

# San Francisco Sheriff's Office

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## Sheriff's Alliance For Equity



**Paul Miyamoto, Sheriff**

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## Executive Summary

The women and men of the San Francisco Sheriff's Office are ready to prioritize systemic change and racial equity within the San Francisco City government on behalf of all workers and communities. Creating an inclusive workplace means aligning with the lived realities of people of color. Due to the persistence of structural racism and inequities within City workplaces, more work will need to be done by all City agencies to ensure that our worksites are supportive for all employees.

Operationalizing and prioritizing equity – including an explicit focus on racial equity and social justice – are core strategies to ensuring transformative change in government practice and policy



In July 2019, the Office of Racial Equity (ORE) ([Ordinance No 188-19](#)) was created as a division of the San Francisco Human Rights Commission.

ORE was legislated in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems.

Creating ORE was the result of successful advocacy and organizing by Black City workers, labor leaders and community members.

The legislation requires that City departments designate employees as racial equity leaders acting as a liaison to the Office and requires the Department of Human Resources to assess and prioritize racial equity with the City's workforce.

# STAY SAFE



## Sheriff's Alliance for Equity

will be an essential component of our work and is supported by the City's Human Rights Commission and Mayor Breed's policy priorities. The Board of Supervisors passed legislation in July 2019 creating a San Francisco Office of Racial Equity, which requires all city departments create Racial Equity Action Plans by 2020. The Initiative is also consistent with the City's Five-Year Financial Plan released on January 4, 2019. The Five-Year Financial Plan states that upcoming budget investments will be driven by the guiding principles of equitable outcomes and accountability. It sets the long-term strategy for city investments, under Mayor Breed's leadership, to achieve a diverse, equitable and inclusive city and to generate greater accountability and equitable outcomes in the provision of city services and use of city funds.

## DEFINING RACIAL EQUITY

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

— Adapted from Anti-Oppression Resource and Training Alliance (AORTA)

# ADVANCING RACIAL EQUITY POLICY

## POLICY STATEMENT

This policy is to advance racial equity by reducing racial and ethnic-based disparities. The Sheriff's Office will do this by being equitable, inclusive, transparent, respectful, and impactful in how we serve and engage with residents, justice-involved persons, as well as the people who work with and for the City and County of San Francisco. We recognize and acknowledge this requires deconstructing barriers and changing systems, structures, policies, and outcomes.

We will have meaningful and authentic engagement of community and employees to strengthen the administration, development, and implementation of policies, procedures, contracts, budgets, service delivery, and new initiatives.

Advancing racial equity ensures all people who need access to the opportunities and services we provide will receive them—not only through county services, but also through contracted goods and services. Racial equity is achieved when race can no longer be used to predict life outcomes, and conclusions for all are improved.

### WHO DOES THIS APPLY TO?

This policy applies to all Sheriff's Office appointed officials, employees, members, customers, residents, justice-involved people, volunteers, clients and providers of contracted services.

### WHY A POLICY STATEMENT

The Sheriff's Office aims to fully understand and appreciate the richness and diversity of who we are as a community, while recognizing the history of racial inequities. This policy demonstrates an organization-wide commitment to putting equity in action, as reflected in our county-wide vision, goals, budgets, strategic priorities, performance management, and community-first approach.

The Sheriff's Office will operationalize its commitment to advancing racial equity. We will implement high-impact and organization-wide strategies that address day-to-day organizational culture, build institutional capacity, leverage our workforce, apply community engagement practices, and focus on internal processes and procedures.

The Sheriff's Office will advance racial equity by taking on the following actions:

1. Create all policies with a racial equity lens and conduct regular reviews to assess impacts.
2. Grow an organizational culture of shared power and shared accountability that respects all people, regardless of positional titles.
3. Use and track measures to show and grow organizational culture change.
4. Apply an equity lens in all county programs, services, and decisions with an emphasis on transparency and inclusivity.
5. Elevate racial equity in our legislative initiatives and priorities.
6. Diversify and enhance citizen advisory committees, boards, and commissions.

Include voices of historically underrepresented communities in policy and program decisions.

# RACIAL EQUITY ACTION PLAN

San Francisco Sheriff's Office RACIAL EQUITY ACTION PLAN | 1

## PROCESS

The San Francisco Sheriff's Office (SFSO) Racial Equity Plan was developed by creating a Sheriff's Alliance for Equity (SAFE) committee composed of SFSO employees. All employees were invited to participate in the SAFE committee to provide their input and suggestions on how the Sheriff's Office could improve racial equity within the department. The SAFE committee consists of 22 employees who volunteered to participate in sharing their thoughts and suggestions to create a more inclusive work environment and workplace.

We are committed to the creation of the Sheriff's Alliance for Equity (SAFE). The SAFE committee will consist of 2 components:

### Internal Focus Group

- Membership will be Sheriff's Office members and staff (sworn, professional, contracted)
  - a. Seats will have at least one of each of the following: DSA, MSA, Division Rep (sworn), Division Rep (professional), Admin. Captain, GARE rep., Contracted services (rehabilitation/reentry), health care services (JHS)
  - b. Mission: review current policies and practices as relates to racial diversity and equity issues and develop internal, overarching strategies to foster and support inclusive, equitable workplace and workforce.

### Community Alliance Group

- Membership will include internal focus group with members representative of the communities of the City
- Seats will have all the above, in addition to: Re-entry services provider, contracted CBO for community-based services, DPH

The San Francisco Sheriff's Office established racial equity team leaders to work on each section of the racial equity plan. The team leaders are:

- 1. Hiring and Recruitment** – Captain Jamala Sanford, Sergeant Tiffany Martin, Deputy Clive Chu and Deputy Justin Moret
- 2. Retention and Promotion** – Chief Michelle Fisher and Chief Kevin Fisher-Paulson
- 3. Discipline and Separation** – Lieutenant Jennifer Collins, Sergeant Durkan
- 4. Diverse and Equitable Leadership and Management** – Captain Lisette Adams and Captain Alejandro Cabebe
- 5. Mobility and Professional Development** – Lieutenant Philip Judson and Sergeant Jeremy Dejesus
- 6. Organizational Culture of Inclusion and Belonging** – Acting Division Chief Kevin McConnell
- 7. Boards and Commissions** – Captain Jamala Sanford

The Sheriff's Office has also collaborated with the San Francisco Police Department, Adult Probation Department, the Department of Police Accountability and the San Francisco Juvenile Probation Department in an effort to promote racial equity within the Criminal Justice system.

The Sheriff's Office presented the racial equity plan to the community on December 29, 2020 to provide notification and receive feedback.

## DEPARTMENT BACKGROUND

**Number of Employees:** 1,029

**Annual Budget:** \$246.1 Million

### Department History

The transformation of the San Francisco Sheriff's Office began with Sheriff Richard Hongisto (1972-1978) and Sheriff Michael Hennessey (1980 - 2012). As Sheriffs, they both created innovative solutions to bring necessary changes to the criminal justice system and the Office of the Sheriff along with providing services to the San Francisco community.

In order to move the Sheriff's Office forward, Sheriff Hongisto (1972-1978) focused on making the Sheriff's Office a reflection of the community it served. Under Sheriff Hongisto, the Sheriff's Office worked to hire minorities and women. Sheriff Hongisto directed his staff to recruit actively in San Francisco's Black, Asian, Latino, and LGBTQ neighborhoods. Within several years, the San Francisco Sheriff's Office became one of the first truly integrated law enforcement agencies in the country.

Starting with his first term of office, Sheriff Michael Hennessey (1980-2012) created and implemented the most comprehensive minority recruitment programs of any law enforcement agency in the nation. Sheriff Hennessey forged supportive ties with San Francisco's Black, Asian, Latino, Pacific Islander, and LGBTQ communities and enlisted minority leaders to help increase minority applicants for the position of deputy sheriff's as well as civilian positions.

Sheriff Hennessey also created deputy sheriff recruitment events in minority neighborhoods, distributing application and job information flyers to thousands of potential applicants who historically had been excluded from careers in law enforcement.

The results were dramatic. An annual "San Francisco Sheriff's Office Affirmative Action Report" quantified the increasingly positive results of dedicated women and minority recruitment drives. The Sheriff's Office staff is among the most diverse in the nation and reflects the diversity of San Francisco's population.

The most critical challenges for the San Francisco Sheriff's Office were the systematic racial equity issues in the criminal justice system. Under Sheriff's Hennessey's directions, the Sheriff's Office earned widespread recognition for the outstanding success of their innovative rehabilitation and reintegration programs. Sheriff Hennessey's efforts to rehabilitate prisoners included a wide range of

inmate education and substance abuse recovery programs, such as SISTERS, a drug treatment program for women, and the Garden Project, a post-release job-training program.

Recidivism studies show that these programs significantly lower participants' rate of re-offense and return to custody. Sheriff Hennessey is one of the nation's pioneers in establishing direct supervision jails that have proved to be safer and more cost effective than traditional linear jails.

Sheriff Hennessey was instrumental in implementing another innovative in-custody treatment program, Resolve to Stop the Violence (RSVP), which was started in 1997 and is a result of collaboration between organizations that advocate for victim's rights and provide services for survivors and the San Francisco Sheriff's Office. The Sheriff's advocacy for restorative justice won nationwide recognition. RSVP offers treatment for male offenders with violent histories, services to victims of violence and restitution to the community for the harm caused by violence.

In September 2003, Sheriff Hennessey opened the Five Keys Charter High School, which provides people in custody with the opportunity to earn high school diplomas. It was the nation's first charter high school to be operated inside a county jail. Justice-involved people who are released before they complete the curriculum may continue their studies at the Post Release Education Program, or PREP. The name Five Keys refers to the five most important factors in successful re-entry to the community after incarceration: education, employment, recovery, family, and community. Sheriff Hennessey's established programs continue today.

Sheriff Ross Mirkarimi (2012-2016) continued to expand the Five Keys Charter School Program outside the jails. The program enabled students to continue their education after they completed their stay in jail. The Sheriff's Office was recognized nationally for their innovations. Sheriff Mirkarimi's efforts in strengthening family bonds was another key to successful reentry. Reforming inmate visiting procedures allowed youth 16 years and older to make solo visits to incarcerated parents and siblings. This policy change was developed in consultation with youth and adult representatives from Project WHAT, One Family, and the San Francisco Youth Commission.

Sheriff Mirkarimi added some relief and support to mental health services. In collaboration with the Department of Public Health, UCSF Citywide, the District Attorney and Public Defender Offices, SFPD, Adult Probation, the Collaborative Courts, and the SF Mental Health Association, SFSO received a \$950,000 grant for transitional housing and peer support for low-level offenders. With targeted coordinated services provided by a team of City and community service partners, we can end the revolving jail door for people suffering from mental illness.

Sheriff Vicki Hennessey (2016-2020) continued to address the racial equity challenges in the Sheriff's Office. To better serve the vulnerable population, Sheriff Hennessey directed staff to be more accountable and trained in all aspect of racial and gender equity beginning with Implicit Bias and Gender Awareness training for all staff.

In 2018, Sheriff Hennessey initiated changes for the LGBTQ2 community while housed in custody. Housing units were identified in the San Francisco County jails. Preferred pronouns and Universal Search and Body Scanners were installed to be less intrusive for the population. Outside law enforcement agencies are modeling San Francisco Sheriff's programs to better their communities.

Sheriff Hennessy directed the Sheriff's Office to participate in the Goods Food Purchasing Program (GFP). The Good Food Purchasing Program Assessment insured that the Sheriff Office provided a culturally diverse menu to the custody population. Sheriff Hennessy sponsored innovative child/parent visiting programs and reduced barriers to communication with the community.

Sheriff Paul Miyamoto (2020-Present), who is the current Sheriff of San Francisco, has committed to the following:

- Amending SFSO's new use of force policy to reaffirm the department's 30-year prohibition on the use of the carotid restraint or choke hold.
- Updating Deputy Sheriff de-escalation training to incorporate a cultural competence framework.
- Expanding the agreement with the Department of Police Accountability, an independent investigative body to investigate a broader range of cases.
- Forming and convening a Sheriff's Community Advisory Committee in consultation with the Government Alliance on Race and Equity GARE Human Rights Commission (HRC), local leaders, and community groups.
- Implementing early warning technology to identify deputized staff who may be at risk for future adverse behavior.
- Working with the City's Department of Human Resources, Human Rights Commission, and members of the community to revise and continue implicit bias, diversity and workplace inclusion training for every department member.
- Continued participation in the Government Alliance on Race and Equity (GARE) and the city's Human Rights Commission (HRC) to support and advance equity in hiring and promotions.

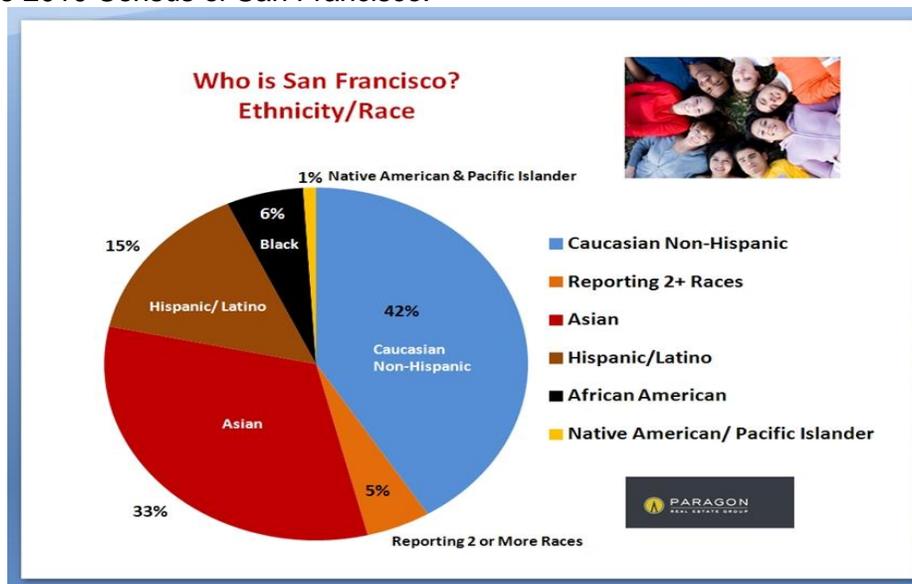
The San Francisco Sheriff's Office faces many challenges today within the current construct of law enforcement and its criminal justice partners. The San Francisco Sheriff's Office works with other law enforcement agencies, including BART, CHP and the SFPD in the City and County of San Francisco. Greater police deployment to disadvantaged neighborhoods increases the likelihood of community members encountering police who approach them primarily as potential suspects and criminals. The frequency of such interactions is often construed as harassment and increases mutual mistrust, perceptions of disrespect, de-humanization and escalation of conflict in police interactions. Even officers with no prior racist inclinations, merely by regular exposure to this environment, may develop heightened anxieties and apprehensions when encountering minority civilians.

For the community of San Francisco, the majority of law enforcement encounters begin with the San Francisco Police Department. The optics for the public is that all uniformed employees are the same whether if it is the SFPD or any other law enforcement agency. There is little to no differentiation of San Francisco Sheriff's Office to other law enforcement agencies. We need to differentiate ourselves from other law enforcement agencies.

Many San Franciscans do not know that the Sheriff's Office reflects the diversity of the greater community. The reality of today's world is that most of the staff reside outside San Francisco. This creates a disconnect with the community. The perception is that there is no vested interest in the community; however, the service provided by the Sheriff's Office shows the commitment and dedication to the community.

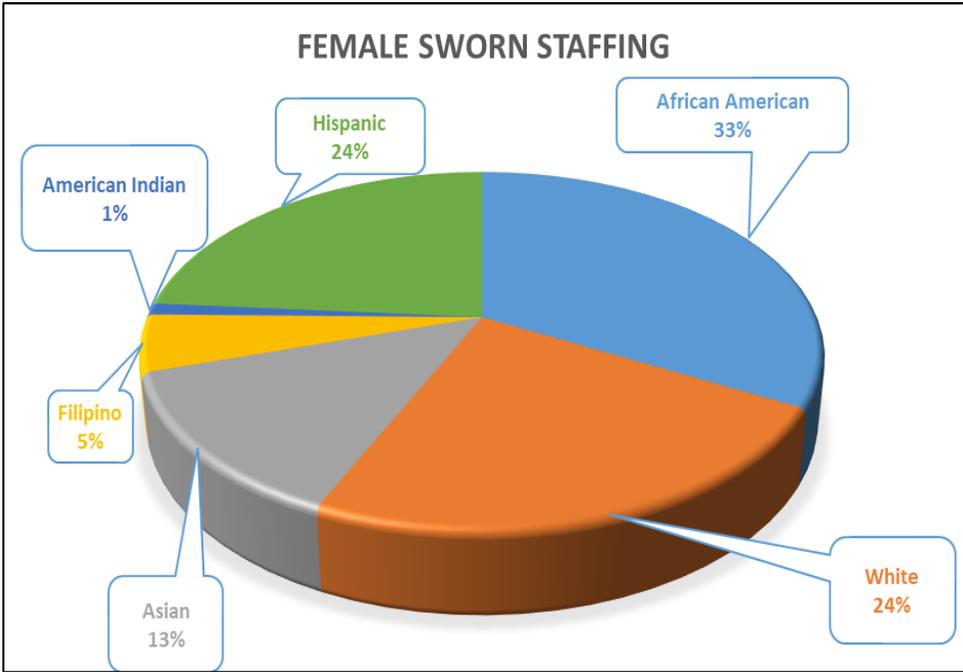
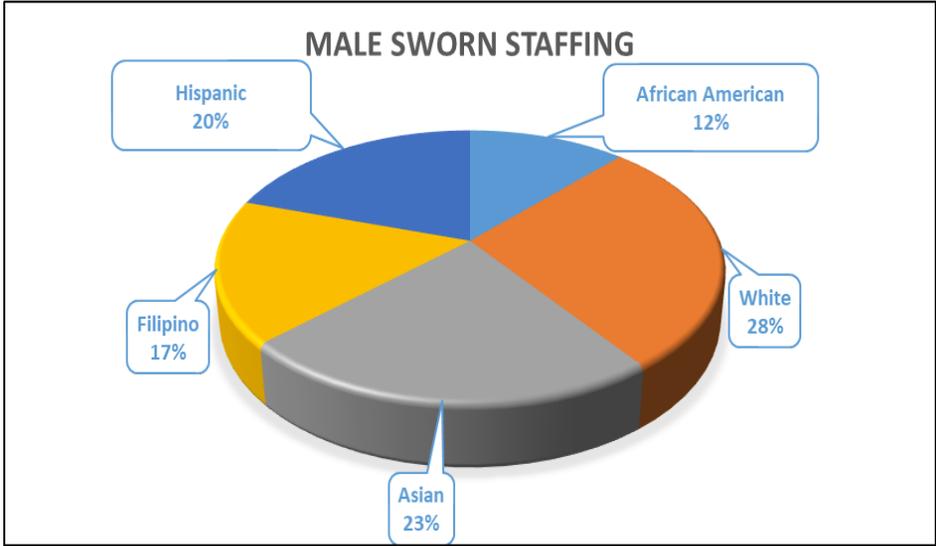
## CURRENT WORKFORCE DEMOGRAPHIC DATA

