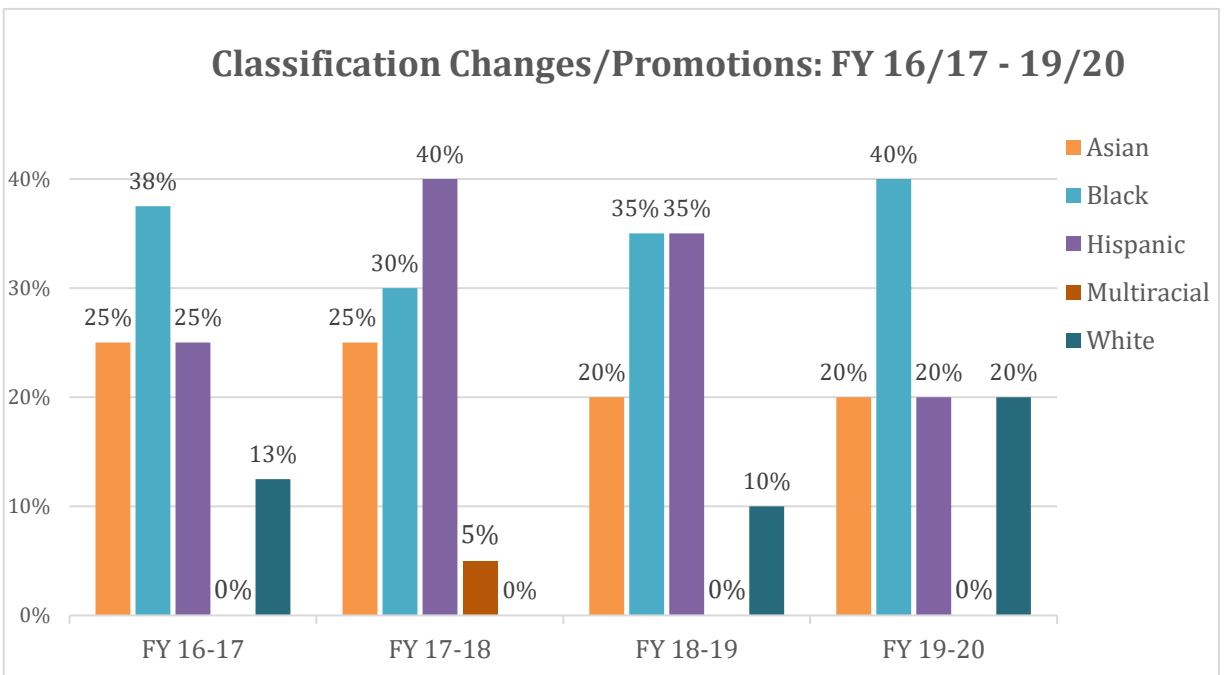


Table 7: Historical Workforce Data



Racial Equity Action Plan

Link to or attach current version of department Racial Equity Action Plan

<https://sfgov.org/adultprobation/racial-equity>

Departmental Racial Equity Progress Report

Annual Report for 2021

Part B

Submit final to ORE by April 1, 2022

Attend ORE working sessions in January-February 2022 to develop Part B.

Attachment

Budget Equity Tool: Department Inventory

Completed department inventory spreadsheet

As noted previously, for several years, APD has experienced significant internal challenges that have impacted its ability to manage many core human resource functions. These internal challenges, coupled with challenges brought on by the COVID-19 pandemic, have significantly impacted staff retention. In the last 10 months alone, ~25 staff have either left or announced their pending departure. ADP needs to address critical vacancies, job misclassifications, and workforce needs.

These and other staffing challenges continue to have a significant impact on APD's ability to implement its REAP. The department does not currently have *dedicated* racial equity positions that are necessary in order to fulfill the requirements of the Office of Racial Equity (ORE) legislative mandate. In addition, APD has several key executive vacancies (e.g., Chief Deputy Probation Officer, **Chief Financial Officer, Human Resources Manager**, Policy Director, and two Division Directors) which further impact the department's ability to implement its REAP. Likewise, the department has been in a transition for the past year as our former Chief (Karen Fletcher) retired, an interim Chief was appointed, and our new Chief was just appointed in January, 2022.

