



Treasurer & Tax Collector
CITY AND COUNTY OF SAN FRANCISCO

Racial Equity Action Plan

PHASE 1



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Colleagues,

Public servants are critical to ensuring that San Francisco remains a city where all can thrive, regardless of their circumstance, race or ethnicity. Despite San Francisco’s progressive reputation, our City has undoubtedly contributed to systemic racism, particularly in how our city has treated Black, Indigenous and all people of color. To that end, I have worked to ensure that the Office of the Treasurer & Tax Collector has a strong commitment to racial equity. Our Office was the first in the nation to create an Office of Financial Empowerment, to strengthen the economic security and mobility of all San Franciscans, especially low-income San Franciscans and communities of color. The Office of Economic Empowerment has created and launched many ground-breaking initiatives—such as [The Working Families Tax Credit](#), [Bank on San Francisco](#) and [Kindergarten to College](#). Our office also launched [The Financial Justice Project](#) three years ago, the nation’s first effort embedded in government to assess and reform fines and fees that have an adverse and disproportionate impact on low-income people and communities of color. I am proud to report that, according to an anonymous staff survey, close to 90% of our staff report positive relationships with staff of other races and 90% have an understanding of the basic concepts of racial equity, which is a reflection of the equity work the Office of the Treasurer & Tax Collector has already done and an indicator of our potential to promote internal racial equity even further.

However, this does not mean we cannot and should not do more. With guidance from the citywide Office of Racial Equity, our Office’s Racial Equity Committee has worked to recommend specific and measurable steps towards promoting and furthering racial equity in the Office of the Treasurer & Tax Collector’s internal practices.

This report focuses on Phase One of our Racial Equity Action Plan and details the internal practices we will follow to ensure the Office is one where all employees can thrive, regardless of their race. In this report, we detail the steps we will take in the following areas: (1) Recruitment & Hiring; (2) Retention & Promotion; (3) Discipline & Separation; (4) Diverse & Equitable Leadership; (5) Mobility and Professional Development; and (6) Organizational Culture of Inclusion & Belonging. We embark on this work with the understanding that we cannot fully promote racial equity in our external practices to serve the San Francisco public unless we are doing so internally, amongst ourselves and our colleagues.

As a gay, Latino elected official, I have lived and fought for the cause of racial equity. And it is precisely because of my lived experience that I believe that developing the Racial Equity Action Plan is vital to our work. We as public servants must commit ourselves and the Office to doing even more. In order to transform the trauma that systemic racism has inflicted on our lives, I urge all the Office’s employees to be reflective and creative. Our ability to be antiracist is contingent on our ability to think about the internal and external ways that we can consciously promote equity in areas in which we determine better practices can be implemented. Our goal is not to condemn, but rather to facilitate an honest discussion about racial equity in the Office.

I am incredibly proud of the work of the Office’s Racial Equity Committee to identify and research policies and practices to promote racial equity. It will take a collective effort to realize an antiracist and equitable future, but I know we are up for the challenge.



José Cisneros
San Francisco Treasurer

“ I am proud to report that, according to an anonymous staff survey, close to 90% of our staff report positive relationships with staff of other races and 90% have an understanding of the basic concepts of racial equity, which is a reflection of the equity work the Office of the Treasurer & Tax Collector has already done and an indicator of our potential to promote internal racial equity even further.”

José Cisneros



I. OVERVIEW

In July 2019, the San Francisco Office of Racial Equity (Ordinance No 188-19) was created by Supervisors Sandra Lee Fewer and Vallie Brown as a Division of the San Francisco Human Rights Commission. The Office of Racial Equity was legislated in response to the City's growing racial disparities as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and our own internal practices and systems. Creating the Office of Racial Equity was the result of successful advocacy and organizing by Black City workers, labor leaders, and community members. With the establishment of the Office of Racial Equity, San Francisco joins a national movement to address the government's role in resolving the inequitable outcomes it created.

The Office of Racial Equity has directed every department of the City and County of San Francisco to draft a Racial Equity Action Plan to ensure that they are advancing the goals of racial equity. Each City department's Racial Equity Action Plan will come in

two phases. Phase One of the Racial Equity Action Plan will ensure that City departments' internal policies, practices, and programs are actively creating a racially equitable workplace. Phase Two of the Racial Equity Action Plan will ensure that City procurement, contracting/grants, and delivery of services and programs to San Franciscans are implemented in a way that advance racial equity. This document outlines Phase One of the Office of the Treasurer & Tax Collector's Racial Equity Action Plan, with the understanding that Phase Two of the Racial Equity Action Plan will be greatly informed by the Office's internal efforts to establish a racially equitable workplace.

This document will allow the Office to (1) assess current conditions in six key internal focus areas for all employees, especially for Black, Indigenous, and People of Color; (2) identify necessary staffing and resources; (3) hold ourselves accountable by setting timely, measurable goals and commitments; and (4) intentionally address interpersonal and institutional racism.

II. OUR VISION FOR RACIAL EQUITY

“ Racial equity is about applying justice and a little bit of common sense to a system that's been out of balance. When a system is out of balance, people of color feel the impacts most acutely, but, to be clear, an imbalanced system makes all of us pay.”

Glenn Harris, Governing For Racial Equity

The Office strives to ensure that all staff, regardless of their race, have what they need to thrive as public

servants. No one should face barriers in the workplace because of their race – whether it's in recruitment, interviewing, hiring, promotion, or discipline – and everyone should feel that their lived experiences are valued. Achieving this vision will require a deep understanding of the systems and historical contexts that continue to oppress Black, Indigenous, and People of Color, with the goal of identifying and implementing internal and external policies and practices that will allow the Office to serve members of all communities and build a truly equal San Francisco.

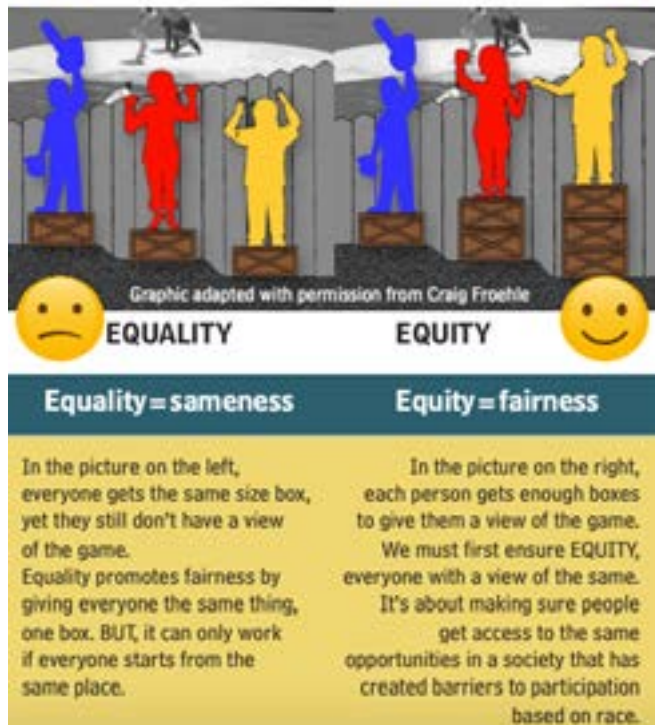
Our commitment to racial equity starts at the top of our organization with José Cisneros, the elected Treasurer.

The Treasurer has a personal history grounded in breaking barriers and using his personal testimony to make greater societal change. Treasurer Cisneros was the first in the nation to create an Office of Financial Empowerment, to strengthen the economic security and mobility of all San Franciscans, especially low-income San Franciscans and communities of color. The Office of Financial Empowerment has created and launched many ground-breaking initiatives—such as [The Working Families Tax Credit](#), [Bank on San Francisco](#) and [Kindergarten to College](#). Treasurer Cisneros also launched [The Financial Justice Project](#) three years ago, the nation’s first effort embedded in government to assess and reform fines and fees that have an adverse and disproportionate impact on low-income people and communities of color.

The conversation around racial equity can be difficult and complex to navigate, especially for those who are new to the subject of systemic racial injustice as well as those that see themselves as aware and enlightened. We have found that using the accompanying image has helped facilitate these discussions by outlining the differences between racial equity and racial equality.

As the image describes, a commitment to racial equity ensures we are actively working to ensure everyone has access to the same opportunities, despite the fact

WHAT is racial equity?



that our broader society has created barriers for people based on their race. In the Office, we actively work to dismantle these structural issues that pre-exist us and are, many times unwittingly, reinforced.

III. OVERVIEW OF THE TREASURER’S OFFICE

The mission of the Office of the Treasurer & Tax Collector is to:

- Facilitate voluntary compliance with the tax laws of the City and County of San Francisco by simplifying all processes and procedures and by providing efficient customer service.
- Collect all taxes and fees due and owing to the City.
- Conserve all City funds, prudently investing the monies to achieve maximum yield, low risk and high liquidity.

We do this by providing excellent customer service, taxpayer education, and outreach to small businesses, all with an equity lens to ensure that we are providing the highest quality services to the people of the City and County of San Francisco.

The Office of the Treasurer & Tax Collector serves three basic functions for the residents of the City and County of San Francisco (CCSF):

1. The collection of taxes and other CCSF revenue.

Through mail, in person in the City Payment Center, and now through the Internet, the Office collects and deposits taxes and other obligations paid to the City, including business taxes, property taxes, and fees for various business licenses and permits that are required by the Municipal Code. Tax Collection units collect over \$5 billion annually in property taxes, business taxes, and license fees. Additionally, the Office investigates and collects unreported and delinquent tax obligations. Through the City Payment Center and the SFGov City Services website, the Office contracts to collect current and delinquent obligations owed to other City Departments, such as the Public Utilities Commission and the Department of Public Health.

2. The conservation and oversight of monies before disbursement.

The Office manages all City funds in order to gain the maximum return with low risk and high liquidity, including investing the City's portfolio of pooled funds. The Office works with all City departments to ensure that funds are received, deposited, and reconciled as quickly and accurately as possible, so as to provide maximum interest and investment returns for the people of San Francisco. The Office administers and monitors the deposit accounts and wire transactions of all City agencies and contracts with banks for financial services. The Office also disburses payments on the City's General Obligation municipal bonds.

3. Strengthening the economic and financial security of the most vulnerable San Franciscans.

Treasurer Cisneros is proud to have established both the Office of Financial Empowerment and The Financial Justice Project, divisions with a mandate to advocate for economic equity for communities of color and vulnerable populations.



The Office of Financial Empowerment

[The Office of Financial Empowerment](#) convenes, innovates, and advocates to strengthen the economic security and mobility of all San Franciscans. The Office

of Financial Empowerment manages several programs that strengthen the economic security and mobility of communities of color, including [Kindergarten to College](#), [Bank on San Francisco](#), and [Smart Money Coaching](#). Kindergarten to College opens savings accounts for every child entering kindergarten in the City's public schools (and currently serves all students in grades K-10). Through K2C, San Francisco families have saved over \$5 million to send their kids to college and 51 percent of families saving through K2C qualify for free and reduced-price lunch. Bank on San Francisco helps residents find safe and affordable bank accounts; and Smart Money Coaching programs provides financial coaching to low-income communities and communities of color through partnerships with several City departments including Human Services Agency (HSA), Department of Homelessness and Supportive Housing (HSH), Mayor's Office of Housing and Community Development (MOHCD), and San Francisco Public Library (SFPL). Lastly, the Office of Financial Empowerment runs pilot projects, including an emergency workers fund for workers at the San Francisco International Airport.



The Financial Justice Project

The [Financial Justice Project](#) assesses and reforms fines and fees that have an adverse and disproportionate impact on communities of color and low-income residents in San Francisco. The Financial Justice Project works closely with community advocates and residents at every step of the process: from listening sessions to understand fine and fee pain points to working with advocates and community members to recommend, advance, and implement reforms.

Through partnerships with government departments and the courts, the Financial Justice Project has eliminated and adjusted dozens of fines and fees, and lifted tens of millions of dollars in debt from these fees off tens of thousands of San Francisco residents. Our primary solutions have been to: (1) Base the fine or fee on people's ability to pay; (2) Eliminate the fine or fee and identify alternative methods to achieve the policy goal; and (3) Offer accessible, non-monetary alternatives to

payment, such as performing community services or receiving social services.

For example, with our community and City partners, we eliminated our local fees charged to people in the criminal justice system and waived \$33 million in debt from 21,000 people's unpaid criminal justice administrative fees, eliminated library fines on overdue materials in partnership with the San Francisco Public Library, cleared 88,000 cases of suspended driver's

licenses for people who failed to appear in traffic court, and made phone calls from jail free and eliminated markups on commissary items. We have also created discounts that cut the price of fines by more than half for people below 200% of the Federal Poverty Line, including ability to pay discounts for parking tickets, towing, booting and traffic citations. A full list of The Financial Justice Project's accomplishments can be found [here](#).

IV. PAST INTERNAL REFORMS TO PROMOTE RACIAL EQUITY IN THE OFFICE OF THE TREASURER & TAX COLLECTOR

The Office of the Treasurer & Tax Collector has a strong foundation to build on as we developed our racial equity priorities for 2021. Our existing commitment to fair treatment for all and racial equity has allowed us to develop and implement many internal practices that we are particularly proud of. We list out reforms below that the Office has worked hard over the past several years to advance and implement.

1. Created strong promotive paths so that internal diverse candidates can move up in the Office.

Although the Office typically employs approximately 190 to 210 employees, the number of internal promotions has remained strong. Of the current workforce of 193 employees at the time of this document submission, there are:

- 37 employees (approximately 19.2%) that have had one internal promotion;
- 29 employees (approximately 15%) that have had two internal promotions; and
- 22 employees (approximately 11.4%) that have had three or more internal promotions.

Of the employees that have had internal promotions, 21 promoted employees currently hold supervisory positions.

Of the employees that have had internal promotions, 13 promoted employees currently hold section manager positions or senior manager positions.

80% of Treasurer's Office employees self-identify as people of color.

Of the 105 employees (approximately 54.4%) that have not had internal promotions, 35 employees (exactly one-third of the 105 employees) were previously employed by another City department and either transferred into or accepted promotive positions with the Office.

2. Examined selection process materials to ensure equity and lack of potential bias.

The Office adheres to the City's policies and procedures for the selection process. However, our Office's Human Resources takes the additional step of reviewing the proposed supplemental questions, interview questions, and rating criteria to eliminate bias and to ensure that they provide for equitable opportunity for candidates of different racial and ethnic backgrounds and cultures.

3. Expanded Certification Rule to allow us to interview a more diverse pool of candidates.

Our Office has requested an expanded Certification Rule for its Position Based Tests. Many requests have been approved by the unions, resulting in our Office's ability to interview more candidates on the eligible lists, and therefore interview and score a more diverse pool of candidates.

4. Reformed Minimum Qualifications (MQs) to allow a more diverse internal pool of candidates to apply for positions.

It came to our attention that our own qualified staff were unable to meet the minimum qualifications for the 4306 Collections Officer classification. Therefore, we questioned and reviewed the necessity for the

specifications as set forth, and then went through the necessary process to change the classification's minimum qualifications with the Department of Human Resources. Due to this reform, two of our internal staff members were able to successfully compete in the following exam process and rank as eligible candidates on the new list.

5. Hire in groups for entry-level positions to build camaraderie and a peer group for incoming employees.

As a small City department, we do not have mass hires. However, for entry level hires, we have tried to hire two or three at a time where possible, so the new hires can benefit from training together and have the camaraderie to build upon when starting the new position.

6. Use of alternative hiring programs that the City offers, such as Access to City Employment.

The Office has explored alternative routes to permanent employment for qualified disabled individuals through participating in the City's Access to City Employment (ACE) program.

V. OUR RACIAL EQUITY ACTION PLAN 2021 PRIORITIES

To build on the reforms described above, below are the key priorities we have identified for 2021.

Hiring and Recruiting

- Strengthen our recruitment and hiring pipeline to continue to focus on diverse candidates and bring in people who are under-represented in the Office by examining how and where we recruit from, and actively engaging with community colleges, trade schools, community organizations and other institutions with deep ties to groups under-represented in the Office.
- Create pathways for interns, apprentices, and fellows to obtain full-time employment with the Office.
- Review classifications and minimum qualifications for internal jobs that do not require a college degree and reclassify as needed; review classifications and jobs in the Office that require writing or technical skills and ensure that supplemental questionnaires are used only when necessary.
- Ensure a more uniform onboarding process by automatically pairing new employees with senior employees through an Office-wide mentoring program.
- Improve communication around the process for

salary setting, including tips for job seekers.

Promotion and Retention

- Allow for cross-training opportunities and/or rotational opportunities for staff to get requisite experience for promotions.
- Promote and create more training opportunities that will help staff that are interested in promotional opportunities.

Mobility and Professional Development

- Establish a policy to allow staff to attend a reasonable amount of training during work hours, including training unrelated to current job description; offer more free classes to encourage attendance.
- Explore ways to create, promote, and implement an Office-wide mentoring program for new as well as existing staff, where junior staff will be paired with more experienced staff to learn how to better navigate City employment.

