

Racial Equity Action Plan

Phase I



San Francisco Adult Probation Department
December 31, 2020

Letter from Department Head

The San Francisco Adult Probation Department (SFAPD) is committed to recognizing, addressing, and eradicating all forms of racism and discrimination. Leadership and staff are committed to creating and sustaining a diverse and inclusive organization that strives to increase awareness of our interconnectedness in order to bridge ourselves together and eliminate the disparities and injustices impacting our community, clients and workforce. We have begun the work of identifying, understanding and eliminating inequity and exclusion based on race, ethnicity, religion, gender, sexual orientation, and disability, and the intrinsic biases manifested in institutional policies, practices and culture. This important work is being led by the department's Racial Equity Working Group, which is comprised of fifteen members who were nominated by their peers and who represent a diverse cross section of our workforce.

Phase I of the Racial Equity Action Plan lays the foundation for our work, focusing on internal programs and policies. As reflected in our workforce demographics, SFAPD is committed to hiring a diverse workforce and ensuring diversity in our leadership positions to make certain that the department is reflective of our community and the clients we serve. This commitment to diversity within our organization is just that, our foundation. In order to recognize and eliminate inequities, we must support this foundation by examining our policies and practices through a racial equity lens to ensure that our workforce thrives. SFAPD leadership is committed to implementing the Action Items outlined in Phase I of our Plan and looks forward to tracking our progress through research and data.

Over the last several years, needed criminal justice reforms have positively impacted the community and clients we serve. While additional changes are still needed, these past reforms have provided financial resources and support to the department and we have chosen to invest these resources in the implementation of local innovative services and programs, steeped in evidence based practices. These programs and services have increased our effectiveness in keeping people out of prison and allowed us to address the most critical needs of our clients. As we move to Phase II of our Plan, we will analyze external equity indicators and support for historically marginalized communities. This future phase of the Plan will dovetail with the work in Phase I to ensure that inequities and biases are recognized and addressed at all levels, including contracting, grants and the delivery of services.

Guided by the Citywide Racial Equity Framework, we look forward to advancing this important work as we continue to serve some of the most vulnerable people in our community by *"Protecting the Community, Serving Justice, and Changing Lives."*

Karen L. Fletcher
Chief Adult Probation Officer
San Francisco Adult Probation Department

**"...increase
awareness of our
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RACIAL EQUITY ACTION PLAN PHASE I

A Racial Equity Action Plan (REAP) 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:

San Francisco Adult Probation Department (SFAPD)

Last Updated:

12/31/2020

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Important Message from the REWG:

Members of the SFAPD Racial Equity Work Group (REWG) would like to highlight an important Action Item (i.e., 6.1.2) that they feel will help the department achieve Goal 6.1 (i.e., Foster an intentional organizational culture that is committed to inclusion and belonging). To help achieve this goal, the members have proposed that the Racial Equity Work Group (REWG) become a permanent, internal, advisory body that is memorialized in departmental policy and committed to advancing racial equity goals and keeping the department accountable to these goals.

Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material
INDICATORS: quantifiable measure of an action’s success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS: the action’s current status, updated regularly [ongoing | in-progress | completed | not started]
LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

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

PROCESS

Please describe how your RE Action Plan was developed and who was involved.

The San Francisco Adult Probation Department's (SFAPD) Racial Equity Working Group (REWG) developed this Racial Equity Action Plan (REAP). The REWG is comprised of 15 members who were nominated by their peers and represent sworn and nonsworn staff within a wide variety of divisions or units within the department including: community, specialized, and intensive supervision; finance; human resources; investigations; IT; reentry, and research. The REWG members include: Precious Malone (co-lead), Sabrina Shumake (co-lead), Tara Agnese (co-lead), Steve Adami, Azar Alwahhab, Joyce Buchanan, Karla Caramanzana, Giovanni Centeno, Joron Coleman, Noreen Mangabay, Veronica Martinez, Rob Rossi, Canisha Smith, Cristel Tullock, and Victor Williams.

The REWG was established in February, 2020 and initially held monthly meetings in February, March, and April, 2020. However, with the onset of the COVID-19 pandemic, SFAPD experienced staff turnover within the REWG, including at the co-lead level, due to disaster service worker (DSW) deployments and other staff transitions. In September, 2020 a third co-lead was again assigned to the REWG. From September through December, 2020 the Work Group co-leads and/or members held more than 30 meetings comprising over 70 hours of discussion on the formation of the department's REAP. Work Group members volunteered to participate in up to three subgroups that were created to address the 7 categories in the plan. The subgroups varied in size from 4 to 8 members. Using the ORE Racial Equity Action Plan Template as a guide, the subgroup members held additional meetings to come up with draft goals and action items for their respective categories. The subgroups presented their draft goals and action items to the larger Work Group where they were discussed, revised, and agreed upon for inclusion in the REAP. Work Group members were given numerous and ongoing opportunities for input and feedback and the proposed goals and action items were thoroughly discussed and vetted. In addition, work group members were encouraged to share input via email if they had scheduling conflicts and were not able to participate in meetings.

The draft REAP was submitted to leadership staff for review on 11/22/20. The REWG co-leads discussed the department's draft plan with the Office of Racial Equity on 12/3/20. During this informative review session, the REWG co-leads were informed that department REAPs must include all of the Goals and Action Items contained in ORE's Racial Equity Action Plan Template. Unfortunately, the REWG held 20+ meetings from September through mid-November that focused on the development of draft goals and action items for the department. This reality meant that there were significant challenges for the REWG co-leads to overcome in order to meet the ORE submission deadline. The REWG co-leads revisited all of the draft Goals and Action Items that had been proposed by the Work Group members and conducted a comprehensive cross walk between these proposed items and those in the Template to ensure, as much as possible, that the staff time and input that had gone into the initially proposed Goals and Action Items would be captured. The draft REAP was presented in a public meeting of the Reentry Council Subcommittee on Legislation, Policy, and Practice on 12/8/20. The final REAP was submitted to the ORE on 12/31/20.

DEPARTMENT BACKGROUND

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

Number of Employees: 159 (as of 12/11/2020)

Annual Budget: \$41,818,109 (\$37,580,970 General Fund & \$4,237,139 Other Revenue) for Fiscal Year 20-21

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](#)

Role of the San Francisco Adult Probation Department (SFAPD):

The SFAPD is the public safety agency in San Francisco with responsibility for community supervision and support. The department has legally mandated functions that are outlined in various California penal codes. Broadly, SFAPD serves a unique position in the criminal justice system as the agency responsible for linking diverse stakeholders, including law enforcement, the courts, prosecutors, defense attorneys, community-based organizations, mental health, drug & alcohol and other service providers, the community, survivors of crime, and individuals on community supervision. SFAPD serves as a neutral, independent, and non-adversarial agency for the court; provides supervision support for individuals sentenced to community supervision; and addresses client needs and supports clients' success.

Acknowledgement of Racial & Ethnic Disparities in San Francisco's Criminal Justice System:

Racial and ethnic disparities are ever present in the criminal justice system at the national, state, and local level. Increases in arrest rates and over incarceration have dramatically impacted the African American community:

- One in four African American children born in 1990 had an imprisoned father by the time he or she turned fourteen,
- One in two African American women have a loved one who is incarcerated,
- African American men are over six times more likely to be incarcerated than white men, and Latino men are 2.5 times more likely to be incarcerated than white men,
- Half of African American males are arrested by the age of 23.

(Source: <https://sftreasurer.org/sites/default/files/2019-09/SF%20Fines%20%26%20Fees%20Task%20Force%20Initial%20Findings%20and%20Recommendations%20May%202017.pdf>)

In San Francisco, through its past involvement as a Bureau of Justice Assistance (BJA) – Justice Reinvestment Initiative (JRI) site, the Reentry Council of the City and County of San Francisco called for an analysis of whether and to what extent racial and ethnic disparities exist in the jurisdiction’s criminal justice system. In June, 2015, the W. Haywood Burns Institute (BI) delivered the findings of this analysis to the Reentry Council, noting the presence of disproportionality at multiple stages of the criminal justice process, including arrest, booking into county jail, and conviction. The study’s findings show that while African Americans comprise 6% of the adult population in San Francisco, they make up 40% of the people arrested, 44% of those booked into county jail, and 40% of those convicted. Further, BI examined the relative likelihood of system involvement compared to the proportion of African American adults at key decision points and concluded that disparities for African American adults in San Francisco remain stark. See Table 1.

Table 1: Proportion and Disparity of African American Adults in San Francisco’s criminal justice system

Stage/Process	% African American (proportion)	Likelihood of system involvement: African American Adults vs. Caucasian Adults (disparity)
Adult population in San Francisco	6%	--
Arrested	40%	7.1 times as likely
Booked in county jail	44%	11 times as likely
Convicted	40%	10.3 times as likely

Source: The W. Haywood Burns Institute. *San Francisco Justice Reinvestment Initiative: Racial and Ethnic Disparities Analysis for the Reentry Council*, 2015. https://www.burnsinstitute.org/wp-content/uploads/2015/06/SF_JRI_Full_Report_FINAL_7-21.pdf

The BI report provided a comprehensive and much needed examination of racial and ethnic disparities in San Francisco’s criminal justice system as a whole and resulted in advances in knowledge of these disparities. However, the report’s findings also identified notable data limitations which prohibited a full understanding of the magnitude of these disparities in the jurisdiction’s criminal justice system.

Following the BI report, the Reentry Council called for justice system partners to examine the nature and extent of racial and ethnic disparities in critical decision points within their departments. In response, SFAPD developed a full research proposal designed to address the data limitations noted in the BI report and add new information to the field of community supervision through an examination of four critical decision points in community supervision:

- presentence investigation recommendations,
- motions to revoke supervision,
- “flash” incarcerations, and
- recommendations for early termination of supervision.

The department continues to actively pursue funding for this proposed project and is likewise committed to the continued advancement of policy change within SFAPD that can promote fairness and justice in community supervision.

Acknowledgement of Concerns Surrounding the Use of Risk and Needs Assessment (RNA) Tools:

The use of actuarial risk assessment tools continues as a topic of discussion across the county. Supporters of risk assessment tools note that social science research shows that psychometrically sound (i.e., objective, reliable, and valid) risk assessments more accurately assess risk than professional judgements alone. Critics of risk assessment tools raise concerns about whether these tools are racially biased against people of color. A full account of the arguments on both sides of this topic is beyond the scope of this REAP; however, SFAPD acknowledges the concerns raised about this topic. More specifically, the department recognizes public concerns that have been raised regarding the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) tool, including concerns related to the tool's proprietary (non-transparent) structure and whether the tool is racially biased.

SFAPD currently uses the COMPAS as its RNA tool. This tool is administered presentence to assess an individual's risk/likelihood of reoffending and needs that should be addressed to reduce recidivism. Information from the COMPAS, along with several other pieces of information (e.g., case summary; criminal history summary; defendant statement; victim statement; defendant education, employment, financial status, physical & behavioral health, family impact statement; mitigating and aggravating circumstances; credit for time served; determinant sentencing chart; analysis and plan; and the presentence investigation recommendation), are provided to the court in a presentence investigation (PSI) report that can be used to inform sentencing decisions. Information from COMPAS is also used to inform community supervision levels, caseload standards, case management practices, and individualized treatment and rehabilitation plans.

SFAPD will be discontinuing the use of the COMPAS tool. The department shares similar concerns as those noted previously. In particular, the COMPAS includes **12** risk items that ask about prior *arrests*. This is in stark contrast with other RNA tools that typically include **1** risk item on arrest (i.e., age at first arrest). Given the racial and ethnic disparities that exist in the criminal justice system, it is problematic to continue using a tool that includes so many items focused on arrest. For these and other reasons, SFAPD has been researching other RNA tools to identify a possible alternative to the COMPAS. The department is communicating with justice system partners regarding this need to change tools. In January, 2021, SFAPD will engage with justice system partners and conduct presentations on possible alternative RNA tools. The department anticipates implementation of a new RNA in Summer, 2021.

