

RACIAL & SOCIAL EQUITY ACTION PLAN **PROGRESS** REPORT

Departmental Racial Equity Progress Report

Annual Report for 2021

Department name: San Francisco Planning Department

Date: 4/28/22

Part A

DIRECTOR'S REFLECTION

Thank you for the opportunity to report on the implementation of our department's **Racial & Social Equity Action Plan**. I am proud of our department's efforts to begin to transform how we work and who we serve, and to reimagine what the Planning field is and can be – inclusive, diverse and one that is committed to undoing systematic racism and advancing racial equity.

In the summer of 2020, our Planning Commission and Historic Preservation Commission put forward a bold commitment in their **Equity Resolutions** to center the department's work on racial equity, reinforce the department's Racial & Social Equity Plan, and direct us to reallocate resources and revise work programs to address the needs of American Indian, Black and other communities of color through a collaborative process.

The resolution recognized that our department's history contains numerous instances of creating and/or sanctioning laws and policies, such as redevelopment in communities of color and exclusionary zoning, that perpetuate and exacerbate racial and social inequities. The resolutions also put forward a vision where a person's race does not determine their lives' prospects and success; and of a Planning Department that represents the communities we serve and proactively infuses racial and social equity in both our internal operations and external work.

We have made some substantial changes that are highlighted below and in the report. But I also recognize that we have much still to do and that putting our vision and plans into action and achieving tangible results in our communities will take an ongoing and substantial commitment by our Commission, our departmental leadership team, and our entire Planning staff.

In response to the Commission's resolution, we formed the department's **Community Equity Division** (CED) to elevate and strengthen our efforts to advance equity in all aspects of the department's work and to operationalize it as a core practice both

internally and externally. We have continued to increase staff capacity and resources for the CED, so staff is equipped to design and incorporate major policies and strategies of high equity impact and to provide staff with the tools and resources needed to address key equity challenges and meaningfully engage with communities.

We also established a **Community Equity Advisory Council**, a group of eleven community leaders, to advise our leadership team and our staff on racial and social equity priorities, policies, strategies, and investments. A critical part of the Equity Council's work plan is to develop a platform and process for deeper community engagement to build trust and ensure productive dialogues between city agencies and our communities of color, low-income communities, and other vulnerable populations.

The department, CED and I are closely focused on housing equity through the department's policy work, notably this year as we develop the **Housing Element**. The Housing Element 2022 Update is San Francisco's first housing plan that is centered on racial and social equity. The Housing Element is committed to affirmatively furthering fair housing by addressing segregated living patterns: not just areas with high concentration of poverty, but also areas with high concentration of affluence and opportunity.

The Housing Element will also be the first departmental plan to call for reparations to racial groups harmed by past discriminatory action that resulted in persistent housing disparities and continued community displacement. Reparations include homeownership opportunities, improved access to affordable rental housing through certificate of preferences or other preferences and strategies, and access to land and cultural spaces to create cultural anchors.

We are prioritizing several **Community Planning** efforts and strategies to support health and wellness, housing access, economic opportunity, mobility, neighborhood services, and community stability with and in several equity and Environmental Justice communities. Our goal is to ensure communities, especially our American Indian, Black, and other communities of color, have access to the services and resources they need to live, work, play and gather. This will include staff working with the City's Cultural Districts to celebrate and strengthen the unique cultural identities of our neighborhoods; partnering to build community capacity in the Fillmore/Western Addition neighborhood; and participating in a community-initiated process in the Tenderloin neighborhood to meet the immediate public health crisis and long-term needs in the neighborhood.

In order to successfully realize the goals and vision of our plan, I recognize the need to foster racial and social diversity within the department to better represent and engage

the communities we serve. This includes opening new opportunities for professionals of color to join the department at all levels, providing a consistent and transparent hiring and recruitment process; and promoting a culture of inclusion and belonging. Our staff surveys have revealed that staff who identify as people of color think workplace practices are less fair than staff who identify as white. It is my priority to create a departmental culture that is safe and comfortable for everyone to express their concerns and issues, and where all voices are heard and valued

An internal working group of staff across job classifications is completing work on our **Equitable and Inclusive Hiring Recruitment and Promotion Policy and Guidelines**. San Francisco Planning is committed to using fair and equitable practices to hire, support, retain, and promote a diverse, reflective, and highly qualified staff. We are also assessing a revision to the minimum qualifications for the planner series to remove certain requirements, particularly for the entry and journey level positions, that could have an impact on our staffing diversity. We continue to make changes to our **Internship Program** to attract a broader pool of candidates and support a diverse pipeline of future planners.

