

# RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

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

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Department of Elections

Racial Equity Lead  
Nataliya Kuzina, Deputy Director, nataliya.kuzina@sfgov.org

Mayank Patel, Budget, Procurement, and Purchasing  
Manager, mayank.patel@sfgov.org

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Racial Equity Team  
Diem Vo, Poll Worker and Field Support  
Michael Ramos, Campaign Services  
Teddy Wong, Campaign Services  
Tiff Lee, Outreach  
Jennie Tran, Voter Data Analysis  
Lesley Lamorena, Admin  
Matthew Selby, Campaign Services  
Norma Agustin, Admin  
Winter Patterson, Admin

Racial Equity Action Plan Template Key

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

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

Racial Equity Action Plan Sections

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

# PROCESS

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

The Racial Equity Action Plan (“Plan”) for the Department of Elections (“Department”) was developed through a collaboration between the Director of the Department, our Racial Equity Leaders and members of the Racial Equity Team, all of whom form a working group comprised of senior management and direct service employees who share decision-making authority and/or knowledge in service, human resources, and budget areas and who are committed to advancing racial equity across all levels of the Department.

Plan development spanned over several months and included an analysis of Department full-time and temporary workforce demographic data, a review of scholarly and industry research on best practices for advancing racial equity in the public sector, an employee survey on racial equity-focused opportunities in the Department’s culture and operations, and finally, responsive incorporation of these data into concrete actions the Department will take in the near future to further embed principles of racial equity, particularly through the seven key areas set forth in the framework provided by the City’s Office of Racial Equity.

The Department is committed to cultivating a workplace environment in which employees of all racial and ethnic backgrounds feel respected, valued, and supported in carrying out the Department’s mission of providing the fairest and most inclusive services possible to San Francisco residents. With the release of this Plan, Department leadership commits to increasing racial equity in the Department through the actions specified in each of the key areas below. Guided by feedback from the City’s Office of Racial Equity, employees, interested stakeholders, and the Department’s Racial Equity Leads, we will revisit the actions described in this Plan annually and update Department employees and other stakeholders on the implementation plan.

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# DEPARTMENT BACKGROUND

*The sections below provide context for your department’s RE Action Plan, including history and the San Franciscans you serve.*

Number of Employees: 40

Annual Budget \$24,388,329 *(the Department’s budget fluctuates based on the number of scheduled elections in fiscal year)*

The Department of Elections (“Department”) conducts all public federal, state, district and municipal elections in the City and County in a manner that is free, fair, and functional, and provides access to voting and election-related services to all eligible San Francisco residents. The Department must conduct elections in compliance with all applicable federal, state, and local laws, including the Voting Rights Act, the Help America Vote Act, the Americans with Disabilities Act, and the City’s Language Access Ordinance. The Department is responsible for maintaining open processes that inspire public confidence in the election system; providing public outreach and education plans to engage voters and potential registrants in San Francisco; and continually expanding voter services by improving procedures and anticipating the future needs of City voters. Serving a registered voter base of over 500,000 residents, the Department:

- Facilitates the filing of candidate nomination papers and ballot measures;
- Produces San Francisco’s official ballots and Voter Information Pamphlet;
- Provides educational services, programs and materials to registered voters and potential registrants;
- Facilitates voting by mail;
- Secures and prepares polling places throughout the City for each election;

- Recruits and trains poll workers to serve a linguistically and culturally diverse voter population;
- Administers early voting beginning 29 days before each election;
- Organizes the collection of ballots and election results data on Election Night;
- Provides vote count tabulation and election results reporting; and
- Conducts an Official Canvass of all votes cast to verify the accuracy and validity of election results.

The Department is comprised of eight divisions: Administration, Ballot Distribution, Campaign Services, Election Day Support, Polling Place Operations, Information Technology, Voter Services, and Voter Information and employs approximately 40 full-time staff, each focusing on specific, and to a large extent, legally-mandated, election processes and programs. In the months leading up to each election, the Department hires approximately 250 temporary employees to aid the full-time staff in completing those specific tasks in a timely manner.

With its mission of providing fair and accessible registration, voting, and election-related services, the Department of Elections is well poised to address issues of racial inequity as a critical component of our charge to serve all eligible San Francisco residents equally. In providing election related services, the Department is committed to addressing both the broader equity issues being faced by some City residents we serve as well as creating an internal culture of inclusion and belonging for department employees. A focus on internal equity is vital in part because a diverse staff–supported by a strong culture of racial equity will result in better experiences for the residents we serve. The Department also recognizes that furthering internal equity by creating a workplace where all employees can grow professionally and feel valued for their contributions is a desirable end in itself.

### Department History [See Appendix A]

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

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

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

### Vulnerable Populations Served [See Appendix B]

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

### Vulnerable Populations Engagement Assessment [See Appendix C]

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

# CURRENT WORKFORCE DEMOGRAPHIC DATA

**Note:** The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

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## RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

*Please describe themes and key takeaways from your survey results.*

- *Did this survey uncover any issues related to issues of interpersonal racism in the Department?*
- *Did this survey uncover any issues related to issues of institutional racism within the Department?*
- *Do all employees have regular access to training opportunities and professional development? If not, why not?*
- *Do all employees feel safe and included at work?*
- *Do all employees have equal access to advancement and promotional opportunities?*

As part of a process of identifying critical issues related to advancing racial equity in the workplace, the Department of Elections (“Department”) conducted an anonymous employee survey. The survey focused on several key areas including recognizing interpersonal and institutional racism in the workplace, safety and inclusion, access to training opportunities and advancement, and strategies to advance racial equity going forward.

The results of the survey have proven useful in helping the Racial Equity Leaders identify next steps, prioritize actions and opportunities for improvement, and further embed a racial equity lens across the Department, as indicated in this Racial Equity Action Plan.

Survey responses revealed that 93% of Department employees feel competent recognizing both interpersonal and institutional racism. While this data indicates that staff feel knowledgeable overall, 52% of respondents expressed they would become more active in advancing racial equity if they had more training, suggesting that staff who are already aware of these concepts would nonetheless benefit from additional education. The Department intends to address this finding by providing resources and training on an ongoing basis to support continual learning.

Responses to questions on the subjects of interpersonal racism, safety, and inclusion in the workplace revealed that 96% of Department employees felt they had positive relationships with colleagues of different races and backgrounds, 96% felt safe at work, 89% felt their colleagues treated them fairly and respectfully, and 14% have felt excluded at work. Among employees who shared responses to questions related to institutional racism, 84% of employees felt Department employees of all racial backgrounds were treated fairly, 83% felt the Department was making progress on advancing racial equity, and 75% felt advancement and promotional opportunities were equally accessible regardless of race or background.

Overall, these responses indicate the Department needs to continue focusing on addressing racism as well as the perceived impact of privilege or prejudice, and should do so in transparent ways. Going forward, the Department intends to continue to solicit employee feedback on strategies to advance racial equity and to incorporate that feedback into its racial equity planning, develop new ways to inform employees about recruitment and employment opportunities, track progress towards fostering a diverse and equitable workplace, and encourage employees to join in racial equity related projects.

While the vast majority of respondents shared positive views towards advancing racial equity goals, only 56% respondents expressed awareness of available opportunities for professional development, training, and skill building. This data reveals that one of the areas that the Department needs to prioritize is building and providing a *Training and Professional Development Program* for all staff and to seek funding for such a program. To gather staff interest on possible training topics, the survey included an optional question, “Are there any training or professional topics or courses that interest you, or that you recommend?” Over a quarter of respondents provided ideas, ranging from public speaking and technical skills development to gender and identity sensitivity and awareness training. Among planned actions discussed in this Racial Equity Action Plan, the Department will provide additional training and professional development opportunities for all employees, across many topics, including those recommended by staff, and develop and promote new channels to inform employees about available opportunities.

In addition to uncovering areas of focus and prioritization for the Department’s racial equity planning, the data gathered through the survey will serve as a critical benchmark to assess outcomes and progress resulting from the Department’s implementation of racial equity actions. Going forward, the Department will continue to conduct annual surveys to identify any issues related to advancing racial equity in the workplace and closely track progress made across all program areas.

# 1.   HIRING AND RECRUITMENT

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

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

DEPARTMENT GOAL

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

The Department of Elections’ overall goal on Hiring and Recruitment is to employ a workforce that meaningfully reflects the racial and ethnic diversity of the many City communities we serve.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours for initial development and assessment; and 20-40 hours for periodic review <b>Material:</b> Leverage existing resources	Barriers assessment is completed	2022 – 2023	<b>Short-Term:</b> Develop an Applicant Barriers Assessment (ABA) tool to track recruitment data and evaluate any obstacles faced by applicants when applying to permanent and seasonal jobs.  <b>Ongoing:</b> Analyze the results of the ABA and identify key strategies and actions the Department should incorporate into its Hiring and Recruitment Policy moving forward.	In Progress	<b>Winter</b> Norma

				Periodically (every 6 months) use the ABA tool to conduct further analysis and benchmark progress towards removing identified obstacles.		
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. <sup>1</sup>	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 80-120 hours for initial development and assessment; and 40-80 hours for periodic review <b>Material:</b> Leverage existing resources	Survey is administered annually  Survey results are included in the department annual review	2022 – 2023	<p><b>Short-Term</b> Develop and conduct an annual diversity and inclusivity survey (DIS) to measure awareness and opinions, related to diversity and inclusion, uncover potential issues related to equity, solicit feedback on the Department’s progress towards fostering an equitable workplace, and shape the Department’s priorities over the next three years.</p> <p>Revise employee survey to incorporate questions concerning employees’ views on whether managers and supervisors hold all employees to the same workplace expectations. Add race and background related questions to the survey to disaggregate responses collected.</p> <p><b>Ongoing:</b> Analyze the results of the DIS and identify key strategies and actions the Department should incorporate into its Hiring and Recruitment Policy moving forward, identify areas of improvement, and make adjustments to program policies and priorities, as appropriate.</p> <p>Using the Department’s initial employee survey results to benchmark progress, conduct regular surveys to measure staff awareness of the Department’s focus on equity and inclusion.</p> <p><i>See results from the Department’s employee survey and analysis of results on page 6.</i></p>	In Progress	<b>Winter</b> Norma

