

# San Francisco City Attorney's Office



## Racial Equity Action Plan



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December 31, 2020

Dear Office of Racial Equity,

The San Francisco City Attorney's Office (CAO) is committed to racial equity, diversity and inclusivity as reflected in the CAO's December 31, 2020 Racial Equity Plan submitted herewith. I want to thank you and the members of the Office of Racial Equity for your leadership in implementing San Francisco's Citywide Racial Equity Framework.

My office has long had a vision for racial equity, diversity and inclusivity. Our legal cases speak to our commitment. We have been deeply involved in sanctuary issues around immigration, and the fight to ensure that the 2020 U.S. Census is fair and accurate, all of which affect communities of color. Our workforce and office culture reflect our commitment as well. The CAO strives to recruit and hire diverse candidates as to race, ethnicity, socio-economic status and gender. While we have made progress towards our goals of racial equity, diversity and inclusivity, I recognize that there is much work to be done and am committed to that work.

The establishment of the CAO's Racial Equity Task Force is another step towards creating a more equitable and diverse workplace. The task force is led by two of the City Attorney's Office senior team leaders, and is comprised of a racially and ethnically diverse group of employees. I have asked that the task force focus its efforts on increasing racial equity, diversity and inclusivity in: outreach, recruiting, and hiring, enhancing office culture, and retaining our diverse workforce. The task force has my full backing, and I look forward to their assessments and recommendations.

Finally, I would like to reiterate my ardent support for the Office of Racial Equity and its objectives. As the first Latino ever elected as San Francisco City Attorney, I recognize the importance and value of racial equity in the workplace and our community. Fostering a culture of acceptance, inclusion, and intersectionality is a priority for me and my office. We want nothing less than to make our office the best it can be.

Sincerely,

A handwritten signature in black ink, appearing to read "D.J. Herrera".

DENNIS J. HERRERA  
City Attorney

# RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

Version 2 – released December 9, 2020

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

## San Francisco City Attorney's Office

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### Racial Equity Action Plan Template Key

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

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

### Racial Equity Action Plan Sections

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

## PROCESS

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

Under the leadership and direction of City Attorney Dennis Herrera, the City Attorney's Office (CAO) is committed to actively engaging and working to ensure racial equity, diversity and inclusion. Our planned approach is multifaceted. It starts with outreach, recruiting and hiring, and continues throughout the legal work that we do. It includes employee awareness and communication, mentoring and fostering legal talent, continually educating all of our staff through trainings and professional development. This Plan is an extension of our current efforts. It was developed through meetings with the Office of Racial Equity, input from staff in key positions, and consultation with our Executive Team. It includes the formation of a CAO Racial Equity Task Force for our office to develop concrete, actionable steps that focus on goals of (1) Outreach, recruiting and hiring; (2) Enhancing office culture for a positive, respectful, diverse, and inclusive work environment; and (3) Retaining a diverse workforce, including promotion and professional development.

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## 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: 310

Annual Budget \$FY 2020/2021 is \$93,000,000

### Department History

*San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.*

*As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.*

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

The mission of the CAO is to provide the highest quality legal services to the City and County of San Francisco, including the Mayor, all members of the Board of Supervisors, and other elected officials, as well as, to all departments, boards, commissions and offices that comprise the City and County of San Francisco's government.

The CAO practices civil law, as opposed to criminal, and its duties include:

- Representing the City and County in all legal proceedings
- Providing advice or written opinions to any officer, department head, board, commission or other unit of local government
- Making recommendations to the Board of Supervisors for or against the settlement or dismissal of legal proceedings

- Approving as to form all surety bonds, contracts and ordinances
- Examining and approving title to all real property to be acquired by the City and County
- Preparing reviews annually and making available to the public a codification of ordinances of the City and County
- Investigating, evaluating and recommending disposition of all claims made against the City and County

The CAO is also authorized to pursue allegations of unfair and unlawful competition civilly. In these cases, which usually involve consumer and tenant protection matters, the City Attorney represents the People of the State of California.

As the first Latino elected to the position of San Francisco City Attorney, Dennis Herrera recognizes the value and importance of racial equity, diversity, and inclusion, not only in the CAO's legal work, but also in its hiring practices, employee retention, professional development, trainings and office culture. City Attorney Herrera is committed to racial equity in the CAO's workplace, workforce and in numerous, successful legal challenges regarding has championed legal work that directly supports racial equity as well as vulnerable populations in San Francisco The CAO has long been at the forefront of efforts to advance civil rights, protect consumers, and ensure social justice. The CAO is proud to be a nationally recognized public law office, dedicated and committed to outstanding legal service.

### Vulnerable Populations Served

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

Our office does work that supports equity, inclusion and access to resources and services for vulnerable populations in San Francisco, from getting the first appellate court ruling in the state that prohibits discrimination against people using housing vouchers to creating financial assistance programs for City tenants during the COVID-19 pandemic to protecting neglected and abused children. Our work also safeguarded about \$2 billion in federal funding that the City uses primarily for food, health care and housing assistance for low-income families, seniors, foster children, and people with disabilities.

We work to ensure that San Francisco's communities of color, our LGBTQ+ residents, and vulnerable groups are safe, nourished, housed, and economically secure so that they can tap into their full potential.

Our approach to the law, both inside the courtroom and out, is done with an eye towards equity. We advise all City departments, commissions, and elected officials on racial equity, including when it comes to ordinances and ballot initiatives. We also have been deeply involved in sanctuary issues around immigration and fighting to ensure that the 2020 U.S. Census is fair and accurate, both of which disproportionately affect communities of color.

We provide legal advice to City Departments on numerous issues including:

1. compliance with laws prohibiting discrimination and harassment in employment;
2. compliance with laws regarding reasonable accommodation for employees with disabilities; and
3. investigations and determinations of equal employment opportunity complaints, and investigations on Whistleblower complaints.

### Vulnerable Populations Engagement Assessment

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

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Low income individuals and families, seniors, foster children, immigrants, people with disabilities and people experiencing homelessness	Clients/community	*	Access to federal assistance for food, health care, and housing	The Trump administration’s executive order to deny all federal funding to sanctuary cities jeopardized \$2 billion in federal funding for San Francisco. Our office was the first in the country to take the administration to court over this unconstitutional executive order. We won, protecting this funding for San Francisco’s most vulnerable residents, including low-income families, seniors, foster children, and people with disabilities.
Immigrant communities	Community	*	Predatory immigration consultants	Our office sued Lacayo & Associates, a predatory immigration consulting business that charged for sham legal services that it was not competent to provide. It robbed clients of thousands of dollars while squandering legitimate opportunities for them to obtain legal residency. In 2017, we secured \$400,000 from Lacayo & Associates to reimburse victims and cover a portion of enforcement costs. With newly unearthed information, we continue to enforce against this predatory operation.
Immigrants, their neighbors and extended families, communities of color, seniors, and other vulnerable populations	ACLU and other advocacy groups	*	Federal manipulation of the 2020 U.S. Census	We blocked the Trump administration’s attempt to deter and undercount communities of color in the U.S. Census, which directly threatened the fair representation in Congress and the Electoral College of cities and states with large immigrant populations, including San Francisco. It also threatened billions of dollars in critical federal funds for education, Medicaid, transportation projects, Temporary Assistance for Needy Families and the National School Lunch Program. We were a member of the legal coalition that won this case.

Documented immigrants and their families	National Immigration Law Center and other advocates	*	Placing a wealth test on the American dream	We blocked the Trump administration’s wealth test for undocumented immigrants, which penalized poorer immigrants by making the receipt of even small amounts of public benefits, like food stamps or Medicaid, grounds to disqualify someone from admission or securing a green card.
Low Wage Workers	La Raza Centro Legal	*	Denial of fair and lawful wages	We sued Tower Car Wash for illegally subjecting workers to unpaid waiting time while managers decided whether to allow workers to clock in for their shifts. The litigation resulted in Tower paying one-half million dollars in back wages and interest to employees.
<p>In addition to the illustrative affirmative litigation matters above, the City Attorney’s office serves a key role working with various City departments serving vulnerable population by proving legal advice and legal frameworks to assist such departments achieve policy objectives.</p> <p>For example, our Office’s Immigration Task Force provided detailed advice about the City’s Sanctuary Ordinance and the Office’s sanctuary city litigation to OCEIA, the Board of Supervisors, the Mayor’s Office, and a range of other City agencies.</p>		*		<p>The range of this advice includes, for example, legal advice relating to the provision of homeless services, the production of affordable housing, investigative work regarding violations of city building, fire, health and safety codes; representation of the City’s child and family services responsibilities and provide advice to the City’s health, education, social service functions, which in their totality serve vulnerable populations in the City.</p> <p>Our office directly advises several City departments that engage with a variety of vulnerable populations relating to the provision of homeless services, affordable housing, and public health, including:</p> <ul style="list-style-type: none"> <li>• Office of Civic Engagement and Immigrant Affairs (OCEIA)</li> <li>• Department of Homelessness and Supporting Housing (DHS)</li> <li>• Department of Public Health</li> <li>• Human Services Agency</li> </ul>

More recently, during COVID, the Office's Real Estate and Finance Team has worked expeditiously to negotiate leases with hotels for temporary housing for persons experiencing homelessness during shelter-in-place (Project Roomkey). The same team has also worked quickly on a related effort to purchase hotels and other sites to provide permanent supportive housing (Project Homekey).

