Policy Analysis Report

To:	Supervisor Fewer
From:	Budget and Legislative Analyst's Office
Re:	Survey of Other Local Offices of Equity and Current Efforts by the City and County of San Francisco to Address Racial and Other Inequities
Date:	May 1, 2019

Summary of Requested Action

Your office requested that the Budget and Legislative Analyst prepare a survey of existing municipal offices of equity, sometimes referred to as offices of racial equity, inclusion and equity, equity and economic inclusion, or offices of equity and human rights, where the goal is to address systematic discrimination, including racism, sexism, and homophobia within City government hiring/staffing/retention, and/or within City policies and regulations.

Your office requested that this survey should include, but not be limited to the following for each of the cities reviewed:

- The mandate
- Authority
- Governance structure
- Staffing
- Mission
- Scope of work
- Integration with city departments
- Role, if any, of data collection
- Particular relationship with EEO and hiring complaints
- Possible collaboration with non-government organizations
- Criteria for effectiveness and evaluation
- Organizational placement within City government hierarchy

Your office also asked that we compile best practices as part of the survey.

In addition, your office requested that the Budget and Legislative Analyst survey all departments in the City and County of San Francisco to update an inventory of departments' equity-related initiatives and programs compiled in October 2018 by the Controller's Office, a summary of which was presented at a City webinar.[1]

For further information about this report, contact Fred Brousseau, Director of Policy Analysis, at the Budget and Legislative Analyst's Office.

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[1] "Promoting a Diverse, Equitable & Inclusive City: Department Equity Survey Findings" presented by the Office of the Controller, City Performance Division with the Human Rights Commission and the Office of the Mayor, via Webinar, October 2018.

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Executive Summary

- Based on our survey of offices of equity in 33 cities, we have identified the following questions for the Board of Supervisors in considering establishment of such an office in the City and County of San Francisco.

  1. What will the mission of the new office of equity be? Will it focus on race exclusively, or race and other groups that have traditionally also been treated inequitably by government and other institutions?

  2. Should the work of the City's office of equity be: a) internal-facing, meaning focused on internal City processes such as the impact of hiring practices on racial and other groups, b) external-facing, meaning focused on how the City's services affect various racial and other groups in the community, or c) both internal- and external-facing?

  3. Where should the new office of equity be placed in the City and County organization to ensure stature, visibility, independence, and accountability to high-level officials?

  4. What should the scope of services be for the office of equity? In addition to training and policy work, data collection tracking current community inequities and inequitable impacts of City services on racial and other groups is an important role for the office, as is creating systems to link budget allocations and decisions to impacts on reducing racial and social disparities.

  5. Will office functions be funded on an ongoing basis to remain effective and measure impacts over time?

  6. How will the new office of equity interface and collaborate with the Human Rights Commission, particularly its work leading the implementation of the Government Alliance on Race and Equity (GARE) model? Should an office of equity and the Human Rights Commission offices be consolidated or function separately?

  7. What will the criteria be for measuring the results and effectiveness of a San Francisco office of equity?

> **Offices of equity**
>
> *The purposes of municipal offices of equity in general are to foster greater equity in practices and processes within their organization and/or the provision of services in their communities. Tools employed by offices of equity often include assessments of inequities, staff training, capacity building, initiatives and programs to address inequities, and ongoing monitoring and evaluation of results. Offices of equity may focus on inequities specifically in the areas of race, gender, disability, sexual orientation, or other areas, or may address inequities in multiple areas.*

Survey results

- We identified and collected information about offices of equity in 33 cities (32 in the U.S. and one in Canada) and seven U.S counties through a literature review, internet

research, and direct contact with representatives of the offices in certain cities. Because we did not find a single source identifying all cities and local government entities with such offices, we assume that there are offices of equity in other cities.

- In our survey of the 33 cities, we found great variation in office of equity mission statements. Some mission statements focus on addressing inequities due to race only while others were broader in scope, addressing race and other areas of inequity.

- A key characteristic of the 33 offices of equity that we reviewed is whether their work is internal-facing, meaning the offices' efforts are oriented to addressing equity issues within the municipal organization such as hiring and contracting processes, or external-facing, focusing on equity issues in terms of the delivery of the municipality's services.

  Of the offices reviewed, we found that most perform both internal and external activities, with a few offices focused solely on one or the other.

- Support for the offices of equity by high-level officials was reported to be a factor in the success of offices of equity. Most of the offices of equity reviewed report to the city manager or mayor of their city. This indicates that these offices are given a certain level of prominence and visibility and held accountable to high-level officials. Ongoing support for the equity offices is crucial for ensuring that data collection efforts are current and updated, and policy recommendations of the offices remain relevant over time.

- The most common functions performed by the offices of equity reviewed are:

  - receiving and investigating discrimination and harassment complaints, known as equal employment opportunity functions (17 of the 33 cities reviewed report that these functions are performed by their consolidated EEO office/office of equity);

  - staff training on racial issues and bias, as well as other forms of inequity affecting various groups;

  - advancing equity in government procurement policies and practices; and,

  - data collection on equity and disparity matters in their jurisdictions.

  Ten of the 33 offices of equity reviewed reported that their services include work related to budgeting, or linking budget information and allocation decisions to addressing social equity issues, though we found little detail on this work.

- Six cities report conducting equity assessments, some of which were baseline or point-in-time evaluations of racial and other equity issues in their municipality and/or assessments of how existing or proposed city services and programs serve residents across different demographic groups. In many cases, these assessments have not been updated or kept current after initial work was done, often since 2015.

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- We did not find published criteria for evaluating results or effectiveness in creating a new office of equity for any of the cities reviewed, and note that it would be important to have such criteria in place for ongoing assessments of effectiveness.

- Many of the offices reviewed participate in national organizations such as the Government Alliance on Race and Equity (GARE), Racial Equity Here, 100 Resilient Cities, and others. These organizations share models and toolkits they have developed with local governments that enable them to assess and develop recommendations for addressing inequities in their services and business processes. San Francisco is a participant in both the GARE program and 100 Resilient Cities.

Current City and County of San Francisco equity-related initiatives Francisco

- Though the City and County of San Francisco ("the City") does not have an office of equity, many City departments report that they have initiatives in place addressing equity issues in their internal processes and delivery of services, and the City is a participant in national equity-focused programs including the Government Alliance on Race and Equity (GARE) and 100 Resilient Cities (100 RC).

- The Human Rights Commission provides training on topics such as institutional racism and racial and socioeconomic inequities. The Department of Public Health collects data to examine how San Francisco neighborhoods perform across eight dimensions: environment, transportation, community cohesion, public realm, education, housing, economy, and health systems.

- We conducted a survey of current City and County of San Francisco departments' programs and initiatives intended to address equity issues and related data collection efforts to update the inventory produced by the Controller's Office in 2018. In total, 45 departments reported 610 programs and initiatives, and 20 departments reported 52 data collection efforts. We did not review or vet any of these responses, but provide them here as the departments presented them to us.

Project staff: Amanda Guma, Fred Brousseau

Methodology

To conduct a national survey of offices of equity, our office: (1) reviewed information publicly available regarding the offices and activities in each of the 33 cities that we identified as having such an office; (2) reviewed reports on national efforts to address racial inequality produced by leading organizations including Policy Link, the Government Alliance on Race and Equity (GARE), Demos, and 100 Resilient Cities; and (3) conducted interviews with officials in several cities (Louisville, Madison, and Tacoma) each of which made notable strides addressing racial inequality.

Generally, we limited our research to the United States, with the exception of Toronto, which was included per your office's request.

To conduct a survey of programs and initiatives designed to address equity issues and already in place by departments within the City and County of San Francisco, our office: (1) reviewed information compiled by the Controller's Office in October 2018[2]; (2) sent an email request to all department heads requesting that they confirm that the programs and initiatives aimed at addressing racial and other equity issues that they reported to the Controller were still in place and that they add any others not already reflected in the Controller's inventory, (3) requested that department heads report any data collection efforts related to their initiatives; and (4) compiled all results (see Appendices 3 and 4).

We received responses from 28 department heads, including three departments that had not responded to the Controller's 2018 survey. Responses varied from "No Change" from the Controller's Inventory to a supplemental list of programs and to memos with extensive detail on relevant programs and services. These 28 responses were combined with those provided to the Controller's Office by departments in October 2018 so that all 45 City departments would be included in our compilation.

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[2] "Promoting a Diverse, Equitable & Inclusive City: Department Equity Survey Findings" presented by the Office of the Controller, City Performance Division with the Human Rights Commission and the Office of the Mayor, via Webinar, October 2018.

Identification of Cities for National Survey

Although there are dozens of efforts underway in cities across the country to address racial and other forms of inequality in government services, we did not find a single, comprehensive inventory of those cities and programs.

As discussed below in this report, there are several national organizations leading these efforts that report on their own respective city programs. We relied on those resources to help create our list, as well as conducting an extensive internet search for offices using key words such as "racial equity", "equity", "inclusion" "human rights", and "local government". Through this process, we identified and collected information about 33 cities and seven counties, all of which have offices of equity or initiatives identified in literature on the subject and/or with a significant online presence.

We acknowledge the limitations to this search, and recognize that there are likely other city and county efforts not noted in this report.

Exhibit 1: 33 Surveyed Cities with Offices of Equity or Related Initiatives

City	State	City	State
Albuquerque	NM	Louisville	KY
Asheville	NC	Madison	WI
Atlanta	GA	Minneapolis	MN
Austin	TX	New Orleans	LA
Baltimore	MD	New York	NY
Boston	MA	Oakland	CA
Cambridge	MA	Philadelphia	PA
Cedar Rapids	IA	Pittsburgh	PA
Champaign	IL	Portland	OR
Cleveland	OH	Sacramento	CA
Denver	CO	San Antonio	TX
Eugene	OR	Seattle	WA
Evanston	IL	St Louis	MO
Grand Rapids	MI	Tacoma	WA
Harrisburg	PA	Toronto	CN
Iowa City	IA	Tulsa	OK
Long Beach	CA		

Though we do not report on these, we note that efforts in the following seven counties were reviewed as part of this survey.

County	State
Albemarle County	VA
Dane County	WI
Fairfax County	VA
King County	WA
Los Angeles County	CA
Multnomah County	OR
San Mateo County	CA

Our survey of counties was not extensive, and the list above is not exhaustive. Unless otherwise indicated, the results presented below pertain to the 33 cities only.

Efforts in San Francisco

While the scope of this report is on offices of equity and related initiatives in other cities, it should be noted that the City and County of San Francisco ("the City") currently does not have an office of equity, but it does have a number of initiatives underway to address disparate outcomes for certain racial and other groups that traditionally have not been treated equitably by institutions such as government.

The City's Human Rights Commission leads implementation of the Government Alliance on Race and Equity (GARE) framework in San Francisco, a model and set of tools developed by this national organization to assist governments in implementing changes in their policies and procedures to address systemic biases against certain racial groups (GARE is discussed further below). The Human Rights Commission also provides staff trainings on the topics of institutional racism and racial and socioeconomic inequities in addition to investigating complaints about discrimination filed with the office.

The Department of Public Health leads the SF Indicator Project that collects data to examine differences in how San Francisco neighborhoods perform across eight dimensions: environment, transportation, community cohesion, public realm, education, housing, economy, and health systems. Details about San Francisco's current efforts and initiatives to address racial and other socioeconomic inequities are provided in Appendices 3 and 4 of this report.

Key Areas of Comparison

Our review found significant variance in terms of the level of activity of the offices reviewed. For some, their primary function is internal-facing, or oriented to the treatment of the jurisdiction's workforce, such as ensuring equal opportunity employment practices are in place and business processes to ensure fairness and diversity in contracting. For others, their activities are external-facing, meaning

their focus is primarily on variances in the impacts of municipal services on different racial and other demographic groups in their communities. For most cities reviewed, however, their activities are a combination of internal- and external-facing.