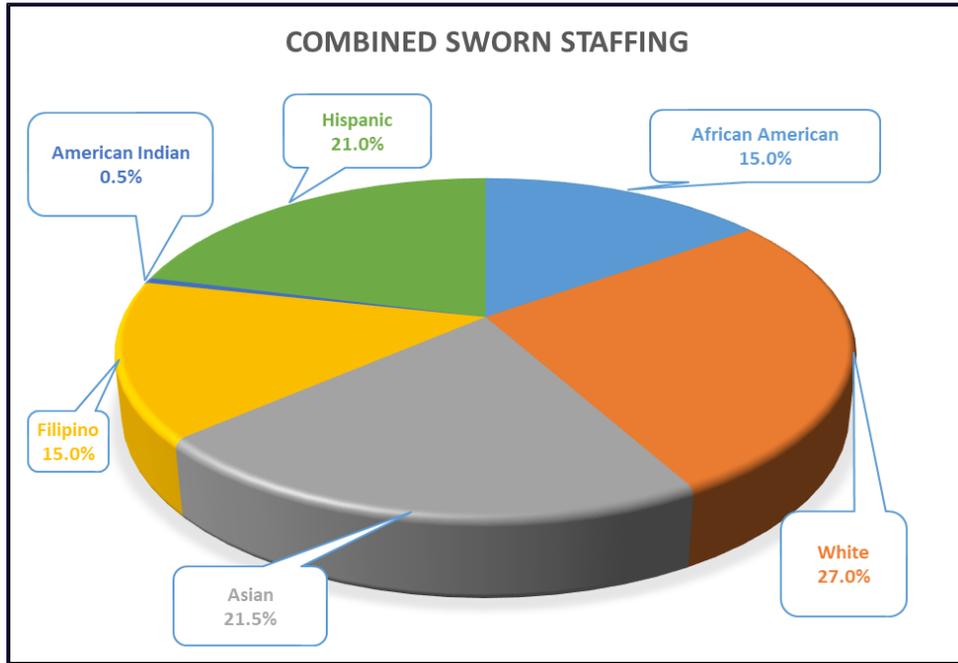
One of the goals of the department is to be representative of the diversity of the Bay Area and communities we serve. The following chart depicts San Francisco demographic information as described in the 2010 Census of San Francisco.



The following charts provide demographic information about current sworn staffing based upon the May 2020 Staffing Report. The charts reveal that the department's largest demographic in terms of race and gender is that of Caucasian men at 28% and the second largest demographic is Asian at 23%. The largest demographic for women is African American at 33% with the second largest demographic at 24% for Caucasian women.

**NOTE: The information will be updated after the 2020 Census report is released.**





Comparing the San Francisco Sheriff’s Department sworn employee demographics to that of the San Francisco general community, the data indicates that the department is more diverse in three of the five identified demographic categories (African American, Asian/Filipino and Hispanic). In terms of the other two identified demographic categories, the Department employs .5% of its workforce as Native American, whereas 1% of the city residents are Native American. The department employs 27% of its workforce as Caucasian, whereas 42% of the city residents are Caucasian.

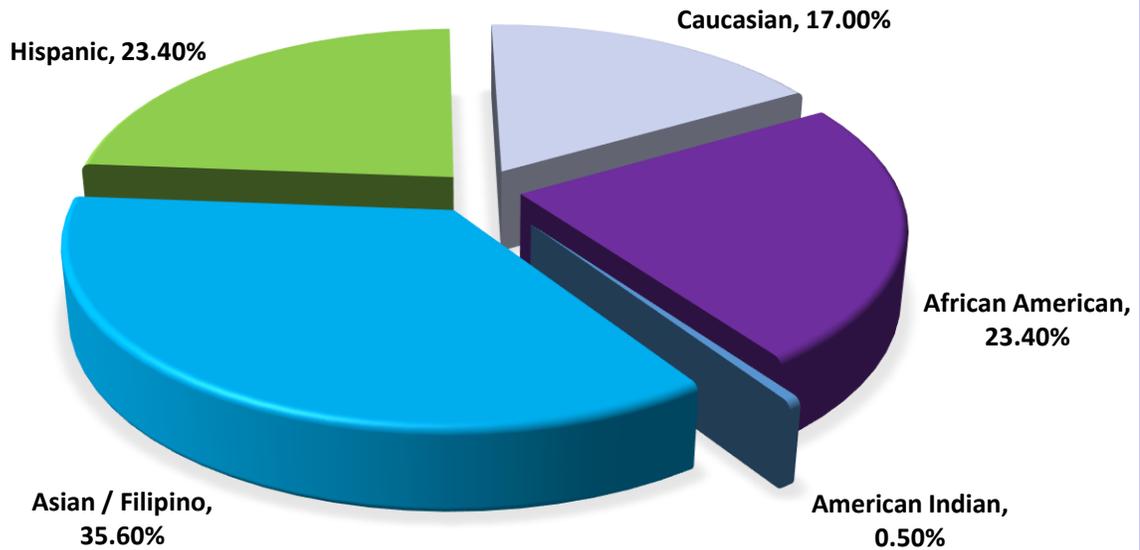
The breakdown is as follows:

Demographic Group	SFSD Sworn Employees	San Francisco General Population
African-American	15.0%	6%
American Indian	.5%	1%
Asian/Filipino	36.5%	33%
Hispanic	21%	15%
Caucasian	27%	42%

On June 30, 2020, the civilian demographic breakdown were as follows:

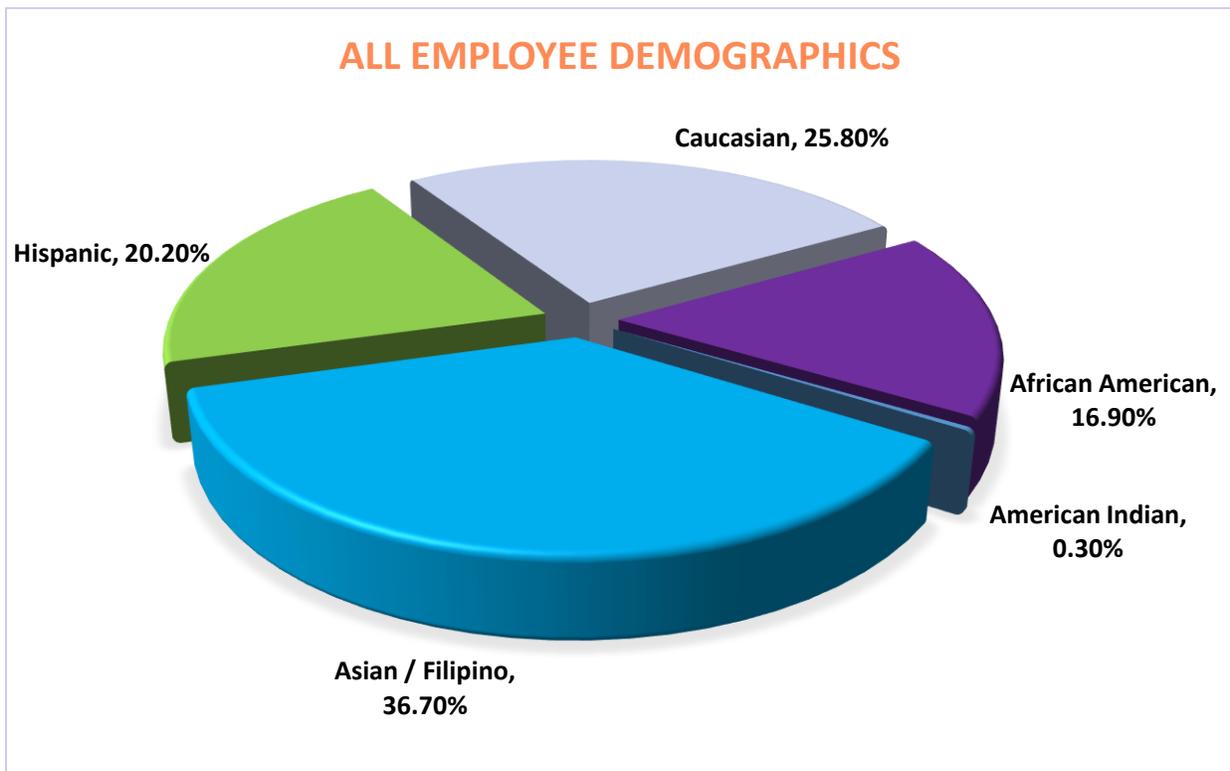
Demographic Group	# Civilians	% SFSD Civilians	San Francisco General Population
African American	42	23.5%	6%
American Indian	1	.5%	1%
Asian/Filipino	66	35.6%	33%
Hispanic	47	23.4%	15%
Caucasian	31	17.0%	42%

### SFSD CIVILIAN DEMOGRAPHICS



On June 30, 2020, the demographics of all employees' breakdown were as follows:

Demographic Group	# Total Employees	% SFSD Employees	San Francisco General Population
African-American	165	16.1%	6%
American Indian	4	.4%	1%
Asian/Filipino	376	36.5%	33%
Hispanic	219	21.2%	15%
Caucasian	266	25.8%	42%



Date	Male	%	Female	%	
June 30, 2020	722	85.6%	121	14.4%	Sworn
June 30, 2020	83	44.4%	104	55.6%	Civilian
June 30, 2020	804	78.0%	226	22.0%	Total

Sheriff's Office Demographics by Classification								
Column1	Gender	AMERICAN INDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	WHITE	Total
922	F						1	1
923	F						1	1
923	M			1				1
932	M		1					1
933	M			1				1
952	F						1	1
953	M						1	1
1043	M		1					1
1054	F		1					1
1222	F		2					2
1226	F		1					1
1244	F		1					1
1314	F			1				1
1404	F		1					1
1452	F					1		1
1632	F				1			1
1654	F		1					1
1657	F		1					1
1705	M			1				1
1823	F		1					1
1823	M		1				2	3
1824	F		1			1		2
1934	F					1		1
1934	M		2					2
1938	M		1					1
2586	M		1					1
3402	M						1	1
6130	M						1	1
7120	M		1					1
7318	M				1			1
7334	M		2				1	3
7335	M					1		1
7347	M				1	1		2
7524	M			1				1
8108	F		3	9		2	4	18
8108	M		1	1	2	1	4	9
8109	F		1					1
8173	F		2	1		1		4

8177	M						1	1
8181	F						1	1
8193	M						1	1
8202	F			1				1
8204	M		3	2		1		6
8217	F				1			1
8249	F		3	1		1		5
8249	M		2			1	1	4
8250	F		1			1		2
8250	M			1				1
8300	F		7	15	2	18	3	45
8300	M	1	17	7	3	13	6	47
8302	F			1				1
8302	M		7		1	2	2	12
8304	F	1	11	19		9	10	50
8304	M	1	74	44	60	74	92	345
8306	F			2			2	4
8306	M		7	3	6	5	9	30
8308	F		1	5	1	3	4	14
8308	M		9	6	7	7	22	51
8310	F		1	4			1	6
8310	M			2	2	8	17	29
8312	F			1		1		2
8312	M			1	2	1	4	8
8317	F						2	2
8317	M						2	2
8348	M						1	1
8350	M		1					1
8420	F			3		3	4	10
8420	F			1	1			2
8504	F		3	7	3	17	8	38
8504	M		71	27	41	44	56	239
8508	F				1	1		2
8508	M	1					1	2
8516	M						1	1
TOTAL FEMALE		1	43	71	10	60	42	227
TOTAL MALE		3	202	98	126	159	226	814
GRAND TOTAL		4	245	169	136	219	268	1041*

\*Total as of November 30, 2020

## RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

The San Francisco Sheriff's Office is a diverse agency that employs a total of 1,029 personnel with 843 sworn and 186 professional staff.

An employee survey was developed and made available to all employees to provide their feedback on racial equity within the department. The survey was sent out via department email with a link to the survey on November 10, 2020. All staff were given two weeks to respond to the survey anonymously.

A total of 137 sworn and 47 professional staff members participated in the survey. The results of the survey showed most employees feel the administration supports diversity and inclusion, people of all cultures and backgrounds are respected and valued, employees of all different backgrounds work well together, and employees feel included and respected. The survey also revealed employees feel racism or bias impacts the workplace and improvement is needed in the following areas: equal opportunities for career advancement; training, positions and consistency with Performance Improvement Plans; counseling and discipline. It should be noted, Performance Improvement Plans and counseling are not deemed by the Sheriff's Office as discipline but as a corrective measure.

The Sheriff's Office will continue to evaluate the results of the survey with the SAFE team and the racial equity leaders to determine how to address the issues. A committee will be established in January 2021 to begin working on addressing the identified issues.

A copy of the survey results is included in the Appendix for review.

### 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 barriers that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Partnering creatively with community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

#### DEPARTMENT GOAL

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

<b>ACTIONS: 1.1 HIRING AND RECRUITMENT Must put in resources/build on relationships</b>			
<b><i>ACTIONS: 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.</i></b>			
<p>For testing employees, the department relies on DHR to administer the test. For all other portions of the hiring process, one possible barrier is the passing of the background investigation process. Review factors for disqualifications. The last audit of the background process was completed in 2018 for fiscal year 2017. After 2017, the ethnicity factor was removed from the background process. The ethnicity is not revealed until after the person is hired. In 2017, SFSO changed from Pellet B test to the Ergo metrics REACT test. Changed from a book-based test to an emotional intelligence-based test. The current suspension of testing and hiring has caused a significant impact on recruitment efforts. Soliciting candidates for positions that will take more than one year to fill from application to hiring in an extremely competitive market causes applicants to have a negative perception of the SFSO. Also, with an extremely high attrition rate, the hiring suspension has increased the hiring goal for sworn positions above 100 which will decrease the number of suitable candidates hired for the position.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Admin Staff	Barriers assessment is completed	November 1, 2020 - December 31, 2020	Manual was updated in 2019; pending approval; Reviewing two sections at a time.
<b>Status</b>		<b>Leads</b>	
In Progress		Capt. Sanford	
<b><i>ACTIONS: 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.</i></b>			
<p>Survey data and results are disaggregated and included in the department annual review. The last audit of the background process was completed in 2018 for fiscal year 2017. After 2017, the ethnicity factor was removed from the background process. The ethnicity is not revealed until after the person is hired.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost	Survey is administered annually Survey results are included in the department annual review	Report to be approved by January 5, 2021	Work with DHR to develop a plan to continue the current audit. The current data SFSO receives does not include demographic information.
<b>Status</b>		<b>Leads</b>	
In Progress		Capt. Sanford	
<b><i>ACTIONS: 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.</i></b>			
<p>We have a new policy for hiring and recruitment. The policy is currently being considered at Meet and Confer.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION

CCSF employees at no additional cost	Policy is created, implemented, and reviewed annually to maximize results	TBD	*Meet and confer process with labor organizations needs to be completed prior to this policy being implemented.
<b>Status</b>		<b>Leads</b>	
Pending		Captain Sanford/Lt. Jamison	
<b>ACTIONS: 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.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees with additional cost to attend trainings and for services provided by DHR.	Candidate pool is increasingly more diverse and referred from a variety of sources	Continuous	SFSO will attend recruitment workshops and trainings. SFSO will conduct a recruitment survey for staff and continue to request current applicant survey reports from DHR.
<b>Status</b>		<b>Leads</b>	
In progress		Capt. Sanford/ Dep. Moret	
<b>ACTIONS: 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.</b>			
SFSO has partnered with City College of SF to implement an internship program for the fingerprint technician classification. (In Meet and Confer) Adoption of SFUSD schools for mentorship. SFSO has signed an agreement with the San Francisco Junior Deputy Program. The Junior Deputy program has a junior deputy academy that has an indirect intention of being a pathway program to be a SFSO Cadet classification.			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees at no additional cost.	Candidate pool is increasingly more diverse and referred from a variety of sources	Continuous	SFSO receives and accepts invitations from various outlets for recruitment. SFSO will continue to research and contact CBOs, etc. to foster relationships to increase the diversity of candidate pools. A monthly meeting has been scheduled with the diversity recruiter from DHR for assistance.
<b>Status</b>		<b>Leads</b>	
In progress		Capt. Sanford/ Amy Woo	
<b>ACTIONS: 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.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees	Job descriptions display consistent	November 1, 2020 with	Work with DHR to review job descriptions and minimum qualifications.

with additional cost for services provided by DHR.	and inclusive language Candidate pool is increasingly more diverse	monthly updates.	Review all agency specific classifications with the exception of 8302/8504 position which is a CA state/SFCSC/City mandated process. Start with reviewing sworn promotional positions and adhere to California Peace Officer Standards and Training (POST) post-AB 846 for 8302/8504 classifications.
<b>Status</b>		<b>Leads</b>	
To be completed		Capt. Sanford/ Amy Woo	
<b>ACTIONS: 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.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees with additional cost for services provided by DHR.	An increase in applicant pool with more diverse life, education, and professional experiences	November 1, 2020 with monthly updates	Work with DHR to review job descriptions and minimum qualifications. Review all agency specific classifications with the exception of 8302/8504 position which is a CA state/SFCSC/City mandated process. Start with reviewing sworn promotional positions and adhere to California Peace Officer Standards and Training (POST) post-AB 846 for 8302/8504 classifications.
<b>Status</b>		<b>Leads</b>	
To be completed		Capt. Sanford/ Amy Woo	
<b>ACTIONS: 1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.<sup>1</sup></b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
None	An increase in applicant pool with more diverse life, education, and professional experiences	July 1, 2021 with monthly updates	Testing for all classifications is the responsibility of DHR.
<b>Status</b>		<b>Leads:</b>	
N/A		N/A	
<b>ACTIONS: 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</b>			

**not. Be specific about the hard and soft skills needed for the role. Sworn staff do not require a 4-year degree.**

For professional staff classifications that require an inflated educational qualification, there is a work experience substitution.