Organizational Culture of Inclusion and Belonging

- Ensure that the Office is a safe and affirmative space for historically marginalized people by creating and supporting programming for affinity groups as well as opportunities for staff to join citywide affinity groups.
- Create more opportunities and spaces for staff to get to know each other as people to encourage empathy and awareness of one other's lived experiences.

While our Department's diversity is promising, our office is committed to continuing to foster diversity within the department and ensure that all employees have the opportunity to grow and thrive as public servants.

RACIAL EQUITY ACTION PLAN

PHASE 1

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

The Office of the Treasurer & Tax Collector

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?

TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

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

PROCESS

This Racial Equity Action Plan was developed by the Department’s Racial Equity Committee. The members of the committee represent the diversity of the Department along lines of race, gender, section, and classification. The members were selected through a nomination process and/or volunteered to participate in committee meetings. The Racial Equity Committee met biweekly to discuss, brainstorm, and provide honest feedback on past, current, and future initiatives to promote racial equity within the Department. The committee members’ feedback informed the vast majority of our recommendations. In addition, feedback from the employee survey was considered and incorporated in assisting the committee in determining priorities for action. Senior management also played an active role in reviewing ideas put forward as well as developing plans to implement them, and dedicating resources to making them happen.

DEPARTMENT BACKGROUND

Number of Employees: 193 employees (includes 2 retiree annuitants)

Department History
Please refer to Appendix A

Vulnerable Populations Engagement Assessment
Please refer to Appendix B

Annual Budget: \$43 million

Vulnerable Populations Served
Please refer to Appendix B

CURRENT WORKFORCE DEMOGRAPHIC DATA

Please refer to Appendix C

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

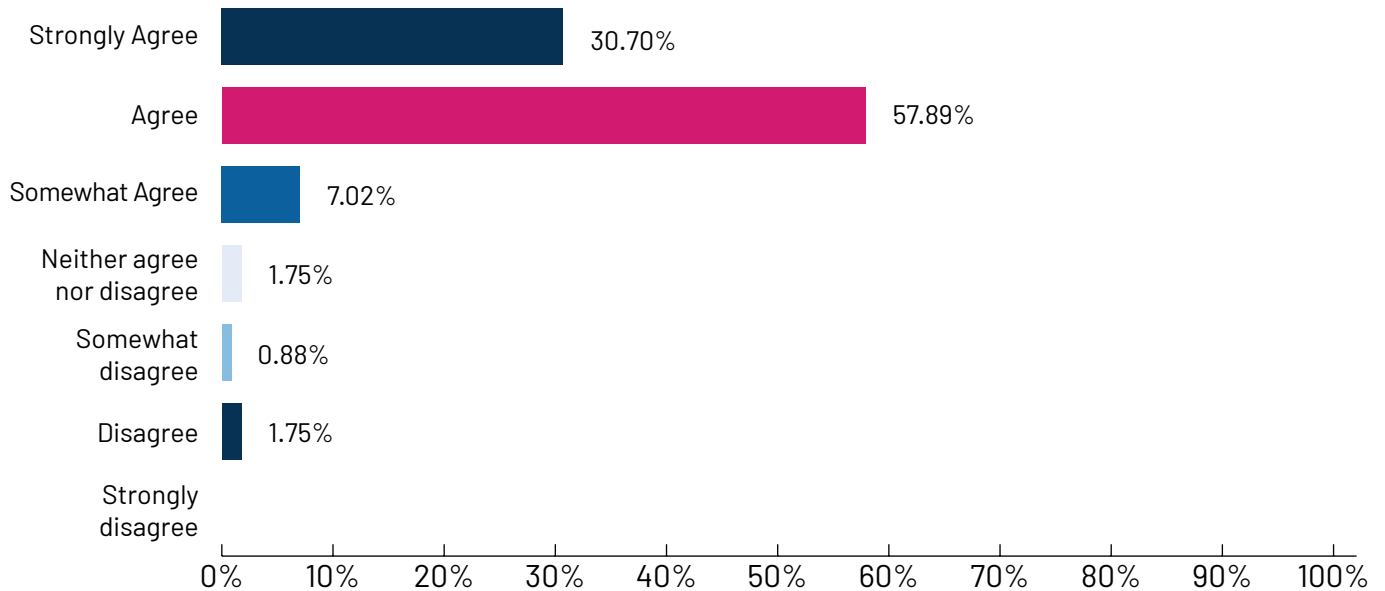
The Department recently conducted an anonymous, online staff survey on racial equity to engage our staff with the Department’s past and current racial equity efforts and to gauge staffs’ attitudes on racial equity within the Department. We are pleased to report those results here. Generally speaking, staff at the Department feel that they have an understanding of racial equity, a reflection of our current efforts to promote racial equity such as requiring manager training on racial bias and reviewing the minimum qualifications for jobs in the Department. A full 88.59% of staff surveyed “Agree” or “Strongly Agree” with the statement, “I have a basic understanding of the concepts related to racial equity” (see figure below). We believe that this awareness will enable the Department to build buy-in with staff when we eventually implement the elements of this plan.

Below are highlights from our staff survey. Please refer to Appendix D for the full survey results.

Staff Responses to Question 1 of the Department’s All-Staff Survey

Q1: I have a basic understanding of the concepts related to racial equity.

Answered: 114 Skipped: 0

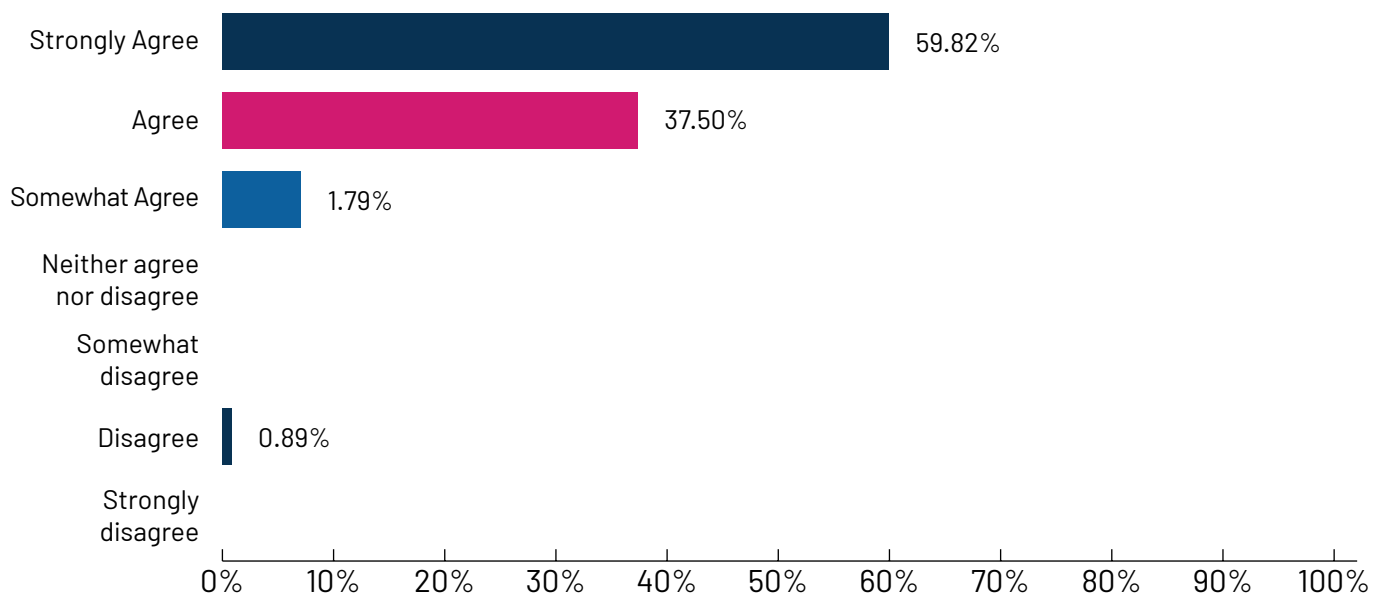


Our committee believes that the large proportion of staff who understand racial equity has led to an overall inclusive and affirmative workplace. This is further supported by the fact that a similarly high share of staff - more than 90% - “Agree” or “Strongly Agree” with the statement, “I have positive relationships with employees in this department that are of a different race/ethnicity.” (See figure below)

Staff Responses to Question 6 of the Department’s All-Staff Survey

Q6: I have a positive relationship with employees in this department that are of a different race/ethnicity

Answered: 112 Skipped: 2

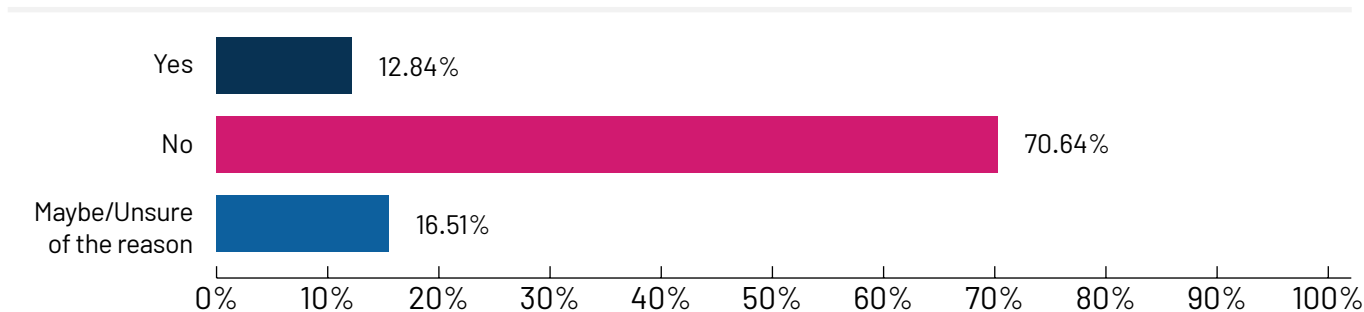


Furthermore, a high share of staff at the Department - 70% - have reported never experiencing racial tension in the Department.

Staff Responses to Question 8 of the Department's All-Staff Survey

Q8: I have experienced racial tension at the Department as an involved party.

Answered: 109 Skipped: 5

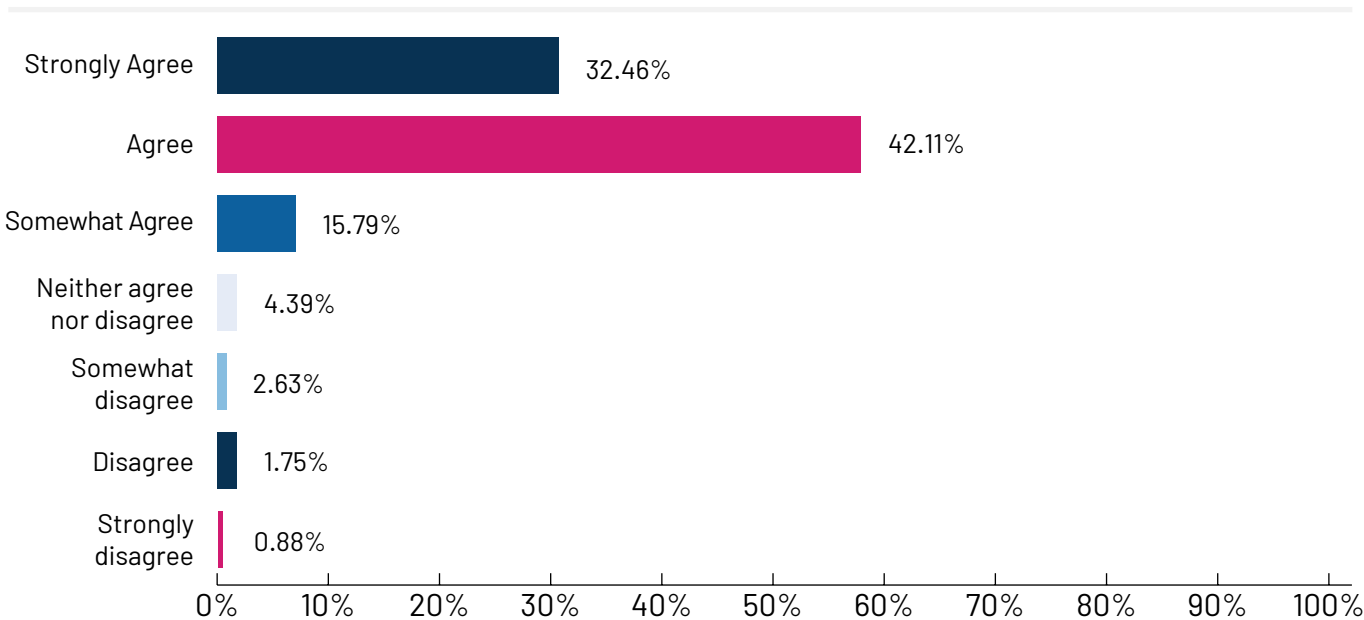


Staff at the Department are also acutely tuned-in to the broader set of equity issues that faces San Francisco and the Bay Area. Close to 3/4 of staff "Agree" or "Strongly Agree" with the statement, "I have a basic understanding of racial disparities that exist in San Francisco and the Bay Area."

Staff Responses to Question 2 of the Department's All-Staff Survey

Q2: I have a basic understanding of the racial disparities that exist in San Francisco and the Bay Area

Answered: 114 Skipped: 0



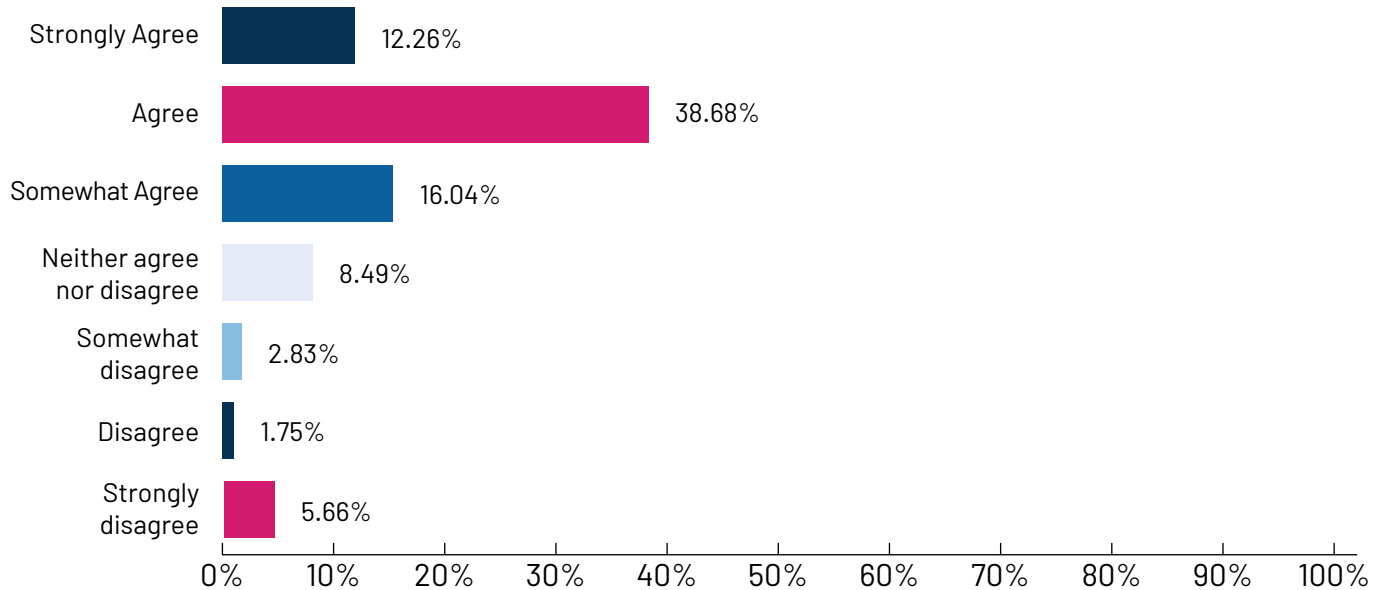
While the survey revealed that the Department has created an inclusive workplace, there is still room for improvement within the Department and in the City as a whole. One area of improvement is in the Citywide hiring

process, as only half of staff at the Department “Agree” or “Strongly Agree” with the statement, “The City’s hiring and recruitment processes (exams, interviews, etc.) are fair and equitable.” (See figure below)

Staff Responses to Question 20 of the Department’s All-Staff Survey

Q20: The city’s hiring and recruitment processes (exams, interviews, etc.) are fair and equitable.