Acknowledgement of the Burden of Criminal Justice Fines and Fees on Vulnerable Populations and People of Color:

Criminal justice fines and fees place a heavy burden on people with low incomes and people of color. These fines and fees can strip already scarce resources from individuals and communities and have lasting financial and collateral impacts. In San Francisco, the burden of these fines and fees has a dramatic impact on the African American community. According to a report by the San Francisco Fines and Fees Task Force, African Americans make up less than 6 percent of the population; however, they comprise over half of the people who are in the County Jail.

In addition:

- of people arrested for a "failure to appear/pay" traffic court warrant, 45 percent were African American,
- African Americans represent more than 70% of people seeking legal assistance for driver's license suspensions, and
- the Bayview-Hunters Point neighborhood in San Francisco has a relatively high rate of poverty (23.5%); the highest percentage of African American residents in San Francisco (35.8%); and a driver's suspension rate more than three times the state average.

(Source: <https://sftreasurer.org/sites/default/files/2019-09/SF%20Fines%20%26%20Fees%20Task%20Force%20Initial%20Findings%20and%20Recommendations%20May%202017.pdf>)

To help address the burden of criminal justice fines and fees, SFAPD collaborated with staff in the newly-created Financial Justice Project (created in October, 2016 within the Office of the Treasurer & Tax Collector) and participated in the San Francisco Fines and Fees Task Force. Chief Adult Probation Officer Karen Fletcher met with staff from the Financial Justice Project and shared that there are many fine and fee “pain points” that can be eliminated or waived and agreed early on that probation fees should not be charged to individuals. This and subsequent conversations and information sharing led to recommendations on fines and fees reform within probation, including the elimination of the monthly probation supervision fee (\$50/month) and the Pre-Sentence Investigation Fee (\$150). And then, in July 2018, San Francisco became the first city and county in the nation to eliminate all criminal justice administrative fees authorized by local government; making SFAPD the first probation department to eliminate community supervision fees.

SFAPD has prioritized the advancement of racial equity through active participation in the jurisdiction’s Government Alliance on Race and Equity (GARE) initiative, led by the Human Rights Commission. Further, the SFAPD created an internal Racial Equity Work Group (REWG) and is currently developing a Racial Equity Action Plan (REAP) to advance racial equity both internally with staff and externally with clients and the community. In creating this REAP, which will be complete by December, 2020, the department has reviewed the demographic characteristics of clients (e.g., race, ethnicity, gender, and age) and compared these to the characteristics of its staff and service providers to determine whether staff and service providers share similar characteristics with the clients being served. See tables 2-4* below on Race/Ethnicity of SFAPD's client population, staff, and funded service providers.

Shared Statement Prioritizing Racial Equity in the Criminal Justice System:

San Francisco’s criminal justice policy bodies unanimously approved the following shared statement on Racial Equity. (SFAPD holds a seat on the *italicized* policy bodies.)

Criminal Justice Racial Equity Statement: The *San Francisco Community Corrections Partnership*, Police Commission, *Juvenile Justice Coordinating Council*, *Reentry Council*, and *Sentencing Commission* prioritize racial equity so that all people may thrive. San Francisco’s criminal justice 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 has caused deep racial disparities throughout San Francisco’s juvenile justice and criminal justice system. We must further recognize that racial equity is realized when race can no longer be used to predict life outcomes. We commit to the elimination of racial disparities in the criminal justice system.

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 submit as an Appendix.]

Please see APPENDIX A for SPAPD's response to ORE's "Vulnerable Population Engagement Survey".

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 submit as an Appendix.

Please see APPENDIX B for SPAPD's response to ORE's "Vulnerable Population Engagement Assessment".

CURRENT WORKFORCE DEMOGRAPHIC DATA

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

You may submit as an Appendix.

SFAPD obtained current and historical workforce demographic data from the Department of Human Resources (DHR) in September, 2020. The following tables show department-specific data on Race/Ethnicity and Gender for SFAPD's Current Workforce (as of 9/23/20) as well as data on **New Hires** and **Promotions** (fiscal years 16-17 through 19/20). The department had very few **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.

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

RESULTS FROM DEPARTMENT ASSESSMENT & 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?*

The Office of Racial Equity's (ORE) Citywide Racial Equity Framework notes that the Department Assessment and Employee Survey (DAES) would be developed and released by ORE. SFAPD is awaiting the DAES from the ORE.

SFAPD administered an internal Racial Equity Survey to assess staff opinions on racial equity. **Please see APPENDIX C for preliminary survey results.**

RACIAL EQUITY ACTION PLAN: GOALS & ACTIONS ITEMS

1. Recruitment & Hiring

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

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

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.

GOAL 1.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that 1) impede potential applicants' ability to competitively apply to available positions, and 2) disallow current, competitive employees to apply.	Staff time; DHR staff time	Barriers assessment is completed	Complete assessment by end of FY20-21	1. Obtain and review data on applicant demographics for positions, including demographics for who takes position tests, who passes tests, who is on eligible lists, who is interviewed, who is referred for background checks, who passes background checks 2. Examine protocols for position announcements and screening procedures, including rules for reaching eligible candidates 3. Review obtained data and protocols and determine what gaps may exist that impact the	1- Inquiring as to the feasibility of obtaining needed data 2 – expected to start in Q1, 2021 3 & 4 – dependent on 1 & 2	Human Resources (HR) staff; Executive Leadership; Racial Equity Working Group (REWG)

				ability to recruit and hire a diverse and equitable workforce 4. Recommendations will be proposed to address gaps		
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	Staff time	Survey is administered annually Survey results are included in the department annual review	First survey in 12/2020; ongoing annually	1. Annual Racial Equity Survey administered in 12/2020. 2. Review preliminary results and brainstorm on possible new items or need for another/different survey. 3. Revise survey or develop new survey to assess inclusivity and diversity in recruitment & hiring 4. Administer survey 5. Collect and analyze data 6. Include survey results in annual review	1 – completed in 12/2020 2 – underway 3-6 expected in Q3, 2021	Director of Research; Executive Leadership; Racial Equity Working Group (REWG)
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	Staff time	Policy is created, implemented, and reviewed annually to maximize results	Release in 12/2021; annual reviews	1. Examine results of barrier assessment, data noted in 1.1.1, and staff survey findings 2. Review existing recruitment & hiring policies (internal and external) and build on best practices from departments or jurisdictions to inform policy development 3. Engage with union representatives for deputy and supervisory probation officer (DPO, SPO) positions 4. Incorporate GARE learnings and research literature on bias as it relates to recruitment & hiring 5. Draft policy and solicit feedback from staff, justice system partners, and the community 6. Finalize and release policy	Awaiting completion of barrier assessment and other items from 1.1.1 and 1.1.2 that will inform policy	REWG; HR staff, Executive Leadership; Policy Director (if back from DSW assignment); Reentry Division staff; SPOA & DPOA union representative

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	To be developed in 12/2021	1. Review current recruitment/job advertisement sites and locales and determine whether there are outreach gaps that impact attracting a diverse workforce, including an emphasis on underrepresented African American males for sworn positions 2. Compile information on the scope and outreach capacity of existing sites and locals and determine existence of outreach gaps that impact attracting a diverse workforce, including gaps in reaching underrepresented African American males for sworn staff positions.	Anticipate start in Q2, 2021; to be informed by policy work in 1.1.3	HR staff; REWG; Executive Leadership
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.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Started in 2018; ongoing	1. Identify local colleges, community programs, community based organizations, etc. for increased outreach to diverse communities, including an emphasis on underrepresented African American males for sworn staff positions. Potential organizations to be explored include: Black Greek fraternities, 100 Black Men of America, Inc., and historically black colleges and universities. 2. Solicit African American staff volunteers to engage in outreach efforts to recruit new sworn staff, and ensure that volunteers are notified and given opportunities to participate in outreach efforts to recruit new sworn staff.	1 & 2 – to start in Q2, 2021 3 – began in 2018, will expand efforts	HR staff; REWG; Executive Leadership; Reentry staff

				3. Leverage existing relationships with the reentry community to continue outreach to individuals with lived experience		
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	Staff time	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	Propose standardized language in Q4, 2021	1. Collaborate with DHR, labor, and Civil Service Commission (CSC) to review, simplify, and standardize job descriptions and minimum qualifications (MQs) 2. As mission/vision/values statements are revised and updated to reflect commitment to racial equity, work with the groups in #1 above to incorporate this language in job descriptions	To start in 2021; mission/vision/values updates are underway	HR staff; REWG; Executive Leadership; Union representative
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.	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Start in 2021	1. Collaborate with DHR, labor, and CSC to review the need for minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment 2. Identify potential list of positions that lack options for qualifying experience and seek consensus on potential amendments to add this type of alternative	To start in 2021	HR staff; REWG; Executive Leadership; Union representative
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ²	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Identify positions that require supplemental questions by Q3, 2021; Explore alternatives in Q4, 2021	1. Examine positions that currently require supplemental essay questions as part of the application process to determine whether these positions require strong writing skills 2. If positions do not require strong writing skills, determine procedures and options for alternative testing options	To start in 2021	HR staff; REWG; Executive Leadership; Union representative

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

1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Gather feedback in Q1, 2022; develop potential recommendation by Q3, 2022	1. Review job descriptions utilized by the department and other jurisdictions in the context of legal and evidence-based practices 2. Gather staff feedback on necessary hard and soft skills needed for positions 3. Gather feedback from justice system partners and the community on necessary hard and soft skills needed for positions 4. Develop potential recommendations to amend qualifications	To start in 2022	Executive Leadership; REWG; Director of Research
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	N/A	Candidate pool is increasingly more diverse and referred from a variety of sources	N/A	N/A; the department does not use outside recruiters	N/A	N/A
GOAL 1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Staff time; budget implication	# of paid interns/fellows, increase annually or meets department needs/capacity Literature created to attract candidates Have a diverse group of interns	Determine availability of funds by end of FY20-21; conduct outreach in 2021	1. Identify possible funding for paid internships or fellowships 2. Develop plan to attract diverse pool of candidates for internship opportunities 3. Create outreach materials (paper and electronic) to assist in the recruitment of potential candidates and collaborate with	To start in 2021	Executive Leadership; REWG; Finance Director; Reentry Director

				community organizations on outreach efforts 4. Create internship link on department website with pertinent information		
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.	Staff time; budget implication	# of OA placements and mentors	Identify unit/division needs by end of Q1, 2021; recruit participants according to OA timeline (estimate Spring, 2021)	1. Identify units and/or division within department that have work that could be performed by individuals in summer placements, with special consideration of confidentiality restrictions related to criminal records 2. Identify employee mentors for participants	In place, ongoing, will expand in 2021	Executive Leadership; REWG; HR staff
1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. (e.g., SF Unified School District's Career Pathways Program).	Staff time	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Create list of recruiting outlets by end of Q1, 2021; plan for participation of recruiting outlets in events by Summer, 2021	1. Generate a list of recruiting outlets that include CA State Universities, community colleges, re-entry programs, trade schools, etc., to recruit for internships/fellowships 2. Communicate with recruiting outlets to solicit participation in community events like college fairs, job fairs, etc. 3. Select diverse staff members to participate in recruitment events. 4. Create interest cards to follow up with potential candidates	To start in 2021	HR staff; REWG
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Staff time	# of opportunities during internship/fellowship	Develop orientation by Q3, 2021; ongoing - offerings of trainings	1. Make trainings on diversity, equity, and inclusion available to interns 2. Collaborate with ORE and CBOs to identify events and opportunities to increase knowledge regarding diversity, equity and inclusion for interns and mentees 3. Offer interns/fellow orientation to the department and the criminal justice system	To start in 2021	Training Director; REWG; Executive Leadership