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost	An increase in applicant pool with more diverse life, education, and professional experiences	After the MOU for the fingerprint technician is signed. NO ETA at this time due to possible Meet and Confer	SFSO will assess the feasibility of more internship programs for other professional staff classifications. Meet with Administration staff to discuss the feasibility.
<b>Status</b>		<b>Leads</b>	
To be completed		Capt. Sanford/ Amy Woo	
<b>ACTIONS: 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.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
None	Candidate pool is increasingly more diverse and referred from a variety of sources	None	SFSO does not use outside recruiters.
<b>Status</b>		<b>Leads</b>	
N/A		N/A	
<b>ACTIONS: 1.3.1. Create, maintains, and develops internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost.	# of paid interns/fellows, increase annually or meets department needs/capacity  Currently, our internships receive school credit for participation. There is no money	Assessment to be completed by July 2021.	SFSO will assess the use of temporary funding for paid internships. SFSO will review with Personnel and Finance to check the availability of temporary funding for internships. Discuss with Division Commanders positions, job duties available for paid internships.

	available for stipends or paid fellowships.		
<b>Status</b>		<b>Leads</b>	
Pending		Division Commanders for Administration, Custody, Field and Projects and Planning	
<b>ACTIONS: 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. SFSO has its own summer placement and mentorship program.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees with additional cost for detailed staff and food.	# of Opportunities for All placements and mentors	Completed. Assessment to be completed Bi-annually.  Alternate schedules to be completed by July 1, 2021	SFSO program has been established. SFSO conducts a three-day workshop for youth ages 14-17. The workshop consists of presentations and scenarios that the youth participate in that give them an insight to the daily task of several positions in the SFSO. Workshop evaluations are provided to each participant. Feedback is considered for future workshops.  SFSO is developing a two-day and one-week workshop to provide a variety of schedules to choose from for youth and adults.
<b>Status</b>		<b>Leads</b>	
Completed		Capt. Sanford, Sr. Dep. Vargas	
<b>ACTIONS: 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.</b>			
<i>e.g. SF Unified School District's Career Pathways Program.</i>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees at no additional cost at this time. There may be a cost for potential expansion.	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	In progress	SFSO staff engages with the curriculum and teaches at SFSU and City College which indirectly affects recruitment. Continue working with the local colleges and universities to recruit employees. Recruitment and community engagement will reach out to BSUs to present to and engage with students. SFSO will meet with LAPD on December 14-15, 2020 to discuss duplication of their Police Orientation & Preparation Program (POPP). SFSO will determine the feasibility of moving forward after meeting.
<b>Status</b>		<b>Leads</b>	
In progress		Capt. Sanford, Dep. Moret/Ret Lt. Wheeler	
<b>ACTIONS: 1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion. SFSO will work with the Human Rights Commission and DHR diversity recruiter to expand our collective knowledge on diversity, equity and inclusion.</b>			

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost	# of opportunities during internship/fellowship	Continuous	Meet with HRC and DHR diversity representatives to review what is needed to expand collective knowledge regarding diversity, equity and inclusion.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 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.</b>			
See 1.3.1 and 1.2.6. Evaluations are presented at the end of the program for review.			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff and for services provided by DHR.	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle Internship/fellowship program is updated as needed.	Continuous	DHR tracks application outcomes up to and including placement on the eligibility list. SFSO tracks outcomes post-list. Evaluations are included in current programs and are included in the plans for programs in development.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 1.4.1. Maintain a standardized and holistic interview process with structured interview questions.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost	Demographic composition of panels Increase in diverse interview panels	Continuous	Already in place. SFSO ensures there is a mixture of ethnicity, gender/gender identity by selecting a variety of SFSO and other city agencies employees for each job classification. There are 6 panels for sworn positions. For professional staff, there are 2-3 people on each panel. SFSO evaluates the interview process (i.e. interview questions, panel members) prior to scheduling interviews for each recruitment for all SFSO classifications.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 1.4.2. Ensure a diverse hiring panel for each interview.</b>			

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost.	Demographic composition of panels Increase in diverse interview panels	Continuous	Already in place SFSO ensures there is a mixture of ethnicity, gender/gender identity by selecting a variety of SFSO and other city agencies employees for each job classification. There are 6 panels for sworn positions. There are 2-3 people on each panel for all positions.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 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.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for services provided by DHR.	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	January 4, 2021 – July 1, 2021  Continuous	SFSO will research and develop a training for staff for conducting interviews taking care to focus on implicit bias and equity. All panel members are required to complete the “Fairness in Hiring” training prior to being on a panel.
<b>Status</b>		<b>Leads</b>	
To be completed		Capt. Sanford	
<b>ACTIONS: 1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff.	Tool created and implemented # of applicants increased Increased assistance to job seekers	Goal completed. Assessment of tracking process is continuous.	Already in place. DHR tracks the application process. SFSO works with DHR to gather information pertaining to the application process to identify gaps that SFSO may assist applicants with.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.</b>			
SFSO posts all job openings internally. Notification is sent to all staff via department email and posted on the department Muster boards.			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at	Increase in internal part-time and full-	Completed	Already in place. All employees have access to work email to receive all job announcements. Staff who

no additional cost	time staff, interns and fellows applying for job openings		attend Muster briefings receive the information from the supervisors and have access to the information stored on the Muster boards.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 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.</b>			
SFSO recently purchased Guardian Alliance software to streamline the background process. SFSO and DHR conduct a periodic review of the timeliness of the hiring process.			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees at no additional cost	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Pilot mode is scheduled to end January 2021. Adoption on January 2021	Take the manual background process and makes it electronic; background files are kept electronically; portions of the documentation and verification processes will be automated. All information is completed using the software. The software eliminates the need to hand deliver information by sending and receiving information electronically. The program tracks the background investigation times and allows an assigned retired employee to communicate with the candidates and provide guidance to complete the background process, as needed.
<b>Status</b>		<b>Leads</b>	
Pilot mode is from December 2019 - January 2021.		Capt. Sanford	
<b>ACTIONS: 1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
CCSF employees at no additional cost	All new hires are processed similarly regardless of position	Continuous	Process is regulated by DHR, the Mayor's Office, Civil Service Commission and California POST.
<b>Status</b>		<b>Leads</b>	
Continuous		Capt. Sanford	
<b>ACTIONS: 1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
None	Increase in number of diverse candidate pools  Overall faster hiring times		Certification rule is determined by DHR.

Status	Leads
N/A	N/A

## 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 San Francisco Sheriff's Office overall goal on Retention and Promotion is to fulfill all full-time employment (FTE) requisitions in an equitable manner. Ensure no one is treated disparagingly due to training.

<b>ACTIONS: 2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.</b>			
<b>ACTIONS: 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.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff.	Tracking mechanism implemented Demographic data analyzed	In Progress	SFSO staff that are assigned to the DOC/EOC are tracked daily. Available overtime at DOC/EOC sites is posted and the eligibility is determined through SFSO Policy and Procedure and the appropriate Collective Bargaining Agreement (CBA).
<b>Status</b>		<b>Leads</b>	
Continuous		Sgt. Durkan	
<b>ACTIONS: 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.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost.	Budget analysis completed Strategies developed and published	Continuous	A staffing report is produced monthly which includes ethnicity for specific classifications. The report will be updated to include ethnicities for all classifications. There are currently no plans to lay off or furlough staff. In the event it becomes necessary, SFSO will adhere to the appropriate CBA.
<b>Status</b>		<b>Leads</b>	
Continuous		Sgt. Durkan	

**ACTIONS: 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.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for purchasing and detailing staff to distribute PPE.	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Completed	All staff are provided with the necessary PPE to complete the job function. SFSO sends frequent emails and memos and conducts muster presentations concerning PPE use and how to get more at all worksites.
<b>Status</b>		<b>Leads</b>	
Completed		Cpt. Ramirez	

**ACTIONS: 2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost.	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Completed	All compensation plan notifications distributed by DHR are redistributed to all staff through email and presented at muster. Important information is charted for easier interpretation and contact information is provided for questions and concerns.
<b>Status</b>		<b>Leads</b>	
Completed		Capt. Sanford / Sgt. Durkan	

**ACTIONS: 2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost.	Caretaking and safe transportation sections included in DSW deployment protocol	Completed	Eligible schedules have been flexed when possible. Staff in positions that are eligible to telecommute have been approved to telecommute.
<b>Status</b>		<b>Leads</b>	
Continuous		Division Chiefs	

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

**ACTIONS: 2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff to negotiations.	Pay inequities are reduced and aligned annually after salary data is reviewed	N/A	Salaries are determined through negotiation between the City, through DHR, and labor organizations.
<b>Status</b>		<b>Leads</b>	

N/A		N/A	
<b>ACTIONS: 2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff to negotiations.	Benefits provided are annually	N/A	Benefits are determined through negotiation
<b>Status</b>		<b>Leads</b>	
N/A		N/A	
<b>ACTIONS: 2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
None	PTO policy is annually improved # of staff taking PTO increases	N/A	Holiday observances are determined by the City.
<b>Status</b>		<b>Leads</b>	
N/A		N/A	
<b>ACTIONS: 2.3 Create paths to promotion that are transparent and work to advance equity.</b>			
<b>ACTIONS: 2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff to negotiations.	Increase in knowledge about raises and promotions	N/A	Raises are determined through negotiation between the City, through DHR, and labor organizations. All promotions are made through the normal testing process through DHR with the exception of At Will promotional positions. These positions are by appointment by the Sheriff.
<b>Status</b>		<b>Leads</b>	
N/A		N/A	
<b>ACTIONS: 2.3.2. Develop a formal and transparent process for raises and promotions.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
None	Increase in staff feedback about promotion and raise process	N/A	Raises are determined through negotiation between the City, through DHR, and labor organizations. All promotions are made through the normal testing process through DHR with the exception of At Will promotional positions. These positions are by appointment by the Sheriff.
<b>Status</b>		<b>Leads</b>	

N/A		N/A	
<b>ACTIONS: 2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees at no additional cost.	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Completed	All acting/interim positions are compensated in adherence to the appropriate CBA. These positions are on hold for the time it takes to fill the vacancy.
<b>Status</b>		<b>Leads</b>	
Completed		Cpt. Sanford / Sgt. Durkan / Rhonda Wu	
<b>ACTIONS: 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.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
CCSF employees with additional cost for detailed staff.	Reversal of diversity drop-offs in 182x classifications	December 1, 2020 - Continuous	Professional development training will be provided to all classifications. SFSO will send notifications containing suggested training for staff to look into taking on their own time. SFSO also accepts request to be detailed to trainings for development. The CBAs for all represented classifications in the SFSO include tuition reimbursement for staff to attend classes. This will also help to address equal opportunities for career advancement, training and positions for all as identified from the employee survey.
<b>Status</b>		<b>Leads</b>	
Pending		Sgt. Dejesus	
<b>ACTIONS: 2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
None	Identify “dead end” classification and revise		Upward paths in classifications are determined by DHR and each agency’s operational needs.
<b>Status</b>		<b>Leads</b>	
N/A		N/A	

### 3. DISCIPLINE AND SEPARATION

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/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.

<sup>1</sup> Gillian White, *Black Workers Really Do Need to Be Twice as Good*, *The Atlantic* (Oct. 7, 2015)

<https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

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

#### DEPARTMENT GOAL

The Sheriff's Office is committed to maintaining managerial practices that provide all employees with clear workplace expectations, performance evaluations, job-related training, counseling, and progressive discipline.

Based on the information provided from the survey, there is a perception that racism and bias affects discipline and other factors which can be viewed as precursors to discipline (counseling and Performance and Improvement Plans), counseling. The Sheriff's Office is committed to a transparent and equitable disciplinary process. We will ensure employees and supervisors are educated how to use counseling and Performance Improvement Plans as corrective measures to address deficiencies and assist the employee to become successful.

**ACTIONS: 3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.**

Currently, there is no tracking disciplinary actions based on race. The Sheriff's Office will develop a de-identified process for tracking disciplinary actions

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
2 FTE's at IAU and City Hall	Create tracking Analyze data annually Increase accountability in discipline actions	Short term	Compile data and de-identify
<b>Status</b>		<b>Leads</b>	
Ongoing		Christian Kropff	

**ACTIONS: 3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
2 FTE's at IAU and City Hall	Create tracking Analyze data annually	Short term	Compile data and de-identify
<b>Status</b>		<b>Leads</b>	
Completed		Christian Kropff	

**ACTIONS 3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.**

Need to create additional training outline with content specific to supervisor considerations in (a) initial process, triaging of incidents and issues that could lead to discipline, (b) investigative process and (c) consideration of aggravating and mitigating issues in determining levels of discipline.

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
1328 Training hrs. (166 total)	# of trainings completed annually	Immediate	AO training class FY21-22
<b>Status</b>		<b>Leads</b>	
In Progress		Training Unit	

**ACTIONS: 3.1.4. Implement alternative dispute resolution opportunities to resolve interpersonal issues, reducing the need for separation/disciplinary measures. Encourage a "scaled back" discipline process.**

The Sheriff's Office will partner with the Department of Human Resources and participate in the pilot Peer Mediation Program.

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
HRD no\$ Det- .25 FTE (500 hours)	Human resources trained on alternative dispute resolution	Short term	<ul style="list-style-type: none"> <li>▪ Identify mediators</li> <li>▪ Train mediators</li> <li>▪ March 2021 start</li> </ul>
<b>Status</b>		<b>Leads</b>	
In Progress		Joyce Ganthavorn, HRD, AS Engler	

**ACTIONS: 3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
250 hours (M/C time) 100 hours	Reduction of racial disparities in disciplinary actions	Intermediate	<ul style="list-style-type: none"> <li>▪ Review</li> <li>▪ Recommend changes</li> <li>▪ Meet and confer</li> <li>▪ Implement</li> </ul>

Status	Leads
Not Started	US, AS Engler, MSA and DSA

Copies of the Discipline Checklist, Performance Improvement Plan, Pilot Peer Mediation Program and Probationary Period guidelines are provided in the Appendix for review.

### 4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

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

#### DEPARTMENT GOAL

The Sheriff’s Office is committed to the creation of a diverse and equitable leadership through the addition of ongoing training opportunities and the creation of a mentorship program that will allow for individual growth within the organization.

<b>ACTIONS: 4.1.1 Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and departmental RE Action Plan.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
The department is meeting its goals. Continue to monitor for the future.	% increase in diverse leadership	Completed. Continue to monitor annually.	Goal is met.
Status		Leads	
Although the goal is met, we will continue to monitor to ensure diversity is maintained		Sheriff Executive Command	
<b>ACTIONS: 4.1.2 Commit to ongoing racial equity training and development for leadership.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>Internal surveys.</li> <li>Sessions with SMEs.</li> </ul>	60% of eligible staff complete at least 1 course every 2 years.	On-going	<ul style="list-style-type: none"> <li>Continue to provide Implicit Bias and Racial Profiling training.</li> <li>Continue to send staff to leadership development courses such as Sherman Block Leadership Institute,</li> </ul>

<ul style="list-style-type: none"> <li>Training manager and executive sergeant working 20% of their time.</li> </ul>			<p>Command College, 24+ for Supervisors and Managers as well as on-going Communications trainings. This will also help to address equal opportunities for career advancement, training and positions for all as identified from the employee survey.</p>
<b>Status</b>		<b>Leads</b>	
In Progress		Training Manager and Sgt. Smith	
<b>ACTIONS: 4.1.3 Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Communication Team	The annual report.	Immediate start for completion by February 2021	<ul style="list-style-type: none"> <li>Review past annual reports.</li> <li>Review City requirements for annual reports.</li> <li>Discuss with policy makers what issues that they want highlighted in the report.</li> <li>Start collecting data.</li> <li>Copies shall be provided to the Clerk of the Board of Supervisors and SF Public Library as required by SF Administrative Code.</li> </ul>
<b>Status</b>		<b>Leads</b>	
In Progress		Nancy Crowley and the Communication Team	
<b>ACTIONS: 4.1.4 Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>ITSS staff to develop form and process.</li> <li>RE team to follow up as needed to ensure responses are received and proper review occurs.</li> </ul>	75+% of staff awareness of the process.	December 2020 - April 2021.	<ul style="list-style-type: none"> <li>Work with Sheriff's Administration to create a compliance check.</li> <li>Write policy.</li> <li>Work with IT to create Google form that allows anonymous submission.</li> <li>Send notices out to staff that process is in place.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Starts December 2020		Martin Okumu and ITSS Staff	
<b>ACTIONS: 4.2.1 Implement and maintain an internal mentorship program.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>Coordinators</li> <li>Mentors with 40 hours per quarter</li> </ul>	Each mentee will have had at least 16 hours of engagement with	July 2021 - December 2021	<ul style="list-style-type: none"> <li>Create a draft program.</li> <li>Sheriff will identify and assign coordinators.</li> </ul>

of time to devote to mentees.	mentors or completed activities recommended by mentors		<ul style="list-style-type: none"> <li>▪ Identify mentors.</li> <li>▪ Provide training to mentors. CA POST has a 24-hour Leadership, Coaching and Mentorship course.</li> <li>▪ With assistance of mentors finalize program aspect.</li> </ul> <p>This will provide an equal opportunity to train and receive mentorship for everyone, helping to address equal opportunities for career advancement, training and positions for all as identified from the employee survey.</p>
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<b>Status</b>	<b>Leads</b>
Awaiting funding with a July 2021 start	Cpt. Murphy

***ACTIONS: 4.2.2 Ensure that job specifications are based on actual duties. Articulate specs to impacted staff to include those that would be eligible for promotion or appointment to the job.***

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>▪ SFSO HR Specialist</li> <li>▪ Staff for review (joint union and Sheriff's Administration Labor Team)</li> <li>▪ Survey</li> </ul>	20% increase of targeted population seeking promotions/appointments.	Process is already underway. Expected May of 2021 submittal to DHR for	<ul style="list-style-type: none"> <li>▪ Create review team (done).</li> <li>▪ Initial meeting to discuss process.</li> <li>▪ Team does research. Take surveys as necessary.</li> <li>▪ Team submits draft updated specs to SFSO HR specialist for review to determine compliance with DHR requirements.</li> <li>▪ After any needed updates the specs are sent to SFSO Administration for review.</li> <li>▪ SFSO final drafts sent to DHR for review and completion of acceptance process.</li> </ul>

<b>Status</b>	<b>Leads</b>
In Progress	Amy Woo and Labor Committees

**ACTIONS: 4.2.3 Ensure that promotional process supports SFSO Racial Equity Plan. Ensure that appropriate RE Leaders review promotional testing process and components have unnecessary and invalid barriers removed.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>▪ HR specialist.</li> <li>▪ RE Leaders.</li> </ul>	No statistical score differences between test taking populations.	June 2021 – June 2023	<ul style="list-style-type: none"> <li>▪ Work with DHR RAS team to analyze current testing processes. Make corrections as appropriate.</li> <li>▪ Internally determine appropriate content to test.</li> <li>▪ Conduct internal or partner with unions to conduct testing trainings.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Starts June 2021		Sgt. Durkan, Lt. Jamison, and Cpt. Sanford	

**ACTIONS: 4.2.4 Create a supervisory transfer process that allows equitable exposure aspects of the job and divisions of the Sheriff's Office.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>▪ Command Staff for review of process.</li> <li>▪ RE Leaders for training of Command Staff in equitable access.</li> <li>▪ Time for review of all supervisory job histories to determine needed areas for development</li> </ul>	<p>80% of supervisory /managerial staff that have worked in at least 2 divisions (or substantively different units) over previous 5 years.</p> <p>60% of supervisory /managerial staff that have worked in at least 3 divisions (or substantively different units) over previous 8 years.</p>	December 2020 – December 2021	<ul style="list-style-type: none"> <li>▪ Meet with applicable unions.</li> <li>▪ Create a mechanism to easily track staff assignments.</li> <li>▪ Determine training needs for units.</li> <li>▪ Create a suggested training list.</li> <li>▪ Have “town halls” with impacted staff so all understand the new process and expectations.</li> <li>▪ Track transfers for compliance.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Starting December 2020		AS Engler and MSA President Adams	

## 5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

### DEPARTMENT GOAL

The Sheriff’s Office will increase mobility and professional development by announcing SFSO, STC and POST training opportunities and position vacancies in our bi-weekly newsletter and on [sfsheriff.com](http://sfsheriff.com).