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



1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours for initial development; 4-8 hours for initial staff training; 2-4 hours for training as new staff are onboarded <b>Material:</b> Leverage existing resources	Policy is created, implemented, and reviewed annually to maximize results	2022 – 2023	<b>Short-Term:</b> Develop a Hiring and Recruitment Policy that outlines equitable and inclusive practices and incorporates feedback from the ABA and DIS.  Facilitate the review of draft HR policy by the City’s Department of Human Resources, the Department’s Accessibility Committees, and Racial Equity Leaders.  Ensure all hiring managers and human resources staff review and understand the HR policy and are able to apply the policy to any future hiring and recruitment activities: <ul style="list-style-type: none"> <li>• Develop a training curriculum that focuses on the review of HR policy and provide to any new or existing staff who is assuming a supervisory or administrative role in the Department.</li> <li>• Conduct a training for all staff in these roles, and require that personnel attend training prior to any hiring or recruitment activities or temporary or permanent elections staff.</li> </ul> <b>Ongoing:</b> Evaluate the HR policy annually and amend as necessary.	In Progress	Winter Norms
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1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	<b>Financial:</b> Evaluate necessary financial resources during the implementation period. <b>Human:</b> Commit 160-200 hours for initial development and assessment; evaluate necessary human resources for ongoing deployment and tracking during the implementation period <b>Material:</b> Leverage existing resources	Candidate pool is increasingly more diverse and referred from a variety of sources	May 2021 – August 2021	<b>Short-Term:</b> Formalize and document a recruitment process for open positions in the Department that addresses and mitigates any geographic and cultural barriers in the application process.  Develop and deploy new tools to help more applicants find employment opportunities with the Department; produce and post multilingual posters in the Department’s facilities; and create a new page on the Department’s website dedicated to the advertisement of open positions.  Create an email listserve, allowing interested individuals, including seasonal staff employed or previously employed with the Department to sign up to receive alerts about upcoming employment and volunteer opportunities. <i>Although the Department of Human Resources facilitates a notification program allowing interested individuals to receive alerts for jobs in various classifications, creating a listserve would provide an additional channel to notify the community about paid employment and volunteer opportunities with elections, and create a new channel for previous seasonal workers to receive information about openings.</i>  Develop and launch a tool that tracks recruitment outreach efforts across the City.  <b>Ongoing:</b> Regularly analyze recruitment sources and demographics to measure progress towards a diverse applicant pool and assess areas to put additional focus and resources.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Norma Lesley
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				Communicate all job opportunities to the Department staff and encourage staff to share with wide networks.		
<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	<p><b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours for initial research and partnership building; evaluate additional necessary human resources to foster ongoing relationships during the implementation period <b>Material:</b> Leverage existing resources</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>2022 – 2023</p>	<p><b>Short-Term:</b> Conduct a review of the Department’s current list of community partners and contacts, and then expand its partnerships to include additional community colleges, trade schools, training programs, re-entry programs, and non-traditional outlets to reach to potential candidates within the City’s most vulnerable language, culture, race, disability, gender and age populations.</p> <p>Create a designated Recruitment Source Partners email list with newly identified and existing contacts; send emails from Emma to allow partners to unsubscribe.</p> <p><b>Ongoing:</b> Communicate employment opportunities to partners on the Recruitment Source List to reach a broader range of communities with information about open positions in the Department.</p> <p>Expand participation in job fairs and community events to reach a broader range of communities with information about Department job openings.</p> <p>Track how candidates learn about job openings in the Department and assess the effectiveness of different methods of targeted outreach.</p> <p>Continue to work with new recruitment partners such as the American Indian Cultural Center and the Friendship House Association of Native Americans, as well maintaining relationship with its more established partners including several</p>	<p>In Progress</p>	<p><b>Winter</b> Jasmine Norma</p>

				local BIPOC professional networks, re-entry programs, SFUSD and community college systems.		
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours for initial review and development; and 10-15 hours for periodic reassessment and refinements. <b>Material:</b> Seek funding for 5 large tablets that applicants can use to apply for city jobs at job fairs.	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	July 2021 – October 2021	<b>Short-Term:</b> Improve application accessibility by creating job announcements that meet user-friendly criteria and convey essential information in plain language.  <b>Ongoing:</b> Provide sanitized computer stations in the Department’s office for applicants without home access to the internet.  Provide internet-connected devices during recruitment events and job fairs allowing candidates to apply for open positions on site.	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress</p>	<b>Winter</b> Norma Lesley
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours for initial review and development; and 5-10 hours for periodic reassessment and refinements. <b>Material:</b> Leverage existing resources	An increase in applicant pool with more diverse life, education, and professional experiences	2022 – 2023	<b>Short-Term:</b> The only MQ job classification specific to this Department is the 1403 Elections Clerk; the Department will work with the Department of Human Resources to review and evaluate MQs established for the 1403 job classification.  In its review of the MQ’s <i>Substitution</i> section, assess the feasibility of adding additional substitution(s), such as participation in the Department’s poll worker or student ambassador programs to help build a bridge between one’s previous service for the City and subsequent employment opportunities.  <b>Ongoing:</b> Continue to evaluate MQs through an equity lens for any future job classifications specific to the Department of Elections.	TBD	TBD

1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. <sup>2</sup>	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours for initial review and development; and 5-10 hours for periodic reassessment and refinements. <b>Material:</b> Leverage existing resources	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	<b>Short-Term:</b> Incorporate a policy related to supplemental writing questions into the Department’s hiring and recruitment policy  <b>Ongoing:</b> Review any future job announcements to evaluate the relevancy of supplemental written questions to each open position’s tasks and remove essay type questions for positions with no writing tasks.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Norma Lesley
1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours for initial development of policy; and 5-10 hours for periodic reassessment and refinements. <b>Material:</b> Leverage existing resources	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	<b>Short-Term:</b> Incorporate a policy to prevent “degree inflation” into the Department’s hiring and recruitment policy so that all supervisorial and administrative personnel who have decision-making authority avoid introducing biases or preferences.  <b>Ongoing:</b> Continue to refrain from adding any educational credentials or licenses to the list of MQs created by DHR for employment in any its job classifications	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Norma Lesley
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours for initial research and partnership building; evaluate additional necessary human resources to foster ongoing relationships during the implementation period <b>Material:</b> Leverage existing resources	Candidate pool is increasingly more diverse and referred from a variety of sources	Ongoing	<b>Short-Term:</b> Leverage the Department’s existing partnerships with community-based service providers that work primarily with ethnic minority communities or communities of color in its recruitment efforts.  <b>Ongoing:</b> Cultivate recruiting relationships with educational institutions and professional associations where minority job seekers are well-represented.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Norma Lesley

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	<b>Financial:</b> Evaluate necessary financial resources during the implementation period. <b>Human:</b> Commit 80-120 hours for initial program development; during course of internship, commit 5-10 hours per week, per intern, for direct mentorship and training. <b>Material:</b> Leverage existing resources	# of paid interns/fellows, increase annually or meets department needs/capacity	2022 – 2023	<b>Short-Term:</b> Broadcast information about the high school ambassador program through various channel.  Provide ample opportunities for ambassadors to learn about job openings and application process and incorporate professional development into the curriculum. Provide options for ambassadors to get involved with various areas of elections outreach.  Develop an “Election Connection” network where ambassadors, past and present, can stay connected with one another, share and receive information, and learn about future opportunities with the Department.	Not Started	<b>Eboni</b> Matthew Mayank
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <a href="#">Opportunities for All</a> program.	<b>Financial:</b> Evaluate necessary financial resources during the implementation period. <b>Human:</b> Commit 20-40 hours for initial research and meetings; evaluate other necessary human resources during the implementation period <b>Material:</b> evaluate necessary material resources during the implementation period	# of Opportunities for All placements and mentors	2022 – 2023	<b>Short-Term:</b> Conduct a series of meetings with facilitators at the Opportunities for All program about opportunities for expanding mentorship opportunities within the Department, and then create new mentorships with Opportunities for All guidance in mind.  <b>Ongoing:</b> Provide ongoing support and opportunities for mentors and mentees.	TBD	TBD

<p>1.3.3.</p> <p>Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.</p> <p>e.g. SF Unified School District’s <a href="#">Career Pathways Program</a>.</p>	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Commit 40-80 hours for initial research and outreach; evaluate other necessary human resources during the implementation period to maintain ongoing partnerships.</p> <p><b>Material:</b> Leverage existing resources</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>2022 – 2023</p>	<p><b>Short-Term:</b></p> <p>Analyze high school student ambassador and poll worker data to identify any SFUSD high schools with lower involvement.</p> <p><b>Ongoing:</b></p> <p>Develop strategies in partnership with SFUSD district-level administrators to increase involvement at such high schools.</p>	<p>Not Started</p>	<p><b>Eboni</b></p> <p>Matthew</p> <p>Mayank</p>
<p>1.3.4.</p> <p>Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p><b>Financial:</b> Evaluate necessary financial resources during the implementation period.</p> <p><b>Human:</b> Commit 80-120 hours for research and review of curriculum, and 20-40 hours biannually for review</p> <p><b>Material:</b> Evaluate necessary material resources during the implementation period</p>	<p># of opportunities during internship/fellowship</p>	<p>2022 – 2023</p>	<p><b>Short-Term:</b></p> <p>Incorporate racial equity resources and information into the training curriculum for high school student ambassadors and poll workers.</p> <p><b>Ongoing:</b></p> <p>Identify and offer additional learning and training opportunities to future interns to expand student and Department knowledge about racial equity.</p>	<p>Not Started</p>	<p><b>Eboni</b></p> <p>Matthew</p> <p>Mayank</p>
<p>1.3.5.</p> <p>Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.</p>	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Commit 80-120 hours for initial development of tool and survey, and 20-40 hours biannually for review</p> <p><b>Material:</b> Leverage existing resources</p>	<p>Tracking system implemented</p> <p>% of evaluations completed</p> <p>Internship/fellowship program updated before next cycle</p>	<p>2022 – 2023</p>	<p><b>Short-Term:</b></p> <p>Develop a tool to track involvement in the Department of Elections’ volunteer high school student ambassador program to evaluate participation across ethnic groups and racial backgrounds.</p> <p>Develop and conduct a post-election survey for high school student ambassadors and poll workers to evaluate trends in race, gender, and country of</p>	<p>Not Started</p>	<p><b>Eboni</b></p> <p>Matthew</p> <p>Mayank</p>

				<p>origin involvement; analyze and adjust programs to expand inclusivity and improve outcomes.</p> <p><b>Ongoing:</b> Analyze demographic data and survey results to identify areas of improvement, and make adjustments to programs accordingly.</p>		
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1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Commit 80-120 hours for review of questions and development of survey, and 1-2 hours weekly during hiring periods to review and analyze results, and 40-80 hours annually to adjust interview questions and structure.</p> <p><b>Material:</b> Leverage existing resources</p>	Standardized interview process with a set of inclusive interview questions	2021-2022	<p><b>Short-Term:</b> Continue to utilize a standardized set of interview questions to minimize any personal biases and to allow for more objective interviews, identifying and removing any questions that constitute racially inequitable barriers or obstacles.</p> <p>Develop a candidate experience survey to measure job applicants' experiences through the hiring process and gather feedback.</p> <p><b>Ongoing:</b> Analyze results of candidate surveys to identify areas of improvement, and make adjustments to interview questions and structure.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress.</p>	<b>Norma</b> Nataliya Lesley
1.4.2. Ensure a diverse hiring panel for each interview.	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Expand hiring panel by a factor of two; commit 20-40 hours for feasibility assessment of structured video interviews</p>	<p>Demographic composition of panels</p> <p>Increase in diverse interview panels</p>	Ongoing	<p><b>Short-Term:</b> Continue to ensure hiring panels made up of diverse group of Department managers and supervisors to mitigate unconscious bias by developing interview panelist standards.</p> <p><b>Ongoing:</b> Review composition of future panels to monitor compliance with standards.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress.</p>	<b>Norma</b> Nataliya Lesley