For the cities that conduct external-facing activities, or ensuring that the services they provide to the public help address racial and other socioeconomic inequities, we found that many efforts were launched around 2015 and most of those were one-time initiatives. For example, several cities conducted baseline equity assessments, but have not updated and/or adapted them into ongoing performance measurement, programs, reporting, or budgeting.

A few of the areas that your office asked us to review yielded few or no findings. For example, little or no information was available on the authority of the offices of equity reviewed or on the criteria used by the jurisdictions for evaluating the effectiveness of their work. Exhibit 2 below shows all data points collected for each city. Blanks indicate either no or insufficient information available for the data point.

As can be seen in Exhibit 2, extensive information was readily available for certain characteristics and attributes of the offices reviewed. Specifically, information on the mission, organizational placement, and performance of equal employment opportunity (EEO) duties was available from websites or available documents for the greatest number of cities reviewed. These characteristics should be reviewed by the City and County of San Francisco in considering the relationship between the City's current EEO duties performed by the Human Rights Commission and the prospective duties of the office of equity.

One area where we found a lack of information across all surveyed jurisdictions was having defined criteria for measuring the effectiveness of the offices of equity. As shown in Exhibit 2, criteria for measuring office of equity effectiveness was not available on websites or related documents for any of the 33 cities reviewed. The absence of such information suggests that many cities have likely not established methods of evaluating the results of their offices and initiatives. While we did not speak with representatives of each city reviewed, we draw this conclusion because, unlike other readily available information on office of equity websites, the absence of evaluation criteria online was notable.

We do note that some cities conduct extensive performance measurement (as noted below in this report) but that work looks more broadly at program and service delivery, but not specifically through an equity lens. Establishing criteria for evaluating the effectiveness of the office of equity's programs and services should be a key task for San Francisco in creating a new office of equity to ensure that intended results are being achieved.

Exhibit 2: Information about Offices of Equity Collected for 33 Cities

City	State	Mandate	Authority	Governance Structure	Staffing	Mission	Scope of Work	Integration w City Depts	Data Collection	Relationship with EEO	Collaboration w/ NGOs	Criteria for Effectiveness	Org Placement
Albuquerque	NM				✔	✔	✔			✔			
Asheville	NC		✔		✔	✔	✔			✔		✔	
Atlanta	GA	✔	✔	✔	✔	✔	✔					✔	
Austin	TX	✔		✔	✔							✔	
Baltimore	MD												
Boston	MA					✔			✔		✔		
Cambridge	MA					✔	✔			✔			
Cedar Rapids	IA		✔	✔	✔	✔						✔	
Champaign	IL		✔	✔						✔	✔	✔	
Cleveland	OH						✔			✔			
Denver	CO		✔						✔			✔	
Eugene	OR		✔			✔	✔			✔		✔	
Evanston	IL		✔	✔	✔					✔		✔	
Grand Rapids	MI						✔			✔			
Harrisburg	PA		✔	✔			✔			✔		✔	
Iowa City	IA				✔					✔			
Long Beach	CA		✔			✔	✔			✔		✔	
Louisville	KY	✔							✔	✔	✔		
Madison	WI	✔	✔	✔	✔	✔		✔	✔	✔		✔	
Minneapolis	MN	✔							✔				
New Orleans	LA		✔				✔					✔	
New York	NY	✔	✔	✔		✔	✔					✔	
Oakland	CA	✔		✔	✔	✔	✔		✔			✔	
Philadelphia	PA	✔		✔		✔						✔	
Pittsburgh	PA												
Portland	OR	✔		✔	✔	✔	✔			✔		✔	
Sacramento	CA			✔		✔	✔					✔	
San Antonio	TX			✔	✔	✔	✔			✔		✔	
Seattle	WA	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	
St Louis	MO			✔								✔	
Tacoma	WA	✔		✔		✔		✔		✔	✔	✔	
Toronto	CN	✔		✔		✔				✔		✔	
Tulsa	OK		✔	✔							✔	✔	

Some observations about the information collected and summarized in Exhibit 2 are as follows.

The Missions of the Offices of Equity Reviewed Vary Widely

We identified mission statements for 19 of the 33 surveyed cities, presented in Exhibit 3 below. As can be seen, there is great variation in these organizations' missions. Some focus exclusively on their municipal workforces; others focus on their communities at large. Some offices focus on race only, while other focus on race and social justice more broadly. The City of Portland's office of equity focuses on race and disability only. The City of Toronto's mission statement calls out numerous specific groups that have traditionally experienced discrimination; other cities refer more generally to serving its diverse communities. The City of Atlanta calls for the city government to work in partnership with the private sector and non-profit communities to dismantle systemic inequities; offices of equity in most other cities' mission statements focus on improving racial and other demographic inequities within their own municipal organization.

If the City and County of San Francisco elects to establish an office of equity, it can consider all of the possibilities in Exhibit 3. It would need to decide if it wants to address internal operations such as workforce issues, the community at large, or both, and if there are particular aspects of equity issues that it wants to make its focus.

Exhibit 3: Office of Equity Mission Statements

City	Mission of Office of Equity
Albuquerque	The Mission of the Office of Equity and Inclusion is to Inspire and equip City Government to make Albuquerque a national role model of embracing diversity as our greatest asset.
Asheville	The recently established Office of Equity & Inclusion was created to intentionally advance equity and inclusion in Asheville with racial and social equity as top priorities.
Atlanta	The Mayor's Office of Equity, Diversity and Inclusion leverages the combined power of government, private and non-profit partners, and communities to dismantle systemic inequities and barriers to opportunity. We work to create One Atlanta – a safe and welcoming city with world-class employees, infrastructure and services, an ethical, transparent, and fiscally responsible government, thriving neighborhoods, communities, and businesses and residents who are equipped for success.
Boston	Our department works to develop and implement Boston's Resilience Strategy. The strategy is a transformative, healing journey to ensure all of us have access and support to thrive from childhood to retirement in our daily lives and during major emergencies. We maintain a unique focus on social and economic resilience in a City affected by historic and persistent divisions of race and class. Our department also keeps an eye toward potential shocks the City may be exposed to.
Cambridge	The Department of Equity & Inclusion upholds and reaffirms the City's position and commitment to equal employment opportunity, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment, and retaliation.
Cedar Rapids	The mission of the CR Employee Diversity, Equity and Inclusion Team is to create and sustain an inclusive environment that reflects the community we serve and where all employees feel valued.
Eugene	Eugene's Office of Human Rights & Neighborhood Involvement works to create an equitable, safe and welcoming community.
Evanston	The Office for Equity and Empowerment is intentional about and accountable for the advancement of equity, diversity and inclusion in programs, policies, services and employment in the City of Evanston.
Long Beach	The Office of Equity educates and supports City staff and elected officials to advance equity and ensure that all Long Beach residents have what they need to thrive
Madison	Establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison

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City	Mission of Office of Equity
New York	To use evidence and innovation to reduce poverty and increase equity. NYC Opportunity advances research, data, and design in the City's program and policy development, service delivery, and budget decisions.
Oakland	To create a city where our diversity has been maintained, racial disparities have been eliminated and racial equity has been achieved.
Philadelphia	The City of Philadelphia is committed to building a government that mirrors, throughout its breadth and hierarchy, the diversity of its community, instills principles of racial equity in its policies, and that leverages opportunities for people of color in order to create equitable outcomes for all Philadelphians. As a unified community, we will face and dismantle the institutional and structural barriers that have held back many of our racially and ethnically diverse residents for far too long. The government and community, as partners, are dedicated to putting in place bold and courageous policies and practices that will permanently eliminate racial disparities, transform the City into a more racially equitable environment, and achieve social progress in promoting opportunities so that every Philadelphian thrives.
Portland	The Office of Equity and Human Rights provides education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of resources, access and opportunity, starting with issues of race and disability.
Sacramento	To move forward with urgency and purpose the creation, implementation, and maintenance of a more equitable and inclusive City of Sacramento by facilitating the integration of greater representation, fairness, belonging, and care into our policies, protocols, practices, and work places.
San Antonio	We deliver quality City services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.
Seattle	The Initiative's long term goal is to change the underlying system that creates race-based disparities in our community and to achieve racial equity.
Tacoma	The mission of the Office of Equity and Human Rights (OEHR) is to achieve equity in our service delivery, decision making and community engagement. We will do this by identifying and eliminating the underlying drivers within our community that perpetuate racial inequity and provide opportunity and advancement for all. Ultimately, we want to change the way we do business as an organization and work with our community to make Tacoma a city that is welcoming, inclusive and accessible to everyone.

	The City will create an environment of equality in the government and in the community for all people regardless of their race, ancestry, place of origin, colour, ethnic origin, disability, citizenship, creed, sex, sexual orientation, gender identity, same sex partnership, age, marital status, family status, immigrant status, receipt of public assistance, political affiliation, religious affiliation, level of literacy, language and/or socio-economic status. The City of Toronto will implement positive changes in its workforce and communities to achieve access and equality of outcomes for all residents and to create a
Toronto	harmonious environment free from discrimination, harassment and hate.

Source: BLA review of offices of equity in 33 cities

Services Performed by Offices of Equity

Appendix 1 shows the scope of work statements identified from our review of 33 cities, obtained either from their websites, literature reviews or through interviews.

As shown in Exhibit 4 below, most of the surveyed offices perform the EEO functions of receiving and investigating discrimination and harassment complaints, data collection on equity and disparity matters, staff training on racial inequities and social justice issues, and policy work such as analyzing their city's procurement practices and policies for how they might contribute to inequities across races or other historically marginalized groups.

Ten of the 33 cities report some work related to budgeting, or linking budget information and allocation decisions to addressing social equity issues, although for many of the cities reviewed, there was little detail on these activities. Six cities report having conducted equity assessments, some of which are baseline or point-in-time evaluations of how city services and programs serve residents across different demographic groups and others are impact assessments to determine how current or proposed programs will affect different demographic groups.

The City and County of San Francisco would need to decide what services its office of equity would provide to accomplish its mission. Resources available to fund the office would also need to be considered.

Exhibit 4: Most Office of Equity Scopes of Work Include Equal Employment Opportunity, Data Collection, and Policy Work
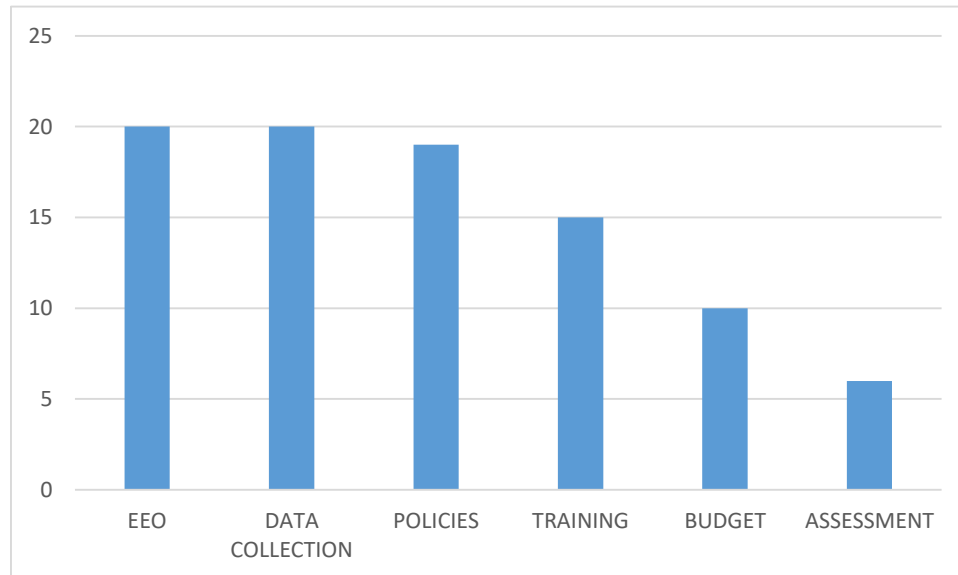
Source: BLA review of offices of equity in 33 cities

Combined offices of equity and EEO offices

Our review found information on the relationship of racial equity offices to EEO office functions for eighteen of the 33 cities reviewed. Seventeen of those eighteen, or 94 percent, combine office of equity and EEO functions in a single office. The other office, in Louisville, KY, does not conduct any EEO activities; instead, those are performed by a separate office.