<b>ACTIONS: 5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.</b>			
<b><i>Make training available for all staff (professional and sworn) regardless of full/part-time status or seniority. Training will provide equal opportunities for career advancement, training and positons, as identified in the employee survey.</i></b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>• Dedicated resources (Training Unit Staff) for curriculum and certification development, measurement for department % completion rates and protocols to address missed attendance and failure to complete</li> <li>• Funding to support in house / outside vendor to build/host training curriculum.</li> <li>• If budgeted funds are unavailable training would need to be provided in smaller segments and not in traditional classroom settings.</li> </ul>	<p>50% increase in available professional development opportunities</p> <p>30% increase in completion rate by department</p>	<p>January 2021 – July 2022</p>	<ul style="list-style-type: none"> <li>• The development of a course curriculum and course certifications where appropriate. (STC / POST)</li> <li>• Partner with an outside vendor to develop an additional training series utilizing online courses and live webinars</li> <li>• Utilize some of the online courses offered by CCSF <a href="https://sfdhr.org/classes-and-training">https://sfdhr.org/classes-and-training</a></li> <li>• Develop communication plan</li> </ul>

<ul style="list-style-type: none"> <li>Dedicated time for all staff to participate and complete training</li> </ul>			<p>to disseminate throughout the department</p> <ul style="list-style-type: none"> <li>Training plan prioritization focused on all staff.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Begin outlining January 2021.		Sgt. Dejesus	
<b>ACTIONS: 5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>Process already exists.</li> <li>Communication and Training staff to push out the information to all employees.</li> </ul>	80% of staff who have requested are approved for 1 or more of requested external conferences	Currently exists	<ul style="list-style-type: none"> <li>Develop communication plan to disseminate throughout the department which will provide equal opportunities for all.</li> </ul>
<b>Status</b>		<b>Leads</b>	
In Progress – Process currently exists. Currently staff sends request to immediate supervisor. Supervisor determines appropriateness and need and recommends or denies. Division commander reviews and approves or denies based on appropriateness and equity in opportunity. If approved, it goes to Training to determine if funding source is available.		Sgt. Dejesus	
<b>ACTIONS: 5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>Dedicated time for staff to attend continuing education classes</li> <li>Funding to support time off, reimbursement</li> <li>Communication plan development to increase visibility of the continuing education options and reimbursement policies</li> </ul>	<p>50% of staff enrolling and completing extended learning</p> <p>% of staff completed in extended learning by department, rank should increase based on rank and job classification.</p> <p>Increase funds dedicated to extended learning annually</p>	Present – July 2021	<ul style="list-style-type: none"> <li>Identify and compile a list of continuing education options</li> <li>Create a resource guide of courses and circulate department wide.</li> <li>Ensure Unit Commanders and supervisors are communicating these opportunities and the executive commands support</li> </ul>

			of continual education
<b>Status</b>		<b>Leads</b>	
In Progress		Sgt. Smith and Training Manager	
<b>ACTIONS: 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.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>Time to allow for the training unit to identify a list of professional development opportunities</li> <li>Dedicated funding to support professional development opportunities</li> </ul>	Increase of staff participating in outside events or opportunities	Present – July 2021	<ul style="list-style-type: none"> <li>Sheriff's Administration and Training unit will identify a list of professional development opportunities for all staff.</li> <li>Require the Division Chiefs to review opportunities and determine which one(s) align best with SFSO mission and goals</li> <li>Develop a survey in order to continue to refine the program</li> <li>Formalize a process for employees to request self-identified professional development opportunities.</li> <li>Disseminate opportunities to staff via email and e-muster.</li> </ul> <p>This will provide equal opportunities for career advancement, training and positions, as identified in the employee survey.</p>
<b>Status</b>		<b>Leads</b>	
In Progress		Chief Deputy Fisher, Training Manager and Sgt. Smith	
<b>ACTIONS: 5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</b>			

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>▪ SFSO currently has an annual performance appraisal system. We will utilize this current system with appropriate modifications.</li> <li>▪ Dedicated funding source for a person to track and analyze the training individuals have received.</li> <li>▪ System to track professional and skill development</li> <li>▪ Dedicated staff time to:               <ol style="list-style-type: none"> <li>1. Review current evaluation form and process to ensure a review of employee goals and establishment of next step professional and skill development.</li> <li>2. Create an evaluation criterion for professional and skill standards.</li> <li>3. Evaluate staff needs and track assessment</li> </ol> </li> </ul>	<p>Adopt a tracking system, analyze annually</p> <p>60+% of staff of color utilizing professional development</p>	<p>January 2021 – January 2022</p>	<ul style="list-style-type: none"> <li>▪ This will be part of the SFSO's annual evaluation. Supervisors will receive direction to do a quarterly review of previous years' evaluation with staff to see if goals are being met and assist with guidance.</li> <li>▪ Work on the following:               <ol style="list-style-type: none"> <li>1. Evaluation criteria for professional and skill standards</li> <li>2. Evaluation criteria for tracking assessment</li> </ol> </li> <li>▪ Communicate numbers to Executive Command</li> <li>▪ Sheriff's Office is currently in the process of purchasing software for personnel tracking that will facilitate professional and skill development.</li> </ul> <p>By tracking professional and skill development, the department can ensure underrepresented staff of color are included and have an opportunity for career advancement.</p>
<b>Status</b>		<b>Leads</b>	

Begin January 2021		Captain Adams, Lt. Judson, Training Manager and ITSS Lead	
<p><b>ACTIONS: 5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.</b></p> <p>Complete employee evaluations annually for all full and part time staff. Increase frequency of evaluations if need be for performance issues or to highlight advancement opportunities.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>Supervisors for performance evaluations and time to complete them.</li> </ul>	85% completion rate of annual performance evaluations.	SFSO currently does annual evaluations. <i>Completion rate needs to be improved. January 2021 – January 2022</i>	<ul style="list-style-type: none"> <li>Personnel to put the upcoming list of evaluations on the shared drive to provide notice of due dates.</li> <li>Train supervisors to include advancement opportunities on the annual evaluation.</li> <li>Evaluations will be viewed as a living document and utilized and updated throughout the year to address deficiencies and/or assist with preparing for advancement opportunities.</li> </ul>
<b>Status</b>			<b>Leads</b>
80% Completed. Training of supervisors on advancement opportunity highlights to begin approximately March 2021			Personnel Manager
<p><b>ACTIONS: 5.2.2. Create a mentorship program between senior and junior level staff as well as self-identified career paths.</b></p> <p>Also, include self-identified career paths. Have a general mentorship assignment of staff for ongoing questions regarding opportunities, knowledge, advancement and advice. Have a specific mentorship program that would have one employee shadow another in their job classification. Example: a deputy would shadow a sergeant in their daily tasks; could be done with staffing overage.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION

<ul style="list-style-type: none"> <li>Employee time to mentor.</li> <li>Time to research, write and implement.</li> </ul>	<p>A minimum of 4 meetings per mentee per program cycle.</p>	<p>Phase 1, January 2021 circulate bulletin and interest survey.</p> <p>Phase 2: March 2021 make staff to staff mentor assignments of those interested. March 2021</p> <p>Phase 3 June 2021 Create Shadow a deputy, supervisor, command staff framework.</p> <p>Phase 4: September 2021 Pilot Program Shadow a deputy, supervisor, command staff.</p>	<ul style="list-style-type: none"> <li>Develop a structure, circulate an interest bulletin to staff.</li> <li>Assign mentors to staff. Establish guidelines for mentors. Note: two mentorship programs. One is more informal, contact for issues or advice. Second is scheduled event, shadow a deputy, supervisor, command staff.</li> <li>Develop a list of those interested in specifically shadowing a deputy or supervisors in their daily assignment. Make assignment to mentor as staffing allows.</li> <li>Partner with other City departments for mentorship in job classifications that are not represented in SFSO.</li> </ul>
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<b>Status</b>	<b>Leads</b>
Begin January 2021	Captain Sanford and his Personnel Team

**ACTIONS: 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.**

The Sheriff's Office and the CCSF currently have a number of policies, procedures, and resources addressing accommodations as follows: vacation, work substitution, sick leave, hardship accommodations, disability leave, health care, EAP, peer support, maternity & family leave and military leave.

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>Supervisory staff to disseminate information regarding what is available to employees</li> </ul>	<p>Process currently exists.</p> <p>80+% of staff aware of accommodation process</p>	On-going education of staff.	<ul style="list-style-type: none"> <li>Continue to create department bulletins to disseminate to staff regarding policies and resources in the Sheriff's Office and as an employee of the CCSF.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Already in place		Sgt. Durkan and Personnel Team	
<p><b>ACTIONS: 5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.</b></p> <p>Incorporate a section in our employee performance evaluation template that records an employee's assessment of their needs from the Sheriff's Office.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>The revision of SFSO employee evaluation has already been documented in other areas of this plan. This will be incorporated into that already identified process.</li> </ul>	Accommodations discussed and recorded during bi-annual performance evaluation process	January 2021 – January 2022	<ul style="list-style-type: none"> <li>Create and add a questionnaire to the employee evaluation process that would specifically ask for staff assessments of their needs.</li> <li>Record these needs in the employee's evaluation.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Begin January 2021		Captain Adams and Lt. Judson	
<p><b>ACTIONS: 5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).</b></p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>Staff time to identify and evaluate.</li> <li>Union time for input.</li> </ul>	Improvement in overall staff mental health, increase in staff feedback	January 2021- December 2022	<ul style="list-style-type: none"> <li>Account for all down rooms, break rooms and workout areas available to</li> </ul>

			<ul style="list-style-type: none"> <li>Sheriff's employees.</li> <li>Get staff input regarding their concerns about religious and cultural practices being addressed.</li> <li>Create a standard and submit proposals for improvements/updates.</li> </ul>
<b>Status</b>		<b>Leads</b>	
Begin January 2021		Individual Units and Projects and Planning	
<p><b>ACTIONS: 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.</b></p> <p>e.g. transportation stipends, exercise stipends, childcare, etc.</p>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<ul style="list-style-type: none"> <li>Time allotted for Peer Support Steering Committee to work with staff.</li> </ul>	<p>Assessment performed annually</p> <p>\$ set aside for accommodations</p> <p>Increase in staff awareness of accommodations</p> <p>Follow up survey on how the department is doing.</p>	<p>July 2021- continual.</p> <p>Yearly update of needs.</p>	<ul style="list-style-type: none"> <li>Create a survey for Sheriff's Office employees to gather information on staff needs.</li> <li>Educate staff on CCSF website <a href="https://sfdhr.org/employees">https://sfdhr.org/employees</a> with information regarding CCSF employee benefits and opportunities.</li> <li>Share this information with staff, as well as unions (SEIU, DSA, and MSA.)</li> <li>SEIU, DSA, and MSA can bring these items to their members as interest items to be discussed and brought up at</li> </ul>

			contract negotiations.
<b>Status</b>		<b>Leads</b>	
Begin July 2021		Peer Support Steering Committee	
<b><i>ACTIONS: 5.3.5. Respect religious and cultural practices of employees.</i></b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
	Improvement in overall staff mental health		
<b>Status</b>		<b>Leads</b>	
<b><i>ACTIONS: 5.4.1. Create a cross divisional and unit program that would allow staff to work in different assignments for the day or days to see how they might like a certain assignment. The Sheriff's Office currently has a number of satellite and non-satellite assignments.</i></b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
<ul style="list-style-type: none"> <li>Supervisor, cadet or deputy time to train and mentor.</li> </ul>	50% of staff have taken advantage of the opportunity	January 2021- continual process	<ul style="list-style-type: none"> <li>Create a plan.</li> <li>Disseminate the information.</li> <li>Create an interest list.</li> </ul>
<b>Status</b>		<b>Leads</b>	
January 2021		Captain Quanico to work with 1 Lead per division	

## 6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness. <sup>1</sup> This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture start and continue 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.

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

### DEPARTMENT GOAL

The Sheriff’s Office is committed to having intentional relationships with all employees through increased dialogue and opportunities, especially with persons who belong to traditionally underrepresented groups within the workplace including women, trans employees, Black employees, indigenous employees, employees of color and employees living with disabilities.

<b>ACTIONS: 6.1.1 Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Meet with A/S and members of SF SO SAFE to develop recruitment letter.	Department mission, policies and procedures are updated and available	December 2020	Develop team Recruitment Letter for Dept. wide dissemination.
<b>Status</b>		<b>Leads</b>	
In Process		Identified Team Members	
<b>ACTIONS: 6.1.2 Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Have team in place and set meeting dates	Regular scheduled meetings with RE Team to implement RE Action Plan	December 2020	Set Monthly Meeting dates and times. Initial meeting to set goals for team.  Establish following sub-groups -Accessibility -Communications -Internal outreach -External outreach
<b>Status</b>		<b>Leads</b>	

In Progress	Cpt. McConnell and Team		
<b>ACTIONS: 6.1.3 Develop a RE Action Plan that is updated regularly and available to the public.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Meet monthly as a team. Set goals and standards. Complete individual projects. Prepare for review with team and Sheriff by	RE Action Plan is published on department website	April 2021	Meet with Team with goal of having Task accomplished by end of April. Subset projects to team members. Establish working groups
<b>Status</b>		<b>Leads</b>	
In Development		Cpt. McConnell and Identified SFSO Staff	
<b>ACTIONS: 6.1.4 Regularly report to staff, board, and commissioners on RE Action Plan updates.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Goal to have project completed on time and have a robust platform for messaging out Ongoing reporting	Ongoing reporting		Develop messaging format to all concerned. Update regularly on progress and updates.
<b>Status</b>		<b>Leads</b>	
In Development		Cpt. McConnell and Team	
<b>ACTIONS: 6.1.5 Support and provide spaces for affinity groups prioritizing historically marginalized peoples.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Meet with Chief Johnson, A/S Engler to establish work spaces meeting spaces		February 2021	Work with PPD and A/S to establish an area that can be used for affinity groups to meet and work on projects
<b>Status</b>		<b>Leads</b>	
Will schedule as needs are identified		All Divisions	
<b>ACTIONS: 6.1.6 Have Staff participate in trainings, conferences and discussions that promote a wider understanding of racial equity.</b>			
RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Have team prioritize trainings and meet with CFO and Sheriff for funding resources.  Have identified resources and funding	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	By April 2021	Have team research appropriate conferences and training that mirror the goals in the RE Action Plan.  Make recommendations for ongoing and future trainings in

			inclusiveness and Racial Equity. Develop budget for these trainings Record and report quarterly.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	
<b>ACTIONS:6.1.7 Conduct an annual survey that assesses the Departments commitment to an organizational culture of inclusion and belonging.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Review surveys from other sources to develop SFSO survey that can be tracked for progress yearly.	Annual survey with disaggregated data and feedback	February 2021	Develop initial assessment/survey to coincide with Black History month.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	
<b>ACTIONS:6.1.8 Ensure that all art, décor and design where staff work daily reflect racial and social diversity</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Identify a sub work group within RE Group to work on this.	Increase in staff engagement	Present to team and Sheriff by June 2021	Work with team to identify local artists and the art commission and see if appropriate artwork representing inclusivity and diversity can be displayed and rotated for the benefit of all Staff.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	
<b>ACTIONS:6.2.1 Regularly Update departmental mailing lists to ensure all staff receive communications</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Meet with ITSS and Sheriff's Communications Officer to ensure communication processes continue to be updated.	Increase in staff feedback, participation, and response to communication	Ongoing to maintain accurate usage and to ensure proper channels for info release	None. Currently all staff have an SFGOV email account that is utilized for communications.  -Unions  -Newsletter  -Social media

			Establish Communications sub-group
<b>Status</b>		<b>Leads</b>	
Ongoing		ITSS/SFSO Personnel	
<b>ACTIONS: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.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
Assign to Communications sub-group	Ongoing staff participation and feedback	Establish and implement format by June 2021	Develop process for Staff feedback on Diversity and inclusion issues  Ensure that Staff meetings center diverse speakers and inclusive topics  Develop topics for discussion at Staff meetings  Reach out to diverse communities for guest speakers
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	
<b>ACTIONS: 6.2.3 Create, maintain, and make available a space, physical and/or digital, for staff to share information.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
ITSS and Planning and Projects Division  Communication sub-group	Ongoing staff participation and feedback	By June 2021	Meet with Team to discuss options.  Meet with ITSS and Planning and Projects Division about resources.  Assign to Communication sub-group for implementation.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	
<b>ACTIONS:6.3.1 Create an accessibility protocol that is utilized across all events, communications and departmental functions.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>

<p>After development, implement and insure that distributed internally and public facing</p> <p>Accessibility subgroup will develop timeline for implementation.</p>	<p>Protocol distributed internally and with any outward-facing interactions</p>	<p>By August 2021</p>	<p>Review current city and Department policies on accessibility.</p> <p>After reviewing for best practices and compliance and update Department policies and ensure they are incorporated into all facets of department life.</p> <p>Create accessibility subgroup to implement and monitor</p>
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<b>Status</b>	<b>Leads</b>
In Development	SFSO Personnel

**ACTIONS:6.3.2 Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors and families e.g. elevator access, ramps, lactation rooms, scent free cleaning products, gathering spaces etc.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
<p>Establish what would be needed with Group in February. Secure funding if needed.</p> <p>Review with State mandated Standards. Discuss with Mayor's Office on Disabilities for City compliance</p> <p>Need to set standards for release time.</p>	<p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	<p>Have review completed and paper prepared by September 2021.</p>	<p>Review city and department standards.</p> <p>Look at industry standards. Mayor's Office on Disabilities.</p> <p>Sub-group get release time to review and prepare document for Sheriff</p> <p>Work with PPD</p>

<b>Status</b>	<b>Leads</b>
In Development	SFSO Personnel

**ACTIONS:6.3.3 Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.**

e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
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Secure funding for needed upgrades  Meet in January to work on details and establish parameters	A plan for physical space improvement  \$ funding secured  Successful implementation	Prepare report to Sheriff by August 2021.	Communications sub-group will evaluate and make recommendations on improvements and needed upgrades to meet or exceed industry standards.  Meet with Mayor's office on Disability  Title 15 and 24  Meet with Sheriff's Communication Officer
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<b>Status</b>	<b>Leads</b>
In Development	SFSO Personnel

**ACTIONS: 6.3.4 Invest in Translation Services**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Currently utilize CCSF translation services	# Increase in translated materials	Prepare report for Sheriff by April 2021	Review current translation services to include diversity and inclusiveness.  Update to city standards

<b>Status</b>	<b>Leads</b>
In Development	SFSO Personnel

**ACTIONS:6.3.5 Encourage individual forms of inclusive identity expression.**  
e.g. honoring gender pronouns, relaxing or modifying dress code, etc.