Answered: 106 Skipped: 8

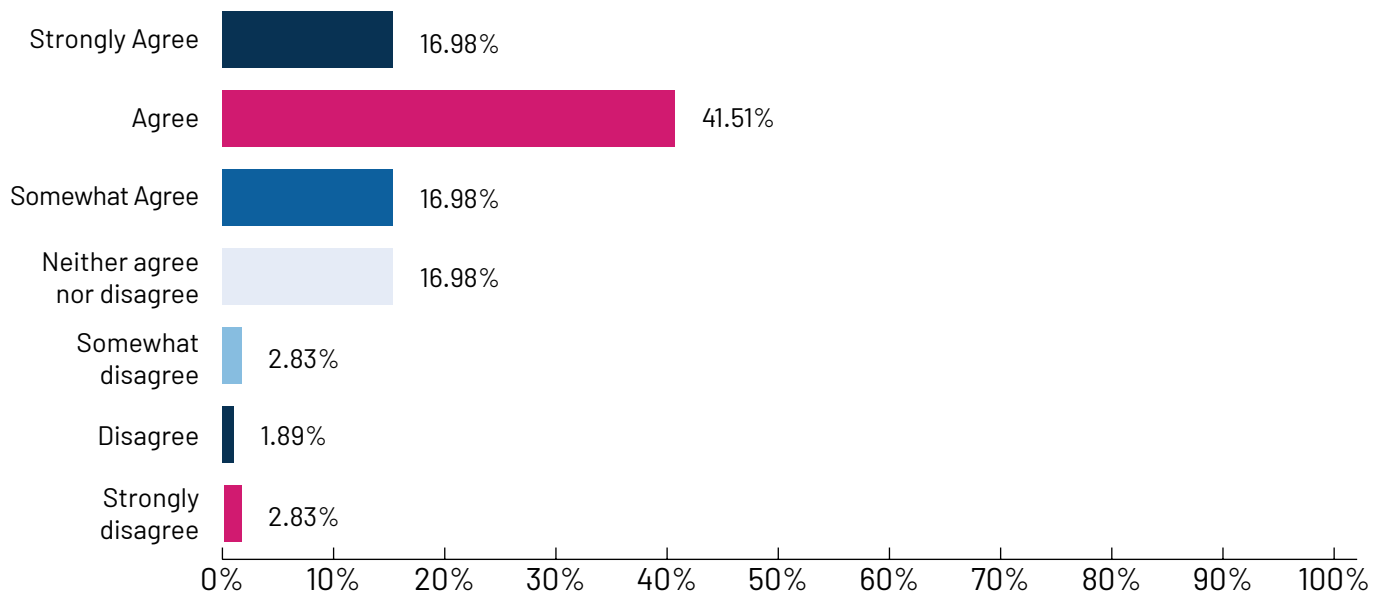


Another area of improvement is in the Department’s hiring, recruitment, and retention processes. 58.49% of staff “Agree” or “Strongly Agree” with the statement that, “Overall, the Department’s hiring, recruitment, and retention processes are fair and equitable.” (See figure below)

Staff Responses to Question 25 of the Department’s All-Staff Survey

Q25: Overall, the Department’s hiring, recruitment, and retention processes are fair and equitable.

Answered: 106 Skipped: 8

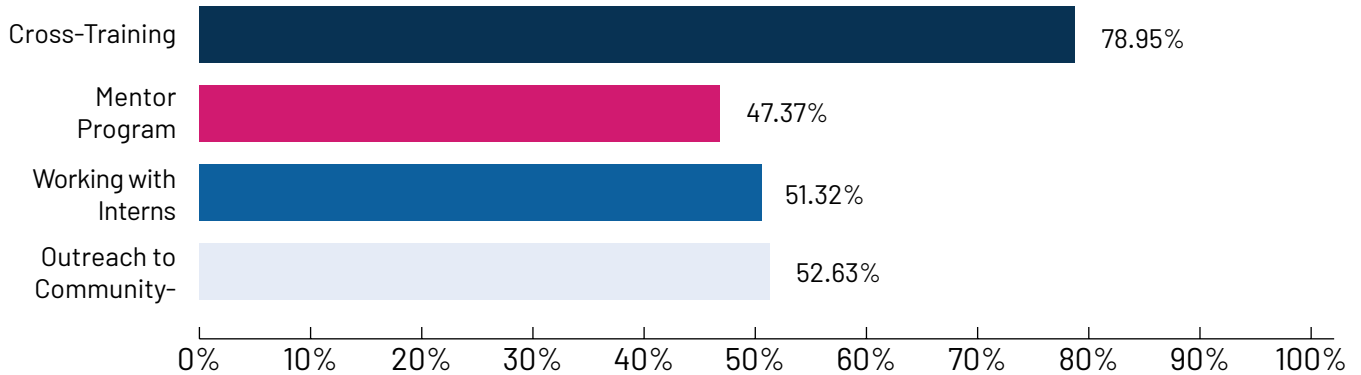


The Department's Racial Equity Committee is greatly encouraged by the large share of staff who are interested in participating in proposed initiatives to further racial equity, such as: opportunities for cross-training (78.95%), outreach to community groups (52.63%), working with interns or apprentices (51.32%), and a departmental mentoring program (47.37%). The Department has already taken steps to create promotive opportunities for staff through skill trainings and is excited to further those efforts.

Staff Responses to Question 15 of the Department's All-Staff Survey

Q15: Would you be interested in participating in: (select all that apply)

Answered: 76 Skipped: 38

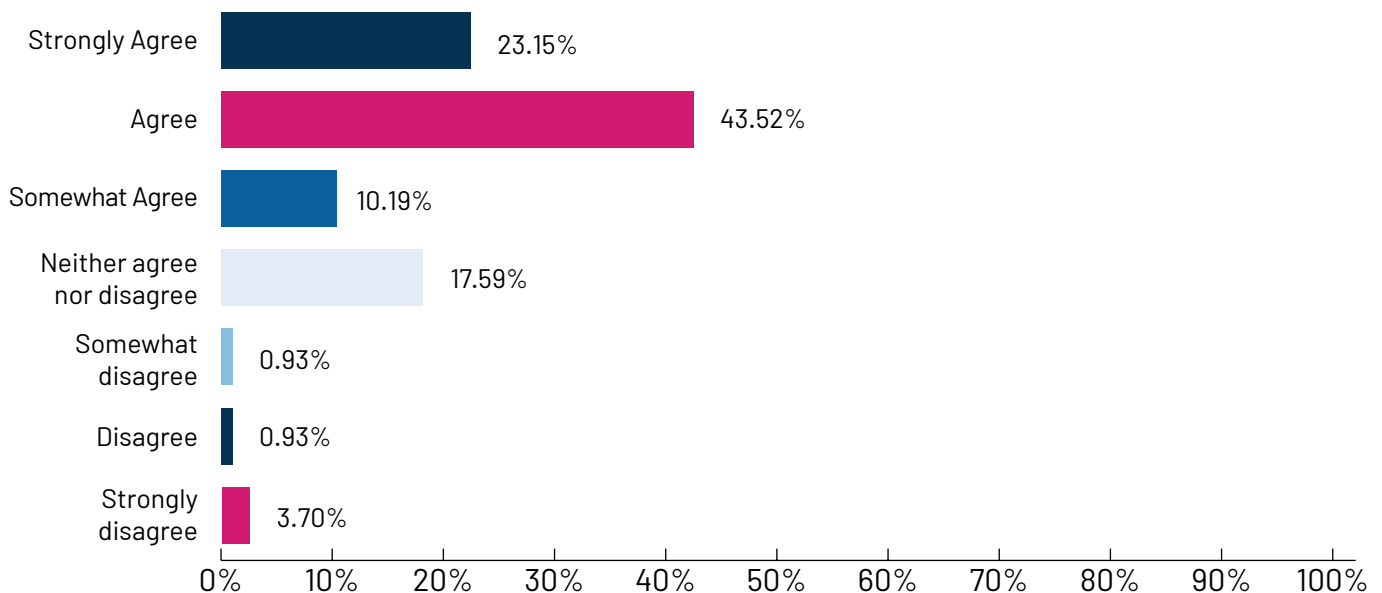


Employees at all levels of the Department are committed to the work of furthering racial equity within the workplace. As such, we are also pleased to report that 2/3 of staff who "Agree" or "Strongly Agree" with the statement, "TTX [Office of the Treasurer & Tax Collector] Leadership and Management demonstrate clear support for racial equity." (See figure below)

Staff Responses to Question 13 of the Department's All-Staff Survey

Q13: TTX leadership and management demonstrate clear support for racial equity.

Answered: 108 Skipped: 6



Overall, the staff survey was instructive in demonstrating that, while there are improvements we can make as an Department and as a City, the Department is a generally equitable and diverse organization. The survey clarified that many of the initiatives that the Racial Equity Committee brainstormed to further racial equity would be well-received by staff and established that the Department is positioned to implement them.

Please refer to Appendix D for the full survey results.

1. HIRING AND RECRUITMENT

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

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

DEPARTMENT GOAL

The Office of the Treasurer & Tax Collector aims to improve the ways it conducts hiring and outreach efforts and broadcast its opportunities with community organizations and institutions with racially diverse constituencies.

The Department will continue to focus on ways to even the “playing field” for its hiring efforts in its testing processes and selection criteria.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	Staff work hours	Barriers assessment is completed.	Completed	The Department surveyed current staff on their previous application experiences and received generally positive feedback. The Department reviewed internal promotion paths and actual promotion rates and confirmed that a high number of employees have successfully promoted.	Completed	Racial Equity Committee, Human Resources

1.1 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	Staff work hours	Survey is administered annually. Survey results are included in the department annual review .	Scheduled delivery within Q3 of 2021 and administered in Q4 of 2021.	The annual survey will be drafted and reviewed by Senior Management and the Racial Equity Committee prior to distribution. The Committee will also make suggestions to the Department on potential actions to take based on the results of the surveys.	Not completed	Racial Equity Committee Senior Management Human Resources
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	Staff work hours	Policy is created, implemented, and reviewed annually to maximize results.	Scheduled in conjunction with Department hiring plan by Q2 of 2021.	The Department's Human Resources division will work with our Racial Equity Committee to draft and review a hiring and recruitment policy that reflects the Department's commitment to equity and inclusion. The Committee has solicited multiple ideas in the drafting of this action plan that will ultimately be included in the hiring and recruitment policy.	Not completed	Racial Equity Committee Senior Management Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	Staff work hours Funds for recruitment and outreach efforts	Candidate pool is increasingly more diverse and referred from a variety of sources.	Q1 of 2021	The Racial Equity Committee has generated ideas to enhance our recruitment process to more effectively reach BIPOC candidates, address barriers, and reach beyond traditional outlets and networks. We will also survey our staff for outreach ideas and suggestions. Further refine interview process to effectively assess candidates from all backgrounds. The Department follows de-identification requirements, uses pre-determined rating criteria for scoring, and requires diverse hiring panels.	In progress	Racial Equity Committee Human Resources Senior Management Managers

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

1.2 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	<p>Staff work hours Funds for recruitment and outreach efforts</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources.</p>	<p>Q1 of 2021</p>	<p>The Department plans to make extensive efforts in this area, based on feedback from our Racial Equity team and our survey of staff. [See 1.2.7.]</p> <p>We plan to create a diversity, equity, and inclusion vision statement to help guide the Department's efforts and reflect how the organization values diversity and lives it through its culture and actions. The statement will be included in relevant communications.</p> <p>The Department's communications will be updated to reflect its diverse composition. We will include testimonials from current employees. The personal statements can help diverse job seekers feel that someone with their identity will be welcomed, supported, and successful in the workplace.</p>	<p>Ongoing</p>	<p>Racial Equity Committee Human Resources Senior Management Managers</p>
<p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p>	<p>Staff work hours Funds for recruitment and outreach efforts</p>	<p>Job descriptions display consistent and inclusive language. Candidate pool is increasingly more diverse.</p>	<p>Q1 of 2021</p>	<p>The Department has examined whether minimum qualifications requiring higher education or specific experience are necessary in the classifications utilized in the Department.</p> <p>The Department has also reviewed job descriptions to ensure that they are clear, concise, and straightforward.</p> <p>The Department will include its statement on diversity, equity, and inclusion in its job announcements. [See 1.2.2.]</p>	<p>Ongoing – However, the Department of Human Resources' requires all applications to go through JobAps system.</p>	<p>Hiring Managers Human Resources Department of Human Resources</p>
<p>1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/ outdated MQs for certain classifications to expedite hiring and allow for greater equity.</p>	<p>Staff work hours</p>	<p>Applicant pool has more candidates with diverse life, education, and professional experiences.</p>	<p>Q1 of 2021</p>	<p>The Department has examined whether minimum qualifications requiring higher education or specific experience are necessary in the classifications utilized in the Department. [See 1.2.3.]</p> <p>The Department has also reviewed job descriptions to ensure that they are clear, concise, and straightforward.</p> <p>The Department will continue to:</p> <ul style="list-style-type: none"> • Review classifications and minimum qualifications; • Review potential path within the series starting with the entry-level class; • Increase the use of education substitutions when possible; • Provide examples of work experience that would qualify for the position's requirements; • Explore giving applicants with significant work experience, but no college degree promotive points in the application process. 	<p>Ongoing – Classification specifications are set by the Department of Human Resources' classification and compensation unit.</p>	<p>Hiring Managers Human Resources Department of Human Resources</p>

1.2 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.	Staff work hours	Applicant pool has more candidates with diverse life, education, and professional experiences.	Q1 of 2021	The Department will review classifications and jobs utilized in the Department that require writing or technical skills and ensure that supplemental questionnaires are only used where necessary.	Ongoing - Position requirements are reviewed each time there is a new recruitment process.	Hiring Managers Human Resources Senior Management
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Staff work hours	Applicant pool has more candidates with diverse life, education, and professional experiences.	Q1 of 2021	The Department has examined whether minimum qualifications requiring higher education or specific experience are necessary in the classifications utilized in the Department. [See 1.2.3.] The Department will also review whether studying a specific major is necessary for a specific job.	Ongoing - Classification specifications are set by the Department of Human Resources' classification and compensation unit.	Hiring Managers Human Resources Senior Management
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally competent skills to their work.	Funds for recruitment and outreach efforts	Candidate pool is increasingly more diverse and referred from a variety of sources.	N/A	The Department does not currently partner with outside recruiters for our positions. If we do utilize an outside recruiter, the Department will ensure that they deeply understand our practices and commitment to diversity, equity, and inclusion.	Does not apply at this time.	Hiring Managers Human Resources Senior Management

ADDITIONAL DEPARTMENTAL GOALS

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.8. Ensure that our outreach and recruitment strategies are designed to draw from all segments of candidates, including, but not limited to, those who are under-represented.	Staff work hours Funds for recruitment and outreach efforts	Candidate pool is increasingly more diverse and referred from a variety of sources.	Q1 of 2021	The Department will: <ul style="list-style-type: none"> • Conduct research to develop a social media strategy to reach BIPOC job candidates of color and implement this strategy; • Expand partnerships in order to broaden recruitment efforts and attract applicants in mission critical occupations; • Partner with colleges and universities, professional, and trade schools; • Have a presence at career fairs and other public events, and/or other events targeted at BIPOC and people with disabilities. 	Ongoing	Hiring Managers Human Resources

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

Additional Departmental Goals, Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.9. Ensure that our job ads are reaching a wide variety of applicants by leveraging as many channels as possible.	Staff work hours Funds for recruitment and outreach efforts Financial Justice Project's resources Office of Financial Empowerment's resources	Candidate pool is increasingly more diverse and referred from a variety of sources.	Q1 of 2021	The Department will: • Create a list of BIPOC professional networks that we send all job descriptions to. We will also reach out to the leadership of these networks to build relationships; • Generate a list of reentry organizations and community-based organizations throughout the City, and send all job descriptions to them, building on the Financial Justice Project's many partnerships with reentry organizations throughout the region; • Develop a list of community-based organizations throughout the City that serve underrepresented groups to send our job descriptions to, building on the lists of the Financial Justice Project and the Office of Financial Empowerment; • Partner with colleges and universities, professional, and trade schools. [See 1.2.8]	Ongoing	Hiring Managers Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Staff work hours Funds for recruitment and outreach efforts Position funding Financial Justice Project's resources Office of Financial Empowerment's resources	The number of paid interns/ fellows increases annually or meets department needs/capacity.	Q3 of 2021	The Committee wants to ensure that the Department and the City and County of San Francisco can inspire young and diverse people to make a career out of public service. This will require investing resources in recruiting, and permanently employing new talent. As such, we will study the feasibility of expanding the use of trainee programs, apprenticeship programs, fellowship programs, and intern programs into the Department.	Ongoing - The Department participates in these programs as-needed.	Human Resources Hiring Managers Senior Management
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program .	Staff work hours for hiring and training	Meet a minimum number of Opportunities for All placements and mentors and allocate funds in department budget for Opportunities for All positions.	Q3 of 2021	Our Department continues to be inspired and motivated by the energy that young San Franciscans bring into city government. Having a diverse workforce is a mutually beneficial experience for both staff and interns, as such, we will identify positions/functions in the Department that could be done by an intern in the Opportunities for All program.	Not started	Human Resources Hiring Managers Senior Management