Exhibit 5: Cities with Combined Offices of Equity and Equal Employment Opportunity (EEO)

Name	City	State
Office of Equity and Inclusion	Albuquerque	NM
Office of Equity and Inclusion	Asheville	NC
Department of Equity and Inclusion	Cambridge	MA
Office of Equity, Community and Human Rights	Champaign	IL
Office of Equal Opportunity	Cleveland	OH
Office of Human Rights & Neighborhood Inclusion	Eugene	OR
Office of Equity and Empowerment	Evanston	IL
Department of Diversity & Inclusion	Grand Rapids	MI
Office of Social Equity & Affirmative Action	Harrisburg	PA
Office of Equity and Human Rights	Iowa City	IA
Office of Equity	Long Beach	CA
Racial Equity and Social Justice Initiative	Madison	WI
Office of Equity and Human Rights	Portland	OR
Office of Equity	San Antonio	TX
Race and Social Justice Initiative	Seattle	WA
Office of Equity and Human Rights	Tacoma	WA
Equity, Diversity and Inclusion	Toronto	CN

Most Offices of Equity Report to High Level Officials in the Cities Reviewed

Of the 33 cities in the survey, we could clearly identify the organizational placement of 23 (or 70 percent) within their respective city governments. As shown below in Exhibit 6, most of the offices report to either the City Manager (10 of 23) or the Mayor (6 of 23). These organizational locations signal that these offices of equity receive support from upper management and leadership by their having prominent locations and visibility. An important consideration about organizational placement is the independence of the office. For example, the independence of an office of equity reporting to the City Manager could be compromised if the office were conducting an investigation of another department also overseen by the City Manager. In considering the organizational placement of an office of equity, the City and County of San Francisco should determine where it could operate independently and have prominence, visibility, and accountability to high-level officials.

Exhibit 6: Most Equity Offices Surveyed Report Directly to the City Manager or Mayor
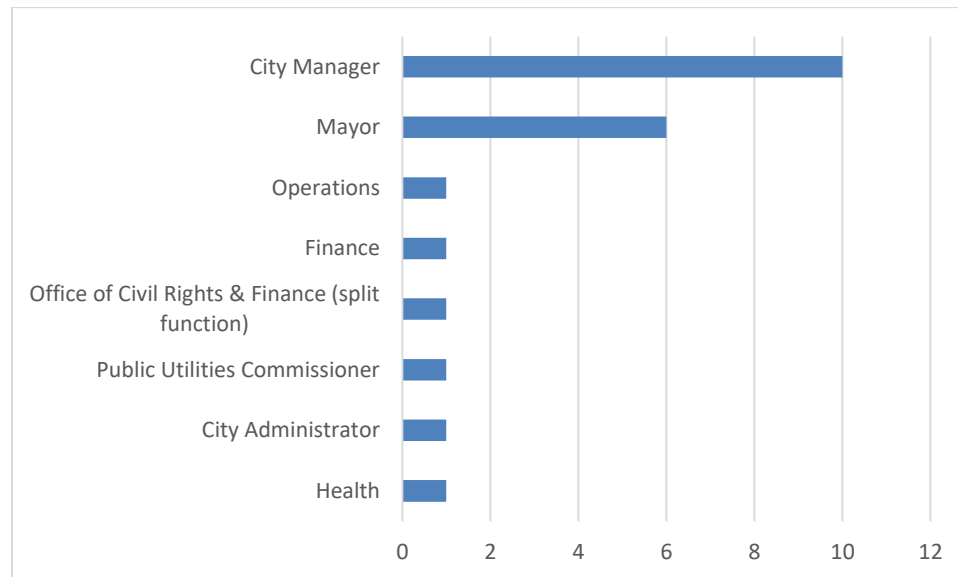
Source: BLA review of offices of equity in 33 cities

The City of Madison, Wisconsin divides its office of equity work between a policy coordinator and a data coordinator. The Data Equity Coordinator function is housed in the Finance Department where the Coordinator leads the city's performance measurement activities and works closely with the Budget Manager. The City's Equity Coordinator (focused on policy) originally reported to the Mayor, but the City Council relocated the function to the Office of Civil Rights to allow for "greater neutrality".

In addition to the areas identified by your office, we note a couple of additional areas that we reviewed for this survey:

▪ Internal vs External Efforts
▪ National Models (GARE, 100RC, What Works Cities)

Summaries of these topics follow below.

Internal and External Activities

Another area that we considered in our survey was the types of activities performed by the offices of equity, which we categorized generally as "internal-facing" or "external-facing". We define internal-facing activities as those related to the city's practices as an employer, such as practices that address historical inequities in hiring and procurement. We define external-facing activities as those related to the city's policies and practices as a service provider for residents and the community.

Offices of equity in twenty of the 33 cities surveyed, or the majority of offices, conduct both internal and external-facing activities to reduce inequities in both their municipal organization (internal) and in their communities (external). Four cities' offices focus solely on external activities and nine focus solely on internal activities. Exhibit 7 below shows the results of this comparison.

In creating an office of equity, the City and County of San Francisco would need to determine what combination of internal and external services it would provide to make the best use of its resources and to maximize its impact.

Exhibit 7: Most Equity Offices Surveyed Perform Both Internal and External-Facing Activities
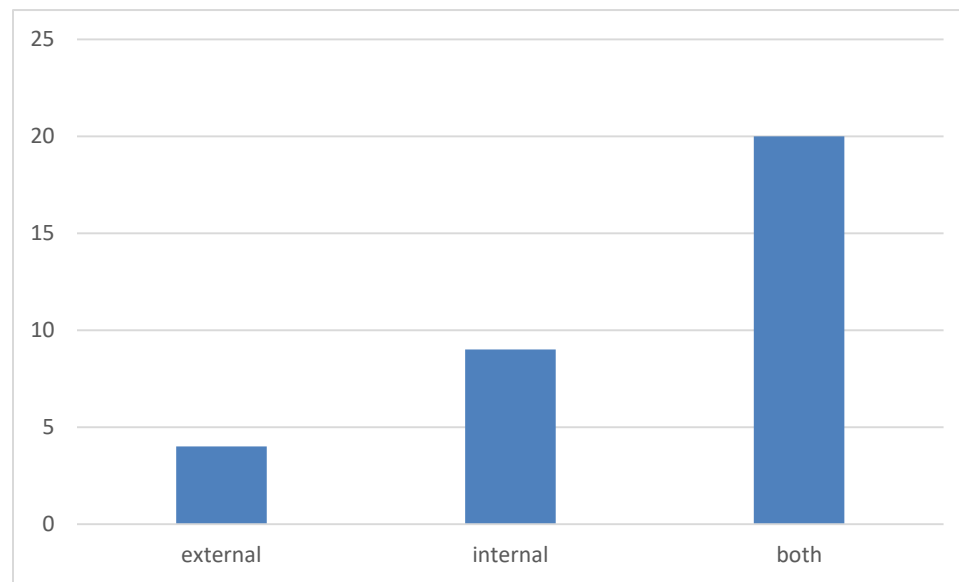
Source: BLA review of offices of equity in 33 cities

Use of National Models by Local Offices of Equity

For at least the past five years, there has been significant investment across the country from several organizations to support local governments in their efforts to address racial disparities. Those organizations have developed models, including assessment and training toolkits, that participating cities have been able to adopt and implement to enhance their activities around racial and other types of inequality.

Many of these efforts launched in 2015 and resulted in staff trainings and baseline assessments of racial disparities. Some cities are actively working to incorporate this initial work into ongoing city operations. The national organizations continue to provide technical assistance as well as opportunities for jurisdictions to collaborate and share lessons learned.

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Below are brief descriptions of the major programs underway:

1. Government Alliance on Race & Equity (GARE)

   GARE is a national network of government bodies working together to achieve racial equity and advance opportunities for all. The GARE model defines six strategies to be employed by local government jurisdictions: (1) use a racial equity framework; (2) build organizational capacity; (3) implement racial equity tools; (4) be data-driven; (5) partner with other institutions and communities; and (6) operate with urgency and accountability.

   The City and County of San Francisco is a GARE partner, as mentioned earlier in this report. The City's Human Rights Commission is responsible for leading implementation of the GARE framework in San Francisco.

   Over 20 City departments currently participate in San Francisco's GARE activities, and representatives of these departments meet twice a month. During the first year of participation, department representatives received training in implicit bias. Representatives then worked within their own departments to develop an Equity Action Plan, a key tool developed by GARE.

   The San Francisco Human Rights Commission has a Policy and Social Justice Division that leads the GARE model implementation, and provides staff trainings on the topics of institutional racism and racial and socioeconomic inequities.

2. Racial Equity Here (REH):

   Since 2016, Racial Equity Here (REH) has provided city governments with tools, resources, and training to help analyze how their operations impact people of color and to develop an outcome-driven action plan. Project partners provide cities with technical support, tools, and best practices to dismantle practices that perpetuate disparate, racialized outcomes. Participating cities include Albuquerque, Austin, Grand Rapids, Louisville, and Philadelphia.

3. 100 Resilient Cities (100 RC)

   100 Resilient Cities, through the Rockefeller Foundation, provides funding, capacity building and technical assistance to help cities change the way they understand their risks and plan for their futures. This program's focus includes preparing for potential natural disasters and other major disruptions, as well as urban "stresses" such as high unemployment and inefficient public transportation. 100 RC partners closely with cities as they hire a Chief Resilience Officer, develop a resilience strategy, and implement the projects identified.

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In addition, 100 RC leads the Equality Indicators Project, with the goal of measuring inequality and tracking change over time. In 2017, this project was expanded to five cities across the United States: St. Louis, Dallas, Oakland, Pittsburgh, and Tulsa.

The City and County of San Francisco is a 100 Resilient Cities site, and was the first city to hire a Chief Resilience Officer, who reports to the City Administrator. San Francisco's Chief Resilience Officer produces the Resilient SF strategy, the 10-Year Capital Plan, and the annual Capital Budget.

Many cities participate in multiple national programs

Our survey found that many cities have worked with more than one of these national programs, including San Francisco. As mentioned above, San Francisco is currently a participating member of GARE, as well as a 100 Resilient Cities site, and partnered with What Works Cities on using data to ensure better performance from workforce development contracts.

Exhibit 8 below is a chart indicating the level of participation in national equity programs by the 33 cities reviewed.

