

# **2025 Annual Report to the SF Office of Racial Equity**

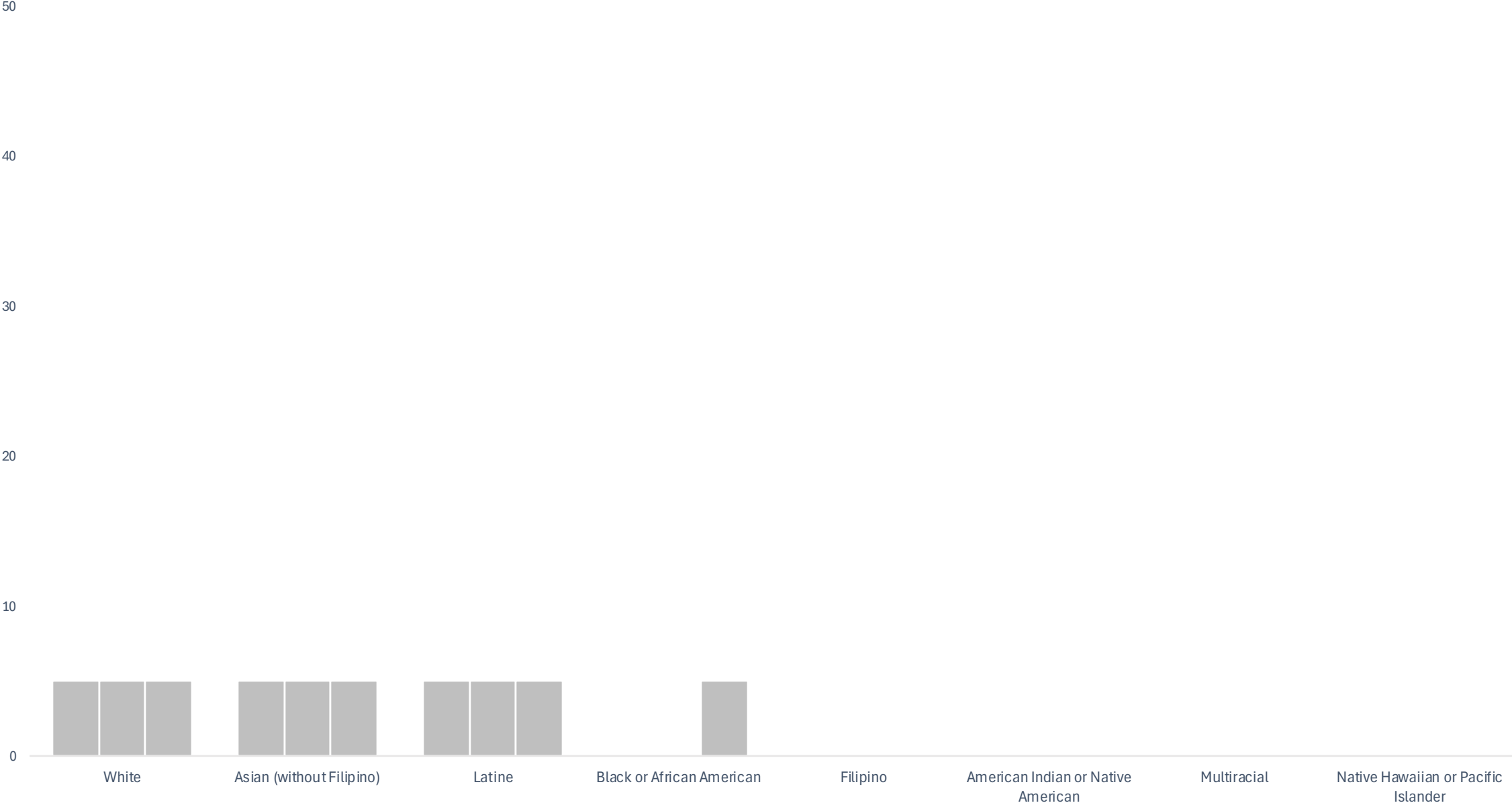
**SF Planning Department**

**October 2025**

# CPC: Senior management demographics (MCCP)

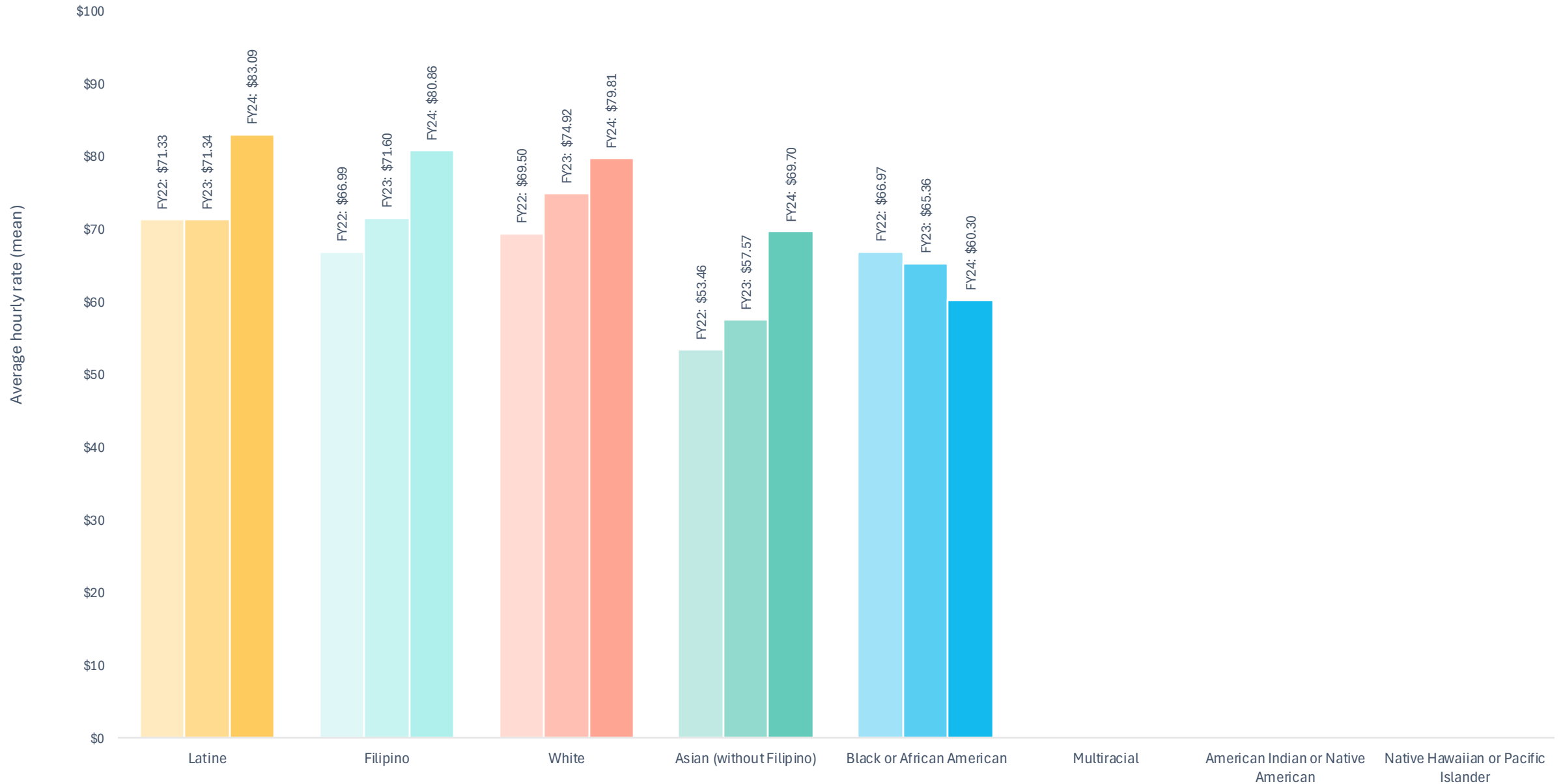
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(fewer than 10)