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
SFSO Personnel will be identified as part of team. No cost to City or SFSO	Increase in staff using inclusive identity expression, second nature	Update Sheriff by July 2021	Review all policies for gender neutral terms based on identity.  Propose any changes deemed necessary  Meet with outside groups for information and verbiage to ensure inclusivity.

<b>Status</b>	<b>Leads</b>
In Development	SFSO Personnel

**ACTIONS: 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.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Team will develop a timeline to get services pushed out. SFSO Personnel at no cost	Accommodations information infused throughout department touchpoints (e.g., website, event announcements)  Provide closed captioning by default  Increased digital equity (e.g., access) for all employees	Update Sheriff by July 2021	Place on web site and on all bulletin boards  Message out through official channels
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	

**ACTIONS: 6.4.1 Incorporate a process to gather community feedback on projects, events and communications that will impact the community.**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Internal and External outreach groups will develop plans  Meet with Sheriff and Admin to gain approval	Community will have an impact on all department projects	Complete by October 2021	Meet with and establish communications and work groups with outside community groups so they can have input in areas that may affect the public and communities on ongoing Sheriff's projects.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	

**ACTIONS: 6.4.2 Find opportunities to invest into and support the communities the department serves**

RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION
Meet in January with members of the SFSO Community Outreach committee to look at and develop opportunities		Prepare report make recommendations to Sheriff by Oct 2021	Identify areas for improvement support the Sheriff's Vision  Look for opportunities for community engagement  Look for ways to interact with underserved communities with

			long range goals of building bridges with those we serve.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	
<b>ACTIONS: 6.5.1 Have team meet quarterly to update where we are at and where we need to get to Meet with Sheriff monthly to update. Stay on track and assist sub-groups if necessary. Have action plan completed and in place.</b>			
<b>RESOURCES COMMITTED</b>	<b>INDICATORS</b>	<b>TIMELINE</b>	<b>IMPLEMENTATION</b>
January first meeting to begin work on this  Quarterly thereafter  SFSO Personnel at no cost		Complete all required actions by December 2021	Review all policies for inclusivity and diversity to ensure we have met goals of team  Propose any changes deemed necessary  Train and get buy in from all groups.
<b>Status</b>		<b>Leads</b>	
In Development		SFSO Personnel	

## 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. Bylaws containing 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 these advisory bodies must be assessed through a racial equity lens.

The Sheriff is an elected office. Historically, the San Francisco Sheriff's Office has not had a commission or an oversight board. In 2020, in response to the concerns about transparency and accountability of law enforcement agencies, the state of California passed AB 1185. This legislation authorizes each of California's 58 counties civilian oversight bodies and/or an Inspector General either through the county board of supervisors or through a vote of county residents of California to create or put to the voters to develop a Sheriff's Oversight Board.

In San Francisco, the Board of Supervisors decided to put to the voters a proposed amendment to the City Charter to create a Sheriff's Oversight Board. The voters of the City and County of San Francisco approved the amendment on November 3, 2020, authorizing the Board of Supervisors to create the Sheriff's Office Oversight Board and Inspector General Office. This commission does not diminish the authority or responsibility of the Sheriff to serve as the overall decision maker of The Office. It does give the Board the responsibility to: advise and report findings and recommendations to the Sheriff and the Board of Supervisors regarding the Sheriff's Office operations; create the Sheriff's Office of Inspector General, under the direction of an Inspector General appointed by the Oversight Board; investigate complaints of non-criminal misconduct by employees and contractors of the Sheriff's Office and in-custody deaths; develop policy recommendations for the Sheriff's Office; and report quarterly its findings, results and recommendations to the Sheriff and the Oversight Board.

The Sheriff's Office is committed to be a law enforcement agency that the Community deserves. We continue to look for ways to model good government through innovation, transparency and accountability. The voters of San Francisco have determined that an Oversight Board and the Inspector General is the next step on that journey. The Sheriff looks forward to continuing to work with the Board of Supervisors and Mayor's Office in this endeavor and welcomes the Oversight Board, and the Inspector General to assist The Office in supporting and continuing the innovative programs and services that we offer.

### DEPARTMENT GOAL

The Sheriff's Office is committed to fully participating and engaging in community boards, commissions and meetings through the creation and maintenance of relationships within the City and the SFSO community.

## Appendix

The San Francisco Sheriff's Office established the Community Programs as a licensed outpatient facility to provide comprehensive re-entry services to support the formerly incarcerated. Community Programs nurtures ongoing collaborations with a wide range of community-based agencies to help address the needs of the clients, their families and safe communities for a successful re-integration/transition. The following programs are available for the community:

### Vulnerable Populations Served

#### Affordable Care Act (ACA)

Sheriff's Office work with people in jail to help them apply for health insurance.

#### Alcoholic Anonymous (AA)

12 step program helps individuals recover from alcohol addiction and stay sober. Program leaders offer meetings in English and Spanish for men and women in jail.

#### Discharge Planning

Case workers meet with clients focusing on connecting those who struggle with substance use disorders, mental health issues and homelessness with housing and support services.

#### Jail-Based Career Center

Staff work with people in jail to help them set career goals, build their resumes, and prepare for job applications. Return residents connect with America Works, an employment network that helps people from disadvantaged backgrounds find jobs.

#### Narcotics Anonymous (NA)

12 step program helps individuals recover from drug addiction and stay sober. Program leaders offer meetings in English and Spanish for men and women in jail

#### Older Adult in-Custody Services

This program helps people in jail who are 55 and older by offering support groups, connection to services and help returning to the community once their sentence is complete.

#### Religious Services

Volunteer religious leaders provide spiritual guidance, bible study, and grief counseling to people in jail. Other activities include concerts, dinners, holiday celebrations, and prayer support for visiting family members.

#### Roadmap to Peace (RTP)

This Five Keys program provides in-custody case management to people 18-24. Five Keys connects young adults with neighborhood support programs to gain self-sufficiency and released from jail.

#### Transitional Aged Youth Resiliency Program

Five Keys provide case intensive one on one case management for young adults to help them prevent violence, build self-sufficiency and connect with helpful services.

#### Stanford Educational Courses

Stanford University offers classes, seminars, writing groups and book clubs taught by graduate students and post-doctoral research fellows. Subjects include law, education, sociology, engineering, biology and psychology.

#### Recipe for Success

Recipe for Success prepares kitchen workers for food service careers after release from jail. Participants learn about food safety and handling and prepare for their ServSafe exam and certification.

#### Living is for Everyone

The LIFE program helps young adults make better choices. They learn how past trauma can lead to destructive behavior. They gain communication and leadership skills, expressing themselves through music, film, writing, and more.

#### College Pathways

Five Keys partners with City College of San Francisco to offer up to four classes per semester. Classes are available to high school graduates. Qualified students working toward a high school diploma may also enroll.

#### Survivor Restoration Program (SRP)

SRP advocates for and supports survivors of domestic and random violence. The offender must be in San Francisco County jail or in one of our community programs.

#### Successful Transitions for New Direction (STAND)

STAND helps cis and trans female survivors of domestic violence, stalking and trafficking. The program offers group treatment, individual counseling, and connection to helpful programs and services.

#### San Francisco Public Library's Jail and Re-entry Services (JARS)

San Francisco Librarians deliver books to people in jail each week. After release, library staff help formerly incarcerated people with job applications and training

#### One Family

One Family supports children of incarcerated parents. The program offers one-on-one therapy, parenting classes and family visits.

#### Resolve to Stop the Violence (RSVP)

RSVP serves men who agree they have been violent and want to change. This program helps participants change their behavior and repair the harm they have done.

#### Sisters in Sober Treatment Empowered by Recovery (SISTER)

SISTER helps women recover from drug and alcohol use. Weekly support groups focus on job and life skills, wellbeing, family and community.

#### Community of Veterans Engaged in Restoration (COVER)

COVER builds fellowship among veterans in jail and helps them prepare for life outside. The program provides counseling and help with employment and housing.

#### Five Keys Charter High School

Five Keys offers high school classes inside San Francisco jails. People can earn their high school diploma while in custody, take college classes through City College of San Francisco and continue their education after they get out of jail.

The San Francisco Sheriff's Office also participates in the following community engagements:

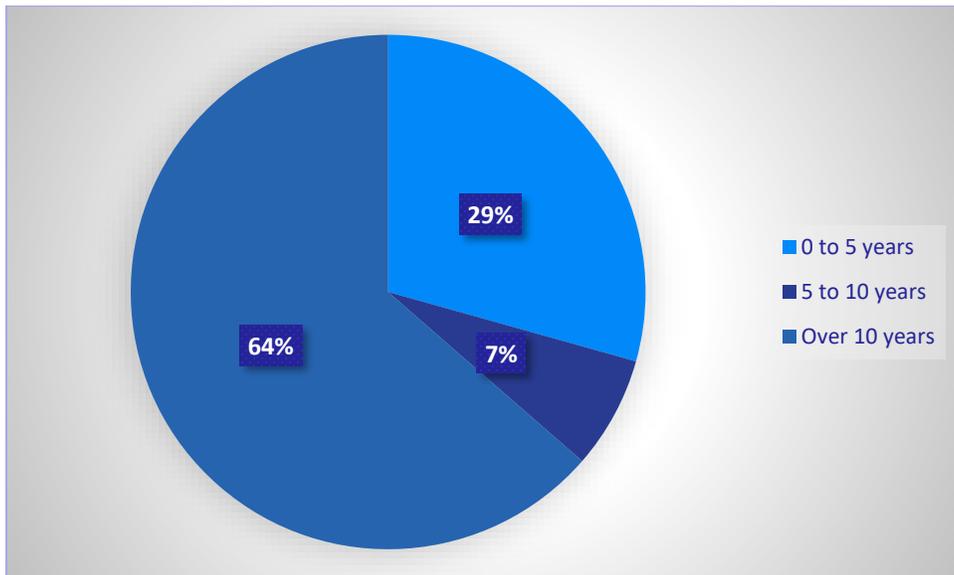
Northern California Special Olympics Dash and Splash  
SFUSD Special Olympics Basketball  
San Francisco Special Olympic Track and Field  
Coffee with a Deputy  
Self-Help for the Elderly  
SF History Days  
School Career Days  
SF City Job Fairs  
SF Pride  
Youth Career Academy  
Cesar Chavez Festival  
California Cherry Blossom Festival  
San Francisco Juneteenth Celebration  
National Night Out  
Pistahan Festival  
Children's Safety Fair  
Loma Prieta Community Preparedness Fair

### ***Vulnerable Populations Engagement Assessment***

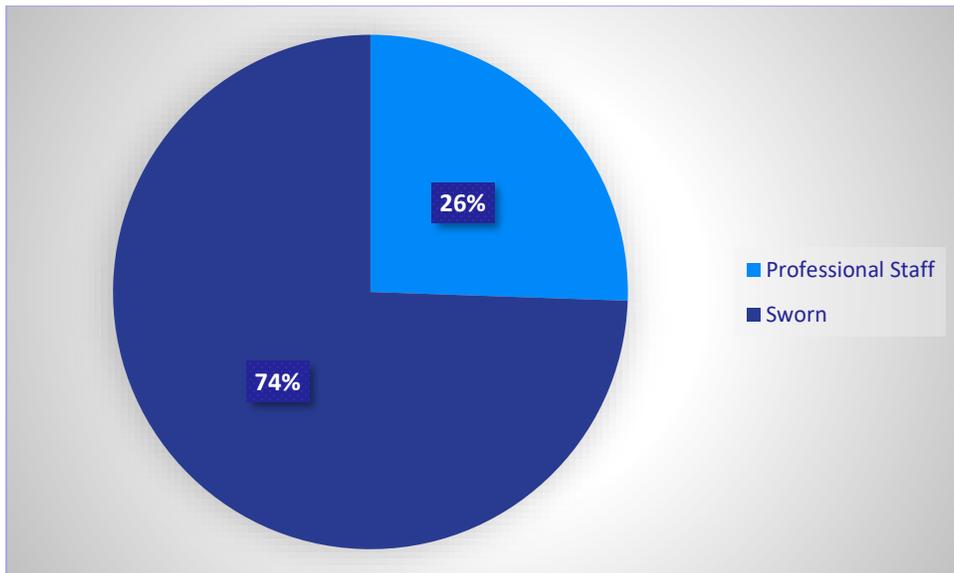
The San Francisco Sheriff's Office provides access to communication, education, and programming for justice-involved persons and their families. The Sheriff's Office provides training for employees (\$10 million for training which includes Implicit Bias, Gender Awareness and Harassment Training, Prevention of Harassment and Racial Profiling Training) Recruitment and hiring practices incorporate city policy and best practices on equity issues.

### San Francisco Sheriff's Office Employee Survey

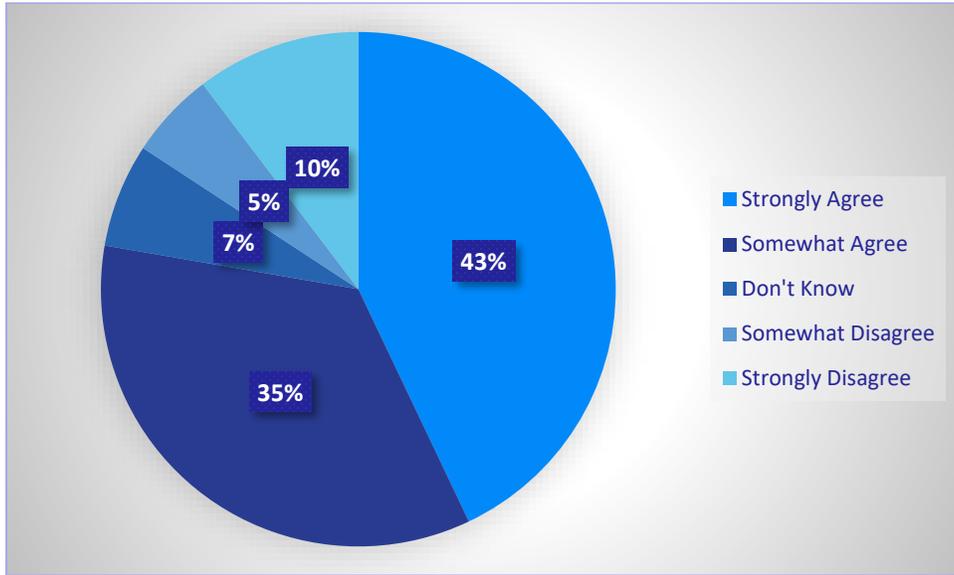
How long have you been employed with the San Francisco Sheriff's Office (SFSO)?



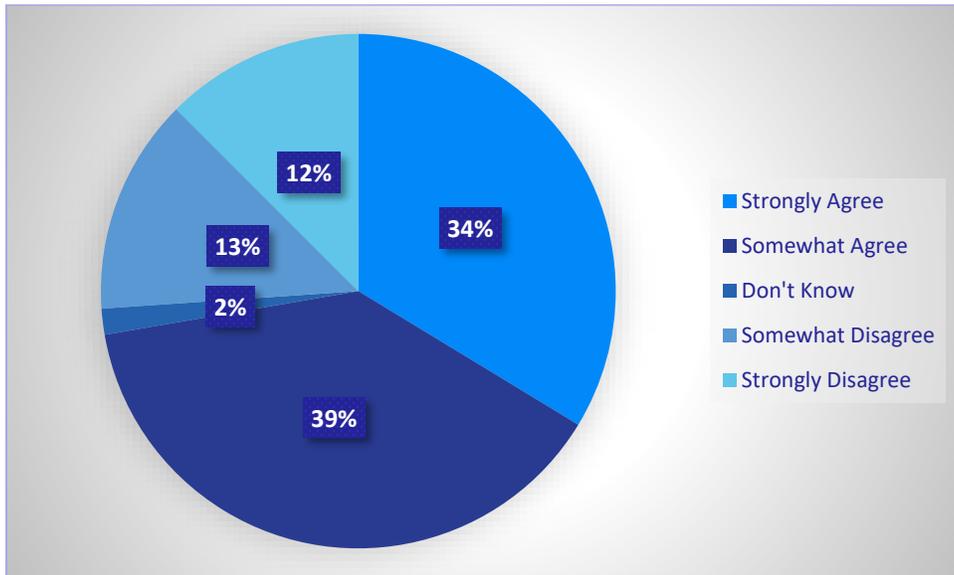
What is your job classification?