Exhibit 8: GARE and 100 RC Support for the 33 Cities Surveyed
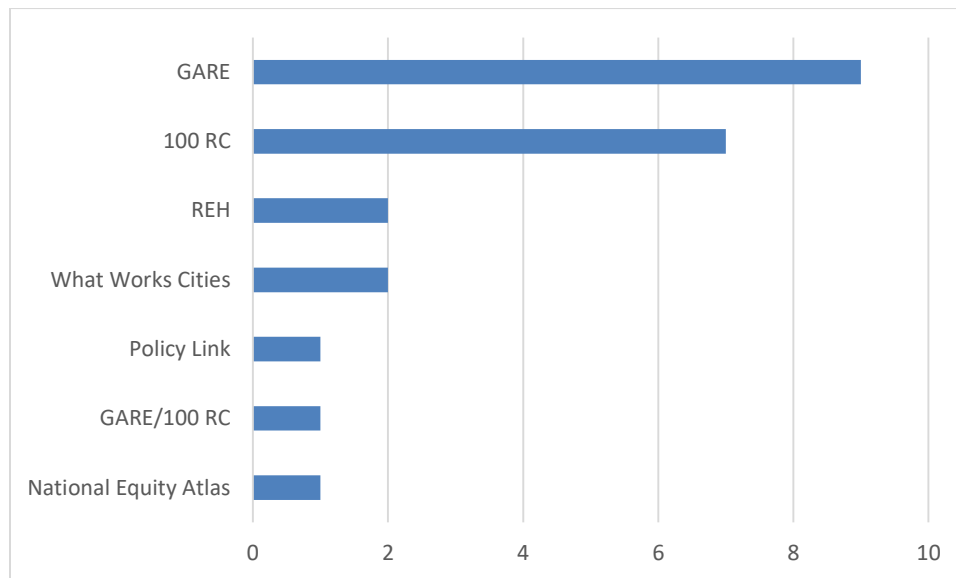
Source: BLA survey of offices of equity in 33 cities
Note: Some cities participate in more than one program.

Staffing information was available for some of the 33 cities reviewed but, in general, the information available was too limited to be useful in creating meaningful benchmarks. Staffing analysis was complicated further by the fact that office functions vary greatly. The results of the staffing survey can be found in Appendix 2.

Other Lessons for San Francisco

Our review of 33 cities' offices of equity and related programs revealed the following common features and lessons for San Francisco to consider for establishing equity programs:

High-level support: The support of top elected officials and appointed leadership appears essential for an equity focus in local government. Political will and a sense of urgency are critical to the success of these efforts.

Ongoing Support: As noted in this report, we found an initial wave of activity across the country on this issue in 2015 that was not sustained in many places. Failure to incorporate this work into ongoing city operations can mean reinventing the wheel, reassessing the baseline for performance measurement, and potentially an ineffective program.

Using Existing Tools and Models: Tools, such as racial equity impact assessments and racial equity actions plans, have been developed by national and other organizations and shared with local governments to facilitate the analysis of proposed policies, institutional practices, programs, plans and budgetary decisions. These tools have been used widely by many of the 33 cities reviewed and should continue to be updated and/or replaced with new tools as they are developed.

Training Staff and Community Members: Most cities have invested time and resources into providing staff, policymakers and community partners with the opportunity to engage in discussions, training, and planning around racial equity, to create a shared language and understanding.

Data Tracking and Performance Measurement: Some of the cities that have made significant progress toward applying an equity lens to resource allocation have developed robust performance measurement systems that are monitored and tracked in an open forum. Examples include LouieStat (Louisville, KY) and Results Madison (Madison, WI).

Community Engagement: In addition to working with the national organizations discussed above, many cities are collaborating closely with local community leaders to move racial equity discussions and activities forward. In some places, community groups play a key role in data collection.

Notable Efforts

▪ **Performance Measurement: Pittsburgh**

The City of Pittsburgh developed a comprehensive open data platform, via a mobile web application, incorporating regional and city data, called "Burgh's Eye View" to provide all community stakeholders access to performance measures on services and programs. This data was used to create baseline measures of inequality across areas such as: health, food, safety, education, workforce development, housing, infrastructure, and civic engagement. Baseline "equality scores" are re-evaluated annually and help determine where resources need to be allocated.

This work is supported by the City's Office of Innovation and Performance.

▪ **Incorporating Equity into the Budget Process: Baltimore**

Recognized as a pioneer in outcome budgeting, Baltimore began incorporating outcome assessments into the budget process in 2010. Key to the process is the identification of outcome priorities, created by the Mayor, who then establishes allocation levels for each priority. In 2018, these priorities included:

- Thriving Youth and Families
- Safe Neighborhoods
- Healthy Communities
- Vibrant Economy
- Sustainable Infrastructure
- High Performing Government

During the budget process, interdisciplinary Results Teams establish performance indicators for each priority; departments submit budget proposals to these Results Teams to demonstrate how their services will help achieve a given outcome.

Incorporating Equity into the Budget Process: Madison

Based largely on Baltimore's model, the City of Madison, WI hired a Data Equity Coordinator, who works in the Finance Department, to collect a dataset inventory for all departments and create a citywide performance management system to enable outcome budgeting. The City will partially incorporate this work into the budget process

in Fiscal Year 2019-20 in a service-based allocation process (rather than department by department).

Current Programs and Data Collection Activities to Address Racial Equity in San Francisco

To determine efforts currently underway in the City and County of San Francisco to address racial and other disparities in services affecting the City organization and the community as a whole, we updated an inventory of equity-related programs and initiatives compiled in October 2018 by the Controller's Office. Specifically, we asked all City departments to:

(1) review the list of programs, projects or other efforts to advance equity in the community compiled by the Controller's Office;

(2)   supplement it with additional programs, projects, or other efforts to advance equity in the community administered by their departments and not reflected on this list, if any; and

(3)   provide information about any one-time or ongoing data collection efforts to assess the impact of the programs, services or other efforts on the list on specific racial or other demographic groups.

We received responses from 28 department heads, including three departments that had not responded to the Controller's 2018 survey. Responses varied from "No Change" from the Controller's inventory, to a supplemental list of programs, to memos with extensive detail on relevant programs and services.

Appendix 3 details the complete list of programs, as provided to the Controller's Office and as amended for inclusion in this report, and Appendix 4 details the complete list of data collection efforts, as provided. The items shown in red and with an asterisk on the Appendix 3 table did not appear on the Controller's 2018 report.

- In total, Appendix 3 shows efforts reported by all 45 City departments and, within those, another 24 sub-offices such as the various offices that report to the City Administrator, with a total of 610 programs or initiatives. Appendix 4 shows 52 related data collection projects as submitted by 20 departments or offices. We did not review or vet any of these responses, but provide them here as the departments presented them to us.

Because participation in this survey was voluntary, this list should not be considered exhaustive.

The programs and initiatives reflect a diverse range of activities, including:

- Internal and external-facing
- large and small scale
- Long-term and short-term
- Planning and programs
- Single service and multiple service areas

While data collection efforts around the implementation of these programs and initiatives appears to be limited, at least in terms of our survey responses, it is clear that there is an enormous opportunity to gather information about impact, given the breadth of programs to address racial and other equity issues currently underway in San Francisco.

Implications for creation of an office of equity in San Francisco

Based on our survey of offices of equity in 33 cities, we have identified the following questions for the Board of Supervisors in considering establishment of such an office in the City and County of San Francisco.

1. What will the mission of the new office of equity be? Will it focus on race exclusively, or race and other groups that have traditionally also been treated inequitably by government and other institutions?

2. Should the work of the City's office of equity be: a) internal-facing, meaning focused on internal City processes such as the impact of hiring practices on racial and other groups, b) external-facing, meaning focused on how the City's services affect various racial and other groups in the community, or c) both internal- and external-facing?

3. Where should the new office of equity be placed in the City and County organization to ensure stature, visibility, independence, and accountability to high-level officials?

4. What should the scope of services be for the office of equity? In addition to training and policy work, data collection tracking current community inequities and inequitable impacts of City services on racial and other groups is an important role for the office, as is creating systems to link budget allocations and decisions to impacts on reducing racial and social disparities.

5. Will office functions be funded on an ongoing basis to remain effective and measure impacts over time?

6. How will the new office of equity interface and collaborate with the Human Rights Commission, particularly its work leading the implementation of the Government Alliance on Race and Equity (GARE) model? Should an office of

equity and the Human Rights Commission offices be consolidated or function separately?

7. What will the criteria be for measuring the results and effectiveness of a San Francisco office of equity?

APPENDIX 1: Services Performed by Selected Offices of Equity

City	Scope of Work
Albuquerque	Continuing to serve, as it has since 1974 under a different name, as a local civil and human rights advocacy resource dedicated to ensuring equal access and equitable opportunities for all people; Dismantling systemic barriers to achieve racial, gender, health and socio-economic equality; Supporting immigrant, refugee and other vulnerable communities to promote public safety, quality of life and human rights; Acknowledging the original inhabitants of our region and coordinating with tribes and native communities to cultivate equity in the lives of Native Americans living in Albuquerque; Equipping and inspiring our city workforce to embrace the diverse cultures that make Albuquerque the best place to live
Asheville	The Equity & Inclusion Director plays a key role in moving the city organization toward successful advancement of equity with Asheville through understanding, analyzing and eliminating the root causes of racial disparities, and advancing equitable policies, practices and procedures.
Atlanta	This office is charged to ensure equitable, open and inclusive practices across all city departments and functions. This office will also shine (a) light on our forgotten communities and build a bridge towards greater inclusiveness across the entire city. In its first year, One Atlanta will review and guide the city's policies and practices impacting eight critical areas, including affordable housing, criminal justice reform, economic development, health disparities, homelessness, LGBTQ Affairs, workforce development, as well as the city's efforts to ensure participation in the upcoming 2020 Census—a program the City of Atlanta has called, "ATL Counts." Further, Mayor Bottoms charged One Atlanta with ensuring more equitable access to economic and workforce development opportunities across the city, launching a community engagement strategy, galvanizing corporate and philanthropic resources across the region, establishing an Equity Impact Assessment tool and developing Equity Champions across citywide departments.
Cambridge	Only EEO
Cedar Rapids	Tracking and measuring population demographics against City employee demographics. Evaluate and recommend ways to attract, retain and provide for a diverse employee population. Sponsor events and trainings that promote diversity in thinking and attitude. Promote diversity, inclusion and equity through mentoring and modeling behavior. Maintain an open mind and listening atmosphere where all employees feel welcome and appreciated.
Cleveland	EEO (hiring and purchasing)
Eugene	Supporting victims of hate and bias activity; Coordinating accessibility for events, facilities, programs and services; Responding to discrimination complaints and accessibility grievances; Supporting the Human Rights Commission; Helping create better access to government for marginalized communities
Grand Rapids	EEO (hiring and purchasing)
Harrisburg	Only EEO
Long Beach	Build and strengthen partnerships with other City departments and community advocates to advance policy and systems change across the City. Make injustice visible using data, storytelling and critical research. Support internal reform across the City, with the focus of building capacity to advance racial equity and social justice in all programs, policies, and services.