Our budget and where we allocate staff and resources is a direct reflection our departmental priorities. As such, we are continuing to develop and implement the department's **Budget Equity Assessment** as a tool and process to identify staffing and work programs that advance and center equity. It will continue to be used to identify which project teams are under-resourced to carry this work and to prioritize spending for equity geographies and populations. This high priority effort will be enhanced in future budget cycles to incorporate additional public input, focusing on communities of color and other marginalized communities, and to involve staff at all levels in the budgeting process.

The Planning Department's vision is to make San Francisco the world's most livable urban place. We know that an essential component to San Francisco's livability is the degree to which it is racially and socially equitable. In order to carry out this vision, we must remain committed to making changes to how we work, who we are, and how we engage with communities; and to bring the leadership, skills, enthusiasm, and resources to plan for and build an inclusive and equitable San Francisco.

Acknowledged by Rich Hillis, Director, San Francisco Planning Department, May 1, 2022.

RESPONSE TO OFFICE OF RACIAL EQUITY EVALUATION

The Office of Racial Equity (ORE) provided evaluations for the City Departments' [Racial Equity Action Plans](#). ORE's evaluation framework is described in full detail in their [Executive Summary](#); it includes four evaluation areas:

- Spirit - Authenticity, transparency, and a willingness to acknowledge racial injustice in the department's area of work and organization.
- Data - Use of qualitative and quantitative information to inform goals and actions. This also includes principles and practices for ensuring high-quality data.
- Roadmap - Operationalization of goals and actions, such as implementation steps, resources, timelines, risk management, and contingencies.
- Transformation - Actions that lean into the department's locus of control to shift power paradigms, drive individual and institutional self-examination, and center humanity.

The San Francisco Planning Department received its evaluation on November 23, 2021 (Appendix A - ORE Phase 1 Evaluation). Where relevant, the evaluation is incorporated into the 2021 Annual Report reflections. The Department's initial response (developed before receiving the Progress Report instructions) to how the Department is addressing or will address ORE's recommendations is below. The Department is working to incorporate the recommendations into our revised Phase 1 Racial & Social Equity Action Plan, which will be made available later this year in a more interactive, online dashboard format for both staff and community members to be able to track progress on actions as well as across outcomes and indicators of success.

The summary below only includes ORE's recommendations for change and accountability. ORE's full evaluation also includes where the Department's Plan is going in the right direction. Those are not included in the summary for brevity. The entire evaluation can be found in Appendix A.

Evaluation Area	ORE Recommendation	Proposed Approach to Address
Spirit	<ul style="list-style-type: none"> The Department would benefit from naming the active ways in which it creates and upholds racism in its work and organization (acknowledging not just legacy/19th century zoning ordinances and policies) 	<ul style="list-style-type: none"> This will be incorporated into the Department's interactive, online version of the Plan when updated later this year, and into Phase 2 where relevant to our external facing work.
Data	<ul style="list-style-type: none"> Further disaggregate data and look at intersectionality (gender, employment type, etc.) to include other aspects (when discussing race-centered approaches for strategies to reduce disparities in the hiring, promotion, and retention of employees of color.) 	<ul style="list-style-type: none"> The Department will investigate where we can disaggregate race and other demographics further for analysis, while maintaining privacy of individuals. The next staff survey was just conducted, and this data will be integrated into the dashboard / interactive version of the Plan on the Department's website.
	<ul style="list-style-type: none"> Analyze qualitative data in more intersectional ways to inform implementation steps 	<ul style="list-style-type: none"> Qualitative data is harder to generalize when it comes from single individuals. However, the Department will undertake this task in the analysis of the current staff survey data being analyzed and any other future qualitative data.
	<ul style="list-style-type: none"> Use data to create metrics and dashboard to measure performance and support decision-making on an ongoing basis 	<ul style="list-style-type: none"> The Department will have an online, interactive dashboard this year with specific targets and metrics included to measure progress toward achieving those targets.

