Presentation Topics

• Understanding basic terms
• Overview of the plan purpose
• Background
• Where we are now
• Relevant actions
• Next steps
Why Racial & Social Equity?

- Disparities across measures (income, health, education, housing, etc.) are either stagnant or increasing
- City staff could be more diverse and better represent our communities, particularly in management
- Government and the Planning field historically played a significant role in racial and social inequity
- Government has a responsibility to advance racial and social equity
What is Racial Equity?

The systematic fair treatment of people of all races resulting in equal outcomes, while recognizing the historical context and systemic harm done to specific racial groups.

**Outcome:**
“Racial Equity is the condition that would be achieved if racial identity no longer predicted, in a statistical sense, how one fares...This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.”

– Center for Assessment and Policy Development

**Process:**
“Racial Justice [is defined] as the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all.”

– Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment Report
San Francisco Planning’s Equity Work

- Eastern Neighborhoods
- Green Connections
- Health Care Services Master Plan
- Sustainable Chinatown
- Mission Action Plan 2020 and Calle 24 Special Use District
- The Hub and Calle 24 Design Guidelines
- Cultural Districts
  - Japantown Cultural Heritage and Economic Sustainability Strategy
  - SoMa Pilipinas Cultural Heritage District
  - Compton’s Transgender Cultural Heritage District
  - African American Arts and Cultural District
  - American Indian Cultural Heritage District
<table>
<thead>
<tr>
<th>ETHNICITY</th>
<th>OWNER-OCCUPIED HOUSING UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>55%</td>
</tr>
<tr>
<td>African American</td>
<td>3.9%</td>
</tr>
<tr>
<td>American Indian &amp; Alaska Native</td>
<td>0.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>35.7%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>0.3%</td>
</tr>
<tr>
<td>Some other race</td>
<td>2.7%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>2.3%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>8.6%</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino</td>
<td>49.6%</td>
</tr>
</tbody>
</table>

Source: 2010-2014 American Community Survey 5-Year Estimates, Table S2502
Housing Burden by Race/Ethnicity (2015)

Figure 1. Housing Burden by Race (Median Monthly Rent 2015 = $1,840)

AVERAGE INCOME BURDEN (30% OF INCOME)

- NOT BURDENED (<30%)
- MODERATELY BURDENED (31–50%)
- VERY HIGH BURDENED (51–80%)
- Severely BURDENED (>81%)

WHITE
BLACK
ASIAN
HISPANIC/LATINO
HAWAIIAN/PACIFIC ISLANDER
NATIVE AMERICAN/ALASKAN
TWO/MORE
SOME/OTHER
Office of Racial Equity (ORE)

Transforming systems to support the collective liberation of Black, Indigenous, and People of Color in San Francisco.
Action Plan
Components
Phase I: Department Goals

Goal 1
- Hiring

Goal 2
- Organizational Culture and Staff Capacity

Goal 3
- Budget and Resources

Goal 4
- Procurement and Contracting

Goal 5
- External and Functions
Phase II: Department Goals

Goal 1
- Community Outreach, Engagement, and Communication

Goal 2
- Regulatory and Design Review

Goal 3
- Historic Preservation

Goal 4
- Policy, Community Plan, and Legislation Development
Interim Racial & Social Equity Assessment Tool

1. Desired results
2. Analysis of data
3. Community engagement
4. Strategies for racial equity
5. Implementation plan
6. Communications and accountability
# Accountability: Draft Implementation Matrix