	<b>Material:</b> Leverage existing resources					
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	<b>Financial:</b> Evaluate necessary financial resources during the implementation period <b>Human:</b> Commit necessary staff time to provide ample training and resources to facilitate equity in hiring. <b>Material:</b> Leverage existing resources	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Ongoing	<b>Short-Term:</b> Provide training opportunities and encourage all hiring managers and human resources staff to attend bias awareness training annually.  <b>Ongoing:</b> Use racial equity tools on an ongoing basis to educate hiring managers and supervisors about how to reduce racial, gender, sexual orientation and disability biases throughout the recruitment and hiring selection process.	On Completed short-term action(s).  Ongoing action(s) in progress.	<b>Norma</b> Nataliya Lesley
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours to update internal tracking tool; commit 10-20 hours weekly during hiring periods to review and analyze data <b>Material:</b> Leverage existing resources	Tool created and implemented  # of applicants increased  Increased assistance to job seekers	Ongoing	<b>Short-Term:</b> Adopt a tool, when the City’s contract with the current Applicant Tracking System (ATS), JobAps expires and DHR selects a new applicant tracking software.  <b>Ongoing:</b> Leverage the data available through the ATS by appending it on a regular basis to an internal tracking tool. Increase frequency of data collection and analysis during the hiring cycle for an election when recruitment activities are more rapid.	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Norma</b> Nataliya Lesley
1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary human resources to share and post all job openings; commit 40-80 hours annually to track progress and assess future strategies.	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing	<b>Short-Term:</b> Develop channels to advertise job openings internally, and provide information about open positions through all-staff emails.  <b>Ongoing:</b> Disseminate information about job opportunities with the Department to poll workers, student ambassadors, and prospective interns, and	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Norma</b> Nataliya Lesley

	<b>Material:</b> Leverage existing resources			<p>encourage all interested parties and their networks to apply.</p> <p>Track progress and outcomes for internal applicants and assess strategies to further increase interest among internal applicants.</p>		
<p>1.4.6.</p> <p>Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.</p>	<p><b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours annually to review and analyze data to improve onboarding process.</p> <p><b>Material:</b> Leverage existing resources</p>	<p>Hiring, interviewing, and onboarding processes standardized</p> <p>Lag times/wait times</p>	Ongoing	<p><b>Short-Term:</b> Increase efficiencies in hiring wherever possible.</p> <p><b>Ongoing”</b> Analyze data collected through internal applicant tracking tool to identify any bottlenecks in the hiring process. Strategize Departmental actions and/or recommendations for other agencies to reduce lags.</p> <p>Measure progress towards efficiency in hiring seasonal election workers by comparing data across multiple election cycles, and adjust actions as needed.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress.</p>	<b>Norma</b> Nataliya Lesley
<p>1.4.7.</p> <p>Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p><b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff time to provide ongoing training and ample support resources. <b>Material:</b> Leverage existing resources</p>	<p>All new hires are processed similarly regardless of position</p>	Ongoing	<p><b>Short-Term:</b> Review, revise as necessary, and provide training to help all employees understand and remember the Department’s values, goals, and expectations with respect to protecting racial equity and providing inclusive and culturally responsive services.</p> <p><b>Ongoing:</b> Provide ongoing training and informational resources related to racial equity through the Department’s Employee Resource Portal and regular all-staff emails.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress.</p>	<b>Norma</b> Nataliya Lesley

1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours annually to review and analyze data to improve onboarding process. <b>Material:</b> Leverage existing resources	Increase in number of diverse candidate pools  Overall faster hiring times	Ongoing	<b>Short-Term:</b> Work towards swifter hiring timelines during peak election hiring season by identifying potential bottlenecks in the hiring process (i.e. scheduling fingerprinting appointments with DHR) and develop strategies and recommendations to prevent delays in the process.  <b>Ongoing:</b> Continue to use the Rule of Ten for the Department’s only applicable job classification, namely the 1403 Elections Clerk, and coordinate with DHR to expand as feasible.	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Norma</b> Nataliya Lesley
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1.5. Reflect the Department’s commitment to racial equity in all key human resource documents.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1 Incorporate the Department’s racial equity statement throughout all key human resource documents, including job announcements, interview questions, and on-boarding materials.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours to update key documentation and facilitate staff communication and feedback. <b>Material:</b> Devote materials and supplies funds to creating posters and office supplies (ex. notepads and magnets) bearing	Staff and applicants are aware of the Department’s focus on equity and inclusion	2022 – 2023	<b>Short-Term:</b> Revise the Employee Orientation Presentation, and training and onboarding materials, to reflect a greater commitment to racial equity and inclusion, bias training, and latest health and safety policies.  <b>Ongoing:</b> When documents are updated, circulate revised versions to all Department staff, and allocate time in staff workday to review and ask questions.  Continually review human resource documents and presentations, including job announcements, interview scripts and questions, the Employee Orientation Presentation, and training and	In progress	<b>Lesley</b> Nataliya

	the Department’s racial equity statement.			onboarding materials, to reflect a greater commitment to racial equity and inclusion.		
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1.6. Improve transparency in the Department’s hiring policies and processes, and find opportunities to bring more staff, particularly BIPOC clerical and temporary staff, into policies’ development

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.6.1. Develop a working group with staff across different levels of the Department to reassess and refine latest hiring and policies using a transparent and equitable process.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff time to provide ongoing participation. <b>Material:</b> Leverage existing resources	Staff are more aware of policies and involved with their development	2022 – 2023	<b>Short-Term:</b> Conduct a review of the Department’s Employee Resource Portal, which contains a repository of policies and procedures, through an equity lens. Identify improvements to existing resources, resources that might be missing, and any structural improvements to the Portal that would make it more accessible and informative.  Make drafts of updated and new documents available to all managers and collect feedback from all staff.  <b>Ongoing:</b> Review policies on an ongoing basis and find opportunities to encourage and incorporate feedback from staff who join the organization following the completion of the working group’s initial work.	Not Started	<b>Jennie</b> Jasmine Fisher

## 2. RETENTION AND PROMOTION

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

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

DEPARTMENT GOAL

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

The Department of Elections’ overall goal on Retention and Promotion is to increase and promote existing opportunities for developing relevant skills and career growth at every level of Department workforce.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. <sup>3</sup>	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours to update tracking log and process; commit 5-10 hours for monthly review and analysis <b>Material:</b> Leverage existing resources	Tracking mechanism implemented  Demographic data analyzed	January 2021 – March 2021	<b>Short-Term:</b> Revise the Department’s tracking log for monitoring DSW data to include demographic data on employees who volunteered through the DHR DSW survey and were requested/deployed as DSW workers.  <b>Ongoing:</b> Analyze demographic data on a monthly basis to determine if any statistical relationships exist.	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Fisher</b> Lesley
2.1.2.	<b>Financial:</b> Leverage existing resources	Budget analysis completed	2022 – 2023	<b>Short-Term:</b>	In progress	<b>Fisher</b> Nataliya

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

Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	<b>Human:</b> Commit 120-160 hours during budgeting process to assess and develop funding strategies to support equity; evaluate necessary human resources during the implementation period to incorporate equity benchmarks, and track and analyze outcomes. <b>Material:</b> Leverage existing resources	Strategies developed and published		<p>Incorporate benchmarks for measuring equity into the Department’s internal expenditure tracking tool, which monitors purchases made during the FY against budgeted funds.</p> <p><b>Ongoing:</b> As part of the annual budget cycle, work with the Mayor’s Office of Public Policy and Finance to build on existing strategies to conduct budget analysis through a racial equity lens, to preserve budget investments that support racial equity, and to prevent inequitable compliance with city-mandated layoffs and furloughs.</p> <p>Track and analyze outcomes of incurred expenses towards advancing equity to illustrate the costs and benefits of the Department’s efforts.</p>		
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	<b>Financial:</b> N/A <b>Human:</b> N/A <b>Material:</b> N/A	<p>PPE access protocol established</p> <p>DSW workers have an increased awareness of PPE access protocol</p>	Ongoing	<p><b>Ongoing:</b> Continue to ensure that all employees performing elections-related work have ongoing access to PPE, cleaning and sanitization supplies, and other necessary health and safety supplies, as described in the Department’s Health and Safety Plan, and are made aware of the Department’s COVID-19 resources through all channels (Employee Resource Portal, policy documents circulated to staff, emails and announcements, pamphlets, posters on the Employee Resource Board, etc.)</p> <p><i>The Department of Elections is not involved in organizing, determining assignments, or supplying DSW workers with appropriate PPE necessary to complete their job functions.</i></p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress.</p>	<b>Fisher Lesley</b>
2.1.4.	<b>Financial:</b> Leverage existing resources	Compensation, paid sick leave, and flex time	December 2020 – February 2021	<b>Short-Term:</b> Make information about compensation, paid sick leave, and flex time benefits available to all	Completed short-term action(s).	<b>Fisher Lesley</b>

Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	<b>Human:</b> Commit 20-40 hours to review and enhance communication channels; commit staff time to regularly update staff on policies and benefits. <b>Material:</b> Leverage existing resources	benefits assessed and easily accessed  Increased employee awareness of additional benefits		employees by posting such information on the online Employee Resource Portal and Employee Information Board.  <b>Ongoing:</b> Provide information and updates on an ongoing and timely basis.	Ongoing action(s) in progress.	
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.  e.g. graveyard shifts	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit staff time to regularly update staff on policies and benefits; and provide support for needs outside of the workplace. <b>Material:</b> Leverage existing resources	Caretaking and safe transportation sections included in DSW deployment protocol	Ongoing	<b>Short-Term:</b> Create an addendum to the Department’s Health and Safety Plan, with sections on caretaking and safe transportation and distribute to staff.  <b>Ongoing:</b> Provide support and resources to staff who are caretakers as well as those who commute, and make these available on the Department’s Employee Resource Portal.  Provide technological resources to staff who are telecommuting who do not have reliable access to internet. Inform all staff about policies and resources for staff seeking to work flexible schedules.  <i>The Department of Elections is not involved in making assignments for DSW workers and has no decision-making in establishing DSW deployment protocols.</i>	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Fisher Lesley</b>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	<b>Financial:</b> N/A <b>Human:</b> N/A <b>Material:</b> N/A	Pay inequities are reduced and aligned annually after salary data is reviewed		<i>The Department of Elections is not involved in establishing salaries for City classifications. The Department will continue to abide by the relevant provisions of MOUs to advance employees to the next steps in their classifications.</i>		
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.  e.g. parental leave policy, short-term disability, etc.	<b>Financial:</b> N/A <b>Human:</b> N/A <b>Material:</b> N/A	Benefits provided are annually improved		<i>The Department of Elections is not involved in establishing benefits or any Citywide HR-related policies for any City classifications. The Department will continue to abide by the relevant provisions of MOUs and policies issued by the City's Department of Human Resources to administer benefits, leaves, etc. to its employees.</i>		
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	<b>Financial:</b> N/A <b>Human:</b> N/A <b>Material:</b> N/A	PTO policy is annually improved  # of staff taking PTO increases		<i>The Department of Elections is not involved in establishing any Citywide HR-related policies for any City classifications. The Department will continue to abide by the relevant provisions of MOUs and policies issued by the City's Department of Human Resources in providing benefits, leaves, etc. to its employees.</i>		

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours to enhance	Increase in knowledge about raises and promotions	December 2020 – March 2021	<b>Short-Term:</b> Develop a section in the Department's Employee Resource Portal that includes information about standardized citywide exams, formation of eligible	Completed short-term action(s).	<b>Fisher</b>