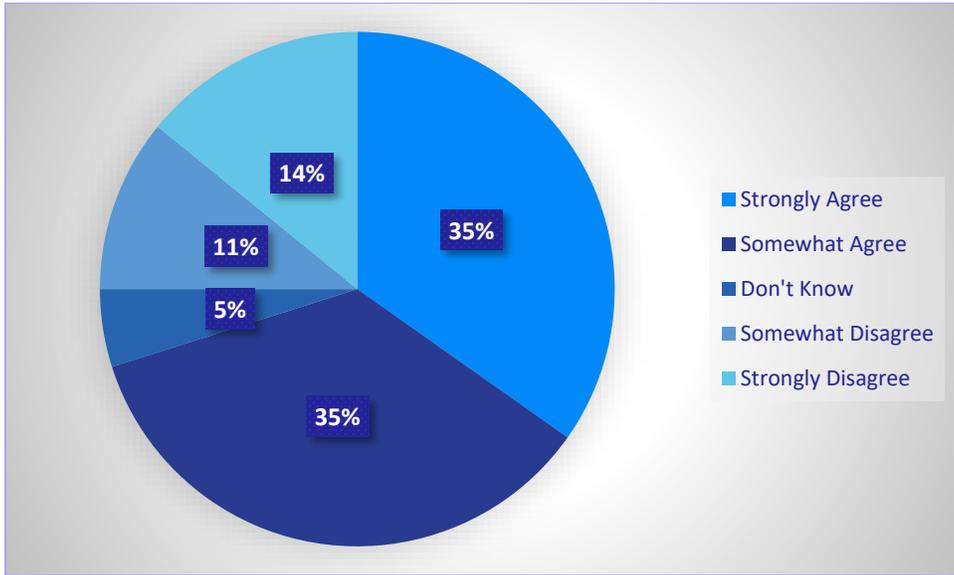
I feel comfortable talking about race.



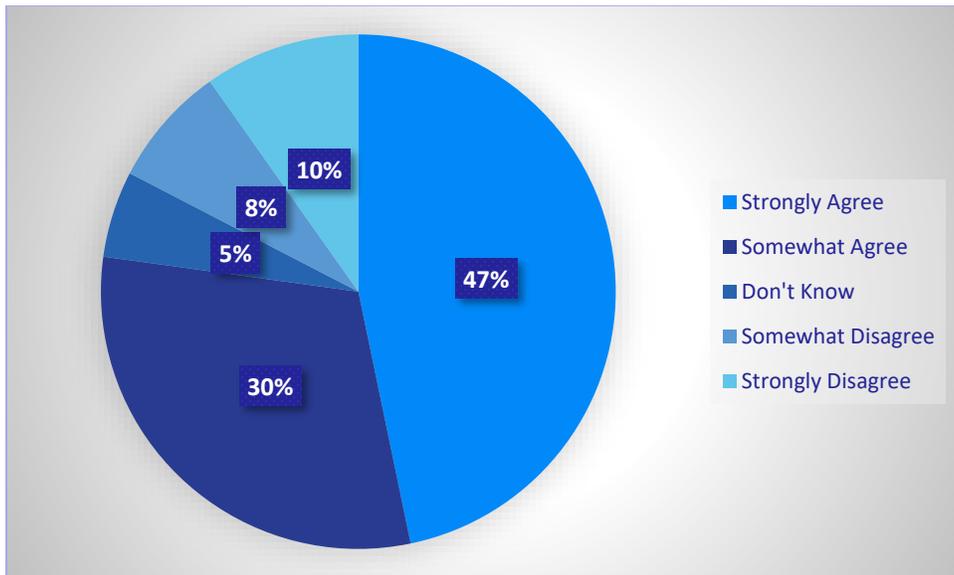
I personally feel included and respected within the SFSO.



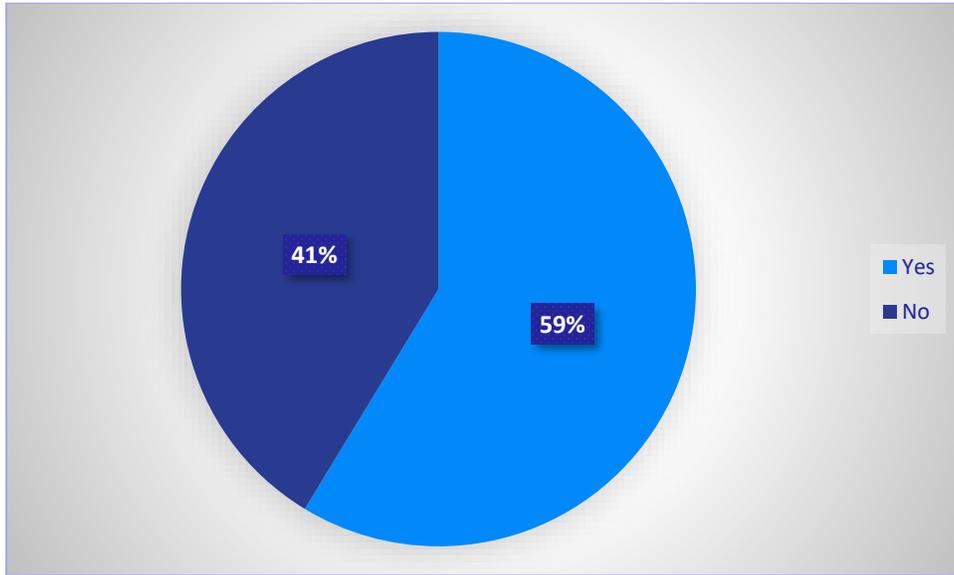
I see strong support from the SFSO Administration in support of diversity and inclusion.



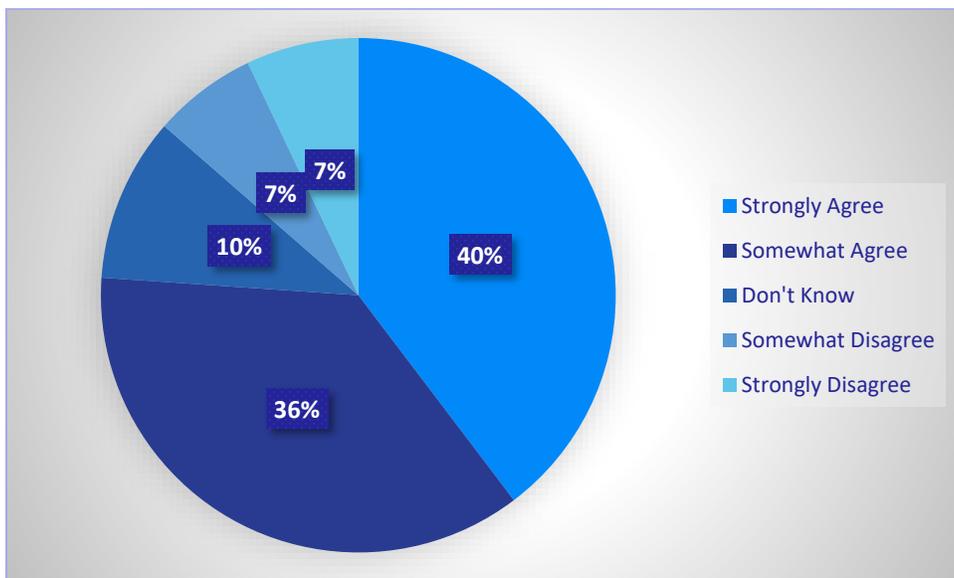
I think it is valuable to examine and discuss the impacts of race on the criminal justice system.



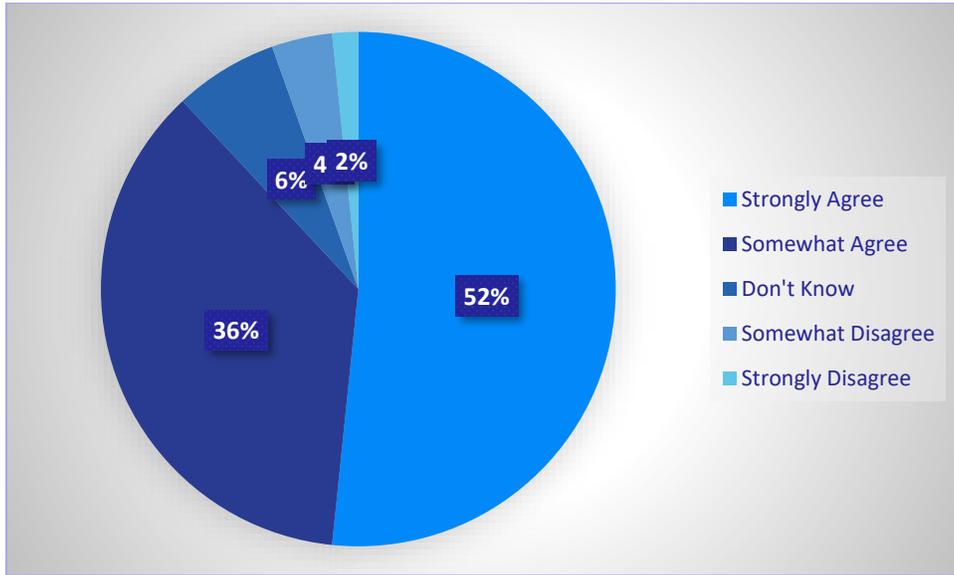
Do you think racism or bias impacts the SFSO workplace?



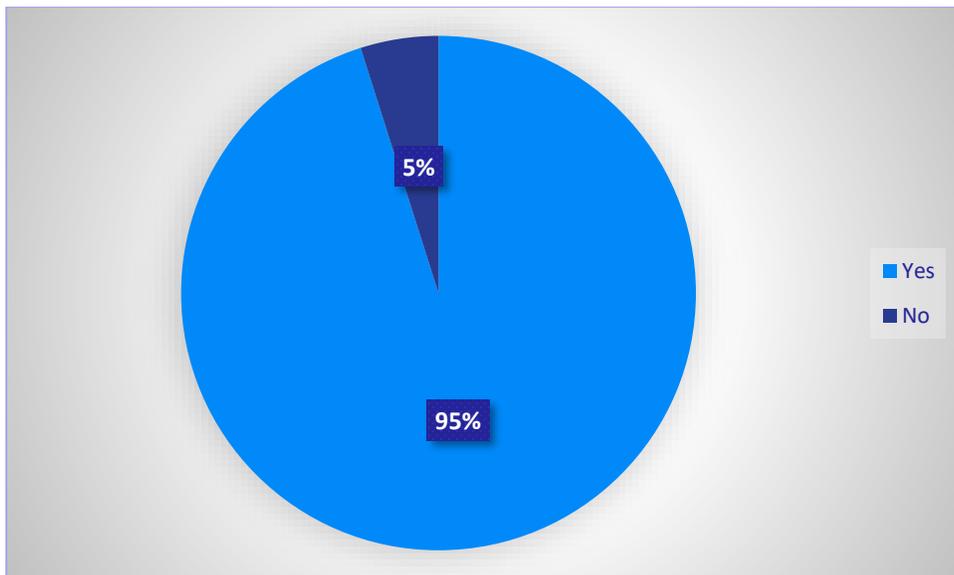
I know how to identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, even if unintentional or inadvertently).



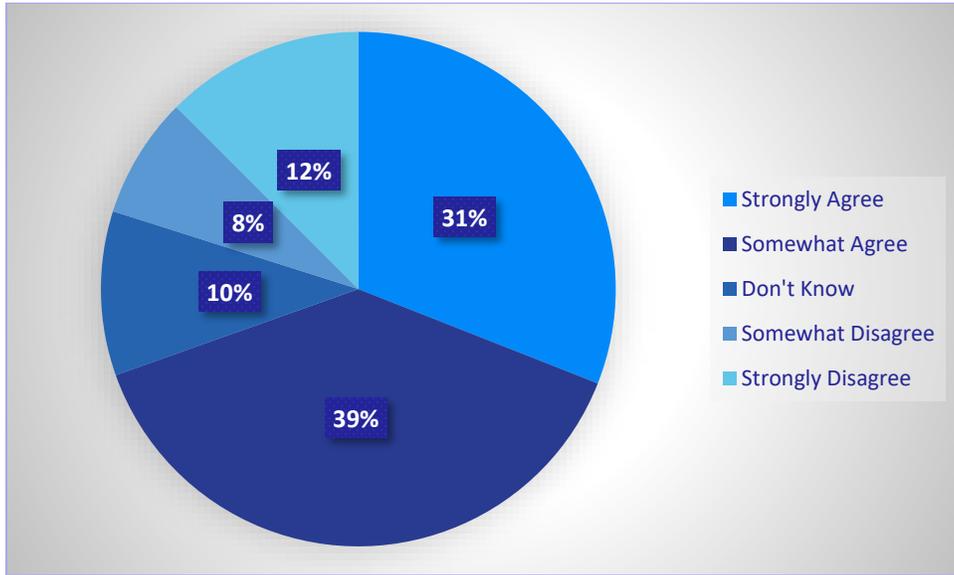
I know how to identify examples of interpersonal/individual racism (i.e., language, questioning someone's abilities based on their race or ethnicity).



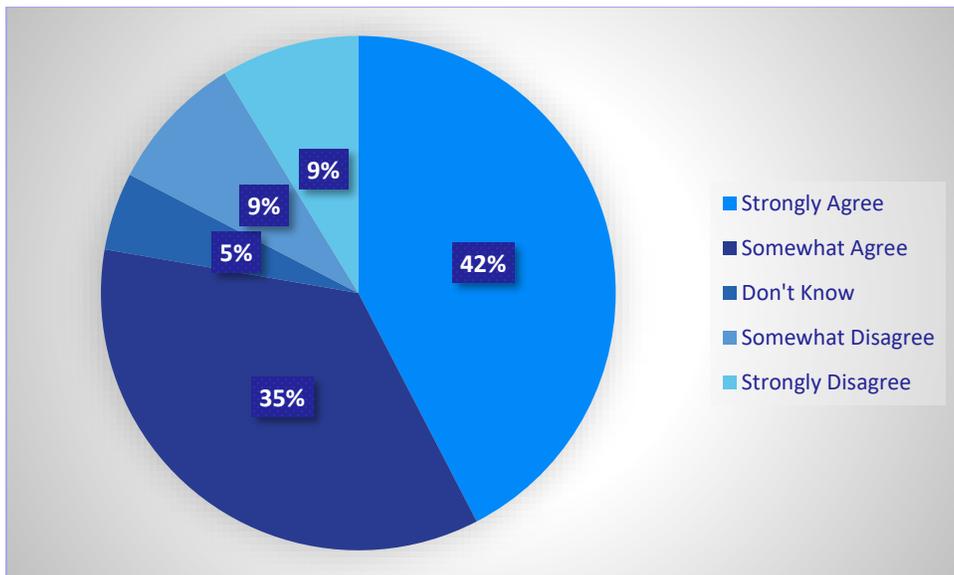
I have taken appropriate steps to create a fair and equitable work environment.



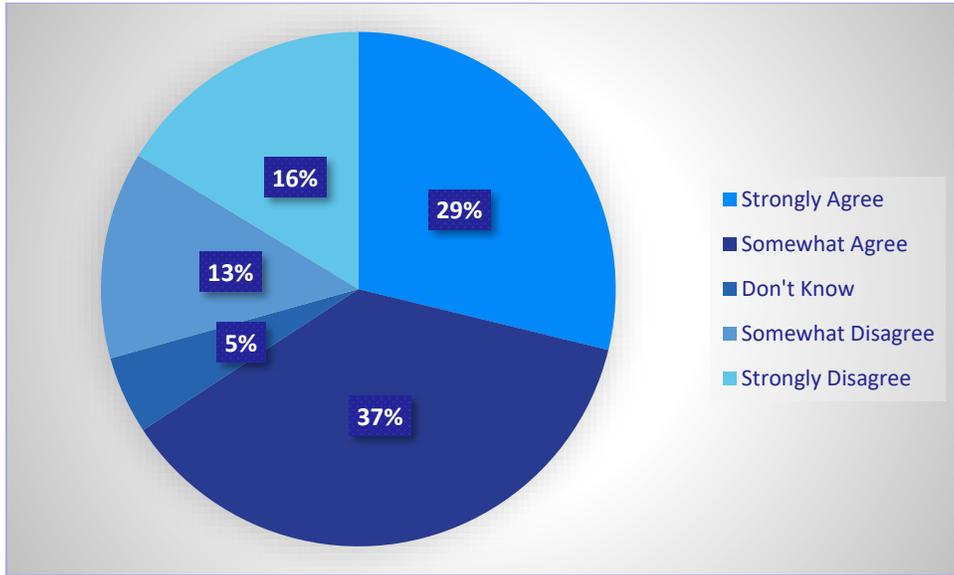
My job performance is fairly evaluated.



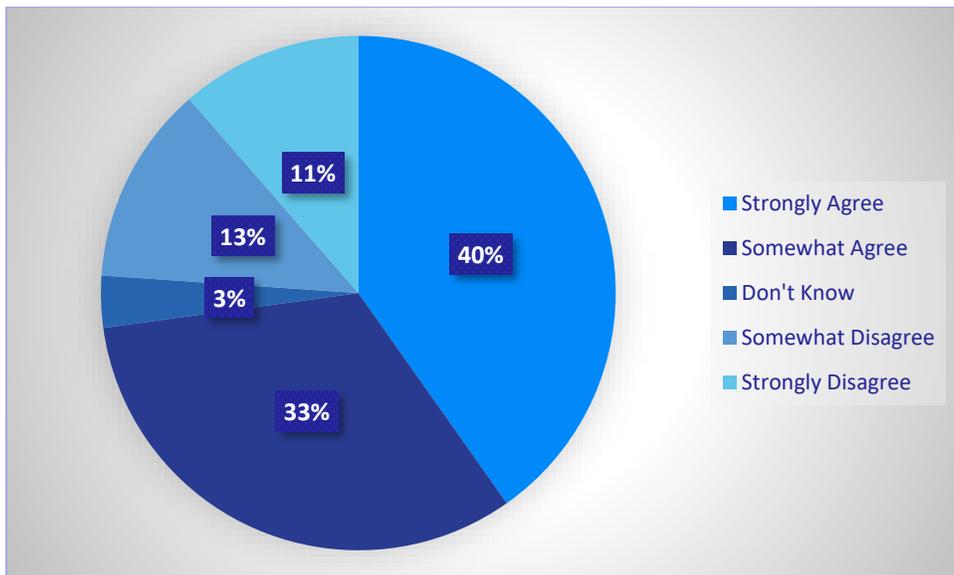
The SFSO is committed to racial equity and diversity.