Number of MCCP staff



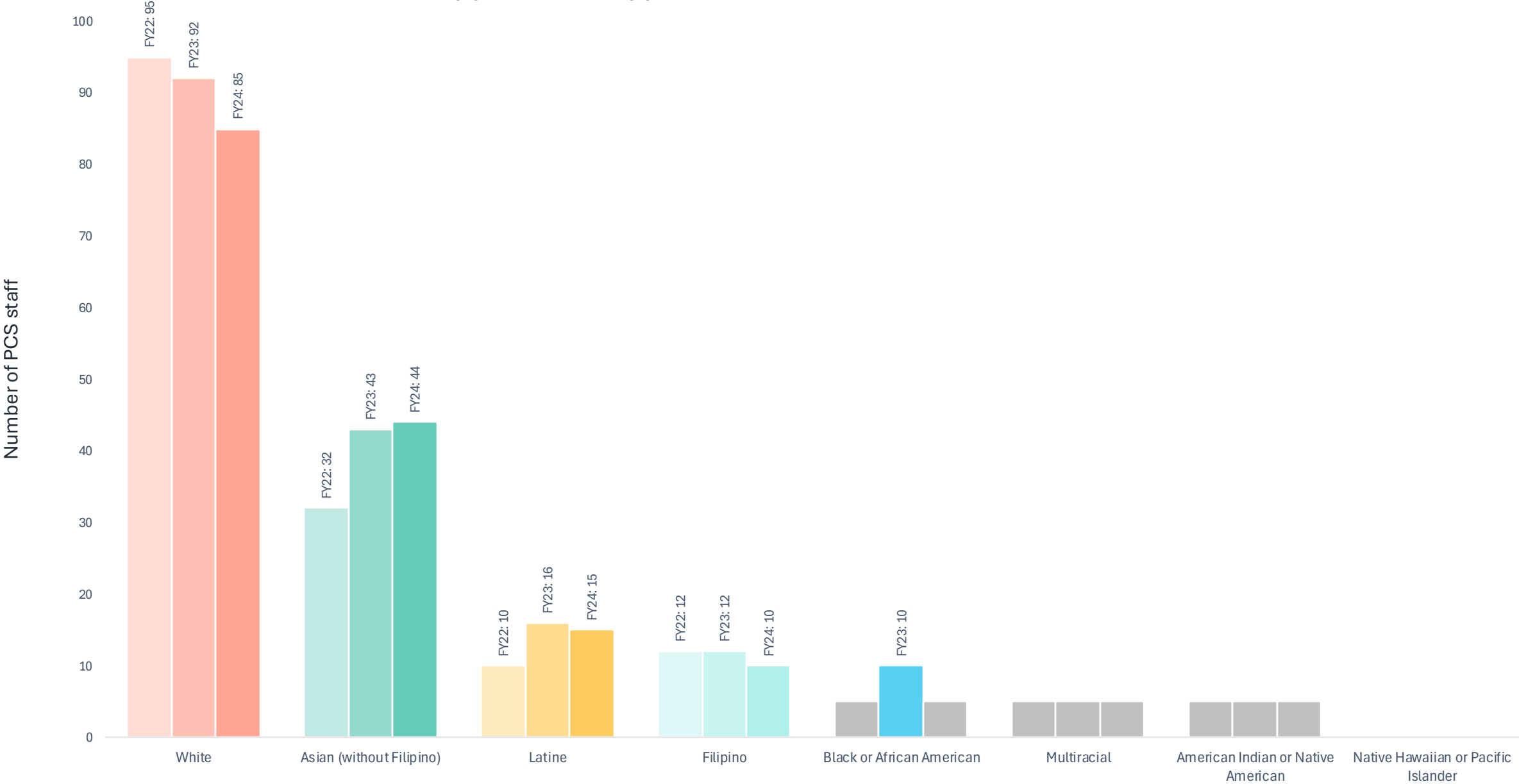
## CPC: Average hourly rate

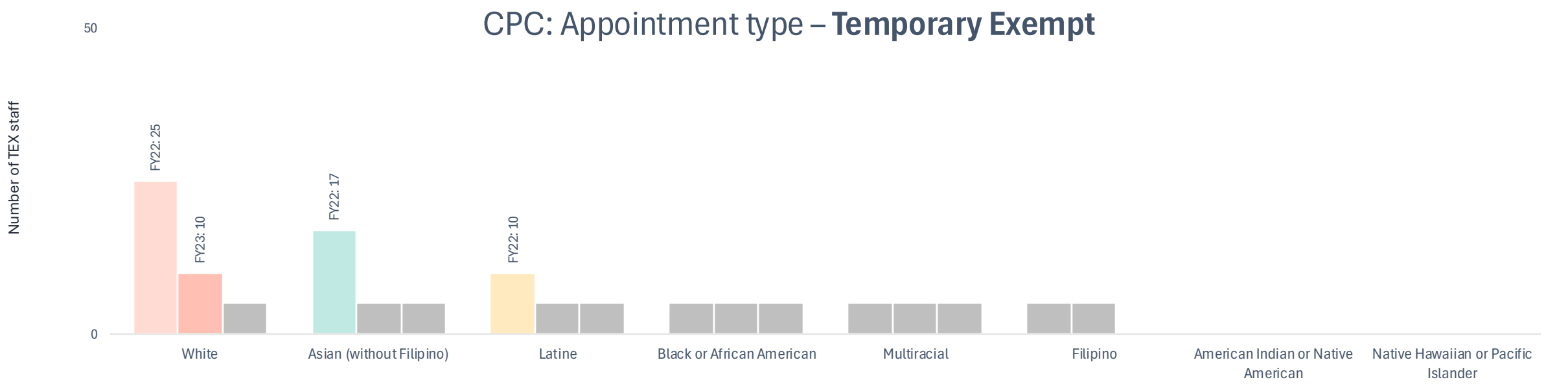
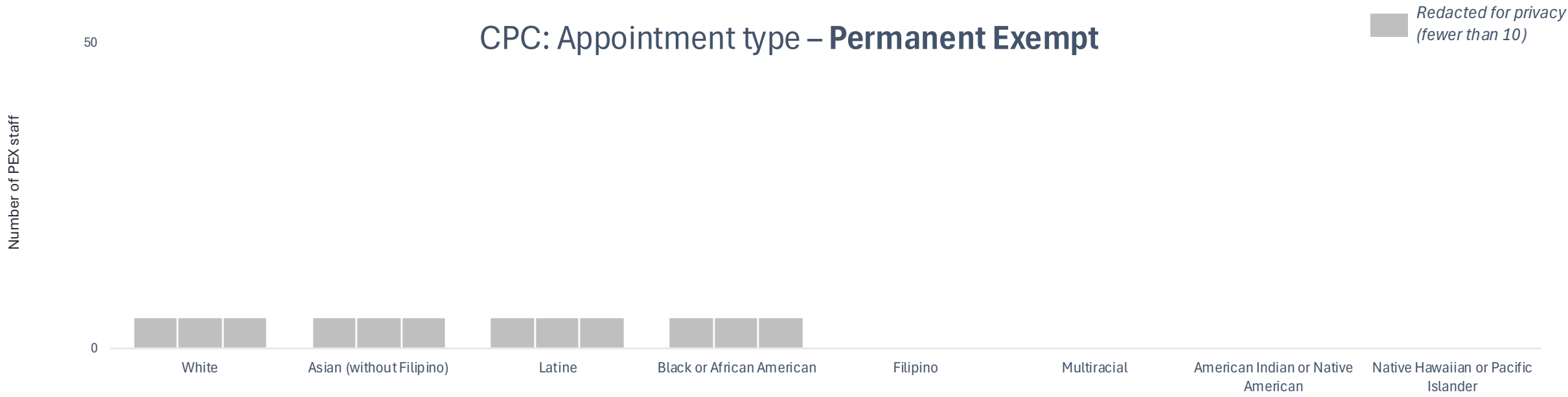
Where there are fewer than 10 people in a category, data has been redacted for privacy