1.3 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.</p> <p>E.g. SF Unified School District's Career Pathways Program.</p>	<p>Staff work hours</p> <p>Funds for recruitment and outreach efforts</p> <p>Position funding</p> <p>Financial Justice Project's resources</p> <p>Office of Financial Empowerment's resources</p>	<p>Internship/ fellowship candidate pool is increasingly more diverse and referred from a variety of sources.</p> <p>There is an increase in hiring from outside the City.</p>	Q3 of 2021	<p>We will establish partnerships with career services departments of Bay Area community colleges and educational institutions, such as City College, Laney College, San Francisco State University etc., to create alternative pipelines to City employment. [See 1.2.9]</p> <p>We will also increase use of intern programs in applicable classifications and the use of education substitutions. [See 1.2.4, 1.2.6, 1.3.1, and 1.3.2.]</p>	Not started	<p>Human Resources</p> <p>Hiring Managers</p> <p>Racial Equity Committee</p>
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>Staff work hours</p> <p>Training funds</p> <p>Financial Justice Project's resources</p> <p>Office of Financial Empowerment's resources</p>	<p>Increased training on diversity, equity and inclusion for all staff.</p>	Q3 of 2021	<p>In addition to creating a more concerted pipeline for young and diverse people in the Department, we will also offer workshop and training opportunities on diversity, equity, and inclusion to interns. The Committee will take the lead on sourcing relevant trainings and opportunities.</p>	Not started	Racial Equity Committee
<p>1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.</p>	<p>Staff work hours</p> <p>Training funds</p>	<p>Tracking system implemented.</p> <p>Percent of evaluations completed</p> <p>Internship/ fellowship program updated before next cycle.</p> <p>Percent of Fellows/interns who would recommend the experience to another person; number of interns, apprentices, or fellows hired</p>	Q4 of 2021	<p>A successful internship or fellowship program should motivate participants to pursue a career in public service. Thus, our internship and/or fellowship experience must be formalized and allow participants to make meaningful contributions to the Department's work. Supervisory staff should be prepared to adequately supervise interns/ fellows and to create scheduled training and programming for interns/fellows.</p> <p>The Department will create a plan to train apprentices and fellows to be eligible for full-time roles with the City.</p>	Not started	<p>Managers</p> <p>Supervisors</p> <p>Human Resources</p>

ADDITIONAL DEPARTMENTAL GOALS

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.3.6. Restructure existing informal process to discuss career opportunities and advancement to a formal process to learn about opportunities.</p>	<p>Staff work hours</p> <p>Funds for recruitment and outreach efforts</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources.</p>	Q4 of 2021	<p>Publicize details about the Department's diverse composition. Provide opportunities for interested applicants to chat with people about the organization/job opportunities. Offer public "office hours" for people to drop-in and chat about the organization and job openings.</p>	Not started; there may be City limitations on this information sharing with applicants.	<p>Managers</p> <p>Supervisors</p> <p>Human Resources</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Staff work hours	Standardized interview process with a set of inclusive interview questions.	Every time a selection process is created	The Department remains committed to providing all job applicants with an informative, structured, and multifaceted interview process. As such, we will: <ul style="list-style-type: none"> • Require predetermined, structured questions for all interviews and provide guidance; • Review questions and rating criteria to ensure they are appropriate and do not negatively or unfairly impact; people of different backgrounds. • Explore staffing an analyst to guide applicants through and personalize the interview process. 	Ongoing / Completed	Human Resources Hiring Managers
1.4.2. Ensure a diverse hiring panel for each interview.	Staff work hours	Demographic composition of panels.	N/A	Interviewers should reflect the diversity of not only the Department but the communities of San Francisco. As such, we will continue to require a diverse panel for all interviews held.	Ongoing / Completed	Human Resources Hiring Managers
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.	Staff work hours Funds for recruitment and outreach efforts Position funding	Demographic composition of panels.	N/A	A job interview where interviewees are trained on implicit bias and equity is a clear demonstration to applicants of the Department's inclusive work environment. As such, we will require our panel members to take the City's Fairness in Hiring training and review guidelines regarding bias, discrimination, equity.	Ongoing / Completed	Human Resources Hiring Managers
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Staff work hours	Tool created and implemented. Number of applicants increased. Increased assistance to job seekers.	N/A	Centering our potential employees' user experience in the job application process is a necessary step to ensuring equity. As such, we will create a HR dashboard that summarizes hiring, recruitment, and staff data in real time. In addition, the Department currently uses PeopleSoft and JobAps as required by the Department of Human Resources.	Ongoing	Human Resources
1.4.5. Share and post all job openings internally. Abide by Department's Racial Equity Action Plan goals to create and streamline professional mobility.	Staff work hours	Increase in internal part-time and full-time staff, interns and fellows applying for job openings.	N/A	The Department will continue to share all open recruitments with all-staff so that current staff understand their opportunities for promotion.	Ongoing / Completed	Human Resources

1.4 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.</p>	<p>Staff work hours</p>	<p>Hiring, interviewing, and onboarding processes standardized.</p> <p>Lag times/wait times.</p> <p>Hiring managers actively work on full process inclusive of questions, onboarding, training weekly from request for hire to onboarding.</p> <p>Organize hiring plan to take advantage of new lists from the Department of Human Resources as well as department oriented series</p>	<p>Q2 of 2021</p>	<p>The Department will continue to adhere to Civil Service Commission and Department of Human Resources rules for hiring steps and processes. We will also explore more ways to automate our HR processes.</p>	<p>Ongoing – Hiring processes are structured by City rules.</p>	<p>Human Resources</p> <p>Hiring Managers</p>
<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>Staff work hours</p>	<p>All new hires are processed similarly regardless of position.</p>	<p>N/A</p>	<p>To ensure a more uniform onboarding process, we will:</p> <ul style="list-style-type: none"> • Create a standardized process for negotiating salaries for new employees (union contracts allowing); • Provide information regarding the process for salary setting; • Improve onboarding for new employees of color by creating mentorship program that connects new employees with longstanding employees to learn about organization culture etc. 	<p>The Department currently reviews all salary offers while considering factors of equity, City rules, and union MOUs.</p> <p>The Department reviews all salaries for existing staff in the classification without request.</p> <p>The Department has standard onboarding including new hire video orientation and online training on key technology applications used in the organization as well as on demand availability of training documentation.</p>	<p>Human Resources</p> <p>Hiring Managers</p>
<p>1.4.8. Expand upon the default Certification Rule of Three Scores to allow for. Rule of Ten or more.</p>	<p>Staff work hours</p>	<p>Increase in number of diverse candidate pools.</p> <p>Overall faster hiring times.</p>	<p>Every time TTX conducts a Position Based Test.</p>	<p>We commit to continuing to ask the representing union to approve an expanded rule for each exam.</p>	<p>Ongoing – for as long as the default Certification Rule continues to be Rule of 3.</p>	<p>Human Resources</p>

2. RETENTION AND PROMOTION

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

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

DEPARTMENT GOAL

The Office of the Treasurer & Tax Collector aims to ensure that promotional opportunities continue to be broadcasted throughout the Department, and processes

are transparent and fair. Everyone, regardless of their race or ethnicity, should have equal opportunities to thrive and grow within our Department.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.	Staff work hours	Tracking mechanism implemented. Demographic data analyzed.	Q1 of 2021	The Department has been tracking the positions and durations of deployment for DSW assignments. If the City's COVID Command Center is not tracking this data, then the Department would need to review all records of DSW deployments starting in March 2020 to present, and continue to do so on an ongoing basis.	Ongoing	Human Resources Department of Human Resources
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Staff work hours	Budget analysis completed. Strategies developed and published.	N/A	To mitigate the consequences of COVID-19 on the Department's workforce, we will explore ways to: <ul style="list-style-type: none"> Determine which Civil Service rules and MOUs could potentially have a disproportionate impact on workers of color in the event of furloughs and recommend changes to the Department of Human Resources; Ensure that pipeline/ diversity programs are still in place even during hiring freezes. 	Ongoing	Budget Manager Senior Management Human Resources

2.1 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	N/A	PPE access protocol established. DSW workers have an increased awareness of PPE access protocol.	N/A	The Department is committed to ensuring that our staff are sufficiently protected.	Ongoing	COVID Command Center
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	N/A	Compensation, paid sick leave, and flex time benefits assessed and easily accessed. Increased employee awareness of additional benefits.	N/A	The City could explore ways to allow City employees to allow interested employees to further support each other and practice mutual aid. As such, rules could be changed to allow City employees to directly or indirectly donate accrued leaves to others in need. (outside of the Catastrophic Illness Program)	N/A	Department of Human Resources
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	Staff work hours	Caretaking and safe transportation sections included in DSW deployment protocol.	Every time a DSW assignment is made.	To ensure that DSW-deployed staff are not overburdened, we are engaging with assigned employees to discuss assignments, challenges, etc. and check in with assigned DSWs throughout assignment duration.	Ongoing	Human Resources Department of Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Staff work hours	Pay inequities reduced and aligned annually after salary data is reviewed.	Q3 of 2021	To improve on the Department's current pay-equity efforts, we will explore the possibility of further informing candidates regarding salary negotiation possibilities. The City will continue to: <ul style="list-style-type: none"> • Compare salary to cost-of-living in and median salary of San Francisco; • Research market rate of pay for positions: <ul style="list-style-type: none"> o Other City agencies o Other County agencies o State agencies 	Done to the degree allowable and ongoing	Human Resources Senior Management

2.2 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.</p> <p>e.g. parental leave policy, short-term disability, etc.</p>	N/A	Benefits provided are annually improved.	N/A	<p>Employee benefits are determined by other City agencies and Memoranda of Understanding.</p> <p>The Department will continue to review employee benefits' and their usage to ensure that there are no equity issues. We will also check-in regularly with staff on their experience with accessing their benefits.</p>	Done to the degree allowable and ongoing	<p>Human Resources</p> <p>Department of Human Resources</p>
<p>2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.</p>	N/A	<p>PTO policy is annually improved.</p> <p>Number of staff taking PTO increases.</p>	N/A	<p>Employee paid time off policies are determined by the City's Department of Human Resources.</p> <p>The Department will continue to review the City-wide paid time off policy and regularly check-in with staff to ensure it values all religious and cultural holidays.</p>	Done to the degree allowable and ongoing	<p>Human Resources</p> <p>Department of Human Resources</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.</p>	<p>Staff work hours</p> <p>Position funding</p>	Increase in knowledge about raises and promotions.	Q4 of 2021	<p>The Department adheres to the City's policies and procedures regarding raises and promotions, and applicable union MOU provisions.</p> <p>The Department has a formal, equitable, and transparent way to make the relevant information available to staff when a promotion is offered. Staff are encouraged to apply via universal communication regarding opportunities for promotions and raises (MCCP).</p>	Done to the degree allowable and ongoing	<p>Human Resources</p> <p>Senior Management</p> <p>Hiring Managers</p>
<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	Staff work hours	Increase in staff feedback about promotion and raise process.	Q4 of 2021	<p>The Department adheres to the City's policies and procedures regarding raises and promotions, and applicable union MOU provisions.</p> <p>The Department has an annual formal review for all raises and promotions that is communicated, equitable, and transparent way to make the relevant information available to staff when a promotion is offered.</p>	Done to the degree allowable and ongoing	<p>Human Resources</p> <p>Senior Management</p> <p>Racial Equity Committee</p>

2.3 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation;</p>	<p>Staff work hours Position funding</p>	<p>Acting/interim staff process included in internal policies and processes. Increased awareness of process for acting/interim staff. Review of racial parity of acting assignments conducted.</p>	<p>Q4 of 2021</p>	<p>The Department will explore the development of a formal process for “acting roles” by:</p> <ul style="list-style-type: none"> • Allowing staff to rotate through or apply to work in acting roles, while publicizing the opportunity to receive acting pay or compensation; • Promoting acting roles as an opportunity to gain professional experience. 	<p>Done to the degree allowable and ongoing TTX only uses Acting and not Interim</p>	<p>Human Resources Department of Human Resources Senior Management</p>
<p>2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.</p>	<p>Staff work hours</p>	<p>Reversal of diversity drop-offs in 182x classifications.</p>	<p>N/A</p>	<p>The Department’s Racial Equity Committee noted that an important step towards creating an inclusive workplace is providing promotional opportunities. As such, we will:</p> <ul style="list-style-type: none"> • Promote more training opportunities that will help staff that are interested in promotional opportunities; • Allow for cross-training opportunities and/or rotational opportunities for staff to get requisite experience for promotions. 	<p>Not started</p>	<p>Senior Management Section Managers Human Resources Racial Equity Committee</p>
<p>2.3.5. Revisit classifications that “dead-end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Staff work hours</p>	<p>“Dead-end” classification identified and revised.</p>	<p>TTX plans to develop and implement this strategy in Q4 of 2021.</p>	<p>The classifications the Department uses are not “dead-end” positions. Each entry-level classification the Department utilizes has a series which employees can apply for promotions within throughout the City. The Department will explore opportunities to allow for cross-training opportunities and/or rotational opportunities for staff to get requisite experience for promotions.</p>	<p>Not started</p>	<p>Senior Management Section Managers Human Resources Racial Equity Committee</p>

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle

must be stopped. Higher rates of corrective action and discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

1 Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.
 2 Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

The Office of the Treasurer & Tax Collector will continue to propose discipline and separation in line with the City’s rules and union requirements. Policies will be applied fairly and evenly, regardless of people’s identity. The Department aims to continue to resolve issues at the lowest level, and promote training, development, and coaching to assist under-performing employees. The Department will

continue to discipline and separate employees that do not meet the codes of conduct required of all City and departmental staff, to ensure a respectful workplace free from discrimination, harassment, and bullying. The Department will track its implementation of discipline policy by identity once a year.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Staff work hours	Tracking mechanism created. Data analyzed annually. Increased accountability in disciplinary actions.	Q2 of 2021	To review whether disciplinary processes and actions have resulted in a disproportionate impact, the Department will explore ways to review departmental trends and data.	Ongoing	Human Resources Senior Management

3.1 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Staff work hours	Tracking mechanism created. Data analyzed annually.	Q2 of 2021	To ensure that separations processes and actions do not result in a disproportionate impact, the Department will review departmental trends and data	Ongoing	Human Resources Senior Management
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Staff work hours Training funds	Number of trainings completed annually.	Q3 of 2021.	The Department will continue to ensure that supervisors and managers are completing required bias and equitable leadership training. The Department will explore ways to make additional resources available to all staff.	Ongoing	Human Resources Senior Management Managers Supervisors Department of Human Resources
3.1.4. Implement alternative dispute resolution opportunities, as mediation, to resolve interpersonal such issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	Staff work hours	Human Resources trained on alternative dispute resolution.	TTX plans to consider the use of the Mediation program where appropriate.	The City’s Peer Mediation Program may be utilized for disputes that arise at a lower level. The Department recommends that the City’s list of set, rotating arbitrators must be diversified.	Not started	Human Resources Senior Management Managers Supervisors Department of Human Resources
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Staff work hours	Reduction of racial disparities in disciplinary actions	Q2 of 2021	The Department will continue to attempt to resolve matters at the lowest level when appropriate while holding employees accountable when disciplinary action is required. The Department will continue to recommend corrective action in a fair and equitable manner in a standardized way.	Ongoing	Human Resources Senior Management Managers

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department’s leadership determines multiple aspects of the workforce, who gets hired, where the money goes,

what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

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

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

DEPARTMENT GOAL

The Office of the Treasurer & Tax Collector is a small department, with diverse leadership. The Department aims to ensure that the leadership opportunities continue to reflect diversity on a structural level, and on a project level with diverse representation. This will allow for more robust and creative sharing of ideas,

while also providing more opportunities for staff at all levels and of diverse backgrounds to gain project experience and cross-training. The Department seeks to have diversity in the way that we work.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental Racial Equity Action Plan.	Staff work hours	Percent increase in diverse leadership.	Q1 of 2021	The Department commits to create a policy that supports equity, inclusivity, and elimination of bias. By following all of the elements of this plan, our department will put forth a hiring/recruitment policy that furthers the goals of racial equity.	Not started	Racial Equity Committee Senior Management Human Resources

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
4.1.2. Commit to ongoing racial equity training and development for leadership.	Training funds	Number of training & development completed by leadership per quarter.	Q3 of 2021	The Department will ensure that there are consistent opportunities for racial equity training and development for both senior management and staff by: <ul style="list-style-type: none"> • Building upon required all manager training on racial equity; • Creating ongoing list of resources of racial equity materials for all staff to access; • Ensuring that all staff have ways to voluntarily make some contribution to racial equity working group, provide feedback, receive updates, and promote opportunities to get involved. 	Begun	Racial Equity Committee Senior Management Managers Human Resources
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	N/A	Senior leadership demographic included in the department annual report.	N/A	The Department is small and can only provide demographic data in a format that does not provide identifying information.	Completed	Human Resources
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Staff work hours	Percent of staff that is aware of the process.	Q1 of 2021.	The Department currently has a process to submit anonymous input to senior leadership. We will explore ways to create an anonymous comments / suggestions submissions process accessible on the Department's intranet. The Department commits to the use of constructive feedback to steer change.	Ongoing	Racial Equity Committee IT Division

