A special thank you to our Racial Equity Task Force members for their hard work and important contributions to our racial equity work and other diversity, equity, inclusion, and belonging initiatives:


And we appreciate the additional contributions made to this progress report by Abigail Galvez, Alex Barrett-Shorter, Colleen Dietterle, Dora Okai, Dorothy Chan, Jen Kwart, Katie Porter, and Scott Minty.
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REFLECTIONS FROM
DEPARTMENT LEADERSHIP.
On November 1, 2021, I assumed office as City Attorney of San Francisco. As the son of immigrants and the first Asian American to lead the Office of the City Attorney (the “Office”), I personally understand the importance of diversity and representation and have a long history of championing causes that advance justice and equity. I lead the Office with an unwavering commitment to break down barriers and remove obstacles that impede access, opportunity, and achievement, along with a focus on implementing structures and processes to enhance diversity, equity, inclusion, and belonging.

The Office represents and advises the City and County of San Francisco (the “City”), providing the highest quality legal services to the Mayor, Board of Supervisors, and other elected officials as well as to the approximately 100 departments, boards, commissions, and offices that comprise City government. The Office provides limited direct services to the public – primarily investigating and determining claims filed by members of the public. But we approach our representation of the City and the practice of law – litigating in the courtroom and in our advice, counsel, and investigations – with a focus on equity, and an intention to contribute to a more just, diverse, and inclusive City. From protecting San Francisco’s sanctuary city status to winning the fight for marriage equality to confronting polluters and advocating for worker, consumer, and tenant rights, the Office has a long history of fighting for vulnerable communities and using litigation to protect and uplift all people. On the advice side, we work to promote racial equity when advising City departments, commissions, and elected officials, drafting legislation, and negotiating contracts and other transactions; our public integrity investigations root out corruption and workplace misconduct to support an ethical, respectful workplace.

I am equally committed to ensuring that the Office is an inclusive and supportive workplace where all our employees feel welcomed and accepted for their whole and authentic selves and valued for their efforts and contributions. I have and will continue to engage actively and intentionally with the Office’s racial equity leaders. I am proud of the progress the Office has made on our Racial Equity Action Plan (“REAP”) and diversity, equity, and inclusion (“DEI”) initiatives, as described in this Progress Report.

But even with our progress, I know there is much work to do, and that the journey towards racial justice will take time, dedication, purposeful engagement from Office leadership and all employees, allocation of time and resources, and measurable action and outcomes. I am committed to creating institutional change: identifying and actively dismantling structures, behaviors, and practices that may lead to unequal outcomes for Office employees who identify as Black, Indigenous, People of Color (“BIPOC”) and implementing policies and procedures to provide transparency, equitable access and opportunity for employment, training, career development, promotion and other leadership roles, and overall well-being for our employees who identify as BIPOC.
The Office’s Racial Equity Task Force (“RETF”) conducted a baseline employee survey in May 2021, which provided the following data point:

<table>
<thead>
<tr>
<th>Prior to formation of the Task Force, I believed the City Attorney’s Office has taken steps to improve racial equity in the workplace.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Somewhat Agree</td>
</tr>
<tr>
<td>Somewhat Disagree</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
</tbody>
</table>

The survey results show that in May 2021, a significant portion of our workforce disagreed with the premise that the Office had taken steps to improve racial equity in the workplace. The survey also reveals that approximately 1/3 of our employees who identified as BIPOC did not feel the Office provided a racially equitable workplace, had experienced or observed interpersonal racism and systemic racism in the workplace, and did not believe the Office offered opportunities for professional development, training, and promotional opportunities to everyone regardless of race or ethnicity. And nearly 40% of the employees who identified as BIPOC were unsatisfied with Office leadership’s participation in and support of internal conversations about racial equity. The survey results set a baseline against which to measure our progress. See Attachment A, RETF Foundational Survey Results.

The RETF will conduct a second employee survey soon, to identify areas where we have made DEI improvements and supported our employees who identify as BIPOC, as well as to determine the gaps and areas where we must continue to make concrete, measurable progress toward racial equity.

A priority for me in 2022 is to research the Office’s history, to explore and understand how the Office has supported or perpetuated racial inequities in the City and in its workplace. This review would include assessing the Office’s leadership and employee composition over the years, the role of the Office’s historical legal work in exclusionary and discriminatory practices in San Francisco — such as redlining, discriminatory legislation, and litigation defending those practices, as well as the harm that work may have caused to underrepresented, underserved, and marginalized communities.

As this review begins, it is important to acknowledge that our Office’s workforce, particularly the attorneys, and its leadership team has continued to remain predominantly White. When someone enters the Office’s City Hall reception, portraits of City Attorneys through

The Office’s attorney workforce largely mirrors the racial demographics of the California Bar. (See State Bar of California Diversity, Equity and Inclusion Plan: 2021-22, pages 8-9, 13-14, available here.) While our Office has done a good job when it comes to gender diversity, with women constituting more than a majority of our rank and file employees as well as a significant majority of our leadership positions, we can and must do more to enhance racial diversity in the Office generally, and ensure a diverse and equitable leadership team, consistent with the law.

This has been a top priority for me. In my first six months in office, I promoted the first Latina to a key Executive Team position, promoted two other BIPOC attorneys to leadership appointments, and hired employees reflecting the diversity of our local communities. To better understand our equity and inclusion challenges and opportunities, I have spent significant time engaging with our RETF and its co-chairs, and each of our Affinity Groups, as well as introducing myself to bar associations that support lawyers representing the diversity of our profession. Through this time, I have heard many good ideas on how to attract, mentor, and support BIPOC lawyers and other legal professionals.
Through our steps in 2021 and ongoing to standardize and bring an equity lens to our recruitment and hiring practices, we have seen increased racial diversity and maintained gender diversity in our hiring since we provided our baseline demographic data in December 2020. The data below shows hiring from December 28, 2020 through February 22, 2022.

**Gender**

*December 2020 All Employees*  
- Men: 37%
- Women: 63%

*New Hires Between Dec 2020 - Feb 2022*  
- Men: 34.7%
- Women: 65.3%

When compared against the December 2020 baseline data, the increased racial diversity in new hires is beginning to shift the Office’s overall demographics as of March 7, 2022, although much work remains. See charts in Section 1.

**Race**

*December 2020 All Employees*  
- Asian Pacific Islander: 20%
- Latino/a/x: 11%
- American Indian: 1%
- Black: 8%
- White: 58%

*New Hires Between Dec 2020 - Feb 2022*  
- Asian Pacific Islander: 28.5%
- Latino/a/x: 14.3%
- American Indian: 1%
- Black: 10.2%
- White: 44.8%
My other priorities for 2022 include:

- Finalize and issue a Hiring Guide, building off the best practices and other recommendations researched and presented by the Office’s RETF to ensure a transparent, equitable, and accessible process, and require all recruitment and hiring to comply with that Guide.
- Bring on a full-time Director of Diversity, Equity and Inclusion, who will report directly to me and be a part of our Executive Team. We have begun the process of recruiting candidates for this new position to our Office, and hope to onboard this new hire early in the 2022-23 fiscal year.
- Devote more resources to our REAP and DEI work. Historically, the burden of addressing racism often falls on BIPOC employees, and we need to broadly share the responsibilities for getting DEI work done, so that work is sustainable and doesn’t overburden those working on these efforts. I have requested more funding for REAP and DEI resources as part of the 2022-23 fiscal year budget.
- Undertake a salary survey and release the results to employees, including recommendations to address any racial inequities and disparities discovered.
- Update our mission statement to incorporate our commitment to eliminating racial inequities, and establish vision and value statements for the Office.
- Establish a Mentorship Program, where senior employees support and guide more junior employees in their professional development, learning hard and soft skills, and career planning and growth.
- Design, pilot, and begin to rollout a comprehensive course of racial equity training to all Office employees.

Finally, I want to acknowledge some of the challenges the Office has faced on its racial equity journey to transformation. It may be helpful to first provide background on the Office’s budget, operations, and organization for context. For fiscal year 2021-22, the Office’s budget was just under $100 million, with approximately 80% for personnel, 15% for fixed costs (such as rent, technology, litigation expenses, and law library materials), and the balance for services from other departments and other materials and supplies. Compared to other City agencies, our budget has grown little in recent years, is lean and generally has not included dedicated funds for training, employee recognition, or REAP/DEI initiatives. In the 2021-22 budget, the Office included for the first time $20,000 for the RETF; in the fiscal year 2022-23 budget submission, the Office requested $100,000 for the RETF, $50,000 for employee training, and $79,800 for stipends for interns and City fellowship programs, and requested additional personnel to support our workload demands.

Our budget is funded largely through work orders from client departments. The Office funds its operations by lawyers, paralegals/legal assistants, and investigators entering time for their work hours into our time management system, and the Office billing clients for those hours against their work orders. Roughly 27% of the budget is general fund, and that funding supports work for major general fund departments that do not provide work orders but require significant time and legal services, such as the Mayor’s Office, the Board of Supervisors, and the Police and Fire Departments.

The Office has 313 employees (as of May 2, 2022) serving on 26 Teams – 23 of which are legal services teams, and three provide operations and administrative support:

<table>
<thead>
<tr>
<th>Accounting</th>
<th>Administrative</th>
<th>Airport</th>
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<tbody>
<tr>
<td>Child &amp; Family Services/Conservatorship</td>
<td>Claims</td>
<td>Code</td>
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<tr>
<td>Complex &amp; Affirmative Litigation</td>
<td>Construction &amp; Contracting</td>
<td>Energy &amp; Telecom</td>
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<tr>
<td>Ethics &amp; Elections</td>
<td>Executive</td>
<td>Real Estate &amp; Public Finance</td>
</tr>
<tr>
<td>Government</td>
<td>Government Litigation</td>
<td>Investigations &amp; Public Integrity</td>
</tr>
<tr>
<td>Health &amp; Human Services</td>
<td>Information Services</td>
<td>Labor</td>
</tr>
<tr>
<td>Land Use</td>
<td>Litigation</td>
<td>Port</td>
</tr>
<tr>
<td>Public Utilities</td>
<td>Retirement</td>
<td>Tax</td>
</tr>
<tr>
<td>Transportation</td>
<td>Workers Compensation</td>
<td></td>
</tr>
</tbody>
</table>

The Office has a fairly flat organizational structure. The City Attorney, Assistant Chief City Attorney, Chief Deputy City Attorney, and Managing Attorney comprise the attorneys on the Executive Team. Each team has a team leader and three teams have appointed sub-team leaders. The Office’s leadership team includes the Executive Team attorneys and managers, team leaders, and the appointed sub-team leaders. Our overall workforce has remained largely flat for years, while the City’s workforce, programs, and services – and the legal services required to support them – have grown significantly.

With that budget, staffing, and operational background as context, the challenges the Office has faced include:
• Workload issues and making time available for REAP and DEI work. All Office employees are extremely busy working to provide legal services and representation to our clients. Deadlines are set by the court, opposing counsel, or clients, and are often outside our control. The volume of work is significant, and we must bill time against work orders from client departments to sustain our budget. Since providing outstanding legal services has been the core mission and role of the Office and our employees, it has been a challenge under these circumstances to allocate time for employees to focus on REAP and DEI work, and in particular to find time in the regular workday for our racial equity leaders and others to work on DEI initiatives.

• Insufficient funding in the budget to engage consultants or trainers to assist with REAP implementation and to otherwise fund and support DEI initiatives and work.

• Transitions in Office leadership and at the RETF, which have impacted REAP and DEI efforts. These changes included the resignation of Dennis Herrera as City Attorney to become PUC General Manager, and my assuming office on November 1, 2021, and the work required for that transition; the retirement of the Managing Attorney at the end of January 2021, leaving the Chief Deputy City Attorney filling two roles through mid-July 2021; the departure from the Office of several employees who served on the 15-person RETF, reducing its numbers for several months; and the promotion of the RETF co-chair to the Chief Deputy City Attorney position on November 1, 2021, leaving the RETF without a second co-chair for several months.

• Finding appropriate metrics for quantitative data on our racial equity and DEI resources and actions, and developing appropriate expertise to conduct quantitative data analysis.

• Accurately determining and measuring resources dedicated to REAP and DEI work.

• Finding strategies to engage all Office employees in the REAP and DEI work.
Since I became City Attorney, I have prioritized work and regular engagement with the Office’s RETF. In my first few months, I have had several meetings with the full RETF, as well as met on several occasions with RETF co-chairs to discuss progress and hear feedback on various efforts.

I have prioritized meetings with each the Office’s Affinity Groups in my first few months in office, meeting with the African-American/Black American Affinity Group, Asian Pacific American Alliance, First Generation Professionals Affinity Group, La Alianza, LGBTQ+ Affinity Group, and the Women’s Initiative.

I have also prioritized engaging with bar associations and other groups representing the diverse spectrum of the legal community, meeting with leadership and attending events, often with Office employees and in partnership with the Office’s Affinity Groups. Organizations I have engaged with in my early months as City Attorney include the Asian American Bar Association of the Greater Bay Area, Bay Area Lawyers for Individual Freedom, Charles Houston Bar Association, Filipino Bar Association of Northern California, South Asian Bar Association of Northern California, San Francisco La Raza Lawyers Association, SF NAACP, as well as the Bar Association of San Francisco.

Since she took on her new role in July 2021, the Managing Attorney has engaged frequently with the RETF, including regularly scheduled weekly meetings with the co-chairs of the RETF to coordinate and collaborate on pending projects and discuss concerns. Beginning November 2021, the Chief Deputy City Attorney also attends these meetings (the Chief Deputy is a former RETF co-chair who was promoted to the Executive Team and relinquished her RETF co-chair position).

Our new Managing Attorney has met with each of the Office’s Affinity Groups, including the African-American/Black American Affinity Group, Asian Pacific American Alliance, First Generation Professional, La Alianza, and LGBTQ+ Affinity Group, and plans ongoing engagement.

Prior Managing Attorneys also met regularly with the RETF co-chairs and on an intermittent basis with the RETF as a body and the Office’s Affinity Groups.
• The Office is recruiting to hire a Director of Diversity, Equity and Inclusion, to add a full-time employee dedicated to driving and advancing the Office’s REAP and other DEI initiatives. This new hire will serve as a member of the Executive Team and report to me and the Managing Attorney.

• The Office included $20,000 in its FY 2021-2022 budget for RETF spending, and requested $100,000 in FY 2022-2023 budget for RETF spending (pending approval).

• The Office provided billing numbers for Office employees who bill time to account for and track DEI work and individual participation in the RETF and Affinity Groups.

• The Executive Team urged team leaders to work with RETF members on their teams to manage workload to make space for RETF work.

• The Office is evaluating billing codes for non-billing employees to account for DEI work and participation in the RETF and Affinity Groups.

Acknowledged by David Chiu, City Attorney
May 2, 2022
01

HIRING AND RECRUITMENT
Department Goals

- Engage actively with bar associations, law schools and law school alumni organizations, and other attorney organizations, including partnering for presentations and other activities, to raise the Office’s visibility and appeal to lawyers from broad and diverse backgrounds, focusing particularly on associations/schools/organizations representing African American/Black American, Latino/a/x, and Asian/Pacific American lawyers.

- Develop pipelines to employment with the Office by establishing a new Law Fellow classification, in collaboration with the Department of Human Resources (“DHR”) and the Municipal Attorneys Association (“MAA”), to hire new law school graduates immediately out of law school/post Bar examination for a one-year program providing exposure to specialty areas within a municipal law practice; if/when established, the Office would engage actively with law schools and law student associations for presentations and other activities, including particularly schools and organizations representing African American/Black American, Latino/a/x, and Asian/Pacific American students, to recruit for Law Fellow positions.