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	Staff time	Tracking system implemented % of evaluations completed Internship/fellowship program adjustments	Tracking system developed by Q2, 2021; evaluation forms created by Q2, 2021; review of evaluations by end of 2021	1. Create a tracking system to capture process and outcome measures for interns/fellows, including outreach, recruitment, applications, and hires by race/ethnicity 2. Analyze data for presence of disparities 3. Develop evaluation forms for capturing feedback from intern/fellow about experience 4. Review evaluation forms twice a year and use to inform program adjustments	To start in 2021	HR staff; REWG; Executive Leadership; Training Director
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GOAL 1.4.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Staff time	Standardized interview process with a set of inclusive interview questions	Draft standard interview protocol by Q3, 2021	1. Review current hiring process. 2. Develop standard interview protocol that includes: standard welcome/introduction; information about the department's mission/vision/values; standard set of structured, inclusive interview questions for all applicants; and structured, inclusive, position-specific questions	1 – underway; 2 – to start in 2021	HR staff; Executive Leadership; REWG
1.4.2. Ensure a diverse hiring panel for each interview.	Staff time	Demographic composition of panels Increase in diverse interview panels	Pool developed by Q3, 2021; monitor composition – ongoing	1. Develop diverse pool of individuals to select from when composing hiring panels for interviews, ensuring panels include individuals from diverse of backgrounds 2. Track composition of hiring panels	To start in 2021	HR staff; Executive Leadership; REWG
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This	Staff time	Interview panels will be increasingly more equitable, conversations	Develop training based on protocol in	Provide mandatory training for hiring panelists on the standard interview protocol noted in 1.4.1 and implicit bias and equity	To start in 2021	Training Director; HR staff; Executive

includes staff involved in selecting interns and fellows.		regarding racial equity can be easily had	1.4.1 – Q4, 2021			Leadership; REWG
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Staff time	Tool created and implemented # of applicants increased Increased assistance to job seekers	Tool developed by end of 2021; ongoing tracking	Develop a tracking tool to capture information on the application process including submission of application, completion of required tests, identification of eligible candidates, interview selection, referral for background check, clearance of background, and offer of employment	To start in 2021	HR staff; Executive Leadership; REWG
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	Staff time	Increased awareness by internal part-time and full-time staff, interns and fellows of job openings	Email notifications to begin in Q1, 2021; explore Intranet option in Q2, 2021	1. All job announcements will be shared internally via email with all staff and interns/fellows 2. Will explore option to post all job announcements on the department's internal website ("Intranet" site)	To start in 2021	HR staff; Executive Leadership; IT staff
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.	Staff time	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Formalize method for tracking timeframes in Q3, 2021	1. Track and monitor timeframe of components noted in 1.4.4 to identify potential process delays 2. Analyze tracked data 2-4 times/year	To start in 2021	HR staff; Executive Leadership
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Staff time	All new hires are processed similarly regardless of position	Process standardized by Q3, 2021	1. Expand upon the current onboarding process to ensure process is standardized for all staff, volunteers, interns/fellows, etc. 2. Explore options for assigning a guide/buddy for new staff to help orient and introduce new employees to the department	In place, ongoing, will expand in 2021	HR staff; Training Director; Executive Leadership
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	Staff time	Increase in number of diverse candidate pools Overall faster hiring times	Begin outreach to identified groups in Q1, 2021; ongoing	Collaborate with DHR, labor, and Civil Service Commission to expand the default certification from the Rule of Three to the Rule of Ten or more	To start in 2021	HR staff; Executive Leadership; Union representative

2. Retention, Promotion, & Protections

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

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

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.

GOAL 2.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ³	Staff time	Tracking mechanism implemented Demographic data analyzed	Develop tool in Q1, 2021; ongoing reporting thereafter	1. Obtain list of all department DSW workers deployed and their assignments 2. Create tracking tool to capture disaggregated data	1 – informal tracking in place since March, 2021 2 – To start Q1, 2021	HR Staff; REWG; Executive Leadership
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Staff time	Budget analysis completed Strategies developed and published	To start Q1, 2021	1. Conduct bi-monthly internal budget analysis with racial equity lens and data on DSW deployments 2. Develop a plan to address layoffs and furloughs across all	To start Q1, 2021	Finance Director; HR staff; Executive Leadership

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

				classifications in an equitable manner		
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.	Staff time	PPE access protocol established Essential staff and DSW workers have an increased awareness of PPE access protocol	In place, ongoing	1. Assess existing supply of PPE and ensure quantities are adequate to provide essential staff and DSW working with needed PPE 2. Develop protocol for request, dissemination, use, and replacement of PPE 3. Inform staff of procedure/ protocol for PPE	In place, ongoing	Executive Leadership
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Staff time	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	1 & 2 – In place, ongoing; 3 – Q1, 2021	1. Stay informed of any laws affecting employee benefits offered during pandemic 2. Send email/memos to staff informing of additional benefits, sick leave and flex time associated with being a Disaster Service Worker. 3. Create DSW section on intranet with all pertinent information regarding benefits and requests associated with working as DSW	1 & 2 – In place, ongoing; 3 – Q1, 2021	HR staff; Executive Leadership; IT staff
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. (e.g., graveyard shifts)	Staff time	Caretaking and safe transportation sections included in DSW deployment protocol	In place, ongoing	Upon receipt of request for DSW, the department has considered employee caretaking responsibilities and transportation constraints when fulfilling City deployment requests	In place, ongoing	Executive Leadership; HR staff

GOAL 2.2.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	Complete in Q4, 2021; annually thereafter	1. For non-department-specific positions: coordinate with DHR to conduct annual comparison of salaries standards with industry standards 2. For department-specific positions: compare salary	To start in 2021	HR staff; Executive Leadership; Union representative

				standards of probation officer positions with Bay Area departments and share findings with DHR		
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.)	Staff time	Benefits provided are annually improved	Identify central location for benefit information and share with staff, Q2, 2021; share feedback with DHR – ongoing; annual review by Q4, 2021	*Benefits & eligibility criteria are determined at the City level and vary based on labor agreements. 1. Ensure staff are aware of where to find information on City-provided benefits. 2. Work closely with DHR to share staff feedback on any benefit policies that may be confusing 3. Conduct annual internal review and make necessary updates to department benefit policies	To start in 2021	HR staff; Executive Leadership; Union representative; Policy Director
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Staff time	PTO policy is annually improved # of staff taking PTO increases	Ongoing; conduct annual review and division/unit review by Q4, 2021	*PTO policy is determined at the City level and varies based on labor agreements. 1. Review PTO policy annually to ensure compliance with the City's racial equity goals 2. Review division/unit practices to ensure acknowledgement of all religious and cultural holidays	To start in 2021	HR staff; Executive Leadership; Policy Director; REWG

GOAL 2.3.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Staff time	Increase in knowledge about raises and promotions	Develop language on standards in Q2, 2021; share standards and links by Q4, 2021	1. Develop standard factors that are considered for raises and promotions including demonstration of knowledge, skills, and abilities associated with the job 2. Share standard factors with staff via the intranet 3. Provide links on intranet to other sites such as DHR and local union sites for additional information regarding raises.	To start in 2021	HR staff; Executive Leadership

2.3.2. Develop a formal and transparent process for raises and promotions.	Staff time	Increase in staff feedback about promotion and raise process	Engage with DHR, labor, and CSC on raises & promotions, Q3 2021; share information on raises & promotions by Q1, 2022	1. Collaborate with DHR, labor, and Civil Service Commission (CSC) to review rules regarding raises and promotions. 2. Document process associated with raises and promotions, including timelines and next steps, and share with staff 3. Communicate all promotional opportunities with staff 4. Encourage union representatives, to share available information on negotiations such as salary increases and benefits	1 & 2 – to start in 2021; 3 & 4 – ongoing	HR staff; Executive Leadership; Union representative
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	Staff time	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Review of current procedures by Q2, 2021; update procedures and share with staff by Q4, 2021	1. Review current procedures associated with acting/interim roles 2. Update policy or procedures to clarify eligibility and requirements needed to be considered for acting/interim role 3. Updated policy or procedures shared with staff via email and intranet	To start in 2021	HR staff; Executive Leadership; Policy Director
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	Staff time	Reversal of diversity drop-offs in Accounting and 182x classifications	Review existing data by Q2, 2021; share available information on financial resources and CCSF courses by Q4, 2021	1. Using workforce and historical data from DHR, review classifications to identify drop-off in diversity 2. Leverage individualized professional development goal in Section 5 to support diverse employees in noted classifications 3. Explore available financial resources (outlined in labor MOUs) and CCSF courses for professional development and increase staff awareness of these options to assist with employment	To start in 2021	HR staff; Executive Leadership; Finance Director; Director of Research

2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	Staff time	Identify “dead end” classification # of individualized professional development opportunities provided to staff in identified classifications	Engage with DHR to help identify “dead end” positions by Q4, 2021; once positions are identified, assess needs of employees	1. Identify classifications that “dead end” employees 2. Collaborate with DHR and labor to explore revisions to these classifications 3. Examine professional development needs of employees in these classifications and offer training to enhance career growth to support upward mobility.	To start in 2021	HR staff; Executive Leadership; Training Director
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GOAL 2.4.

Additional Department-Specific Goal: Develop retention strategies designed to create an environment of encouragement and support.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.4.1. Revamp and reinstate the staff recognition and incentives program.	Staff time Budget for awards/incentives	Reestablishment of the Staff Recognition and Incentives program. Staff acknowledged for work contributions, birthdays, years of service, etc.	REWG & RRC to meet in Q1, 2021	1. REWG/leads will meet with Recruitment and Retention Committee (RRC) to review and revise staff recognition and incentives program. 2. Staff recognition and incentives program is reinstated. 3. Staff are recognized for contributions, birthdays, years of service, etc.	In progress, Existing program needs uplift	REWG; RRC; Executive Leadership
2.4.2. Obtain staff feedback regarding employee job satisfaction	Staff time	Survey developed and administered Survey results are included in the department annual review	Survey development in Q1, 2021	1. REWG will work with Director of Research to develop a survey to assess employee satisfaction and frustration 2. Results will be used to develop recommendations to enhance employee satisfaction and address identified frustrations	1 – Q2, 2021 2 – Q3, 2021 3 – Q4 2021	REWG; Director of Research

3. Discipline & Separation

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

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

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

GOAL 3.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
3.1.1. Track disciplinary actions & analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Staff time	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Increase sophistication of tracking methods by end of 2021; analyze available data by Q4, 2021; annually thereafter	1. Develop method to track disciplinary actions and accompanying demographic characteristics of employees 2. Analyze aggregate information on disciplinary actions by race/ethnicity and gender	1 – ongoing, will expand; 2 – to start in 2021	HR staff; Executive Leadership; REWG
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	Staff time	Create tracking mechanism Analyze data annually	Analyze data and exit interviews by Q4, 2021; annually thereafter	1. Snapshot and historical workforce data was requested and obtained from DHR in 9/2020 (see Introduction section for summary) 2. Based on this DHR data, the department had very few Releases/Terminations in fiscal	1 & 2 – complete; 3 – ongoing, will expand in 2021	HR staff; Director of Research; Executive Leadership; REWG

				years 16-17 through 19/20 (far less than 10), so data tables are not provided for this category to maintain employee confidentiality and minimize the risk of re-identification of individuals 3. Data will be analyzed annually, along with allowable summary information from exit interviews		
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Staff time; Budget commitment	# of trainings completed annually Staff feedback on training	Curriculum developed and approved by end of 2021; training to start in 2022	1. All staff receive implicit bias training 2. Develop training curriculum for mandatory training on equitable and compassionate approaches to discipline and separation 3. Provide approved training to supervisory staff	Ongoing, bias training began in 2017; 2 & 3 – to start in 2021	HR staff; Training Director; Executive Leadership; REWG
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	Staff time; Budget commitment	Human resources staff trained on alternative dispute resolution # of staff who complete Conflict Resolution Training	Engage with DHR on strategies by Q3, 2021; implement by end of 2021	Collaborate with DHR to develop and implement an alternative dispute resolution strategies, including mediation training; mandatory conflict resolution training for all staff; participation in Citywide Peer Mediation Program	To start in 2021	HR staff; Training Director; Executive Leadership; REWG
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Staff time	Reduction of racial disparities in disciplinary actions	Conduct review by end of 2021; develop matrix in Q1 2022; update policies thereafter	1. Review existing discipline procedures using a racial equity lens and identify areas for improvement 2. Develop response matrix to standardize responses to behavior 3. Update policies and share with staff	To start in 2021	HR staff; Executive Leadership; REWG; Union representative

4. Diverse and Equitable Leadership & Management

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

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

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

DEPARTMENT GOAL

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

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.