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\* Note: Due to how we staff the office we cannot provide percentage of budget to request above

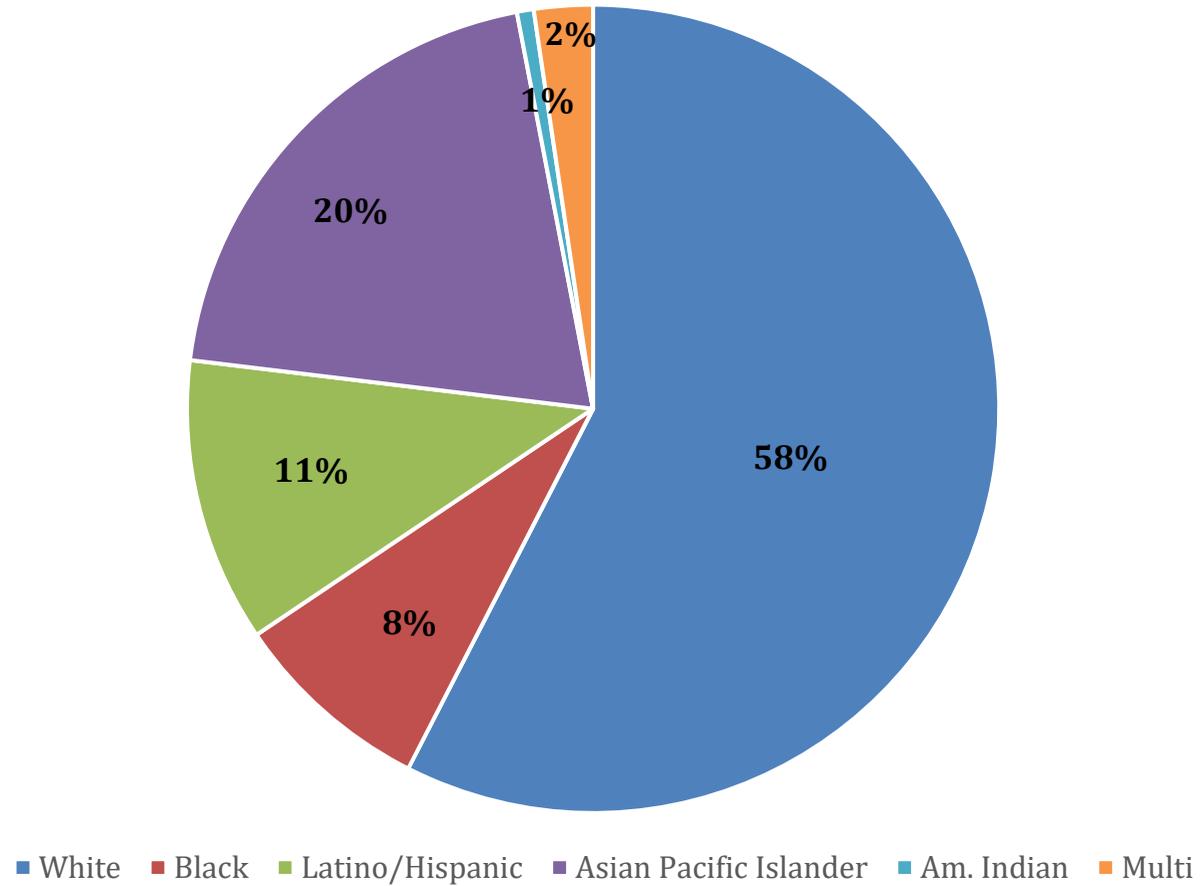
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## CURRENT WORKFORCE DEMOGRAPHIC DATA

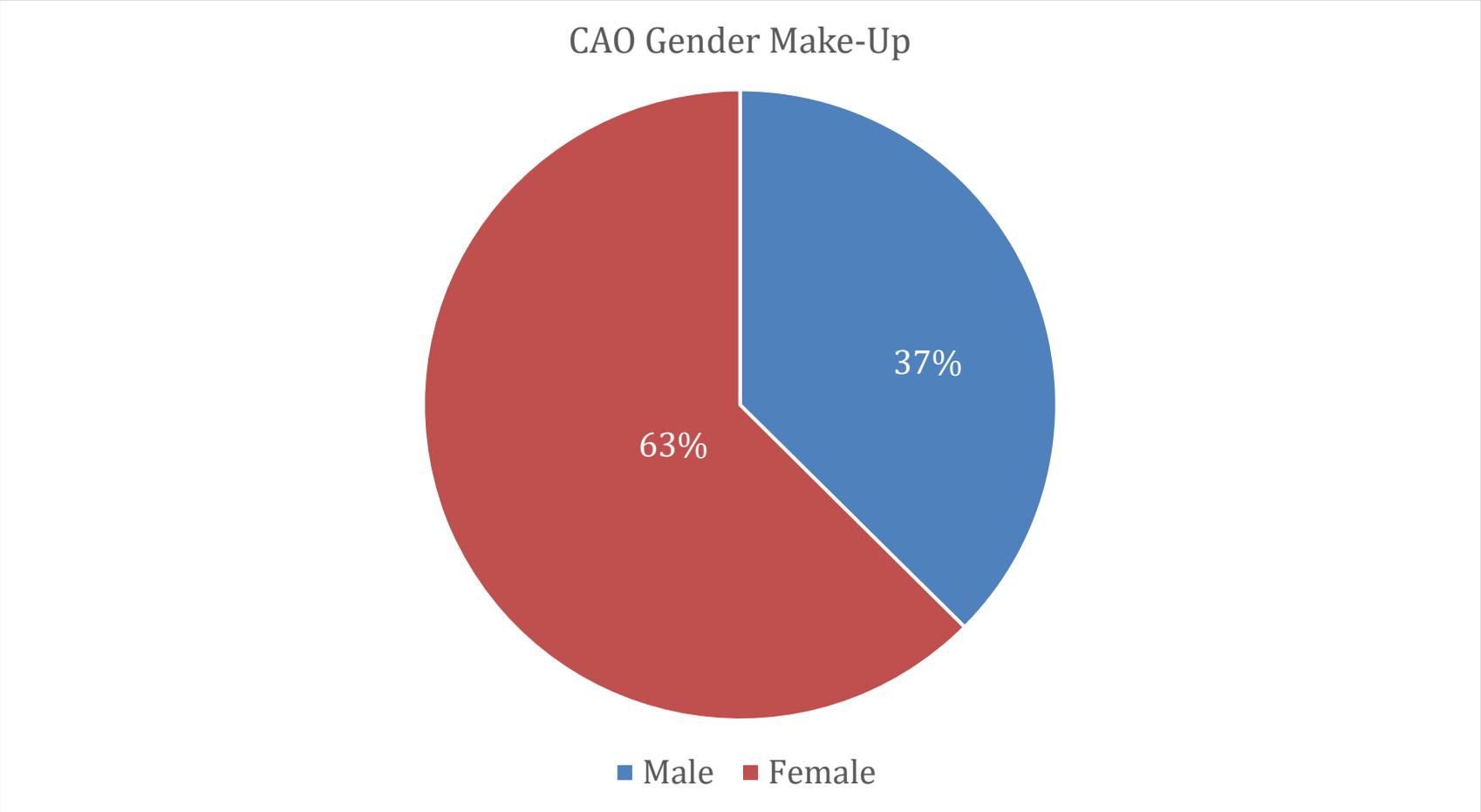
**Note:** The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, 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.

The City Attorney's Office has 300 employees divided in 26 teams/divisions. Below are charts that reflect the racial make-up and diversity of our office as a whole.