- Develop pipelines to employment with the Office through our Law Student Intern Program and our new Paralegal Intern Program, by expanding outreach and collaboration with law schools and schools with paralegal certification programs, as well as student associations at those schools, and other professional legal organizations, including particularly schools/associations/organizations representing African American/Black American, Latino/a/x, and Asian/Pacific American students, for presentations and other activities, and, if budgeted, provide a stipend to interns to make the Programs accessible to a broader range of potential participants.

- Standardize and publish applicant interview/selection procedures in a Hiring Guide, to ensure equitable, transparent processes in hiring.

- Identify metrics for measuring recruitment and hiring demographic data and identifying gaps and opportunities for growth and improvement in those processes.

Performance measures

- Track and measure contacts and active engagement with professional bar associations and legal organizations, law schools, and alumni and student organizations.

- Track demographic data voluntarily provided by applicants, using the SmartRecruiters platform, and analyze data through an intersectional lens; measure Office applicant and hiring demographics and overall employee composition demographics against the December 2020 baseline.
Changes implemented over the 2021 calendar year (and continuing to April 2022)

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

Employee Recruitment and Hiring

- In May 2021, the RETF conducted a baseline employee survey. Related to recruitment and hiring, the survey showed those topics are top concerns among employees regarding racial equity. (REAP § 1.1.2)
- The RETF established a Hiring Subcommittee to focus on recruitment and hiring procedures and make recommendations to the City Attorney.
- The RETF formed a Pipeline/Outreach Subcommittee to identify best practices for outreach to generate a board and diverse pool of qualified candidates, and for pipeline development. (REAP § 1.2)
- Developed a standardized template for all Office job announcements. (REAP § 1.2)
- Added language in the introductory section of the job announcement template highlighting the Office’s commitment to diverse, equitable and inclusive hiring and recognizing the value of a diverse workforce (REAP § 1.2):

  “The Office recognizes that diversity in the backgrounds, ideas and lived experiences of our employees enriches our workplace and enhances our work. We aspire to recruit, employ, retain and promote capable individuals representing the full spectrum of our community, and welcome all candidates, including candidates of any race, religion, national origin, gender, gender identity or expression, sexual orientation, age and candidates with disabilities. We have a clear vision: to be the place where a diverse mix of talented people want to come and stay, and where employees feel welcomed, engaged and valued for their work and contributions to the Office and the City.”

- Reviewed and revised Minimum Qualifications ("MQs") to eliminate or reduce barriers to apply. (REAP § 1.2.3-4)
  - For attorneys, removed the requirement that the candidate have graduated from an ABA accredited law school. Currently, the only MQ is that the candidate be licensed to practice law in California.
  - For Classification 8173 Legal Assistant, eliminated years of experience requirement, and removed the MQ requiring a Bachelor Degree from an accredited college or university.
For Classification 8151, removed the MQ requiring a Bachelor’s Degree from an accredited college or university.

- Regarding educational-related MQs, the Office sets no educational MQs for its positions except where those are required under the job specifications for the classification or per DHR. (REAP § 1.2.3-4, 1.2.6)

- Reviewed and revised Desired Qualifications (“DQ”) to eliminate or reduce barriers to apply. For example, the Office has purposefully reduced the desired years of experience in its DQs for many attorney positions. (REAP § 1.2)

- Added a standardized DQ recommended by the RETF to the job announcement template identifying a candidate’s commitment to diversity, equity and inclusion as a DQ: “Commitment to valuing diversity and contributing to an inclusive working and learning environment.” (Component of REAP § 1.2)

- Ensured that all job announcements include salary and benefits information. (REAP § 1.2)

- Limited the use of supplemental questions for Permanent Civil Service (“PCS”) positions, and ensured any supplemental questions were narrowly tailored to assess critical job-related knowledge, skills, and abilities, and help to differentiate candidates based on objective criteria. (REAP § 1.2.5)

- Significantly expanded the sites where the Office posts job announcements. See Attachment B for a list of organizations/platforms/sites where we post job announcements. For positions in specialty practice areas, the Office may post to specific sites related to that practice area. This list includes organizations/platforms recommended by the RETF, including additional organizations, affinity groups, and listservs to reach candidates for non-attorney positions. (REAP § 1.2.2)

- Began asking applicants to identify the platform/site where they found our job announcement and tracking responses, to assess the success of outreach on different platforms/sites. (REAP § 1.4.4, 1.5.1)

- Worked with DHR’s Diversity Recruitment Team to post positions through its channels, including with community-based organizations with which DHR has partnered. (REAP § 1.2.2, 1.4.4)

- Shifted to DHR’s SmartRecruiters platform for all Office job openings, which will allow the Office to track application progress and assess voluntarily provided demographic data at the various stages of the recruitment and selection process. (REAP § 1.2.2, 1.4.4)
• The Office collected information from employees on the professional associations and organizations to which they belong, to leverage those connections in purposeful outreach and engagement with those associations and organizations for recruitment efforts. (REAP § 1.2.2)

• The City Attorney personally met with bar associations and other legal professional organizations representing the full spectrum of the legal community, meeting with leadership and attending events, often with employees from the Office and in partnership with the Office’s Affinity Groups, to begin a more active engagement with those organizations (REAP § 1.2.2):
  o December 2, 2021 – AABA Holiday Party
  o December 3, 2021 – FBANC Holiday Party
  o December 10, 2021 – NAPABA Convention in Washington D.C.
  o January 23, 2022 – San Francisco NAACP Listening Session
  o March 2, 2022 – Charles Houston Bar Association Board Meeting (Virtual)
  o March 4, 2022 – 42nd Annual BALIF Gala (Virtual)
  o March 30, 2022 – AABA 45th Annual Gala
  o April 27, 2002 – San Francisco Bar Association Event
  o April 28, 2022 – San Francisco La Raza Lawyers Association – Noche de Gala.

• The Manager of Legal Support & Administrative Services engaged with paralegal certificate programs and other legal professional organizations to provide presentations on employment opportunities in the Office. (REAP § 1.2.2)

• Attended Citywide Career Fair on April 23, 2022, to expand outreach and recruitment channels. (REAP § 1.2.2, 1.4.4)

• Worked with unions to gain mutual agreement to use a certification rule other than Rule of Three Scores for specified PCS recruitment (REAP § 1.4.8), including:
  o Negotiated with the Service Employees International Union, Local 1021 and reached mutual agreement to apply the Rule of Ten Scores for 1458 Legal Secretary I exam (list posted May 21, 2021); and
  o Negotiated with the International Federation of Professional and Technical Employees, Local 21 and reached mutual agreement to apply the Rule of Ten Scores for 1092 IT Operations Support exam (list posted June 14, 2021).

• Departing from the Charter standard Rule of Three Scores (Charter section 10.101) requires mutual agreement with the union representing the classification.

• Hearing that hiring and recruitment are top concerns among employees regarding racial equity, the RETF investigated previous hiring policies and practices and prepared a draft Hiring Guide, with recommendations for best practices, including standardizing the process and making it more accessible and equitable. (Component of REAP § 1.1.3)

• Provided standardized direction to hiring managers about the recruitment, interview, and recommendation process, incorporating many recommendations from the RETF and its Hiring Guide, including ensuring:
  o A diverse interview panel with RETF members taking more active roles in Office hiring panels to diversify panels;
  o Consistent interviewers for all candidates; and
  o Standardized interview questions asked of all candidates. (Component of REAP § 1.1.3; § 1.4, §4.1.1)

• Require hiring personnel and members of interview panels to take DHR’s Fairness in Hiring training on at least an annual basis. (REAP § 1.4.3)

• In November 2021, the Office shared with all Office employees and implemented a Procedure to Apply for Internal Transfer and Promotional Vacancies in Exempt Positions, to provide greater transparency and guidelines for lateral and promotional opportunities. (Component of REAP § 1.1.3)

• As part of the new Procedure to Apply for Internal Transfer and Promotional Vacancies in Exempt Positions, the Office began sharing all Office job openings internally (not just exempt appointments), by email to all employees. (REAP § 1.4.5) All open positions are also posted on the Office’s website.
Our overall demographic data effective March 7, 2022, compared to our December 2020 baseline data, shows the initial success of our expanded outreach and recruitment efforts.

**Gender**

![Gender Pie Charts]

**Race**

![Race Pie Charts]

Our overall demographic data effective March 7, 2022, show that our Office workforce is coming into better alignment with the population of San Francisco, using July 1, 2021 Census data.

<table>
<thead>
<tr>
<th></th>
<th>CAO March 2022</th>
<th>SF (July 1, 2021 Census estimates)</th>
<th>CAO vs SF +/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>White (not Latino/a/x)</td>
<td>54%</td>
<td>40.2%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Black</td>
<td>9%</td>
<td>5.6%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Latino/a/x</td>
<td>13%</td>
<td>15.2%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>22%</td>
<td>36.5%</td>
<td>-14.5%</td>
</tr>
<tr>
<td>American Indian</td>
<td>1%</td>
<td>0.7%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Multi</td>
<td>2%</td>
<td>4.5%</td>
<td>-2.5%</td>
</tr>
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Internship/Fellow Programs

- The Office’s Law Student Intern Coordinators engaged with the RETF’s Pipeline/Outreach Subcommittee to identify and develop best practices to engage with law schools to increase recruitment and participation of students who identify as BIPOC.
- The Office updated its exit interview questions for interns, with input from the RETF, to incorporate assessment of racial equity issues and progress to provide interns an opportunity to voice their opinion and for the Office to make any necessary adjustments to increase access and equity in the Law Student Internship Program. (REAP § 1.3.5)
- The Office implemented a Paralegal Internship Program, with an ultimate goal of reaching individuals who may not be exposed to the possibility of a career in a public law office as an obtainable option. Our first paralegal intern class will be Summer 2022.
- The Office requested funding in the budget to provide a stipend to interns and to participate in paid City fellowship programs, including the Mayor’s Opportunities for All program. (REAP § 1.3.1)
- The Office is working with MAA and DHR to establish a Law Fellow classification, to provide another pipeline to reach diverse new lawyers just graduating from law school and provide them paid employment in a one-year fellowship program.
- In April 2022, the Office’s Manager of Legal Support & Administrative Services presented at San Francisco State University’s paralegal class, to share information about the Paralegal Intern Program.

Onboarding (REAP 1.4.7)

- The Office developed onboarding protocols in 2021 and circulated those to team leaders for a standardized process for onboarding new employees, and has continued to provide guidance for onboarding practices. This includes ensuring all new employees learn about the RETF and the Office’s Affinity Groups.
- The Law Student Internship Coordinators have standard onboarding and welcoming protocols for interns.
- The Paralegal Internship Coordinator will develop onboarding protocols modeled on existing onboarding procedures. Summer 2022 is the inaugural paralegal internship term.
- The Office’s new employee orientation training includes information about the RETF and the Office’s Affinity Groups.

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

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

- Engage actively and intentionally to build relationships with bar associations, law schools and law school alumni organizations, and other attorney organizations, including partnering for presentations and other activities, focusing particularly on associations/schools/organizations representing African American/Black American, Latino/a/x, and Asian/Pacific American lawyers, to increase our recruitment efforts. This would include supporting Office employees who are building these relationships with resources, including work time.
- Engage actively and intentionally to build relationships with schools that offer paralegal programs and school alumni organizations, and other paraprofessional organizations for paralegals and legal secretaries, including partnering for presentations and other activities, focusing particularly on associations/schools/organizations representing African American/Black American, Latino/a/x and Asian/Pacific American students, to increase our recruitment efforts. This would include supporting Office employees who are building these relationships with resources, including work time.
- Continue to explore new outlets, organizations, networks and programs for broad outreach to diverse candidates.
- Finalize and release a Hiring Guide standardizing uniform and principled recruitment and hiring procedures, incorporating best practices and recommendations from the RETF.
- Use SmartRecruiters to capture, track, and assess data regarding recruitment and hiring, including demographics of applicants as they move through the different stages (resume/application, interview, subsequent interviews, recommendation, and hiring). Analyze data through an intersectional lens.
- Identify a mechanism to determine, track and analyze where applicants find our job postings.
- In RETF’s next employee survey, seek employee input on changes the Office has made to recruitment and hiring practices.
- Identify and implement process to survey applicants on recruitment and application process, to identify barriers.
Goals

• Conduct an internal salary review to ensure fair and equitable pay practices, and publish the findings and any recommendations.

• Create and publish standard criteria and guidelines for salary step at appointment, raises, promotions, and acting/lead assignments, to ensure a transparent, fair and equitable process.

• Seek employee input, feedback and determine employee knowledge of:
  o Salary practices; and
  o Criteria and guidelines for appointment, raises, promotions, and acting/lead assignments.

• Continue to provide flexibility to employees, including hybrid work, based on employee feedback and suggestions obtained through surveys.

Performance measures

• Review results of employee surveys, track and analyze survey data regarding employee knowledge of compensation, including salary, additional pays, and benefits.

• Review results of employee surveys, track and analyze survey data regarding employee knowledge of standard criteria and guidelines for salary step at appointment, raises, promotions, and acting/lead assignments.

• Review results of employee survey regarding flexible work arrangements, including hybrid work and other alternative work schedules.
Changes implemented over the 2021 calendar year (and continuing to April 2022)

*If relevant, include action number from the RE Action Plan.*

**DSW Deployments/Paid Furlough**

- In November 2021, the Office reviewed DSW deployments during the pandemic based on race, gender, and classification. (REAP 2.1.1) No Office employees were deployed for onsite DSW work. But the Office did deploy 21 employees for remote DSW work – contact tracing in coordination with the Department of Public Health and UC San Francisco, and investigative work related to identifying contact information for close contacts. The assignment called for language skills, with a particular emphasis on Spanish speaking abilities. 21 employees were deployed for DSW work. The review showed the following:
  - The employees deployed for these DSW assignments worked in the following positions: clerks – 2, legal secretaries – 2, legal assistants/paralegals/investigators – 13, claims adjusters – 3, and attorneys – 1;
  - 15 of the DSWs were females, 6 males; and
  - 12 of the DSWs were White, four Latino/a/x, four Asian, and one Black.
- The Office had no layoffs or unpaid furloughs during the review period. Per City MOUs and Mayor Breed’s emergency orders, for employees who were unable to work remotely, the Office provided paid furlough until health and safety guidance and conditions allowed them to safely report for onsite work. (REAP 2.1.2)
- In November 2021, the Office reviewed paid furlough data based on race, gender, and classification. (REAP 2.1) Paid furlough was available to employees who were unable to perform their work remotely, either due to the nature of their work or the lack of technology to support remote work, through the period the Office ensured appropriate health and safety procedures per public health and DHR guidance and/or increased its technology and capacity to provide remote work to employees. The review showed the following:
  - The employees placed on paid furlough worked in the following positions: managers – 2, HR – 1, clerks - 13; legal secretaries – 29, legal assistants/paralegals/investigators – 21, claims adjusters/investigators – 11, and attorneys – 16.
  - 70 of the furloughed employees were females, 23 males; and
  - 40 of the employees place on paid furlough were White, 16 Asian, 15 Black, 13 Latino/a/x, eight Filipino, and one multiracial.
- While the Office did not have employees deployed as frontline DSWs, the Office did have employees onsite during the pandemic, performing their regular duties that could not be performed remotely. The Office took multiple steps to ensure the health and safety of these employees. (REAP 2.1.3) These steps included the following:
  - The Office received enhanced cleaning and sanitizing of commonly used surfaces by janitorial services. Sanitizing includes door handles, break room equipment, and equipment and work tables in common areas. Property management provided enhanced cleaning of handrails, elevator buttons and interior of elevator cabs, and restrooms.
  - In common areas throughout all suites at 1390 Market Street and City Hall, spray disinfectant and disinfectant wipes are made available for use.
  - Hand soap maintained in break rooms and hand sanitizer maintained at reception desk, common areas, conference rooms, and break rooms.
  - Face masks, cloth and dust masks, were made available to employees upon request. N95 masks are provided to employees who have face-to-face contact with the public.
  - Disposable gloves made available to employees, upon request.
  - Glass barriers were installed at the reception desk in City Hall, Room 234.
  - Between user cleaning implemented when staff changes occurred at the reception desk.
  - Between user cleaning implemented when employees changed workstations or offices.
  - Sanitizing of surfaces following COVID exposure.
  - Air purifiers were placed in City Hall and Fox Plaza reception areas, break rooms, conference rooms, copy rooms, and in workstation areas.
  - Barriers were added to the tops of certain open workstations.
Upon request, provided health and safety supplies to our remote offices at the Port and Airport if not already provided by the Port and Airport.