## 1. Hiring, Promotions and Retention Goal

<table>
<thead>
<tr>
<th>ASSOCIATED ACTIONS</th>
<th>PERFORMANCE-MEASURES &amp; ACCOUNTABILITY – RESULTS AND OUTCOMES</th>
<th>IMPLEMENTATION TIMELINE (COMPLETION)</th>
<th>DUE DATE / STATUS</th>
<th>LEAD / PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How much did we do? (e.g. # of activities)</td>
<td>How well did we do it?</td>
<td>0-6 MONTHS (first half of 2019)</td>
<td>6-12 MONTHS (second half of 2019)</td>
</tr>
<tr>
<td>1.1.1</td>
<td><strong>Objective 1.1</strong></td>
<td></td>
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<tr>
<td>Analyze current outreach and recruitment strategies to determine whether practices are consistent across divisions and include strategies to advance equity and broaden job posting distribution.</td>
<td>Annual update of outreach and recruitment list with # of identified locations (e.g. Historic Black Colleges) that reach diverse audiences</td>
<td>% increase in applicants from diverse backgrounds by job class and division</td>
<td>Update outreach/recruitment list and identify key targeted contacts to prioritize.</td>
<td>Increase outreach by contacting key targeted contacts (e.g. career center point staff)</td>
</tr>
<tr>
<td># of conversations / events with targeted contacts.</td>
<td>Consistent use by all hiring managers of enhanced outreach and recruitment list</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.1.2</td>
<td></td>
<td></td>
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<tr>
<td>Work with DHR to more prominently post their FAQs on Employment with each job posting; and create a page on our website (“Work for Us”) with additional information on the process to improve accessibility to a wider candidate pool.</td>
<td># of postings that include this link.</td>
<td>% job postings with the FAQ</td>
<td>Look at DHR’s FAQs</td>
<td>Work with DHR to enhance their info and its prominence</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of hits to our own “work for us” page</td>
<td></td>
<td>Create our own page</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Include our “work for us” page in our job postings</td>
</tr>
</tbody>
</table>
• Reallocate resources and revise work programs centered on the needs of American Indian, Black and other communities of color through a collaborative process.

• Tasks:
  • Expand funding and implement Racial and Social Equity Action Plan
  • Use the Racial and Social Equity tool to assess budget
  • Amend hiring and promotion practices to address diversity at all levels
  • Build equity accountability through metrics and reporting
  • Develop targeted policies and programs on health, economic and housing recovery from the COVID-19 pandemic
  • Amend the General Plan to explicitly prioritize racial and social equity – starting with the Housing Element
  • Expand and fund community engagement and community planning to ensure these communities' representation and participation in plans and policies
Preliminary community feedback

Community Outreach, Engagement, and Communication
- Information, meetings and workshops can be inaccessible to certain community members making inclusion in decision-making inadequate
- Limited Department staff cultural competency
- Need for a bold equity voice

Regulatory and Design Review
- Development review process, including design, is limited in access, influence and inclusion of socio-economic information
- Need pro-active and additional enforcement resources
- Need for community-serving, small business and nonprofit support
Preliminary community feedback

**Historic Preservation**
- Limited historic and cultural preservation of vulnerable communities

**Policy, Community Planning, and Legislation**
- Community planning process is disjointed
- Affordable housing and density bonus projects could better advance equity

**Staff, Commissioner, and Community Advisory Committees**
- Not sufficient diversity among staff, Commissioners, and Community Advisory Committees
Preliminary actions relevant to the CAC

Community Outreach, Engagement, and Communications
• Work with appointing bodies and existing committee members to increase and promote community advisory committee opportunities to ensure the committees are representative of the community and city racial demographics.*
  *Implementation: Short term (within one year)*

Policy, Community Plans, and Legislation Development
• Train committee members in racial and social equity.
  *Implementation: Short term (within one year)*

• Update in-kind application process and guidelines to include racial and social equity criteria.
  *Implementation: Short term (within one year)*

• Coordinate with City agency partners to ensure impact fee allocation is prioritized using a racial and social equity lens in addition to other City agency priorities and in coordination with citizen advisory committees.*
  *Implementation: Short term (within one year)*
The Hub and Racial Equity

- The Hub
  - Conducted racial and social equity assessment towards the end of the process

- Legislation adopted in July 2020 by BOS
  - Modified Planning Commission approved legislation

- Next Steps
  - Further equity work by TODCO
  - Further legislation changes could be made depending on Supervisor support
Next Steps
Next Steps

• Convene community leaders and resume community engagement
• Release a Phase II Draft Framework in late summer/fall
• Continue implementation of Phase I and Equity Resolutions
• Prioritize high-impact, systemic level changes to produce more effective change
• Continue to build staff capacity and conduct equity impact analysis
• Prioritize community equity within the Department’s organization