CAO Racial Make-up for All Employees

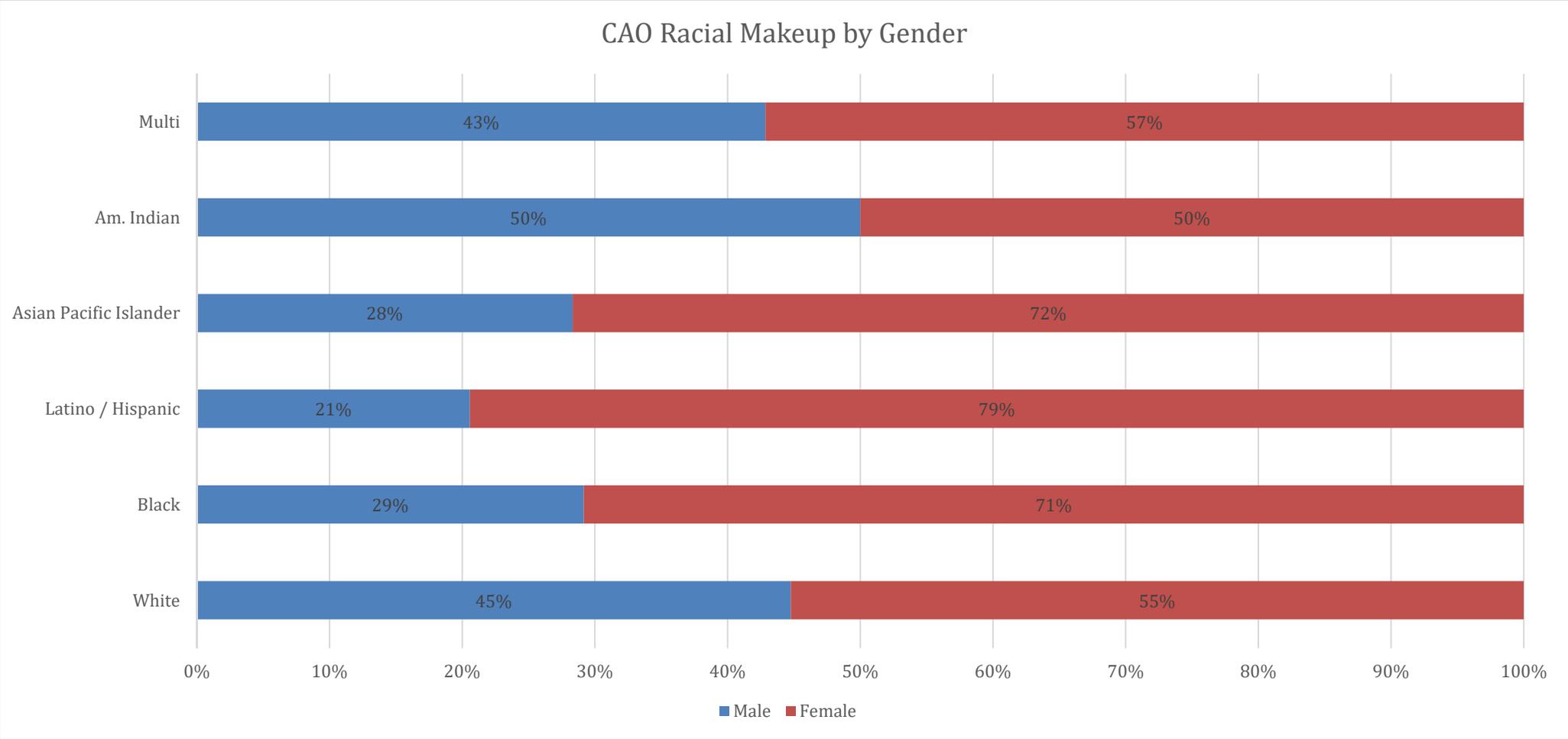


Our gender diversity is particularly strong. Women make up 63% of our office and hold a majority of our management positions.

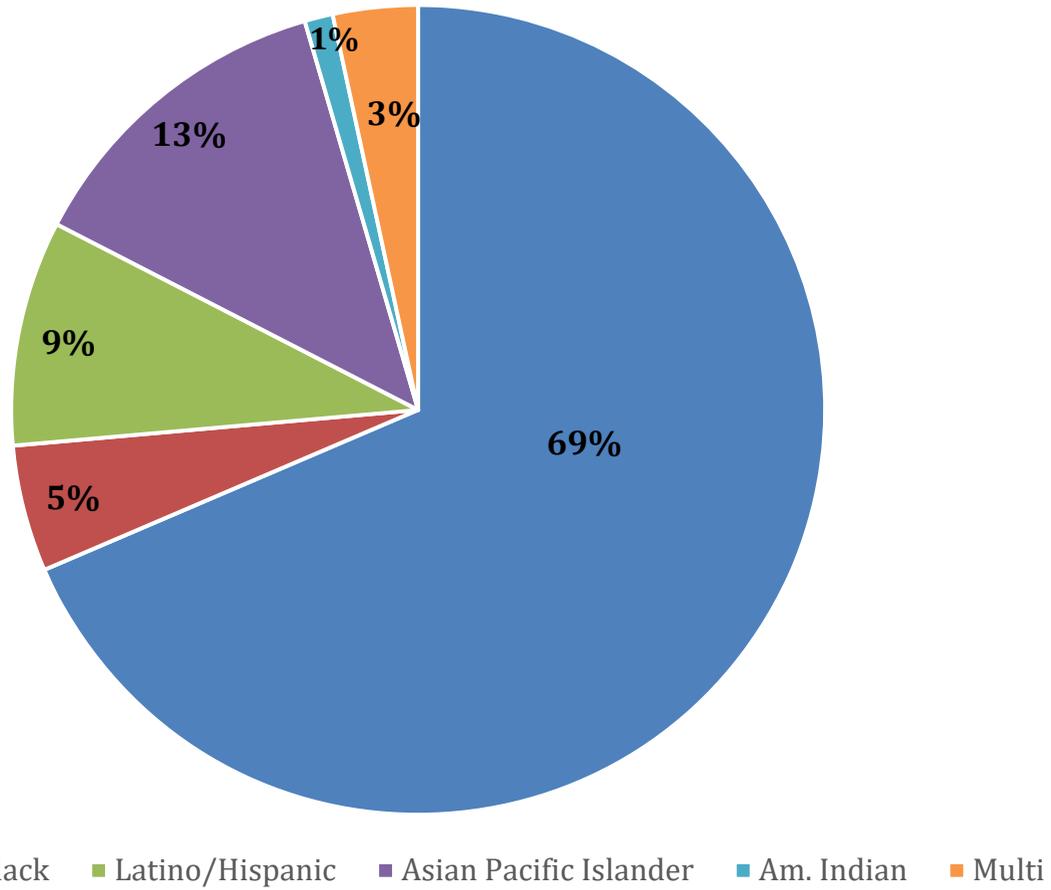


(Nonbinary gender data is not available.)

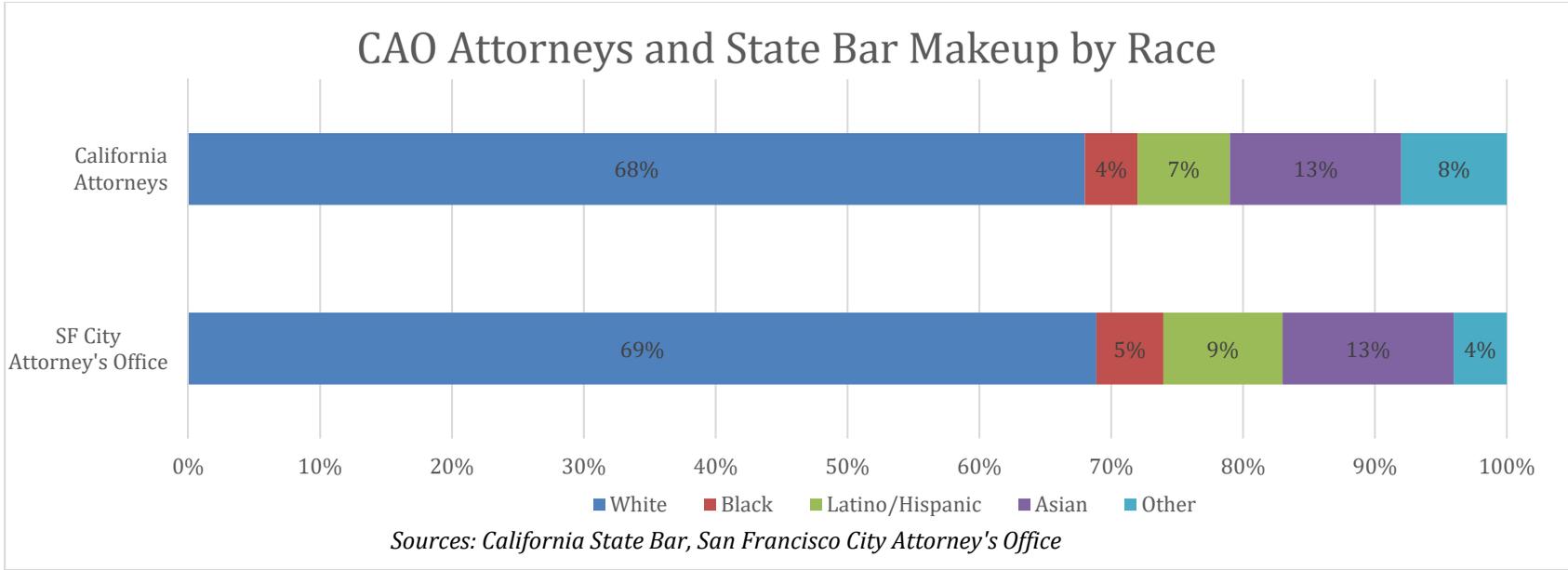
Our gender diversity is strong across all groups.