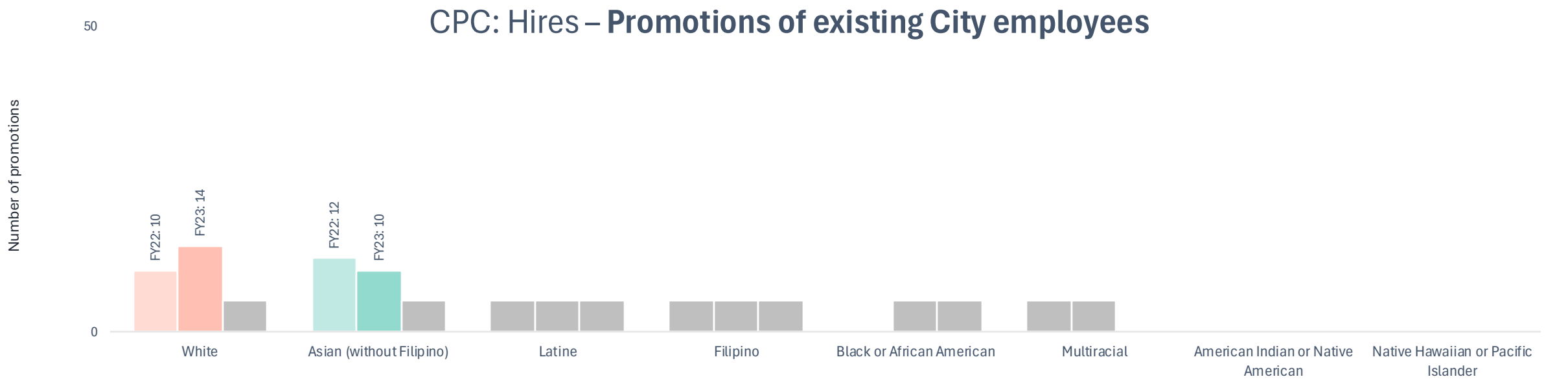
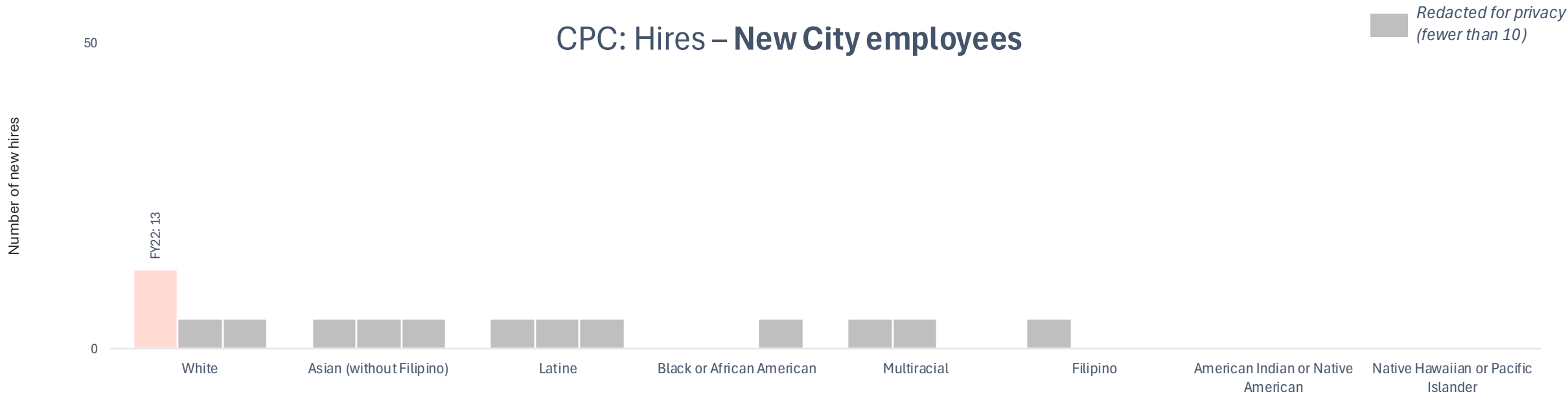


# CPC: Appointment type – Permanent Civil Service

Redacted for privacy  
(fewer than 10)







# CPC: Separations

Redacted for privacy  
(fewer than 10)

Number of separations

50

0

White

Asian (without Filipino)

Latine

Filipino

Black or African American

Multiracial

American Indian or Native American

Native Hawaiian or Pacific Islander

FY22: 12

FY23: 25

FY24: 11

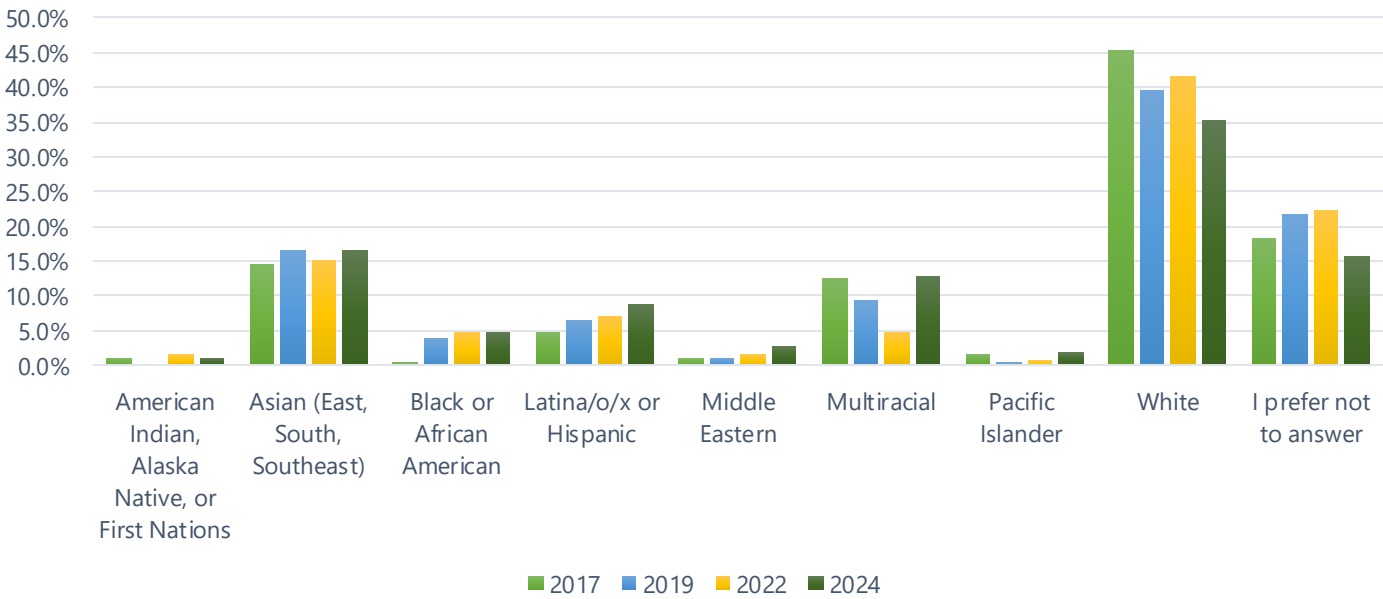
FY22: 17

FY23: 10



# Staff Culture Survey Highlights

Race/Ethnicity of Survey Respondents by Survey Year



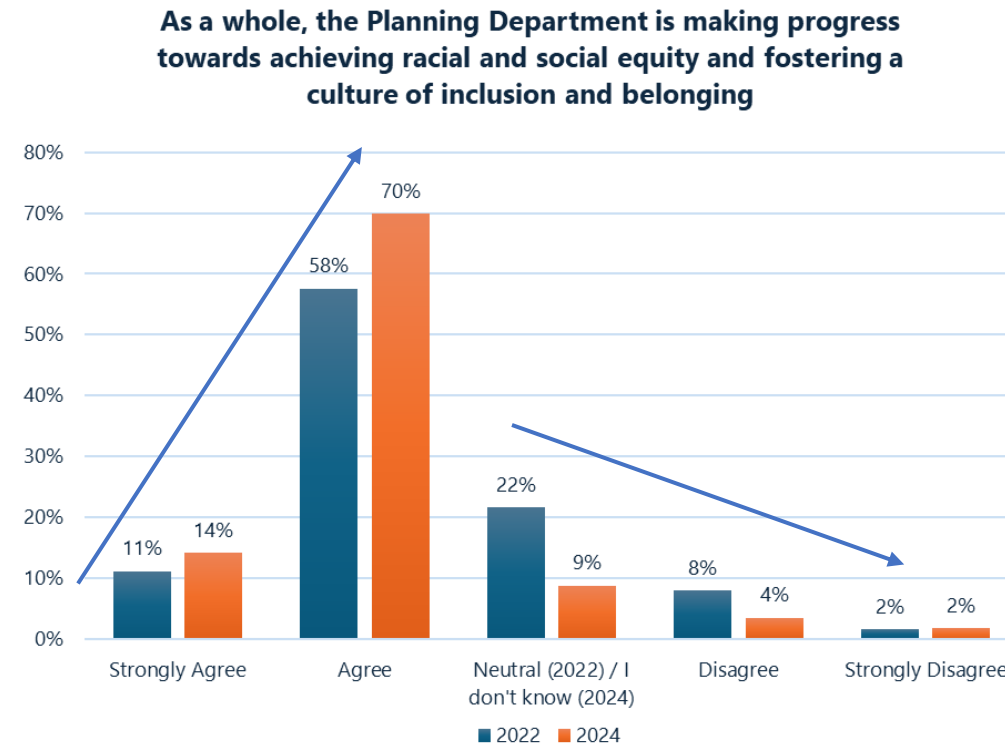
Response rates by year;