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

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

their expected potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

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

DEPARTMENT GOAL

The Office of the Treasurer & Tax Collector is a small department, which therefore is tied to a more limited number of positions. However, the Department aims to continue to promote training and development opportunities to staff at all levels of the organization. The Department promotes internal and external training opportunities, organization memberships, and

certifications. The Department's goal is for all staff of all backgrounds and identities who are interested in professional development and opportunities for mobility, to feel that they can openly seek the desired training to achieve those goals with the Department or another employer.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Staff work hours Training funding Union training funds	Number of available professional development opportunities Number of completed trainings.	N/A	The Department understands that prioritizing our staff's professional development is how we ultimately become both a more effective and efficient organization. The Department will explore ways to: <ul style="list-style-type: none"> • Allow staff to rotate through or apply to work on special projects when the need arises by publicizing opportunities; • Create, promote, and implement a mentoring program for staff to be paired with more experienced staff to learn how to better navigate City employment; • Implement a cross-training program to allow staff to work outside their division; • Provide a career planning questionnaire for all interested staff. 	Ongoing; training is currently determined by Section Manager. We also currently require Department-wide training.	Senior Management Section Managers
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payment.	Staff work hours Training funding Union training funds.	Number of staff who attended external conferences.	N/A	The Department currently reviews training requests on an annual basis. This overall review includes training, conferences, and membership approvals. The review is conducted to determine departmental fund coverage, union education fund coverage, and the possibility of arranging departmentally funded group class possibilities.	Ongoing	Senior Management Section Managers Budget / Finance Human Resources
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Staff work hours Training funding Union training funds	Number of staff enrolling and completing extended learning. Amount of funds dedicated to extended learning annually.	N/A	The Department already has funding dedicated to training opportunities and MOUs provide for training reimbursement. The Department promotes these opportunities through Section Managers and through email notifications as the opportunities arise.	Ongoing / Completed	Senior Management Section Managers Budget / Finance Human Resources

5.1 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals; provide financial support for paid opportunities.	Staff work hours Training funding Union training funds	Number of staff participating in outside events or opportunities.	N/A	We will continue to publicize promotional opportunities and positions that are available in the Department. We will explore ways to further improve our process for providing staff the ability to take on roles/projects that would allow them to be eligible for promotive opportunities. Furthermore, we will explore taking the following actions to encourage staff to take advantage of available trainings by: <ul style="list-style-type: none"> Establishing a policy to allow staff to attend a reasonable amount of training during work hours; Allowing a certain number of training hours to be unrelated to current job description, subject to approval; Offering more free classes to encourage attendance. 	Ongoing	Senior Management Section Managers Budget / Finance Human Resources
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Staff work hours Training funding	Tracking system adopted and analyzed annually. Number of staff of color utilizing professional development.	Q4 of 2021	The Department will implement a system to track professional and skill development among staff, such as required training and various professional development opportunities. We will use this information to ensure that staff of color are taking advantage of professional development opportunities within the City.	Not started	Section Managers Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Staff work hours Training funding	Bi-annual performance evaluation program to all staff created.	N/A	The Department will explore ways to create an inclusive and affirmative workplace by ensuring that managers are consistent in how they conduct their annual performance plans and appraisals. Furthermore, we will explore ways to provide additional trainings on how to make sure that developed goals are clear, consistent, and outlined.	Ongoing	Senior Management Section Managers Human Resources
5.2.2. Create a mentorship program between senior and junior level staff.	Staff work hours Training funding Financial Justice's Project resources Office of Financial Empowerment's resources	Number of mentorship programs per year. Number of mentorship programs per year. Number of meetings per program cycle.		The Department will explore ways to create, promote, and implement a mentoring program for staff to be paired with more experienced staff to learn how to better navigate City employment. Managers could offer office hours to share information with interested staff regarding projects, cross training opportunities, etc.	Not started	Racial Equity Committee Senior Management Section Managers Human Resources

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.</p>	<p>Staff work hours</p>	<p>Process developed.</p> <p>Percent of staff aware of accommodation process.</p> <p>Number of accommodations made increased.</p>	<p>N/A</p>	<p>Typically, staff submit accommodation requests to Human Resources.</p> <p>In order to encourage additional feedback and suggestions from staff, the Department will explore the feasibility of creating an anonymous comments / suggestions submissions process accessible on the Department's intranet.</p> <p>We will continue to use anonymous surveys within the Department to determine staff needs and requests.</p>	<p>Ongoing</p>	<p>Human Resources</p> <p>Senior Management</p> <p>Section Managers</p>
<p>5.3.2. Incorporate an assessment of staff training needs into the staff performance evaluation process.</p>	<p>Staff work hours</p> <p>Training funding</p>	<p>Training discussed and recorded during bi-annual performance evaluation process.</p>	<p>Q2 of 2021</p>	<p>The Department will explore ways to ensure managers are being consistent in including an assessment of needs into the performance evaluation process by including a new section with guidance on assessing staff needs on the Department's annual performance evaluation.</p>	<p>Ongoing</p>	<p>Human Resources</p> <p>Senior Management</p> <p>Section Managers</p>
<p>5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).</p>	<p>Staff work hours</p> <p>Financial Justice Project's resources</p> <p>Office of Financial Empowerment's resources</p>	<p>Overall staff mental health improved and staff feedback increased.</p>	<p>Ongoing</p>	<p>The Department's Wellness Coordinators send out regular notices to all staff regarding wellness and self-care resources.</p>	<p>Ongoing</p>	<p>Senior Management</p> <p>Section Managers</p> <p>Building Management</p>
<p>5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.</p>	<p>Staff work hours</p> <p>Training funding</p> <p>Financial Justice Project's resources</p> <p>Office of Financial Empowerment's resources</p>	<p>Assessment performed annually.</p> <p>Funds set aside for accommodations processes.</p> <p>Increased awareness of staff accommodations process.</p>	<p>Ongoing</p>	<p>The Department will continue to provide guidance to supervisors and managers on how to assist employees by providing resources and be receptive to and proactive about staffs' needs and requests outside of the workplace, without prying or violating privacy.</p>	<p>Ongoing</p>	<p>Human Resources</p> <p>Senior Management</p> <p>Managers</p> <p>Supervisors</p> <p>Health Services – Employee Assistance Program</p>
<p>5.3.5. Respect religious and cultural practices of employees.</p>		<p>Improvement in overall staff mental health and feelings of inclusion.</p>	<p>Ongoing</p>	<p>The Department will continue to respect all religious and cultural practices of employees.</p>	<p>Ongoing</p>	<p>Human Resources</p> <p>Senior Management</p> <p>Section Managers</p> <p>Supervisors</p>

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step.

Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively

work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, Indigenous employees, employees of color, and employees living with disabilities.

¹ Aysa Gray, The Bias of ‘Professionalism’ Standards, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL

The Office of the Treasurer & Tax Collector aims to support a culture of respect for all colleagues and members of the public. As an organization, the equitable treatment of persons of all racial and ethnic backgrounds, national origins, gender identities, ages, and various statuses must be continuously promoted

and supported at all levels, and employees must feel confident that reported concerns are taken seriously and addressed. The Department aims to ensure that this inclusive culture is promoted and supported in an ongoing manner.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff work hours	Department mission, policies, and procedures are updated and available.	Q1 of 2021	<p>The Department will review its Mission and Values and revise to reflect a racial equity lens and our commitment to building a culture of inclusion and belonging. The Department will work to ensure that its Mission and Values are a present part of our employees’ everyday work, so that staff understand how centering racial equity improves their work as public servants.</p> <p>The Department will consider ways to schedule affirmative activities so that staff can feel a sense of belonging to department. We will explore ways to increase personal interaction through monthly meetings, cultural potlucks and other events that celebrate people and allow staff to interact with their coworkers outside of work.</p>	Not started	<p>Racial Equity Committee</p> <p>Human Resources</p> <p>Senior Management</p> <p>Managers</p> <p>Supervisors</p> <p>Health Services – Employee Assistance Program</p>

6.1 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its Racial Equity Action Plan goals.	Staff work hours	Regularly scheduled meetings are held with Racial Equity Team to implement Racial Equity Action Plan.		The Department created its Racial Equity Committee in August 2020. The Committee has met regularly since being formed.	Completed	Racial Equity Leads
6.1.3. Develop a Racial Equity Action Plan that is updated regularly and available to the public.	Staff work hours	Racial Equity Action Plan is published on Department website.		The Department will continue to update its Racial Equity Action Plan and make it available to the public.	Ongoing	Racial Equity Leads
6.1.4. Regularly report to staff, board, and commissioners on Racial Equity Action Plan updates.	Staff work hours	Ongoing reporting.		We will update staff through use of communication such as all-staff emails, in the staff Newsletter, the Intranet, or all-staff meetings.	Not started	Racial Equity Leads
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Staff work hours		N/A	The Department provides a safe and affirmative space for historically marginalized people by supporting programming for affinity groups within the Department. We provide information and promote opportunities to get involved in citywide affinity groups.	Not started	Senior Management, Building Management
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Staff work hours Training funds	Number of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter.	Q4 of 2021	The Department will ensure that staff understand how a culture of inclusion and belonging helps the Department improve our everyday performance as public servants by providing a list of resources and ongoing department-wide training. [See 4.1.2]	Not started	Senior Management Managers Supervisors Human Resources Racial Equity Committee
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Staff work hours Training funds	Annual survey with disaggregated data and feedback conducted.	Q2 of 2021	The Department will explore drafting an annual staff survey to assess our department's progress on creating an organizational culture of inclusion and belonging.	Ongoing	Racial Equity Leads
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.		Staff engagement increased.	N/A	The Department will leverage our relationships with community groups and work with the Arts Commission to find art from racially and socially diverse artists to place in City Hall.	Not started	Senior Management Building Management

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff work hours	Staff feedback, participation, and response to communications increased.	Ongoing	Currently, all-staff communications are sent by the Appointing Officer, Senior Management, IT Division, departmental Human Resources, and the Wellness Committee. The Department will work with our IT Division to maintain regular communication with our staff.	Ongoing / Completed	IT Division Senior Management Managers Human Resources
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics	Staff work hours Training funds	Staff participation and feedback is ongoing.	N/A	The Department will explore ways to incorporate different short videos on racial equity in staff meetings and ask staff to respond to questions. This will help develop our staff's understanding of intersectionality.	Not started	Senior Management Managers Supervisors Human Resources Racial Equity Committee
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information	Staff work hours	Staff participation and feedback is ongoing.	N/A	The Department will explore ways to create an anonymous comments / suggestions submissions process accessible on the Department's intranet. Employees can utilize these tools to make suggestions and share ideas to promote racial equity. We will explore ways to hold regular meetings and listening sessions on racial equity and inclusion to facilitate wider involvement in our Department's Racial Equity issues. Lastly, we will explore the feasibility of adding a question to mid-year and end-of-year reviews where supervisors ask staff to evaluate the racial equity of the Department and solicit suggestions for improvements.	Not started	Senior Management Managers Supervisors Human Resources Racial Equity Committee

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.		Protocol distributed internally and with any outward-facing interactions.	N/A	The Department will regularly check-in with staff to ensure equal access and participation to Department's online resources. Furthermore, we will create standards for both physical and digital spaces to ensure that our Department is promoting accessibility.	Not started	Human Resources Building Management

6.3 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.</p> <p>e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.</p>		<p>Plan for physical space improvement created.</p> <p>Funding secured for improvement.</p> <p>Plan successfully implemented.</p>	Ongoing	The Department will continuously evaluate our workplaces and event spaces to ensure that all spaces are ADA accessible.	Done and Ongoing	<p>Human Resources</p> <p>Building Management</p>
<p>6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc</p>		<p>Plan for digital improvement created.</p> <p>Funding secured for improvement.</p> <p>Plan successfully implemented.</p>	Ongoing	<p>To ensure that our digital functions and communications are accessible the Department will:</p> <ul style="list-style-type: none"> • Analyze all communications through a readability scanner to ensure all written materials are accessible to people at a 12th grade reading level; • Ensure that all communications from the Department and its divisions are present on media with a diverse audience (ex: community newspapers, social media); • Ensure that the Department's online presence reflects its diverse makeup and inclusive environment; • Ensure that the Department's online mission statement and goals include equity and inclusion. 	Ongoing	<p>Human Resources</p> <p>IT Division</p>
<p>6.3.4. Invest in translation services.</p>	<p>Staff work hours</p> <p>Funds for translation services.</p>	Increase in translated materials.	Ongoing	The Department currently utilizes bilingual pay premiums to ensure that enough staff have the skills necessary to serve the public. In addition, documents are translated as-needed, to ensure that communications are clear and accessible.	Ongoing	<p>Human Resources</p> <p>Senior Management</p> <p>Racial Equity Committee</p>

6.3 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	<p>N/A</p>	<p>Increase in staff using inclusive identity expression and/or second nature.</p>	<p>Ongoing</p>	<p>The Department will explore ways to remind all staff that they can introduce themselves with gender pronouns or utilize them in their signatures lines if they prefer to.</p> <p>In 2019, we reviewed all of our internal Department forms to ensure that individual forms of identity expression are invited and not prohibited.</p>	<p>Ongoing</p>	<p>Human Resources</p> <p>Section Managers</p> <p>Senior Management</p> <p>Racial Equity Committee</p>
<p>6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>		<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements).</p> <p>Closed-captioning provided by default.</p> <p>Increased digital equity (e.g., access) for all employees.</p>	<p>Ongoing</p>	<p>The Department will explore ways to create an anonymous comments / suggestions submissions process accessible on the Department's intranet.</p>	<p>Ongoing</p>	<p>Human Resources</p> <p>Section Managers</p> <p>Senior Management</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.</p>	<p>Staff work hours Financial Justice Project grant funds Office of Financial Empowerment grant funds</p>	<p>Department projects impacted by community feedback.</p>	<p>Ongoing</p>	<p>The Department does significant work to incorporate community feedback by offering assistance to taxpayers, conducting outreach to small businesses, and building on the relationships that the Office of Financial Empowerment and The Financial Justice Project have fostered. The Department will improve on these efforts by ensuring that more divisions within the Department have the opportunity to hear from community.</p>	<p>Started and working to expand beyond The Financial Justice Project and The Office of Financial Empowerment.</p>	<p>Taxpayers Assistance Office of Financial Empowerment The Financial Justice Project</p>
<p>6.4.2. Find opportunities to invest into and support the communities the department serves.</p>	<p>Staff work hours Financial Justice Project grant funds Office of Financial Empowerment grant funds</p>	<p>Number of grants to CBOs. Number of Small Business tax measures implemented (reductions, deferrals, legislation). Number of focus groups conducted with businesses on tax applications.</p>	<p>Ongoing</p>	<p>The Department believes that providing high-quality, equitable customer service is a critical way that our Department invests and supports San Franciscans. Furthermore, the Office of Financial Empowerment and The Financial Justice Project have collectively worked to ensure the economic security of San Francisco's most vulnerable residents. The Office of Financial Empowerment has created a variety of programs, such as Smart Money Coaching and Kindergarten To College, that have helped low-income San Franciscans strengthen their financial security. Furthermore, The Financial Justice Project has alleviated millions of dollars of fine and fee debt that disproportionately impact thousands of low-income BIPOC in San Francisco.</p>	<p>Ongoing</p>	<p>Taxpayers Assistance Office of Financial Empowerment The Financial Justice Project</p>

7. BOARDS AND COMMISSIONS

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

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

DEPARTMENT GOAL

This section does not apply to the Office of the Treasurer & Tax Collector, as it is not governed by a Board and/or Commission.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.		Bylaws, rules of order or other procedures successfully amended.			Does not apply to the Department.	
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.		Annually collected board/ commission demographic data. Include data in annual report. Data used to guide recruitment efforts. Greater racial and gender equity in board and/or commission members.			Does not apply to the Department.	
7.1.3. Have board/commission adopt a resolution around racial equity.		Resolution adopted.			Does not apply to the Department.	
7.1.4. Racial equity-related items are regularly agendized.		Number of policies and issues related to racial equity that are heard, reviewed and/or implemented.			Does not apply to the Department.	

7.1 Continued

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.1.5. Expand ability for board/ commission members to hear from diverse voices from a place of influence.		Participatory budgeting processes. Community advisory working groups. Issue-specific task forces.			Does not apply to the Department.	
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵		Resolution adopted.			Does not apply to the Department.	
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.		Greater racial and gender equity in board and/or commission members.			Does not apply to the Department.	
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.		Number of policies passed with RE lens. Budget equity completed.			Does not apply to the Department.	

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		Number of diverse board/ commission members. Percent of board/commission retention. Implementation of inclusive protocols.			Does not apply to the Department.	
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.		Number of completed training per quarter. Increased participation rate.			Does not apply to the Department.	
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.		Increased board/commission retention. Member experience satisfaction survey.			Does not apply to the Department.	

Appendices

APPENDIX A: DEPARTMENT HISTORY

The core purpose of the Treasurer’s Office is to collect monies through taxes and fees to support the operations of City and County departments. We collect these revenues from property and business owners. Since Treasurer Cisneros was elected fifteen years ago, we make sure all of our practices comport with principles of fairness, equity, and justice. The Office has worked to improve practices and support legislation that ease tax burdens and support small businesses.

We have also extended our equity lens to look beyond our Department, at the ways our City and County departments and the courts collect fines and fees. Government programs and courts have long levied fines and fees, either to discourage behaviors or to cover costs. But over the past several years, awareness has increased that using these tools can have an insidious unintended impact—to push people into poverty. Fines and fees can knock people down so hard they cannot get back up. People with lower incomes and people of color are usually hit the hardest. These financial penalties can make government a driver of inequality, not an equalizer of opportunity.