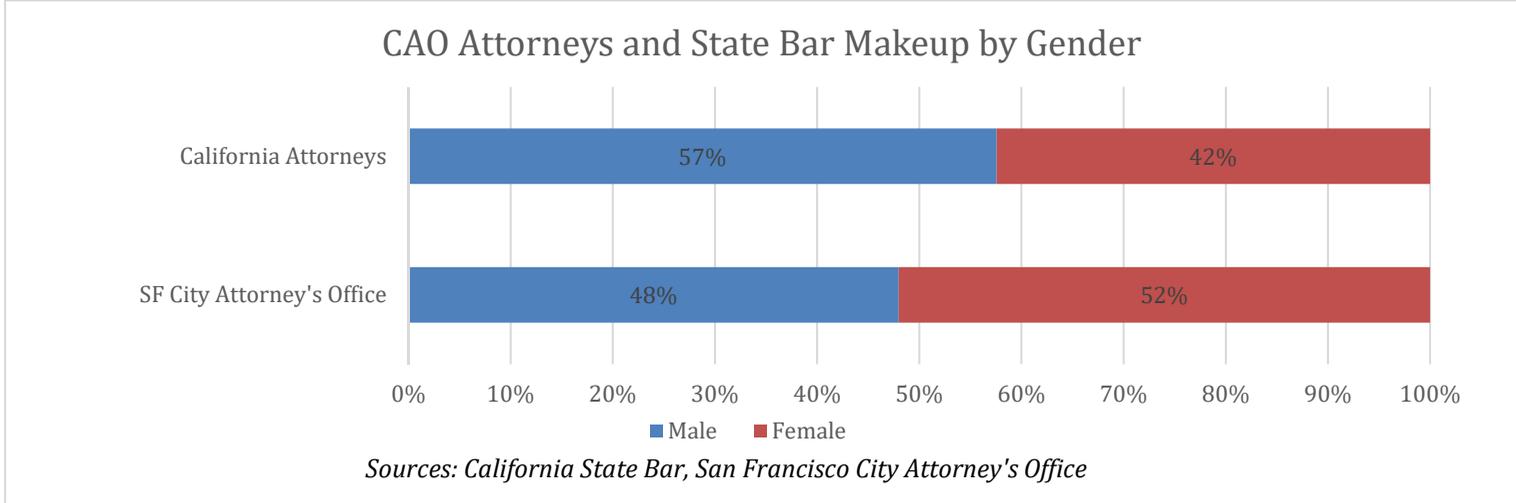
Racial Make-Up of Attorneys in our Office



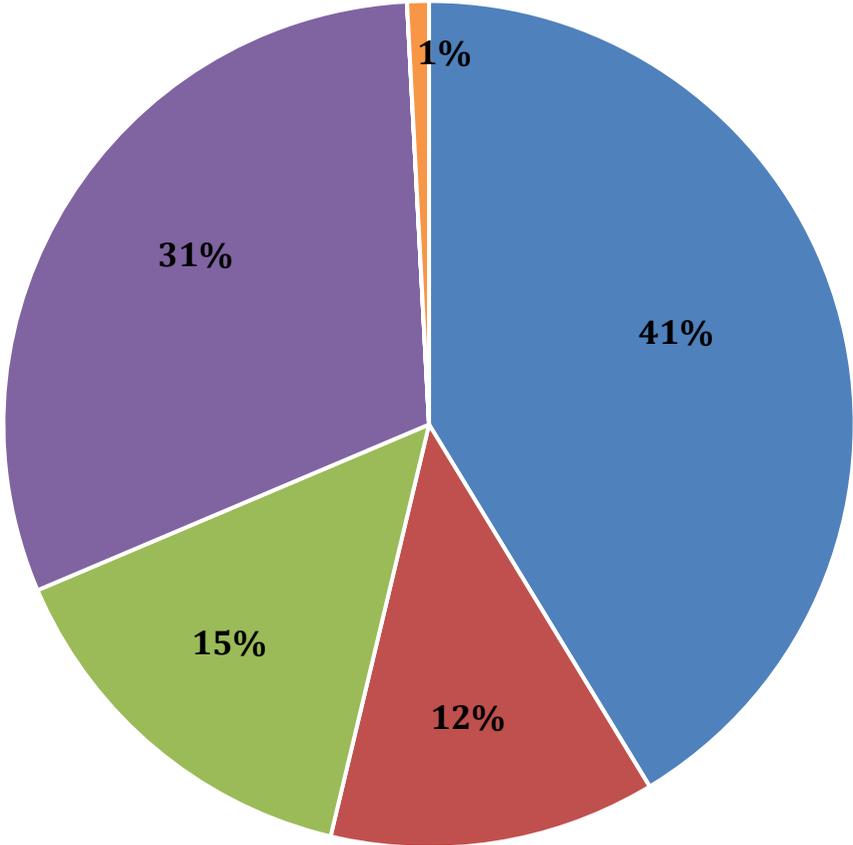
Here is how we compare to the legal field in California in terms of attorney racial demographics:



Below is our attorney gender diversity compared with the legal profession in California:



CAO Non-Attorneys Make-Up by Race



■ White ■ Black ■ Latino/Hispanic ■ Asian Pacific Islander ■ Am. Indian ■ Multi

While the percentages of racially diverse attorneys in our office compare favorably to the makeup of the California State Bar, there is still work to be done when considering the diversity of the state’s population as a whole. This is particularly the case in the area of Latinx representation. That is true for the judiciary, true for law schools, and true for CAO.

## RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

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

- *Did this survey uncover any issues related to issues of interpersonal racism in the Department? Survey to be developed.*
- *Did this survey uncover any issues related to issues of institutional racism within the Department? Survey to be developed.*  
*Do all employees have regular access to training opportunities and professional development? If not, why not?*  
*Approximately 240 of our Office's 300 employees work as attorneys and paraprofessionals and need to be certified by the State of California to practice law and work in the legal field. Included in those statutes and regulations is a requirement for these professionals to complete a set number of hours of Continuing Legal Education. In an effort to support that requirement, the CAO provides training opportunities to its employees for professional development on at least a monthly basis and sometimes more. In addition to these trainings, the CAO also offers technology and skill-based training to all employees. Some examples of these trainings are:*
  - *Wellness Strategies in the Legal Community*
  - *Managing a Heavy Caseload*
  - *Technology Competence: What You Don't Know Can Hurt You!*
  - *Third Party Discovery*
  - *Ethics for the Government Lawyer*
  - *eDiscovery 101*
  - *Legal Writing and Email*
  - *Time Management & Communication*
  - *Project Management*
  - *Cite Checking*
  - *General Office Technology: City Law, Microsoft Office, Adobe Professional and Reader, IPRO Eclipse, CaseMap and Trial Director*
- *Do all employees feel safe and included at work? CAO goal is that all employees feel safe and included. CAO is planning to have facilitated conversations to further assess and understand any such issues.*
- *Do all employees have equal access to advancement and promotional opportunities? CAO is planning to have facilitated conversations to further assess and understand any such issues as stated above. Certification by the State of California is mandatory to practice law and to supervise those that practice law.*

# 1. HIRING AND RECRUITMENT

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

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

## DEPARTMENT GOAL

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

San Francisco’s diversity is one of its greatest strengths, and our office aims to reflect the communities we serve. We believe that diversity in our office is crucial to successfully performing the variety of work we are entrusted with as the City’s attorney. Being able to draw on different perspectives allows us to stand at the forefront of legal issues both locally and nationally. The CAO is committed to creating a positive, respectful, diverse, and inclusive work environment.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	Human: Racial Equity Task Force.	Barriers assessment is completed	Q4 2020-Q4 2022	Determine if office is not attracting candidates’ interest based on difficulty of the application process, minimum qualifications (MQs), alignment with candidates’ experience and position applied for. The CAO posts for positions with minority bar associations and other professional organizations.  Assess and implement further outreach and recruitment tools.	Ongoing	HR Team, Executive Team and Managing Attorney

The CAO's extensive legal work supporting the community in areas such as sanctuary, homelessness, census, opioids, and climate change attracts a diverse applicant pool.