Throughout the pandemic, the Office provided regular updates to all employees on COVID-19 specific benefits, including federal, state, and City COVID-19 sick leave benefits. (REAP 2.1.4)

Salaries/Transparent Pathways for Promotion

- In August-October 2021, the Office reviewed and standardized guidelines for appointment above entrance for the following classifications, which represent a significant portion of the Office’s non-attorney employees:
  - 8151 Paralegal
  - 8151 City Attorney Investigator
  - 8173 Legal Assistant
  - 1460 Legal Secretary II
  - 1458 Legal Secretary I
  - Criteria for appointment above entrance were based on years of experience, additional/specialty certifications/licenses, and specialized, hard-to-find experience or skills sets.
  - The Office reviewed and applied the new standardized guidelines to current employees in these classifications, and adjusted the salary step of nine employees. All other employees were at the appropriate step, based on a review of their current step and the standardized criteria. (REAP § 2.3.1)

- In November 2021, City Attorney Chiu issued new transparent and open procedures for internal transfers and promotional opportunities, Procedure to Apply for Internal Transfer and Promotional Vacancies in Exempt Positions, and has applied those procedures for such opportunities in the Office. (REAP § 2.3.2)

- In December 2021, the Office reviewed its procedures for Salary Step appointment for attorneys. The general rule for appointment for line deputies in Classification 8177 is to appoint at a salary step that reflects years of legal practice plus one. As a starting framework, the Office looks at the year a candidate graduated from law school, and if the candidate has no break in practice as a lawyer, calculates the years of practice, adds one year, and that number is the applicable Salary Step. Historically, new deputies were not appointed to the top Salary Step for classification 8177, Step 16.

The Office determined to discontinue that practice, to appoint new hires at Step 16 if they had 15 or more years of legal experience, consistent with the standard framework to determine Salary Step at appointment. The Office reviewed the legal work experience of deputies hired at Step 15 in the past year (from the date of the review) and adjusted the Salary Step of five attorneys to Step 16, consistent with the new practice. (REAP § 2.3.1)

Flexible Work Arrangements

- In July 2021, the Office surveyed employees on return to onsite work and preferences for remote work. The Office shared the survey results with all employees.

- In October 2021, the Office adopted a hybrid work arrangement with two days required onsite and up to three days remote work for eligible employees, in response to the employee survey results.

- The Office plans to survey employees in May 2022, to gather employee input and suggestions before finalizing its Telecommuting Policy.

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

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

- Conduct an internal salary review to ensure fair and equitable pay practices, and publish the findings and any recommendations.
- Expand the existing appointment guidelines to encompass additional classifications used by the Office. Publish criteria and guidelines for salary step at appointment, raises, promotions, and acting/lead assignments, to ensure a transparent, fair and equitable process.
- Seek employee input, feedback and determine employee knowledge of:
  - Salary practices, including Salary Step at appointment; and
  - Criteria and guidelines for raises, promotions, and acting/lead assignments.
03

DISCIPLINE AND SEPARATION
Goals

- Publish equitable discipline and separation policies and procedures, with appropriate notice to employees of expectations and requirements, to ensure there is not an imbalance of discipline and separation actions correlated to race.

- Train supervisors on the discipline and separation policies and procedures, including awareness of implicit biases that may impact their actions.

Performance measures

- Review releases and any disciplinary actions in calendar years 2020, 2021, and 2022 and evaluate demographics of released/disciplined employees for any patterns, including patterns suggesting racial bias in releases and disciplinary actions.

- Track and measure training provided to supervisors.
Changes implemented over the 2021 calendar year (and continuing to April 2022)

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

Discipline and Releases

• The majority of positions in the Office are exempt/at-will, including all attorneys, investigators, paralegal/legal assistants, and many managers.
• Generally, the Office has limited discipline and involuntary releases from employment. Since the beginning of 2021, the Office released five employees, and imposed no discipline; in this same period, the Office had 38 retirements and resignations. The number of employees released in 2021 is higher than usual due to enforcing the City’s COVID-19 vaccine mandate. For example, in 2020, the Office released two employees for performance reasons and imposed no discipline. From 2021 to the present, the Office released:
  o One probationary employee for failure to demonstrate competent and effective performance;
  o Two employees for failure to comply with the City’s Vaccination Policy; and
  o Two employees for performance deficiencies.
• Before releasing any employee for performance deficiencies, the Office provides notice, support/training and ongoing feedback, and a reasonable period for the employee to demonstrate improvement on the identified performance deficiencies.
• Because the pool of released employees is so small, the Office cannot provide classification or demographic data about those employees without risking identifying individual former employees. (REAP § 3.1)

Alternative Dispute Mechanisms

• In April 2022, the RETF monthly newsletter provided information to employees regarding DHR’s Peer Mediation Program as an alternate dispute resolution process available to employees (REAP § 3.1.4)
• Also in April 2022, the Office circulated information to all employees on various alternative dispute mechanisms, as well as channels to raise concerns and complaints, including the following (REAP § 3.1.4):
  o DHR’s Peer Mediation Program;
  o Health Service System’s EAP Mediation Program;
  o Only if they feel comfortable doing so, talk directly to the person with whom they have a conflict;
  o Talk to their direct supervisor, or the supervisor of the employee with whom they have a conflict or dispute;
  o Report their concern to another supervisor with whom they feel comfortable sharing the concern;
  o Report their concern to the Office’s HR Manager;
  o Report their concern to the Managing Attorney; or
  o If they believe the conduct is directed at them based on a protected characteristic such as race, sex, age, etc. (an “EEO complaint”), or in retaliation for protected activity such as reporting an EEO complaint, then they may:
    ▪ File a complaint with DHR’s EEO Unit;
    ▪ File a complaint with the California Department of Fair Employment and Housing;
    ▪ File a complaint with the US Equal Employment Opportunity Commission;
    ▪ And provided a link to the website for these three agencies.

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

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

• Prepare and publish a discipline policy and procedure guide.
• Train supervisors on the discipline policy and procedures, including strategies to avoid bias adversely impacting disciplinary actions.
The Office’s leadership team consists of Executive Team attorneys/managers, team leaders, and appointed sub-team leaders. Attached is current demographic information about the leadership team (from March 7, 2022). The leadership team largely aligns with the attorney demographic data, which largely aligns with demographic data for the California Bar.
Goals

- Provide fair and equitable access to promotive and leadership opportunities by implementing standardized and transparent promotive procedures, and assess and remove barrier to those opportunities.
- Provide additional team and/or sub-team leadership opportunities.
- Provide racial equity training and development for management and supervisors.

Performance measures

- On an annual basis, review and report on demographics of the Office’s leadership team.
- Track racial equity and other diversity, equity and inclusion related trainings offered, and management and supervisor attendance/participation in the trainings.

Changes implemented over the 2021 calendar year (and continuing to April 2022)

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

- In November 2021, the Office implemented a Procedure to Apply for Internal Transfer and Promotional Vacancies in Exempt Positions in efforts to increase equitability and accessibility to promotional opportunities. (REAP § 4.1.1)
- Managing Attorney met with DHR and the MAA regarding a new Law Fellow classification to hire new law school graduates immediately out of law school/post Bar examination for a one-year program providing exposure to specialty areas within a municipal law practice.
- The RETF researched, developed, and customized a five-session deeper-level racial equity training for RETF members and the Executive Team attorneys, which will take place in May and June 2022. (REAP § 4.1.2)

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

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

- Finalize hiring of Director of Diversity, Equity and Inclusion as a member of the Executive Team.
- Develop racial equity and related training programs for the Office’s leadership team. (REAP § 4.1.3)
- Continue work on new Law Fellow classification.
- Evaluate opportunities for additional leadership positions or assignments.
- Implement an anonymous suggestion box to enable employees to submit anonymous input to senior leadership. (REAP § 4.1.4)
05 MOBILITY AND PROFESSIONAL DEVELOPMENT
Goals

- Survey employees regarding training and professional development needs.
- Develop a tracking system to monitor trainings offered and employee participation in trainings.
- Develop a fair and equitable process to provide timely, regular feedback to employees.
- Create and implement a mentorship program between senior and junior level employees.

Performance measures

- Analyze and publish results of survey regarding training and professional development needs.
- Track employees participating in trainings and analyze demographics of employees attending training programs.
- Track employees serving as mentors and mentees in a mentorship program and time spent in mentoring activities.
Changes implemented over the 2021 calendar year (and continuing to April 2022)

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

- Trainings are available to all employees, regardless of full or part-time status or classification. (REAP §§ 5.1.1 and 5.1.3)
- Many employees have mandatory training requirements under state law. For example, attorneys and paralegals/legal assistants have mandatory continuing legal education (MCLE) training required under state law. Attorneys must complete 25 MCLE hours every three years. Paralegals/legal assistants must complete eight MCLE hours every two years.
- The Office provides regular notice to employees of all required City trainings, and ensure employees meet those training requirements.
- The Office has an in-house MCLE program that provides trainings designed to meet professional development needs and MCLE requirements for attorneys.
- The Office has an in-house training program for paralegals/legal assistants focused on keeping them up-to-date on the changing landscape of civil litigation and Office technology.
- The Office has an in-house training program for legal secretaries that currently is focused on training related to maximizing Office technology.
- Beginning in 2021, the Office implemented specific efforts to encourage all employees, regardless of classification, to attend optional continuing education courses, including those that specifically address issues of racial equity and personally enriching topics (REAP §§ 5.1.1, 5.1.3):
  - In September 2021, reintroduced unlimited, free Practising Law Institute accounts available to deputies, paralegals/legal assistants, and investigators for continuing professional development; PLI’s course offerings include DEI and leadership training sessions.

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

- Survey employees regarding training and professional development needs.
- Develop a tracking system to monitor trainings offered and employee participation in trainings.
- Develop a fair and equitable process to provide timely, regular feedback to employees.
- Develop and implement a mentorship program.

- The Office requested $100,000 in its FY 2022-23 budget for RETF to design and develop trainings, and $50,000 for leadership and other training for supervisors.
- The RETF submitted an initial proposal for a mentorship program.

- In December 2021, circulated to employees and Team Leaders Work Training Program under SEIU MOU and encouraged participation.
ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION
Goals

- Update the Office’s mission, and establish values and vision statements to reflect the Office’s ongoing commitment to an organizational culture of inclusion and belonging.
- Develop a process and timeline to ensure the Office’s REAP is updated regularly and available to the public.
- Develop a training program for all Office employees and for supervisors/managers on racial equity, and related DEI topics.

Performance measures

- Results of employee surveys reflect a growing feeling of inclusion and belonging.
- Track and measure employee and supervisor/manager training participation.
Changes implemented over the 2021 calendar year (and continuing to April 2022)

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

**Intentional Organization Culture of Inclusion and Belonging**

- The Office established the RETF to give employees an avenue to address racial equity issues. (REAP § 6.1.2)
- The RETF conducted an Initial Foundational Survey to provide an opportunity for Office employees to offer their opinions and assessment of the Office’s attitude and progress toward racial equity. This survey saw a participation rate of 86%. (REAP § 6.1.7) The RETF issued the results of that survey officewide in November 2021.
- Cross-department knowledge sharing was also made possible by participation by RETF co-chairs in ORE Racial Equity Leaders Monthly Convening Sessions.
- The RETF has held a “Meet the RETF” session, attended and presented at Senior Staff, secretary, paralegal/legal assistant, and team meetings to increase information, visibility, and accessibility to the group and encourage input office-wide regarding DEI efforts. RETF members who are part of Senior Staff (currently, four members) may report to Senior Staff on RETF updates. (REAP § 6.1.6)
- The RETF formed Affinity Groups in May 2021 to give employees a space to connect and engage together to address DEI concerns and interests (REAP § 6.1.5). The Affinity Groups meet monthly and some meet twice a month:
  - African American/Black American Affinity Group;
  - Asian Pacific American Alliance;
  - First Generation Professionals Affinity Group;
  - La Alianza;
  - LGBTQ+ Affinity Group; and
  - Women’s Initiative.
- The African American/Black American Affinity Group reported that it has conducted or planned the following activities and initiatives:
  - Provided an affirming space for African American colleagues to collaborate, network, develop a better sense of community through connecting with co-workers having similar cultural affinities.
  - Met to discuss City policy issues and has been a clearinghouse to share topical information on talks/speeches by thought leaders, books, current affairs and social media events bearing on issues of interest to members.
  - The group’s forward agenda includes an off-campus lunch meeting, a Juneteenth potluck celebration, and the adoption of ‘aspirational’ performance goals that advance the mission of the Office’s inclusion and equity initiatives.

- The Asian Pacific American Alliance reported that it has conducted or planned the following activities and initiatives:
  - Attended City Attorney David Chiu’s celebratory dinner in Chinatown (November 2021);
  - Attended the annual Asian American Bar Association gala (March 2022);
  - Held a Happy Hour (April 2021);
  - Formed professional development families to promote connection and professional development discussions in smaller group settings;
  - Group discussions on articles relating to AAPI experience in America;
  - Researched and presented an officewide MCLE on “Untold Legal History of AAPIs in America”; and
  - Upcoming: group service project at the Florence Fang Farm in Bayview (May 2021).
- The First Generation Professionals Affinity Group reported that it has conducted or planned the following activities and initiatives:
  - Welcomed approximately 13 members to its group. The first year has been a year of building community, providing a safe space, communicating what our personal experiences have been as FGP and how we can navigate through the workplace as successful employees. We want to provide mentoring and sponsorship to our colleagues to encourage participation, direction, guidance and efficiency in the workplace;
  - Connected with other Affinity Groups to bond and share ideas on how to bring diversity, equity and inclusion to the Office;
  - Met for an in-person lunch on December 8, 2021 to get to know each other on an informal basis, and plan to have an in-person gathering soon (most likely in May) to talk about issues that are important to us; and
o Invited the RETF Pipeline Subcommittee to attend a meeting to discuss internship opportunities and recruiting a more diverse workforce into the Office.