|                                                  | N=190 | N= 169 | N= 125 | N=113 |
|--------------------------------------------------|-------|--------|--------|-------|
|                                                  | 2017  | 2019   | 2022   | 2024  |
| American Indian, Alaska Native, or First Nations | 1.1%  | 0.0%   | 1.6%   | 1.0%  |
| Asian (East, South, Southeast)                   | 14.7% | 16.6%  | 15.2%  | 16.7% |
| Black or African American                        | 0.5%  | 4.1%   | 4.8%   | 4.9%  |
| Latina/o/x or Hispanic                           | 4.7%  | 6.5%   | 7.2%   | 8.8%  |
| Middle Eastern                                   | 1.1%  | 1.2%   | 1.6%   | 2.9%  |
| Multiracial                                      | 12.6% | 9.5%   | 4.8%   | 12.7% |
| Pacific Islander                                 | 1.6%  | 0.6%   | 0.8%   | 2.0%  |
| White                                            | 45.3% | 39.6%  | 41.6%  | 35.3% |
| I prefer not to answer                           | 18.4% | 21.9%  | 22.4%  | 15.7% |

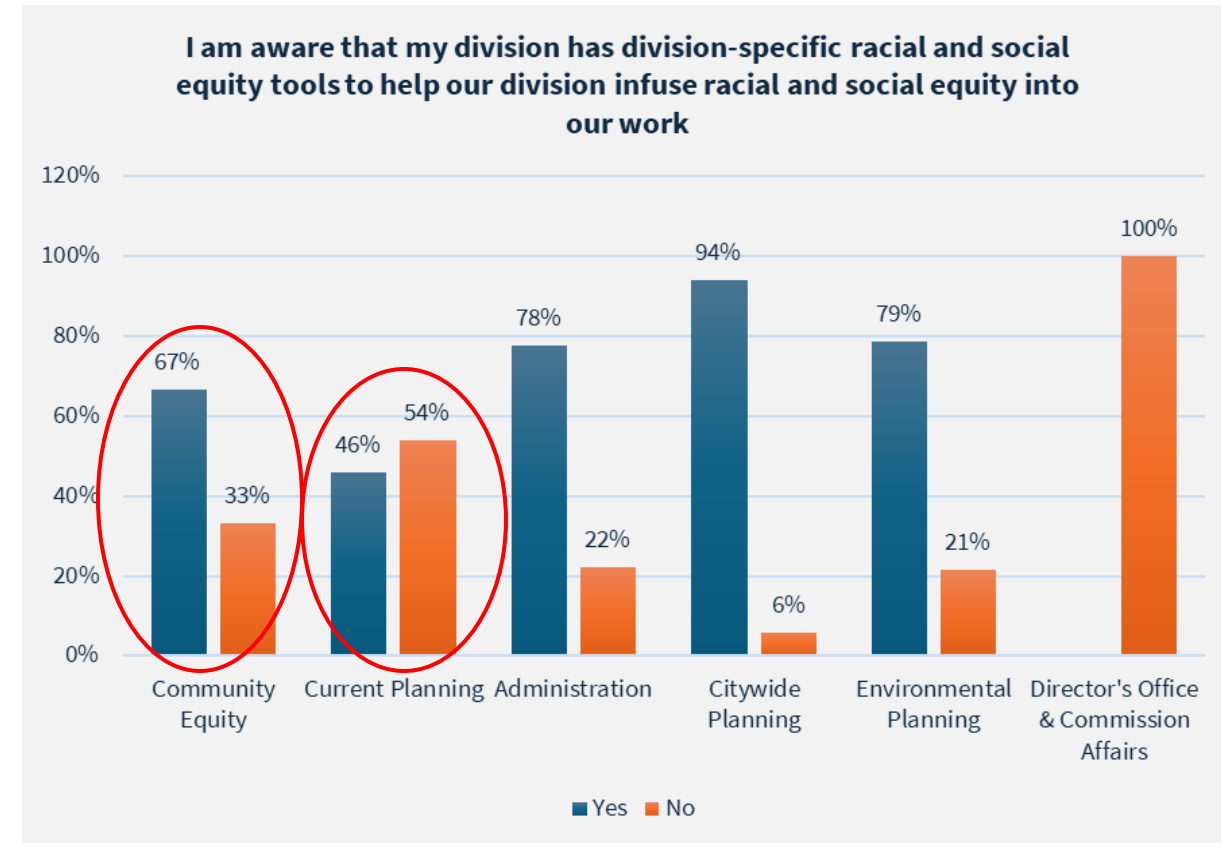
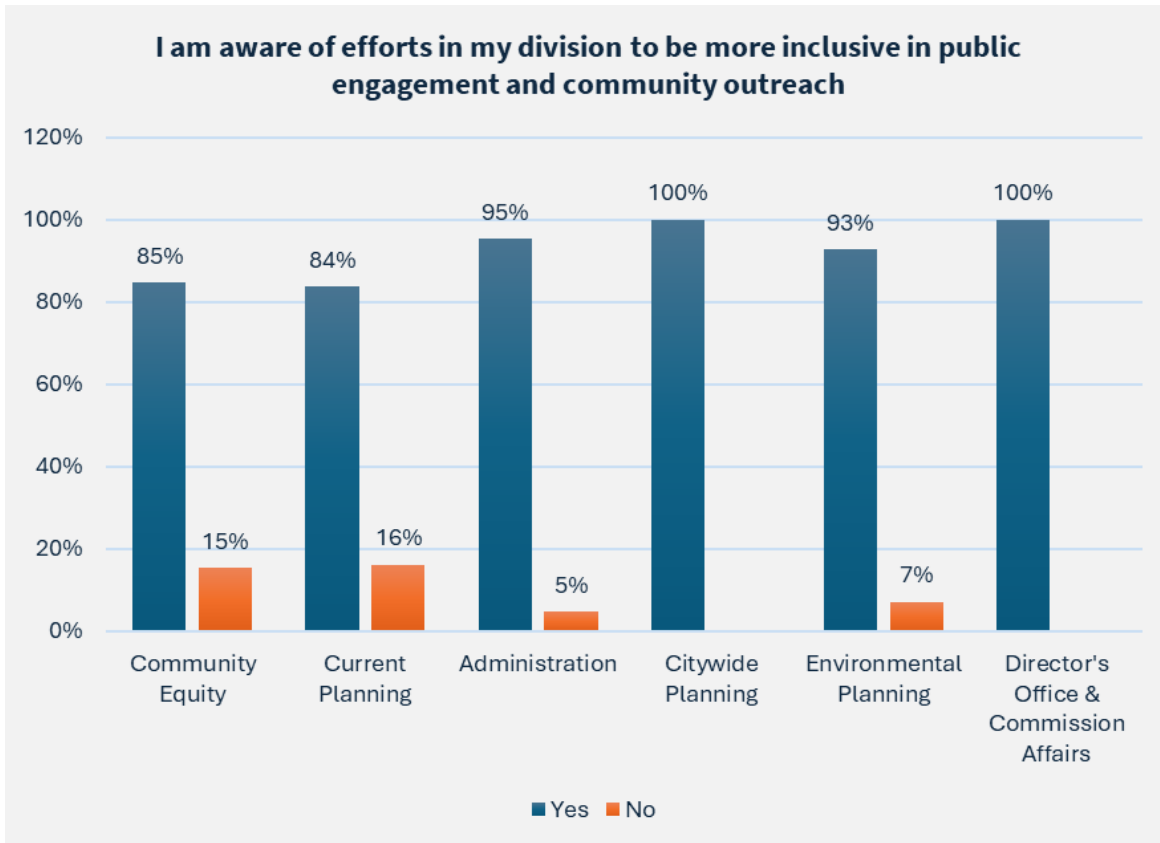


