

**To:** [Wu, Kimmie \(TTX\)](#)  
**Subject:** RE: Form 1C Budget Equity - 2 questions  
**Date:** Thursday, February 17, 2022 10:36:16 PM

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**From:** Wu, Kimmie (TTX) <kimmie.wu@sfgov.org>  
**Sent:** Wednesday, February 16, 2022 2:06 PM  
**To:** Shah, Tajel <tajel.shah@sfgov.org>  
**Subject:** Form 1C Budget Equity - 2 questions

**1. What is the department's approach to advancing racial equity in the services provided to the residents of San Francisco?**

Our commitment to racial equity starts at the top of our organization with José Cisneros, the elected Treasurer. The Treasurer has a personal history grounded in breaking barriers and using his personal testimony to make greater societal change. Treasurer Cisneros was the first in the nation to create an Office of Financial Empowerment, to strengthen the economic security and mobility of all San Franciscans, especially low-income San Franciscans and communities of color. The Office of Financial Empowerment has created and launched many ground-breaking initiatives—such as [The Working Families Tax Credit](#), [Bank on San Francisco](#) and [Kindergarten to College](#). Treasurer Cisneros also launched [The Financial Justice Project](#) three years ago, the nation's first effort embedded in government to assess and reform fines and fees that have an adverse and disproportionate impact on low-income people and communities of color. The department has become a central resource for all city departments on direct cash assistance to support sustained growth and development directly to individual people, including: Dream Keeper's Initiative; Transgender Initiative; Black Infant Health Project. Essentially, the departments

**2. What are the department's top racial equity priorities for the upcoming budget cycle? Are there any existing programs that the department is proposing to modify or recommending new initiatives in order to fulfill racial equity priorities?**

**TTX has hired a firm to advance our Racial Equity initiative. TTX has budgeted for these costs. Scope of the work includes the following:**

**A. Executive Leadership Team Assessment and Training**

1. Racial equity assessment - Assess leadership competencies in the areas of diversity, equity, inclusion and belonging. This assessment should be leveraged to develop capacity building and lead to clear recommendations that help leaders lead with equity in mind.
2. Customized facilitated learning sessions – Work with the varying levels of comfort and practice with concepts of structural and organizational equity including: coaching around racial equity in supervision and program delivery design, customer service, decision-making processes, communications and daily practices.

**B. All Staff Training Sessions**

1. Department wide training - Facilitate one to two Department-wide Racial Equity trainings for All Department Staff. The content will be based on discussions with the Core Team and the consultant assessment of the Department's racial equity journey.

**C. Restorative Justice Dialogue and Reflection**

Facilitate restorative justice conversations in order to provide insight on how systemic and historic issues of racism and bias are inherently part of conversations, which is therefore limiting full participation and reflection on how work environments and systems of communication (Human Resources/Discipline/Performance) are being heard/interpreted. Garner insights from key conversations to alleviate immediate issues as well as reflect on changes to be made, which may include training.

**D. Hiring, Recruitment, and Promotion Strategy**

1. Address specific job classifications that lack racial diversity, including Managers, Administrative Analysts, Accountants and Auditors. The consultant shall develop recommendations for identifying barriers to application and employment within these job classifications with the aim to broaden diversity and inclusion throughout the hiring and employment cycle. Recommendations may be shared with the Central Department of Human Resources and/or Civil Service. The consultant will also interview the teams to identify group norms and biases within the sections that inhibit full participation by staff.
2. Review current hiring and recruitment policies and make recommendations to ensure they align with ORE's racial equity framework. The consultant will make recommendations to broaden recruitment strategies to increase diversity in candidate pools.
3. Review current employee assessments tools and surveys and recommend the inclusion of questions to gauge sentiment on the department's effort to address diversity and inclusion. The consultant will evaluate current exit interviews and recommend changes to questions to ensure a racial equity lens is applied.
4. Review any current candidate exit interviews and propose new questions to gauge sentiment on the department's effort to address diversity and inclusion and to solicit any feedback or recommendations in this area.

**E. Core Team Racial Equity Capacity Building**

1. Customized learning sessions on racial equity leadership & facilitation - interactive workshops and learning sessions that build capacity to lead with equity through dialogue, analysis and reflection. The sessions should build a foundational understanding and framework for racial equity in the workplace and basic terminology and definitions. The learning sessions must help the Core Teams to push beyond this shared understanding to address topics such as: the role of team members in leading organizational antiracist changes and make recommendations to transform practices that are heavily

influenced by white-supremacist culture and practices. The learning sessions should address the specific racial equity work to be done by the cohort within the department building on the racial equity plan.

2. Coaching, facilitation & technical assistance on racial equity plan implementation - Operationalizing the Racial Equity Action Plan as well as provide the Team with tools that help foster inclusion and racial equity across the Agency. The consultant will also provide coaching and support racial equity working groups including: barriers to hiring, supplemental questionnaires, minimum qualifications, etc.