<p>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.<sup>1</sup></p>	<p>Human: Racial Equity Task Force with CAO wide input</p>	<p>Survey is administered  Survey results are included in the department review</p>	<p>Q2 2021</p>	<p>CAO has formed a Racial Equity Task Force (RETF) charged with developing surveys and making recommendations to the City Attorney.</p>	<p>Ongoing</p>	<p>Racial Equity Task Force leads; HR Team</p>
<p>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.</p>	<p>Human: Racial Equity Task Force, City Attorney and Executive Team</p>	<p>Policy is created, implemented, and reviewed to maximize results</p>	<p>1/2021-12/2022</p>	<p>Review existing policy and conduct survey(s) to address barriers to equity and inclusion in outreach and recruitment; work with the RETF to vet policy, collect feedback and incorporate changes as needed.</p>	<p>Ongoing</p>	<p>Racial Equity Task Force</p>

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
<p>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</p>	<p>Human and Financial: Racial Equity Task Force, Team Leaders,</p>	<p>Candidate pool is increasingly more diverse and referred and recruited from a variety of diverse sources</p>	<p>2020 and Ongoing</p>	<p>The CAO conducts outreach and recruits from a variety of minority bar associations, professional organizations, postings, social media, internship program, alumni organizations, community colleges, and affirmative litigation efforts.</p>	<p>Ongoing</p>	<p>Executive Team, Managing Attorney</p>

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

new and unexpected outlets and networks. Map and track outreach efforts.

Executive Team and City Attorney

Develop plan to expand outreach efforts to target diverse candidates.

Working with DHR, continue to develop a process that is informed by job qualification analysis, and assess MQs to ensure they are necessary for entry into classification so that barriers are not being created; assess testing process, frequency of tests and accessibility; expand recruitment outreach.

Continue working with the DHR Diversity Recruitment Working Group.

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.

Human and Financial: Racial Equity Task Force and Executive Team

Candidate pool is increasingly more diverse and referred and recruited from a variety of diverse sources

Current and Ongoing

In 2018 the CAO conducted a survey of employee membership/participation in professional organizations and community organizations. The CAO leverages our employees' involvement in the community for outreach, recruitment and goodwill. The CAO's reputation as an outstanding municipal law office committed to equity and serving vulnerable populations results in a multitude of diverse applicants. The CAO intends to update this survey and continue to have our employees serve as ambassadors to message CAO employment opportunities.

Ongoing

Racial Equity Task Force leads and Managing Attorney

The CAO Manager of Legal Support & Administrative Services maintains and tracks the CAO's support staff's involvement in professional organizations and works with support staff to access these professional organizations and promote outreach and recruitment opportunities.

Actively engage by continuing to participate in effective recruitment efforts through trade schools, community colleges, colleges, certification providers and law schools.

<p>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.</p>	<p>Human: HR Team</p>	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	<p>2021 Q1 - Q3</p>	<p>Evaluation is ongoing of MQs for all positions and identification of essential job requirements against MQs.</p> <p>Evaluate work functions for each recruitment to identify what functions new hires are being trained on and if there are additional functions that can be learned through additional training within 60 – 90 days of hire.</p> <p>Advertise skills that the office will offer as training opportunities for new hires.</p> <p>Job announcements drafted with language to minimize bias and use inclusive language to describe job duties, e.g., replace stereotypically gendered words that may stigmatize or discourage people who do not belong to that group.</p>	<p>Ongoing</p>	<p>Manager of Legal Support &amp; Administrative Services and HR Manager</p>
<p>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.</p>	<p>Human: HR Team</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>2021 Q3</p>	<p>CAO attorneys and paraprofessionals require certification by the State of California to engage in the practice of law.</p> <p>Assess feasibility of additional on the job training while working in collaboration with DHR’s and CSC’s efforts to review and assess MQs; and accessibility, content and availability of classification examinations.</p> <p>The CAO is committed to working with DHR to update language and as appropriate MQs for civil service positions in the office.</p>	<p>Ongoing</p>	<p>Manager of Legal Support &amp; Administrative Services and HR Manager</p>

<p>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.<sup>2</sup></p>	Human: HR Team	An increase in applicant pool with more diverse life, education, and professional experiences	Current and Ongoing	Continue to assess and develop a recruitment process that is guided and validated by job analysis - assess MQs and duties to achieve uniformity and to determine whether a supplemental questionnaire or writing sample is the best measure to screen and gather information to make informed decisions about which candidates are most qualified to advance to interview, and review scoring matrix/interview process for uniformity and equity.	Ongoing	HR Manager
<p>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.</p>	Human: HR Team	An increase in applicant pool with more diverse life, education, and professional experiences	2020 – Q 4 2021	<p>The majority of the positions in the CAO (80%-85%) require certification by the State of California – attorneys and paraprofessionals.</p> <p>That said, continue to assess MQs to ensure they are necessary for entry into the classification to remove unnecessary barriers in the application process.</p> <p>Expand law school outreach for internship program and attorney hiring.</p> <p>Consistently incorporate substitution language whenever appropriate to cite the value of additional relevant experience in place of solely educational degrees.</p>	Ongoing	Managing Attorney Manager of Legal Support & Administrative Services and HR Manager
<p>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.</p>	Financial	Candidate pool is increasingly more diverse and referred from a variety of sources	2021 Q3	Assess capacity within and devote resources to outreach through CAO employees, educational institutions (skills training, certificate providers), social media, minority bar associations and other professional organizations. Review job postings and all recruitment materials before issuance.	Ongoing	Managing Attorney Manager of Legal Support & Administrative Services and HR Manager

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

Utilize CAO created distribution lists, social media and DHR to ensure employment opportunities have wide dissemination.

CAO does not use paid outside recruiters.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Human and Financial; Internship Director	# of interns/fellows, increase annually or meets department needs/capacity	Q3 2020 - 2021 Q4	Develop strategic plan to attract diverse group of interns to the office. The CAO has a robust, longstanding law student internship program with three sessions each calendar year, Fall, Spring and Summer, each session open to between 25-35 law students.	Ongoing	Internship Director Racial Equity Task Force
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <a href="#">Opportunities for All</a> program.	Human: Claims Team	# of Opportunities for All placements and mentors to meet department needs/capacity	2021	The CAO Claims Team hosts high school interns on a regular and long-standing basis.  Ongoing assessment of Teams/divisions to determine if there is applicable work and available resources and mentors.	Ongoing	Claims Team Leader Racial Equity Task Force
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	Human: HR Team, Team Leaders, Supervisors, Racial Equity Task Force	Internship/fellowship candidate pool is increasingly more diverse and referred and recruited from a variety of diverse sources	2021	Conduct outreach to higher learning institutions, community colleges, certification institutions, on-the-job trainings and trade schools to increase pool of candidates and expand awareness of employment opportunities. Partner with local and	Ongoing	Racial Equity Task Force Leads and Managing Attorney

programs, re-entry programs, public high schools, etc.

and Executive Team

educational institutions to increase awareness and attract applicants for employment opportunities.

e.g. SF Unified School District's [Career Pathways Program](#).