## Staff Survey - Increased Awareness and Confidence

- **86%** of respondents feel supported to engage in racial and social equity work
- **88%** of respondents are aware of efforts to improve workforce equity
- **79%** of respondents are familiar with the Equitable Hiring Policy
- **80%** of respondents feel comfortable discussing racial and social equity

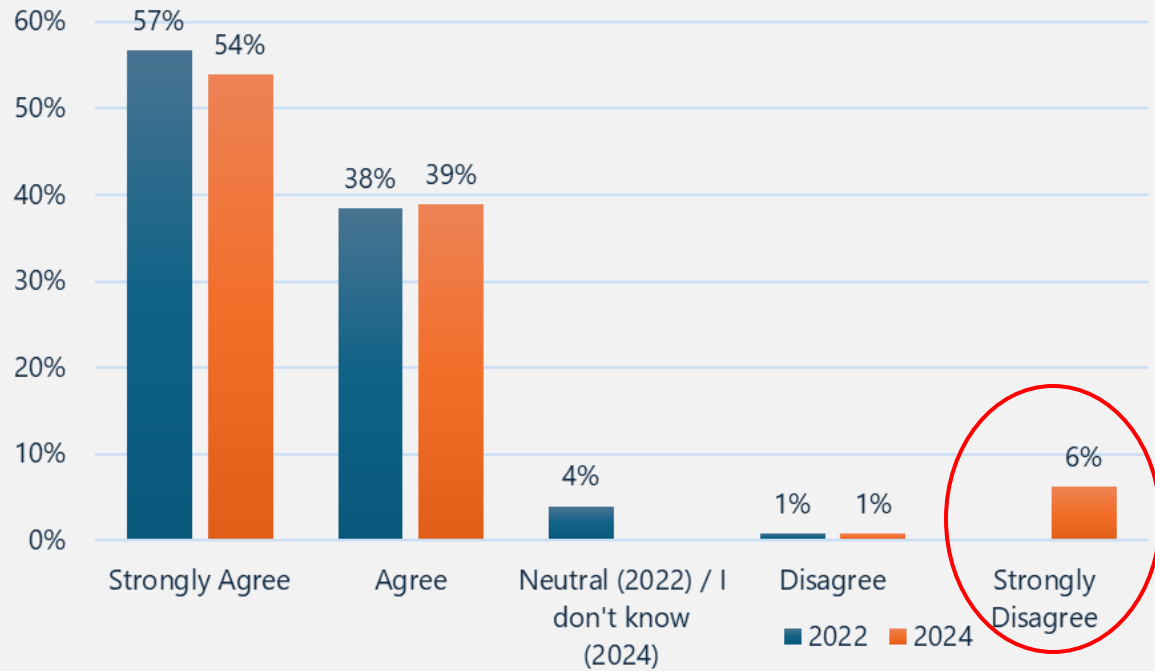


## Staff Survey – Awareness of Efforts by Division

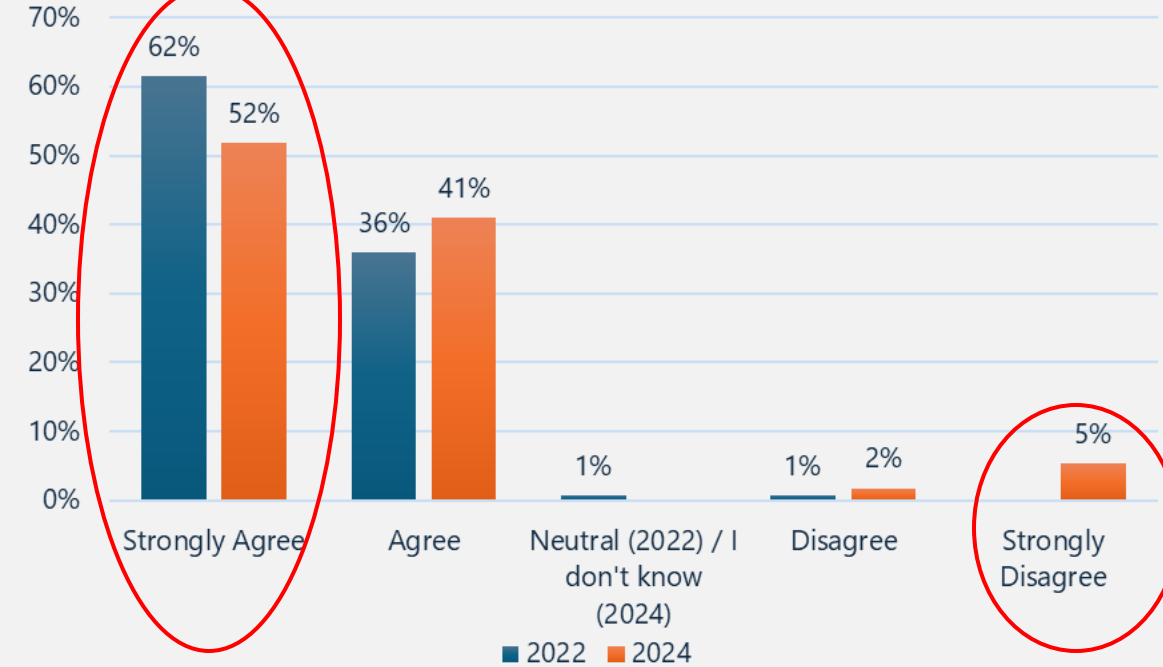


## Staff Survey – Changes in Perception of Value of Equity Work

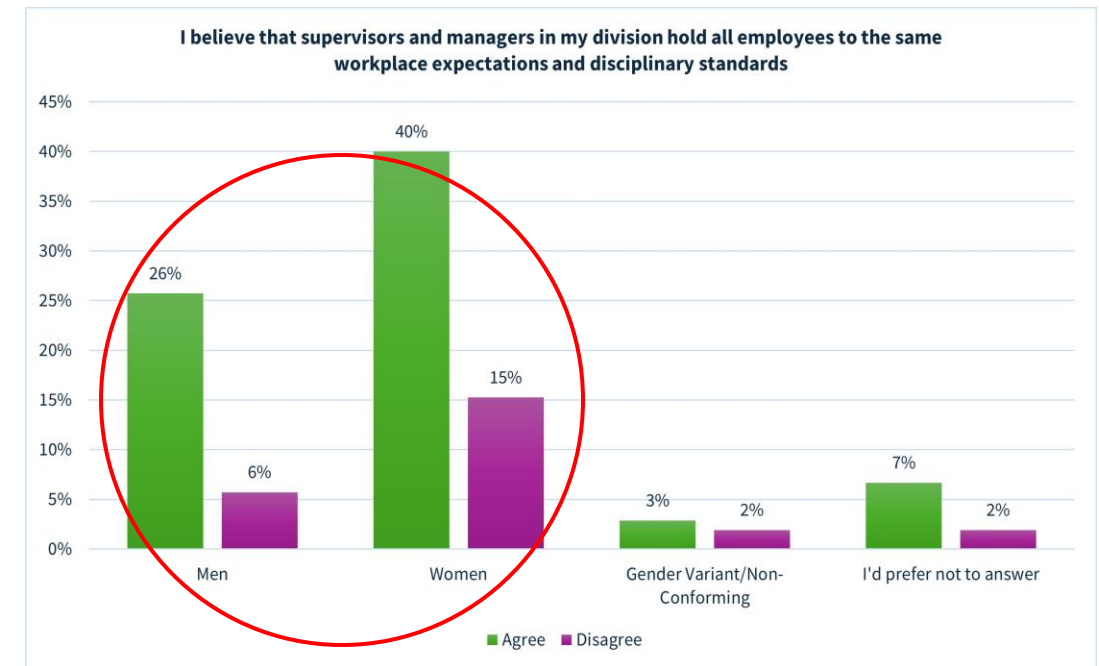
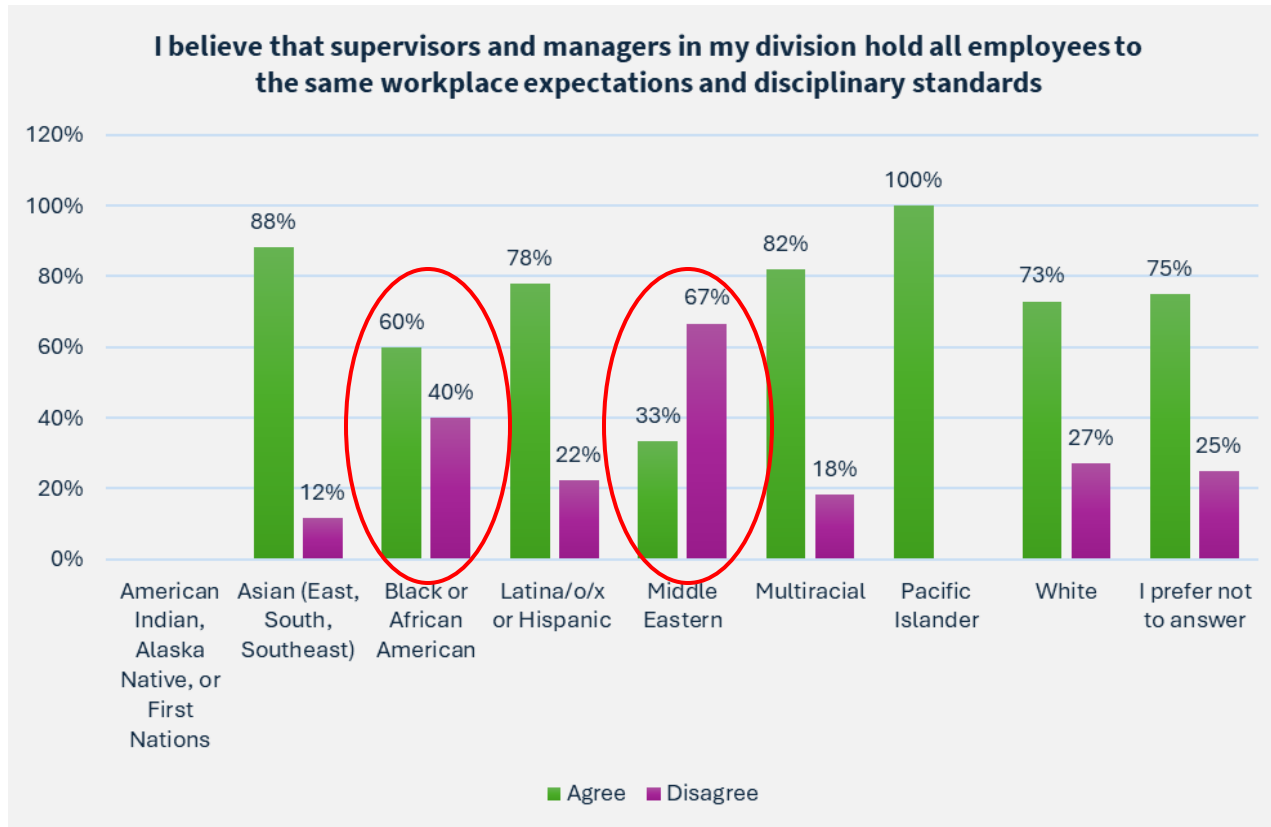
**I understand why it is important for the Planning Department to make racial and social equity a priority in our work**