GOAL 4.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Staff time	% increase in diverse leadership	Policy implementation in Q1, 2021	Implement the equitable and inclusive recruitment and hiring policy noted in 1.1.3	Policy to be released in 12/2021; implement in 1/2022	Executive Leadership; REWG; HR staff
4.1.2. Commit to ongoing racial equity training and development for leadership.	Staff time; budget commitment	Training schedule; # of sessions offered; # of training & development sessions completed by leadership per quarter; # of hours conducted; # of leadership staff trained	Ongoing; schedule developed in Q3, 2021; annual updates to schedule	1. Multi-day Inclusive Leadership Trainings occurred 2017, 2018, & 2019 – identify themes and use to inform future training and development for leadership 2. Leverage expertise of ORE, existing relationships with community-based organizations, and memberships on criminal justice-related associations to	1 – started in 2017; 2 – in progress but will expand; 3 – to start in Q3 2021	REWG; Training Director; Executive Leadership

				identify racial equity training & development opportunities for leadership 3. Create a training and development schedule that includes target hours for training and develop opportunities provided annually		
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Staff time	Senior leadership demographic included in the department annual report	Senior leadership demographics to be summarized by Q2, 2021; included thereafter in annual report	1. Snapshot and historical workforce data was requested and obtained from DHR in 9/2020. This data is summarized in the introduction of this REAP. 2. Senior leadership demographics will be analyzed and added to the department's annual report	1 – complete 2 – in progress	HR staff; Executive Leadership; Director of Research; REWG
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Staff time; budget commitment for prizes for winning ideas	% of staff is aware of the process	Implement by Q4, 2021	1. Create plan for regularly reviewing and responding to anonymous ideas/suggestions; offer an optional form where staff have the option of indicating: division/unit/area of business, whether comments are ideas or suggestions, and their department or role; consider incentives for winning ideas 2. Set up, announce, and implement an anonymous idea/suggestion box that can be accessed physically and virtually.	1 – to begin in Q2, 2021	REWG; Executive Leadership; RRC

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

5. Mobility & Professional Development

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

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

DEPARTMENT GOAL

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

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.

GOAL 5.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Staff time; budget commitment	# of available professional development opportunity # of completed training	Training curriculum modified by Q3, 2021; develop annual survey by Q4	1. Require mandatory training at onboarding within first six months of employment 2. Modify training curriculum to include mandatory training that covers racial equity, implicit bias and macroaggressions 3. Annually, survey staff on desired areas of training or professional development and share information with Executive Leadership to develop options responsive to areas of interest	Ongoing, to expand in 2021	Training Director; Executive Leadership; REWG
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Staff time; budget commitment	# of attended, external conferences	Create Conference Guide by Q3, 2021; conference procedure and selection	1. Create a Conference Guide that includes a list of conferences or associations that offer conferences 2. Outline process for attending conferences, including relevant	Training is ongoing; expand in 2021	Finance Director; Training Director; Executive Leadership; REWG

			information shared with staff by Q3, 2021; flow charts shared by Q3, 2021	selection procedures and share with staff 3. Ensure process and procedures for attendance and reimbursement are clear and understandable 4. Create flow charts outlining process for attendance and reimbursement and share with staff		
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Staff time; budget commitment	# of staff enrolling and completing continual or extended learning \$ dedicated to extended learning annually	Learning opportunities shared by Q3, 2021; explore allowance system in Q1, 2022	1. Identify existing continual and extended learning opportunities and share with staff 2. Acknowledging current City budget limitations, explore creation of an allowance system for continual and/or extended learning opportunities	To start in 2021	Training Director; Executive Leadership; REWG; Finance Director
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.	Staff time; budget commitment	# of staff participating in outside events or opportunities	Compile information and share with staff by Q3, 2021; explore training portal idea by Q4, 2021	1. Compile and share information about external professional development opportunities 2. Explore feasibility of capturing and tracking all training, professional development, and other learning opportunities in a separate "employee training portal" in the department's new case management system	To start in 2021	Training Director; Executive Leadership; REWG; Finance Director; IT staff
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Staff time	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Explore training portal idea by Q4, 2021	1. Explore feasibility of capturing and tracking all training, professional and skill development, and other learning opportunities (all training referenced in 5.1.1-5.1.5) in a separate "employee training portal" in the department's new case management system; portal to also capture all required and attended trainings to allow for individual-level and department-level tracking with demographics	To start in 2021	Training Director; IT staff; Executive Leadership; REWG

GOAL 5.2.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Staff time	Performance evaluations address staff professional development goals Annual performance evaluation for all staff	Amend PPAR by Q3, 2021; engage with DHR by Q4; if approved, implement revised PPAR by Q1, 2022	1. Review current Performance Plan & Appraisal Report (PPAR) form and explore potential revisions to address employee professional development goals, an assessment of staff needs, and other potential revisions. Provide staff with opportunity to provide feedback 2. Coordinate with DHR as necessary regarding suggested revisions 3. If approved, implement revised PPAR	Ongoing, to expand in 2021	HR staff; Executive Leadership; Training Director
5.2.2. Create a mentorship program between senior & junior level staff.	Staff time	# of mentorship opportunities per year # of meetings per cycle	Begin research Q3, 2021; develop curriculum by Q2, 2022	1. Research mentorship programs at other departments and determine best practices 2. Seek input from stakeholders 3. Develop a mentorship curriculum for staff designed to support professional growth and development	To start in 2021	REWG; Executive Leadership; Training Director

GOAL 5.3.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	Staff time	Process reviewed % of staff aware of accommodation process # of accommodations	Review accommodation request process by Q2, 2021; update as necessary & share with staff by Q4, 2021	1. Review current process associated with accommodation requests to ensure it is easily accessible and understandable 2. Update process to address any identified areas for improvement and create flow charts or other aids to maximize employee understanding	To start in 2021	HR staff; Executive Leadership;

				3. Distribute updates and aids to staff via email and the intranet		
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff time	Needs discussed and recorded during annual performance evaluation process	Amend PPAR by Q3, 2021; engage with DHR by Q4; if approved, implement revised PPAR by Q1, 2022	Addressed in Action Item 5.2.1,	To start in 2021	HR staff; Executive Leadership
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Staff time; budget commitment	Improvement in overall staff mental health, increase in staff feedback	Ongoing; develop plan for yearly retreats and brown bag discussions by Q2, 2021	1. Continue to host cultural events within the department to learn about cultural differences. 2. Create yearly department wide mental health retreats for all staff to strengthen bonds and identify commonalities among staff 3. Host brown bag discussion to address issues surrounding racial equity	1 – ongoing 2 & 3 to start in 2021	REWG; Executive Leadership
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. (e.g., transportation stipends, exercise stipends, childcare, etc.)	Staff time	\$ set aside for accommodations Increase in staff awareness of accommodations	Establish communication process for addressing needs by Q2, 2021; Peer Support Group resources identified & shared by Q3, 2021; outreach to outside vendors by Q4, 2021	1. Develop mechanism for staff to share information regarding non-work related needs 2. Work with Peer Support Group to identify resources to address identified needs and share information on resources with staff 3. Reach out to outside vendors to determine availability of services for staff	To start in 2021	Executive Leadership; REWG
5.3.5. Respect religious and cultural practices of employees.	Staff time	Improvement in overall staff mental health	Review policies by Q4, 2021; Revise, if necessary by Q1, 2022	Ensure that all policies respect the religious and cultural practices of employees	1 – to start in 2021	HR staff; Policy Director; Executive Leadership

6. Organizational Culture of Inclusion & Belonging

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

1 Aysa Gray, The Bias of ‘Professionalism’ Standards, Stanford Social Innovation Review (Jun. 4, 2019)

https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL

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

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.

GOAL 6.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff time	Department mission, policies, and procedures are updated and available	Obtain staff feedback in Q1, 2021; Revise by end of Q1, 2021	1. Mission, Vision, and Values reviewed to determine whether they include language on racial equity 2. DRAFT discussed with REWG and shared with Leadership 3. DRAFT to be disseminated for feedback to the entire department	1 – REWG Co-leads reviewed and developed DRAFT revision of Mission, Vision, & Values; 2 – complete 3 – to start in Q1, 2021	REWG; Entire Department

6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Staff time	Regular scheduled meetings with RE Team to implement RE Action Plan	Explore establishment as permanent body in department by Q2, 2021; update applicable policy documents by end of 2021	1. Racial Equity Working Group (REWG), with Racial Equity co-leads, was created in 2/2020 and will continue to hold ongoing meetings to support the department's achievement of its REAP goals 2. Explore establishment of REWG as a permanent, internal, advisory body within the department. Memorialize in department policy and outline details on membership, cadence, role, and purpose of the work group	1 – team created and ongoing 2 – expand in 2021	REWG; Policy Director; Executive Leadership
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff time	RE Action Plan is published on department website	Ongoing; quarterly review and updates to begin pending ORE review of plan	1. Complete and submit current REAP to ORE by 12/31/20 and post on the department's website 2. Regularly review (quarterly) and update REAP	1 – complete 2 - ongoing	REWG; Executive Leadership
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff time	Ongoing reporting	Ongoing; policy body updates to begin pending ORE review of plan	1. Continue regular meetings with REWG, Executive Leadership, and staff to provide updates on the REAP 2. Provide regular REAP updates to policy bodies noted in Section 7	1 – ongoing 2 – to begin in 2021	REWG; Executive Leadership
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Staff time	Virtual and/or physical space options identified; staff awareness of affinity group meeting space	Solicit staff input by Q3, 2021 (pending move to new building)	1. Solicit staff suggestions on affinity group gatherings (virtual and in-person) 2. Assess options for in-person meeting space (the department will be moving to a new location in 2021; this move will impact timeline)	To begin in 2021	REWG; Executive Leadership
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Staff time; budget commitment	# of trainings, conferences, or discussions regarding diversity, equity, and inclusion completed by staff per quarter	Ongoing; training on ORE Racial Equity Glossary in Q3 and Q4; Training	1. The department has offered training, professional development opportunities, and discussions on racial equity and bias (e.g., GARE, Neuroscience of Decision Making, Blue	In progress, multiple GARE cohorts, 2016 – 2020 conferences	REWG; Executive Leadership; Training Director

			proposal developed in Q2	Courage diversity and inclusivity training, Resilience of Racism conference, Healing Circle, etc.) 2. REWG to work with the Training Director to identify new options for racial equity trainings for staff, including training on ORE's Racial Equity Glossary. 3. Training proposal will be developed that includes recommended topics, trainers, cadence, formats for ongoing trainings on racial equity, and formal tracking of participation in these opportunities. Training proposal will be presented to Executive Leadership for review and approval. 4. Commit to ongoing cultural events for staff	include topics or focus on racial equity; to expand in 2021	
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Staff time	Annual survey with disaggregated data and feedback	Conduct survey in Q4, 2021; annually thereafter	1. Explore options for staff surveys that are designed to provide a quick gauge of employees perspectives on feelings of inclusion, respect, and being valued (e.g., employee pulse surveys). 2. Summarize potential survey options and review with Executive Leadership to determine the best approach for obtaining information on staff perspectives	To start in 2021	REWG; Director of Research; Executive Leadership
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Staff time; budget commitment	Increase in staff engagement	Input obtained in Q4, 2021 (pending move to new building)	1. Solicit staff suggestions/input on art and décor that reflects racial and social diversity 2. The CASC building includes art, décor, and a Wall of Change for/ produced by clients – explore additional ideas to highlight the accomplishments of clients	In progress at one location (CASC building); expand in 2021	REWG; Executive Leadership