	Employee Resource Portal <b>Material:</b> Leverage existing resources			lists, and the City process for obtaining a position with the City.  Post a link on the Employee Resource Portal to the Job Opportunities page on the Department of Human Resources website that lists employment opportunities in the City.  <b>Ongoing:</b> Notify all staff about new opportunities and resources, as available.	Ongoing action(s) in progress.	
2.3.2. Develop a formal and transparent process for raises and promotions.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 80-120 hours to develop a career planning guide/tool; commit 20-40 hours for annual review and updates. <b>Material:</b> Leverage existing resources	Increase in staff feedback about promotion and raise process	April 2021 – September 2021	<b>Short-Term:</b> Develop and post on the Employee Resource Portal a career planning guide or tool that 1) provides an overview of Department organizational structure both at a high level and at a program-by-program level so staff can see how they fit in and identify pathways for long-term career advancement at the Department; 2) includes information on the roles and responsibilities that define each job class, and describe the skills and experience staff must possess to satisfy the minimum qualifications of the promotional positions and 3) provides information for staff about how to access financial support for continuing education to enhance their promotional potential.  <b>Ongoing:</b> Notify all staff about new promotions and any policy updates, as available.	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Fisher</b>
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours to update policy documentation	Acting/interim staff process included in internal policies and processes	October 2021 – December 2021	<b>Short-Term:</b> Incorporate process for establishing “acting/interim” roles into the Department’s Continuity of Operations Plan (COOP).  <b>Ongoing:</b>	Completed short-term action(s).	<b>Fisher</b>

	<b>Material:</b> Leverage existing resources	Increased awareness of process for acting/interim staff		Educate staff who are filling paid acting/interim roles on the process for applying for permanent positions within the Department, including any necessary requirements and city-administered tests.	Ongoing action(s) in progress.	
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours for initial data gathering and review; evaluate necessary human resources during the implementation period. <b>Material:</b> Leverage existing resources	Reversal of diversity drop-offs in 182x classifications	2022 – 2023	<b>Short-Term:</b> Work with DHR to determine if there are any classifications within the Department that have shown drop-offs in employee diversity  <b>Ongoing:</b> Obtain and use data on an ongoing basis to help prioritize employee development and skill training for any affected positions.	TBD	
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours for initial data gathering and review; commit 20-40 hours to develop and implement outreach strategy. <b>Material:</b> Leverage existing resources	Identify “dead end” classification and revise	2022 – 2023	<b>Short-Term:</b> Obtain and review a list of any such dead-end classifications from DHR.  In collaboration with DHR, develop strategies to help educate employees in these classifications of upward opportunities in similar roles.  <b>Ongoing:</b> Obtain and use data on an ongoing basis to help prioritize mobility strategies.	TBD	

2.4. Provide racially equitable ongoing opportunities for staff education, skills training, and career development.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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2.4.1. Remove any barriers that may be encountered by staff when accessing professional development opportunities and resources for setting career advancement goals.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff time to support professional development goals and provide resources. <b>Material:</b> Leverage existing resources	Increase staff awareness of learning and promotional opportunities	2022 – 2023	<b>Short-Term:</b> Form a working group with the goal of developing a Seasonal Election Workers Careers Support page. This page, which will support seasonal election workers who seek full-time employment with the Department, with the City, or elsewhere, will likely feature tips from former seasonal elections workers who became Department full-time employees, as well as resume and cover letter templates.  <b>Ongoing:</b> Provide ongoing, easily accessible, and up-to-date information about existing learning opportunities and enrollment processes.	Not Started	Jennie Jasmine Winter
2.4.2. Provide opportunities for staff to take on stretch assignments* to foster skills building and professional growth.  *Stretch assignments are short-term projects or assignments that provide unique and/or challenging experiences for the purpose of developing employee skills and abilities.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff time to provide support and learning opportunities. <b>Material:</b> Leverage existing resources	Increase staff applying to open positions within the organization.  Increase in retention	2022 – 2023	<b>Short-Term:</b> Identify voluntary stretch assignments that foster skills building and professional growth.  <b>Ongoing:</b> Provide resources, support, and coach to help staff who are performing stretch assignments.	TBD	

2.5. Expand career and economic opportunities for City’s poll workers.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.5.1. Focus on the recruitment of ethnically diverse poll workers who can provide services to voters in both English and other commonly spoken languages, improving outcomes for some of the thousands of volunteers who represent San	<b>Financial:</b> Seek to increase poll worker stipends. <b>Human:</b> Commit necessary staff time to	Increase career and economic opportunities and outcomes	2022 – 2023	<b>Short-Term:</b> Increase poll worker stipends, as reflected in the Department’s budget proposals for 2022/23.	In Progress	Mayank Eboni Nataliya

Francisco’s ethnic minorities and BIPOC communities.	provide support and learning opportunities. <b>Material:</b> Leverage existing resources			<p>Make training on racial equity and bias prevention available to poll workers – although the Department’s current poll worker training covers the need to protect the rights of all voters, including the City’s minority-language speakers and voters with disabilities, enhance this topic by focusing more explicitly on race, racial equity, and preventing bias along racial lines, with the particular goals of protecting the rights of BIPOC voters and members of poll worker teams.</p> <p>Develop a Poll Worker Professional Development Program that poll workers may opt into to receive resources and training to advance their professional careers, leverage the skills and maintain the professional connections they developed as a poll worker, find out about job opportunities within the City, and receive tips for incorporating poll worker experience into their resumes and cover letters.</p> <p><b>Ongoing:</b> Continue supporting poll workers’ economic and professional goals through training, resources, and monetary and non-monetary incentives.</p> <p>Track participation in the Poll Worker Professional Development Program, analyze this data, and revise program as needed to produce equitable participation and outcomes.</p>		
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### 3. DISCIPLINE AND SEPARATION

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

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

<sup>1</sup> Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

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

DEPARTMENT GOAL

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

The Department of Elections’ overall goal on Discipline and Separation is to ensure that all employees have the resources and tools necessary to succeed in delivering equitable services to City residents, preemptively addressing the need for disciplinary or termination processes as much as possible, and evaluating any disciplinary actions that do occur through a racial equity lens to ensure they do not constitute discriminatory actions.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours to develop tracking system and process, and update policy documents; evaluate necessary human resources for	Create tracking mechanism  Analyze data annually  Increase accountability in disciplinary actions	2022 – 2023	<b>Short-Term:</b> Develop a disciplinary action tracking system and establish an annual review process for such data.  <b>Ongoing:</b> Track and analyze data on discipline procedures and corrective actions to determine if there are racial disparities in any of those actions.	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Norma</b> Nataliya

	ongoing review during the implementation period <b>Material:</b> Leverage existing resources					
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours to develop tracking system and process; evaluate necessary human resources for ongoing review during the implementation period <b>Material:</b> Leverage existing resources	Create tracking mechanism  Analyze data annually	2022 – 2023	<b>Short-Term:</b> Develop a separation tracking system and establish an annual review process for such data.  Establish a voluntary off-boarding process consisting mainly of an exit interview that will cover a range of topics relevant to assessing racial equity and inclusivity in the Department.  <b>Ongoing:</b> Analyze data to determine whether there are any disparities by race or other demographics related to separation, and update racial equity action plan as necessary to root out disparities.	In progress	<b>Norma</b> Nataliya
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	<b>Financial:</b> Evaluate necessary financial resources for ongoing training during the implementation period <b>Human:</b> Commit necessary staff time to provide ongoing training and ample support resources <b>Material:</b> Evaluate necessary material resources for ongoing training during the implementation period	# of trainings completed annually	February 2021 – May 2021	<b>Short-term:</b> Identify training opportunities on bias and equitable discipline and separation.  <b>Ongoing:</b> In collaboration with the Department of Human Resources, provide training opportunities to managers and supervisors about bias in discipline and separation processes.  Seek funds to facilitate training on disciplinary processes in the Department’s annual budget submissions (ex. funding for managers to attend “24-PLUS for Supervisors & Managers”).	Completed short-term action(s).  Ongoing action(s) in progress.	<b>Norma</b> Nataliya

<p>3.1.4.</p> <p>Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.</p>	<p><b>Financial:</b> Evaluate necessary financial resources for dispute resolution training during the implementation period</p> <p><b>Human:</b> Commit 80-120 hours to establish policy documents and review committee, and provide training</p> <p><b>Material:</b> Leverage existing resources</p>	Human resources trained on alternative dispute resolution	2022 – 2023	<p><b>Short-Term:</b></p> <p>In collaboration with the Department of Human Resources, implement an alternative dispute resolution method to be used as the primary mechanism for resolving interpersonal issues and standardize this method by creating an associated policy document and training materials.</p> <p>Collaborate with the Department of Human Resources to identify additional relevant training for supervisors and managers on employee management and de-escalation techniques.</p> <p>Provide resources on the availability of the Citywide Peer Mediation Program and support staff members who seek involvement with the program, either as mediators or participants.</p> <p><b>Ongoing:</b></p> <p>Provide staff in management positions with training on alternative dispute resolution methods supported by the City.</p> <p>Continue to open clear channels for communicating the City’s disciplinary processes and corrective actions at all levels and facilitate office hours with representatives of the Department of Human Resources where any employee may ask about disciplinary processes in a safe environment.</p>	Not Started	Norma Nataliya
<p>3.1.5.</p> <p>Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Commit 20-40 hours annually to track and analyze data; evaluate necessary human resources for</p>	Reduction of racial disparities in disciplinary actions	2022 – 2023	<p><b>Short-Term:</b></p> <p>Develop policies to ensure managers and supervisors equitably enforce discipline procedures.</p> <p>Review and update the Department’s <i>Procedures Related to City Guidelines on Attendance</i> and</p>	TBD	

	ongoing training during the implementation period <b>Material:</b> Leverage existing resources			<p><i>Computer, E-Mail and Internet Policy</i> documents, ensuring that guidelines are described clearly and delivered to staff in a consistent manner.</p> <p><b>Ongoing:</b> Provide guidance to managers for reporting disciplinary actions taken.</p> <p>Support managers in their roles as coaches and mentors by equipping them with knowledge and training.</p>		
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3.2. Focus on methods designed to preemptively address the need for discipline or separation by protecting and encouraging the success of all employees and developing a data tracking system to evaluate the fairness of any remaining disciplinary or termination actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. Create an engaged and productive workforce through ongoing efforts, including professional development, training opportunities, delivery process improvements, all of which will lead to diminishing the application of discipline or termination.	<p><b>Financial:</b> Seek approximately \$200,000 in the Department’s budget submission for professional development and training opportunities</p> <p><b>Human:</b> Commit 40-80 hours for initial research and development</p> <p><b>Material:</b> Evaluate necessary material resources for facility and equipment upgrades during the implementation period</p>	<p>Reduction of racial disparities in disciplinary actions</p> <p>\$ funding secured</p>	Ongoing	<p><b>Short-Term:</b> Analyze and implement the facility and equipment upgrades necessary to ensure staff are at their most productive and successful, considering needs within the office as well as needs for staff who will be telecommuting.</p> <p><b>Ongoing:</b> Provide ongoing training courses and professional development opportunities to employees.</p> <p>Seek funds for ongoing and extended learning and skill development opportunities in the Department’s budget submission.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress</p>	<b>Norma</b> Nataliya



## 4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

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

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

### DEPARTMENT GOAL

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

The Department of Elections’ overall goal on Diverse and Equitable Leadership is to ensure our leadership advances diversity, equity, and inclusion in all human resource, operation, and budget decisions.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours for review and updating to position descriptions; evaluate necessary human resources for ongoing policy implementation during the implementation period	% increase in diverse leadership	September 2021 – Ongoing	<b>Short-Term:</b> Apply the Hiring and Recruitment policy developed as a part of Action 1.1.3. to future new or vacant position-filling procedures.  <b>Ongoing:</b> Integrate commitment to fostering staff equity and inclusion in the position descriptions for leadership staff.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Nataliya