City	Scope of Work
New Orleans	1. Using a racial equity lens in determining the executive budget. 2. Providing training for all senior administration officials and department heads on the use of racial equity tools for policy and process decision making. 3. Creating staff positions dedicated to providing technical assistance to departments as they implement racial equity practices in their work.
New York	The New York City Council passed legislation that requires the Department of Health and Mental Hygiene, the Administration for Children's Services, and the Department of Social Services, and other city agencies to be designated by the Mayor to (1) conduct equity assessments, which examine their services and programs, employment, contracting, and budgets for disparities based on race, gender, income, and other population characteristics, and (2) develop and implement action plans to address any such disparities, and (3) for the three agencies named in the legislation, conduct employee training related to implicit bias based on race and gender.
Oakland	Increase awareness of racial inequity, its root causes and how it is perpetuated by institutions and systems. Mobilize advocates to organize support for furthering a shared vision of racial equity through institutional leadership, equity teams and staff engagement in change efforts. Develop strategic plans and tools for analysis and resources for advancing racial equity goals, including specific racial equity outcomes. Train staff to apply pro-equity tools to change structures, policies, practices and procedures to further institutional transformation. Establish baseline disparity data, targets/ benchmarks and processes to track and report outcomes. Collaborate with community and other institutions/partners to identify and address cumulative impacts of institutional and structural inequity in Oakland.
Portland	Promote equity and reduce disparities within City government; Provide guidance, education and technical assistance to all bureaus as they develop sustainable methods to build capacity in achieving equitable outcomes and service; Work with community partners to promote equity and inclusion within Portland and throughout the region, producing measurable improvements and disparity reductions; Support human rights and opportunities for everyone to achieve their full potential; Work to resolve issues rooted in bias and discrimination, through research, education, and interventions.
Sacramento	The three priorities of the Diversity & Equity Manager for FY 2018-19 are: PRIORITY #1 Complete the Local and Regional Government Alliance on Race & Equity (GARE) Cohort; PRIORITY #2 Develop a Race & Gender Equity Action Plan (2019-2024); PRIORITY #3 Pilot an Equity & Inclusion Leadership Series
San Antonio	Four annual goals currently drive the Office of Equity's work: 1. Advance equity in budgeting, community engagement, and high priority service delivery 2. Build awareness and involvement in the office through transformational community engagement 3. Collaborate with other institutions to achieve San Antonio's vision of prosperity 4. Improve services for community members submitting discrimination complaints
Seattle	Ensure racial equity in City programs and services to make tangible differences in people's lives; Work with community based organizations to support the movement to end structural racism; Help lead regional and national networks for racial equity.

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APPENDIX 2: Offices of Equity Staffing in 33 Cities Reviewed

City	State	Name	Staffing
Albuquerque	NM	Office of Equity and Inclusion	5 staff
Asheville	NC	Office of Equity and Inclusion	2 staff
Atlanta	GA	Office of Equity, Diversity and Inclusion	9 staff
Austin	TX	Equity Office	4 staff
Baltimore	MD	no office (Outcome Based Budgeting)	n/a
Boston	MA	Office of Resilience and Racial Equity	n/a
Cambridge	MA	Department of Equity and Inclusion	n/a
Cedar Rapids	IA	Diversity, Equity and Inclusion Team	1 staff
Champaign	IL	Office of Equity, Community and Human Rights	3 staff
Cleveland	OH	Office of Equal Opportunity	n/a
Denver	CO	Equity Intitiative	n/a
Eugene	OR	Office of Human Rights and Neighborhood Inclusion	n/a
Evanston	IL	Office of Equity and Empowerment	1 staff
Grand Rapids	MI	Department of Diversity & Inclusion	n/a
Harrisburg	PA	Office of Social Equity & Affirmative Action	1 staff
Iowa City	IA	Office of Equity and Human Rights	n/a
Long Beach	CA	Office of Equity	n/a
Louisville	KY	Racial Equity Here	n/a
Madison	WI	Racial Equity and Social Justive Initiative	1 staff
Minneapolis	MN	Division of Race and Equity	n/a
New Orleans	LA	Equity New Orleans Initiative	n/a
New York	NY	NYC Opportunity	n/a
Oakland	CA	Department of Race and Equity	2 Staff
Philadelphia	PA	Office of Diversity & inclusion	n/a
Pittsburgh	PA	no office (Equality Indicators and Office of Innovation	n/a
Portland	OR	Office of Equity and Human Rights	7 staff
Sacramento	CA	Office of Diversity & Equity	n/a
San Antonio	TX	Office of Equity	3 staff
Seattle	WA	Race and Social Justice Initiative	8 staff
St Louis	MO	no office (Equality Indicators)	n/a
Tacoma	WA	Office of Equity and Human Rights	n/a
Toronto	CN	Equity, Diversity and Inclusion	n/a
Tulsa	OK	Office of Resilience and Equity	1 staff

APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Adult Probation	Administration of the Reentry Council of SF
Adult Probation	APD Cares (Community Awareness Resource and Education Services) APD Recruitment and Retention Committee
Adult Probation	Community Assessment and Services Center Community Building and Job and Resources Advocacy COMPAS Assessment End User Training
Adult Probation	Creating Trans-Affirming Criminal Justice Inclusive Leadership/ Diversity and Inclusion Justice Reinvestment Grant Work
Adult Probation	*Examining Racial and Ethnic Disparities in Community Supervision (Proposal Submitted for Private Grant Funding)*
Adult Probation	Oversight of the Interrupt, Predict and Organize (IPO) Program Race and Equity Committee (GARE)
Adult Probation	Racial and Ethnic Disparities Community Conversations Recruiting and retaining diverse staff
Adult Probation	Shortened Probation Terms Time of Arrest Policy
Adult Probation	Time of Arrest Protocols Training Use of COMPAS
Adult Probation	Victims of Crime
Adult Probation	Women's Risk Need Assessment
Airport	Airport Participation in CCSF Access to City Employment Program (ACE)
Airport	Citywide Hiring Modernization Project - De-identification of candidates
Airport	Office of Diversity, Equity and Inclusion (DEI)
Airport	* Courageous Conversations Speaker Series
Airport	* Diversity, Equity and Inclusion Noontime Knowledge Workshops
Airport	* Employee Resource Groups
Airport	* Gender Equity Committee member, Bay Area Council
Airport	* Government Alliance on Race and Equity (GARE) Cohort
Airport	* Diversity, Recruitment and Hiring Plan
Airport	* Recruitment through a TV segment with Univision
Airport	Social Responsibility and Community Sustainability (SRCS) section
Airport	Title VI of the Civil Rights Act of 1964
Arts Commission	Artist Demographic Data
Arts Commission	Community Investments program
Arts Commission	* Cultural Ambassador Program for Grants Outreach
Arts Commission	Equitable support and compensation for artists

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Arts Commission	Government Alliance on Race and Equity (GARE)
Arts Commission	Interpretation services - Language Access Ordinance
Arts Commission	* Monthly Racial Equity Brownbag and Discussion
Arts Commission	Racial Equity Action Plan and Training
Arts Commission	* Racial Equity Learning at Monthly Staff Meeting
Arts Commission	Racial Equity Training to All Commissioners
Arts Commission	Racial Equity Working Group
Arts Commission	* Trauma Informed Philanthropy
Asian Art Museum	* Access Programs for People with Disabilities
Asian Art Museum	* Children Education Programs including partnership with Head Start Pre-K
Asian Art Museum	* Storytelling Programs
Asian Art Museum	* Diversity & Accessibility Committee
Asian Art Museum	* Disability Inclusion & Awareness Training for all staff members
Asian Art Museum	* Docent lectures
Asian Art Museum	* Thursday Night nights at the Asian Art Museum
Asian Art Museum	* School Group Tours
Asian Art Museum	* Teacher Educator Programs
Asian Art Museum	* Annual SFUSD Arts Festival
Asian Art Museum	* ArtSpeak! Teen Mentorship Program
Asian Art Museum	* School Tour Outreach Program (bringing art to the schools)
Asian Art Museum	* Community Outreach Program (bringing art to the community)
Asian Art Museum	* Village Artist Corner
Asian Art Museum	* Multilingual Tours including ASL
Asian Art Museum	* Tactile Programs & Exhibits for visually impaired (including audio descriptions)
Asian Art Museum	* Free admission - First Sunday of the month
Asian Art Museum	* Cultural celebrations with inclusive activities for the various disabilities including vision & neurodiverse
Assessor/Recorder	Family Wealth Forum and Public Education
Board of Appeals	Fee Waiver
Board of Appeals	Language Access Ordinance and Interpretation Services
Building Inspection	Accessible Business Entrance Program

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Building Inspection	Annual Earthquake Safety Fair
Building Inspection	Code Enforcement Outreach Program (CEOP)
Building Inspection	Seismic Safety Outreach Program
City Administrator's Office	* Bay Area Women's Summit (co-chair)
City Administrator's Office - 311 Customer Service Call Center	* Accessibility of services and information
City Administrator's Office - 311 Customer Service Call Center	* 311 Brochures
City Administrator's Office - 311 Customer Service Call Center	* Centralized Boards and Commissions Database
City Administrator's Office - 311 Customer Service Call Center	* Fix-It Team Reports
City Administrator's Office - 311 Customer Service Call Center	* Shelter Reservation Program
City Administrator's Office - Animal Care and Control	* Community Events with SFHA
City Administrator's Office - Animal Care and Control	* Mobile Pet Care Clinics
City Administrator's Office - Animal Care and Control	* Navigation Center Support
City Administrator's Office - Animal Care and Control	* Spay/Neuter in Public Housing
City Administrator's Office - Committee on Information Technology/Digital Inclusion Program	* SF Digital Equity Pilot Initiative
City Administrator's Office - Community Challenge Grants	* new website and social media presence for greater transparency and opportunity
City Administrator's Office - Community Challenge Grants	* technical and financial support for struggling nonprofits
City Administrator's Office - Contract Monitoring Division	* Chapter 12B Equal Benefits Program
City Administrator's Office - Contract Monitoring Division	* Chapter 14B (LBE) Certification
City Administrator's Office - Contract Monitoring Division	* Chapter 14B Compliance
City Administrator's Office - Contract Monitoring Division	* Mentor/Protégé Program
City Administrator's Office - Contract Monitoring Division	* Surety Bond & Financing Assistance Program
City Administrator's Office - Contract Monitoring Division	* Chapter 14B LBE Advisory Committee
City Administrator's Office - County Clerk's Office	* Language Access
City Administrator's Office - County Clerk's Office	* Administration of the City ID Card
City Administrator's Office - Digital Services	* AAA accessibility compliance
City Administrator's Office - Digital Services	* Economic accessibility
City Administrator's Office - Digital Services	* Equity steering group
City Administrator's Office - Digital Services	* Content guidelines to ensure grade 5 literary level
City Administrator's Office - Digital Services	* Language access

*This program or initiative was not included in the Controller's 2018 inventory.

APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
City Administrator's Office - Digital Services	* Regular use testing
City Administrator's Office - Entertainment Commission	* Cultural District support
City Administrator's Office - Entertainment Commission	* Encouraging partnerships to preserve entertainment assets
City Administrator's Office - Entertainment Commission	* Exploring equity grant program to assist venues and cultural events
City Administrator's Office - Entertainment Commission	* Review of permit fees and waiver tools
City Administrator's Office - Grants for the Arts	* Providing general operating support for arts organizations
City Administrator's Office - Grants for the Arts	* San Francisco Neighborhood Arts Collaborative
City Administrator's Office - Mayor's Office on Disability	* Architectural Access
City Administrator's Office - Mayor's Office on Disability	* Disaster Planning for People with Disabilities
City Administrator's Office - Mayor's Office on Disability	* Programmatic Access
City Administrator's Office - Medical Examiner's Office	* Fee waivers for grieving families/friends
City Administrator's Office - Neighborhood Empowerment Network	* Empowered Community Program
City Administrator's Office - Office of Cannabis	* Equity Permit Program
City Administrator's Office - Office of Cannabis	* Equity Program Data Development
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Census 2020
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Civic Engagement and Policy
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Community Ambassadors Program
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Digital Equity
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Immigrant Assistance and Integration Services
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Immigrant Rights Commission
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	* Language Access
City Administrator's Office - Office of Contract Administration	* Chapter 12U Sweat-Free Advisory Board
City Administrator's Office - Office of Contract Administration	* Chapter 14B LBE Advisory Board
City Administrator's Office - Office of Labor Standards Enforcement	* Administration of contracts with CBOs to support vulnerable workers
City Administrator's Office - Office of Labor Standards Enforcement	* Administration of laws to support women in the workforce & their families
City Administrator's Office - Office of Labor Standards Enforcement	* Development of multilingual materials
City Administrator's Office - Office of Labor Standards Enforcement	* Enforcement of the employment provisions of the Fair Chance Ordinance
City Administrator's Office - Office of Labor Standards Enforcement	* Hiring of multilingual staff
City Administrator's Office - Office of Resilience and Capital Planning	* 10-Year Capital Plan
City Administrator's Office - Office of Transgender Initiatives	* All-Gender Restrooms in City Buildings

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
City Administrator's Office - Office of Transgender Initiatives	* City College of SF "Preferred Name" Policy Launch
City Administrator's Office - Office of Transgender Initiatives	* Community Gaps Analysis
City Administrator's Office - Office of Transgender Initiatives	* Education Campaigns #TransCitySF
City Administrator's Office - Office of Transgender Initiatives	* LGBTQ Cultural Heritage Strategy
City Administrator's Office - Office of Transgender Initiatives	* LGBTQ Homeless Transitional Age Youth Collaborative Strategy for District 8
City Administrator's Office - Office of Transgender Initiatives	* LGBTQ Immigrant Professional & Economic Development Pilot
City Administrator's Office - Office of Transgender Initiatives	* Sexual Orientation/Gender Identity Data Collection
City Administrator's Office - Office of Transgender Initiatives	* Trans Advisory Committee
City Administrator's Office - Office of Transgender Initiatives	* Transgender Jail Policy Implementation
City Administrator's Office - Real Estate	* Efforts to do business with an increased number of minority and women owned firms
City Administrator's Office - Real Estate	* Identifying locations for affordable housing units and Navigation Centers
City Administrator's Office - Treasure Island Development Authority	* Apprenticeship/Training/Emplpyment Programs
City Administrator's Office - Treasure Island Development Authority	* Health Program
City Administrator's Office - Treasure Island Development Authority	* Youth and Family
City Attorney	* Anti-Harassment Training
City Attorney	* Implicit Bias Training
City Attorney	* Continuing Education - mandatory and voluntary
City Attorney	* Internship Program
City Attorney	* Affirmative Litigation Task Force
City Attorney	* Privacy Task Force
City Attorney	* Quarterly Reporting re: employment discrimination (settlements, lawsuits and claims)
City Attorney	* Legal Advice to City Departments (i.e. discrimination, harassment, reasonable accommdation, EEO)
Child Support Services	Government Alliance on Race and Equity (GARE) Cohort
Child Support Services	Implicit Bias Training
Children Youth & Families	* 2016 Community Needs Assessment
Children Youth & Families	* 2017 Services Allocation Plan
Children Youth & Families	2018 - 2023 Request for Proposals (RFP) & Request for Qualifications
Children Youth & Families	* DCYF's Racial Equity Action Management (DREAM) Plan
Children Youth & Families	* Trauma Informed Systems Initiative

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Children Youth & Families	* Racial Equity and Implicit Bias Trainings
Children Youth & Families	* Results Based Accountability Framework
Children Youth & Families	* Technical Assistance and Capacity Building Efforts (for CBOs)
Children Youth & Families	* Assessment & Evaluation Efforts (for CBOs)
Children Youth & Families	* DCYF University (for CBOs)
Children Youth & Families	* Annual CBO Year-End Reports (for CBOs)
Controller	City Performance, Equity Inventory
Controller	EEO (Equal Employment Opportunity)
Controller	Language Access Ordinance Compliance
Controller	Whistleblower Program
District Attorney	2018 Government Alliance on Race and Equity (GARE) Cohort
District Attorney	Blue Ribbon Panel
District Attorney	District Attorney Advisory Groups Implicit Bias Challenge
District Attorney	Implicit Bias Workgroup
District Attorney	Racial Disparities Decision Point Analysis
Economic & Workforce Development	Government Alliance on Race and Equity (GARE) Cohort
Economic & Workforce Development	Implicit Bias Training
Economic & Workforce Development	Strategies/Programs listed in the OEWD Strategic Plan
Economic & Workforce Development	Strategies/Programs listed the Workforce Strategic Plan
Elections	Bilingual Poll Worker Programs
Elections	* Facilitation of non-citizen voting in Board of Education elections
Elections	* High School Ambassador and High School Poll Worker programs
Elections	* Hospital and care facility outreach and ballot delivery programs
Elections	* Implicit Bias workshop
Elections	* Inmate Voting Program
Elections	* Language Access Ordinance Compliance
Elections	Language Accessibility Advisory Committee (LAAC) Onboarding and orientation program
Elections	* Partnerships with city agencies and community organizations serving underserved communities
Elections	Polling Place Access (ADA)
Elections	* Registration and voting materials for SF residents living overseas of serving in the armed forces

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Elections	Voting Accessibility Advisory Committee (VAAC)
Elections	* Website and digital document accessibility
Emergency Management	Access and Functional Needs Integration
Emergency Management	Accessible Communications and Emergency Public Information
Emergency Management	Communicating with Cultural Competency: 9-1-1 Public Education
Emergency Management	Communicating with Cultural Competency: Emergency Alerts, Notifications, Warnings through AlertSF, Social and Traditional Media Platforms
Emergency Management	Communicating with Cultural Competency: Emergency Preparedness Public Education
Emergency Management	Language Access Ordinance Compliance
Environment	* African American, Latina and Femal Environmental Champions outreach materials
Environment	* Climate Action, Resiliency and Adaptation Plans
Environment	* Community Outreach and Engagement
Environment	* Community Partnerships and Sponsorships
Environment	* Connecting Children to Nature Initiative
Environment	Energy Efficiency Programs
Environment	* Energy Efficiency microloan program
Environment	Environmental Justice Program
Environment	* Green Custodial Certification
Environment	Healthy Homes Program
Environment	* Language Access Ordinance Compliance
Environment	* Nail Salon Program
Environment	Racial Equity Initiative
Environment	* San Francisco Carbon Fund Grantmaking Program
Environment	* School education program and teacher training
Environment	* Vision Zero
Environment	* Zero Waste Grantmaking Program
Environment	Zero Waste at Public and Affordable Housing sites
Film Commission	Film Space Grant
Film Commission	Low-budget production permit fees
Film Commission	Scene in San Francisco Rebate Program

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Fine Arts Museums	Access Programs for People with Disabilities, Access Days, Beam Tours
Fine Arts Museums	Children Education Programs Digital Stories Programs Diversity Committee
Fine Arts Museums	Docent lectures, children's programs
Fine Arts Museums	Friday nights at the de Young
Fine Arts Museums	Museum Ambassadors Programs
Fine Arts Museums	Poets in Galleries
Fine Arts Museums	School Group Tours
Fine Arts Museums	Teacher Educator Programs
First 5, Children & Families Commission	Community-wide Training
First 5, Children & Families Commission	Data and Systems Change
First 5, Children & Families Commission	Family Resource Centers
First 5, Children & Families Commission	Implicit Bias in Early Education and Family Support Services
First 5, Children & Families Commission	Quality Early Education
Homelessness and Supportive Housing	Change Leaders Initiative
Homelessness and Supportive Housing	Coordinated Entry System
Homelessness and Supportive Housing	Government Alliance on Race and Equity (GARE)
Homelessness and Supportive Housing	Homelessness Prevention
Homelessness and Supportive Housing	Permanent Supportive Housing
Homelessness and Supportive Housing	Rapid Rehousing and Housing Subsidy programs
Homelessness and Supportive Housing	Homelessness and Supportive Housing
Homelessness and Supportive Housing	Supporting Partnerships for Anti-Racist Communities (SPARC)
Homelessness and Supportive Housing	Temporary Shelters
Homelessness and Supportive Housing	Trauma Informed Systems Initiative
Housing Authority	Acting and Development Opportunities for staff
Housing Authority	Contracting
Housing Authority	Family Self Sufficiency (FSS) Program
Housing Authority	Homeownership Program
Housing Authority	Internships
Housing Authority	Legal Services
Housing Authority	Outreach and Media

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Housing Authority	Part-time Seasonal, and Temporary (PST) Immersion in agency departments
Housing Authority	Public Housing Tenant Association (PHTA)
Housing Authority	Space Use for Service Providers
Housing Authority	Strategic Plan Initiatives
Housing Authority	Training & Development and Career Development for front line staff
Human Resources	2018 Government Alliance on Race and Equity (GARE) Cohort
Human Resources	Access to City Employment (ACE)
Human Resources	* Additional resources to drive diversity recruitment citywide
Human Resources	Anti-Harassment Training
Human Resources	* ApprenticeshipSF
Human Resources	* Career pipelines
Human Resources	* Centralized reporting of discipline
Human Resources	Citywide Hiring Modernization - Candidate De-Identification Project
Human Resources	Compensation Policy Assessment
Human Resources	Conviction History Program
Human Resources	* EEO Investigations
Human Resources	* Expansion of Cross-cultural Communications Training
Human Resources	* Gender inclusion and anti-discrimination policies
Human Resources	Implicit Bias
Human Resources	* Mayor's Task Force with Community and Labor on Diversity and Inclusion in the Workforce
Human Resources	* Minimum Qualifications (MQ) Review
Human Resources	* Plain language initiative
Human Resources	* Proposals to increase diversity of candidates who can be hired
Human Resources	* Public posting of workforce demographic data
Human Resources	* Public Safety Testing
Human Resources	* Training on fairness in hiring for supervisors and managers
Human Rights Commission	Cannabis Equity
Human Rights Commission	Community Conversations
Human Rights Commission	Community Safety Initiative
Human Rights Commission	Engineering for Equity – Analysis

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Human Rights Commission	Engineering for Equity – Community Workshops
Human Rights Commission	Engineering for Equity – Cross Department engagement
Human Rights Commission	Engineering for Equity – Equity Continuum
Human Rights Commission	Engineering for Equity – Equity Framework
Human Rights Commission	Equity Advisory Committee
Human Rights Commission	Equity Fellowship – City Departments
Human Rights Commission	Equity Fellowship – Community Stakeholder
Human Rights Commission	Equity Fellowship – Community/City
Human Rights Commission	Equity Trainings/Workshops
Human Rights Commission	Everybody Reads
Human Rights Commission	GARE – Introductory and Implementation Cohort Management
Human Rights Commission	Government Alliance on Racial Equity (GARE) - National Cohort Representation
Human Rights Commission	Help Against Hate – events/activities
Human Rights Commission	Help Against Hate – Toolkit
Human Rights Commission	Help Against Hate – Workshops LGBT Advisory Committee
Human Rights Commission	My Brother and Sister's Keeper – Champions
Human Rights Commission	My Brother and Sister's Keeper – Community Collaboratives
Human Rights Commission	My Brother and Sister's Keeper – Justice Policy
Human Rights Commission	My Brother and Sister's Keeper – Speaker Series
Human Rights Commission	My Brother and Sister's Keeper – Youth Council
Human Rights Commission	Outreach and Engagement
Human Rights Commission	School Groups
Human Rights Commission	SFPD – CED
Human Rights Commission	Social Justice Curriculum – Anti-Bullying
Human Rights Commission	Social Justice Curriculum – Beyond the Dream
Human Rights Commission	Social Justice Curriculum – Faith, Hope and Healing
Human Rights Commission	Social Justice Curriculum – Potential, Promise and Practice
Human Rights Commission	Social Justice Curriculum – Art and Activism
Human Rights Commission	Tech Equity Transgender Initiatives
Human Rights Commission	Workforce Development – Employer/City Engagement