The Treasurer’s Office created [The Financial Justice Project](#) in response to community outcry about the heavy toll that fines and fees were taking on low-income people and communities of color. As the official debt collector for the city, the Office of the Treasurer & Tax

Collector wanted to ask ourselves a hard question: Was our City and County levying fines on people who cannot afford to pay them? Were we guilty of enabling and allowing a form of predatory government? For the last three years, we have worked to either eliminate or adjust dozens of fines and fees which were having a disproportionate impact on low-income people and communities of color.

Furthermore, the Treasurer’s Office was also the first in the nation to create an [Office of Financial Empowerment](#) that aims to build up low-income San Franciscans’ financial reserves. However, much of that work could be undone by inequitable fines and fees that disproportionately impact and strip wealth from low-income families and communities of color. This underscores the need for The Financial Justice Project to respond to the historical and continued economic inequities that result from government-levied fines and fees and calls and chart a better way forward, for government and for people.

The Office of Financial Empowerment and the Financial Justice Project work hand in hand. The Office of Financial Empowerment helps people build up their economic reserves. The Financial Justice Project makes sure people’s resources are not depleted through excessive fines and fees.

APPENDIX B: VULNERABLE POPULATIONS SERVED

Vulnerable Populations Served

The Office of the Treasurer & Tax Collector serves every community in San Francisco, including the following communities:



Vulnerable Populations Engagement Assessment

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
<p>Communities of color</p> <p>People with low incomes</p> <p>People who receive public benefits assistance</p> <p>People who do not have access to banking services or credit</p>	<p>The Financial Justice Project in the Office of the Treasurer & Tax Collector works closely with community advocates and residents to promote fine and fee reforms. The Financial Justice Project conducts listening sessions to understanding fine and fee pain points and works with advocates and community members to recommend, advance, and implement reforms.</p> <p>The Financial Justice Project appears regularly at community events, maintains a presence on social media, and has built relationships with various community groups.</p> <p>The Financial Justice Project facilitates meetings between the SF Jail Justice coalition and Sheriff Miyamoto once a quarter, where formerly incarcerated people, family members of incarcerated people, and community group leaders raise concerns and ideas to the Sheriff.</p> <p>We meet with community group leaders several times a week and are in dialogue with them virtually every day.</p>	<p>The Financial Justice Project's budget is \$1 million.</p>	<p>Fines, fees, and financial penalties can trap low-income people in a maze of poverty and punishment. They can widen racial disparities, since fines and fees are disproportionately imposed on communities of color. They can erode confidence in public institutions and undermine safety and prosperity in our communities. The Financial Justice Project has also found that fines and fees that exceed people's ability to pay them are often a lose-lose, for people and for government. As such, The Financial Justice Project works to ensure that fines and fees do not adversely affect vulnerable communities, and works with those same communities to advance solutions and reforms.</p> <p>Previously, the Bayview Library branch had three times the number of suspended library cards due to late fines as compared to branches in other parts of the city.</p>	<p>Through partnerships with government departments and the courts, the Financial Justice Project has eliminated and adjusted dozens of fines and fees, and lifted tens of millions of dollars in debt from these fees off tens of thousands of San Francisco residents. Our primary solutions have been to: (1) Base the fine or fee on people's ability to pay (2) Eliminate the fine or fee and identify alternative methods to achieve the policy goal; (3) Offer accessible, non-monetary alternatives to payment, such as performing community services or receiving social services. Some examples of our accomplishments include:</p> <ul style="list-style-type: none"> • Eliminated library fines on overdue materials in partnership with the San Francisco Public Library • Created discounts that cut the price of fines by more than half for people below 200% of the Federal Poverty Line, including ability to pay discounts for parking tickets, towing, booting and traffic citations • Cleared 88,000 cases of suspended driver's licenses for people who failed to appear in traffic court <p>A full list of accomplishments can be found here.</p>

Vulnerable Populations Engagement Assessment, Continued

<p>Communities of color</p> <p>People with low incomes</p> <p>People who receive public benefits assistance</p> <p>People who do not have access to banking services or credit</p>	<p>The Office of Financial Empowerment in the Office of the Treasurer & Tax Collector works directly with community groups, unbanked people, people with low-incomes, and communities of color to advertise its suite of initiatives to strengthen economic security.</p> <p>The Office of Financial Empowerment appear regularly at community events, maintain a presence on social media, and have built relationships and partnerships with various community groups.</p>	<p>The Office of Financial Empowerment's budget is \$3 million.</p>	<p>There are a variety of barriers that prevent all San Franciscans from enjoying economic prosperity, such as lack of access to banking services and credit. These barriers are felt most acutely by communities of color, people with low incomes, people who receive public benefits assistance, and people who are currently unbanked. Through our suite of programs, the Office of Financial aims to build a San Francisco where all can thrive by ensuring economic equity.</p>	<p>The Office of Financial Empowerment manages programs that strengthen the economic security and mobility of communities of color and people with low incomes, including:</p> <ul style="list-style-type: none"> • Kindergarten to College (K2C), which opens savings accounts for every child entering kindergarten in the City's public schools (and currently serves all students in grades K-10). Through K2C, San Francisco families have saved over \$5 million to send their kids to college and 51 percent of families saving through K2C qualify for Free and Reduced-price lunch. • Bank on San Francisco, which supports residents to find safe and affordable bank accounts, • Smart Money Coaching, which provides financial coaching to low-income communities and communities of color through partnerships with several City departments including Human Services Agency (HSA), Department of Homelessness and Supportive Housing (HSH), Mayor's Office of Housing and Community Development (MOHCD), San Francisco Public Library (SFPL) and HOPE SF. • The mobilityLab pilot programs, which include an emergency workers fund for workers at the San Francisco International Airport and a water affordability pilot targeted at District 10 with the Public Utilities Commission (PUC).
<p>Justice-involved people</p>	<p>The Financial Justice Project in the Office of the Treasurer & Tax Collector meets and works regularly with advocates in the criminal legal reform space, many of whom are formerly incarcerated. We work with them on a variety of fine and fee reforms and advocacy efforts.</p>	<p>The Financial Justice Project's budget is \$1 million.</p>	<p>In San Francisco the Black population is five percent of the overall population, but 50% of the population in the county jail. Many justice-involved people are adversely impacted by fines and fees even long after they have had contact with the justice-system. Justice-involved people, for example, can be charged fees for the utilization of a public defender or for simply being on probation. Furthermore, many fines, though serving a public safety purpose, have financial penalties that can drive people into debt. These fines and fees impact the most vulnerable people in San Francisco, and they are what The Financial Justice Project has worked to reform since its inception.</p>	<p>The Financial Justice Project has also spearheaded a variety of reforms to fines and fees associated with the criminal legal system. For example, with support from various partners and advocates, The Financial Justice Project has, among other reforms:</p> <ul style="list-style-type: none"> • Led an effort to make San Francisco the first city in the nation to repeal all locally controlled criminal administrative fees, lifting \$32 million of unpayable debt from 21,000 San Franciscans • Led an effort to make San Francisco the first county in the nation to make all jail phone calls free and end jail commissary markups • Led an effort to make California the first state in the nation to repeal 23 criminal administrative fees, lifting \$16 billion in unpayable debt off primarily low-income, communities of color <p>These are just a few of the many accomplishments The Financial Justice Project has made with support from the Office of the Treasurer & Tax Collector.</p>

Vulnerable Populations Engagement Assessment, Continued

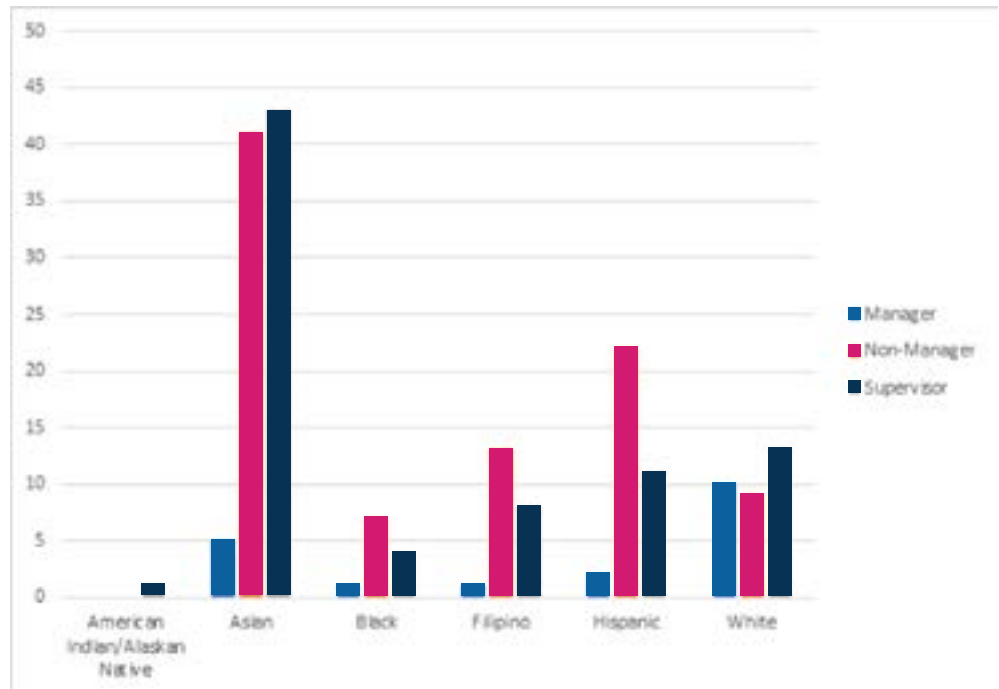
<p>People experiencing homelessness</p>	<p>The Financial Justice Project in the Office of the Treasurer & Tax Collector meets and works regularly with groups and activists who advocate for those who experience homelessness, many of whom are formerly unhoused. We work with them on a variety of fine and fee reforms and advocacy efforts.</p>	<p>The Financial Justice Project's budget is \$1 million.</p>	<p>Many people who experience homelessness are adversely impacted by fines and fees, such as towing fines, booting fines, and quality-of-life citations, which only exacerbates their struggle to find long-term, stable, and affordable housing. This is an issue of systemic racism, as 37% of homeless San Franciscans are Black while only 5% of San Francisco is. As a result, excessive fines and fees can exacerbate the housing crisis and racial inequities in San Francisco. This underscores the importance of The Financial Justice Project's works with advocates and government partners to advance equitable reforms.</p>	<p>The Financial Justice Project has implemented a variety of waivers and discounts of fines and fees that adversely impact the unhoused. For example, with support from various partners and advocates, The Financial Justice Project has, among other reforms:</p> <ul style="list-style-type: none"> • Led an effort to create a one-time waiver of towing fines and storage fees for people experiencing homelessness • Led an effort to create a one-time waiver of booting fines for people experiencing homelessness • Led an effort to create the CONNECT program, allowing people experiencing homelessness to waive fines from and dismiss Quality-of-Life citations by receiving social service assistance <p>These are just a few of the many accomplishments The Financial Justice Project has made with support from the Office of the Treasurer & Tax Collector.</p>
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The Office dedicates at least 10% percent of its budget to advance economic and racial equity through its support of the Financial Justice Project and the Office of Financial Empowerment, which have helped tens of thousands of San Franciscans over the years. The Financial Justice Project's budget is \$1 million; and the Office of Financial Empowerment's budget is \$3 million. The funding allocation doesn't consider all the funds related to staff training; paid recruitment for diverse applicant pools; and investment in staff related to managing the human resources changes already implemented by the Office.

Please refer to previous responses about expenditures. Our largest expenditure, staffing, advances equity in many of the areas below. Our second largest expenditure, software and technology, ensures that taxpayers and the public can make payments in an easy, accessible, and transparent way. Our lowest expenditure, on advertising property tax allocations, is not applicable here.

APPENDIX C: CURRENT WORKFORCE DEMOGRAPHIC DATA

The Treasurer’s Office is a diverse department, reflecting the incredible diversity of San Francisco. The vast majority of our staff – almost 80% – self-identifies as non-white.



RACE	MID-LEVEL MANAGER	NON-MANAGER	SUPERVISOR	TOTAL
American Indian/Alaska Native	0	0	1	1
Asian	5	41	43	89
Black	1	7	4	12
Filipino	1	13	8	22
Hispanic	2	22	11	35
White	10	9	13	32
TOTAL	19	92	80	191*

* Employee count excludes 2 retiree annuitants working in the Department.

The Department’s current workforce demographic data shows that the Department has a fairly diverse pool of supervisors and non-managerial employees. However, the level of diversity across the managerial level could be improved. The Department currently has management that identify as follows: 10 identify as white, 5 identify as Asian, 2 identify as Hispanic/Latinx, 1

identifies as Black/African American, and 1 identifies as Filipino.

As a smaller Department, the positions in management are fewer and less frequently available for promotive opportunities. However, the Department’s demographics for the supervisory level reflect a

similar level of diversity as the non-managerial level. This reflects that staff are generally able to promote to a supervisory level within the Department in most demographic categories.

The Department will consider more targeted recruiting of American Indian/Alaskan Native and Black/African American candidates to increase diversity in these groups. While our Department's diversity is promising, our Department is committed to continuing to foster diversity within the Department and ensure that all employees have the opportunity to grow and thrive as public servants.

APPENDIX D:

**Office of the Treasurer & Tax Collector:
Racial Equity Survey Results**

December 2020

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114
Total Responses

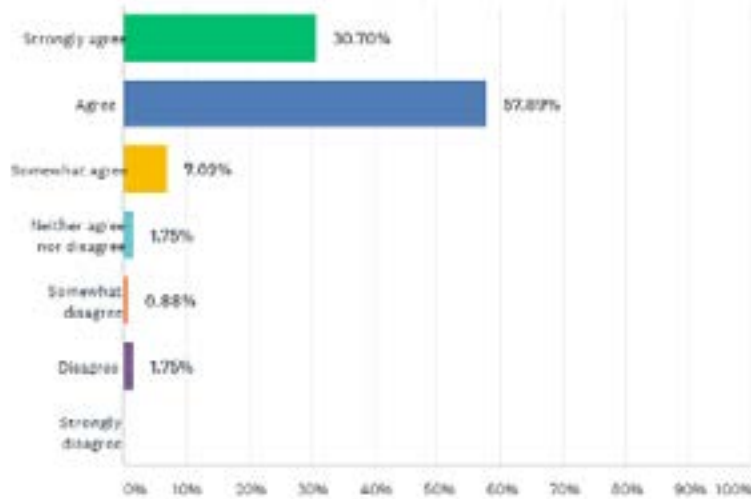
Date Created: Tuesday, November 10, 2020

Complete Responses: 106 (93% completion rate)

Powered by  SurveyMonkey

Q1: I have a basic understanding of the concepts related to racial equity.

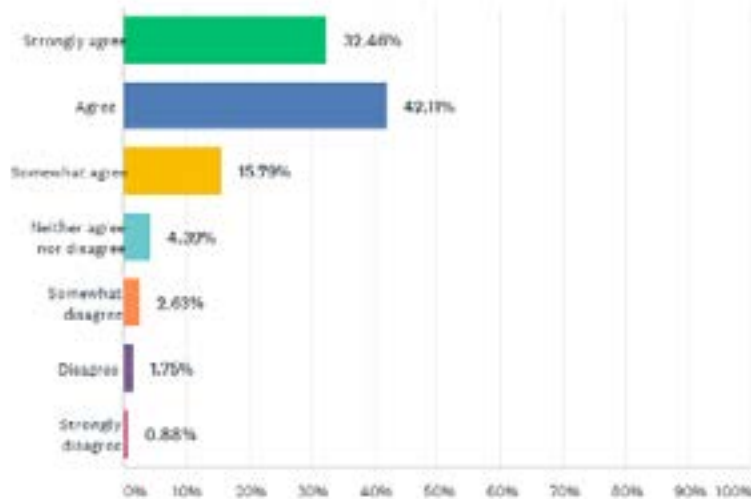
Answered: 114 Skipped: 0



Powered by SurveyMonkey

Q2: I have a basic understanding of the racial disparities that exist in San Francisco and the Bay Area.

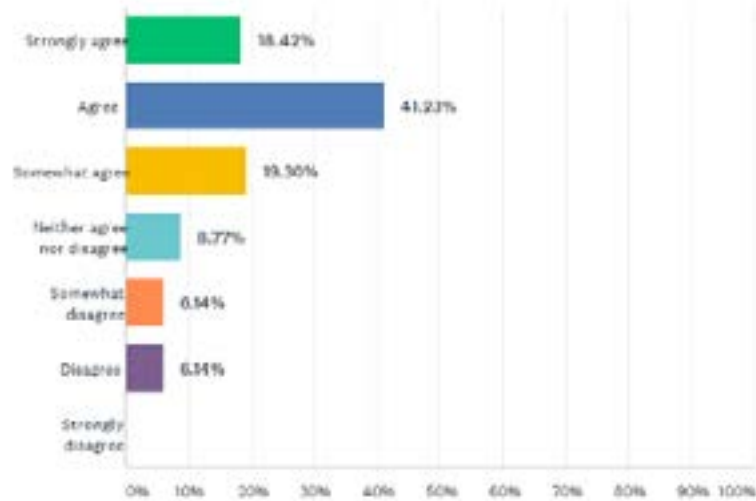
Answered: 114 Skipped: 0



Powered by SurveyMonkey

Q3: I feel comfortable talking about race / ethnicity issues.