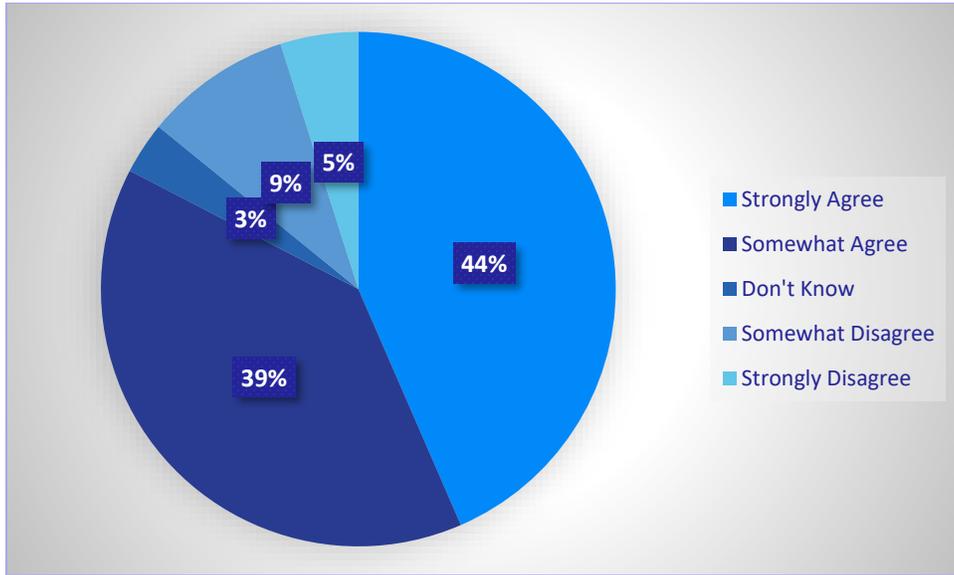
The SFSO has an environment where everyone has equal opportunities to advance.



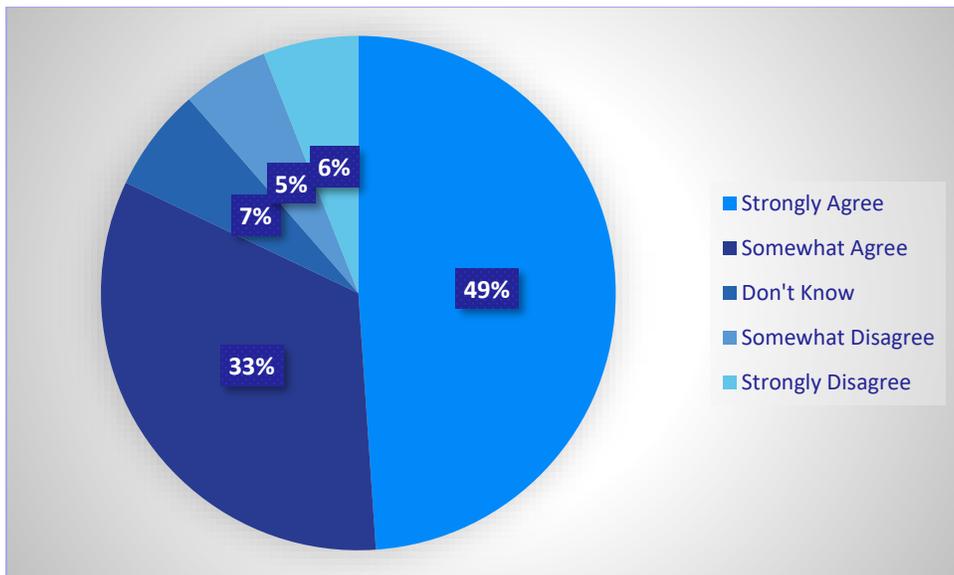
People of all cultures and backgrounds are respected and valued in the SFSO.



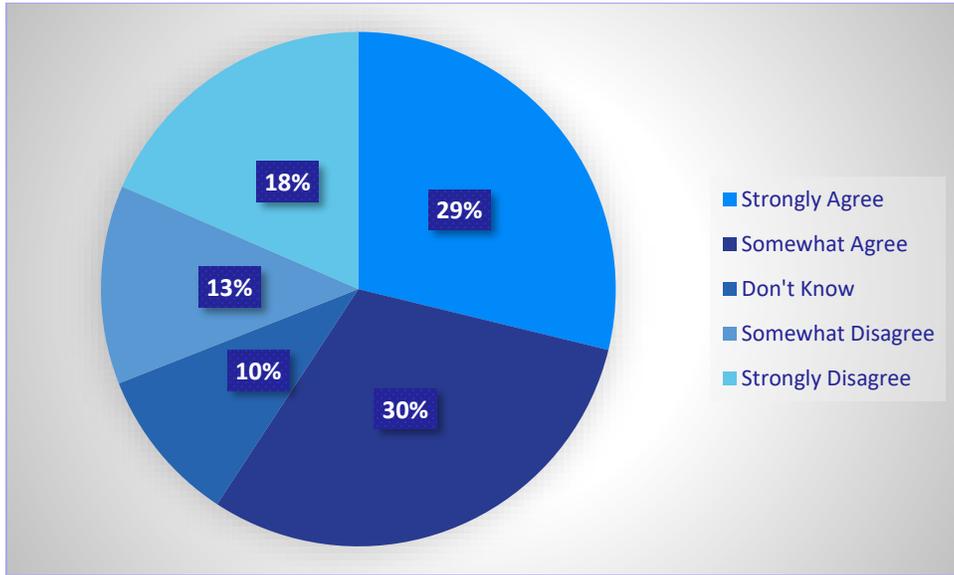
Employees of different backgrounds interact well within the SFSO.



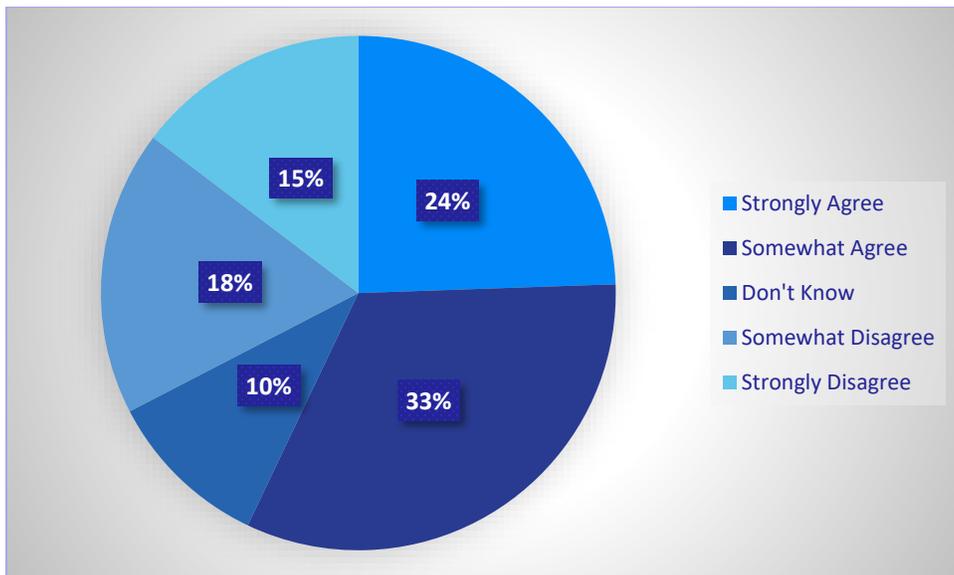
The SFSO's policies and procedures discourage discrimination.



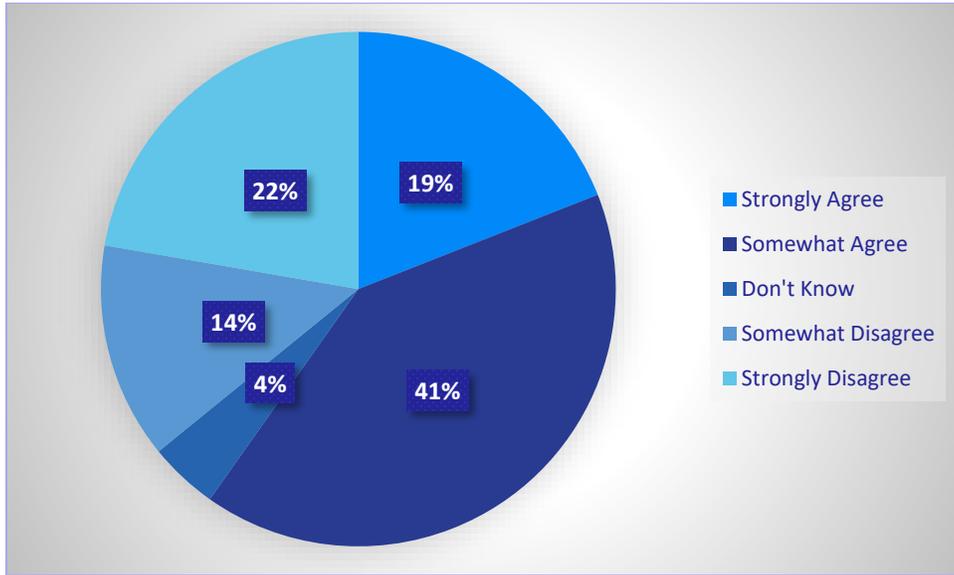
Within the SFSO, everyone has access to equal opportunities for career advancement, training and positions.



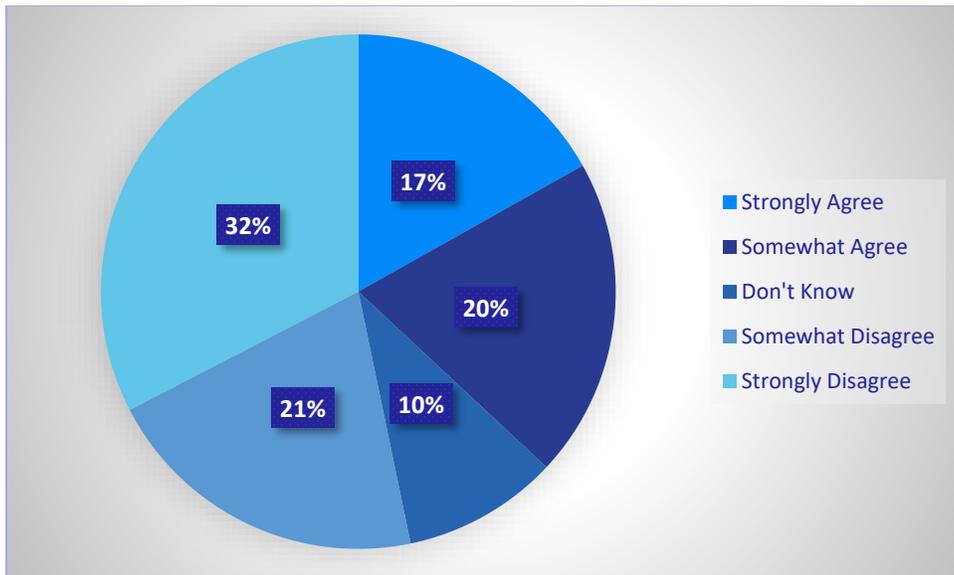
There is a career development path for all employees of the SFSO.



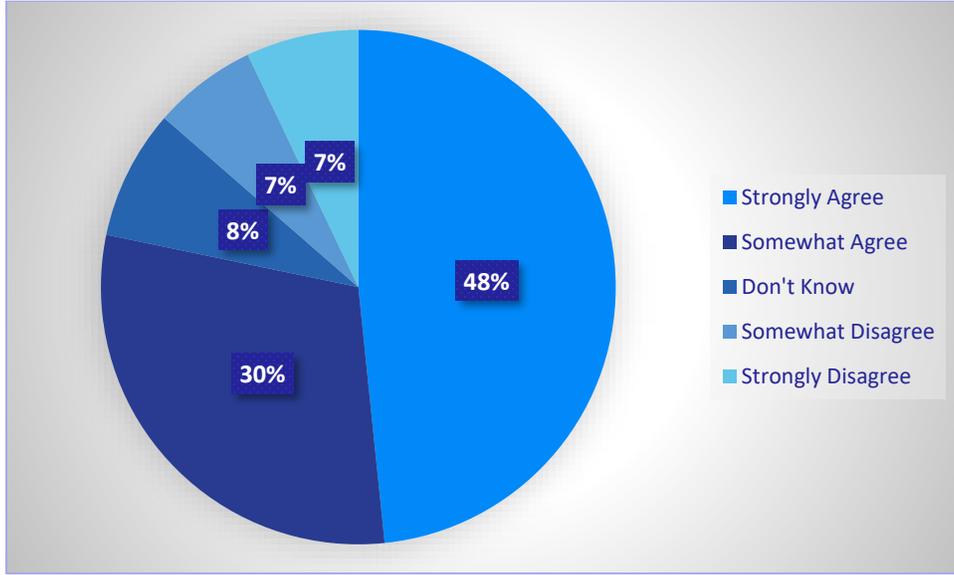
The SFSO enables and/or encourages me to balance my work and personal life.



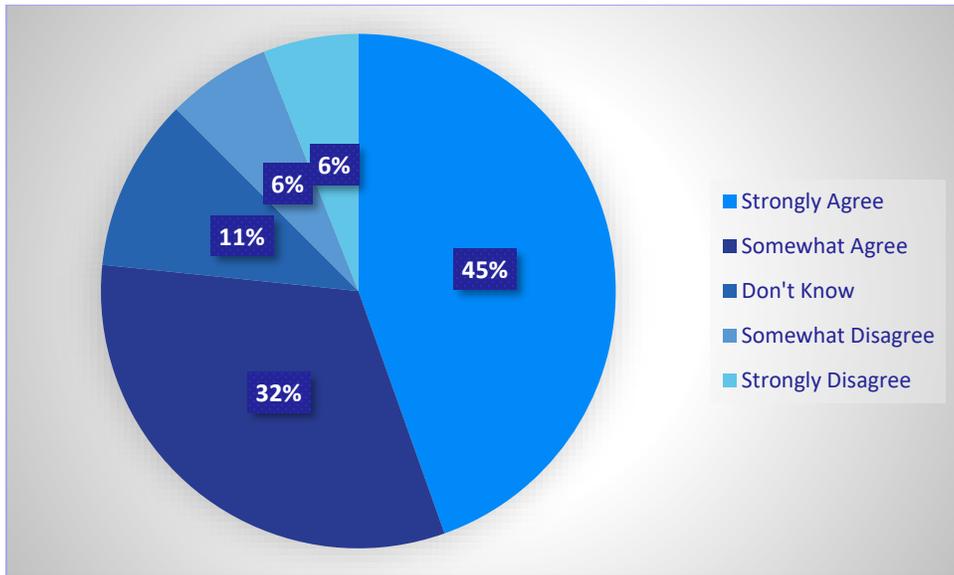
Everyone is held to the same standard when it comes to Performance Improvement Plans (PIPs), counseling and discipline.



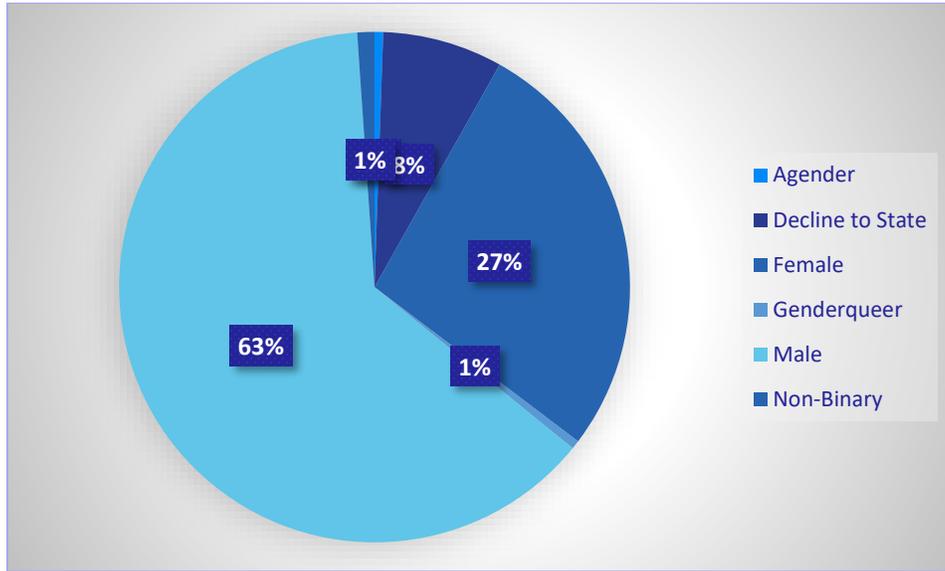
My immediate supervisors demonstrate commitment to inclusion and diversity.



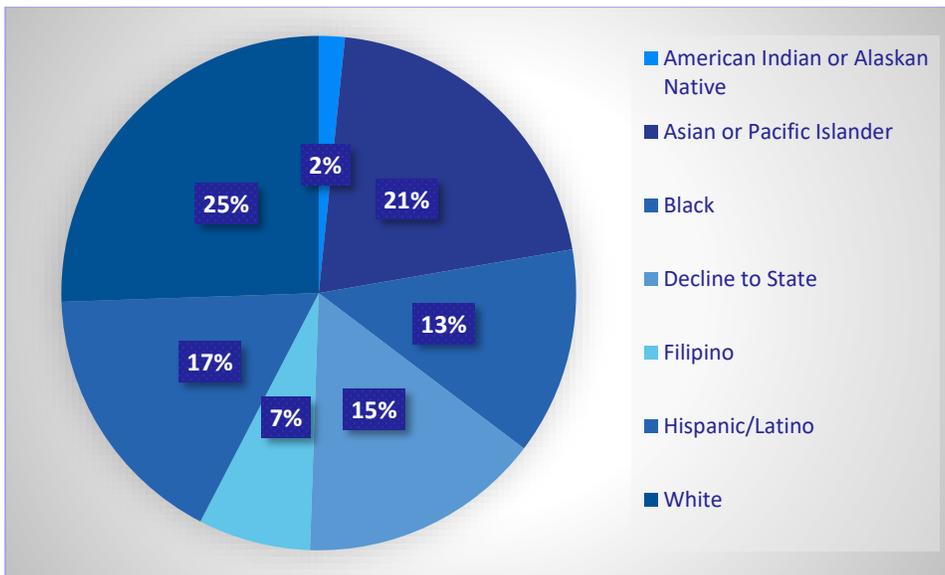
My supervisor handles inclusion and diversity matters appropriately.