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Human Rights Commission	Workforce Development – Landscape Analysis
Human Rights Commission	Workforce Development – Service Provider/Capacity Building
Human Services Agency (Agency-wide)	* 2018 and 2019 Government Alliance on Race and Equity (GARE)
Human Services Agency (Agency-wide)	Racial Equity Work Group
Human Services Agency (Agency-wide)	* Racial Equity Staff Focus Groups
Human Services Agency (Agency-wide)	* Implicit Bias Training
Human Services Agency (Agency-wide)	Contracting
Human Services Agency (Agency-wide)	* Hiring
Human Services Agency (Agency-wide)	* Social Equity Initiative - Income Verification Database
Human Services Agency (Agency-wide)	* Social Equity Initiative - Museums for All
Human Services Agency (Agency-wide)	* Social Equity Initiative - HOPE SF Residents Summer Programming
Human Services Agency - Child Welfare Reforms	* IV-E Waiver
Human Services Agency - Child Welfare Reforms	* Family Resource Initiative
Human Services Agency - Child Welfare Reforms	* Parent Partnership
Human Services Agency - Child Welfare Reforms	* Parent Advisory Board
Human Services Agency - Child Welfare Reforms	* Safety Organized Practice
Human Services Agency - Child Welfare Reforms	* Multi-Systems Involved Youth Coordination
Human Services Agency - Self Sufficiency Programs	* Administration of CalWORKs, CAAP, CalFresh and Medi-Cal
Human Services Agency - Self Sufficiency Programs	* Workforce Development
Human Services Agency - Self Sufficiency Programs	* Project 500
Human Services Agency - Self Sufficiency Programs	* Working Families Credit
Human Services Agency - Self Sufficiency Programs	* HOPE SF
Human Services Agency - Self Sufficiency Programs	* Advocacy against anti-immigrant federal policies
Human Services Agency - Department of Aging and Adult Services	* 2016-2021 Strategic Plan (focus on equity)
Human Services Agency - Department of Aging and Adult Services	* Dignity Fund
Human Services Agency - Department of Aging and Adult Services	* Age & Disability Friendly San Francisco (ADFSF)
Human Services Agency - Department of Aging and Adult Services	* LGBTQ populations
Human Services Agency - Department of Aging and Adult Services	* Disability Cultural Center
Human Services Agency - Department of Aging and Adult Services	* Contracting (with CBOs)
Human Services Agency - Department of Aging and Adult Services	* DAAS Benefits and Resources Hub

*This program or initiative was not included in the Controller's 2018 inventory.

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Department Name	Program/Initiative
Human Services Agency - Office of Early Care and Education (OECE)	* OECE Framework and Strategic Plan (focus on racial equity)
Human Services Agency - Office of Early Care and Education (OECE)	* GARE tools
Human Services Agency - Office of Early Care and Education (OECE)	* Reallocation of resources to combat disparities
Human Services Agency - Office of Early Care and Education (OECE)	* OECE's Early Learning Scholarships
Juvenile Probation	* Blue Water - Sailing Program
Juvenile Probation	* CBO Meet & Greet
Juvenile Probation	* Coding Program within Juvenile Hall
Juvenile Probation	* College Programming within Juvenile Hall
Juvenile Probation	* College Tours
Juvenile Probation	Community Programs Liaison, Community Support Services Unit
Juvenile Probation	* JAC Prevention Program
Juvenile Probation	* JPD Annual Family Activity
Juvenile Probation	Juvenile Detention Alternative Initiative
Juvenile Probation	Juvenile Hall Merit Center
Juvenile Probation	Juvenile Hall Resource Center
Juvenile Probation	* Juvenile Probation Orientations
Juvenile Probation	* Merit Center within Juvenile Hall
Juvenile Probation	Participation in Citywide Initiatives
Juvenile Probation	* Peer Parent Program
Juvenile Probation	* Project Pull
Juvenile Probation	* Project Pull Promise Program
Juvenile Probation	* Teen Outdoor Experience
Juvenile Probation	* Steps to Employment Preparedness for Success (STEPS)
Juvenile Probation	* Various Programs and Collaborations with City Agencies and CBOs
Juvenile Probation	Vocational Education at Log Cabin Ranch
Juvenile Probation	Workforce Development Program
Library	2018 Government Alliance on Race and Equity (GARE)
Library	* Accessibility
Library	African American Center
Library	Chinese Center

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Library	Cultural Awareness Committee
Library	* Digital Equity
Library	* Equitable Access
Library	Filipino American Center
Library	Learning Differences Librarian
Library	* LGBTQIAA + Equity Task Force
Library	* Racial Equity Task Force (example of activity includes effort to eliminate overdue fines)
Library	The Bridge at Main
Library	The James C. Hormel LGBTQIA Center
Library	The Library for the Blind and Print Disabled (LBPD) and The Deaf Services Center
Library	* Women's' Issues
Library	* Workforce Diversity
Library	Youth in Custody (Juvenile Justice Center & Log Cabin Ranch libraries)
Mayor's Office of Housing and Community Development	Community Development Grantmaking, Analysis of Impediments, HIV/AIDS Housing Plan
Mayor's Office of Housing and Community Development	Citywide Consolidated Planning, Analysis of Impediments, HIV/AIDS Housing Plan
Mayor's Office of Housing and Community Development	Racial Equity Initiative/Action Plan
Mayor's Office of Housing and Community Development	Trauma Informed Systems
Mayor's Office of Housing and Community Development	Community Building and Neighborhood Planning
Mayor's Office of Housing and Community Development	HOPE SF
Municipal Transportation Agency	Affordable Housing project at 4th/Folsom Central Subway station
Municipal Transportation Agency	* Community-Based Transportation Planning
Municipal Transportation Agency	* Bike Share and Scooter Outreach
Municipal Transportation Agency	Disadvantaged Business Enterprise
Municipal Transportation Agency	* Employment Training Program
Municipal Transportation Agency	Equal Employment Opportunity
Municipal Transportation Agency	* External Workforce Diversity
Municipal Transportation Agency	* Free Muni Program
Municipal Transportation Agency	Federal Transit Administration Title VI

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Municipal Transportation Agency	* Half-Price "Lifeline" Monthly Transit Pass
Municipal Transportation Agency	* Local Business Enterprise Program
Municipal Transportation Agency	* Low-income Boot and Tow Fee Discounts
Municipal Transportation Agency	MAP 2020 (with Planning Department)
Municipal Transportation Agency	Mission Marketing
Municipal Transportation Agency	Mission Parking Validation
Municipal Transportation Agency	Muni Equity Strategy
Municipal Transportation Agency	Racial Equity Toolkit
Municipal Transportation Agency	* Small Business Enterprise/Disadvantaged Business Enterprise
Municipal Transportation Agency	* Vision Zero
Planning	Bayview Community Planning
Planning	Community Stabilization & Anti-Displacement Strategy
Planning	ConnectSF
Planning	Excelsior Strategy
Planning	General Plan Environmental Justice policies update
Planning	Government Alliance on Race and Equity (GARE)
Planning	Health Care Services Master Plan
Planning	Housing Affordability Strategy
Planning	Mission Action Plan 2020
Planning	Parklet Equity Strategy
Planning	Sea Level Rise adaptation and coordination (with Port)
Planning	SoMa Pilipinas
Planning	Sustainable Chinatown
Planning	Tenderloin Development without Displacement
Police	* Basic Course Academy classes
Police	* Celebration of Women's History

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Police	Collaborative Review - Procedural Justice in the Community
Police	Community Advisory Forums
Police	Community Police Advisory Boards
Police	* Crisis Intervention Team
Police	* Diversity and Inclusion Training for Sworn Officers
Police	* EEO Policy and Complaint Procedure
Police	Equity and Inclusion Training
Police	* Language Access Services
Police	* Launched new app to reduce barriers between deaf community and SFPD
Police	* National Night Out Community Events
Police	* Pathways to Promotion: A Gender Analysis of Advancement in the SFPD (in partnership with the Dept on Status of Women)
Police	* Policies regarding bullying in the workplace
Police	* Policies regarding interaction with transgender, gender-variant and non-binary individuals
Police	Principled Policing & Procedural Justice
Police	* Portsmouth Square "Drop-In" Center
Police	* Recruitment Unit activities
Police	* Resources to the Chinese Community affected by blessing and healing scams
Police	* Safe Place
Police	* Strategic Plan
Police	* Street Violence Response Team
Police	* Summer Youth Programs
Police	* Training for using best practices with youth
Police	* Various youth programs
Police	* Workplace Harassment Training
Police Accountability	Bias Policing Investigation Protocol and Checklist
Police Accountability	Government Alliance on Race and Equity (GARE) Cohort

*This program or initiative was not included in the Controller's 2018 inventory.

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Department Name	Program/Initiative
Police Accountability	Policy Prohibiting Bias Policing (SFPD Department General Order 5.17)
Port of San Francisco	Collaboration with Conservation Corps, Larkin Street Youth, Phillip A. Randolph
Port of San Francisco	Fund OEWD workforce development activities
Port of San Francisco	Government Alliance on Race and Equity (GARE) Cohort
Port of San Francisco	Youth Employment Programs – YouthWorks, Project Pull, Genesys Works
Public Defender	B Magic
Public Defender	Clean Slate Program
Public Defender	Mo' Magic
Public Defender	* Racial Justice Committee
Public Defender	* Outreach, Engagement and Collaboration
Public Defender	* Government Alliance on Race and Equity (GARE)
Public Defender	* Reentry Council, Co-Chair
Public Defender	* Sentencing Commission
Public Defender	* Children of Incarcerated Parents Program
Public Defender	* Police Oversight
Public Defender	* Criminal Justice Task Force
Public Defender	* SFPD Executive Sponsor Working Groups
Public Defender	* Body Worn Camera Policy
Public Defender	* Use of Force Policy
Public Defender	* Gang Injunction Removal Advocacy
Public Defender	* Facial Recognition Technology Advocacy
Public Defender	* Community Outreach Events
Public Defender	* "Know Your Rights" Campaigns
Public Defender	* Community Workshops: Constitutional Rights
Public Defender	* Legislative Reforms: Bail Reform, Fines & Fees
Public Defender	* Voter Registration

*This program or initiative was not included in the Controller's 2018 inventory.

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Department Name	Program/Initiative
Public Defender	* Jury Composition Research
Public Defender	* Strategic Planning to Increase Jury Summons Response in Underrepresented Communities
Public Defender	* Racial Disparities Research (Quattrone Report)
Public Defender	* Film Screenings & Community Events
Public Defender	* Recruiting and Hiring Diverse Staff
Public Defender	* Implicit Bias and Racial Equity Staff Trainings
Public Heath	Behavioral Health Services - Adult Mental Health
Public Heath	Behavioral Health Services - Children and Youth Mental Health
Public Heath	Behavioral Health Services - MHSA grant program
Public Heath	Behavioral Health Services - Our Children Our Families
Public Heath	Behavioral Health Services - Trauma Informed Services
Public Heath	Behavioral Health Services - Transgender health SF
Public Heath	Central - 1010 program
Public Heath	Central - Black African American Health Initiative
Public Heath	Central - HR Fairness in Hiring
Public Heath	Central - Pacific Islander Task Force
Public Heath	Central - Racial Humility Training
Public Heath	Government Alliance on Race and Equity (GARE)
Public Heath	Laguna Honda - Cultural Humility Workgroup
Public Heath	Laguna Honda - Friendly visitors program
Public Heath	Laguna Honda - Implicit Bias training
Public Heath	MCAH - Black Infant Health Project
Public Heath	MCAH - Preterm Birth Initiative
Public Heath	Population Health - Black African American Wellness Peer Leaders
Public Heath	Population Health - Bridge HIV
Public Heath	Population Health - Cannabis planning process
Public Heath	Population Health - Center for Public Health Research
Public Heath	Population Health - Community Health Equity and Promotion: Internal Racial Humility

*This program or initiative was not included in the Controller's 2018 inventory.