- La Alianza reported that it has conducted or planned the following activities and initiatives:
  o Monthly lunches in Spanish;
  o Visit to SFMOMA to view the Diego Rivera mural;
  o Noche de Gala with SF La Raza Lawyers;
  o Lunch for National Hispanic Heritage Month kick-off; and
  o SF Giants game.
- The LGBTQ+ Affinity Group reported that it has conducted or planned the following activities and initiatives:
  o With La Alianza, recommended that the City Attorney display the more inclusive Progress Pride Flag in addition to the Gilbert Baker Pride Flag, and urge the City to do the same;
  o Held three in-person social gatherings to date; members of the group found these meet ups important in building community;
  o Enthusiastically welcomed new members to our group and look forward to resuming in person gatherings;
  o Intend to present a MCLE during Pride Month;
  o Intend to issue a statement of solidarity with the African American/Black American Affinity Group for the RETF’s June newsletter; and
  o Support the Office to ensure our march in Pride 2022 is successful.
- The Office documented art in the public and common areas of the Office in City Hall and Fox Plaza/1390 Market Street, for the RETF to review and provide recommendations. (REAP § 6.1.8)

**Internal Communications to Promote Equity**

- The Office continues to regularly update all email and phone lists, as well as the Office directory on its intranet. (REAP § 6.2.1)
- Since May 2021, the RETF disseminates a monthly RETF newsletter to highlight the Affinity Groups, dates and events, book and other media recommendations, and articles to uplift BIPOC people and encourage discourse on DEI topics. The Office regularly includes support for these RETF newsletters in leadership meetings and emails. (REAP § 6.2.3)
- The RETF created an Affinity Calendar to highlight and recognize culturally significant events and celebrations. These dates are noted in the RETF Newsletter, and the RETF has recommended included them on the Office’s intranet site. (REAP § 6.5.1)
- The RETF provides spaces to engage on external issues, including the increase in Anti-Asian sentiments and crimes and the Chauvin Verdict. (REAP § 6.2.3)
- The Office created an email inbox/address for the RETF, increasing accessibility to address DEI concerns. (REAP § 6.2.3) Certain Affinity Group have also requested and received a dedicated email inbox/address.
- The RETF was supported with a SharePoint site to facilitate collaboration on RETF work. (REAP § 6.2.3)
• In August 2021, the Office sent an officewide email recognizing Transgender History Month in San Francisco, discussing and attaching the City’s Gender Inclusion Policy, and encouraging employees to share their pronouns when introducing themselves, in their signature blocks, and in other communications. (REAP § 6.3.5)

• The Office is working to expand the content on its intranet and ways to make the intranet more engaging and ideally interactive. (REAP § 6.2.3) Originally the intranet included an Office directory with employee name, photo (only if voluntarily agreed by the employee), team, phone number, and email. The intranet now also includes:
  o All editions of the RETF newsletter;
  o All editions of @TheWaterCooler;
  o All editions of the City Attorney’s monthly newsletter;
  o A page with wellness resources, to help create a supportive workplace culture by contributing to the health and well-being of our employees; and
  o A page with local restaurant recommendations.

• While the stay-at-home order was in effect due to the pandemic, the Office started a monthly newsletter called @TheWaterCooler in an effort to keep employees engaged, informed, and connected. This effort had a hiatus but has recently restarted. Employees/team leaders are encouraged to submit content including photos for this newsletter. (REAP § 6.2.3)

• In March 2022, the City Attorney instituted a monthly newsletter to share Office news, including employee successes, efforts and contributions. Employees/Team Leaders are encouraged to submit content for this newsletter. (REAP § 6.2.3)

• The Office has instituted a monthly wellness session organized by our Wellness Champion, and surveyed employees for topics of interest and priorities for wellness programing.

Trainings

• In October 2021, the Office provided an office-wide training “Unconscious Bias and Respectful Conversations” – attended by 166 employees (out of approximately 300).

• In December 2021, six members of the APAA Affinity Group presented a training on “The Untold Legal History of AAPIs in America,” which included a look of the historical inequities Asian Americans faced in San Francisco - attended by 109 employees and with closing comments by the City Attorney.

• In January 2022, the Office provided an office-wide all-hands training “The Next Level of Inclusion: Eliminating Microaggressions in the Workplace” – attended by 200 employees.

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

• Update the Office’s mission statement, and establish values and vision statements.

• Develop a process and timeline to ensure the Office’s REAP is updated regularly and available to the public.

• Develop and begin rolling out racial equity and DEI training courses for employees.

• Continue publishing the RETF Newsletter and integrate more DEI topics of interest in @TheWaterCooler and other Office communications.

• Develop the Office intranet to become more accessible and serve as a platform to encourage more cross-team and cross-classification collaboration, including the sharing of an Affinity Calendar.

• Establish a DEI library with resources for the leadership team and employees, including Ibram X. Kendi’s Antiracist Deck, which includes 100 cards to start meaningful conversations about race and racism.

• Identify a physical gathering/meeting space within the Office prioritized for RETF, Affinity Group, and other equity efforts.

• Assess Office art.
The City Attorney’s office does not have applicable boards and commissions.
Please describe your department’s resourcing for Phase 1 Racial Equity (RE) Action Plan implementation in 2021.

Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- **Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)** - 0

- **Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)** - 0

- **Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)** - 15 RETF members spend 1.5-5 hours weekly on racial equity efforts. In addition, six Office employees who are not RETF members serve as co-chairs of Affinity Groups. The remaining Affinity Group co-chairs are RETF members. Affinity Group co-chairs may spend 2-4 hours a month or more depending on the number of meetings (each group meets at least once monthly) and activities of the Affinity Group. Many other Office employees participate in Affinity Group meetings and activities.

- **Office leadership team members with racial equity work included in their responsibilities or who otherwise participated in racial equity work** – 4 – City Attorney, Managing Attorney, Chief Deputy City Attorney, Manager of Legal Support & Administrative Services.

- **Consultants/vendors (including firm name and contract number, if applicable)** – 0

- See Attachment C, a spreadsheet based on time entries in the Office’s billing system, reflecting employee participation in racial equity work or community, including participation in RETF and Affinity Groups. This includes employees who have left the Office. We acknowledge that this list is incomplete because at this time, we do not have a mechanism to track time spent by employees who do not bill in our time billing system. We have identified leadership and RETF members by name, and then provided the number (but not names) of employees in attorney, paralegal/legal assistant, and investigator positions who participated in this work.

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

- Hire a full-time Director of Diversity, Equity, and Inclusion.

- Requested funding in FY 2022-2023 budget: $100,000 for the RETF, $50,000 for employee training, and $79,800 for stipends for interns and City fellowship programs.

- Contract with Mira Stern for five-session racial equity training, developed and arranged by RETF.
Workforce and board/commission demographic data

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

See charts included above. The Office will work with ORE and DHR once dashboards are available to review and present workforce demographic data.

Racial Equity Action Plan

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

San Francisco City Attorney’s Office Racial Equity Action Plan:

ATTACHMENTS
Attachment A - Racial Equity Task Force (RETF) Foundational Survey Results

I BACKGROUND

In July 2019, Ordinance No. 188-19 (“Ordinance”) formed the Office of Racial Equity (“ORE”), which was established in response to the City’s growing racial and economic disparities as a vehicle to address historical structural and institutional racism in San Francisco’s delivery of services to the public and our own internal practices and systems. The ORE established a mandate for the City and County of San Francisco’s (the “City”) Racial Equity Framework and departmental Racial Equity Action Plans (“REAP”). Each REAP must include racial equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs, and 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.

The Ordinance authorized ORE to develop templates and assessment tools to frame racial equity work and standardize the approach across the City. In July 2020, ORE distributed a REAP template to all City departments. The City Attorney’s Office prepared its own REAP in response to this. Included in the template and mandate, the ORE required each department to produce a staff survey where staff could share their perspectives on organizational climate and commitment to racial equity.

Racial equity is a core value of the City Attorney’s Office (the “Office”). The Office is committed to building and sustaining an inclusive and equitable working environment for employees and community members. The power of diversity enriches all of us by exposing us to a range of ways to understand and engage more effectively and empathetically with our community, identify challenges, and to discover, design and deliver solutions.

This report summarizes the methodology and results from an organizational foundational survey administered by the Office’s Racial Equity Task Force (“RETF”) to Office employees in March 2021.

II METHODOLOGY

The questions from the survey were developed by the RETF, a team of 15 employees comprised of administrative staff, paralegals and attorneys from numerous teams in the Office.

After considering different options, the RETF chose Survey Planet as the electronic survey tool because it is inexpensive, accessible, allows for anonymous submissions, extracts data as .xlsx for external analysis, and provides user-friendly charts.

The questions were selected to gather information on employees’ thoughts on the Office’s current performance on issues regarding racial equity, and asked a range of questions, including free response questions. Gaining a baseline on employee experiences will help guide the RETF to develop and recommend to the City Attorney targeted strategies where we identify opportunities for growth in our Office.

The RETF sent the Racial Equity Foundational Survey electronically to all Office employees via email. Prior to the due date, the RETF followed-up with several email reminders, encouraging survey participation. Announcements were made in staff meetings, at senior staff meetings, and RETF members were encouraged to discuss the survey with their colleagues. Employees were able to respond anonymously or provide their name with their answers. Responses were accepted over a period of three weeks.
III SUMMARY OF RESULTS

Participants

All participants were employees of the Office in March 2021. Of the 294 employees in the Office when the survey was conducted, 259 responded to the survey, representing an 88% participation rate.

Respondents were asked to self-identify their race in the final question of the survey. Participants were able to select multiple categories under race and ethnicity. Participants also were offered the option of not identifying any race or ethnic category.

Generally, rates of response corresponded with the overall racial makeup of the City Attorney’s Office (from December 2020 data reported in the REAP). However, the survey data may reflect under participation or disclosure from Asian/AAPI and White/Caucasian employees. Notably, 26 respondents did not answer the self-identification question and 40 respondents chose “Prefer not to answer” for this question.

FIGURE 1 – Responses: 259 Answered: 233 Unanswered: 26

Survey Results

<table>
<thead>
<tr>
<th>Choice</th>
<th>Totals - %</th>
</tr>
</thead>
<tbody>
<tr>
<td>White/Caucasian</td>
<td>117 – 48%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>16 – 6%</td>
</tr>
<tr>
<td>Hispanic/LatinX</td>
<td>28 – 11%</td>
</tr>
<tr>
<td>Asian/Asian American</td>
<td>27 – 10%</td>
</tr>
<tr>
<td>Native American/Native Alaskan</td>
<td>2 – .8%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>0</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>40 – 15%</td>
</tr>
<tr>
<td>Other</td>
<td>8 – 3%</td>
</tr>
</tbody>
</table>

Table From Racial Equity Action Plan (December 2020)

- White/Caucasian: 58%
- Black/African American: 8%
- Hispanic/Latino: 11%
- Asian Pacific Islander: 20%
- American Indian: 1%
- Multi: 2%
A review of the survey data reflects a few notable observations. For example, White/Caucasian employees and BIPOC employees have different views within the Office when it comes to race and racism. The acronym “BIPOC” refers to people who identify as Black, Indigenous or otherwise as a person of color. For purposes of analyzing the survey results, the RETF included the following races/ethnicities within the BIPOC group: Black/African American, Hispanic/LatinX, Asian/Asian American, and Native American/Native Alaskan.

IV  ANALYSIS OF THE RESULTS

70% of BIPOC employees are comfortable talking about race and racism compared to 88% of White/Caucasian employees (Q3).

While BIPOC employees and White/Caucasian employees believe to the same degree that they work with a diverse group of colleagues (Q4), only 69% of BIPOC employees compared to 87% of White/Caucasian employees feel that the Office is a racially equitable workplace (Q6).

36.5% of BIPOC employees report having experience or observed interpersonal racism within our Office compared to 17.6% of White/Caucasian employees (Q7). 32.5% of BIPOC employees report having experience or observed systemic racism within our Office compared to 28% of White/Caucasian employees (Q8).

In response to the question, “The City Attorney’s Office has a hiring process that is accessible to everyone regardless of race or ethnicity” 60% of all respondents disagree with this statement, reflecting a lack of understanding regarding the City Attorney’s hiring process.

In response to the question “Do you believe the City Attorney’s Office offers opportunities for professional development, training and promotion accessible to everyone regardless of race or ethnicity?” (Q13), 62.5% of BIPOC employees agreed with the statement, compared to 85.31% of White/Caucasian employees.

Uniformly, the results of the survey indicate that Office employees do not believe or know if our hiring process eliminates racial bias.

V  CONCLUSION

The 2021 Racial Equity survey gave Office employees a platform to confidentially express their opinions on a variety of racial equity topics. The survey response rate was high, and reflects that Office employees are open to exploring and developing competencies regarding racial equity and inclusion. This report highlights areas of strength, areas for exploration and areas for improvement. Promisingly, it also indicates a willingness by employees to continue to discuss and consider the importance of racial equity.
VI SPECIFIC QUESTIONS AND RESPONSES

Below are each of the questions posed in the survey in the order they were presented. For each question, we have compiled the total, aggregate responses as well as the responses given by employees who identified as BIPOC.

1. I have a basic understanding of concepts related to racial equity and unconscious bias.

   ![Pie Chart](chart1.png)

   Combined BIPOC and White/Caucasian Employees:
   1) Agree: 99.61%
   2) Disagree: 0.39%

2. Please indicate which formats you are interested in participating in with respect to addressing racial equity in the workplace and society.

   ![Pie Chart](chart2.png)

   Combined BIPOC and White/Caucasian:
   1) Speakers: 20.38%
   2) Webinars: 17.87%
   3) Live Trainings: 12.23%
   4) Brown bags: 13.01%
   5) Panelists: 13.95%
   6) Workshops: 10.34%
   7) Self-study: 12.23%
   8) Other:
      - Spiritual practice
      - Meetings and recruitment
      - Role playing
      - Address DEI as it intersects with other group meetings, e.g., roundtables on litigation team
      - MCLE
      - Facilitated discussions about books and articles
3. I feel comfortable talking about race and racism in the workplace.

**BIPOC**

1) Agree: 41.89%
2) Somewhat Agree: 28.38%
3) Somewhat Disagree: 17.57%
4) Disagree: 12.16%

**White/Caucasian**

1) Agree: 40.17%
2) Somewhat Agree: 44.44%
3) Somewhat Disagree: 10.26%
4) Disagree: 5.13%

**Race Unknown**

1) Agree: 44.12%
2) Somewhat Agree: 33.82%
3) Somewhat Disagree: 13.24%
4) Disagree: 8.82%

**All Responses**

1) Agree: 40.93%
2) Somewhat Agree: 36.68%
3) Somewhat Disagree: 14.29%
4) Disagree: 8.11%
4. I work with a racially diverse group of colleagues at the City Attorney’s Office.

<table>
<thead>
<tr>
<th>BIPOC</th>
<th>White/Caucasian</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Agree: 41.89%</td>
<td>1) Agree: 25.64%</td>
</tr>
<tr>
<td>2) Somewhat Agree: 37.84%</td>
<td>2) Somewhat Agree: 51.28%</td>
</tr>
<tr>
<td>3) Somewhat Disagree: 9.46%</td>
<td>3) Somewhat Disagree: 22.22%</td>
</tr>
<tr>
<td>4) Disagree: 10.81%</td>
<td>4) Disagree: .85%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race Unknown</th>
<th>All Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Agree: 27.94%</td>
<td>1) Agree: 31.66%</td>
</tr>
<tr>
<td>2) Somewhat Agree: 42.65%</td>
<td>2) Somewhat Agree: 44.02%</td>
</tr>
<tr>
<td>3) Somewhat Disagree: 16.18%</td>
<td>3) Somewhat Disagree: 16.60%</td>
</tr>
<tr>
<td>4) Disagree: 13.24%</td>
<td>4) Disagree: 7.72%</td>
</tr>
</tbody>
</table>
5. I feel that I have colleagues who provide me with support, mentoring, or insight on workplace dynamics in the City Attorney’s Office.

1) Agree: 40.54%
2) Somewhat Agree: 32.43%
3) Somewhat Disagree: 17.57%
4) Disagree: 9.46%

1) Agree: 51.28%
2) Somewhat Agree: 35.04%
3) Somewhat Disagree: 10.26%
4) Disagree: 3.42%

1) Agree: 45.59%
2) Somewhat Agree: 30.88%
3) Somewhat Disagree: 17.65%
4) Disagree: 5.88%

1) Agree: 46.72%
2) Somewhat Agree: 33.98%
3) Somewhat Disagree: 12.74%
4) Disagree: 6.56%
6. I feel that the Office is a racially equitable workplace.