OPTIONAL: What is your identity?



OPTIONAL: What is your racial or ethnic identity?



## Discipline Checklist

### 1. Was the employee aware of the rules governing employee conduct?

- **Examples of employee awareness regarding the rules:**
  - a) signed acknowledgement of the rules
  - b) written documentation indicated that the employee received notice of the rules
  - c) employee statement confirming knowledge of the rule

### 2. Are the rules that the employee allegedly violated reasonable?

- **The higher the authority for the rule, the greater likelihood of meeting the reasonable rule test, e.g.:**
  - a) City Charter
  - b) Administrative Code
  - c) Civil Service Rules
  - d) Employee Handbook
- **Other rules should be carefully assessed for reasonableness, such as:**
  - a) Rules at the Division or unit level
  - b) Rules promulgated by someone other than the Appointing Authority

### 4. Did the employer conduct a full and fair investigation?

- **Conduct Interviews:**
  - a) The employee(s) alleged
  - b) The accuser (if applicable)
  - c) Any witness or witnesses to the alleged misconduct or performance deficiencies
- Production of documents supporting the allegation of rule violations or performance deficiencies is important evidence that a full investigation was conducted
- **Review the process used:**
  - a) Does it appear the investigator steering the investigation toward a predetermined outcome by selective uncovering or citation of evidence, indicating bias?
- **Timeliness of the investigation:**
  - a) Identify (if any) the legitimate business reasons for the failure to produce timely findings

### 5. Did the investigation produce evidence that the employee violated the rules or engaged in the misconduct?

- Evidence is the basis for the findings
- Each specific piece of evidence should be considered and provided relative weight, irrespective of whether it supports or negates, in part or in whole, the overall conclusion

### 6. Have the principles of progressive discipline been applied?

- **Levels of progressive discipline:**
  - a) Verbal Warning
  - b) Written Warning
  - c) Suspension 1-30 days
  - d) Termination
- **Prerequisites for progressive discipline:**
  - a) Employee is notified of potential consequences of misconduct, rule violations or performance deficiencies
  - b) Employee is afforded opportunities to make course corrections to avoid further consequences
  - c) Employee is disciplined at the lowest reasonable level unless it is a repeated offense
- **Exceptions to progressive discipline:**
  - a) Nature and gravity of the alleged offense are substantial enough to justify greater discipline beyond the lowest level
    - the commission of a crime
    - violence in the workplace
- **Evaluation of the discipline:**
  - a) Is the level of discipline is reasonable for the offense or conduct?
  - b) If the discipline is beyond what would apply under the doctrine of progressive discipline due to the nature or gravity of the offense, address the exception and the reasons in the charges

### 7. Is the City applying equal treatment for similar conduct by similarly-situated employees?

- Before reaching a conclusion, based on the totality of circumstances, the Department must consider whether the level of discipline is similar or the same as discipline imposed on other employees for the same or similar rule violations, misconduct or performance deficiencies
- Minor variances are reasonable based on the totality of circumstances in each case
- Major variations should be carefully vetted for possible inconsistencies or bias

## Performance Improvement Plan (PIP)

### 1. What is a Performance Improvement Plan (PIP)?

- Communication tool designed to facilitate constructive discussion between employee and supervisor
- Used to identify areas for improvement, establish formal check-ins, and record employee's progress

### 2. When might you consider initiating a PIP?

- When formal performance appraisal resulted in "below competent and effective" in any area or any time performance falls below expectations
- At discretion of supervisor when it becomes necessary to help staff member improve their performance

### 3. What is the recommended timeframe for a PIP?

- Total time: 3-6 months
- Rating periods: 1-2 months in length
  - Considerations: Long term projects, daily activities, seasonal work
- May be extended due to employee taking leave or suspension

### 4. What are the elements of PIP?

- **Purpose Statement**
  - Why the PIP is being initiated
  - Duration of PIP
  - Schedule check-ins between supervisor and employee
- **Performance Improvement Area/Issue**
  - Clearly identify the area(s) that need improvement (current performance)
- **Goal(s)**
  - Write specific and measurable goals (desired performance)
  - Employee should know exactly what they need to do to improve performance
- **Period start and end dates**
  - Schedule regular check-ins between supervisor and employee
- **Ratings & comments for each period**
  - Give specific examples of how the employee met or did not meet the goal during each period, then give specific examples of training, assistance, and coaching that was provided to the employee
- **Signature Page**
- **Period Summary Statements**
  - Give statement about the period as a whole:
    - Areas that have improved, areas that still need improvement, and specific actions for next period
- **End of Final Review Period**
  - If the employee meets expectations, then officially complete the plan
  - If the employee is starting to show improvement, the PIP can be extended
  - If the employee does not improve performance, consider appropriate level of discipline or recommend dismissal

## Probationary Period

### Types of Probationary Release

- **Non-disciplinary** – For entrance probationary employee
  - No restrictions on future employment with CCSF
  - Candidate has no appeal rights and the decision is final
- **Disciplinary** - For entrance or promotive employee when release is for misconduct
  - Department may impose employment restrictions
  - Employee may appeal restrictions to the Civil Service Commission (CSC)
  - CSC may modify employment restrictions or impose additional restrictions on future employability, but may not reverse the department's decision to release the candidate
- **Automatic Reversion (Non-disciplinary)** – For probationary employee in permanent promotive appointment
  - Automatic rights of reversion to previous permanent civil service class from which promoted
  - If necessary, displacements in the former class shall occur

### Reasons for Probationary Extension

- A change in the employee's supervisor during the probationary period resulting in the current supervisor not having enough time to evaluate the employee's work
- Inability to fully assess employee's performance based on a change in duties (e.g., added requirement for employee to obtain training in new protocol) or because some duties are cyclical
- Performance-related deficiencies that can be corrected with additional training in a reasonable timeline
- More time is needed for required license(s) or certificate(s)
- Other special circumstances in which additional time would allow the department to fully assess the employee's performance or enable the employee to correct a deficiency

**The Sheriff's Office will partner with the Department of Human Resources and participate in the pilot Peer Mediation Program.**

**The Peer Mediation Program, a collaboration between DHR and HSS, aims to:**

- Serve as resource for employees to have face to face conversations
- Resolve workplace conflicts at the lowest level possible
- Promote a positive, healthy work environment
- Provide employees a safe space to speak and be heard equally
- Restore relationship through a collaborative problem-solving process
- Sessions will be facilitated by volunteer, trained Peer Mediators made up of existing City employees like yourself. Peer Mediators will represent different job classifications, cultural backgrounds, language abilities, job shifts, and work locations. Previous experience in mediation is not required. Soft launch of the program in the Spring of 2021.

### **Boards, Commissions and Work Groups**

Employees of the Sheriff's Office participate in a number of criminal justice and public safety groups with the intention of reducing the recidivism rate of justice involved persons and increasing support and safety for victims. The following is a list and description of many of these groups:

Re-Entry Council - The purpose of the Reentry Council of the City & County of San Francisco is to coordinate local efforts to support adults exiting San Francisco County Jail, San Francisco juvenile justice out-of-home placements, the California Department of Corrections and Rehabilitation facilities, and the United States Federal Bureau of Prison facilities.

Sentencing Commission - The San Francisco Sentencing Commission, which was formed in 2012 and is led by the District Attorney's Office, advises the Mayor and the Board of Supervisors on strategies to improve public safety, reduce recidivism, modernize the justice system, and reform criminal sentencing. Meeting information and archives → Our approach Evidence-based decision making. The Sentencing Commission makes recommendations based on best practices, research, and data analysis,

Safety and Justice Challenge - With the support of the MacArthur Foundation's Safety and Justice Challenge, the City and County of San Francisco is working to safely reduce the local jail population and eliminate racial

disparities in the justice system. In 2018, the San Francisco District Attorney's Office secured a \$2 million grant from the John D. and Catherine T. MacArthur Foundation to reform San Francisco's criminal justice system.

Jail Population Review Committee- a working group of the Safety and Justice Challenge (along with Lucas Jennings of SFSO ITSS).

Public Safety Assessment Working Group - this group was originally convened by SFSO and the Superior Court to oversee the implementation of the Arnold Foundation Public Safety Assessment, a pretrial risk assessment tool. The justice system partners continue to come to this table to review outcome data for pretrial releases.

Women First - working group convened by Probation to focus on needs of justice involved cis and trans women.

TAY Working group - a monthly meeting of case managers dedicated to serving justice involved transitional age youth.

CBO Work group - Pre- COVID SFSO convened a monthly meeting of our contractors to share information and program updates. We expect these meetings to resume virtually in 2021.

Family Violence Council - has 3 primary goals: to coordinate services and improve communication between the three communities; to analyze trends and data related to family violence in San Francisco, statewide, and nationally; and to advise the Board of Supervisors, the Mayor, and the Courts about these trends and other family violence-related issues.

Justice Partners Meeting - coordinated and chaired by the Presiding Judge of the Superior Court to address operational concerns of the criminal courts. Includes justice partners from Courts administration, DA, Public Defender, Sheriff's Office

BASF Criminal Justice Task Force Bar Association of San Francisco – a taskforce on the criminal justice system, composed of prosecutors, defense attorneys, civil rights attorneys, law professors, the judiciary, members of law enforcement, and police oversight agencies. The Criminal Justice Task force formed several subcommittees to examine current practices regarding the collection and retention of data in detentions/arrests, analysis of collected data, use and policies regarding body cameras, training regarding bias (including implicit bias), use of grand juries in police-involved shootings, civilian oversight, use of force, Taser® use/safety, and bail reform.

JUSTIS Executive Steering Committee - the Justice Tracking Information System ("JUS.T.I.S.") program will integrate all City and County of San Francisco ("CCSF") criminal justice agencies' case management systems and replace a 35+ year old mainframe CABLE CMS applications system. It will allow public safety departments to gather and share information with each other automatically through a centralized hub, expedite individual department processes and will result in a more efficient and effective criminal justice information system. The departments include (1) Mayor's Office, (2) City Administrator, (3) Adult Probation, (4) District Attorney, (5) Department of Emergency Management, (6) Juvenile Probation, (7) Police, (8) Public Defender, (9) Sheriff, (10) Status of Women, (11) San Francisco Superior Court, and (12) Department of Technology (non-voting member). The JUS.T.I.S. Governance Council was established by Administrative Code Section 2A.85 to provide policy direction and oversight. The City Administrator's Office is the executive sponsor of the program and the Department of Technology provides technical support.

CAD Replacement Executive Steering Committee - coordinated by the Department of Emergency Management (DEM) for work on computer aided dispatch replacement for CCSF (all public safety partners that use communications network managed by DEM).

Five Keys Charter School Board of Trustees - the Board members include representatives from the San Francisco Sheriff's Department, educators and community agency representatives. In accordance with the Brown Act, Board meetings are open to the public. Teachers, students and other constituents are encouraged to attend. The Board of Directors is responsible for the operation and fiscal affairs of FKCS and is directed in its operations and its actions by the FKCS corporate bylaws, which are consistent with the terms of the Charter, the Charter Schools Act, and any and all other applicable laws. The day-to-day management of the Charter School is delegated to the Executive Director, as hired and evaluated by the Board of Directors.

California State Sheriffs Association (CSSA) - California State Sheriffs' Association (CSSA) is a nonprofit professional organization comprised of the 58 sheriffs along with thousands of law-abiding citizens throughout the state. The association was formed in 1894 for the purpose of giving California sheriffs a single effective voice. It was also formed for the purpose of sharing information and providing assistance to sheriffs and departmental personnel, thus enabling them to improve the delivery of law enforcement services to the citizens of this State.

Major County Sheriffs Association (MCSA) – a professional law enforcement association of the largest elected Sheriff's offices representing counties or parishes with 500,000 populations or more. Dedicated to preserving the highest integrity in law enforcement and the Office of the Sheriff. The membership represents over 120 million citizens.

National Sheriffs Association (NSA) - a professional association dedicated to serving the Office of Sheriff and its affiliates through law enforcement education and training, and through the provision of general law enforcement informational resources. NSA represents thousands of sheriffs, deputies and other law enforcement, public safety professionals, and concerned citizens nationwide.

Community Corrections Partnership Executive Committee - partnership: Established through Senate Bill 678: California Community Corrections Incentive Act (2009), the CCP advises each county on the use of evidence-based practices in sentencing and probation. SB 678 created an incentive fund for counties to reduce the number of felony probationers sent to state prison, in favor of implementing evidence-based alternatives.

San Francisco Justice Partners - Local committee including representatives from the court, DA, PD, BASF Conflicts Attorneys and SFSO to discuss and resolve issues affecting the SF Criminal Courts and the various Justice Partners' access to the courts.

San Francisco Bar Association Criminal Justice Task Force - Local committee including representatives, from BASF, DA, PD, SFSO, SFPD, DPA, Conflicts Attorneys, and Community Advocates (ACLU, etc) to discuss, research and advocate for issues related to criminal justice reform. Issues include subjects such as police accountability, bias in policing, bail reform, and police practices and training.

SF DV Consortium - The San Francisco Domestic Violence Consortium (aka SFDVC and/or DVC) is a network of seventeen diverse domestic violence service agencies that come together with the goal of providing high quality, coordinated and comprehensive services to San Francisco's victims of domestic abuse.

There are two monthly meetings for the Consortium

- DV Community Meeting for direct services providers and line staff – I along with the SFSO Survivor Restoration team attend
- DV Advisory Committee -I attend

Dept 13 DV Quarterly Meeting - an ongoing court-community meetings to continue to look at ways our court can enhance responsiveness in domestic violence cases. It is comprised of a diverse array of community groups and representatives of law enforcement, prosecution, and defense offices; domestic violence victim advocacy agencies; probations services; batterer intervention programs; social services and child protection offices; and other agencies important to our county's system of detecting, prosecuting, defending, and preventing domestic violence. Because of ethical considerations, no discussion of pending cases is allowed.

Commission on the Status of Woman - the Commission tackles a broad range of issues in order to ensure greater equality of economic, social, political, and educational opportunities throughout the region. From the homelessness epidemic to economic insecurity and the soaring cost of childcare, women and especially Black and Latinx women continue to bear the brunt of a range of socio-economic challenges facing the city

Family Violence Council - mandated by the District Attorney in each county, the purpose of this council is to: Focus on 3 primary goals: to coordinate services and improve communication between the three communities; to analyze trends and data related to family violence in San Francisco, statewide, and nationally; and to advise the Board of Supervisors, the Mayor, and the Courts about these trends and other family violence-related issues.

Justice and Courage Oversight Panel – DV Policy Reform - following a tragic domestic violence homicide, San Francisco developed J&C to examine the criminal justice system's response, and to make recommendations. This report resulted in the formation of the Justice and Courage Oversight Panel in 2002, a committee of the Commission. Part of the philosophy of the panel was not to find people to blame when domestic violence occurred, but rather to discover what happened and why, and to fix the system so that it would not occur again. As a result, the panel has remedied many of the systemic problems we have discovered and continue to be an oversight committee.

Mayor's Task Force on Anti-Human Trafficking - Task Force on Anti-Human Trafficking reviews current efforts to improve the City's response to human trafficking and identify gaps in services for survivors. The Mayor's Task Force on Anti-Human Trafficking takes a comprehensive, victim-centered approach and includes city departments and community-based organizations. It aims to effectively intervene in human trafficking situations and focuses on long-term local solutions to this complex issue that affects the whole community. The Department on the Status of Women staffs the Task Force. The Task Force has general meetings every other month. There are also several committees that meet regularly: Youth Trafficking, Adult Trafficking, and Sex Work and Trafficking Policy Impact.

Nihonmachi Street Fair - A community street fair formed in 1973, in San Francisco Japantown, which promotes the diverse local Asian Pacific American cultures through food as well as entertainment, including taiko, hip-hop, salsa, jazz, and a doggie world parade. In addition, the fair promotes Asian artisans and a place for nonprofit

organizations to do outreach about their services to the communities. The street fair engages and develops young Asian American leaders through the development of building community that celebrates Asian culture and diversity.

San Francisco Unified Lions Club - The Club was formed in July, 2016, and is under the umbrella of the International Lions Club, and the Multiple District 4-C4. The Club does service projects focused in the San Francisco Bay Area, which serves the communities through personal involvements and club events. The Club collaborates with nonprofits organizations to best serve the communities.

The SF Mayor's Asian Pacific American Heritage Month Committee - In the United States, the month May is celebrated as Asian Pacific American Heritage Month. The annual celebration was formed in 1978, when President Jimmy Carter signed in to law a Joint Resolution of Congress designating the month of May for the celebration of Asian and Pacific Islanders' culture and heritage. The Mayor's Office established a committee comprised of a diverse group of Asian Pacific Americans community representatives to organize and coordinate this community celebration every year.

Japantown Task Force Inc. - The Task Force was created in July 2001, to preserve and develop the historic Japantown, in the City and County of San Francisco, as a culturally and commercially enriched neighborhood and district, and as a local, national and international resource. The Task Force also strengthens the ethnic diversity of the City and County of San Francisco by bringing together the history and culture of the Japanese community at and within Japantown for all persons to enjoy and share, and to create an atmosphere of safety, beauty, vitality, and prosperity and future residents, organizations, institutions, and businesses residing or located in Japantown.

## Sheriff's Office Committees

Committee	Purpose	Chairperson	Schedule/Venue
<b>Awards Committee</b>	Recognition of Service/Promotions/ and Parades	Captain S. Colmenero #1059	As needed
<b>Bay Area Jail Managers</b>	Liaison to the nine Bay Area Jail Managers	Captain K. McConnell #1358	1st Thursday Quarterly
<b>Officer Safety</b>	Officer Safety Issues / Officer Safety Bulletins	Captain L. Adams #1166	Quarterly
<b>Peer Support</b>	Critical Incident Response / Peer-Based Counseling	Captain W. Kelleher #1499	1st Wednesday Monthly
<b>Policy and Procedure</b>	Policy Update/Creation	Sergeant D. Gunn #1289	Bi-Weekly
<b>Safety Committee</b>	Review Safety Protocol / CAL Osha	Captain J. Ramirez #1486 Steve Shapiro	Quarterly
<b>Training Committee</b>	Address Training Issues	Captain D. Murphy #1140 Captain J. Sanford #1782	Quarterly
<b>Uniform Committee</b>	Uniform/Equipment Standardization	Captain J. Jackson #1229	Quarterly
<b>Visiting Committee</b>	Establish Visiting Standards	Captain S. Tilton #1455	Monthly