GOAL 6.2. Develop internal communication processes and procedures that promote equity.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff time	Increase in staff feedback, participation, and response to communications	Ongoing	Regularly update Department mailing lists, including Constant Contact lists	Ongoing	IT staff; Reentry Division staff
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff time	Ongoing staff participation and feedback	Ongoing; review cadence of meetings by Q2, 2021	1. Solicit staff feedback regularly on suggestions for topics and guest speakers 2. Include guest speakers and/or topics promoting racial equity and inclusiveness in staff meetings	Ongoing	Executive Leadership; REWG
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Staff time	Ongoing staff participation and feedback	Input obtained in Q4, 2021 (pending move to new building); disseminate virtual space options in Q1, 2021	1. Solicit staff input and ideas on physical and/or virtual space for staff communication and information sharing 2. Share input/ideas with Executive Leadership 3. Disseminate information on current virtual space options (e.g., Teams, Zoom) with staff	To start in 2021	Executive Leadership; REWG; IT staff
GOAL 6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Staff time	Protocol distributed internally and with any outward-facing interactions	Protocol created and shared in Q4, 2021	1. Review internal and City accessibility policies to ensure they meet ADA requirements; 2. Create and disseminate accessibility protocol for use at events and functions and in communications	To start in 2021	HR staff; Executive Leadership; IT staff

6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. (e.g., elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.)	Staff time, budget commitment	A plan for physical space improvement \$ funding secured Successful implementation	Ongoing as part of planning for move to new building, move estimated to occur in Spring, 2021	Review, evaluate and improve physical spaces to ensure they meet or exceed ADA requirements, taking into account staff, clients and their family members, and visitors	In progress	Executive Leadership; IT staff; REWG
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g., plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for people who are Deaf or Hard of Hearing, etc.	Staff time; budget commitment	A plan for digital improvement \$ funding secured Successful implementation	Finalize website redesign options by Q2, 2021;	1. Review, evaluate and improve on current digital communications to meet or exceed accessibility standards 2. Explore redesign of department's website and ensure accessibility features and functionality are compliant with City and County of San Francisco standards and guidelines	In progress	IT staff; Executive Leadership; Reentry Division; Website Committee
6.3.4. Invest in translation services.	Staff time; budget commitment	# of times translation services are needed	Ongoing	Continue to provide equal access to language services for individuals with limited English proficiency. Continue offering bilingual services with certified staff who speak: Cantonese, Filipino, Mandarin, and Spanish.	Ongoing	IT staff; Finance Director; HR staff
6.3.5. Encourage individual forms of inclusive identity expression. (e.g., honoring gender pronouns, relaxing or modifying dress code, etc.)	Staff time	Increase in staff using inclusive identity expression, second nature	Policy review to start in Q3, 2021; support is ongoing	1. Review existing policies to ensure they don't restrict individual forms of inclusive identity expression 2. Support individual forms of inclusive identity expression	Ongoing, to expand in 2021	Executive Leadership;
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can	Staff time; budget commitment	Accommodations information infused throughout department touchpoints (e.g., website, event announcements)	Review and update accessibility and accommodation information on	1. Ensure accessibility information is readily available to all staff via the intranet and make this information available with event announcements	Ongoing	IT staff; Executive Leadership; Reentry Division staff

benefit other people besides the initial targeted group.		Provide closed-captioning by default Increased digital equity (e.g., access) for all employees	intranet, Q2, 2021	2. Utilize city capacity for closed-captioning as needed		
GOAL 6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Staff time	Community will have an impact on all department projects	Ongoing; establish regular meetings between REWG and Reentry Division by Q2, 2021	1. The department's Reentry Division is involved in numerous community engagement initiatives and has several existing methods for gathering community feedback, including a new Community Advisory Board. 2. The REWG will work with the Reentry Division to further support these existing efforts and communicate information about these efforts to all staff.	Ongoing, in progress	Reentry Division; Executive Leadership; REWG
6.4.2. Find opportunities to invest into and support the communities the department serves.	Staff time; budget commitment	Collaboration with Community based organizations; \$ spend on services and supports	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.	Ongoing, in progress	Reentry Division; Executive Leadership; REWG

GOAL 6.5.**Additional Department-Specific Goal: Strengthen connections between sworn and non-sworn staff and various work sites**

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.5.1 Vary location of workplace events to encourage full participation by staff	Staff time	# of events and location of events	Ongoing	The REWG will work with the RRC to ensure that SFAPD event locations vary so that staff feel connected and like they have an opportunity to participate in events. The RRC will keep track of event locations to ensure the use of alternate locations, taking into account space needed and characteristics of the event	In progress	REWG; RRC; Executive Leadership
6.5.2 Develop strategies for identifying commonalities among sworn and non-sworn staff	Staff time	Strategies proposed to bring together sworn and non-sworn staff	Identify activities to foster inclusiveness by Q3, 2021	The REWG and the RRC, both of which include sworn and non-sworn staff, will collaborate to identify commonalities between sworn and non-sworn staff. The REWG and RRC will research activities (e.g., ice-breakers, etc.) that are designed to foster inclusiveness and identify similarities among individuals. These activities will be introduced to staff to bring staff together and strengthen connections.	To start in 2021	REWG; RRC
6.5.3 Provide opportunities for non-sworn staff to participate in sworn staff trainings and activities	Staff time	# of sworn staff trainings attended by non-sworn staff	Generate list of trainings and share with staff by Q3, 2021	1. Identify and review sworn staff trainings that can be made available to non-sworn staff. 2. Create and disseminate list of scheduled trainings with non-sworn staff. If space permits, provide opportunities for non-sworn staff to participate in trainings	To start in 2021	Training Director; REWG; Executive Leadership

7. Boards & Commissions

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

DEPARTMENT GOAL

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

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)

**Goal 7.3 is an additional shared goal that is being proposed by black law enforcement officers from the following departments: Adult Probation, Department of Police Accountability, Juvenile Probation, Police Department, and Sheriff's Office. The group is not currently an official Board or Commission; however, the members of this group collectively agreed that this shared goal should be included in this section of each agency's REAP.

GOAL 7.1.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	Staff time	Bylaws, rules of order or other procedures successfully amended	Proposed amendments to bylaws are adopted by 12/2021	*Action Item is being adjusted to make it applicable to the department and its role to support the work of the RC, CCP, and CCPEC 1.Examine bylaws for policy bodies to ensure inclusive language and alignment with racial equity efforts 2.Provisionally amend, as needed, and propose for policy body adoption	To start in 2021	Reentry Division staff; Executive Leadership
7.1.2. Collect current board and/or commission demographic data and	Staff time	Annually collect board/commission demographic data	Data included in 2021 Annual report	*Action Item is being adjusted to make it applicable to the	In progress, will expand effort	Reentry Division staff;

include in the department annual report.		Include data in annual report Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members		department and its role to support the work of the RC, CCP, and CCPEC 1. Composition of the RC includes 5 seats for persons with lived experience. Additional demographic data will be collected and included in the department's annual report. Data will guide recruitment to ensure alignment with the community being served 2. Composition of the CCP and CCPEC are outlined in penal code. Demographic data of current members will be collected and included in the department's annual report. Data, along with penal code requirements, will guide recruitment to ensure alignment with the community being served	1 – to expand in Q2, 2021 2 – to expand in Q2 & Q3, 2021	Executive Leadership
7.1.3. Have board/commission adopt a resolution around racial equity.	Staff time	Resolution adopted	RC and CCPEC completed; propose for adoption by CCP in 8/2021	*Action Item is being adjusted to make it applicable to the department and its role to support the work of the RC, CCP, and CCPEC 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	RC and CCPEC Completed in 9/2018 and 11/2018; will expand to CCP at next scheduled meeting	Reentry Division staff; Executive Leadership

				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.	Staff time	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	Ongoing	1. RC, CCP, and CCPEC meetings include standing agenda items for updates from the Criminal Justice Racial Equity Workgroup. Additional racial equity items, including those focused on potential disparities in decision-making, are also included in meeting agendas. 2. Policy bodies will be asked to consider inclusion of a standing agenda item for departmental racial equity updates	1 – In place, ongoing 2 – to explore at next scheduled meetings	Reentry Division staff
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff time	Participatory budgeting processes Community advisory working groups Issue-specific task forces	Ongoing	*Action Item is being adjusted to make it applicable to the department and its role to support the work of the RC, CCP, and CCPEC Composition of the RC includes 5 seats for persons with lived experience. In addition, the department created a Community Advisory Board in 9/2020 comprised entirely of individuals with lived experience who represent areas of the City impacted by crime and violence. The CAB will interact with the RC and subcommittees to further advance the needs of the vulnerable populations served by the department.	In place, ongoing, started in 9/2020	Reentry Division staff, Community Advisory Board
7.1.6.	Staff time	Resolution adopted	Resolution proposed for adoption in Q1 and Q3, 2021	Resolution proposed for adoption at the next scheduled RC, CCP, and CCPEC meetings	To start in 1/2021 (RC, CCPEC)	Reentry Division staff

Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵					& 8/2021 (CCP)	
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.	Staff time	Greater racial and gender equity in board and/or commission members	Incorporate Proposition C 2020 passage by Q3, 2021	Policy bodies will 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.	To start in 1/2021 (RC, CCPEC) & 8/2021 (CCP)	Reentry Division staff
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Staff time	# of policies passed with RE lens Budget equity completed	TBD, awaiting tools from ORE	*Action Item is being adjusted to make it applicable to the department and its role to support the work of the RC, CCP, and CCPEC 1. Awaiting release of ORE's racial equity assessment tools 2. Upon release, policy bodies will review for adoption and use to inform decision-making	Estimated to start in 2021	REWG; Reentry Division staff
GOAL 7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. (e.g., ASL interpretation, video conferencing, food during meetings, translations, etc.)	Staff time	Requests received and supported Implementation of inclusive protocols	Ongoing	Accommodation requests by members of policy bodies are received and supported by department staff assigned to support these policy bodies.	In place, ongoing	Reentry Division staff
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Staff time	# of completed training per quarter	Ongoing	*Action Item is being adjusted to make it applicable to the department and its role to support the work of the RC, CCP, and CCPEC	In place, ongoing	Reentry Division staff; REWG

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

		Increased participation rate		Through a standing agenda item (Criminal Justice Racial Equity Workgroup updates), policy body members receive information about racial equity training opportunities and are encouraged to take this information back to their respective departments for consideration.		
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Staff time	Increased board/commission retention Member experience satisfaction survey	Potential motion proposed in Q1 and Q3, 2021	*Action Item is being adjusted to make it applicable to the department and its role to support the work of the RC, CCP, and CCPEC Add idea of mentorship program (where experienced members are invited to mentor new members) to agenda for future scheduled meetings of these policies bodies for discussion, applicability, and possible motion.	To start in 1/2021 (RC, CCPEC) & 8/2021 (CCP)	
GOAL 7.3. Additional Shared Goal: Form law enforcement Racial Equity teams to ensure BIPOC law enforcement officers are included in the dialogue and have a seat at the table that directly impacts the community being served. Vision: To collaborate with Black law enforcement officers to advocate for inclusion and equitability. Mission: Unification of CCSF's Black law enforcement officers in addressing social injustice and creating social justice reforms through the partnering of law enforcement agencies. Process: Applying Transparency, Equitability, & Accountability (TEA) to each action item implemented.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.3.1. Formation of Black Law Enforcement Officer Racial Equity Action Team (BLE REAT) to create a safe space for Black officers to address issues that directly affect Black law enforcement and the Black community.	CCSF Agencies: SFAPD, JPD, DPA, SFPD, SFSO	- MOU between the BLE REAP agencies - Increased participation of Black law enforcement officers in events (e.g., town hall meetings, "brown bag lunches")	Ongoing	- Consistent meetings - Write the MOUs to be approved by Department heads or command staff - Explore policy and procedures that formulate the infrastructure for BLE REAT.	In progress	BLE REAP Team