<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>Human: Internship Director and Coordinators</p>	<p># of opportunities during internship/fellowship</p>	<p>2021</p>	<p>Invite interns to engage with the CAO's RETF so that they can bring in new ideas and be made aware of the office's mission, goals and expectations.</p> <p>The CAO internship program provides exposure to individual clients, City departments, courts, judges, and procedural and substantive law. Interns are invited to participate in events and programs within the CAO, with other City departments and with one another. Continuing education and professional development is also available to the CAO interns.</p>	<p>Ongoing</p>	<p>Internship Director Racial Equity Task Force</p>
<p>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.</p>	<p>Human: Internship Director and Support</p>	<p>Tracking system implemented</p> <p>% of evaluations completed</p> <p>Internship/fellowship program updated before next cycle</p>	<p>Q2 2020 – 2022</p>	<p>Implement self-identification data questionnaire. Continue to develop tracking database based on race/ethnicity to address benefits and issues, including fallout issues.</p> <p>Expand exit survey for feedback on intern experience as to racial equity, diversity and inclusivity.</p>	<p>Ongoing</p>	<p>Internship Director</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Human: HR Team and Team Leaders	Standardized interview process with a set of inclusive interview questions	2022	Assess value of structured interview questions by classification and team.	Current and Ongoing	Racial Equity Task Force and HR Team and Executive Team and Team Leaders
1.4.2. Ensure a diverse hiring panel for each interview.	Human: Team Leaders	Demographic composition of panels  Increase in diverse interview panels	2022	Assist teams/divisions to consistently assemble diverse interview panelists.	Current and Ongoing	Team Leaders, HR Team and Executive Team
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	Human and Materials	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	2021	HR Team instructs on interview panels, timeline and scoring. Employees involved in the interview process are trained through the CAO and participate in implicit bias and other trainings mandated by DHR/CCSF.  Process in place to ensure interview panelists and hiring managers complete required DHR/CCSF implicit bias training annually; implement refresher training courses before panel formation.	Ongoing	Team Leaders, HR Team and Executive Team
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Human	Tool created and implemented  # of applicants increased  Increased assistance to job seekers	2021	View applications and track application pool; check on status of diversity; assess diversity of applicant pool	Current and Ongoing	Racial Equity Task Force, Team Leaders, HR Team and Executive Team

1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	Human	Increase in staff, interns and fellows applying for job openings	2021	Skillssets, State Certifications and law degree require specificity in internal postings. Work with DHR to utilize social media to ensure broad outreach of employment opportunities.	Current and Ongoing	Team Leaders, HR Team and Executive Team
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.	Human	Hiring, interviewing, and onboarding processes standardized  Lag times/wait times	2021	Collaborate with DHR and the CSC to identify current causes of delays: availability of examinations, exam development and content, certifying the eligible list, and posting available positions. Determine if alternative approaches to reduce delay in hiring and onboarding process can be achieved. Communicate upfront with potential candidates the hiring schedule.  CAO strives to interview, hire and onboard with professional courtesy and respect for each candidate.	Current and Ongoing	Team Leaders, HR Team, Interview panelists and Executive Team
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Human and Materials	All new hires are processed similarly regardless of position	Current	Longstanding formal and standardized system in place for onboarding including, but not limited to, IS trainings, Executive Team orientation, HR onboarding, and ethics information in addition to individualized team trainings.  Create CAO branded welcome package for new staff to foster inclusion.	Current and Ongoing	Team Leaders, Executive Team, Supervisors and Information Services Team
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	Human	Increase in number of diverse candidate pools  Overall faster hiring times	Current and Ongoing	Continue to partner with DHR and applicable labor organizations on expanded certification rules for position-based tests.  The CAO currently provides feedback to expand the certification rule as appropriate to expand the pool of reachable candidates	Current and Ongoing	HR and Executive Teams

1.5. Conduct targeted and intentional outreach and engagement to create racially diverse pipeline.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. Assess value of expanded use of social media and most effective platforms to achieve racially diverse employee/intern candidate pipeline	Racial Equity Task Force	Track # of employment/intern candidates  Set goal for increase.	2022	Evaluate and assess value of social media, and most effective platforms to determine benefits/detriments of utilizing social media, and to determine which social media platforms and tools are effective to reach and attract diverse candidates for employment opportunities and internships.	Not Started	Racial Equity Task Force

## 2. RETENTION AND PROMOTION

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

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

### DEPARTMENT GOAL

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

The goal of the CAO is to retain a strong, diverse workforce while providing opportunities for promotion and career growth for all employees. This involves specific steps to retain our growing diverse workforce so that employees’ professional development is fulfilling and rewarding. It also involves enhancing office culture to be dynamic, responsive, supportive, aware, and communicative as to racial equity, diversity and inclusivity among our staff, clients and constituents.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who	Human: HR Team generally tracks as well as staff members on the COVID Contract Tracing	Tracking mechanism implemented  Demographic data analyzed	Current	CAO attorneys are deployed around the clock to perform legal services for the City - advice, litigation and in disaster situations or when there is a declared emergency.  Recently, CAO has had 20 plus employees involved with DSW COVID related Contact Tracing assignments and a handful of other DSW assignments.	Ongoing	HR Team, Executive Team, Public Integrity Team and Government Team

volunteered through the DHR DSW survey with those who were requested/deployed.<sup>3</sup>

When a disaster/local emergency is declared, track deployed workers with disaggregated data as required, subject to employee confidentiality/privacy considerations.

<p>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.</p>	<p>Human: HR Team</p>	<p>Budget analysis completed  Strategies developed and published</p>	<p>2020 – Q2 2021</p>	<p>Conduct internal budget analysis to include racial equity lens and DSW data to inform current and future staffing needs.</p>	<p>Ongoing</p>	<p>HR Team, Executive Team and RETF</p>
<p>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.</p>	<p>Human, Financial and Materials: Facilities/Admin Team</p>	<p>PPE access protocol established  DSW workers have an increased awareness of PPE access protocol</p>	<p>Ongoing</p>	<p>Continue to provide in field employees with necessary PPE to complete their job functions, as well access to materials and supplies in the event of an emergency.</p>	<p>Ongoing</p>	<p>Manager, Facilities and Operations</p>
<p>2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>	<p>Human: HR Team, Labor and Employment Team and Executive Team</p>	<p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed  Increased employee awareness of additional benefits</p>	<p>Ongoing</p>	<p>Stay current on local, state and federal laws that cover employees in a declared emergency.  Communicate policy changes to employees to increase awareness related to their pay and benefits.</p>	<p>Ongoing</p>	<p>Managing Attorney</p>
<p>2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.</p>	<p>Human: HR Team</p>	<p>DSW deployment protocol</p>	<p>Ongoing</p>	<p>Assess and implement DSW assignments fairly, and based on operational needs, staffing, responsibilities, skillsets and resources.</p>	<p>Ongoing</p>	<p>HR Manager</p>

e.g. graveyard shifts

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Human: Internal and through DHR	Pay inequities are reduced after salary data is reviewed	Ongoing	Coordinate with DHR to obtain salary data. Employee wage increases are set by MOU, and negotiated by DHR.	Ongoing	Managing Attorney
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.	Human	Benefits provided are improved	Ongoing	Follow the local, state and federal laws and guidelines regarding employee benefits and leaves. Employee benefits are set by the Charter, local codes, and MOUs.  If issues or questions arise, CAO engages DHR for City policy and uniformity.	Ongoing	Managing Attorney
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Human: HR Team	PTO policy is reviewed	Ongoing	Survey staff and identify comprehensive list of religious and cultural holidays. Add to internal calendar for reference. Paid time off benefits are set by the Charter, local codes, and MOUs.  Comply with City policies to allow use of paid or unpaid leave for other religious and cultural holidays.	Not Started  Completed	Managing Attorney and Racial Equity Task Force

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Human and Financial: Executive Team and HR Team	Increase in knowledge about raises and promotions	Ongoing	Comply with law and City policies and rules as well as union contracts.	Ongoing	Managing Attorney
2.3.2. Develop a formal and transparent process for raises and promotions.	Human and Financial: Executive Team and HR Team	Increase in staff feedback about promotion and raise process	2022	Share DHR's reports summarizing collectively bargained MOU compensation changes.	Not Started	Managing Attorney
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	Human: Executive Team and HR Team	Increased awareness of process for acting/interim staff	2021	Compensate appropriately for acting assignments or interim appointments consistent with MOU requirements.	Ongoing	HR Team
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.	Financial and Human: HR Team and Budget	Reversal of diversity drop-offs in classifications	Ongoing	Work with DHR to identify MQs for feeder classifications to determine what MQs can be incorporated into classes that have a "drop-off" and support efforts to implement necessary changes.  Support employees to further education for direct promotional opportunities.	Ongoing	Manager of Legal Support & Administrative Services
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	Financial and Human: HR Team and Budget	Identify "dead end" classification and revise	2021	Work with DHR and Mayor's Budget Office to bridge classifications with limited opportunities for advancement with MQs required for senior level classifications and support DHR efforts to implement necessary changes.	Not Started	Manager of Legal Support & Administrative Services

2.4. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. Further actions of CAO to be determined	Racial Equity Task Force	TBD	TBD	The RETF is charged with collecting information, feedback and data in support of the goals of the CAO Racial Equity Plan and making recommendations, suggestions, and a proposed plan of action.	Ongoing	Racial Equity Task Force

### 3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.<sup>1</sup> 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.<sup>2</sup> 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.