	<ul style="list-style-type: none"> Implementation steps should also note processes to maintain, secure analyze and share quantitative and qualitative data on an ongoing basis 	<ul style="list-style-type: none"> The infrastructure behind the Department's dashboard will be the repository for all the data. This repository and the process to finalize it will help us ensure the processes are clear for future staff for ongoing data collection and analysis.
Roadmap	<ul style="list-style-type: none"> The 10 goals are general - ensure they are measurable and baselined against existing data to assess progress 	<ul style="list-style-type: none"> As part of the development of the Department's dashboard, the Department is setting targets to measure our progress against both baseline data and concrete milestones.
	<ul style="list-style-type: none"> For ongoing and complete actions, include steps to assess whether actions yielded intended results 	<ul style="list-style-type: none"> The Department's interactive dashboard infrastructure and online version of the Plan will help us visualize progress or results as well as include steps and metrics for individual actions.
	<ul style="list-style-type: none"> Describe how information will be shared and validated with staff for implementation purposes, particularly with those most likely to be affected by decisions (for decision-making transparency) 	<ul style="list-style-type: none"> The dashboard will fulfill information sharing as well as all-staff meetings, newsletters and other communications. For validation of key issues, the Department has formed Internal Working Groups with staff across Divisions from different classifications to work on key implementation tasks as well as conducted workshops / brainstorm with teams. Focus groups and targeted surveys are other methods the Department is

		considering, depending on the implementation task.
	<ul style="list-style-type: none"> Prioritize actions 	<ul style="list-style-type: none"> The dashboard will include ability to prioritize and show Department priorities. Generally, the Department has initially prioritized actions that are systemic and help address a larger issue before implementing more discrete next steps that follow from larger systems or policy change.
	<ul style="list-style-type: none"> Clarify who is accountable for final decisions on each action and who can provide support 	<ul style="list-style-type: none"> The Department's interactive dashboard will contain this information – and actual lead for each action as well as supporting staff.
	<ul style="list-style-type: none"> Clarify resources available vs. yet to be secured to ensure staff responsible are equipped with resources and decision-making 	<ul style="list-style-type: none"> The Department's interactive dashboard will contain this information; discussing yet-to-be resourced items will be part of the key Steering Committee and senior management discussions (informed by staff surveys and other staff input).
	<ul style="list-style-type: none"> Consider including steps for identifying potential risks and unexpected issues arising from addressing inequities 	<ul style="list-style-type: none"> The Department's dashboard will include the level of complexity for each action. As part of the back-end infrastructure for the dashboard the Department will work to incorporate a risk assessment aspect.
Transformation	<ul style="list-style-type: none"> Plan should name specific disparities experienced by staff of color and commit to concrete steps to making 	<ul style="list-style-type: none"> The Department is setting key targets that will be reported on the dashboard.

	<p>them “net better off” in the workplace (be more employee-centered and mention race more explicitly)</p>	<p>These will be based on existing data about disparities to center employees and staff of color. Setting specific targets will help us be focused on actions to reduce/eliminate them and make impacted staff “net better off”.</p>
	<ul style="list-style-type: none"> • The Department should reflect on how to shift internal decision-making to repair trust and empower employees of color - “People closest to the pain should be closest to the power, they have the knowledge to address the racial equity challenges” 	<ul style="list-style-type: none"> • Internal Working Groups are a good example of how the Department is practicing with shifting internal decision-making. The Steering Committee, which provides direction to the work and it is comprised of senior managers team and racial equity leads, also regularly includes participation from staff at all levels. The first Steering Committee of 2022 included a discussion of opportunities to implement shifts in internal decision-making. Ideas from that conversation and from further conversations with staff will be implemented this calendar year.

ANNUAL PROGRESS REPORT (2021)

This Progress Report section is organized around the template sections that the Office of Racial Equity provided in late January 2022. Prompts requested responses in the following areas: Goals and Performance Measures, Changes Implemented over the 2021 Calendar Year, and Priority Actions for 2022 calendar year, including opportunities for staff input and decision-making, and how this work will be resourced in 2022. ORE also highlighted that the purpose of the Progress Reports is not only an “at-a-glance” snapshot of departments’ progress and fulfillment of the legislative requirements but

also an opportunity to reflect on challenges, learnings, setbacks and a way of self-examining to complement ORE's evaluation. The Planning Department's reflections are included below. The Progress Report primarily includes highlights, as the development of a dashboard for the Department to track and report on each Plan Action in more detail is underway.

Note that the Department's targets are draft until additional data can be collected to better establish the baseline for each target. The Department will make these targets publicly available on our website once the baseline data is confirmed to avoid providing inconclusive representations of key disparities to be addressed. Thus, the draft key targets are included in this progress report to share the concept with ORE.