	<b>Material:</b> Leverage existing resources					
4.1.2. Commit to ongoing racial equity training and development for leadership.	<b>Financial:</b> Evaluate necessary financial resources for ongoing racial equity training during the implementation period <b>Human:</b> Commit necessary staff time to provide ongoing training and ample support resources <b>Material:</b> Evaluate necessary material resources for ongoing racial equity training during the implementation period	# of training & development completed by leadership per quarter	2022 – 2023	<b>Short-Term:</b> Integrate equity and inclusion expectations in annual performance evaluations for staff in leadership positions.  <b>Ongoing:</b> Require staff in leadership positions to regularly attend racial equity and racial bias training sessions approved by the City.  Seek funds for ongoing and extended racial equity training in the Department’s budget submission.	TBD	
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours annually to compile and analyze data, and revise action plans accordingly <b>Material:</b> Leverage existing resources	Senior leadership demographic included in the department annual report	December 2020	<b>Short-Term:</b> Provide the demographic data of staff to the extent permitted by law.  <b>Ongoing:</b> Continue to incorporate demographic data into reporting.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Nataliya
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup>	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours to develop process and inform staff; commit 20-40	% of staff is aware of the process	January 2021 – February 2021	<b>Short-Term:</b> Develop processes through which staff may submit anonymous input to senior leadership.	Completed short-term action(s).	<b>Winter</b> Nataliya

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

	hours to compile and analyze data, and revise action plans accordingly <b>Material:</b> Leverage existing resources			<p>Post information about such processes in the Department’s main office, warehouse, and the Employee Resource Portal.</p> <p><b>Ongoing:</b> Conduct an annual survey to measure staff awareness of the input submission process, and to solicit direct feedback from staff regarding leaderships’ actions towards advancing diversity, equity, and inclusion.</p> <p>Analyze data collected through survey to measure staff awareness of the input process, and take necessary steps to ensure widespread awareness.</p> <p>Regularly review feedback submitted to senior leadership to assess areas of improvement and conduct regular meetings between the Racial Equity Team and senior leadership.</p>	Ongoing action(s) in progress	
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4.2. Sustain an explicit and ongoing leadership commitment to advancing racial equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. Demonstrate leadership commitment to advancing and promoting a culture of racial equity through adoption of racial equity as one of the core values and incorporating specific equity and inclusion goals and associated metrics in performance reviews of staff in leadership positions.	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Commit 80-120 hours for review and revision of the Department’s mission, and incorporation of equity-centered goals into plans</p> <p><b>Material:</b> Leverage existing resources</p>	Accountable leadership	January 2021 – August 2021	<p><b>Short-Term:</b> Adopt racial equity as a core value of the Department’s mission.</p> <p><b>Ongoing:</b> Incorporate City-approved equity-centric goals and objectives in performance evaluations plans for employees in leadership positions.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress</p>	<b>Winter</b> Nataliya

4.3. Further equity in all facets of work, planning, and financial decision-making.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>4.3.1</p> <p>Focus on improving both internal and public-facing programs with the goals of making them ever more efficient, equitable, and responsive to the needs of San Francisco’s communities while cultivating a safe, inclusive, and collaborative work environment for all of its employees.</p>	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Leverage existing resources</p> <p><b>Material:</b> Leverage existing resources</p>	<p>Equitable and accountable leadership</p>	<p>2022 – 2023</p>	<p><b>Short-Term:</b> Collaborate with the Department of Human Resources to identify and offer leadership and development courses and trainings for any employee interested in advancing to a leadership position for the first time.</p> <p><b>Ongoing:</b> Seek additional racial equity training opportunities to supplement those provided by the Department of Human Resources. Prior to selecting additional trainings, conduct a pilot program to evaluate a variety of training opportunities and utilize a cooperative process – invite all Department staff into the training selection process.</p> <p>Continue identifying recruitment strategies that increase the diversity of applicant pools through targeted outreach</p> <p>Continue to foster relationships with educational institutions, professional networks, and community-based organizations with the essential goal of disseminating information about open leadership to BIPOC job seekers.</p> <p>Explore creating and alternative training formats, including audio-format trainings/podcasts, as well as hands-on activities such as workbooks, games, and role-play. Consistent with the City’s post-pandemic reopening of in-person activities, the Department intends to provide more in-person training opportunities as permitted by authorities.</p>	<p>Not Started</p>	<p><b>Norma</b> Nataliya</p>

				Continue to champion a “people-first” approach to professional development, and to support all its employees in gaining the personal skills and technical experience necessary to help them grow their careers -- either inside or outside the Department -- all while leveraging feedback received in the previous year. Moreover, in recognition of the fact that different employees, e.g., those near retirement, may have different priorities, the Department will continue to allow employees to customize their own training.		
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## 5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

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

### DEPARTMENT GOAL

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

The Department of Elections’ overall goal on Mobility and Professional Development is to promote and encourage all employees to take advantage of relevant internal and external training and professional development options and to develop greater employee awareness of career development opportunities.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	<b>Financial:</b> Seek approximately \$200,000 in the Department’s budget submission for professional development and training opportunities <b>Human:</b> Commit 40-80 hours for initial	# of available professional development opportunity  # of completed training	2022 – 2023	<b>Short Term:</b> Revise our onboarding training curriculum to include implicit bias education and information about City career resources and longer-term employment opportunities.  Revise the Employee Resource Portal, which is accessible to both permanent and temporary elections staff, to include a section dedicated to professional and career development resources.	Completed short-term action(s).  Ongoing action(s) in progress	Fisher Mayank Matthew

	<p>research and development</p> <p><b>Material:</b> Evaluate any necessary resources to during the implementation period</p>			<p><b>Ongoing:</b> Regularly disseminate a listing of available career development courses offered by the Department of Human Resources, such as Growing Your Career and Interview Skills, and support staff attendance.</p> <p>Research and compile a list of professional development opportunities provided by other trusted sources in topics specific to election administration as well as other transferrable skills. Seek funding for staff to attend trainings in the annual budget submission.</p>		
<p>5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.</p>	<p><b>Financial:</b> Seek approximately \$200,000 in the Department’s budget submission for professional development and training opportunities</p> <p><b>Human:</b> Commit 40-80 hours for policy development, research, and communications</p> <p><b>Material:</b> Evaluate any necessary resources to during the implementation period</p>	# of attended, external conferences	2022 – 2023	<p><b>Short Term:</b> Based on the Accounting Policies and Procedures developed by the City’s Office of the Controller, develop an External Conference Policies and Process document outlining procedures related to reimbursements, stipends, and payments. Circulate document to all staff and post on the Employee Resource Portal.</p> <p><b>Ongoing:</b> Seek funds for increased staff attendance at conferences and seminars in the Department’s annual budget submission.</p> <p>Proactively research and advertise upcoming conferences that may be of interest to staff, including virtual events.</p> <p>Encourage staff to attend conferences and seminars, including workshops offered through California Association of Clerks and Election Officials, through regular internal communication.</p>	In progress	<b>Fisher</b>

5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	<b>Financial:</b> Evaluate funding needs during the implementation period <b>Human:</b> Commit 10-20 hours annually to evaluate and inform staff about opportunities <b>Material:</b> Leverage existing resources	# of staff enrolling and completing extended learning  \$ dedicated to extended learning annually	October 2021 – March 2022	<b>Short Term:</b> Inform employees about City partnerships with local institutions of higher education to provide low-cost or subsidized courses to staff, such as the City University (CU) program (through CU, the City funds a variety of courses taken at San Francisco State University College of Extended Learning, San Francisco City College, and UC Berkeley Extension), the SEIU Work Training Program, and similar learning opportunities, through emails and posted communication.  <b>Ongoing:</b> Seek funds for ongoing and extended staff learning opportunities in the Department's budget submission.  Encourage staff to utilize available learning opportunities and recognize their efforts.	Completed short-term action(s).  Ongoing action(s) in progress	Fisher Mayank Matthew
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	<b>Financial:</b> Seek approximately \$200,000 in the Department's budget submission for professional development and training opportunities <b>Human:</b> Commit 40-80 hours for initial research and development <b>Material:</b> Evaluate any necessary resources to during the implementation period	# of staff participating in outside events or opportunities	2022 – 2023	<b>Short Term:</b> Identify and promote relevant training and professional development programs offered by outside agencies.  <b>Ongoing:</b> Seek funds for staff professional development in the Department's budget submission.	Completed short-term action(s).  Ongoing action(s) in progress	Fisher Mayank Matthew



5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours to develop tool; commit 20-40 hours for annual review, tracking, and analysis of data <b>Material:</b> Leverage existing resources	Adopt a tracking system, analyze annually  # of staff of color utilizing professional development	2022 – 2023	<b>Short Term:</b> Develop an <i>Employee Professional Development Tracking Tool</i> to track employees’ participation in training, workshops, skills-building seminars, and conferences.  <b>Ongoing:</b> Leverage SF Reports & Analytics to segregate training completion and employee satisfaction by racial demographics to use the data in future professional development trainings.  Analyze the demographic data of professional development programs to determine if any problematic statistical relationships exist. If so, provide culturally competent education and information to staff to reduce any disparities.  Develop and conduct an annual survey to measure staff awareness of professional and skills development opportunities offered by the Department.	Completed short-term action(s).  Ongoing action(s) in progress	Fisher Mayank Matthew
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5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours for initial review and development; commit 20-40 hours annually for ongoing	Bi-annual performance evaluation program to all staff	2022 – 2023	<b>Short Term:</b> Incorporate information about advancement opportunities into staff performance evaluations.  <b>Ongoing:</b> Provide resources to management to facilitate performance evaluations that highlight advancement and development opportunities, and	TBD	

	training, support, and communications <b>Material:</b> Leverage existing resources			solicit meaningful feedback from staff regarding their professional goals.		
5.2.2. Create a mentorship program between senior and junior level staff.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours for program development; commit 40-80 hours annually for ongoing program support and outcomes assessment <b>Material:</b> Leverage existing resources	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	2022 – 2023	<b>Short Term:</b> Establish a voluntary mentorship program, identifying individuals who can serve as mentors to provide guidance and help colleagues navigate their professional development.  <b>Ongoing:</b> Conduct anonymous survey following the mentorship program to measure program outcomes and identify areas for improvement.  Promote an organizational culture of self-improvement by providing opportunities for employees to learn from their peers and acquire additional knowledge of departmental processes by participating in collaborative projects.  Establish internal working groups to help advance cross-divisional skill sharing and collaboration and communication.	TBD	