		▪ BLE REAT representative included in decision-making process around equity and inclusion. ▪ BLE REAT to be formally acknowledged as a CCSF entity ▪ Healing circles to address safe spaces for Black officers to address social justice issues that directly.		4. Collaborate with ORE to develop entity's action plan and gain insightful feedback.		
7.3.1. Black Law Enforcement Racial Equity enrichment opportunities to foster networking and comradery	CCSF Agencies: SFAPD, JPD, DPA, SFPD, SFSO	Successful implementation, planning and participation that leads to networking opportunities and fellowship, creating life-long bonds.	Ongoing	1. Consistent meetings 2. Creation of event planning committees 3. Outreach to outside Bi-POC/Black LE agencies 4. Surveys for feedback	In progress	BLE REAP Team
7.3.2. Formation of the Racial Equity Justice Partners Team to address issues of social justice reform.	CCSF Agencies: SFAPD, JPD, DPA, SFPD, SFSO; SFDA; SF Public Defender; Court; SF Pretrial	MOU between the justice partners Increased participation of BIPOC justice partners in such events (e.g., town hall meetings, "brown bag lunches")	Ongoing	1. Consistent meetings 2. Write the MOUs to be approved by Department heads or command staff 3. Explore policy and procedures that formulate the infrastructure for BLE REAT. 4. Collaborate with ORE to develop entity's action plan and gain insightful feedback.	In progress	BLE REAP Team

SFAPD Racial Equity Action Plan - APPENDIX A: Vulnerable Populations Engagement Assessment

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

Instructions:

Many community stakeholders as well as City employees believe San Francisco is complicit in creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City. To address these concerns and perceptions, we encourage City departments to assess their engagement and support of underrepresented, historically marginalized communities. The Office of Racial Equity will work with San Francisco City agencies to explore how laws, policies, and programs perpetuate racial inequities within government and in community and challenge those departments to end those practices.

This assessment provides an opportunity to succinctly examine how your agency partners and supports San Francisco's vulnerable populations. This is a helpful tool for both current Fy20/21 budget equity conversations and decision-making around vulnerable populations. Use this as an opportunity to understand and explain how your top line and low level budget allocations advance equity and support those most in need.

As we prepare for budget hearings in August 2020, and given Mayor Breed and the SF Board of Supervisors' focus on equity and support for historically marginalized communities this budget season, City agencies have an opportunity to compile and assess this information in preparation for Budget Hearings.

Given the impact of COVID-19, please include your department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please complete BOTH:

1. This overview survey
2. Vulnerable Populations Engagement Details (Microsoft Word template)

Please complete both parts by 6pm on Monday, July 13th, 2020.

Submission Date: 7/13/2020

1. Which communities of color do you serve? (Select all that apply)

☒ Black or African-American

☒ East Asian

☒ Latino/a/x or Hispanic

☒ Southeast Asian

☒ Middle Eastern or North African

☒ South Asian/Indian

☒ Indigenous, Native American or American Indian

☒ Filipino/a/x

☒ Pacific Islander/Native Hawaiian

☒ Other: current department race/ethnicity categories include: Asian (includes Asian, Cambodian, Chinese, Filipino, Japanese, Korean, Laotian, & Vietnamese), Black, Latino/Hispanic, Native American/Alaskan Native, Pacific Islander (Guamanian, Pacific Islander, & Samoan), & Other (any others not identified previously)

2. What other vulnerable groups/communities do you serve? (Select all that apply)

Seniors and Older Adults

Children and Youth

Transgender, Gender Variant, Intersex

Lesbian, Gay, Bisexual, Queer People

People with Disabilities and Medical Conditions

People with Mental Health and Behavioral Health Issues

People with Limited-English Proficiency

Undocumented People

People Facing Food Insecurity

People who are Subjected to Intimate Partner Violence

Public Housing Residents

Caregivers

✓ Detained/Justice-Involved People

Shift, Temporary Gig, Low-wage Workers People facing

Low-income Students

People facing Digital Access/Connectivity Issues

People who Rely Exclusively on Public Transit

Under/Uninsured People

People Who Are Unbanked/No Access to Credit/Debit Cards

✓ Other: our client population of individuals who are justice-involved includes those who fall into many of these categories of vulnerable groups

The SFAPD serves individuals who may fall into numerous vulnerable population categories. The department serves individuals who are detained, justice-involved, and formerly justice-involved; however, our clients fall into many additional categories including, but not limited to (categories appear alphabetically):

- Adults who are Seniors or Older individuals
- People experiencing Homelessness
- People facing Food Insecurity
- People subjected to Intimate Partner Violence
- People with Disabilities and Medical Conditions
- People with Limited-English Proficiency
- People with Mental Health and Behavioral Health Issues
- People without Bank Accounts/No Access to Credit/Debit Cards
- People who identify as Lesbian, Gay, Bisexual, or Queer
- People who Rely Exclusively on Public Transit
- People who are Under/Uninsured
- People who are Undocumented
- Residents in Public Housing

Overview of Engagement Activities

Please provide an overview of your engagement activities with communities of color and other vulnerable groups.

Note: In the "Vulnerable Populations Engagement Assessment - Details" document, you can provide specifics for each of the groups you have identified in the table provided.

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color.

SFAPD's community engagement activities include the following:

- In September, 2020 the SFAPD launched a new Community Advisory Board that is comprised entirely of individuals who are formerly incarcerated and have reestablished themselves as leaders in the community.

- SFAPD funds 25 nonprofits and community-based organizations who provide comprehensive, life changing reentry services to individuals from neighborhoods impacted by crime, violence, and generational incarceration.
- SFAPD engages with its grantees and other stakeholders in the community through department led community events (e.g., Annual Recovery Summit, Annual Mental Health Summit, SFAPD CARES – Domestic Violence Awareness Event, and Community Assessment and Service Center-CASC Client Celebrations) and attendance in community meetings to learn about the needs of community members, families, and individuals who are justice-involved.
- SFAPD co-chairs the San Francisco Reentry Council which includes 24 members, including 7 individuals who are formerly incarcerated. These public meetings take place quarterly in accessible community locations and provide an opportunity for community input and engagement in local efforts designed to support adults exiting custodial institutions.
- SFAPD chairs the Community Corrections Partnership (CCP) and the CCP Executive Committee, which are designed to advise criminal justice stakeholders and the county on the use of evidence-based practices in community supervision. Through these public meetings, the SFAPD consistently provides an opportunity for community input and provides detailed breakdown of AB 109 funding received and how this money is allocated.
- SFAPD partnered with the W. Haywood Burns Institute on the “San Francisco Justice Reinvestment Initiative: Racial and Ethnic Disparities Analysis” and hosted community forums to share the summary findings of the report. Through the Reentry Council, the SFAPD has advanced this work and continued to encourage justice system partners to identify critical decision points within departments and to analyze these decision points to determine whether they have disparate impacts on racial and ethnic groups. Further, the SFAPD identified 4 critical internal decision points that impact clients’ lives, sought out community input regarding these decision points at public Reentry Council meetings, developed a rigorous methodology for analyzing these decision points, and is actively seeking funding to conduct this critical decision point analysis study.
- SFAPD is a regular and active member of the Sentencing Commission, an advisory body in San Francisco, which holds public meetings focused on sentencing patterns and outcomes, recidivism, and recommendations for sentencing reforms.
- SFAPD is a regular and active member of the Safety and Justice Challenge (SJC) Workgroup, a designated subcommittee of the Sentencing Commission. The SJC Workgroup is focused on reducing racial and ethnic disparities and safely reducing the jail population. The SJC Workgroup was also tasked with developing a plan for implementing the safe closure of County Jail 4, which happened ahead of schedule.
- Through its involvement in the Reentry Council, the CCP, and the Sentencing Commission, the SFAPD signed on to a shared Criminal Justice Racial Equity Statement that prioritizes racial equity.
- SFAPD co-chairs the Criminal Justice Racial Equity Workgroup, which includes criminal justice agencies and support agencies.
- SFAPD partnered with HOPE SF on subsidized transitional employment opportunities.

4. Based on your work, what critical issues do these communities face?

There are several critical issues facing communities of color and other vulnerable groups served by the department. Communities of color face vast disproportionate representation in the city’s criminal justice system. Racial and ethnic disparities exist at the point of entry into the system (e.g., arrest) and persist through other points in the system including bookings into jail, pretrial eligibility, convictions, and state prison sentences. In addition, vulnerable populations (e.g., individuals who are justice involved or formerly justice involved) served by SFAPD have critical needs related to housing and behavioral health and substance use issues.

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders)

SFAPD engages with a number of community-based organization, leaders, and/or groups within the vulnerable populations it serves.

- In response to the COVID-19 pandemic, the SFAPD established a new emergency housing program for unhoused individuals exiting jail. Through this 6-month pilot project, which is led and funded by SFAPD, safe emergency housing is being provided to both unhoused individuals released from jail prior to case adjudication and other unhoused, justice-involved adult residents of San Francisco. SFAPD is partnering with Recovery Survival Network (RSN), a provider of case management and housing support services for justice involved people and marginalized populations, and the San Francisco Pretrial Diversion Project (SF PDP), a provider of pretrial services that is under contract with the San Francisco Sheriff's Office, on this important initiative.
- SFAPD funds and partners with Young Community Developers (YCD) and Arriba Juntos (AJ) on the Interrupt, Predict, and Organize (IPO) Transitional Employment Program for at-risk and in-risk justice involved individuals between the ages 18-35. The IPO program, an initiative that was originally introduced by Mayor Edwin Lee, has been managed by SFAPD since 2017. SFAPD worked collaboratively with then YCD's Executive Director, Shamann Walton, to ensure the program's design is appropriate for the clients served. Additionally, SFAPD partnered with Theo Miller of HOPE SF to expand IPO opportunities to individuals between the ages of 26-35. SFAPD's oversight, contract management, and fiduciary responsibilities of the IPO program allowed for an opportunity to launch a transitional housing program in San Francisco's Mission District for IPO participants, as well as other transitional aged young adults who are justice involved.
- SFAPD collaborates with and provides funding to several other nonprofits and community based organizations that work with vulnerable populations. These include: Bayview Senior Services, Because Black is Still Beautiful, Brothers for Change, UCSF Citywide Case Management, Episcopal Community Services, Five Keys Schools and Programs, Glide/Felton, Gloria's Gift, Healing Circles for Soul Support, Mentoring Men's Movement, Phatt Chance Community Services, Recovery Survival Network, Renaissance Entrepreneurship Center, Sister's Circle, Solutions for Women, Tenderloin Housing Clinic, Total Women Empowerment Life Coaching, United Playaz, and Westside Community Services
- SFAPD collaborates with the Human Rights Commission (HRC) on a variety of justice involved projects ranging from Racial Equity, Fair Chance Ordinance, Backpack Give Away, and HOPE SF initiatives. In November 2019, SFAPD and HRC commemorated the Five Year Anniversary of San Francisco's Fair Chance Ordinance with a rally at City Hall, followed by a job fair and celebration. In January 2020, SFAPD and HRC partnered to launch HRC's Fair Chance Website (www.fairchancesf.org/), a virtual platform of employment resources for justice-involved individuals. And SFAPD's Reentry Team, leadership from HRC (i.e., Sheryl Davis), and HOPE SF are collaborating on a local Public Safety Committee and a leadership development program for HOPE SF residents.
- SFAPD partnered with and provided funding for the Fillmore District's New Community Leadership Foundation's "Stop the Violence Event".