1. Hiring and Recruitment

Goals and performance measures

Goal: The Department opens new opportunities for professionals of color to join the Department and fosters the racial and social diversity of the planning field.

Draft Targets:

- 1) Target 60% or greater representation of staff from historically marginalized backgrounds across job classifications consistent with the city's demographics; 30% in senior management by end of fiscal year 2023 and 60% by end of fiscal year 2026 (note: this target is also in goal 4, diverse and equitable leadership). *Current baseline - approximately 40% for planners, middle management, and other professional staff such as IT; 25% in upper management.*
- 2) Target 60% or greater applicants from historically marginalized backgrounds consistent with the city's demographics and close and avoid any drop-off trends as applicants advance in the process (e.g., interviews, offers).

Current baseline TBD – data being analyzed to confirm this target, but recent hires have demonstrated it is possible to meet and exceed this target.

Performance Indicators/Measures to Show Progress on the Targets:

- 1) Demographics of existing staff, across job classifications.
- 2) Demographics of applicant pools - pool is diverse and referred from a variety of sources and with diverse life, education, and professional experiences.

Changes implemented over the 2021 calendar year

- One of the Department's key implementation priorities in 2021 was the development of interim Equitable and Inclusive Hiring and Recruitment Policy and Guidelines (Plan Action 1.1.3). As the City's hiring freeze last summer was relaxed and there were half to a dozen backfill opportunities, the Department's Director asked to make sure all hiring managers had interim equitable hiring and recruitment procedures to follow. Upon completion of the interim document, the Department formed an Internal Working Group, composed of staff across all job classifications and divisions to work with Human Resources to develop the process and work on an updated Equitable and Inclusive Hiring and Recruitment Policy and Guidelines as well as a Retention, Promotions, and Professional Development Standards and Guidelines (Retention and Promotions Standards). The Policy and Guidelines and Retention and Promotion Standards will encompass and include a minimum of 32 other actions (there is some additional cross-referencing under Goal 6) in the Plan. These include the following actions: 1.1.1, 1.1.2, 1.1.3, 1.2.1, 1.2.2, 1.2.3, 1.2.5, 1.2.6, 1.2.7, 1.2.9, 1.3.3, 1.3.5, 1.3.6, 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.4.5, 1.4.6, 1.4.9, 2.3.1, 2.3.2, 2.3.3, 4.1.1, 5.1.1, 5.1.2, 5.1.3, 5.1.4, 5.1.5, 5.2.1, 5.2.2, and 5.3.2.
- In order to develop the Policy and Guidelines and Retention and Promotions Standards, the Department first developed a document outlining best practices on hiring, recruitment, and promotions:
 - Background Materials and Best Practices to Inform Equitable & Inclusive Hiring and Recruitment Policy and Guidelines and Retention and Promotions Standards document
- The Department conducted more targeted outreach for hires to ensure a diverse applicant pool, which has resulted in more diverse applicants.
- As part of implementing the interim Policy and Guidelines and developing the update, the Department also began coordinating our data strategy and tracking data more systematically, including:
 - Visualizing data through our upcoming Action Plan dashboard
 - Tracking demographics of applicant pools, particularly of summer internship applicants as well as key positions that interact with community members, to ensure diversity of candidates before closing the application period to determine if there is a need for more targeted outreach.
 - Tracking demographics of existing staff, across job classifications
- Implemented action 1.3.2 by launching the Young Planners Program, a 2021 summer internship program through the Mayor's Opportunities for All program. We had a total of 17 positions, 15 high school interns, and 2 high school fellows.

- Implemented the next annual staff survey (released in early 2022) which included new questions to address metrics and actions required by ORE. The survey this year also included a question for staff to weigh on what disparities and inequities they would prioritize in 2022 to inform our next set of key priorities.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Analyze the new staff survey data, including input on 2022 key priorities by staff disaggregated by race and other relevant demographics. Include survey results in the new web-based version of the Action Plan and dashboard.
- Define ‘significantly underrepresented’ for job classification groupings so that hiring managers can use this data for proactive recruitment to such populations for vacant positions.
- Finalize and fully implement the updated Equitable and Inclusive Hiring and Recruitment Policy and Guidelines; and update the Plan goal consistent with the document.
- Establish a “community seat” list for community members to participate in the hiring process. This year, the Equity Council is already participating in two Planning Department hires and a community member participated in a third.
- Assess and revisit the minimum qualifications for the planner series to remove certain degree requirements, particularly for the entry and journey level positions.
- Finalize improvements to our Summer Internship program that began when we completed our initial 2019 Action Plan to ensure all staff understand the purpose of the internship program (to avoid issues such as “degree inflation” and using the program to plug work plan gaps), and to attract a diverse pool of candidates and support a diverse potential pipeline of Planning and City government talent. This includes finalizing any new process improvements and training intern mentors in using the updated Equitable and Inclusive Hiring and Recruitment Policy and Guidelines.
- Continue the 2022 SF Young Planners Summer Program.