![Pie chart for BIPOC responses](image1)

1) Agree: 35.14%
2) Somewhat Agree: 33.78%
3) Somewhat Disagree: 18.92%
4) Disagree: 12.16%

![Pie chart for White/Caucasian responses](image2)

1) Agree: 39.32%
2) Somewhat Agree: 47.01%
3) Somewhat Disagree: 9.40%
4) Disagree: 4.27%

![Pie chart for Race Unknown responses](image3)

1) Agree: 35.29%
2) Somewhat Agree: 30.88%
3) Somewhat Disagree: 17.65%
4) Disagree: 16.18%

![Pie chart for All Responses](image4)

1) Agree: 36.29%
2) Somewhat Agree: 40.93%
3) Somewhat Disagree: 13.51%
4) Disagree: 9.27%
7. I have experienced or observed interpersonal racism in the workplace within the City Attorney’s Office.

**BIPOC**

1) Agree: 36.49%
2) Disagree: 63.51%

**White/Caucasian**

1) Agree: 17.09%
2) Disagree: 82.91%

**Race Unknown**

1) Agree: 36.76%
2) Disagree: 63.24%

**All Responses**

1) Agree: 25.78%
2) Disagree: 74.52%
8. I have experienced or observed systemic racism at the City Attorney’s Office.

**BIPOC**

1) Agree: 32.43%
2) Disagree: 67.57%

**White/Caucasian**

1) Agree: 26.50%
2) Disagree: 73.50%

**Race Unknown**

1) Agree: 32.05%
2) Disagree: 67.95%

**All Responses**

1) Agree: 25.78%
2) Disagree: 74.52%
9. I have experienced or observed systemic racism during my work with other City departments or other outside agencies.

- **BIPOC**
  - Agree: 40.54%
  - Disagree: 59.46%

- **White/Caucasian**
  - Agree: 37.61%
  - Disagree: 62.39%

- **Race Unknown**
  - Agree: 39.71%
  - Disagree: 60.29%

- **All Responses**
  - Agree: 37.45%
  - Disagree: 62.55%
10. Prior to formation of the Task Force, I believed the City Attorney’s Office has taken steps to improve racial equity in the workplace.

[Graphs showing survey results for different races and responses]

**BIPOC**
1) Agree: 18.92%
2) Somewhat Agree: 32.43%
3) Somewhat Disagree: 29.73%
4) Disagree: 18.92%

**White/Caucasian**
1) Agree: 21.37%
2) Somewhat Agree: 47.86%
3) Somewhat Disagree: 23.08%
4) Disagree: 7.69%

**Race Unknown**
1) Agree: 17.65%
2) Somewhat Agree: 29.41%
3) Somewhat Disagree: 29.41%
4) Disagree: 23.53%

**All Responses**
1) Agree: 21.24%
2) Somewhat Agree: 37.84%
3) Somewhat Disagree: 25.87%
4) Disagree: 15.06%
11. The City Attorney’s Office has a hiring process that is accessible to everyone regardless of race or ethnicity.
12. The City Attorney’s Office has a hiring process that eliminates potential racial bias.

- **BIPOC**
  - Agree: 28.85%
  - Somewhat Agree: 17.31%
  - Somewhat Disagree: 13.46%
  - Disagree: 40.38%
  - I Don’t Know: 29.73%

- **White/Caucasian**
  - Agree: 11.97%
  - Somewhat Agree: 17.95%
  - Somewhat Disagree: 17.95%
  - Disagree: 19.66%
  - I Don’t Know: 32.48%

- **Race Unknown**
  - Agree: 16.18%
  - Somewhat Agree: 8.82%
  - Somewhat Disagree: 8.82%
  - Disagree: 36.76%
  - I Don’t Know: 29.41%

- **All Responses**
  - Agree: 16.99%
  - Somewhat Agree: 15.06%
  - Somewhat Disagree: 15.06%
  - Disagree: 23.55%
  - I Don’t Know: 29.34%
13. Do you believe the City Attorney’s Office offers opportunities for professional development, training and promotion accessible to everyone regardless of race or ethnicity?

**BIPOC**

1) Agree: 35.14%
2) Somewhat Agree: 18.92%
3) Somewhat Disagree: 14.86%
4) Disagree: 17.57%
5) I Don’t Know: 13.51%

**White/Caucasian**

1) Agree: 53.85%
2) Somewhat Agree: 20.51%
3) Somewhat Disagree: 6.84%
4) Disagree: 5.13%
5) I Don’t Know: 13.68%

**Race Unknown**

1) Agree: 36.76%
2) Somewhat Agree: 17.65%
3) Somewhat Disagree: 14.71%
4) Disagree: 16.18%
5) I Don’t Know: 14.71%

**All Responses**

1) Agree: 47.49%
2) Somewhat Agree: 17.37%
3) Somewhat Disagree: 10.42%
4) Disagree: 11.97%
5) I Don’t Know: 12.74%
14. The City Attorney’s Office has a policy to support employees to resolve workplace issues involving individual or interpersonal racism or discrimination.

<table>
<thead>
<tr>
<th></th>
<th>BIPOC</th>
<th>White/Caucasian</th>
<th>Race Unknown</th>
<th>All Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>20.27%</td>
<td>30.77%</td>
<td>14.71%</td>
<td>25.48%</td>
</tr>
<tr>
<td>Somewhat Agree</td>
<td>10.81%</td>
<td>17.95%</td>
<td>16.18%</td>
<td>14.67%</td>
</tr>
<tr>
<td>Somewhat Disagree</td>
<td>6.76%</td>
<td>5.98%</td>
<td>10.29%</td>
<td>6.95%</td>
</tr>
<tr>
<td>Disagree</td>
<td>18.92%</td>
<td>2.56%</td>
<td>17.65%</td>
<td>12.36%</td>
</tr>
<tr>
<td>I Don’t Know</td>
<td>43.24%</td>
<td>44.74%</td>
<td>41.18%</td>
<td>40.54%</td>
</tr>
</tbody>
</table>
15. How satisfied are you with Office leadership (e.g. team leaders and the Executive Team) participation in and support of internal conversations about racial equity?

**Race Unknown**

1) Satisfied: 29.41%
2) Somewhat satisfied: 36.76%
3) Somewhat unsatisfied: 16.18%
4) Unsatisfied: 17.65%

**All Responses**

1) Satisfied: 38.22%
2) Somewhat satisfied: 32.82%
3) Somewhat unsatisfied: 16.60%
4) Unsatisfied: 12.36%
16. The City Attorney’s Office approaches its litigation, advice work, interactions with clients and the public, and day-to-day management through a racial equity lens.

1) Agree: 29.73%
2) Somewhat Agree: 27.03%
3) Somewhat Disagree: 25.68%
4) Disagree: 17.57%

1) Agree: 33.33%
2) Somewhat Agree: 47.01%
3) Somewhat Disagree: 12.82%
4) Disagree: 6.84%

1) Agree: 30.88%
2) Somewhat Agree: 32.35%
3) Somewhat Disagree: 22.06%
4) Disagree: 14.71%

1) Agree: 33.20%
2) Somewhat Agree: 36.68%
3) Somewhat Disagree: 18.53%
4) Disagree: 11.58%
17. Questions 17 was optional: What do you think the City Attorney’s Office could do better to promote racial equity in the workplace? This question received 93 responses which can be found in Appendix A.

18. Questions 18 was optional: What do you think the City Attorney’s Office could do better to promote dialogue on issues related to racism and unconscious bias, including the impact of systemic racism in the workplace? This question received 86 responses which can be found in Appendix B.

19. Questions 19 was optional: Do you have any other comments or suggestions for the Task Force? This question received 68 responses which can be found in Appendix C.
Q17  OPTIONAL: What do you think the City Attorney’s Office could do better to promote racial equity in the workplace?

Responses 259  Answered 93  Unanswered 166

- The office needs to better establish a sense of being an inclusive community.
- Create an informal drop-box system wherein issues, suggestions, comments, etc. related to racial justice and equality can be deposited.
- I think CAO could do better to promote racial equity in the workplace beginning with diverse ethnic executive leadership also throughout the various classifications that make up the CAO. Promote racial equity by rigorous interactive workshops focused on structuring and implementing equitable culture.
- More opportunities should be given to minorities for leadership roles.
- Develop a program for high school students in San Francisco to promote their learning development and give exposure to the opportunities in the legal world, particularly through the City Attorney’s office. The key is increasing a diverse population of applicants that is currently lacking.
- Have African-American MEN and women and Hispanic in leadership positions.
- CAO has done a good job of hiring a diverse group of people to work here. An important step in increasing that outreach is seeking out diverse candidates where they might be, instead of finding the "exceptional student" who made it to Harvard. That goes for support staff as well as attorneys.
- Not hire 4 in a row new hires who are all cis gendered white men from the private sector for the same team.
- I think the office is already doing a wonderful job in racial equity, and will only do better.
- What the Task Force is already doing - promoting dialogue, raising awareness. The issue has to be approached in a non-judgmental way so as not to make people feel defensive or threatened.
- Provide more anonymous ways to report issues. Employees are very cautious about approaching the topic due to a potential for getting fired or getting someone else fired.
- I have nothing to comment about this. I think the office has diverse people working, and seems like everyone gets along, as far as I see.
- Hire people of color for high ranking positions. As it is, everyone is white.
- I think we should make greater and more explicit efforts to reach out to attorneys of all backgrounds when hiring. And, we should provide mentoring and support to all employees, particularly those who may be more vulnerable because of unconscious bias or racism.
- I think the CAO is already implementing the important change to stop relying exclusively on word-of-mouth for attorney hires. Reliance of word-of-mouth tends to perpetuate exclusion of people with non-traditional backgrounds, and who are not already in the "right" networks.
• Have more transparency around job opportunities and actively recruit in racial affinity bar associations such as CMCP. Have a hiring process designed to eliminate bias and conduct training for all who participate in the hiring process. Support efforts to increase racial diversity in law schools.

• Have the racial makeup of attorneys and team leaders be more reflective of the population of San Francisco or the Bay Area at large.

• It all starts with hiring. Public posting of positions and outreach to law schools and organizations that attract diverse candidates to hire for such positions is key to establishing workplace diversity and inclusion.

• Widely post job openings both internally and externally; draft formal job descriptions; perform outreach to minority bar associations for job openings; develop a transparent process for opportunities for attorneys to transfer between teams within the office.

• The City Attorney’s Office should be intentional in hiring qualified women and minorities to occupy leadership positions. Maybe have a mentoring program (for those who already work for CAT) that is specifically geared toward training and promoting women and minorities for leadership positions.

• Some basic sensitivity trainings on microaggressions might be helpful, as I know that some of our office isn’t as “tuned-in” to the current climate and what may not be okay to say or ask of POC.

• The hiring process could be more open.

• Hiring a more diverse workforce. Taking more chances on attorneys that can learn on the job. Making our office more appealing to talented minority attorneys that can have their pick of jobs. It’s a great job, but is it competitive with private practice? Money, no, and that’s ok. But quality of life?

• Let’s start with a fair and ethical hiring process that selects the best qualified candidates. Stop the practice of hiring for “favor”, providing interview questions in advance to certain candidates. Dept heads should be required to conduct honest annual performance reviews based on actual stats.

• Yes, most city department’s could.

• The formation of the task force is a good but overdue first step. Our office does great work but needs to also reflect and work on our internal policies and education more intentionally. Recommend more training, tools and discussions.

• The Office needs to reflect greater racial diversity at all levels of leadership including at the team leader and Executive Team levels, and needs to be much more sensitive to issues of racial equity and inclusion in order to eliminate the existing culture of white elitism and exclusivity.

• The office could offer more information about what racial equity and unconscious bias is and what the office is doing with respect to each one. I think the office could also offer more information about racial discrimination. What it is and how to report it if an employee experiences it.

• Publicly posting/advertising job openings, including opportunities for internal promotion or change of team, would expand the pool of potential applicants to communities and groups not already well-represented in the office.

• I don’t really know, but I’m sure we can improve. I think the employees of this office have very good intentions, but I’m sure there is much more we can do.
• The City Attorney’s Office could better promote racial equity by hiring a more racially and ethnically diverse workforce (including attorneys, team leaders, leadership team, legal assistants, and other staff).

• I disagree with almost all the definitions and statements used in this survey. For instance, I don’t agree with the use of the term “racial equity” as opposed to “racial equality.” If by the former you mean “equality of outcomes,” rather than “equality of opportunity,” that is something I oppose.

• I’m proud of our office and the work we do, and I don’t think we discriminate. But that is not enough. We are leaders. We live in a racist world. We are products of that, and a reflection of that. We need to take affirmative steps to promote racial justice. Outreach and education.

• Allowing for open conversations and trainings to then change office culture.

• By hiring more People of Color in places of decision-making. By announcements and celebrating successful employees of Color in workplace settings. Inviting participation in celebrating differing points of view and cultures.

• I think we are getting better; our office has always been conscious of racism, with good people striving for equity. I think we need to open up our hiring processes. Moreover, we need education - dedicated work time to discussing and learning about racial bias and its subtle effects on all of us.

• Increase transparency in hiring and promotion and for both de-emphasize clerkships and attendance at elite law schools. It isn't fair to compare the resume of first gen persons, who are often POC, to those from an affluent family, with all the built in advantages.

• The CAO should encourage discussions in the workplace. I was particularly disheartened over the past year when, after the killing George Floyd and the emergence of a national moment of racial reckoning, there was UTTER SILENCE from the front office.

• Put their money where there mouth is. I hope task force makes recommendations that front office listens to and isn't just doing this because the city is requiring.

• The hiring process should be the same across the board. Potential employees shouldn't be hired without ever filling out an application, having to interview in front of a panel or start by receiving the top salary in the job class.

• Broaden and tailor outreach on hiring to a range of diverse groups so more networks are aware of opportunities here.

• The Office needs to do more promote equitable hiring and promotion practices. Listing job openings publicly is a good start, but there need to be more affirmative recruitment efforts focused on diversity. The office also needs to do more to make diverse candidates feel welcome.

• Invest as much effort into finding and developing lawyers and support staff of the future within minority-leaning communities/schools/environments as at Yale and from traditional clerkship and law firm feeders. Bring specific awareness of traditionally nonminority practice areas to them.

• Preemptively identify listservs/networks of diverse attorneys and support staff so when positions open we can advertise them there; share our statistics on diverse staff so that employees are aware of which groups are underrepresented in applications/hiring/promotion/retention.
• Publicize attorney positions at CAO, including notifying current DCAs of open positions within the office. Allow DCAs to transfer Teams.

• Reduce divide between attorneys and support staff in the office; make job posting process more transparent and widely accessible and do affirmative outreach to a more diverse pool of candidates; take steps to mentor and train junior attorneys and be more transparent about opportunities for promotion.

• Hiring advertisements should be posted for every position so that people who do not have an inside connection are penalized.

• Provide training on racial equity and all equity issues as a part of new employee training and to all staff on a periodic ongoing basis. Also provide intensive training for hiring panels to include racial equity issues and unconscious bias.

• Where we are recruiting for employment
  
  • I don't know. When one applies for a City job everything is set up for equity. I was a personnel manager in the City at another dept. for two years and each job has qualifications that must be met to hire that person.

  • Address it. It's not being talked about, let alone addressed. Small things, e.g., a holiday party game ("Guess the Baby") exclude POC. Addressing race can avoid such gaffes, but more importantly, more complex things people hold closer and with more gravity. Also, any transparency everywhere.

  • The office needs to move entirely away from hiring based on preexisting social networks; it needs to publicly post all jobs in all of the places candidates would look, including diverse networks. It is clear that the portion of attorneys who are of color is much lower than for all employees.

  • I would like to see each Team Leader receive training on how to make the workplace more equitable and inclusive. Once the leadership within the office feels more comfortable with discussing race and equity issues that is beyond the legal parameters we may begin to normalize the conversation.

  • RECRUIT from a broader and more diverse range of institutions. This will result in more diverse hiring, which will further promote racial equity in our workplace.

  • Take the lead (like Oakland) and hire and promote African American attorneys to the point where a racial equity task force is unnecessary. All Black attorneys who do not already hold a supervisory position should be offered management training and then promoted to lead a team.