The Racial Equity (RE) Leaders for the department have struggled to find the time necessary to effectively manage the department's RE work while managing existing and evolving workloads. In addition, the absence of a Chief Financial Officer (CFO) has significantly impaired the ability of the RE Leaders to complete the Department Inventory Tool. The RE Leaders obtained APD's E-turn report; however, given the previously noted staffing challenges, the department has not yet been able to analyze and translate this report into the ORE's Department Inventory Tool. The RE Leaders do not yet have a data dictionary or other necessary documentation to complete this work. However, the RE Leaders are able to share the information below, which explains more about APD's budget and how much of this budget goes toward serving vulnerable populations. And, as of 5/2/22, APD hired a new

CFO and the RE Leaders are confident that they will be able to engage with this new staff member to make progress on completing APD's Department Inventory Tool.

The APD serves individuals on formal, court-ordered supervision including probation, mandatory supervision, and post release community supervision (PRCS). In addition, the APD makes comprehensive reentry services available to any individual who is justice involved or formerly justice involved. All of these individuals are APD's target population for support services.

- As of 7/2020, approximately 83% of APD's budget (\$34.5 million) is used to support individuals who are justice involved or formerly justice involved. Clients have complex housing and behavioral health needs. The department funds more than 20 nonprofits and community-based organizations that provide life changing reentry services to clients. APD's services include critical interventions such as, clinical and reentry case management, medication management and distribution, 1:1 therapy, transitional housing, rental subsidy programs, residential treatment for substance use disorders, batterer's intervention programs, gender responsive services, employment placement and retention services, violence prevention/transitional employment, peer coaching and mentoring, cognitive behavioral interventions, barrier removal services, and benefit acquisition services.
- In FY 20/21, APD's total annual budget was \$42,415,965. APD's largest projected expenditure was personnel costs (salaries and benefits). More specifically, 60% of the budget was used to pay for both sworn and non-sworn staff. Sworn and non-sworn staff are responsible for providing direct services and supports to the department's vulnerable population of clients, managing contracts with community-based organizations and nonprofits who provide direct services and supports for the department's vulnerable population of clients, and for supporting the department's ability and commitment to provide evidence-based supervision practices and recidivism reduction strategies that help clients achieve positive changes in their lives.
- After salaries and benefits, APD's next largest projected expenditure in FY 20/21 was services and supportive housing contracts for vulnerable populations. These services, which are listed above, offer a continuum of integrated services to address clients' critical needs and to empower them to achieve positive change in their lives. APD designs and funds opportunities for people to permanently exit the justice system and live peaceful and productive lives.

In addition, with APD's pending 2-year budget proposal that was just submitted in 2/2020, the ADP is proposing to increase its City Grant Program/CBO expenditure budget to cover structural deficits in reentry services contracts. Over the past decade, in an effort to meet the needs of vulnerable justice involved populations, ADP implemented and expanded successful reentry programs. The ADP has supported these programs using State Revenue (namely SB 678 & AB 109). In the past two years, AB 109 revenue has increased significantly and it is expected to continue in this upward trajectory.

However, department's City Grant Program/CBO expenditure has remained unchanged during this period leading to program reductions, consolidations, and eliminations.

The ADP is proposing to use this increased expenditure budget to preserve existing programs and to implement an Equity Adjustment for Non-Profit Employees. APD proposes increasing and standardizing salaries of contracted non-profit partners who provide essential services to justice involved individuals. San Francisco's cost of living is 80% higher than the national average. Additionally, non-profit partners are often paid significantly less than City employees who perform similar work. In FY 23, ADP plans to increase the salaries of the lowest paid employees of contracted non-profit housing partners, including desk clerks, monitors, and janitors to achieve parity and equity among small CBO's and larger non-profit partners. Similarly, salaries of contracted Reentry Case Managers and Program Managers will be standardized as well. Finally, as customary all programs provided by community based organizations will receive a 3% cost of doing business increase.