Department’s Reflections (challenges, learnings, setbacks, etc.)

- A challenge related to all the hiring actions is the hiring and recruitment duration, especially for civil service positions. The department’s updated Equitable and Inclusive Hiring and Recruitment Policy and Guidelines identify steps or requirements within the department’s control that advance equity, transparency and consistency across each hiring and recruitment process. The department expects that with staff use of the Policy and Guidelines, the department will gain efficiencies and save time. However, the hiring and recruitment duration is lengthy, some of which is due to

requirements from the City and memorandum of understandings between the unions and City. These requirements exist for good reasons; however, the requirements may create challenges for persons currently outside of the City to access City employment due to the length of the process, including the number of steps. A key opportunity in 2022, would be to work with ORE and other departments' on how they are implementing their new equitable hiring policies and guidelines, and follow up on conversations with DHR to address issues that cut across all departments.

- Another challenge all departments are facing are the limited resources due to the pandemic and inability to backfill certain positions. This has added additional resource demands on the Department's HR manager. Senior managers will be discussing how to resource the implementation of the Policy and Guidelines as well as other Action Plan needs and assignments the Department's HR manager/team is leading.

2. Retention and Promotion

Goals and performance measures

Goal: The Department becomes a leader in ensuring diverse, inclusive, and equitable retention and promotion practices by addressing systemic barriers; it achieves and maintains a high level of racial and social diversity at all job classification levels. Staff of color are supported to contribute and advance within the Department.

Draft Targets:

- 1) Retention - Determine whether there are disparities in tenure and turnover based on race, ethnicity or other demographics by end of fiscal year 2021-2022. If disparities exist, analyze which factors the department controls that contribute to disparities in attrition and tenure (publish findings and actions to address them) by end of calendar year 2022, and close gap of disparities in tenure and turnover of job classifications, if any, by 50% by end of fiscal year 2022; and achieve the same rate of tenure and turnover average across the City for all job classifications by end of fiscal year 2023. If no disparities exist, improve rates for all groups consistent or above the city average/TBD.

Current baseline TBD but preliminary data shows that turnover may be greatest for Black and Latinx/ae staff. Additional analysis is underway to confirm and understand the reasons.

- 2) Promotion - Determine whether there are disparities in promotional opportunities based on race, ethnicity or other demographics by end of calendar year 2022. If disparities exist, analyze which factors the department controls that contribute to disparities in promotional opportunities (publish findings and actions to address them) by end of fiscal year 2022; Close gap of disparities in promotional opportunities for current employees across groups, if any, by 50% by end of fiscal year 2022; achieve the same rate of promotional opportunities for current employees across groups by the end of fiscal year 2023. If no disparities exist, maintain rates across groups/TBD.

Current baseline TBD - the Department will be analyzing data (preliminary data included in the required data section) on promotional opportunities to determine if any disparities exist.

- 3) Retention- Determine whether there are disparities in job satisfaction based on race, ethnicity or other demographics by end of calendar year 2022. If disparities exist, analyze which factors the department controls that contribute to disparities in attrition and tenure (publish findings and actions to address them) by end of calendar year 2022; Close gap of disparities in job satisfaction between groups of persons, if any, by 50% by end of calendar year 2022; increase job satisfaction so that all groups of persons are within 3% of each other by end of fiscal year 2023 and that no groups of persons decrease in job satisfaction compared to end of fiscal year 2022. If no disparities exist, increase job satisfaction for all groups and maintain at within 3% of each other. (Note: this target is also in goal 5, mobility and professional development).

Current baseline TBD – the Department included this question in the latest staff survey to begin collecting this type of data. Survey analysis is underway.

Performance Indicators/Measures to Show Progress on the Targets:

- 1) Tenure of staff disaggregated by various demographics.
- 2) Demographics of positions that present internal promotional opportunities.
- 3) Staff morale/job satisfaction disaggregated by demographics.