<sup>1</sup> 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/>.

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

#### DEPARTMENT GOAL

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

The CAO’s goal is to provide clear notice to employees of work requirements and expectations, and to maintain a consistent, fair and equitable discipline approach to reduce the need for further progressive discipline that may lead to separation.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Human: HR Team	Create tracking mechanism  Analyze data as needed  Increase accountability in disciplinary actions	Ongoing	Ability to track disciplinary actions is in place.  Determine metrics for discipline bias thresholds.	Ongoing	Managing Attorney and HR Manager

<p>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.</p>	<p>Human: HR Team</p>	<p>Create tracking mechanism  Analyze data as needed</p>	<p>Ongoing</p>	<p>Ability to track separations is in place.  Determine metrics for separation bias thresholds.</p>	<p>Ongoing</p>	<p>Managing Attorney and HR Manager</p>
<p>3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.</p>	<p>Human, Financial and Materials: CCSF resources and CAO resources</p>	<p># of trainings completed as needed</p>	<p>Current and Ongoing</p>	<p>Work with DHR to define elements of equitable and compassionate discipline, and identify trainings available.  Assess value of online module aimed at bias elimination on discipline through an equitable and compassionate lens.  Continue to enforce requirement that supervisors participate in bias elimination, anti-harassment, ethics and other professional development trainings.</p>	<p>Not Started  Not Started  Ongoing</p>	<p>Managing Attorney</p>
<p>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.</p>	<p>Human and Financial: CCSF resources and CAO resources</p>	<p>Human resources trained on alternative dispute resolution</p>	<p>Current and Ongoing</p>	<p>Continue to interact with supervisors and staff to resolve complaints to avoid escalation, such as utilization of City’s Employee Assistance Program (EAP) and Peer Mediation Program, and other facilitated meetings on performance and interpersonal issues.  Increase staff awareness of mediation and counseling resources available to resolve conflict.</p>	<p>Ongoing</p>	<p>Managing Attorney</p>
<p>3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p>Human: HR Team</p>	<p>Reduction of racial disparities in disciplinary actions</p>	<p>Current and Ongoing</p>	<p>Meet as a management group to determine objectively the appropriate level of discipline for an offense, considering any prior discipline.  Uniform and ongoing compliance with applicable laws, rules and policies.</p>	<p>Not Started  Ongoing</p>	<p>HR Manager and Managing Attorney</p>

3.2. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. Further actions of CAO to be determined	Racial Equity Task Force	TBD	TBD	The RETF is charged with collecting information, feedback and data regarding the goals of the CAO Racial Equity Plan and making recommendations, suggestions, and a proposed plan of action.	Ongoing	Racial Equity Task Force

## 4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.<sup>1</sup> 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.<sup>2</sup> Even the community will benefit because a diverse leadership will be in a better position to connect with the community, thus being able to create far more robust and innovative ways to support them.

<sup>1</sup> 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>.

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

### DEPARTMENT GOAL

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

The goal of the CAO is to cultivate strong leadership that reflects a diverse and equitable office.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Human: Racial Equity Task Force, Team Leaders, Supervisors and Executive Team	% increase in diverse leadership	2021	Establish baseline data to use for future recruitment effort comparison.  Create and maintain a master diverse candidate sourcing list for targeted outreach to ensure diverse candidate pools.	Not Started	Racial Equity Task Force and Managing Attorney

4.1.2. Commit to ongoing racial equity training and development for leadership.	Human, Financial and Materials: Racial Equity Task Force, Team Leaders, Supervisors and Executive Team	# of training & development completed by leadership	2021	Create a menu of racial equity training opportunities. Require supervisors and managers to complete racial equity training.	Not Started	Racial Equity Task Force and Managing Attorney
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Human: HR Team	Senior leadership demographic included in the department report	2021	Provide and distribute demographics, disaggregated by race and gender, subject to employee confidentiality/privacy considerations.	Not Started	HR Manager
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup>	Human: Racial Equity Task Force	% of staff is aware of the process	Q1 – Q2 2021	Create methodology for employees to provide feedback. Increase awareness of process to provide feedback/input to CAO leadership.	Not Started	Racial Equity Task Force and Executive Team

#### 4.2. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. Provide ongoing training to Senior Staff to improve communication and coaching to be more effective in their role as a guide and mentor.	Human: Racial Equity Task Force	% of Leadership participating in training	2022	Create and identify training courses and professional development opportunities for supervisors on conflict resolution, coaching, communication, delegation, management, leadership and cultural sensitivity.	Ongoing	Managing Attorney

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

# 5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

potential.<sup>1</sup> 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.

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

**DEPARTMENT GOAL**

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

The CAO is dedicated to supporting its employees’ professional development so that their work is fulfilling and rewarding, and to supporting career growth and development throughout the office.

**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.	Financial, Human and Materials: Attorney and Support staff	# of available professional development opportunity  # of completed training	2021	Examine professional development opportunities for all staff.  The CAO offers trainings for all employees; some are CCSF specific such as ethics, implicit bias, and anti-harassment. Other trainings cover legal software, eDiscovery, calendaring systems and case management. The CAO also provides Continuing Education in substantive areas of law - open to all CAO employees but designed to meet	Ongoing	MCLE Leader, Manager of Legal Support & Administrative Services and Managing Attorney

the State Bar continuing education requirements for attorneys and paraprofessionals, as well as, skill-based trainings for support staff.

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Financial and Human: Internship, MCLE, CLE and other trainings	# of attended, external conferences	2022	Audit the costs of existing continuing education, professional development and training provided by or paid for by CAO both on-site and off-site to establish resources spent and budgeting on employees by classification; review available MOU-based training funds and ensure employees know of available MOU funding.	Not Started	Managing Attorney
				CAO has robust onsite training, professional development and continuing education programs.		
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Financial and Human: Limited budget; On site trainings created by CAO	# of staff enrolling and completing extended learning  \$ dedicated to extended learning annually	2022	Audit the costs of existing continuing education, professional development and training provided by or paid for by CAO both on-site and off-site to establish resources spent and budgeting on employees by classification; review available MOU-based training funds and ensure employees know of available MOU funding.	Not Started	Managing Attorney
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.	Financial and Human: Limited budget; On site trainings created by CAO	# of staff participating in outside events or opportunities	2022	Audit the costs of existing continuing education, professional development and training provided by or paid for by CAO both on-site and off-site to establish resources spent and budgeting on employees by classification; review available MOU-based training funds and ensure employees know of available MOU funding.	Not Started	Managing Attorney
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Human: Individual employees	Adopt a tracking system, analyze # of staff of color utilizing professional development	Ongoing	Attorneys and paraprofessionals are expected to track their own trainings and continuing education as mandated to retain State licensing or certification.	Ongoing	MCLE Leader, Manager of Legal Support & Administrative

Regularly survey staff to offer and provide trainings; encourage employees to participate in trainings and skill development.