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 20-40 hours for development and implementation;	Process developed % of staff aware of accommodation process	January 2021 – March 2021	<b>Short Term:</b> Post information about accommodation requests in the Department’s main office, the warehouse, and the online Employee Resource Portal.	Completed short-term action(s).	<b>Lesley Nataliya</b>

	commit 10-20 hours annually to evaluate survey results regarding the accommodation request process <b>Material:</b> Leverage existing resources	# of accommodations made increased		<b>Ongoing:</b> Conduct an annual survey to measure staff awareness of the accommodation request process.	Ongoing action(s) in progress	
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours for review and updates; commit 20-40 hours annually to provide training, resources, and staff communications <b>Material:</b> Leverage existing resources	Accommodations discussed and recorded during bi-annual performance evaluation process	2022 – 2023	<b>Ongoing:</b> Incorporate an assessment of staff needs into performance evaluation processes.	Ongoing action(s) in progress	<b>Lesley Nataliya</b>
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	<b>Financial:</b> Evaluate any necessary resources to during the implementation period <b>Human:</b> Commit 10-20 hours for assessment and planning <b>Material:</b> Evaluate any necessary resources to during the implementation period	Improvement in overall staff mental health, increase in staff feedback	March 2021 – August 2021	<b>Short Term:</b> Consistent with the City’s phased reopening plan, the Department will establish additional space for staff to take breaks and acquire resources at its office and the warehouse.	Completed short-term action(s).	<b>Lesley Nataliya</b>
5.3.4. Set up processes and open communication channels so management is available to respond to employees’ non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals.	<b>Financial:</b> Evaluate any necessary resources during the implementation period <b>Human:</b> Commit necessary staff time to promote wellness goals	\$ set aside for accommodations  Increase in staff awareness of accommodations	January 2021 – March 2021	<b>Short Term:</b> Broadcast the availability of resources that support critical staff needs outside the workplace, including the City’s Employee Assistance Program and the Domestic Violence Liaison Program.  <b>Ongoing:</b>	Completed short-term action(s).  Ongoing action(s) in progress	<b>Lesley Nataliya</b>

e.g. transportation stipends, exercise stipends, childcare, etc.	and provide support for needs outside of the workplace <b>Material:</b> Evaluate any necessary resources during the implementation period			Invite employees to take advantage of the City Wellness Programs sponsored by the Mayor’s Office, the Controller’s Office, the Department of Human Resources, and the Health Service System.  Develop a deeper culture of wellness to inspire and support healthy choices and emotional well-being and find health related ways to contribute to employee satisfaction and retention.		
5.3.5. Respect religious and cultural practices of employees.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Leverage existing resources <b>Material:</b> Leverage existing resources	Improvement in overall staff mental health	Ongoing	<b>Ongoing:</b> Support flexible work schedules where operationally feasible to facilitate the ability of employees to participate in religious and cultural practices in conjunction with the workday.	Ongoing action(s) in progress	<b>Lesley Nataliya</b>

5.4. Align professional development and skill training opportunities with employee needs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. Develop and conduct staff self-assessment of professional development and skill training needs. Understanding what staff view as key to their being successful on the job can contribute to developing professional development plans that are aligned with staff needs.	<b>Financial:</b> Seek approximately \$200,000 in the Department’s budget submission for professional development and training opportunities <b>Human:</b> Commit 10-20 hours for initial assessment <b>Material:</b> Leverage existing resources	Staff assessment conducted	January 2021 – March 2021	<b>Short Term:</b> Conduct staff assessments to gather feedback on which professional skills will help them achieve their personal career goals.  Evaluate the results of staff assessments; develop professional and skill development plans.  <b>Ongoing:</b> Seek funds to facilitate newly identified professional and skill development courses in the Department’s annual budget submissions.	Completed short-term action(s).  Ongoing action(s) in progress	Fisher Mayank Matthew

## 6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

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

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

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

### DEPARTMENT GOAL

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

The Department of Elections’ overall goal on Organizational Culture of Inclusion and Belonging is to cultivate a workplace environment in which employees of all racial and ethnic backgrounds feel respected, recognized, and supported in carrying out the Department’s mission

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	<b>Financial:</b> Evaluate any necessary resources to during the implementation period <b>Human:</b> Commit 80-120 hours for review and revision of the Department’s mission, development of strategic plan, and	Department mission, policies, and procedures are updated and available	January 2021 – June 2021	<b>Short-Term:</b> Revise the Department’s mission statement to clarify our commitment to racial equity and incorporate equity and inclusion objectives into the Department’s strategic plan.  Disseminate digital and hard copies of the revised mission statement and strategic plan to all staff, post them on the Department’s Employee	Completed short-term action(s).	<b>Nataliya Fisher</b>

	gathering staff and community feedback; evaluate necessary human resources for ongoing staff communication and engagement during the implementation period <b>Material:</b> Evaluate any necessary resources to during the implementation period			Resources Portal, and publish them online via the Department's website.		
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff hours, as projected in this Plan, for RE Team and staff to implement actions and assess program outcomes <b>Material:</b> Leverage existing resources	Regular, scheduled meetings with RE Team to implement RE Action Plan	December 2020	<b>Short-Term:</b> Create a cross-divisional RE Team responsible for implementing the actions set forth in this Plan, revisiting RE actions annually, and keeping Department employees and other stakeholders current on the implementation progress.  <b>Ongoing:</b> Extend ongoing invite for staff to join and participate in all RE planning activities.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Nataliya Fisher</b>
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours to develop process for quarterly evaluation and sharing of Plan; commit 40-80 hours per quarter for review and amendments <b>Material:</b> Leverage existing resources	RE Action Plan is published on department website	December 2020	<b>Ongoing:</b> After developing this RE Action Plan, create a process for regularly reviewing and amending the Plan and posting all iterations and phases of the Plan on the Department's website.	Ongoing action(s) in progress	<b>Nataliya Fisher</b>

6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 10-20 hours monthly for ongoing RE communication efforts. <b>Material:</b> Leverage existing resources	Ongoing reporting	Ongoing	<b>Ongoing:</b> Provide regular RE Action Plan updates to staff through email and post communication in the Department's office.  Include updates on the Department's RE Action Plan in sessions held by the Language Accessibility Advisory Committee, Voting Accessibility Advisory Committee, Elections Commission, and other public meetings.	Ongoing action(s) in progress	<b>Nataliya Fisher</b>
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	<b>Financial:</b> Evaluate any necessary resources to during the implementation period <b>Human:</b> Commit necessary staff time to provide ample support and space <b>Material:</b> Evaluate any necessary resources to during the implementation period		Ongoing	<b>Ongoing:</b> Provide ample support for staff in their participation in affinity groups, and support discourse and knowledge sharing among colleagues to normalize conversations about race and social inequities.  Create a safe space to facilitate discussion and information-sharing among staff on topics such as culture, hobbies, affinity groups, art, history, volunteering, parenting, etc. to help foster a working culture that not only values communication related to the "task at hand", but also values communication that fosters equality, inclusivity, and building connections.	Ongoing action(s) in progress	<b>Nataliya Fisher</b>
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	<b>Financial:</b> Seek approximately \$20,000 in the Department's budget submission for conference and seminars <b>Human:</b> Commit 40-80 hours for research and opportunities assessment; commit necessary staff time each quarter for staff to	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Ongoing	<b>Ongoing:</b> Provide consistent training and coaching opportunities to staff through workshops and presentations, covering topics such as racial equity, inclusion, problem-solving, communicating across cultures (e.g., <a href="https://sfdhr.org/communicating-across-cultures">https://sfdhr.org/communicating-across-cultures</a> ), and employee wellbeing.  Solicit recommendations and feedback from community partners, advisory committees, and other city agencies on training opportunities that advance staff understanding of racial equity.	Ongoing action(s) in progress	<b>Nataliya Fisher</b>

	participate in trainings and conferences <b>Material:</b> Leverage existing resources					
6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-60 hours annually to conduct annual survey, compile results, and assess program outcomes <b>Material:</b> Leverage existing resources	Annual survey with disaggregated data and feedback	December 2020 – February 2021	<b>Short-Term:</b> Incorporate into the annual racial equity survey questions designed to assess the Department’s commitment to an organizational culture of inclusion and belonging.  <b>Ongoing:</b> Compile and analyze data and feedback to assess current conditions and the outcomes resulting from changes made within programs or policies.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Nataliya</b> Fisher
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff time to foster engagement among all staff <b>Material:</b> Leverage existing resources	Increase in staff engagement	2022 – 2023	<b>Short-Term:</b> Create a bulletin board featuring photographs of staff and poll workers assisting a wide spectrum of City voters across all neighborhoods of San Francisco. Continue to represent the diversity of San Francisco voters in all elections artwork (e.g. the cover of the Voter Information Pamphlet).  <b>Ongoing:</b> Incorporate the sharing of images into the on-boarding program for new employees.	In Progress	<b>Matthew</b> Mayank Jasmine



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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	<b>Financial:</b> Evaluate any necessary resources to during the implementation period <b>Human:</b> Commit 40-80 hours to review and enhance communication channels; evaluate necessary human resources for ongoing audits during the implementation period <b>Material:</b> Leverage existing resources	Increase in staff feedback, participation, and response to communications	December 2020 – February 2021	<b>Ongoing:</b> Provide multiple channels through which staff can receive and seek information. Make staff aware of all available communication channels, including, email, phone, Zoom, direct communication, and the Employee Resource Portal.  Conduct regular audits of the Department’s mailing and email lists to facilitate the successful delivery of staff communications.	Ongoing action(s) in progress	Lesley Norma
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit necessary staff time so that all employees can participate in advisory committee meetings and other staff engagements. <b>Material:</b> Leverage existing resources	Ongoing staff participation and feedback	2022 – 2023	<b>Ongoing:</b> Invite all staff to participate in advisory committee meetings and to suggest agenda topics, and regularly share updates and progress from these meetings across all divisions.  Post agendas, minutes, and recordings from these meetings on the Department’s website and share directly with staff and community partners.	Ongoing action(s) in progress	Mayank Nataliya
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	<b>Financial:</b> Evaluate any necessary resources to during the implementation period <b>Human:</b> Commit 60-80 hours for research and program development;	Ongoing staff participation and feedback	January 2021 – February 2021	<b>Ongoing:</b> Provide all staff with safe spaces, physical and digital, to share information.  Research and solicit feedback from staff on digital and communication platforms.	Ongoing action(s) in progress	Lesley Norma

	commit resources for weekly office hours <b>Material:</b> Evaluate any necessary resources to during the implementation period			Continue to provide weekly office hours that allow staff to voice their questions or discuss HR-related manners. In addition to providing a dedicated time and space, provide alternative options (calls, emails, or scheduled in-person meetings) that are available to staff.		
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6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 120-150 hours for review and updating of the Department’s accessibility protocol, and collaboration with community partners and staff. <b>Material:</b> Leverage existing resources	Protocol distributed internally and with any outward-facing interactions	January 2021 – April 2021	<b>Short-Term:</b> In collaboration with the Voting Accessibility Advisory Committee, review and revise existing accessibility protocol as necessary to maximize accessibility of voting locations and worksites.  <b>Ongoing:</b> Distribute the revised draft protocol to all staff and community partners, and provide staff and partners with the opportunity to share feedback on final draft.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Mayank</b>
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.  e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 80-120 hours for initial evaluation and program development; evaluate necessary human resources for ongoing audits during implementation period	A plan for physical space improvement  \$ funding secured  Successful implementation	2022 – 2023	<b>Short-Term:</b> Explore the adoption of a new program, Elections Goes Ergo! If this new program is adopted, the Department will utilize DHR’s “Setup and Go Toolkit”, which includes a ready-made set of resources designed to encourage City employees to establish and maintain a proper working setup and to take active breaks throughout the day. As part of the program, the Department would send reminder emails, display visual posters in all rooms, provide training, and reinforce training through self-	In progress	<b>Fisher</b> Matthew Ebony