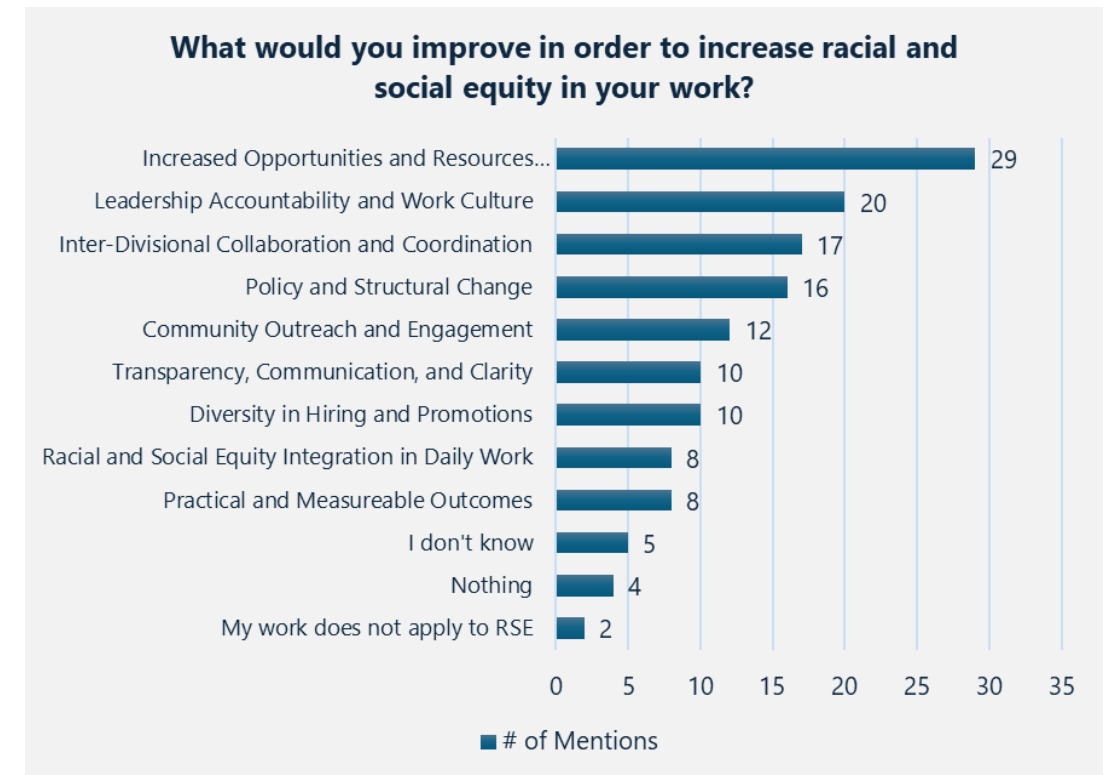
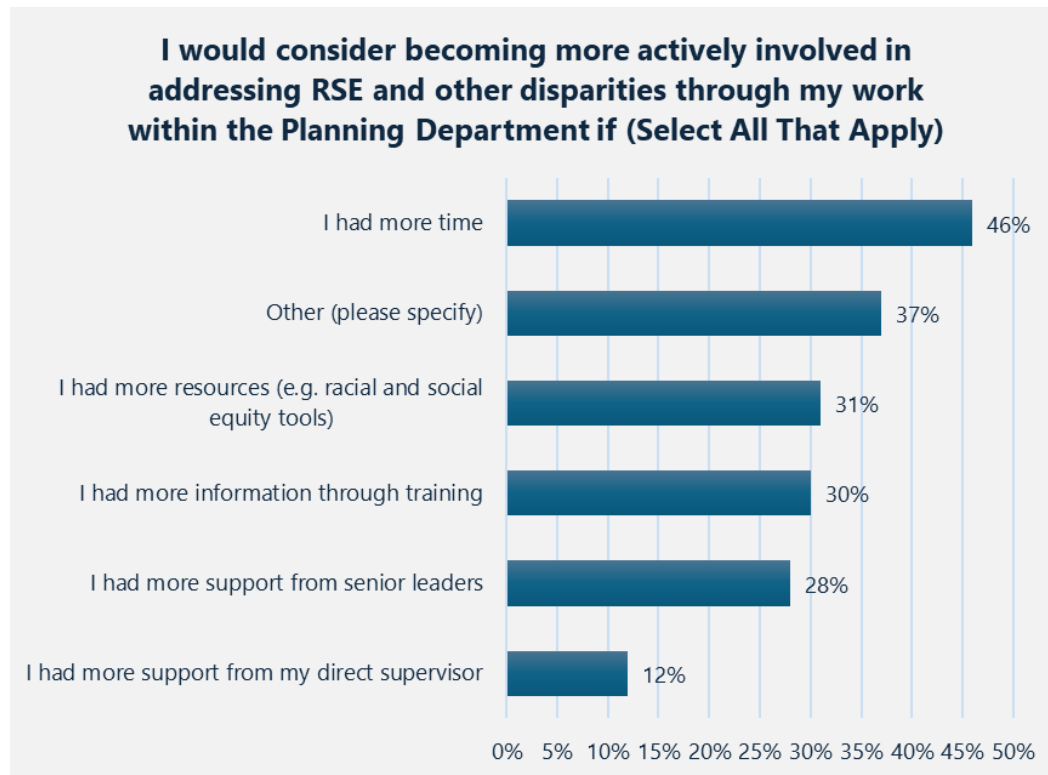
**I think it is valuable to discuss the impacts of race (2022) and I think it is valuable to discuss the impacts of institutional and systemic racism (2024)**