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Department Name	Program/Initiative
Public Heath	Population Health - Getting to Zero
Public Heath	Population Health - Healthy Hearts
Public Heath	Population Health - Healthy Southeast Coalition
Public Heath	Population Health - Hep B
Public Heath	Population Health - Hep C
Public Heath	Population Health - Project Pride
Public Heath	Population Health - SFHIP
Public Heath	Population Health - Shape Up
Public Heath	Population Health - Tobacco Free SF
Public Heath	Primary Care - Black/African American hypertension project
Public Heath	Primary Care - Transgender health clinic
Public Heath	ZSFG - Equity Council
Public Heath	ZSFG - Swartz Rounds
Public Utilities Commission	Bayview Artist Registry
Public Utilities Commission	Bayview Summer Teacher Institute
Public Utilities Commission	BAYWORK
Public Utilities Commission	Biosolids Digester Facilities Environmental Justice Analysis
Public Utilities Commission	CityWorks Summer Internship
Public Utilities Commission	Community Benefits Program
Public Utilities Commission	Contractors Assistance Center
Public Utilities Commission	Drink Tap Program
Public Utilities Commission	Economic Inclusion and Opportunity Framework
Public Utilities Commission	Government Alliance on Race and Equity
Public Utilities Commission	Greenhouse Grant Program
Public Utilities Commission	John O'Connell HS Camp Mather Trip
Public Utilities Commission	My Brother's and Sister's Keeper (MBSK)
Public Utilities Commission	Project Learning Grants
Public Utilities Commission	Project Pull Internships
Public Utilities Commission	Social Impact Partnerships
Public Utilities Commission	Southeast Community Facility and Greenhouses

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Public Utilities Commission	Workforce and Economic Program Services
Public Works	Community Clean Team Program
Public Works	Curb Ramp Program
Public Works	Eco-Blitz Program
Public Works	Giant Sweep Program
Public Works	Paving Program
Public Works	Pit Stop Program
Public Works	StreetTreeSF
Public Works	Vision Zero Initiative
Public Works	Workforce Development Program
Recreation & Parks	#LetsPlaySF
Recreation & Parks	* Able Body Workforce Program
Recreation & Parks	Adaptive Recreation
Recreation & Parks	Afterschool Programming
Recreation & Parks	Citywide Free Recreation Programs for all ages
Recreation & Parks	* Community Outreach Program
Recreation & Parks	Community Recreation Councils
Recreation & Parks	* De-Identification of Hiring Information (with DHR)
Recreation & Parks	Diversity and Inclusion Committee on Equity
Recreation & Parks	Equity Workshops and Training
Recreation & Parks	Free and accessible recreation facilities citywide
Recreation & Parks	Free Senior Programming
Recreation & Parks	* Gardener Apprentice Program
Recreation & Parks	* Glenn Eagles Academy (with Public Works and Local 261)
Recreation & Parks	Government Alliance on Race and Equity cohort
Recreation & Parks	Greenagers
Recreation & Parks	Healthy Parks Healthy People
Recreation & Parks	Human Resources Hiring Practices
Recreation & Parks	Implicit Bias Training
Recreation & Parks	Inclusion Training

*This program or initiative was not included in the Controller's 2018 inventory.

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Department Name	Program/Initiative
Recreation & Parks	* India Basin Equitable Development Plan
Recreation & Parks	* Job Advancement Training
Recreation & Parks	Language Access Ordinance Compliance
Recreation & Parks	Late Night Peace Hoops
Recreation & Parks	Mission Playground Language Access
Recreation & Parks	Mobile Recreation
Recreation & Parks	* Park Stop Program
Recreation & Parks	Pit Stop Program
Recreation & Parks	Pool Access for SFUSD students during school hours
Recreation & Parks	* Poverty study to understand RPD reach (with H S A)
Recreation & Parks	Public Service Trainee Program (partnership with H S A)
Recreation & Parks	San Francisco Children and Nature Collaborative
Recreation & Parks	* SF Fellows Program
Recreation & Parks	* SF State Internship Program
Recreation & Parks	* Summer camp for public housing youth (with H S A)
Recreation & Parks	Civic Scholarship Program
Recreation & Parks	Spotery preferences
Recreation & Parks	* Student Design Trainee Program
Recreation & Parks	Teen Outdoor Experience
Recreation & Parks	Tennis Learning Center
Recreation & Parks	Workforce Development Programs
Recreation & Parks	Workreation
Rent Board	Language Access Ordinance
Rent Board	Outreach Grants to Nonprofits regarding Low Income Tenants/Landlords
Rent Board	Rent Board's General Mission/Strategy
Retirement System	No External Programming (no services are provided to the general public)
Sheriff	70 Oak Grove
Sheriff	College classes for the incarcerated
Sheriff	Discharge planning office - helps offenders reenter the community after a period of Electronic Monitoring

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
Sheriff	Gender Awareness Training
Sheriff	High school and community college classes for the incarcerated and community members
Sheriff	* Horticulture Program, focused on TAY (in partnership with PUC)
Sheriff	In Custody Programs
Sheriff	Inclusivity and Implicit Bias training
Sheriff	Mentally Ill Crime Reduction
Sheriff	NoVA
Sheriff	Older Adults: Case management services for 55+ incarcerated adults
Sheriff	Recruitment and hiring strategies
Sheriff	SFSD Pretrial Diversion Program
Sheriff	Sheriff's Work Alternative Program
Sheriff	Survivor Restoration Program
Sheriff	Transgender, Gender Variant and Non-Binary (TGN) persons (in community and in jails) policies and procedures
Sheriff	Transitional Age Youth case manager
Sheriff	Transportation / emergency housing for high risk, high need persons
Sheriff	Voting accessibility for eligible inmates
Sheriff	Women's Resource center
Status of Women	Gender Equity Challenge
Status of Women	Government Alliance on Race and Equity (GARE)
Status of Women	High Risk Lethality Domestic Violence Intervention Program
Status of Women	SF Family Violence Council
Status of Women	SF Mayor's Task Force Against Human Trafficking
Status of Women	Violence Against Women Prevention & Intervention Grants Program
Technology	* DataSF
Technology	#SFWiFi
Technology	Equitable Hiring of Technology Staff
Technology	Equitable On-boarding for Field Crews
Technology	Public Housing Wiring (Digital Equity)
Treasurer/Tax Collector	SF Financial Justice Project
Treasurer/Tax Collector	SF Office of Financial Empowerment

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 3: Programs or Initiatives Addressing Equity in San Francisco

Department Name	Program/Initiative
War Memorial	Accessibility Expansion Projects (ADA & Language Access)
War Memorial	Booking Diversification
War Memorial	* "Racial Equity in the Arts" workshop

*This program or initiative was not included in the Controller's 2018 inventory.

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APPENDIX 4: Related Data Collection Efforts in San Francisco

Department Name	Data Collection
Arts Commission	Artists and Arts Workers Census (one-time)
Arts Commission	Community Engagement for Arts Impact Endowment (one-time)
Asian Art Museum	Visitor Exit Surveys (ongoing)
Asian Art Museum	Targeted research on various projects and programs to analyze the impact
City Administrator's Office - 311 Customer Service Call Center	Collection of data re: # of Limited-English Proficient (LEP) clients who use 311's translation services (ongoing)
City Administrator's Office - 311 Customer Service Call Center	Collection of data from Shelter Reservation waitlist (ongoing, daily)
City Administrator's Office - Digital Services	Number and types of languages other than English used on the site (PLANNED)
City Administrator's Office - Grants for the Arts	Community Needs Assessment in 2018 (one-time)
City Administrator's Office - Grants for the Arts	Census of arts organizations and their workers (PLANNED)
City Administrator's Office - Mayor's Office on Disability	Infographic on Disability in SF (ongoing, frequency TBD)
City Administrator's Office - Mayor's Office on Disability	Disability Community Cultural Center needs assessment survey (one-time)
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	data collection for Census 2020
City Administrator's Office - Office of Civic Engagement and Immigrant Affairs (OCEIA)	data collection for language access
City Administrator's Office - Office of Labor Standards Enforcement	tracking the preferred language for all OLSE labor law claimants (ongoing)
City Administrator's Office - Office of Labor Standards Enforcement	tracking the preferred language for all calls to OLSE's public hotline (ongoing)
City Administrator's Office - Office of Labor Standards Enforcement	tracking restitution collected for victims of wage theft (ongoing)
City Administrator's Office - Office of Transgender Initiatives	Sexual Orientation and Gender Identity Department Data Collection (ongoing, annual)
City Administrator's Office - Office of Transgender Initiatives	Needs Assessment and Stakeholder Report (one-time)
City Administrator's Office - Office of Transgender Initiatives	City Department Trans Funding Equity Report (one-time)
City Administrator's Office - Office of Transgender Initiatives	Civic Bridge Resource Navigation Project (one-time)
City Administrator's Office - Office of Transgender Initiatives	LGBTQ Cultural Heritage Strategy Report (one-time)
City Administrator's Office - Office of Transgender Initiatives	Pathways to Education and Language Access surveys (one-time)
City Administrator's Office - Office of Transgender Initiatives	tracking implementation of All Gender Restrooms Legislation (ongoing)
City Administrator's Office - Office of Transgender Initiatives	SF Trans Census in 2020 (PLANNED)
City Administrator's Office - Office of Transgender Initiatives	tracking LGBTQ city employee harassment complaints (in process)
Elections	Collection and Analysis of Voter Turnout Data
Elections	Turnout statistics reported on sfelections.org
Elections	Collection of Voter Language Preference
Human Resources	Citywide workforce demographics (ongoing)
Human Services Agency (Agency-wide)	demographics of program participants

Department Name	Data Collection
Human Services Agency (Agency-wide)	trends and analysis reporting
Human Services Agency (Agency-wide)	needs assessments and strategic plans
Human Services Agency (Agency-wide)	LGBTQ data analysis
Human Services Agency - Self Sufficiency Programs	DHS Strategic Plan
Human Services Agency - Self Sufficiency Programs	2014-2919 Child Welfare Self-Assessment and System Improvement Plan
Human Services Agency - Department of Aging and Adult Services	Dignity Fund Community Needs Assessment (one-time, with update in 2021-22)
Human Services Agency - Department of Aging and Adult Services	2016 Seniors and Adults with Disabilities Needs Assessments
Human Services Agency - Office of Early Care and Education (OECE)	2017 SF Early Care and Education Needs Assessment
Human Services Agency - Office of Early Care and Education (OECE)	Summary of Stakeholder Engagement: Phase 1 of Implementing Citywide Plan for Early Care and Education (Feb 2017)
Human Services Agency - Office of Early Care and Education (OECE)	SF Citywide Plan for Early Care and Education (April 2016)
Human Services Agency - Office of Early Care and Education (OECE)	Understanding and Improving the Child Care Experience for Families (Feb 2017)
Library	Community Profiles (ongoing)
Library	Cultural Awareness Committee programs and affinity centers (annual, ongoing)
Municipal Transportation Agency	Mission Parking Validation Data Collection (ongoing)
Municipal Transportation Agency	External Workforce Diversity Data Collection (ongoing)
Police	Street Violence Response Team services
Police	Recruitment Statistics
Recreation & Parks	Annual Equity Analysis and Metrics (annual, ongoing)
Recreation & Parks	HR Dashboards (ongoing)
Recreation & Parks	Intercept surveys of Equity Zones residents (ongoing)
Technology	Ethics and Algorithms Toolkit
Technology	Race/Ethnicity Data Standard