Budget Considerations & Impacts

This section assesses your department's FY20/21 budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations:

This section includes information on the department's FY20/21 budget, decision-making processes, and supports for engagement with the vulnerable populations it serves. SFAPD's total annual budget for FY 20/21 is ~\$42.4 million dollars. Of this total, ~\$38.3 million dollars are General Fund dollars and ~\$4.1 million dollars are Self-Supporting Fund dollars. The SFAPD considers the following factors when making decisions about its proposed budget allocations.

As a public safety agency, SFAPD has legally mandated functions outlined in various California penal codes that serve as a basis for budgetary considerations. Broadly, probation departments in CA serve a unique position in the criminal justice system in that they are responsible for linking diverse stakeholders, including law enforcement, the courts, prosecutors, defense attorneys, community-based organizations, mental health, drug & alcohol and other service providers, the community, survivors of crime, and individuals on community supervision. SFAPD provides court services and supervision support for individuals sentenced to community supervision, and addresses client needs and supports clients' success. These functions, along with the department's mission and strategic plan, inform budget allocations.

SFAPD strives to achieve excellence in community corrections, public safety, and public service through the integration of evidence-based practices and a victim centered approach into its supervision strategies. The department collaborates with law enforcement, the Courts, the Department of Public Health, victim organizations, and community based organizations to provide a unique blend of justice, community support, and treatment. The SFAPD demonstrates the highest standards of legal and evidence-based practices with a focus on racial equity. The department values the individuality and diversity of its clients and invests in their success by providing a continuum of integrated services designed to address needs and help individuals permanently exit the criminal justice system.

The department's core strategy, the Community Assessment and Services Center (CASC), is a one-stop, multi-service, behavioral health reentry center. The CASC embraces a client-centered, strength-based approach; empowers personal responsibility; and streamlines access to evidence-based services, including:

- Clinical and Reentry Case Management
- Medication Management and Distribution
- 1:1 Therapy
- Transitional Housing
- Rental Subsidy Program
- Residential Treatment for Substance Use Disorders
- Batterer's Intervention Programs
- Gender Responsive Services for Women
- Employment Placement and Retention Services
- Violence Prevention/Transitional Employment
- Peer Coaching and Mentoring
- Cognitive Behavioral Interventions
- Barrier Removal Services
- Benefit Acquisition Services

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget?

The following factors were considered to maximize equity and support for vulnerable populations within the proposed Budget. SFAPD uses core learnings from research on evidence-based supervision practices and recidivism reduction strategies to frame its services. Key concepts that influence how the department serves vulnerable populations include: the risk/needs/responsivity model, supervision caseload standards based on risk and needs, trauma-informed practices, and gender-responsive principles. In addition, SFAPD reviews the demographic characteristics of clients (including race/ethnicity, gender, and age) and compares this data to the characteristics of its grantees/contractors to determine whether funded service providers share similar characteristics with the clients being served. See tables below on Race/Ethnicity of SFAPD's Client Population and the department's funded Service Providers. (Note. Percentages may not total 100 due to rounding.)

SFAPD Clients	
Race/Ethnicity of SFAPD Clients	%
African American	39%
American Indian/Alaskan Native	0.2%
Asian	6%
Latinx	15%
Other	9%
Pacific Islander	1%
White	31%

SFAPD Funded Service Providers			
Gender & Justice Involvement	Executive Leadership	Program Managers	Line Staff
Formerly Incarcerated	44%	53%	44%
Women	64%	53%	48%
Race/Ethnicity	Executive Leadership	Program Managers	Line Staff
African American	52%	53%	53%
Asian/Pacific Islander	12%	6%	8%
Latino	4%	18%	12%
Other	0%	5%	4%
White	32%	18%	23%

In addition, through its active collaboration and participation in critical criminal justice reform and other policy initiatives, SFAPD stays current and informed about the needs of vulnerable populations, including individuals who are justice-involved. For example, these on-going efforts recently helped illuminate the

critical needs of unhoused individuals exiting jail during the current COVID-19 pandemic and allowed the department to respond to this need by implementing and funding a 6-month pilot project that provides safe emergency housing for this vulnerable population.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes?

Yes

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here:

SFAPD provides community participatory budgeting opportunities and performs external outreach to get feedback on its budget decision-making processes. The department's original budget proposal for FY 2020-21 was presented at a public meeting at the CASC. This meeting was held in the evening to increase the likelihood of public attendance and a public comments period was provided. SFAPD's proposed budget submission is available to the public on SFAPD's website and Mayor's Office website. In addition, the use of state funding received by SFAPD is discussed and agreed upon in public forums (i.e., CCP and CCPEC meetings and Reentry Council meetings).

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

SFAPD's largest projected expenditure is personnel costs (salaries and benefits). More specifically, 60% of the budget is used to pay for sworn and non-sworn staff. Sworn and non-sworn staff are responsible for providing direct services and supports, managing contracts with community-based organizations and nonprofits who provide direct services and supports, and supporting the department's commitment and ability to provide evidence-based supervision practices and recidivism reduction strategies that help clients achieve positive changes in their lives.

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

After salaries and benefits, SFAPD's second largest projected expenditure is for services and supportive housing contracts for vulnerable populations that offer a continuum of integrated services to address clients' critical needs and empower them to achieve positive change in their lives. SFAPD designs and funds opportunities for people to permanently exit the justice system and live peaceful and productive lives.

For additional information on SFAPD's services please refer to the following:

- SFAPD's Reentry Division Brochure: https://sfgov.org/adultprobation/sites/default/files/Reentry%20Division%20Services%20Brochure_1.pdf
- SFAPD's Catalog of Services: <https://sfgov.org/adultprobation/sites/default/files/SFAPD%20Catalog%20of%20Services.pdf>
- Community Assessment and Services Center (CASC) Snapshot: <https://sfgov.org/adultprobation/sites/default/files/CASC%20Snapshot.pdf>
- Recovery Pathways Initiative: <https://sfgov.org/adultprobation/sites/default/files/Recovery%20Pathways%20Brochure.pdf>

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

In answering this question APD is following the pattern outlined in Items 10 and 11 above, which asked about the "largest projected expenditure" (which we are calling #1) and "beyond salaries and benefits, the largest projected expenditure" (which we are calling #2). In this way, for Item 12 we are reporting the department's #3 largest expenditure. After salaries and benefits, the second largest projected expenditure after services and supportive housing contracts

(which we are calling #3) is Rent for the following locations: the CASC building, the Bayview office, and the department's future office location at 945 Bryant Street. The CASC and 945 Bryant Street are both situated in locations that are near the Superior Court and the Bayview Office location provides important accessibility to community.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

SFAPD's lowest projected expenditure is Training and Technical Assistance & Monitoring Tools. This expenditure is for training, including state mandated training; and technical assistance and monitoring equipment/tools, including electronic monitoring equipment leases and a telephone reporting tool.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve?

At least 83% of the department's overall budget supports the vulnerable populations served.

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity?

There are reoccurring funding gaps or limitations in the department's overall budget that can inhibit SFAPD's ability to advance equity. SFAPD receives state funding as part of SB 678 (Performance Incentive Funding) and AB 109 (Public Safety Realignment). Budgetary fluctuations at the state level impact these funding sources, which then impact SFAPD's budget and its ability to provide and expand upon critical services including supportive housing and behavioral health services. In addition, data required to answer fundamental questions about disparities are often unavailable or in a format that requires extensive clean up prior to analysis. These and other data infrastructure limitations impede the ability to understand the nature and extent to which racial and ethnic disparities exist in key decision points. Similarly, infrastructure limitations have impacts on staff in varied positions, including reentry community coordinators, who often spend significant portions of time doing manual, analytic work, which limits time spent on community engagement tasks. Further, limitations on the ability to hire additional staff, including research staff needed to automate processes and increase efficiencies, and needed policy, legal, and communications staff, further inhibit the department's ability to advance equity in a data-informed and sustainable manner.

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts.

For the current fiscal year (FY 20/21), decisions regarding the required budget reductions were reviewed thoughtfully and carefully so as not to directly impact the vulnerable populations served by SFAPD. The department is committed to providing exemplary court services and community supervision services, and to addressing client needs and supporting client success. These functions are consistent with SFAPD's mission and strategic plan. As such, the department decided to maintain funding for critical behavioral health and supportive housing services for vulnerable populations and proposes to achieve the overwhelming majority of its required budget reductions through: 1) attrition savings, 2) shifting some personnel costs from the general fund to a grant fund, and 3) an efficiency reduction in a services work order where money was previously underutilized. This strategic approach was used to achieve the required budget reductions by spreading out the impact of the reductions across the department and ensuring that critical services (e.g., behavioral health, housing, and substance use treatment) were not reduced. In this way, the department expects there to be minimal impact to populations of color and vulnerable populations. And through its continued engagement with the community and policy bodies within the City, SFAPD will provide on-going public venues for feedback on whether the required reductions are impacting vulnerable populations.

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures?

SFAPD is committed to the vulnerable populations it serves. At least 83% of the department's overall budget supports clients. Sworn and non-sworn staff are responsible for providing direct services and supports, managing contracts with community-based organizations and nonprofits who provide direct services and supports, and supporting the department's commitment and ability to provide evidence-based supervision practices and recidivism reduction strategies that help clients achieve positive changes in their lives.

To frame its approach to services, SFAPD utilizes evidence-based supervision practices and recidivism reduction strategies, including: the risk/needs/responsivity model, supervision caseload standards based on risk and needs, trauma-informed practices, and gender-responsive principles. SFAPD is committed to making data-informed decisions in the implementation and evaluation of services. More specifically, SFAPD reviews the demographic characteristics of clients (including race/ethnicity, gender, and age) and compares this data to the characteristics of its staff and grantees/contractors (see tables above). The department also employs staff who were formerly incarcerated and places these individuals in leadership positions and includes a diverse workforce (30% Black, 26% Hispanic, 19% White, 15% Asian, 6% Filipino, and 5% Multiracial (see Current Workforce section for additional data).

Through its active collaboration and participation in critical criminal justice reform and other policy initiatives, SFAPD stays current and informed about the needs of vulnerable populations, including individuals who are justice-involved. As a public safety agency, SFAPD has legally mandated functions outlined in various California penal codes that serve as a basis for budgetary considerations. SFAPD is responsible for linking diverse stakeholders, including law enforcement, the courts, prosecutors, defense attorneys, community-based organizations, mental health, drug & alcohol and other service providers, the community, survivors of crime, and individuals on community supervision. SFAPD provides court services, supervision for individuals sentenced to community supervision, and addresses client needs and support client success. These functions, along with the department's mission and strategic plan, inform budget allocations.

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity? *Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.*

SFAPD will continue to evaluate and align its budget in targeted ways to advance equity. As noted above, for FY 20/21, decisions regarding the required budget reductions were reviewed thoughtfully and carefully so as not to directly impact the vulnerable populations served by SFAPD.

For the past (FY19-20), present (FY20-21), and next (FY21-22) fiscal years, the department has and will continue to devote more staff time to efforts designed to achieve racial equity. For example, during the past fiscal year, the department created its Racial Equity Working Group; sworn, reentry and research staff participated in the Criminal Justice Racial Equity Workgroup, and research staff proposed a Decision Point Analysis proposal for examining racial and ethnic disparities and have participated in-kind in the Safety and Justice Challenge (SJC) initiative, which is tasked with safely reducing the jail population and reducing racial and ethnic disparities.

For the current and next fiscal years, the department will continue to devote staff time to the Racial Equity Work Group, including the creation of the enclosed Racial Equity Action Plan, as well as data quality and transparency efforts regarding the public reporting of staff, population, and services data. In addition, SFAPD will continue to participate in the Criminal Justice Racial Equity Workgroup, and continue to devote in-kind time of 4-5 staff members to the County Jail 4 Jail Closure implementation plan, as well as in-kind staff time to the SJC initiative.