	<b>Material:</b> Leverage existing resources			assessment checklists. The Department would also explore third-party software offerings that provide automatic “pop-up” reminders throughout the day on maintaining proper posture and taking regular stretch breaks.  <b>Ongoing:</b> Conduct regular accessibility audits of all physical spaces used as voting locations or work sites, seek funding for improvements to these spaces, and identify solutions to improve accessibility.		
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.  e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	<b>Financial:</b> Evaluate any necessary financial resources to improve digital accessibility during the implementation period <b>Human:</b> Commit 80-120 hours to review and update digital accessibility standards; commit 80-120 hours to conduct audit of Department’s digital services <b>Material:</b> Evaluate any necessary material resources during the implementation period	A plan for digital improvement  \$ funding secured  Successful implementation	2022 – 2023	<b>Short-Term:</b> Review the Department’s Digital Accessibility Guidelines against the latest industry guidance for designing accessible websites and tools, and update Department’s Guidelines as necessary.  <b>Ongoing:</b> Share guidelines with the Department of Technology and the Voter Accessibility Advisory Committee for review and feedback.  Conduct an audit of the Department’s digital services to ensure current accessibility standards are met or exceeded, and new technology is deployed wherever feasible.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Mayank</b>
6.3.4. Invest in translation services.	<b>Financial:</b> Seek approximately \$3,125,600 in the Department’s budget submission (1 election per FY) to support	# Increase in translated materials	Ongoing	<b>Ongoing:</b> Increase awareness around the availability of translated election materials and language access by leveraging community partnerships, conducting targeted outreach, and coordinating with the Language Accessibility Advisory Committee.	To be continued during Phase II	

	<p>language access services</p> <p><b>Human:</b> 14 full-time bilingual staff</p> <p><b>Material:</b> Leverage existing resources</p>			<p>Seek input from community partners on the Department’s services materials, focusing on new ways to increase education and engagement opportunities for minority-language communities throughout San Francisco.</p>		
<p>6.3.5.</p> <p>Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	<p><b>Financial:</b> Evaluate necessary financial resources during the implementation period to support identity expression inclusion.</p> <p><b>Human:</b> Commit 60-80 hours to build repository of identity expression resources and educate staff about resources</p> <p><b>Material:</b> Leverage existing resources</p>	<p>Increase in staff using inclusive identity expression, second nature</p>	<p>January 2021 – April 2021</p>	<p><b>Ongoing:</b></p> <p>Provide identity expression resources to staff in order to support their efforts to build an inclusive work environment that helps all employees succeed, express, and grow professionally.</p>	<p>Ongoing action(s) in progress</p>	<p><b>Mayank</b></p>
<p>6.3.6.</p> <p>Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>	<p><b>Financial:</b> Leverage existing resources</p> <p><b>Human:</b> Commit 80-120 hours to review and update accessibility section of Employee Resource Portal and develop new channels to inform staff</p> <p><b>Material:</b> Leverage existing resources</p>	<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default</p> <p>Increased digital equity (e.g., access) for all employees</p>	<p>January 2021 – February 2021</p>	<p><b>Short Term:</b></p> <p>Post information about staff accommodation requests and accessibility issues on the Department’s Employee Resource Portal</p> <p><b>Ongoing:</b></p> <p>Make such information readily available to staff during the hiring and onboarding processes, and during their employment. Include closed-captioning on training videos.</p>	<p>Completed short-term action(s).</p> <p>Ongoing action(s) in progress</p>	<p><b>Mayank</b></p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Commit 40-80 hours to develop tool; commit 80-120 hours for Strategic Plan development and gathering community feedback; evaluate necessary human resources for ongoing assessment during implementation period <b>Material:</b> Leverage existing resources	Community will have an impact on all department projects	2022 – 2023	<b>Short Term:</b> Post a working draft of the Department’s Five-Year Strategic Plan for 2021-2025, and gather community feedback.  <b>Ongoing:</b> Develop a tool to assist in compiling, maintaining, and analyzing feedback received through a variety of sources, including feedback forms, electronic submissions, email, and mail.  Encourage feedback and participation by regularly inviting the public to provide feedback and engage in new or potential Department initiatives (e.g., to consider adoption of the Voter’s Choice Act voting center model in San Francisco).	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Fisher
6.4.2. Find opportunities to invest into and support the communities the department serves.	<b>Financial:</b> Seek \$250,000 grant funding in the Department’s budget submission <b>Human:</b> Commit 120-150 hours for grant program development; during course of grant program, commit 20-40 hours per week to support grantees <b>Material:</b> Commit funds to provide outreach resources (printed and digital collateral) to grant partners		January 2021 – June 2021	<b>Short Term:</b> Seek grant funding in the Department’s budget submission to continue partnering with local community-based organization in the Department’s outreach efforts to City residents.  <b>Ongoing:</b> Evaluate and implement strategies to expand outreach around available funding opportunities to community-based organizations that serve historically underrepresented, underserved, and marginalized communities	Completed short-term action(s).  Ongoing action(s) in progress	<b>Winter</b> Fisher

6.5. Make racial equity work one of the main priorities of the Department and allocate resources to accomplish this critical work, demonstrating a clear and unequivocal commitment to advancing racial equity in the Department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1. Develop measurable racial equity goals and objectives for the programs and services within each division of the Department, reflect on professional practices as it relates to racial equity and seek out opportunities to improve understanding and application of racial equity frameworks.	<b>Financial:</b> Evaluate necessary financial resources during the implementation period to support ongoing training and program development <b>Human:</b> Commit 40-80 hours for goals assessment and program development; evaluate other necessary human resources during the implementation period <b>Material:</b> Leverage existing resources	advance racial equity in the area of organizational culture	January 2021 – June 2021	<b>Short Term:</b> Adopt racial equity as a core value in the Department of Elections’ mission and evaluate the impact of specific racial equity programs in each division as well as in the Department overall.  <b>Ongoing:</b> Provide ongoing racial equity training to newly-hired as well as current employees and cross reference demographic workforce data with staff feedback with to identify and resolve issues.  Incorporate suggestions from staff and interested stakeholders, identify and align key objectives and goals, applying a lens of diversity, equity, and inclusion to programs, practices, professional development, and growth.	Completed short-term action(s).  Ongoing action(s) in progress	<b>Nataliya Fisher</b>

6.6 Develop a new page on the Department’s website, tentatively titled Our People with the goal of recognizing employees’ dedication to conducting free, fair, and functional elections while personalizing election services and programs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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6.6.1. Develop a page on the Department’s website that provides a spotlight on Department leadership and employees.	<b>Financial:</b> Leverage existing resources <b>Human:</b> Leverage existing resources <b>Material:</b> Leverage existing resources	Page created and posted	2022 – 2023	<b>Short Term:</b> Form a working group to develop content, images, and employee testimonials that can be featured on a new page of the Department’s website  Conduct a pilot launch of the page, providing opportunities for staff to share their feedback and ideas.	Not started.	<b>Mayank</b> Jasmine Winter
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## 7. BOARDS AND COMMISSIONS

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

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

DEPARTMENT GOAL

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

*To implement policies set by the Commission.*

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include	Will review bylaws by setting up a	Bylaws, rules of order or other procedures successfully amended	6mo – 1 year	A Committee or Commissioner to make a recommendation to the Commission	Complete	

inclusive language and to align with the department's RE Action Plan.	committee to review this.					
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Human: leverage the Citywide/Dept on the Status of Women data collection to provide the information	Annually collect board/commission demographic data  Include data in annual report  Use data to guide recruitment efforts  Greater racial and gender equity in board and/or commission members	Spring 2021	Share the data to incorporate in the annual report. If asked by the appointed body, we can submit the current data for their considerations.	In progress	Viva / Clerk
7.1.3. Have board/commission adopt a resolution around racial equity.	Will put it in our agenda to pass a resolution	Resolution adopted	Spring 2021	Would like a draft resolution from the ORE for the commission to adopt	In progress	President of the Commission
7.1.4. Racial equity-related items are regularly agendized.	President of the Elections Commission	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	Spring 2021	Will commit to have sub-category in the budget, redistricting, and election plan to evaluate racial equity in our plans and work.	Complete	President of the Commission
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Issue-specific task force	Participatory budgeting processes  Community advisory working groups  Issue-specific task forces	Spring 2021	Redistricting taskforce – we will keep diversity, equity, and incorporate Prop C	In progress	
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>	Will put it in our agenda to pass a resolution	Resolution adopted	Spring 2021	Would like a draft resolution from the ORE for the commission to adopt	Complete	President of the Commission

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



7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Issue-based taskforce	Greater racial and gender equity in board and/or commission members	Winter 2021	Redistricting taskforce – we will keep diversity, equity, and incorporate Prop C	In progress
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.		# of policies passed with RE lens  Budget equity completed			Complete

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.  e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	The SF Elections Commission	# of diverse board/commission members  % of board/commission retention  Implementation of inclusive protocols	6mo – 1 year	Will discuss set a committee or have a commissioner to make a recommendation to the Commission.	Complete	President of the Elections Commission
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	SF Elections Commission	# of completed training per quarter  Increased participation rate	When available	The Commission will take any trainings offered by the City. We will also share trainings and conferences serving diverse communities when it comes to Elections.	In progress	President of the Elections Commission
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	SF Elections Commission	Increased board/commission retention  Member experience satisfaction survey	6mo – 1 year	Will discuss set a committee or have a commissioner to make a recommendation to the Commission and compliant with the Brown Act.	In progress	President of the Elections Commission

7.3. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. [A description of the action to reach the goal goes here.]						See May 2023 Elections Commission Racial Equity Progress Report

## APPENDIX A

### Department History

*San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community. As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.*

Despite being admitted to the union as a free state, California’s early suffrage was unfairly limited to those of certain races and countries of origin, and our City only began to make significant progress away from these rules after the Civil War, with the passage of the 13th, 14<sup>th</sup>, and 15th Amendments, which outlawed slavery, mandated equal protection under the law, and banned the use of race as a voter qualification, respectively.

Further progress was slow and it was not until the passage of the 19th Amendment in 1920 that women of any race were granted the right to vote, not until the passage of the Indian Citizenship Act in 1924 that tribally-affiliated Native Americans were granted the right to vote, and not until 1953 that California residents born in China were able to become citizens with the right to vote.

The second half of the 20th century saw quicker progress with respect to racially equitable voting laws. First, Congress passed the Civil Rights Act of 1964 (CRA) which banned the use of unfair voter registration rules. A year later, Congress passed the Voting Rights Act of 1965 (VRA), which eliminated many voter “qualifications” that had effectively barred people of color from voting. The VRA also created minority language requirements for voter services and printed materials, and as a consequence, the Department of Elections has been providing all materials and services for San Francisco voters and potential registrants in Spanish and Chinese as well as in English. Parallel provisions in state law now require the Department to provide certain materials and services in Burmese, Japanese, Korean, Thai, and Vietnamese and per local law (the Language Access Ordinance or “LAO”), the Department provides all voter materials and services in Filipino as well.

In 1970, California’s English literacy requirement for voters, which had prevented many residents with limited English skills from voting, was found to be a violation of the 14th Amendment, by 1972 all race, sex and country of origin limits on suffrage had been eliminated from the California Constitution, and in 1974 the right to vote was restored for former felons (many of whom are people of color). In the last few decades, the logistics of voter registration have also become easier, with, for example, the availability of automatic registration due to the passage of the National Voter Registration Act (NVRA) in 1993, often known as the Motor Voter law. The logistics of voting have also become easier, with, for example, the adoption of no-excuse voting by mail in 2007, which allows any voter to choose to vote by mail and become a permanent vote-by-mail voter without needing an excuse, the passage of the Americans with Disabilities Act (ADA) in 1990, which requires elections officials to make every aspect of the elections process fully accessible, and the passage of the Help America Vote Act (HAVA) in 2002, which requires elections officials to provide accessible voting systems that protect voter privacy and independence. More recently, in San Francisco, Proposition N, passed by voters in 2017, extended voting rights in School Board Elections to certain non-citizen residents of San Francisco.