Services and Managing Attorney and Individual Employees

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.	Human and Materials	Annual performance evaluation program	Current and Ongoing	Conduct performance evaluations as appropriate.	Ongoing	Team Leaders, Supervisors, Managing Attorney
5.2.2. Create a mentorship program between senior and junior level staff.	Human: Attorney and Staff time	# of mentors/mentees per year # of mentorship programs per year	2022	Research best practices of existing mentorship programs and create a program with the input of office management and RETF.	Not Started	Team Leaders, Supervisors, Managing Attorney

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.	Financial and Human	Process developed  % of staff aware of accommodation process	In place	Comply with federal, state and local laws, rules, policies and guidelines regarding accommodations.	Ongoing	HR Manager
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Human	Accommodations discussed during performance evaluation process	In place	Standardize an assessment of employee professional goals with the performance reviews.	Ongoing	HR Manager, Team Leaders and Supervisors
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Financial and Human	Improvement in overall staff mental health, increase in staff feedback	2021	Assess ability to utilize break areas, conference rooms, and vacant office spaces for employees to schedule for celebrations, meetings and other events.	Not Started	Managing Attorney and Racial Equity Task Force
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.	Financial and Human: CCSF resources	Increase in staff awareness of accommodations	2021	Comply with federal, state and local laws, rules, policies and guidelines while being mindful of issues of privacy including medical privacy; share information with employees about City benefits such as commuter benefits, technology discounts, EAP program, Alternative Work Schedule Program, FMLA, etc.; strive to make employees aware of offerings. Many applicable employee benefits may be set by the Charter, local codes, and MOUs.  Continue to determine available funding and allocate funds for accommodations.	Ongoing	HR Team
5.3.5. Respect religious and cultural practices of employees.	Human	Improvement in overall staff mental health	In place	Comply with federal, state and local laws, rules, policies and guidelines regarding employees religious and cultural practices.	Ongoing	Managing Attorney

5.4. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. Further actions of CAO to be determined	Racial Equity Task Force	TBD	TBD	The Task Force is charged with collecting information, feedback and data regarding the goals of the CAO Racial Equity Plan and making recommendations, suggestions, and a proposed plan of action.	Ongoing	Racial Equity Task Force

## 6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.<sup>1</sup> 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 employees. 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.

<sup>1</sup> Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](https://ssir.org/articles/entry/the_bias_of_professionalism_standards).

### DEPARTMENT GOAL

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

The CAO strives to further cultivate an office culture that welcomes and celebrates the diversity of its staff, fosters communication, and supports all of its employees.

### 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.	Human: Racial Equity Task Force	Department mission, policies, and procedures are updated and available	Ongoing	Refresh Senior Staff Resource binder and new employee orientation for ongoing supervisor and new employee training and education.	Ongoing	Managing Attorney and Racial Equity Task Force Leads
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the	Human: Racial Equity Task Force	Regular scheduled meetings with RE Task Force to implement RE Action Plan	In place and Ongoing	A Racial Equity Task Force was created in Q4 2020.	Completed	Racial Equity Task Force Leads

department accountable for reaching its RE Action Plan goals.

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Human: Racial Equity Task Force	RE Action Plan is published on department website	Ongoing	CAO's Plan is due December 31, 2020, and is an evolving and fluid document.  Regularly update milestones of the Racial Equity Action Plan.	Current and Ongoing	Executive Team, Manager of Legal Support & Administrative Services and Racial Equity Task Force Leads
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Human: Racial Equity Task Force	Ongoing reporting	2021	Provide regular updates and developments to CAO employees.	Ongoing	Racial Equity Task Force Leads
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Human: Racial Equity Task Force	Increase in staff engagement	2021	Identify and provide physical spaces where affinity groups can openly and privately assemble.	Not Started	Racial Equity Task Force Leads
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Financial and Human: Racial Equity Task Force	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff	2021	Develop a series of interactive trainings for staff to learn skills and strategies to promote inclusion, diversity, equity and respectful relationships.  Encourage staff to participate in ongoing racial equity training.	Not Started	Racial Equity Task Force Leads
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Human: Racial Equity Task Force	Survey(s) with disaggregated data and feedback	2021	Create and administer surveys focused on questions to solicit feedback regarding the office's organizational culture of inclusion and belonging.  Use results from surveys to recommend and make improvements to foster a culture of inclusion and belonging; provide disaggregated data and feedback subject to employee confidentiality/privacy considerations.	Not Started	Racial Equity Task Force Leads

6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Financial, Materials and Human: Racial Equity Task Force	Increase in staff engagement	2021	Review existing art, décor and design and edit; also assess ability to create a thoughtfully chosen art collection reflective of racial and social diversity to promote a culturally diverse and inclusive working environment and foster a sense of belonging.	Not Started	Racial Equity Task Force Leads
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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.	Human and Materials	Increase in staff engagement and communications	Current and Ongoing	In place.	Current and Ongoing	Executive and IS Teams
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.	Financial and Human: Racial Equity Task Force	Ongoing staff participation and feedback	2021	Create an environment where staff input is received and valued; encourage staff to share ideas and collaborate on discussion topics.  Create and structure team meetings to include diverse speakers; assess resources and potential presenters, internal and external.	Not Started  Ongoing	Racial Equity Task Force Leads
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Human: Racial Equity Task Force	Ongoing staff participation and feedback	2022	Assess ability to utilize and improve existing Intranet and/or create a digital space to serve as a resource center for proactive information sharing to strengthen internal communications and reinforce office mission and values.	Not Started	Racial Equity Task Force Leads

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.</p>	<p>Materials and Human</p>	<p>Protocol distributed internally and with any outward-facing interactions</p>	<p>2021</p>	<p>Review and update office website to enhance communications and accessibility of information.</p>	<p>Ongoing</p>	<p>Manager of Legal Support &amp; Administrative Services</p>
<p>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.</p>	<p>Financial</p>	<p>A plan for physical space improvement  \$ funding secured  Successful implementation</p>	<p>Current and Ongoing</p>	<p>Comply with federal, state and local laws as to accessibility; note: the majority of CAO space is not open to the public with the exception of two public reception areas open for City business and in compliance with accessibility requirements.</p>	<p>Ongoing</p>	<p>Manager, Facilities and Operations</p>
<p>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 Deaf people, etc.</p>	<p>Financial and Materials</p>	<p>A plan for digital improvement  \$ funding secured  Successful implementation</p>	<p>2022</p>	<p>Assess areas for improvement to ensure equal access to services and resources.  Comply with federal, state and local laws as to accessibility and reasonable accommodation.</p>	<p>Not Started</p>	<p>Managing Attorney Manager, Facilities and Operations</p>
<p>6.3.4. Invest in translation services.</p>	<p>Financial</p>	<p>Track access</p>	<p>Current and Ongoing</p>	<p>Review translation protocol to ensure equal access to services and resources.</p>	<p>Ongoing</p>	<p>Managing Attorney Manager, Facilities and Operations</p>

6.3.5. Encourage individual forms of inclusive identity expression.  e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Human	Trainings on use of inclusive identity expression	2021	Inform and educate employees on use of gender neutral and inclusive terms such as Latinx, Filipinx and differently-abled and gender pronouns.	Not Started	Managing Attorney
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	Materials, Financial and Human	Accommodations department touchpoints (e.g., website, event announcements)  Provide closed-captioning  Increased digital equity (e.g., access) for all employees	2021	Assess availability of information on accessibility information including relevant information on CAO website, publications and new employee orientation.	Not Started	Managing Attorney

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Human and Materials	Community impact on department projects	Ongoing	Promote discourse among employees in sharing relevant community projects, events and communications.	Ongoing	Team Leaders
6.4.2. Find opportunities to invest into and support the communities the department serves.	Human and Materials		Ongoing	Organize, participate and/or volunteer in communities the department serves, seeking recruitment and internship opportunities.	Ongoing	Team Leaders

6.5. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1. Create a diversity calendar to promote a more culturally inclusive and competent workforce	Racial Equity Task Force	Creation of Office Calendar	2021	RETF to examine culturally significant holidays and events (i.e., Juneteenth, Black History Month, Dia de los Muertos, National Indigenous Peoples Day, LatinX Heritage Month, Filipino Heritage Month, Women’s History Month, Lesbian, Gay, Bisexual, and Transgender Pride Month, Asian Pacific American Heritage Month, etc.).	Not Started	Racial Equity Task Force

## 7. BOARDS AND COMMISSIONS

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

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

### DEPARTMENT GOAL

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

The CAO has no boards or commissions.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan.		Bylaws, rules of order or other procedures successfully amended		NA		
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.		Annually collect board/commission demographic data  Include data in annual report  Use data to guide recruitment efforts		NA		

	Greater racial and gender equity in board and/or commission members		
7.1.3. Have board/commission adopt a resolution around racial equity.	Resolution adopted	NA	
7.1.4. Racial equity-related items are regularly agendized.	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	NA	
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Participatory budgeting processes  Community advisory working groups  Issue-specific task forces	NA	
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>	Resolution adopted	NA	
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.	Greater racial and gender equity in board and/or commission members	NA	
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	# of policies passed with RE lens  Budget equity completed	NA	

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.  e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		# of diverse board/commission members  % of board/commission retention  Implementation of inclusive protocols		NA		
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.		# of completed training per quarter  Increased participation rate		NA		
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.		Increased board/commission retention  Member experience satisfaction survey		NA		

7.3. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. [A description of the action to reach the goal goes here.]				NA		