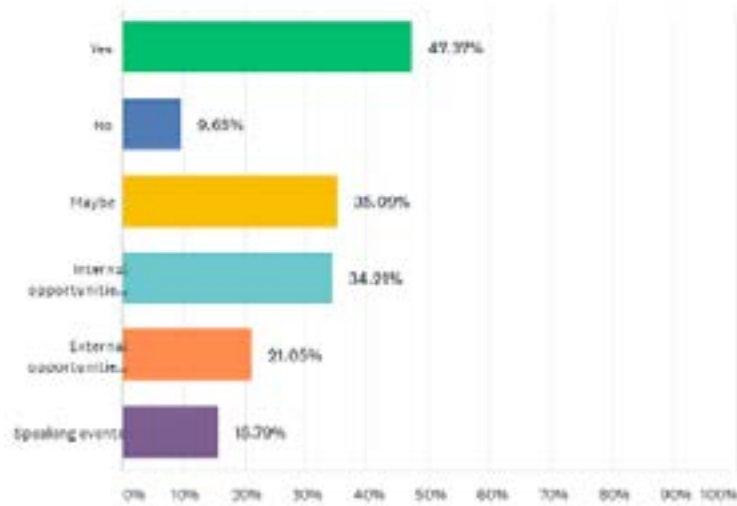
Answered: 114 Skipped: 0



Powered by SurveyMonkey

Q4: I would like to attend internal or external trainings, workshops, presentations, and/or learning opportunities regarding racial equity. (Select any that apply)

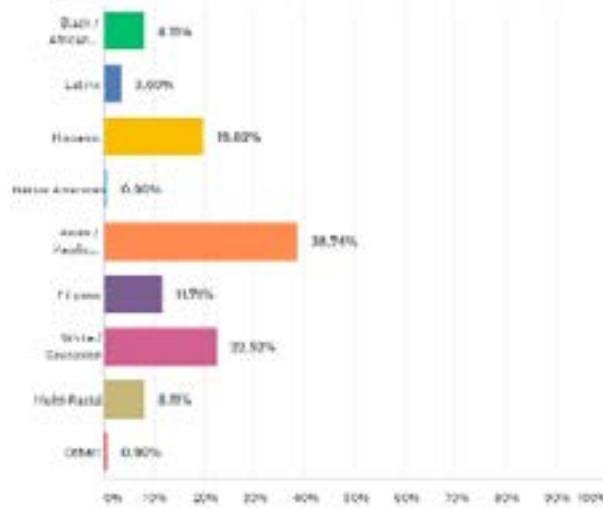
Answered: 114 Skipped: 0



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Q5: My racial/ethnic background is: (select all that apply)

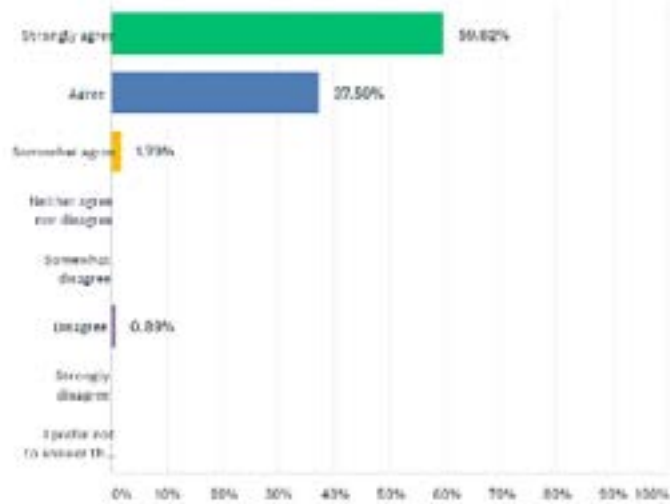
Answered: 111 Skipped: 3



Powered by SurveyMonkey

Q6: I have positive relationships with employees in this department that are of a different race / ethnicity.

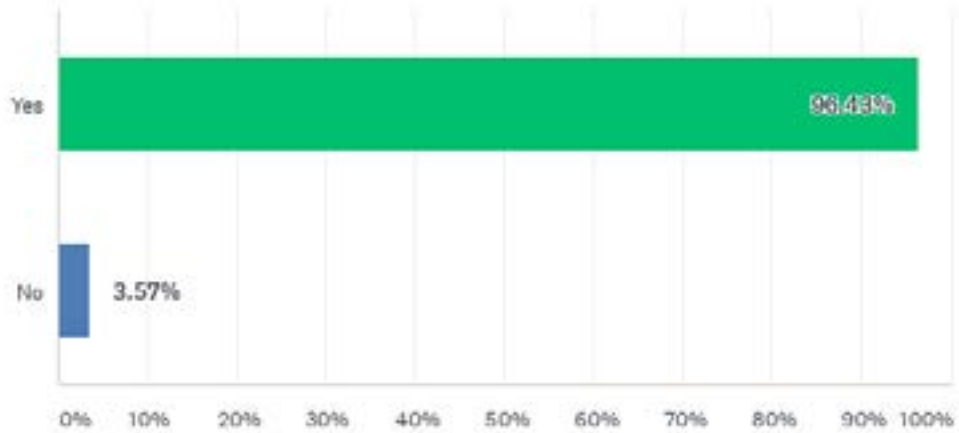
Answered: 112 Skipped: 2



Powered by SurveyMonkey

Q7: I am aware that the Office of the Treasurer & Tax Collector and all other City departments are working on Racial Equity Departmental Plans.

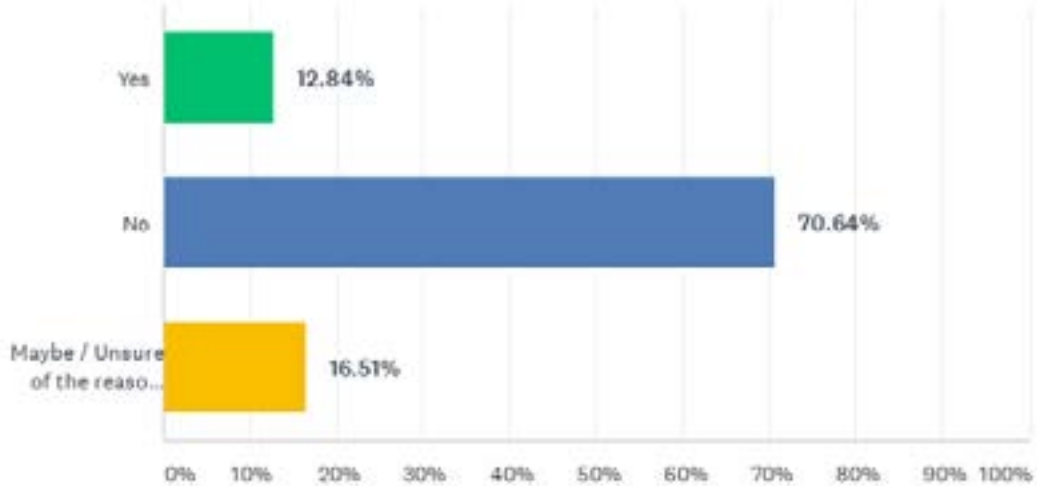
Answered: 112 Skipped: 2



Powered by  SurveyMonkey

Q8: I have experienced racial tension at the Department as an involved party.

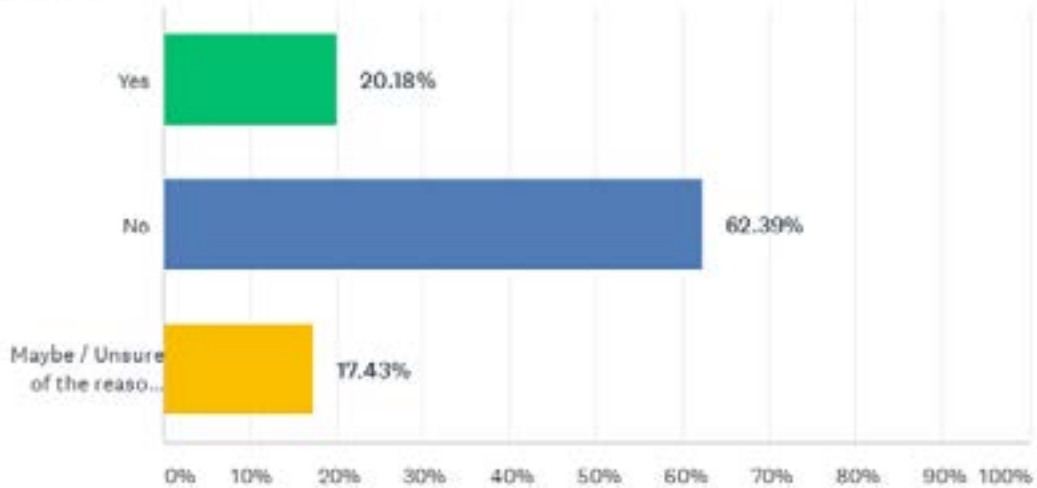
Answered: 109 Skipped: 5



Powered by  SurveyMonkey

Q9: I have observed racial tension between employees in the Department.

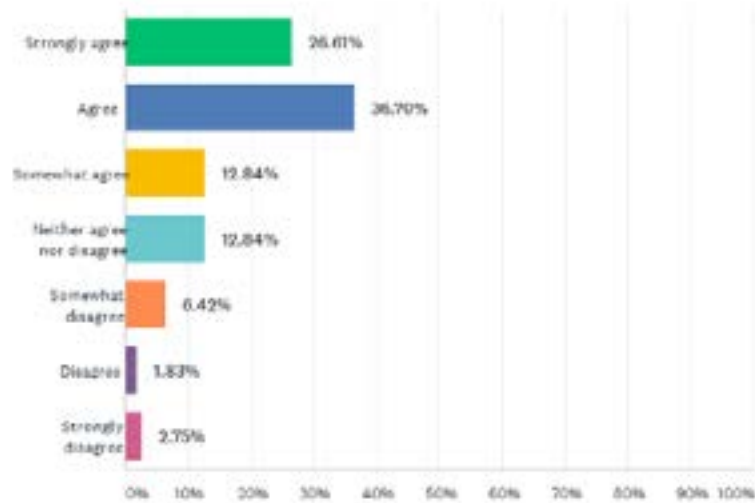
Answered: 109 Skipped: 5



Powered by SurveyMonkey

Q10: I believe TTX supervisors and managers hold all employees to the same performance expectations and standards.

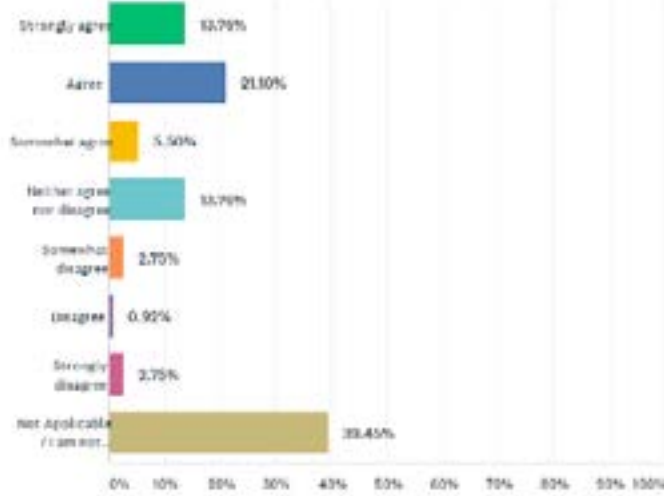
Answered: 109 Skipped: 5



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Q11: I believe the management and/or leadership team quickly and effectively addresses racial conflicts that arise between employees in the department.

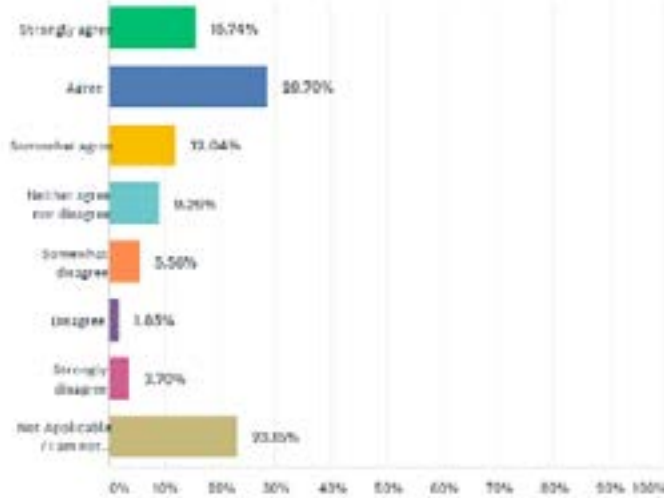
Answered: 109 Skipped: 5



Powered by SurveyMonkey

Q12: I believe the management and/or leadership team quickly and effectively addresses any sort of conflict that arises between employees in the department.

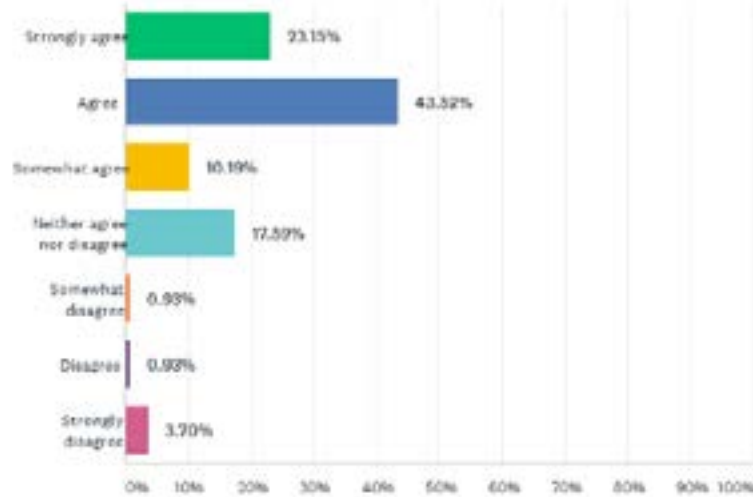
Answered: 108 Skipped: 6



Powered by SurveyMonkey

Q13: TTX leadership and management demonstrate clear support for racial equity.

Answered: 108 Skipped: 6



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Q14: On a scale of 1 to 5, where 1 is "no diversity" to 5 being "very diverse," how would you rate the diversity of:

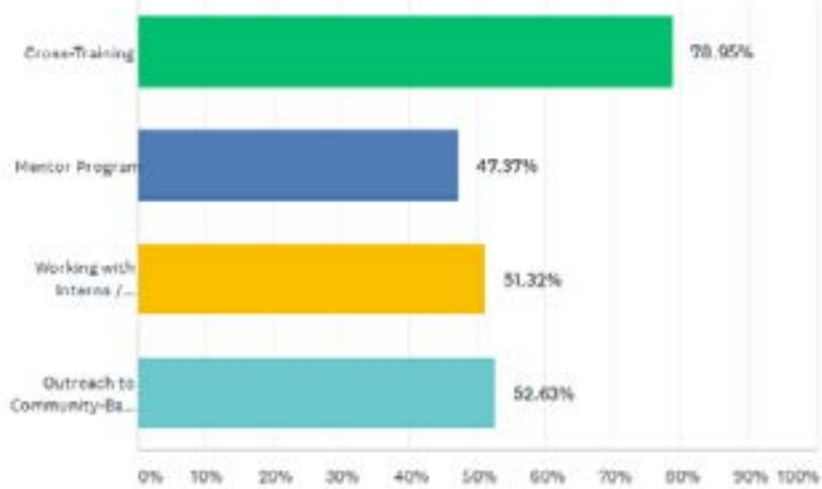
Answered: 106 Skipped: 8

	1 - NO DIVERSITY	2 - NOT VERY DIVERSE	3 - SOMEWHAT DIVERSE	4 - DIVERSE	5 - VERY DIVERSE	TOTAL
the Department as a whole?	1.89% 2	10.38% 11	22.64% 24	37.74% 40	27.36% 29	106
the non-managerial staff?	1.90% 2	10.48% 11	21.90% 23	42.86% 45	22.86% 24	105
the managerial staff?	1.90% 2	13.33% 14	34.76% 36	43.81% 46	16.19% 17	105
the section you work in?	1.89% 2	12.26% 13	30.75% 32	43.40% 46	21.76% 23	106
the City and County staff as a whole?	2.86% 3	4.76% 5	22.81% 25	41.90% 44	28.67% 30	105

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Q15: Would you be interested in participating in: (select all that apply)

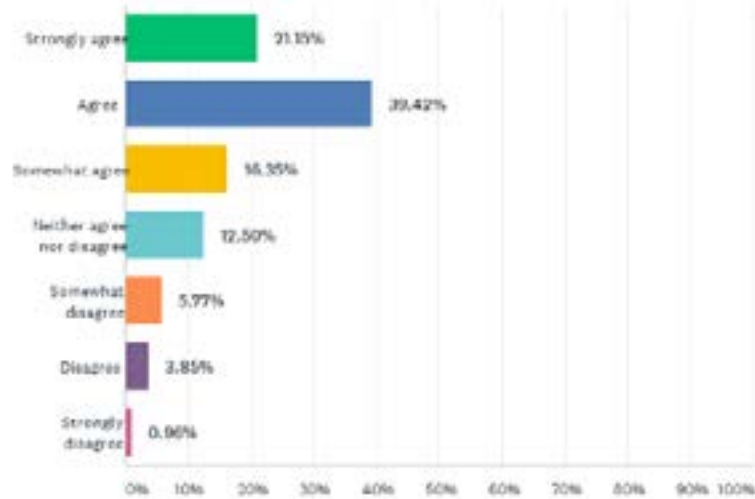
Answered: 76 Skipped: 38



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Q16: I am aware of the work the Financial Justice Project does, and its positive impacts upon the community.