## Staff Survey – Disparities in Perceptions by Demographics

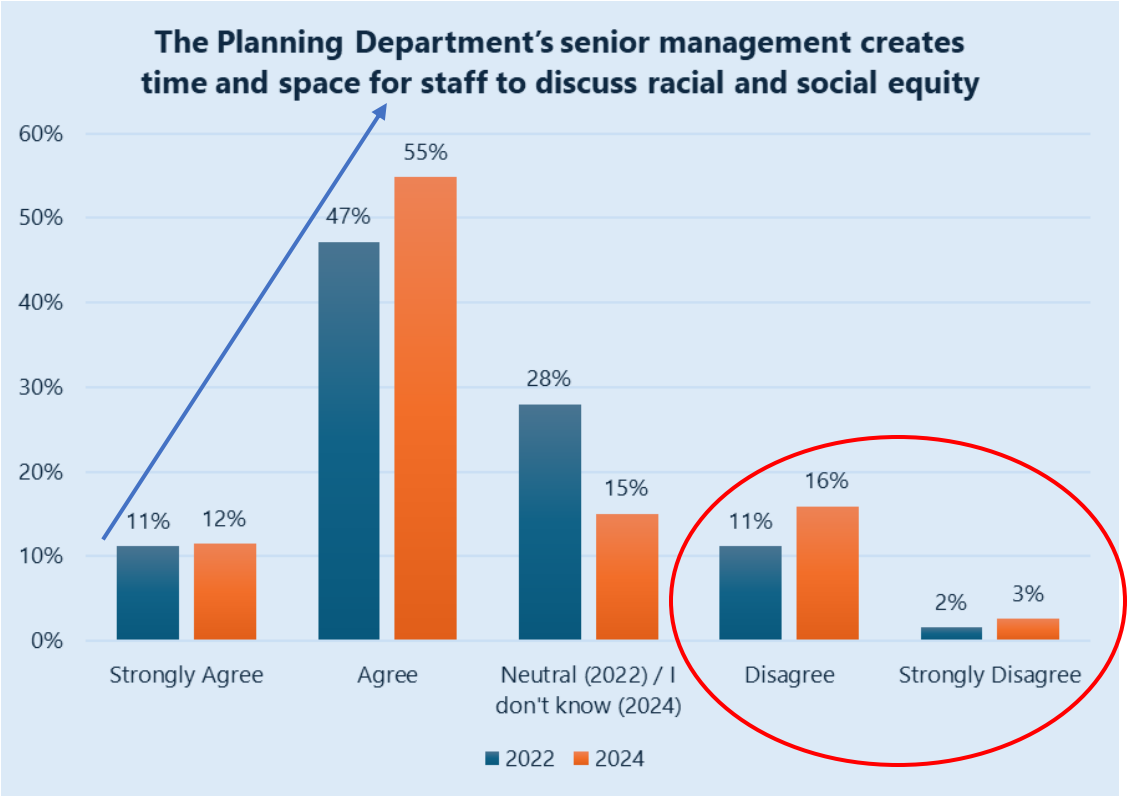
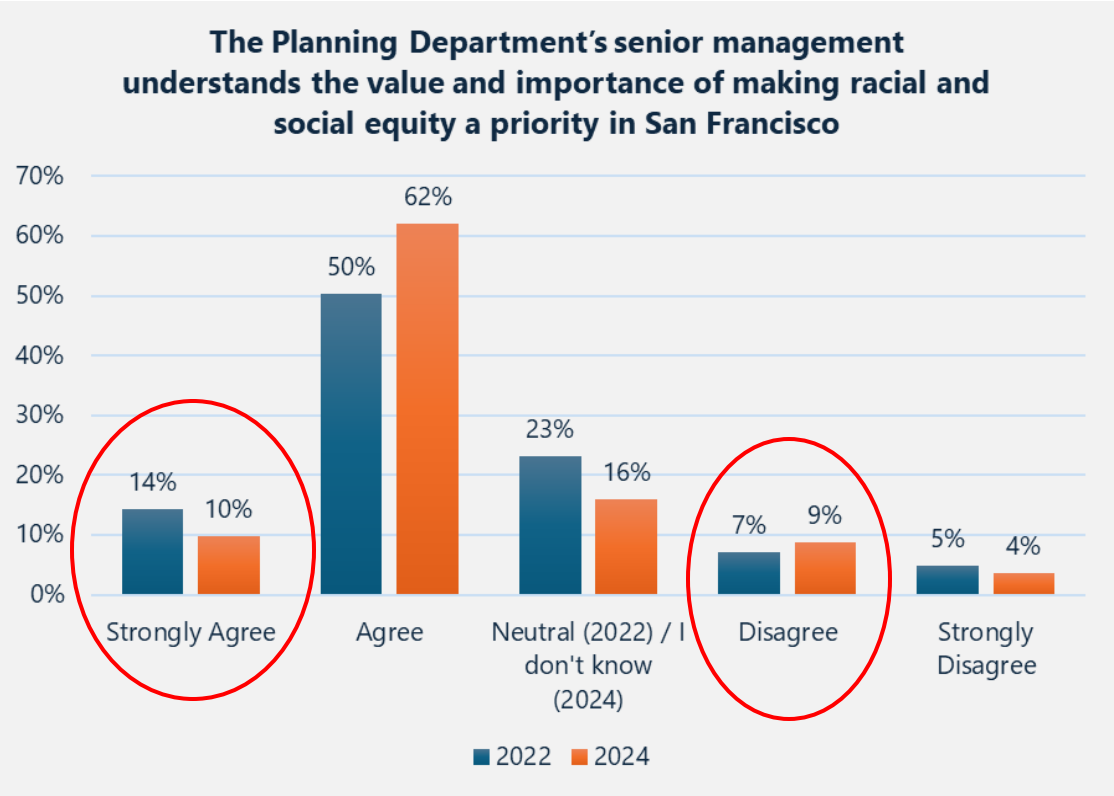


## Staff Survey – Barriers to Implementing Equity Efforts



**"Other" category responses:** Stronger support from leadership, cross-divisional collaboration, better clarity and structure, operationalizing into daily work, focus on process vs. ideology

# Staff Survey – Leadership Accountability and Perceptions



## What is a racial equity practice that your department **implemented in FY24-25?**

- **What:** *The Department revised its Mission, Vision and Values statements.*
- **Why:** *These statements guide the Department's work and purpose. The previous Mission Statement did not mention our commitment to fostering an equitable and inclusive city, had very technical language, is part of our racial equity action plan, and was last updated in 2013.*
- **Steps and Outcome:**
  - *Updating involved staff engagement, such as small group discussions, two workshops and an anonymous survey.*
  - *Staff called for a more direct and aspirational vision with an emphasis on equity, environmental justice, and working more directly with communities.*
  - *On December 2024, the updated statements were presented to the Planning Commission.*
- **Follow up:** *Supporting Department staff to integrate the vision into day-to-day work through our racial equity action plan.*

**MISSION:** San Francisco Planning shapes how land is used to meet community needs and guide our city's future, creating inclusive, sustainable, and prosperous neighborhoods.

**VISION:** We envision an equitable San Francisco where everyone thrives—a welcoming city that honors diverse cultures, provides secure housing, strengthens environmental resilience, and drives economic stability for current and future generations.

## What is a racial equity practice that your department **implemented in FY24-25?**

- **What:** the Department **hosted three Community Fellows through a Community Engagement Fellowship**, a two-year opportunity for individuals to advance community driven strategies within specific San Francisco Equity neighborhoods. The fellowship was completed at end of fiscal year.
- **Why:** The fellowship focus was to support capacity-building in San Francisco communities that have the greatest disparities in population outcomes. Neighborhoods represented and organizations awarded the fellowship included:
  - Fillmore/Western Addition (Booker T. Washington Community Center)
  - American Indian Community (Friendship House Association of American Indians)
  - Bayview-Hunters Point (Young Community Developers)
- **Goals:**
  - Expand capacity for community-based organizations that are advancing grassroots, place-based strategies.
  - Support emerging professionals and the communities they serve by developing their skills and knowledge in the field of housing and land use.
  - Build and strengthen relationships between City departments and community to leverage government policy, programs, resources, and advance community-led planning.
  - Strengthen the Department's community partnerships, knowledge of community needs, and staff knowledge and cultural fluency to advance racial and social equity goals.
- **Outcome:** Depending on the strategy and focus area of each fellow (e.g. affordable housing, land-use education, etc.) different deliverables were produced (educational materials, workshops, etc.)
- **Follow up:** Continue to support and collaborate with the organizations that participated in their community-driven strategies and community needs.