Additionally, during past, present, and future fiscal years the SFAPD continues to seek out grant funding for numerous types of services including recovery, housing, behavioral health, and evaluation services to continue to serve vulnerable populations. For example, this past May and June, SFAPD applied for two separate federal funding opportunities designed to address recovery and housing services. The department is very pleased to report that one of these opportunities was awarded funding.

Focus Areas

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

19. Does your spending address specific equity needs? *Please refer to your previous responses about expenditures.*

	#2 Services <i>Largest expenditure</i>	#3 Rent <i>Second largest expenditure</i>	Training/TA/Monitoring Tools <i>Lowest expenditure</i>
Racial Disparities	Yes	Yes	Yes
Disability Access	Yes	Yes	No
Public Safety	Yes	Yes	Yes
Economic development	Yes	Yes	No
Academic Achievement	Yes	Yes	No
Climate and Environment	No	No	No
Housing and Homelessness	Yes	Yes	No
Transportation and Mobility	Yes	Yes	Yes
Justice System	Yes	Yes	Yes
Community Health and Wellness	Yes	Yes	Yes
Workforce and Fair Employment	Yes	Yes	No
Information Technology and Digital Equity	Yes	Yes	Yes
Education, Knowledge and Community Wisdom	Yes	Yes	Yes
Wealth Building and Economic Justice	Yes	Yes	No
Arts and Culture	Yes	Yes	Yes
Food Justice and Sovereignty	Yes	Yes	No
LGBTQIA+ and Gender Justice	Yes	Yes	Yes

20. How do you get feedback on the success of your proposed spending? The return on investment?

	#2 Services <i>Largest expenditure</i>	#3 Rent <i>Second largest expenditure</i>	Training/TA/Monitoring Tools <i>Lowest expenditure</i>
Focus groups/interviews with stakeholders	Yes	No	Yes
Results based evaluation	Yes	No	Yes
Unbiased data collection	Yes	No	No
Participatory budgeting	Yes	No	No
Performance on key indicators	Yes	No	Yes

SFAPD Racial Equity Action Plan – APPENDIX B: Vulnerable Population 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.

This document accompanies the Vulnerable Populations Engagement Assessment Survey.

Original Submission Date: 7/13/2020; Updated: 12/24/2020

Instructions:

In the Population column, please list each of San Francisco's communities of color and other vulnerable groups you identified in the accompanying survey. For each group, include:

- Stakeholder Engagement: Please describe your community engagement activities with these stakeholders.
- % of Budget: What percentage of your budget supports this effort?
- \$ of Budget: What dollar amount of your budget supports this effort?
- Critical Issues: From your engagement, please list issues that the groups/communities have identified as critical.
- Measurable Activities: What measurable Department activities support the identified population?
 - Ex: direct service and/or provide funding for services

Given the impact of COVID-19, please include your Department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please use the table below and add rows as needed.

Client Population	Stakeholder Engagement	% of Budget	\$ of Budget	Critical Issues	Measurable Activities*
Individuals who are justice-involved or formerly justice-involved	• Community Corrections Partnership (CCP), • Community Corrections Partnership Executive Committee (CCPEC), • SF Reentry Council, • SF Criminal Justice Racial Equity Workgroup, • SF Sentencing Commission,	83%	\$34,562,039	Vulnerable populations (e.g., individuals who are justice involved or formerly justice involved) served by SFAPD have critical needs related to housing and behavioral health and substance use issues. Communities of color face vast disproportionate representation	The SFAPD funds 25 nonprofits and community-based organizations that provide a comprehensive array of life changing reentry services to individuals from neighborhoods impacted by crime, violence, and generational incarceration. Services include critical interventions such as: • Behavioral Health Treatment • Clinical Case Management

• Safety and Justice Challenge Workgroup • SF Justice Reinvestment Initiative <i>For a description of engagement activities see Department's responses to "Vulnerable Populations Engagement Survey"</i>		in the city's criminal justice system. Racial and ethnic disparities exist at the point of entry into the system (e.g., arrest) and persist through other points in the system including bookings into jail, pretrial eligibility, convictions, and state prison sentences.	• 1:1 Clinical Therapy • Cognitive Behavioral Intervention • Medication Management & Distribution • Reentry Case Management • Residential Treatment for Substance Use Disorders • Transitional Housing • Rental Subsidy • Gender Responsive Services for Women • Employment Placement and Retention • Violence Prevention/Transitional Employment • Peer Coaching and Mentoring • Adaptive Life Skills Education • Barrier Removal Services • Benefit Acquisition Services
Measurable Activities* continued from above...			
The SFAPD has worked to minimize the impact of COVID-19 on services to clients. SFAPD continues to provide services, support, and supervision to clients, as well as meeting court deadlines and requirements through the shelter in place orders. Direct services (i.e., behavioral health treatment, case management, clinical therapy) offered by community-based organizations have successfully transitioned to remote platforms. To manage the spread of COVID-19 in prison, the CA Department of Corrections and Rehabilitation (CDCR) released individuals from prison to jurisdictions across the state. For individuals released from prison to San Francisco, the SFAPD leveraged existing resources and services to ensure that individuals were housed and provided with needed services and supports. In addition, sworn and non-sworn staff provide direct services and supports to the department's vulnerable population of clients, manage contracts with community-based organizations and nonprofits who provide direct services and supports to clients, and support the department's commitment and ability to provide evidence-based supervision practices and recidivism reduction strategies designed to help clients achieve positive changes in their lives.			

Client Population	Stakeholder Engagement	% of Budget	\$ of Budget*	Critical Issues	Measurable Activities*
Individuals released from jail prior to case adjudication (to minimize risk of COVID-19 exposure)	SF Criminal Justice Agencies and Community-based organizations	<1% (.0052)	\$219,209 in FY20-21, percentage provided is for FY20-21; Program started in May 2020; total funding by SFAPD for FYs 19-20 & 20-21 is \$719,000	Vulnerable populations have critical needs related to housing and behavioral health and substance use issues.	The SFAPD developed and is funding Transitional Housing and Case Management services for unhoused individuals released from jail prior to case adjudication to minimize client risk of COVID exposure in the jail and the community. UPDATED Information (12/2020): This pilot program was originally funded for a 6-month period. This program has successfully provided critical supportive housing and case management services to pretrial individuals released from jail during the pandemic. As a result, SFAPD extended this program for an additional 8 months to June 30, 2021.

*Note. Information in these columns was updated in 12/2020.

SFAPD Racial Equity Action Plan - APPENDIX C: Departmental Survey on Racial Equity

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

The Office of Racial Equity's (ORE) Citywide Racial Equity Framework* notes that a Department Assessment and Employee Survey (DAES) will be developed and released by ORE. SFAPD is awaiting the DAES from the ORE.

*<https://static1.squarespace.com/static/5ed18d943016244d3e57260c/t/5efbe89e247faf024e6fdaca/1593567402561/ORE+SF+Citywide+Racial+Equity+Framework+Phase+1.pdf>

Overview:

To assess staff opinions on racial equity and further inform the development of its Racial Equity Action Plan, the department's Racial Equity (RE) co-leads reached out to RE co-leads in other city departments for suggestions on example surveys and/or questions to include in a racial equity survey. Upon review of nine example surveys from various departments, the co-leads compiled a survey of 24 questions on racial equity. A five-point likert scale (strongly agree, agree, neutral, disagree, strongly disagree; and a 'don't know' response option) was used with 22 questions; the remaining two questions were optional items on race/ethnicity and gender identity.

On 12/16/20, SFAPD administered a confidential, anonymous Racial Equity Survey to all staff in the department. The survey was designed to gather information about perceptions of racial equity. No identifying information was connected to any individual's survey responses. Survey respondents were informed that aggregate results (never individual data) would be shared publicly to help SFAPD with its adoption and implementation of racial equity goals. The survey closed at midnight on 12/22/20 and was completed by 92 of 159 employees, for a response rate of 58%. The preliminary summary findings appear below.

Summary of Survey Respondents & Comparison to Current Workforce:

Tables 1 and 2 display aggregate demographic characteristics of survey respondents along with the same demographic characteristics of SFAPD's current workforce. The demographics characteristics from the survey are based on two optional items on Race/Ethnicity and Gender Identity. Approximately 72% (n=66) of survey respondents completed these optional survey items. The demographic characteristics for the current workforce are based on DHR data provided to the SFAPD as of 9/23/20 (N=163).

Table 1 shows that there are three race/ethnicity categories (i.e., Black, Latinx, & Multiracial) where the percentages of Survey Respondents are higher (shown in **green**) than that of the department's current workforce, showing a potential overrepresentation of these groups. This table also shows that there are two race/ethnicity categories (i.e., White & Other) where the percentages of Survey Respondents are lower (shown in **red**) than that of the department's current workforce, showing a potential underrepresentation of these groups. Some amount of variation may be due to differences in self-reported race/ethnicity in DHR's data compared to self-reported race/ethnicity in the present survey.

Table 2 shows that the percentage of Female Survey Respondents is lower (shown in **red**) than that of the department's current workforce and the percentage of Male Survey Respondents is higher (shown in **green**) than that of the department's current workforce.

Table 1

Race/Ethnicity Comparison	Survey Respondents	Current Workforce	Percentage Difference
Black (not of Hispanic/Latinx origin)	35%	29%	21%
Latinx	33%	26%	27%
White (not of Hispanic/Latinx origin)	17%	19%	11%
Multiracial	8%	4%	100%
Other (Asian, MENA, Native Amer/Alask Native, Native Hawaiian/Pac Islander) ^a	8%	22%	64%

^a Categories collapsed here to protect confidentiality as group sizes are less than 11.

Table 2

Gender Identity Comparison	Survey Respondents	Current Workforce	Percentage Difference
Female	53%	60%	12%
Male	48%	40%	20%
Transgender	0%	0%	0%

Racial Equity Survey: Preliminary Summary Finding:

Table 3 displays the preliminary summary findings from SFAPD's Racial Equity Survey. Survey items have been collapsed into categories based on similarities in potential constructs being measured. The categories in Table 3 are numbered solely for ease of presentation and discussion of preliminary findings. Categories 1-5 show racial equity concepts that reached 73-92% agreement or strong agreement among survey respondents. Broadly these categories cover the department's commitment to racial equity, the value of discussing race, and fairness in how employees are treated within the department and suggest high levels of agreement with these concepts. Categories 6-8 show racial equity concepts that reached 51-67% agreement or strong agreement among survey respondents. Broadly these categories cover policies and actions on discrimination, comfort in talking about race, and career advancement and suggest levels of agreement with these concepts. However, these categories also saw noticeably higher levels of neutral responses (ranging from 20-23%) and Category 8 reached 28% disagreement or strong disagreement among respondents raising questions in two areas: 1) whether these preliminary results might indicate areas in need of improvement for the department, and 2) whether these items could potentially be measuring constructs beyond racial equity. Finally, Category 9 shows that 46% of respondents agree or strongly agree that racism or bias impacts the workplace, while 34% disagree or strongly disagree that racism or bias impacts the workplace, suggesting that these preliminary findings might indicate that this concept is an area that the department should focus on moving forward.

Table 3

Racial Equity Concepts	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree
1) It's Valuable/Important to Discuss Race	92%	7%	0%
2) Have Knowledge of Institutional & Interpersonal Racism	82%	16%	2%
3) All Backgrounds Respected; BIPOC Treated Fairly; Employees Work Well Together	77%	12%	8%
4) There's Fairness in Performance Evaluation & Discipline	74%	13%	11%
5) There's a Departmental Commitment to Racial Equity	73%	15%	11%
6) Policies Discourage Discrimination & Appropriate Action in Response to Discrimination	67%	20%	10%
7) Comfortable Talking About Race	66%	23%	11%
8) There's a Career Development Path for All & Access to Equal Opportunities for Advancement	51%	21%	28%
9) Racism or Bias Impacts the Workplace	46%	16%	34%