  • Take concrete steps to ensure that attorneys and staff feel adequately supported, celebrated, and acknowledged.

  • Our hiring process could be revised to place less emphasis on personal connections, which tend to bias hiring in favor of individuals similar to those already in our office.

  • Actively seek diverse job applicants and interns. Use more than just our personal professional networks to bring in job applicants. We're only perpetuating the problem by doing that.

  • Need more Black & Hispanic attorneys. Continue posting CAO jobs on job banks attracting minority candidates. CAO needs to give minority attorneys credit for their work to promote diversity and mentoring lawyers of color, and other diversity bar leadership so that work is seen as of value and importance.
• It is difficult to categorize the different levels of need to this particular office. The city in itself is very diverse yet in my opinion there needs to be more African American in leadership roles.

• I don’t know what I don’t know. I would like the office to help me understand, identify and rectify issues on race. I may have observed or experience inequities without being aware of it.

• I have not seen African Americans on my team, in that regard, the office can do a LOT more. I have observed recruitment as favorable to those with connections, hiring committees may consider extending beyond personal networks and give others a chance.

• As mentioned above, have role playing workshops on implicit bias’. I think that each person in the office has unconscious (and conscious) implicit bias’ towards race and gender. It is difficult to “promote racial [and gender] equity” without going to the root--our everyday implicit bias’.

• Hiring process for attorneys is extremely opaque. Post openings with various bar associations of color and have a point a contact for each such association.

• I think the single most important thing CAO could do on this front is to publicly advertise attorney job opportunities on websites and in other job posting forums.

• I think we should discuss it more often.

• I think more outreach in our hiring process would help us attract and retain a more racially diverse workforce.

• The office needs POC in positions of leadership. The office needs to recruit non-white candidates rather than rely on the networking approach to identifying candidates - an approach that invariably reinforces inequity in the employment pipeline.

• It would be helpful to provide foundational information about our Office and how current employees feel about racial equity in the workplace. Is there a big problem, or just room for improvement? It will be hard to make progress if we aren't all starting with the same foundation.

• Broadly advertise attorney openings instead of relying on an entirely word-of-mouth system that exacerbates "old boys network" hiring.

• the hiring process is probably the biggest obstacle for racial equity. It must be redesigned to have better outreach for minority applicants and redesigned to hire more diverse applicants. There is little to no mentorship for colleagues of color let alone junior lawyers in the office.

• Integrate changes into the workplace (not just have training/discussions). This might include discussions in team meetings including office leadership. Most importantly changing our recruiting for open positions (the current system is terrible for diversity). And improve staff satisfaction/retention

• continue as usual

• A more diverse hiring pool of applicants.

• Our office work assignment process furthers inequity. Team leaders have total career impacting discretion assigning work to line staff. Without a process, we allow for unconscious bias and systemic racism in terms of who (consistently) gets plum assignments with opportunities for professional growth

Appendix A-5
• Ensure that job openings that offer promotional opportunity are transparent and open to all who qualify.

• Dialogue among existing employees; improved hiring practices for employees and interns (consider no name/de-identified submissions to potentially lessen impacts of racial/gender bias).

• In order to promote racial equity the office first has to recognize it as being important. I don’t believe the office has taken that first step.

• -Have a better HR staff who can provide support, know what they’re doing and follows standard, transparent hiring practices. -Give promotions to people who deserve it and open up opportunities to everyone instead of a select few.

• Comprehension of the terminology beyond a basic level needs to be the starting place. Hard to say what we can improve on without first defining and agreeing on what we are improving

• Highlight the front office's support for the work of the Racial Equity Task Force. Continue to promote racial equity issues in the Water Cooler and other CAO communications. Conduct better outreach when CAO positions come open; and allocate resources so that CAO employees can work on these issues.

• Have a more supportive, communicative, friendly, approachable human resources team.

• One important step, recently taken, is making hiring more transparent and advertising positions rather than hiring through networks. As a new hire attorney, I felt there was little training and support, and HR and sometimes the exec team feel rigid and adversarial - improving these & help everyone.

• Publicly post available DCA positions in as many different forums as possible.

• I am not aware of internal discussions about racial equity other than the task force newsletters and emails, so whatever the office can do to encourage such discussions or provide opportunities for engagement on the topic would be helpful.

• I think hiring is the main issue. And it’s not all CAO’s fault; the legal profession does not, unfortunately, reflect the diversity of America. But we need to hire more people of color, and that might mean being more proactive about recruiting Black attorneys in particular.

• We should broaden our hiring so hiring is not done primarily based on who current employees know.

• Recruit and hire more non white lawyers!! Referral based hiring perpetuates homogenous workplace. Leadership needs to take more active role to message value of D&I.

• I believe the Black/Afro-American population in the Bay Area is about 6% & the Hispanic population is about 24%. On my Team I feel Hispanics are not represented fairly (at all).

• More broadly advertise openings. Redact applicants' names and addresses from application materials to reduce potential for name and socioeconomic biases to play a role in hiring. Allow for more flexibility in work hours and working from home post-COVID when an employee requests such allowances.

• Office leadership and hiring should reflect racial diversity. Currently, promotional opportunities and mentoring/inclusion for racial minorities are not a priority for the office.

• -give a fair chance for promotions, open up positions to the public and the office instead of hiring internally - hire more POC and womyn for all positions

Appendix A-6
I'm not sure; I don't know whether there's a problem in the office re racial equity. It's not clear to me, for example, that our numbers of attorneys from recognized minority groups are lower than the percentage of those minority groups in the legal profession. Can't say more, "character limit."
Q18  OPTIONAL: What do you think the City Attorney’s Office could do better to promote dialogue on issues related to racism and unconscious bias, including the impact of systemic racism in the workplace?

Responses 259  Answered 86  Unanswered 173

- Move the focal point to those who experience racial inequality, injustice; elevate, by placing our BIPOC brothers and sister within the center of whatever dialogue comes.
- Promote dialogue on issues related to racism and unconscious bias by utilizing internal communication and inclusive staff presentations; i.e. poems, quotes, media clips, short compositions, art, personal story, reading content that expose personal and societal impact of systemic racism.
- Racist slurs has been said to individuals within the office and nothing has been done about it.
- I think the first question is carefully framing the sought after dialogue. What is the goal? What are the parameters of the conversation? Who gets to participate? Who is a decision maker and how are decisions made? Who gets to the decide what amounts to racism? What is the ultimate goal?
- Have ongoing required webinars and/or workshops or it could also be an MCLE topic. Better to do something ongoing than just once a year or in the face of an incident.
- Forming this Task Force is an important step in acknowledging that systemic racism exists in every structure, including our workplace. The efforts to dismantle it will include dialogue, collaboration, and protocols to do so. We have to start with the conversation.
- Please do not make us sit through some mandatory anti-racism video training. That is not helpful. Nor is having one panel or meeting to address the issue. It has to be a daily conversation that includes a diverse workforce.
- While more mandatory training will not be popular, this is an issue that requires training, as there are no doubt many people who do not see there is a problem in the first place. Brown bag discussions or informal seminars would be useful on a voluntary basis.
- Employees regularly receive harassment awareness training and so most people are aware of potential problem of bringing up anything to do with protected classes including race. So any discussion of racism would likely be avoided on a day to day basis and needs to be addressed by management.
- Consistently open dialogue on unconscious bias with the participation of all employees. Talking and learning about these issues must become normal and expected.
- No comment.
- Have the team leaders take a course in racism and unconscious bias
- I am so happy we are having these conversations in the open and that the office is looking to have trainings, seminars, workshops etc. I also appreciate the way the Water Cooler highlights resources to learn more about these issues.
• Continue to reform hiring. And then listen to minority hires to ensure they feel supported and have career advancement opportunities. Easy to say. Harder to achieve.

• Invite the dialogue through facilitated discussions. Support formation of racial affinity groups (including potentially a white+anti-racist affinity group).

• Implicit bias training; speaker series and readings on systemic racism and bias; more opportunities for employee input on these issues; more transparent process for attorney personnel decisions so people feel more free to speak.

• Conduct training workshops and panelist discussions on and regular basis.

• It would mean a lot to hear Dennis and/or team leaders addressing issues involving race that affect on *all of us*, even if those subjects are perceived to just be POC-related.

• Maybe put on lunchtime speakers, akin to MCLE presentations? There may be individuals within the office who could present on these topics (I'm not including myself in that group), or else bring in speakers from outside?

• Have discussions/presentations on this issue, particularly about white privilege and what white people in the office can do as allies to support employees who are people of color, and better understand racial equity issues from their perspective.

• Explore racism from various perspectives. Sometimes bias I see is from one minority against another. Obviously white superiority is the big problem, but not the only source of racial bias.

• You can’t promote dialogue unless you’re willing to hold people accountable for their actions. Until you do the results of this survey is just a-i-r

• having more of an anonymous way of reporting it; sort of like how whistle blower complaints are reported

• Offer brown bags based on a shared set of readings or video clip, share training and practices from our clients, form discussion cohorts with individuals from different teams, positions and backgrounds.

• Yes, absolutely. Currently there is no dialogue on racism, unconscious bias, or the impact of systemic racism.

• More education about these topics in general and how they may exist in the workplace. Whether it be written materials and presentations/guest speakers. Also what steps can be taken to report discrimination if an employee experiences it.

• Conduct workshops.

• Include in the office-sponsored CLEs presentations that address systemic and institutional racism.

• As a Caucasian who doesn't want to offend or make unintentional missteps, it's very difficult to discuss these issues in any meaningful way. I don’t know how that can be improved.

• Perhaps the office could provide one or more MCLE programs that address racism and unconscious bias.
• I don't agree with critical race theory, so I find terms like "systemic racism" highly dubious. People are individuals, not just representatives of their inter-sectional identities. I am also opposed to corporate diversity training, microaggressions, white fragility, and other common nonsense.

• Mandatory annual required training. Partner with, and recruit from, minority law schools. Send weekly emails regarding issues relating to racism and unconscious bias. Invite outside speakers.

• Having an annual cultural evaluation or assessment of "how are we doing advocating diversity in the workplace." From there promulgating the results and inviting feedback.

• I would like to see trained professionals guiding discussions, and teaching us about systemic racism, and how to see subtle forms of bias.

• Promoting dialogue about where people come from - their backgrounds - might help - I think this doesn't happen informally as much as it could because the system - the 8 hour billing req. - really discourages informal dialogue.

• White people need to own their unconscious bias. The whole problem is it is unconscious. it needs to be in their face. They need to made to understand systemic racism does not mean people are racist - it means they don't see it. Just b/c you have a black/brown friend doesn't mean you're "woke"

• Maybe. If they mean what they say and follow through with it. If they say they're going to do something in front of a crowd, but do the opposite when no one's looking, won't fix anything. Stop letting the color of a persons skin allow them to keep a job, but don't deserve it.

• Host implicit bias training.

• Expand unconscious bias training so everyone in the office can take it.

• The task force is a step in the right direction. The office should continue to support the task force's work, and double-down on its commitment by sharing the results of the survey and making recommended changes.

• Since the social norms of how to discuss racial issues changes constantly, and varies from situation to situation, I would appreciate clear and continually updated suggestions as to what terms to use, what we define them to mean, and what is considered appropriate to discuss within the workplace.

• Find ways to integrate these topics into ongoing/existing meetings (in addition to creating new spaces to discuss DEI) so that folks feel like DEI is integrated into the office rather than silenced into its own bucket.

• The fact that it took the Front Office days to acknowledge an event like George Floyd's death & aftermath while at the same time we appeared to get immediate email tomes regarding Buck Deventhal (who was amazing) made it seem the CAO was tone deaf.

• Start by encouraging conversations within office teams, possibly using outside facilitator? Work on more transparency around office-wide policies and decisions, and invite more general input into those decisions.

• Conduct MCLE and other programs on a regular basis covering these issues so that they remain more than a token commitment.

• Use a variety of platforms that can be utilized by all employees including support staff. Continue these anonymous surveys.
- I have no idea.
- Provide statements making its position clear re racial issues, promoting a certain culture within the workplace; disallowing microaggressions to pervade.
- Opportunities for professional development are not publicly posted. There is not a regular system of performance evaluation that is documented. There is an opaque institutional culture of unspoken rules that require mentorship to navigate. We don't have relationships with communities we serve.
- We can discuss it and every time we see we should have an obligation to point it out and speak up for others. Recognizing implicit bias takes work. The singular online training we received was a joke. We need there to be an in-person training in a small group setting with our own team members.
- The Front Office and team leaders can start the conversation, identify and highlight issues and encourage staff to discuss.
- You cannot promote dialogue on these issues until you have a significant number of African American attorneys in positions of power and influence in this office. This office lacks the requisite voices to have this conversation now.
- Hold brown bag discussion sessions or make available spaces where people can discuss these issues confidentially and safely.
- Speakers or workshops would be useful.
- Recommend trainings at LEAST quarterly on topics re: race issues, like discussions on programming relating to racial injustice in the law & system - e.g. 13th, Just Mercy. More front office involvement to show they care. Not good to reject minorities for Task Force, they feel more isolated & devalu...
- Yes, I believe there should be on-going training and dialog as to how and why this office should focus on attitudes on racism.
- Education. Show leadership in the field
- People of color communicate differently and sometimes forget to code switch. One lapse in code switching should not then deem them as not a team player. Talk about that.
- What is important is to educate people on their everyday conscious or unconscious bias'. Computer trainings on implicit bias are like watching a movie--some of it is real and some it is not. People are easily distracted or or do not see how the examples shown during a computer training relates to t
- Require mandatory webinars/seminars with speakers/panelists experienced in this field.
- We can share our opinion in more surveys like this, and later discuss topics that concern many of us (maybe once a month). I think it's important to discuss (in person/via zoom) recent events and the cases our office is working on because all of those matters shape our opinions and believes.
- I think just having opportunities to learn about it and hear from experts and our colleagues about how racism and unconscious bias are impacting our work would go a long way to promoting a dialogue on these issues.
- implicit bias training/workshops
• I don't see that the office does anything now, so anything would be an improvement.

• The only thing I know for sure is that I don't have any answers. I would like to say that I know I need more waking up to my unconscious bias - how does one recognize something that is unconscious? The fish only becomes aware of the water when it is pulled out of it. I need to be pulled out. TY!

• For starters, actually talk about it and keep talking about it, all of the time. Second, change the hiring process. Third, provide support and mentorship for colleagues of color.

• Discussion is fine, but until we change our practices (recruitment and then retention/staff satisfaction) things aren't going to change. For dialogue it might help to bring in experts as our attorneys often think themselves experts when they aren't in terms of listening and encouraging.

• periodic videos

• Promote open discussions without consequences.

• Promoting and creating a space for dialogue - occasional emails with links are a good start but facilitating engagement/practice with those materials would be helpful.

• As noted above, the office has to first recognize that there is racism and unconscious bias in the office.

• Challenging to balance time pressures of practice of law. The formats listed above could lead to constructive dialogue.

• See comment above.

• A visible policy of inclusivity in hiring and promotions.

• This is a decent start. But maybe don't limit survey answers to 300 characters... Our office does not promote dialogue well in general. Many things happen in a black box. Conversations about race are difficult and they are even less likely to happen in that context.

• I wish there was a way to tag comments or other actions that are unconscious as potentially or actually inoffensive without calling the person out. I think people don't even “want to go there” because of all the ramifications and hurt feelings but this means there is less honest communication.

• Individual teams could examine how unconscious bias and systemic racism impacts evaluation and handling of cases, beginning with initial assessment of the parties, city department's handling of the claim and underlying conflict, and in litigation settings, consider alt. stmt alternatives.

• MCLE's are always helpful. But modern and real world examples would be important to have. I think we should start talking not just about systemic racism and unconscious bias, but anti-racism too.