What is a **workplace** equity practice that your department will prioritize in **FY25-26**?

- **What:** *The Department will undertake analysis of opportunities for **leadership, mobility and growth and barriers to entry among various job classes, and evaluate opportunities to attract, retain and promote broader applicant pool.***
- **Why:** *To determine if disparities exist for groups of staff across classifications. Some classifications may tend to primarily employ members of certain groups and have lower pay as administrative support positions. Therefore, the Department will continue to make progress on this work to address potential barriers so all Department staff have opportunities for mobility and growth.*
- **Steps:**
  - *Analyze data and some job classes this year to identify any issues relating to barriers to entry for advancing or applying.*
  - *Continue to undertake steps to identify actions to remove barriers.*
- **Support Needed:** *We will need DHR support as issues and potential solutions are identified.*
- **Success Looks Like:** *Department data showing that all staff groups have opportunities for mobility.*

What is a **workplace** equity practice that your department will prioritize in **FY25-26**?

- **What: Separations analysis** to determine if there are differences that may be due to bias or other similar issues to continue promoting a fair and inclusive workplace.
- **Why:** Initial analysis a few years ago revealed that Black and Latine/x employees have greater turnover rates. We want to revisit that data and explore potential explanations. We want to continue to build management practices and a department culture that are aligned with racial and social equity to support the retention and growth of all our employees.
- **Steps:**
  - Reassess data now that we have more years of data to analyze.
  - Determine if differences in separation rates exist.
  - If so, explore reasons and potential strategies (management or other staff trainings, etc.)
- **Support Needed:** Depending on our findings we may reach out to ORE, DHR, and other department agencies to learn about practices others can share or are implementing.
- **Success Looks Like:** All staff are treated with respect, feel safe in the workplace and have similar retention rates across all groups.

What is a **workplace** equity practice that your department will prioritize **in FY25-26**?

- **What:** *Implement additional **racial and social equity workshops for managers** to continue to understand and build a culture of belonging.*
- **Why:** *Building on the prior slide/item and staff survey results, there are continued differences in how staff perceive fairness and leadership commitment to this work. Since managers set the tone for the organization, it is important for them to have tools to be able to promote and model a genuine culture of inclusion and belonging.*
- **Steps:**
  - *Plan and develop a workshop and tools for managers.*
  - *Ensure PPARs reflect specific practices and evaluation is effective.*
  - *Reach out to other agencies to find out what their existing and planned practices are.*
- **Support needed:** *We may reach out to ORE staff to help deliver some of the content.*
- **Success Looks Like:** *Staff survey results begin to shift and there are no disparities in how staff rate their experience in the workplace. Retention rates are similar across groups.*

What is a **service** equity practice that your department will prioritize **in FY25-26**?

- **What:** *Develop a **Guide to Ensure Equitable Contracting and Consultant procedures** to ensure that opportunities are available to a broader set of consultants and vendors.*
- **Why:** *Contracting and procurement process can be overwhelming to some vendors. The Controller's Office found in a 2021 analysis that out of the \$6.63 billion it contracted out in a fiscal year, the Local Business Enterprise (LBE) program represented 12.6% of contracting spending, and of those LBEs, Certified Minority Business Enterprises (MBEs) were 2.9% of total City Supplier Contracts.*
- **Steps:** *Develop guidelines for staff that may include tips to broaden solicitation outreach, simplify solicitation language where feasible, to train solicitation reviewers on biases, etc.*
- **Support Needed:** *Potentially, we may reach out to CONs Equity Lead on the procurement team for ideas or/and to review our draft guidelines.*
- **Success Looks Like:**
  - *Increase the breadth and diversity of LBEs, MBEs and non-profits that bid for contracts.*
  - *Expanded outreach around RFPs; guidelines for RFP panelists to follow.*
  - *Materials and/or training for Project Managers and Contracts Analysts.*

What is a **service** equity practice that your department will prioritize in **FY25-26**?

- **What:** *Implement **Community Engagement Strategies** to foster inclusive, accessible engagement to broaden participation, support communities, and drive equitable planning outcomes.*
- **Why:** *Equitable planning requires inclusive and transparent outreach and community engagement, accessible neighborhood-level data, and staff capacity to meet diverse needs and serve all communities.*
- **Steps (Aug 2025 launch, multi-year/phase project):**
  - *Create department-wide Community Engagement & Development Guide & Toolkit with staff and Equity Advisory Council to provide principles, frameworks, and practical tools.*
  - *Build Neighborhood Data Hub to display community data, conduct equity analysis, track racial equity indicators, and tailor equity-centered outreach strategies for projects.*
  - *Provide staff trainings to strengthen capacity and competencies in outreach approaches that respond to and incorporate the diverse needs of our residents.*
- **Support Needed:** *DataSF coordination.*
- **Success Looks Like:** *Staff consistently use the Guide and Toolkit to design and implement engagement activities; the Data Hub becomes a standard resource for equity assessments, outreach planning, and project scoping; outreach approaches are tailored to community needs and grounded in equity data; engagement is coordinated, transparent, and inclusive; and planning outcomes reflect meaningful community input.*

What is a policy or initiative that your department would like to collaborate on with ORE?

- **What:** Conduct **Commissioner Training** and develop **tools for equitable decision making**.
- **Why:** *The City's Commissions have historically been more accessible to certain groups. The Planning and Historic Preservation Commissioners should hear from all segments of the population on topics they make decisions on. Commissioners should be accessible and practice equitable decision-making in all their deliberations.*
- **Steps:**
  - *Collaborate with ORE and other departments with Commissions (after Measure E Task Force on Commissions Recommendations are understood and implemented) on tools and trainings to support Commissioners (note this may be a 26-27 rather than 25-26 action depending on capacity and Measure E).*
- **Support needed:** *Commission Secretaries and their staff across the City and ORE might have to lead this effort for efficiency and coordination across departments.*
- **Success Looks Like:** *Planning's Commissions hear from a broader segment of the population, and they make decision-that support equity.*

# Progress Report Checklists

Please mark the topics included in your report:

| Phase One: Workplace Equity                     | FY24-25                             | FY25-26                             |
|-------------------------------------------------|-------------------------------------|-------------------------------------|
| Recruitment and Hiring                          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Retention, Professional Development, Promotions | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Corrective Actions                              | <input type="checkbox"/>            | <input type="checkbox"/>            |
| Culture of Inclusion and Belonging              | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Boards and Commissions                          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Other:                                          | <input type="checkbox"/>            | <input type="checkbox"/>            |

| Phase Two: Equitable City Services    | FY24-25                             | FY25-26                             |
|---------------------------------------|-------------------------------------|-------------------------------------|
| Contracts and Grants                  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Community Engagement and Partnerships | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Service or Infrastructure Access      | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Budgeting                             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| Other:                                | <input type="checkbox"/>            | <input type="checkbox"/>            |

Before submitting, kindly review your report for:

|                                                                                                                                                                                                                                                  |                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>CONTEXT: Did you include a “problem statement” for each of your initiatives?</b><br>Name the issue that you were trying to address. Include any relevant data points about potential racial disparities.                                      | <input checked="" type="checkbox"/> |
| <b>DATA, CHARTS, VISUALS: Did you use data to illustrate the impact of your work?</b><br>Explain any charts or visuals. When providing data, give both numerical values and percentages if it is possible to do so without compromising privacy. | <input checked="" type="checkbox"/> |
| <b>ACTION STEPS: Will the general public understand your initiatives?</b><br>Include enough detail to help readers understand the actions you took – but not so much detail that they get lost!                                                  | <input checked="" type="checkbox"/> |

# Affirming our commitment to racial equity

The **San Francisco Planning Department** is deeply committed to upholding and protecting the civil rights of all people.

We are wholly inclusive of all communities in San Francisco. Our programs and policies provide equal protection to everyone in our jurisdiction, regardless of race, ethnicity, gender, sexuality, national origin and other protected classes.

In collaboration with other departments, we are working to end discrimination and undo the disparate impacts of government policies.



**“Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. ”**

**Rev. Dr. Martin Luther King, Jr.**  
***Letter from Birmingham Jail***