Despite regulatory changes that have expanded voting rights, disparities in voter registration and turnout across historically marginalized groups persist nationwide. To provide for racially equitable elections administration in San Francisco, beyond simply complying with federal, state, and local elections related laws such as the CRA, the VRA, the LAO, the NVRA, the ADA, and HAVA, the Department of Elections (“Department”) continues to seek new ways to provide fully equitable registration, outreach, and voting services to all eligible San Francisco residents through collaboration with local community-based organizations and city agencies and to make every effort to employ a diverse workforce that reflects the populations it serves. Going forward, the Department is committed to joining a citywide effort to uncover and address any remaining racial disparities in policies or practices and to advance opportunities for employees of all races. The Department looks forward to the work ahead in Phase One of this Plan and to further cultivating a workplace environment in which all of its employees feel valued and supported in carrying out the Department’s mission of administering free, fair, and functional elections in San Francisco.

APPENDIX B

Vulnerable Populations Served

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

Vulnerable Populations Engagement Assessment, Version 2

1. Which communities of color do you serve? (Select all that apply) \*

- Black or African-American
- Latino/a/x or Hispanic
- Middle Eastern or North African
- Indigenous, Native American or American Indian
- Pacific Islander/Native Hawaiian
- East Asian
- Southeast Asian
- South Asian/Indian
- Filipino/a/x
- Other

2. What other vulnerable groups/communities do you serve? (Select all that apply) \*

- Seniors and Older Adults
- Children and Youth
- Transgender, Gender Variant, Intersex People
- Lesbian, Gay, Bisexual, Queer People
- People with Disabilities and Medical Conditions
- People with Mental Health and Behavioral Health Issues
- People with Limited-English Proficiency
- Undocumented People
- People Facing Food Insecurity
- People who are Subjected to Intimate Partner Violence
- Public Housing Residents
- Caregivers
- Detained/Justice-Involved People
- Shift, Temporary Gig, Low-wage Workers
- Low-income Students
- People facing Digital Access/Connectivity Issues
- People who Rely Exclusively on Public Transit
- Under/Uninsured People

People Who Are Unbanked/No Access to Credit/Debit Cards  
Other

**3. Please describe your community engagement activities with individuals and groups in San Francisco’s communities of color. \***

As part of its ongoing commitment to voting rights equity in the City, the Department considers the needs of San Francisco’s communities of color in providing all of its voter outreach, education, and election-related services. In addition to reaching directly to voters and potential registrants throughout the City, the Department partners with a number of community-based organizations including B\*Magic, The Village of Visitacion Valley, Mission Economic Development Association, the Community Youth Center, Coleman Advocates, the Chinese Newcomers Association, SF Rising, all of whom specialize in providing services to particular communities of color.

To encourage voter registration and voter turnout across the City, the Department maintains both a year-round general outreach program and an election-specific outreach program. All outreach materials, including mailings, digital notices, online and print resources, in-person and remote presentations, etc., are available in at least four languages and accessible formats. The Department also runs advertisements with key election information in the newspapers, including the SF Examiner, El Reportero, Sing Tao Daily, Philippine News, Asian Journal, Korea Times, Vietnam Daily, the Bay Area Reporter, and SFNNA newspapers and facilitates registration and informational resource tables at various fairs and festivals, including the Sunday Streets, the Autumn Moon Festival, the Chinatown Community Health Fair, and DCYF Resource Fairs.

This year, the Department will collaborate with the City’s COVID-19 Command Center outreach team to distribute election information to the City’s most vulnerable populations in the following neighborhoods: Civic Center/Downtown, South of Market, Bayview/Hunters Point, Visitacion Valley, Chinatown, Western Addition, Excelsior/Outer Mission, and Ingleside. In addition, the Department will provide grants to local nonprofit organizations, who will assist in disseminating essential election information-- such as how to register to vote, how to participate in the upcoming election, how to vote by mail or in person, how to find language and accessibility resources, and key election dates and deadlines -- to their constituents using effective and community-specific outreach strategies. The focus of grantees will be on reaching the following populations: members of the City’s communities of color, as well as voters who are elderly, first-time voters, voters living in neighborhoods with turnout below the City average, members of the City’s language minority groups, voters with disabilities, and voters who are unhoused or housing insecure.

**4. Based on your work, what critical issues do these communities face? \***

From the point of view of the Department of Elections, the most critical issue facing communities of color in San Francisco is a lower-than City average voter turnout. To that end, the Department employs several collaborative strategies, including direct outreach surveys, online feedback forms, advisory committee meetings, and partnership with local organizations, all of which are designed to elicit feedback from representatives of these communities that the Department can then incorporate in its outreach and election-related services.

**5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders) \***

The Department collaborates with nearly 250 local community-based organizations and can provide its current contact list upon request.

**6. What is your Department's total annual budget? Briefly describe how your Department generally decides upon its proposed budget allocations: \***

The Department’s total budget for fiscal year 2019-2020 is \$26,681,119. The total budget for fiscal year 2020-2021 is still undergoing the City’s budgeting process and will be finalized on or before October 1, 2020.

With City elections recurring in four-year cycles, the Department estimates annual election-related budget items based largely on expenditures for parallel costs incurred for recent elections of the same type. These expenditures include, for example, costs associated with ballot production, printing and assembly, as well as those associated with production, translation, and mailing of the Voter Information Pamphlet. Certain fixed expenses, such as cost for leasing the City's voting system, are also factored into the Department's annual budgets.

During the budgeting process, Department finance staff work closely with the Director, Deputy Director, and division managers to maximize the reach and effectiveness of Department strategies, continuously striving to find effective and cost-efficient ways to better serve and improve access to election services for San Francisco voters and potential registrants. Each year, the Department works to bring meaningful voting rights equity to members of San Francisco's communities of color and other vulnerable populations, in the context of expansions of programs and services and adoption of new outreach strategies, all of which inform the Department's budgeting process.

**7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget? \***

A wide range of both quantitative and qualitative data, indicators, and considerations were taken into account to maximize equity and support for vulnerable populations within the Department's proposed budget; in fact such data, indicators, and considerations guide most of the Departments' overall objectives and daily operations. Some of the most vital sources of quantitative data include City voter turnout statistics, language access data published by the Office of Civic Engagement and Immigrant Affairs, census data from the decennial census, and statistical data from the American Community Survey. In addition to utilizing quantitative data, the Department also considers the qualitative feedback of election observers, voters, members of the public, as well as individuals and stakeholders of the Department's Voting Accessibility Advisory Committee and the Language Accessibility Advisory Committee. The Department also regularly engages with over 200 community-based organizations to solicit qualitative feedback on Department materials, services, and outreach strategies.

**8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes? \***

Yes.

**9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here: \***

In 2019, the Board of Supervisors passed, and the Mayor approved, an ordinance (File No. 191072) that modified the City's budget review and approval process. For the current budget cycle, the Department must hold one public meeting with 72 hours' notice and allow members of the public to provide feedback on the Department's proposed budget before it is finalized. To facilitate public feedback, the Department's budget forms were posted online. Beginning with next years' budget, the Department will hold two public meetings to allow the public to participate more fully in the budget process.

**10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

The Department's largest projected expenditure is the lease of the voting equipment to conduct elections in San Francisco. The voting machines that comprise San Francisco's voting system are the ImageCast Evolution Ballot-Scanning Machine, the accessible ImageCast X Ballot-Marking Device, and ImageCast Central (ICC) Scanner.

**11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

Please see the answer to question 10 above.

**12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

The Department’s second largest projected expenditure is the combined staffing, printing, and mailing costs associated with the production and mailing of the local Voter Information Pamphlet (VIP) to approximately San Francisco 510,000 voters. The VIP provides information about local candidates and ballot measures, voting options and key election dates, and a sample ballot matching the voter’s ballot type. The VIP is published in English, Chinese, Filipino, and Spanish and is available in PDF, HTML, XML, large-print, MP3, USB flash drive, CD, and National Library Service (NLS) cartridge formats.

**13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

The Department’s lowest projected expenditure is for office supplies.

**14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve? \***

The Department’s entire \$26,681,119 budget is intended to serve all San Francisco voters and potential registrants, including vulnerable populations. The Department complies with applicable federal, state and local law regarding outreach, production and translation of elections materials, and voting accessibility, and, within that context, devotes myriad resources to providing election services to communities of color and other vulnerable populations.

**15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department’s ability to advance equity? \***

The Department’s budget proposals must be approved by the Elections Commission, the Mayor, and the Board of Supervisors during the budget process. Thus far, the Department has worked successfully within the limits of its approved budgets to advance equity.

**16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts. \***

The Department does not anticipate any adverse impact on communities of color or vulnerable populations. Were its funding to be reduced, the Department might need to eliminate some of the City’s satellite voting centers. Despite potential elimination of voting centers, the Department still intends to organize 588 neighborhood polling places on Election Day.

**17. How does your commitment to vulnerable population(s) show up in your proposed expenditures? \***

Please see the answer to question 14 above.

**18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity? \***

**Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.**

Please see the answer to question 14 above.

**19. Does your spending address specific equity needs?**

- Racial Disparities – Largest expenditure
- Disability Access – Largest expenditure
- Public Safety – Lowest expenditure
- Economic development – Lowest expenditure
- Academic Achievement – Lowest expenditure
- Climate and Environment – Lowest expenditure

Housing and Homelessness – Largest expenditure  
Transportation and Mobility – Lowest expenditure  
Justice System – Lowest expenditure  
Community Health and Wellness – Lowest expenditure  
Workforce and Fair Employment – Lowest expenditure  
Information Technology and Digital Equity – Largest expenditure  
Education, Knowledge and Community Wisdom – Largest expenditure  
Wealth Building and Economic Justice – Lowest expenditure  
Arts and Culture – Lowest expenditure  
Food Justice and Sovereignty – Lowest expenditure  
LGBTQIA+ and Gender Justice – Lowest expenditure

**20. How do you get feedback on the success of your proposed spending? The return on investment?**

Largest Expenditure  
Second largest Expenditure  
Lowest Expenditure

Focus groups/interviews with stakeholders – Largest expenditure  
Results based evaluation – Largest expenditure  
Unbiased data collection – Largest expenditure  
Participatory budgeting – Largest expenditure  
Performance on key indicators – Largest expenditure



APPENDIX C

Vulnerable Populations Engagement Assessment

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

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
All San Francisco voters and potential registrants, including vulnerable populations	Reaching directly to voters and potential registrants and partnering with community-based organization; maintaining both year-round general outreach programs and election-specific programs; making all outreach materials available in at least four languages and accessible formats; running advertisements with key election information in newspapers and participating in fairs and festivals; collaborating with the City’s COVID-19 Command Center outreach team to distribute election information to the City’s most vulnerable populations; providing grants to local nonprofit organizations who assist in disseminating essential election information.	100%	\$26,681,119	From the point of view of the Department of Elections, the most critical issue facing communities of color in San Francisco is a lower-than City average voter turnout.	Both quantitative and qualitative: City voter turnout statistics; number of outreach events conducted by Department outreach team; results of outreach conducted by CBOs grantees; number of ads run in newspapers and on radio and TV stations; feedback from election observers, voters, members of the public, as well as individuals and stakeholders of the Department’s Voting Accessibility Advisory Committee and the Language Accessibility Advisory Committee.