• I feel less like we need to discuss systemic racism “in the workplace,” and more about how our city--which we help operate--perpetuates systemic racism. What are our obligations--if we are taking a racial justice lens--in our jail conditions and police 1983 cases? Is our affirm work anti-racist? Etc

• Perhaps some training how best to speak up when colleagues, City partners, or members of the community say something racist, how best to proactively address this in a professional and constructive way.

• Recruit and hire more lawyers of color!!

Appendix B-5
• Workshops/seminars

• Encourage employees to attend trainings and read materials regarding race and racism; allow this time to be billed as continuing education or administrative tasks. Organize or offer to reimburse attendees for such trainings. Allow employees to bill for filling out questionnaires like this.

• Diversity the office leadership.

• -acknowledge the current events that are taking place and creating a safe space for all to have dialogue about it. Ex: attack on Asians & Asian Americans in the Bay area -have guest speakers who are POC to encourage discussions and brown bags -offer help to POC in our office with services

• Not sure.
Q19  OPTIONAL: Do you have any other comments or suggestions for the Task Force?

Responses 259  Answered 68  Unanswered 191

- I think the RETF is a great beginning to restructuring CAO culture and should continue to peel back the layers of deeply embedded foundation of America's role and complicit structuring of white supremacy.
- Thank you for raising these issues. It is up to each of us to examine our own unconscious biases, and perhaps thereby release them.
- Just the formation of the Task Force is excellent!
- On all of the questions there should have been a selection of "I don't know" or "I'm not sure" or "somewhat". Agree or Disagree is so black & white (no pun). Life is complex not so simple. I had 3 questions I preferred to skip but was forced to choose an answer. How about a maybe... hmm?
- I appreciate the efforts of the Task Force and I will commit to attending workshops/speakers/webinars, etc., to continue my education, and to help with this important work.
- thank you for taking on this important work
- I am not sure the issue here is race, it is whether individuals are friends with or in the "in crowd" with certain senior staff.
- Emphasize the benefits of a culturally diverse workplace rather than punishment for behavior determined to be examples of racism. More diversity for people in every position in the office, especially leadership roles.

- No comment.
- Please keep up the good work!
- Good luck. This seems like a sincere and muscular effort. A huge challenge during shelter-in-place. I think the CAO is totally welcoming to sexual minorities, LGBTQ. It might be useful to explore how the CAO achieved this success, and compare to work left to be done on race issues.
- Thank you for your work on this important topic.
- Thank you for your work!
- No
- I appreciate that the office created the Task Force, and its work so far. I look forward to further discussions on how we as an office can break down systemic racial barriers.
- Thank you. Thank you. This is a lot of work, and this is a complex problem with no quick solutions. Incremental progress is likely the upshot, but the work you do will make the office better for the future too.
- Good luck
• Thanks for the work you are doing and for putting the survey together.

• This is difficult work and simply highlighting the accomplishment of racially diverse lawyers is not enough. The Office needs to take a deeper dive into creating and maintaining a more racially diverse and equitable workplace.

• I did not understand some of the mandatory questions, or am unaware of examples of the particular activity I am being asked to evaluate (e.g., I am not aware of any "internal conversations about racial equity"). So, am not sure whether some of my answers reflect my actual opinion on the topics.

• I think casting a wider net in our hiring is a good starting point. I don't like the idea of a set list of questions for interviewing -- that is very stifling, but ways of improving the interview process should be examined.

• I appreciate the service and leadership of the Task Force!

• This survey proves what I had suspected. That this task force is hopelessly mired in wokeness, identity politics, virtue signaling, critical race theory, "white supremacy," imposed social constructs, and Michel Foucault, and has its head way up its ass.

• Consider affirmative litigation; partner with the NAACP and other groups. We were at the forefront of ending LBGTQ+ discrimination; we can do the same for race discrimination and equity.

• no

• Thank you for your work. I don't have anything else to add, but want to emphasize the need for education and discussion within the office. I look forward to the Task Force's recommendations.

• Pay interns, at least in the summer. If we could do that we would likely get a group that is more diverse - students of color tend to be from poorer backgrounds. And then set up a post-grad fellowship program to try to develop a more diverse pool from which to hire.

• We need speaker panels and live discussions that deal with race and racial equity. The videos that we are required to watch periodically are not sufficient.

• I am very hopeful that the front office will take the work of the task force seriously and will be willing to have difficult conversations that they haven't had. And that real change will come - rather than a bunch of meetings that result in nothing

• The office should partner with local affinity organizations and leadership should participate in events celebrating and promoting diversity in the legal community. Institutional support communicates to employees that diversity is something the office values, and encourages their participation.

• Keep using the Water Cooler as a venue for communicating. I like the lists of recommendations. It's a neutral forum that goes to everyone and is easy to "consume." I would like to see a Yale-similar program connected to an HBCU or more minority-leanin law school. Include Native American issues.

• Thank you for the work you do! I'm grateful for all you do to make our office a more inclusive and open space.

• My experience has been that our office has a culture of kindness and mutual respect, but also extreme carefulness. I hope we can move the office culture towards more openness while also preserving the dynamic of kindness and respect.
• The answers to the questions regarding experienced or observed interpersonal or systemic racism within the City Attorney's Office was based on experiences from a long time ago. Day-to-day management through an equity lens (racial/gender).

• I think this is great that the City Attorney's Office has started this conversation and very grateful for the opportunity to expand my understanding and identify unconscious bias in myself. I hope the conversation continues and expands.

• I do not. I will have to think about it for a while.

• Tie in all programming together toward a clear goal(s), in a campaign type organization; utilize strategic planning and tools such as backwards timelines

• The City Attorney's Office has not acknowledged, let alone reckoned with, our role in defending police excessive force cases and how that perpetuates anti-black violence. We should support legislation that would relieve the city of the duty to defend and indemnify officers in certain instances.

• No comments.

• We need the whole office to be involved. Perhaps requiring each person to work on a discreet project or require a certain amount of hours dedicated to race and equity issues.

• Focus your attention on finding ways to hire African American attorneys who are not from Ivy league schools or connected with the City Attorney's office. Outsiders will provide an unvarnished opinion of racial equity. Until then this task force is merely "diversity theatre".

• If there are resources on how to recognize systemic racism in the legal side of policies, like how they're drafted, we'd be in a really good position to make revisions or provide advice before the Board approves new ordinances/code sections.

• I think the City Attorney's office should focus equal attention to causation when affirmatively litigating against drug dealing or other nuisance crimes, and implementing the institutionalization of restraining orders against people who have little options for joining the ranks of their accusers.

• Please act swiftly, race issues are important every day to minorities at CAO. Providing credit to attorneys for bar work to promote diversity is critically important for their sense of inclusion+ showing that work has value. CAO should reimburse attys for membership in diverse bar orgs for communit

• Race relation training is a must. Trainings taught by people of color and at all levels of the work forces.

• Expand recruitment net.

• Thank you for your important work on these issues!

• Feel like the office does a pretty good job re racial equity, especially in recent years. There's room for improvement re equity for support staff versus attorneys, and recognition that not all families include children.

• "When you see something say something" also requires training and education. What do you say or do when you see or hear racist etc comments or activity, in a non-confrontational way, especially in a work place.
• Thank you!

• No, thank you.

• It might help to use a survey that doesn't limit each response to 300 characters...

• no

• 1-Thank you for this work. 2-I agree it is important to prioritize focus on racial equity. I also remain concerned about intersectional struggle and inequity, especially relating to gender/sex and class/socio-economic status, as well as LGBTQ issues—and the intersection of these social experiences.

• See above.

• It seems like this task force was made as a "band aid", instead the office should be addressing the issues directly. Having a blurb or email sent out does not really do anything. It just creates even more discomfort and dissatisfaction among employees.

• Above multiple choice Qs are very restrictive; should give more choices for answer. Often, there was no box that expressed how I wanted to answer, Ex.Lit & Advice thru a racial equity lens - not sure what that means or how to assess/measure Hiring process that ELIMINATES racial bias - subjective

• Please come up with an overarching plan/statement explaining the framework the Task Force is working under, e.g., priorities, goals, standards. Be sure to focus on ways to improve dialogue in a way that all CAO employees feel willing to participate in.

• I fear that its just another committee that people can add to their resumes, and that may unintentionally cause fear and distrust between colleagues and races.

• One thing that has improved somewhat but that I found awful as a new attorney was the lack of leave for the 1st year (floating holidays weren't available right away and admin leave seemed strongly discouraged) combined w/ the lack of telework. It's hard for parents but also harder on people w/ any l

• As someone that is White, I'm aware that I will always have more I need to learn about racial equity. While I try to be aware of racism that happen around me, I'm also aware that it is not directed at me so I will never fully experience what some of my colleges go through. I want to learn and grow.

• I have no idea what this means or what this looks like: The City Attorney's Office approaches its litigation, advice work, interactions with clients and the public, and day-to-day management through a racial equity lens.*

• I appreciate your work. Thank you.

• Offer brown bag discussions about DEI and share personal stories so people can get to know one another.

• I would like to consider questions like, what would it mean for us to adopt an anti-racist lens/mindset/intention with all of our actions as an office?

• Perhaps foster one-on-one conversations with random employees in the office? Some individuals are uncomfortable talking in large groups, and some conversations may be easier on a smaller scale. I think this could only work if it's entirely voluntary, but that may make participants self-selecting.
• We need to be able to have difficult conversations in a safe place, allowing space for self-reflection, conversation and understanding. I want to engage in these conversations; however, I am concerned that anything I have ever said or might say will be used against me. How do we move forward?

• One thing the office could do, apart from racial "equity," is promote racial "pride" - maybe keyed to holidays like Juneteenth or events like Black History Month, or important legal events that seem relevant (e.g., Brown (good), Korematsu (bad)).
Attachment B - City Attorney’s Office Position Postings


2. CAT Website - https://www.sfcityattorney.org/aboutus/employment/

3. CAT LinkedIn

4. **Professional organizations** – California Minority Counsel Program, La Raza, East Bay La Raza, Asian American Bar Association of the Greater Bay Area, Black Women Lawyers Association of Northern California, California Association of Black Lawyers, Charles Houston Bar Association, Filipino Bar Association of Northern California, Minority Bar Coalition, California Women Lawyers, Korean American Bar Association, Santa Clara County La Raza Lawyers Association, National Native American Bar Association, Women Lawyers of Alameda County, Judicial Intern Opportunity Program, South Asian Bar Association of Northern California, California League of Cities, Bay Area City Attorneys [Attorney positions only]

5. **Professional organizations**: San Francisco Paralegal Association, San Francisco Bar Association – Paralegal Section; San Francisco Legal Professional Association; National Federation of Paralegal Associations; San Mateo Legal Professional Association; Santa Clara County Legal Professionals Association; Women in eDiscovery; Legal Professionals, Inc. [Paralegals, Legal Assistants and Legal Secretary positions once a list has been exhausted]

6. **Local/California law schools and alumni networks** – UC Berkeley, UC Hastings, UC Davis, UCLA, USF, Santa Clara University, Golden Gate University, Stanford, Harvard, Howard, NYU [Attorney positions only]

7. **Local Schools and/or alumni associations**: San Francisco State University Paralegal Program Job Board; CSU East Bay Paralegal Job Board; Skyline College Paralegal Program; City College of San Francisco Paralegal Program. [Paralegals, Legal Assistants and Legal Secretary positions once a list has been exhausted]

8. **DHR Diversity Recruitment Team (DRT)**. The DRT Will post at community-based organizations that they have connected with.
### Attachment C - Resources Dedicated to REAP/DEI Work

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Part Time/ Full Time/ Voluntary</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Chiu</td>
<td>City Attorney</td>
<td>Leadership team</td>
</tr>
<tr>
<td>Katie Porter</td>
<td>Managing Attorney</td>
<td>Leadership team</td>
</tr>
<tr>
<td>Yvonne Mere</td>
<td>Chief Deputy City Attorney (previous co-chief of RETF prior to promotion to Chief Deputy)</td>
<td>Leadership team</td>
</tr>
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<td></td>
<td></td>
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<tr>
<td>Colleen Dietterle</td>
<td>Manager of legal Support &amp; Administraive Services</td>
<td>Leadership team</td>
</tr>
<tr>
<td>Michelle Sexton</td>
<td>Port Team Leader/RETF Co-Chair</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Mari Medrano</td>
<td>Paralegal, Litigation Team/RETF Co-Chair</td>
<td>Voluntary</td>
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<tr>
<td>Meiling Bedard</td>
<td>Deputy Press Secretary/RETF Member</td>
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<tr>
<td>Mark Blake</td>
<td>Deputy City Attorney/RETF Member</td>
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<tr>
<td>Lisa Booker</td>
<td>Clerk/RETF Member</td>
<td>Voluntary</td>
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<tr>
<td>Kimiko Burton</td>
<td>Chief Deputy -Children and Family Services/RETF Member</td>
<td>Voluntary</td>
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<tr>
<td>Odaya Buta</td>
<td>Legal Assistant/RETF Member</td>
<td>Voluntary</td>
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<tr>
<td>Alicia Cabrera</td>
<td>Deputy City Attorney/RETF Member</td>
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<td>Diana Carbajal-Strait</td>
<td>Deputy City Attorney/RETF Member</td>
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<td>Virginia Dario-Elizondo</td>
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<td>Larry Jefferson</td>
<td>Legal Secretary/RETF Member</td>
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<tr>
<td>Jenine Marquez</td>
<td>Legal Assistant/RETF Member</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Arnulfo Medina</td>
<td>Deputy City Attorney/RETF Member</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Erik Rapoport</td>
<td>Deputy City Attorney/RETF Member</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Ray Rollan</td>
<td>Deputy City Attorney/RETF Member</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Andrew Shen</td>
<td>Deputy City Attorney/RETF Member</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Luis Zamora</td>
<td>Confidential Executive Assistant to the City/RETF Member</td>
<td>Voluntary</td>
</tr>
<tr>
<td>103 Employees</td>
<td>Deputy City Attorneys</td>
<td>Voluntary</td>
</tr>
<tr>
<td>13 Employees</td>
<td>Paralegals/Legal Assistants</td>
<td>Voluntary</td>
</tr>
<tr>
<td>6 Employees</td>
<td>Investigators</td>
<td>Voluntary</td>
</tr>
</tbody>
</table>
1. Recruitment

Racial inequity in recruitment is pervasive throughout all departments, and the Office seeks to reduce this inequity. The Office is working on a way to track employees' time spent at a minimum on the advice provided, cases handled, and legal assistance. This is the Office's best effort to do so.

2. Pipeline development

The Office is committed to developing a pipeline of diverse members of the BIPOC community and will ensure equal opportunity for recruitment.

3. Salary Survey

The Office conducts a comprehensive survey to ensure equity in salaries. The Office is committed to the best efforts to ensure equity.

4. Developing a Mentorship Program

The Office’s work in this area is seen in the advice provided, cases handled, and legal assistance.

5. Safety Survey

The Office will conduct a comprehensive survey to ensure equity in salaries. The Office is committed to the best efforts to ensure equity.

6. Develop a Mentorship Program

The Office is committed to developing a pipeline of diverse members of the BIPOC community and will ensure equal opportunity for recruitment.

7. Promoting and Leadership Opportunities

The Office is committed to developing a pipeline of diverse members of the BIPOC community and will ensure equal opportunity for recruitment.