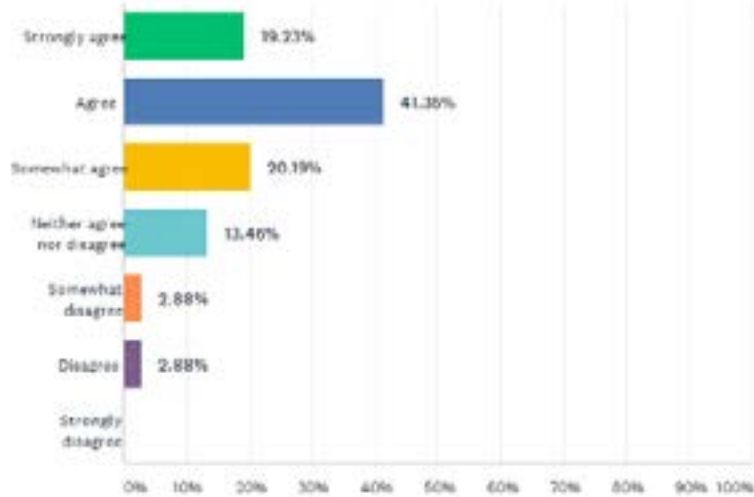
Answered: 104 Skipped: 10



Powered by SurveyMonkey

Q17: I am aware of the work the Department's Office of Financial Empowerment does, and its positive impacts upon the community.

Answered: 104 Skipped: 10



Powered by SurveyMonkey

Q18: In my position, I interact with Department staff in the following sections (select all that apply)

Answered: 105 Skipped: 9

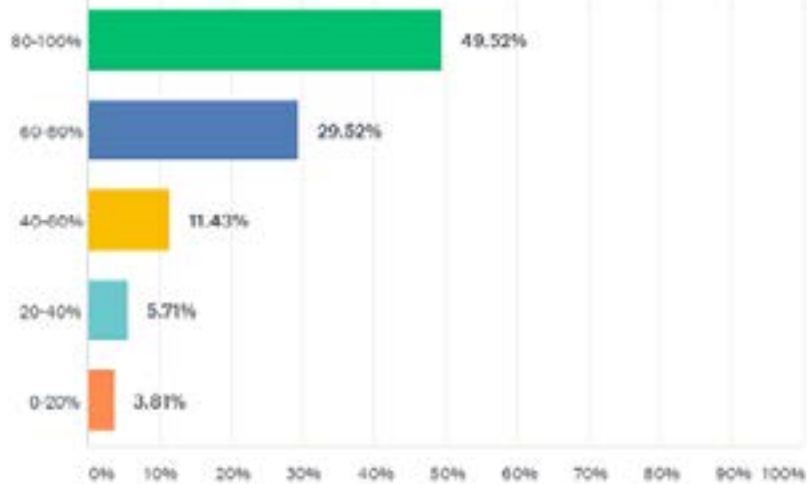
ANSWER CHOICES	RESPONSES	
Bureau of Delinquent Revenue	76.20%	80
Cashiering	77.14%	81
Information Technology	72.38%	76
Business Tax - Account Services	71.43%	75
Taxpayers' Assistance	69.52%	73
Human Resources / Payroll & Personnel	64.76%	68
Accounting / Association	63.81%	67
Property Tax	60.95%	64
Compliance - Audit, Data, Investigations	55.24%	58
Service Management	52.38%	55
Legal	50.48%	53
Treasury & Banking Services	35.24%	37
Project Management	31.43%	33
Budget / Finance	29.52%	31
Office of Financial Empowerment	28.57%	30
Policy and Communication	26.67%	28
Investment	21.90%	23
Financial Justice Project	20.95%	22

Total Respondents: 105

Powered by SurveyMonkey

Q19: How much of your time do you only interact with your own section?

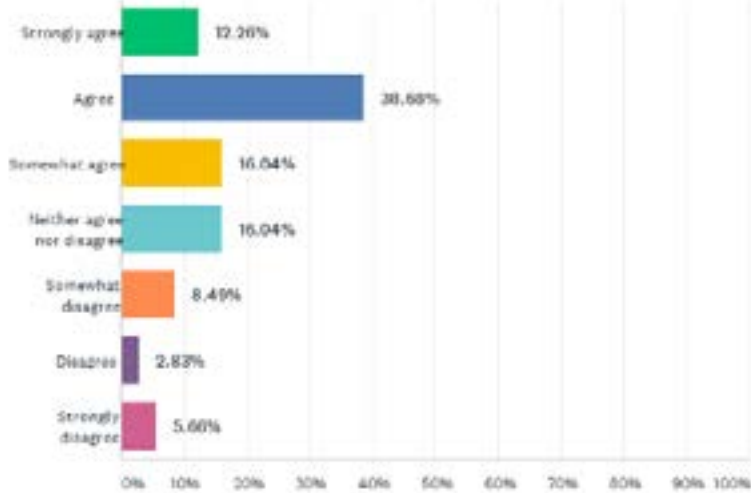
Answered: 105 Skipped: 9



Powered by SurveyMonkey

Q20: The City's hiring and recruitment processes (exams, interviews, etc.) are fair and equitable.

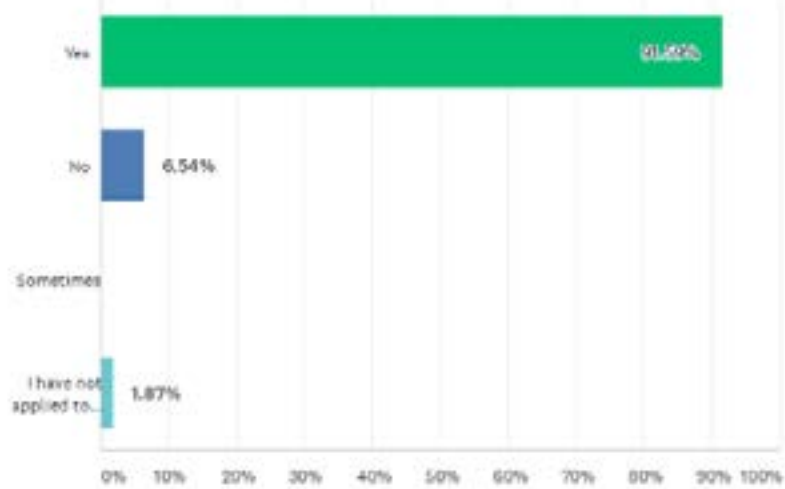
Answered: 106 Skipped: 8



Powered by SurveyMonkey

Q21: I have been hired for (or offered) positions that required a test / exam.

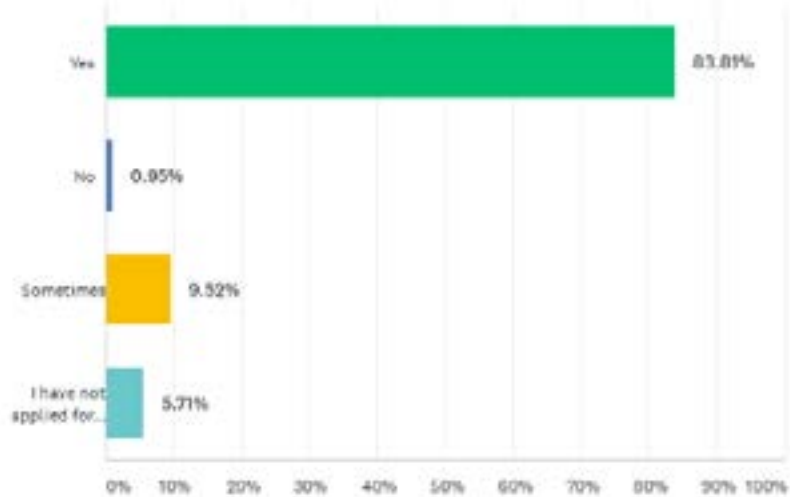
Answered: 107 Skipped: 7



Powered by SurveyMonkey

Q22: I have been able to successfully rank "eligible" for permanent positions I am interested in.

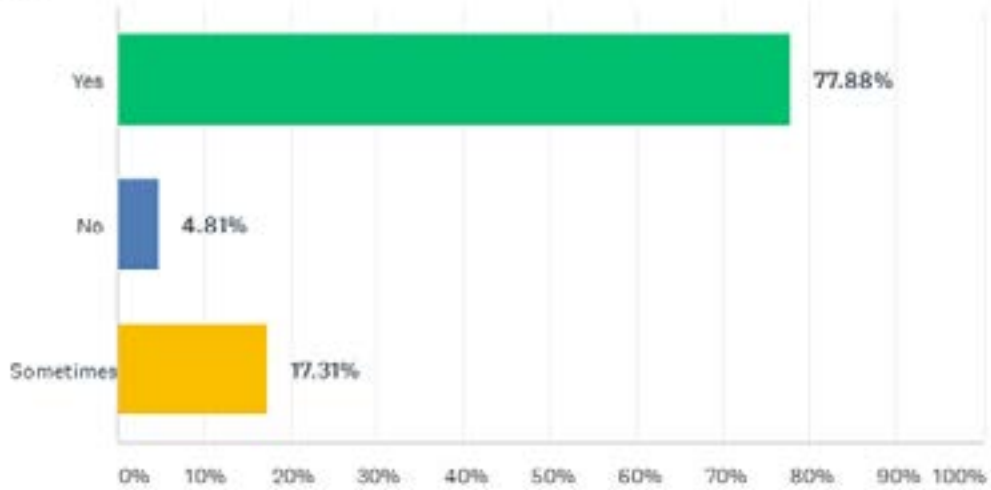
Answered: 105 Skipped: 9



Powered by SurveyMonkey

Q23: The Department's interview and written exercise questions are fair and relevant to the positions I have competed for.

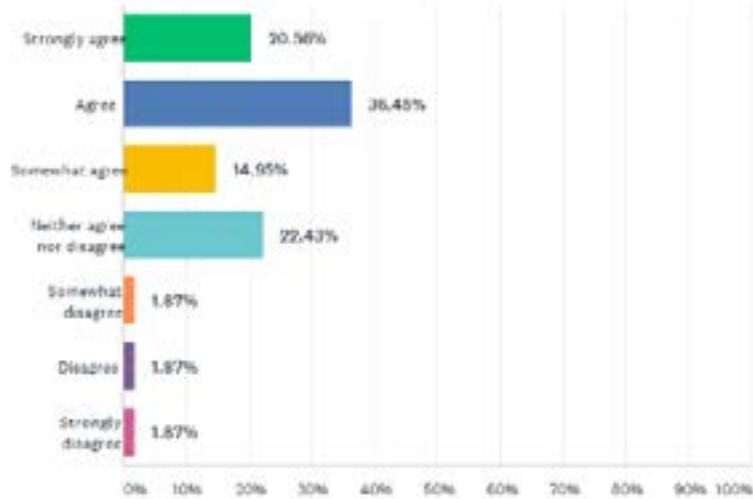
Answered: 104 Skipped: 10



Powered by SurveyMonkey

Q24: The Department's promotional opportunities are accessible to everyone equitably, regardless of race / ethnicity.

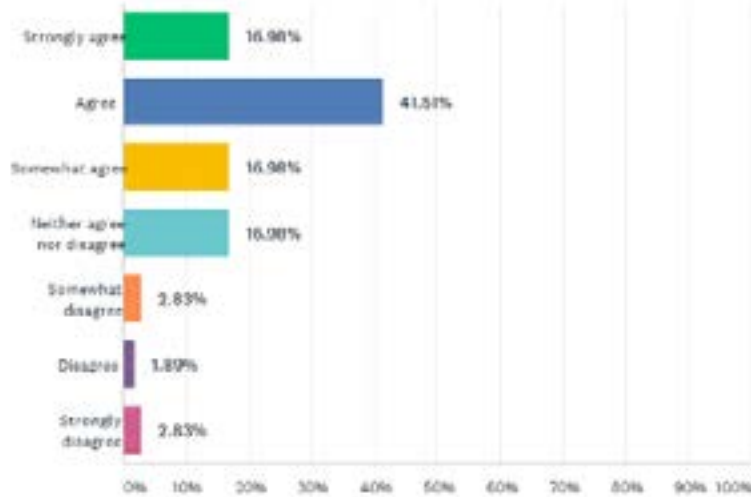
Answered: 107 Skipped: 7



Powered by SurveyMonkey

Q25: Overall, the Department's hiring, recruitment, and retention processes are fair and equitable.

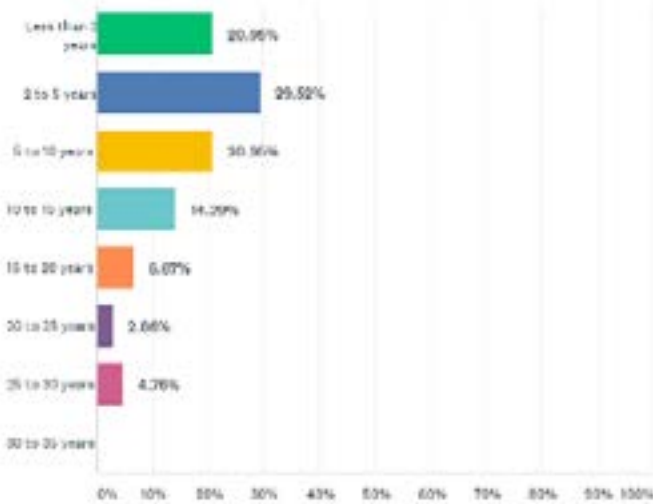
Answered: 106 Skipped: 8



Powered by SurveyMonkey

Q26: I have worked for the Office of the Treasurer & Tax Collector for:

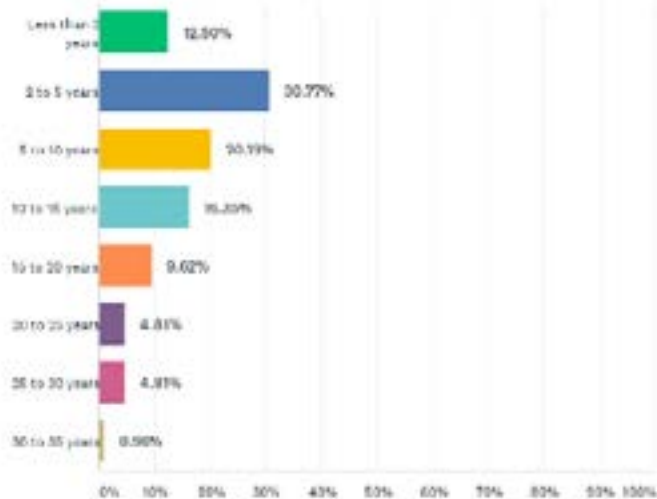
Answered: 105 Skipped: 9



Powered by SurveyMonkey

Q27: I have worked for the City & County of San Francisco for:

Answered: 104 Skipped: 10



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Potential Priorities for Our Racial Equity Action Plan

Hiring and Recruiting

- Diversifying and changing up how we recruit people
- Review classifications and minimum qualifications for internal jobs that do not require a college degree and reclassify as needed; review classifications and jobs in the Department that require writing or technical skills and ensure that supplemental questionnaires are used where necessary
- Ensure a more uniform onboarding process by automatically pairing new employees with senior employees through a department-wide mentoring program
- Improve communication around the process for salary setting, including tips for job seekers

Promotion and Retention

- Allow for cross-training opportunities and/or rotational opportunities for staff to get requisite experience for promotions
- Promote and create more training opportunities that will help staff that are interested in promotional opportunities

Potential Priorities for Our Racial Equity Action Plan

Mobility and Professional Development

- Establish a policy to allow staff to attend a reasonable amount of training during work hours, including training unrelated to current job description; offer more free classes to encourage attendance
- Explore ways to create, promote, and implement a department-wide mentoring program: junior staff will be paired with more experienced staff to learn how to better navigate City employment

Organizational Culture of Inclusion and Belonging

- Ensure that our Department is a safe and affirmative space for historically marginalized people by creating and supporting programming for affinity groups; cultural exchanges; create opportunities to join citywide affinity groups, and simply more opportunities to get to know each other as people