### A. Department priority areas for improving social equity or closing racial equity gaps, especially within its existing service delivery system

<table>
<thead>
<tr>
<th>Name of activity/service</th>
<th>Name of service type</th>
<th>Estimated FTEs and/or budget amount</th>
<th>Notes or examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate options to create more access barriers to those opportunities.</td>
<td>Access barrier to those opportunities.</td>
<td>$10,000</td>
<td>Improve access for all employees.</td>
</tr>
<tr>
<td>Develop and implement a mentorship program where senior employees support and guide more junior employees in their professional development, learning hard and soft skills, and career planning and growth.</td>
<td>Access barrier to those opportunities.</td>
<td>$15,000</td>
<td>Develop and implement a mentorship program where senior employees support and guide more junior employees in their professional development, learning hard and soft skills, and career planning and growth.</td>
</tr>
<tr>
<td>Provide racial equity training to all employees and leaders in the Office.</td>
<td>Access barrier to those opportunities.</td>
<td>$5,000</td>
<td>Provide racial equity training to all employees and leaders in the Office.</td>
</tr>
<tr>
<td>Develop and implement a mentorship program where senior employees support and guide more junior employees in their professional development, learning hard and soft skills, and career planning and growth.</td>
<td>Access barrier to those opportunities.</td>
<td>$10,000</td>
<td>Develop and implement a mentorship program where senior employees support and guide more junior employees in their professional development, learning hard and soft skills, and career planning and growth.</td>
</tr>
<tr>
<td>Implement standard and transparent recruitment, hiring, and promotion procedures, and assess and remove any systemic barriers to those opportunities.</td>
<td>Access barrier to those opportunities.</td>
<td>$5,000</td>
<td>Implement standard and transparent recruitment, hiring, and promotion procedures, and assess and remove any systemic barriers to those opportunities.</td>
</tr>
<tr>
<td>Oversee the onboarding and integration of the DEI Director into the Office.</td>
<td>Access barrier to those opportunities.</td>
<td>$10,000</td>
<td>Oversee the onboarding and integration of the DEI Director into the Office.</td>
</tr>
</tbody>
</table>

### B. Fiscal year capital alignment

Complete only for line items that are aligned with a department priority equity issue area (D) or have been identified as high capital expenditures. If none, leave blank.

<table>
<thead>
<tr>
<th>Department priority equity issue area</th>
<th>Activity/service type</th>
<th>Estimated FTEs and/or budget amount</th>
<th>Notes or examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure all legal assistance is provided to BIPOC clients, if any.</td>
<td>Access barrier to those opportunities.</td>
<td>$5,000</td>
<td>Ensure all legal assistance is provided to BIPOC clients, if any.</td>
</tr>
<tr>
<td>Implement standard and transparent recruitment, hiring, and promotion procedures, and assess and remove any systemic barriers to those opportunities.</td>
<td>Access barrier to those opportunities.</td>
<td>$5,000</td>
<td>Implement standard and transparent recruitment, hiring, and promotion procedures, and assess and remove any systemic barriers to those opportunities.</td>
</tr>
<tr>
<td>Work with the BIPOC community to ensure equity in salaries.</td>
<td>Access barrier to those opportunities.</td>
<td>$5,000</td>
<td>Work with the BIPOC community to ensure equity in salaries.</td>
</tr>
</tbody>
</table>

### C. Overall resources

<table>
<thead>
<tr>
<th>Total resources</th>
<th>Activity/service type</th>
<th>Estimated FTEs and/or budget amount</th>
<th>Notes or examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total resources</td>
<td>Access barrier to those opportunities.</td>
<td>$10,000</td>
<td>Improve access for all employees.</td>
</tr>
</tbody>
</table>
The Office established a RETF comprised of 15 Office employees.

### Affinity Groups
The RETF developed Affinity Groups for members of the Office to join. The Affinity Groups serve as spaces for challenging barriers, making spaces for affinity and spaces for community, and supporting employees with shared backgrounds and identities.

### RETF Budget Allocation
The Office's budget allocated $20,000 to the RETF, which RETF is spending on racial equity training for RETF members and the Executive Team.

#### Contract with racial equity trainer Mira Stern
- $18,000
- n/a
- 5

### Legal Equity Advice to all City Departments
Deputy City Attorneys advised departments on developing and implementing their Racial Equity Action Plans. Deputy Attorneys also advise on labor and employment issues, disability and equal opportunity issues, and the implementation of the Dreamkeeper Initiative, Abundant Birth Project, and great initiatives to support EMBRACE and pro bono. Teams are also advising City departments on all justice and practice.

### Advice to ORE
The Office serves as general counsel to ORE and advises on matters related to diversity, equity and inclusion.

### Affirmative Litigation - re Opioids
Litigating against the opioid industry to get money to fund opioid use disorder treatment and other abatement efforts.

### Affirmative Litigation - re Immigration
Challenging the prior "Public Charge Rule". Deputy attorneys advised the ORE to file suit and collaborate with public interest groups and other interested offices.

### Buffin v. Hennessy
Recently concluded class-action lawsuit challenging the constitutionality of the Superior Court's state-mandated fixed bail schedule, on the ground that the schedule gives wealth discrimination and violates equal protection. We negotiated a stipulated judgment that removes the bail schedule as a pre-arraignment release option for arrestees, and that also provides more rapid decisions on "own recognizance" release for arrestees who have not been charged with serious or violent felonies or who are not otherwise ineligible for pre-arraignment OR release under state law.

### Special Tax Initiative Litigation
Successfully obtained court validation of the lawfulness of three special taxes (June 2018's Prop C and G, and November 2018's Prop G) placed on the local ballot through voter initiative and approved by a simple majority of the voters. These measures have produced significant tax revenue to fund services for persons experiencing homelessness, to fund early care and education, and to increase salaries of educators at SFUSD.

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<table>
<thead>
<tr>
<th>Task</th>
<th>Department(s) Impacted</th>
<th>Hours</th>
<th>Financial Source</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETF</td>
<td>Daily</td>
<td>342.83</td>
<td>City General Fund</td>
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</tr>
<tr>
<td>Affinity Groups</td>
<td>Daily</td>
<td>224.10</td>
<td>City General Fund</td>
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<tr>
<td>RETF Budget Allocation</td>
<td>Daily</td>
<td>20,000</td>
<td>City General Fund</td>
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<tr>
<td>Affirmative Litigation - re Opioids</td>
<td>All City departments</td>
<td>2,529.25</td>
<td>Restricted Government</td>
<td>n/a</td>
</tr>
<tr>
<td>Affirmative Litigation - re Immigration</td>
<td>All City departments</td>
<td>140.75</td>
<td>Restricted Government</td>
<td>n/a</td>
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<tr>
<td>Affirmative Litigation - Gig Economy</td>
<td>All City departments</td>
<td>894.75</td>
<td>Restricted Government</td>
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<td>Affirmative Litigation - Buffin v. Hennessy</td>
<td>All City departments</td>
<td>82.75</td>
<td>City General Fund</td>
<td>n/a</td>
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<tr>
<td>Special Tax Initiative Litigation</td>
<td>All City departments</td>
<td>356.00</td>
<td>City General Fund</td>
<td>n/a</td>
</tr>
<tr>
<td>San Francisco Apartment Association Litigation</td>
<td>Defended challenges brought by SFAA to \n\nCity ordinances that protect residential or \n\ncommercial tenants. These include an \n\non-urgent moving notice provision for \n\nnonpayment of rent coming due during the \n\npandemic, and an eviction process for \n\nnonpayment of rent. Sued defendants who \n\nfailed to provide 25 units of affordable \n\nassisted living units to low and moderate \n\nincome seniors.</td>
<td>Public-facing activity or service</td>
<td>91.79 hours</td>
<td>City General Fund</td>
</tr>
<tr>
<td>Cerletti v. Hennessy</td>
<td>Defending the Sheriff’s policies that \n\nlimit the circumstances under which \n\nSFSD staff will provide information \n\nabout inmates to federal immigration \n\nauthorities seeking that information.</td>
<td>For other City departments</td>
<td>14.90 hours</td>
<td>City General Fund</td>
</tr>
<tr>
<td>PUC Community Solar Program</td>
<td>The Office’s Energy &amp; \n\nTelecommunications Team is working with \n\nPUC on a community solar program as part \n\nof the State effort to expand resources to \n\ndisadvantaged communities.</td>
<td>Public-facing activity or service</td>
<td>13.0 hours</td>
<td>City General Fund</td>
</tr>
<tr>
<td>Child and Family Services Team</td>
<td>This Team handles dependency child \n\nheld cases and conservatorship cases in \n\nthe dependency arena, they represent the \n\ninterest of abused and neglected children. \n\nIn the conservatorship cases, the team deals \n\nwith people who, as a result of mental illness, \n\nare unable to provide for their basic needs.</td>
<td>For other City departments</td>
<td>54.75 hours</td>
<td>City General Fund</td>
</tr>
<tr>
<td>Real Estate and Finance Team - Work with MOHCD and \n\nDepartment of Homelessness</td>
<td>The Office works on the planning, \n\ndevelopment, leasing, financing and \n\nconstruction of private and public housing, \n\nincluding navigation centers, 100% \n\naffordable housing projects, supportive \n\nhousing, and housing for small businesses \n\nand related services. The Office handles all of \n\nthe City’s $400 million in multifamily housing \n\nrevenue bonds, to support projects with \n\napproximately 1,000 affordable units.</td>
<td>Public-facing activity or service</td>
<td>832.95 hours</td>
<td>City General Fund</td>
</tr>
<tr>
<td>Advice on Redistricting Task Force</td>
<td>Every ten years, following the federal \n\ndecennial census, the City convenes a \n\nRedistricting Task Force to review and \n\nrevise district lines for Board of \n\nSupervisors districts. The redistricting \n\nprocess requires the consideration of racial \n\nequity, largely through the Voting Rights \n\nAct.</td>
<td>For other City departments</td>
<td>383.25 hours</td>
<td>City General Fund</td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>Real estate, finance and public policy \n\nteams handle all or part of the public \n\naffordable housing development and \n\nmanagement process, including \n\nacquisition of property, new construction, \n\nand rehabilitation of existing affordable \n\nhousing in the City.</td>
<td>Public-facing activity or service</td>
<td>15.5 hours</td>
<td>City General Fund</td>
</tr>
</tbody>
</table>
1. What is the department’s approach to advancing racial equity in the services provided to the residents of San Francisco? Our approach to the law, both inside the courtroom and out, is done with an eye towards equity. The City Attorney’s Office represents the City and County of San Francisco, providing legal advice, risk management, litigation defense, affirmative litigation, and investigative services to all City departments. Through our affirmative litigation efforts, we advance and protect the rights of the City as well as its residents, workers and communities, including workers and communities of color and other vulnerable and underserved communities. For example, we enforce habitability standards that protect tenants, building safety codes that protect residents and neighborhoods, and affordable housing requirements that ensuring available housing for low- and moderate-income people and seniors. We have sued to advance the rights of gig workers, protect the rights of immigrants, and seek redress for environmental harms to our City and communities. And we bring an equity lens to our investigations and decision making on which lawsuits to file, to ensure we advance racial equity and protect San Francisco’s communities of color.

Also, our legal advice supports and advances racial equity in the services, programs, and spending of our City clients. As general counsel to the Human Rights Commission, our office advises the Office of Racial Equity and many departments on their racial equity plans, which include concrete steps to increase equity in the work of every City agency. We assist departments to address equity in contracting while minimizing the risk of legal challenges. That work includes advice about the content of RFPs, the terms of grant agreements, and the implementation of projects like the Dream Keeper Initiative, Abundant Birth Project, and grant programs to support artists, businesses and communities of color. Our legal advice and work also advances economic and environmental justice for communities of color and other vulnerable and underserved communities, including through: amendments to the City’s General Plan and zoning, to correct past racial injustices and systemic inequalities such as single-family zoning, displacement, siting of polluting uses, and key climate initiatives; equitable utility rates and deployment of sustainable energy; advice to make the City’s tax and fee structure more equitable; advancing voter rights and access; and negotiating and advising on implementation of complex development projects that revitalize property and bring safety and street improvements and affordable housing, as well as job training and job creation components, and leverage private funds for the benefit of underserved communities in San Francisco.
2. What are the department’s top racial equity priorities for the upcoming budget cycle? Are there any existing programs that the department is proposing to modify or recommending new initiatives in order to fulfill racial equity priorities?

In the upcoming budget cycle, the Office’s top racial equity priorities include (1) ensuring the Office has the personnel and resources needed to support our clients’ core services and work, including racial equity work, (2) appropriately resourcing our internal efforts to advance racial equity within the Office, including increased funding to provide training and other programing under our Racial Equity Action Plan, as recommended by the Office’s Racial Equity Task Force, and promotive positions so the Office can recruit, hire, promote and retain a diverse workforce, and (3) investigating and pursuing affirmative litigation in the area of civil rights, as informed by diverse stakeholders within and outside of city government.
<table>
<thead>
<tr>
<th>Activity Title</th>
<th>Start BY+1 Dept Amt</th>
<th>End BY+1 Dept Amt</th>
<th>Start BY+1 Var</th>
<th>End BY+1 Var</th>
<th>Change submit ed?</th>
<th>Expenditure Variance</th>
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</thead>
<tbody>
<tr>
<td>Interns</td>
<td>12,000</td>
<td>13,000</td>
<td>10,000</td>
<td>12,000</td>
<td>YES</td>
<td>Attrition Savings and increase in positions</td>
</tr>
<tr>
<td>IDS workorder with Controller's Office</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>YES</td>
<td>Attrition Savings and increase in positions</td>
</tr>
<tr>
<td>Reallocation Entry to fix conversion variance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>Attrition Savings and increase in positions</td>
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<tr>
<td>9,081,215</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>YES</td>
<td>Attrition Savings and increase in positions</td>
</tr>
</tbody>
</table>

Budget System Report 15.30.005 filtered on Gross Expenditures
<table>
<thead>
<tr>
<th>Dept ID</th>
<th>Dept ID Title</th>
<th>Fund</th>
<th>Fund Title</th>
<th>Project Title</th>
<th>Project Activity</th>
<th>Activity Title</th>
<th>Authority Title</th>
<th>Dept</th>
<th>Start FY 2022-23</th>
<th>Start FY 2023-24</th>
<th>Var FY 2023-24</th>
<th>Change submit?</th>
<th>Explanation of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAT 22042</td>
<td>CAT City Attorney</td>
<td>10000</td>
<td>SF Annual Accrual</td>
<td>CA Legal Services</td>
<td>Legal Services: Claims</td>
<td>10000</td>
<td>Operating</td>
<td>E1301Fringe</td>
<td>3</td>
<td>53,233</td>
<td>56,341</td>
<td>3,108</td>
<td>YES</td>
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<tr>
<td>CAT 22042</td>
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<td>E1301Fringe</td>
<td>3</td>
<td>5,974</td>
<td>8,014</td>
<td>2,040</td>
<td>YES</td>
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<tr>
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<td>E1301Fringe</td>
<td>3</td>
<td>21,088</td>
<td>24,966</td>
<td>3,878</td>
<td>YES</td>
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<td>24,966</td>
<td>3,878</td>
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## Budget Form 3A: Expenditure Changes

**Department**: City Attorney  
**City Attorney's Office**

Please identify proposed expenditure changes from the FY 2022-23 and FY 2023-24 Base Budget at the account level.

### Total BY Expenditure Variance

- **Total BY Expenditure Variance:** \(7,506,988\)
- **BY+1 Expenditure Variance:** \(9,081,215\)

### Budget System Report 15.30.005 Filtered on Gross Expenditures

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<th>GFS Type</th>
<th>Dept ID</th>
<th>Dept ID Title</th>
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<th>Fund Title</th>
<th>Project Activity</th>
<th>Project Title</th>
<th>Activity Title</th>
<th>Authority Title</th>
<th>Authority Lvl 5 Title</th>
<th>Account - Title</th>
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<th>Start Dept Amt</th>
<th>End Dept Amt</th>
<th>Var Dept Amt</th>
<th>Start BY+1 Dept Amt</th>
<th>End BY+1 Dept Amt</th>
<th>Var BY+1 Dept Amt</th>
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<th>Explanation of Change</th>
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