Changes implemented over the 2021 calendar year

- One of the Department's key implementation priorities in 2021 was the development of Retention, Promotions, and Professional Development Standards and Guidelines

document (Plan Action 2.3.1 and 2.3.2). As the City's pandemic hiring freeze was relaxed in summer 2021 and there were a number of backfill opportunities, the Department's Director asked to make sure all hiring managers had interim equitable hiring and recruitment procedures to follow. Upon completion of the Interim document the Department formed an Internal Working Group, composed of staff across all job classifications and divisions to work with Human Resources to develop the process and work on a Retention and Promotion Standards document as well as an updated Equitable and Inclusive Hiring and Recruitment Policy and Guidelines. The Retention and Promotions Standards and Policy and Guidelines documents will encompass and include 32 other actions in the Plan (see above in Goal 1).

- As part of developing the Retention and Promotion Standards document and other actions, the department is also coordinating a data strategy and began tracking data, including:
 - Working to visualize data through the upcoming Action Plan dashboard
 - Began disaggregating tenure of staff by various demographics.
 - Began looking at demographics of positions that have presented internal promotional opportunities.
 - The Department implemented or followed the action items related to DSW (under objective 2.1), consistent with citywide processes.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Analyze which factors the Department controls that contribute to disparities in attrition and tenure and publish findings and actions to address them to close any gap of disparities, if Department identifies this year that disparities do exist. If no disparities exist, the Department would focus on improving rates for all demographic employee groups consistent or above the city average.
- Analyze which factors the Department controls that contribute to disparities in job satisfaction and publish findings and actions to address them to close any gap of disparities, if the Department identifies this year that disparities exist.
- Finalize the Retention and Promotion Standards document, including implementing the actions in the document such as a mentorship program and an assessment system.
- Analyze which factors the Department controls that contribute to disparities in promotions and publish findings and actions to address them to close any gap, if disparities in promotional opportunities exist.

Department's Reflections (challenges, learnings, setbacks, etc.)

- The biggest challenge in the retentions and promotion goal area is the amount of existing data available for a department of our size. For retention, this holds true even after assessing separation data over the last five years for trends and disparities that may exist. For promotions, the department lacked data on various pieces of information that may help inform trends and disparities. Additionally, there was generally not much turnover in civil service positions. As stated in the section for Goal 1, Hiring (above), it might be helpful to work with DHR and ORE on citywide level analysis to help departments refine some actions and shared lessons learned.
- For promotions, a challenge exists in training supervisors throughout the department to be consistent in providing: adequate onboarding for staff new to their jobs, coaching and performance appraisals, and opportunities for additional professional development. The Retention and Promotions Standards will assist in this challenge.

3. Discipline and Separation

Goals and performance measures

Goal: The Department becomes a leader in ensuring fair and equitable discipline and separation practices, where no group is disproportionately experiencing discipline or separation, by cultivating a management culture of equity and inclusion, one that is culturally appropriate and addresses bias in feedback and performance evaluations.

Draft Targets:

- 1) Determine whether there are disparities in discipline and separations based on race, ethnicity or other demographics by first quarter of calendar year 2022. If disparities exist, analyze which factors the department controls that contribute to disparities in disciplines and separation (publish findings and actions to address them) by end of FY22-23; Close gap of disparities in separations and discipline between groups of persons, if any, by 100% by end of calendar year 2022. If no disparities exist, maintain rates consistent across groups.

Baseline – TBD preliminarily data shows that Black and Latinx/ae staff have greater separation rates. Further refinement and analysis is needed to confirm this data point and then, to determine potential reasons.

Performance Indicators/Measures to Show Progress on the Targets:

- 1) Discipline and separation data disaggregated by demographics

Changes implemented over the 2021 calendar year

- The separations and discipline actions will be a priority for the Department this year, improvements to current procedures, per the actions in the Action Plan such as training for Supervisor, will be updated once data analysis is completed this year.
- As part of developing a dashboard, the Department is coordinating a data strategy and began tracking data, including:
 - Visualizing data through the dashboard
 - Disaggregating discipline and separation data for analysis

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Analyze which factors the department controls that contribute to disparities in discipline and separation and publish findings and actions to address them. Preliminarily, data shows that Black and Latinx/a staff have greater turnover (separation) and termination rates. Further refinement and analysis is needed to confirm this data point and to determine reasons. If disparities are confirmed, the priority is to develop and implement strategies to close disparities gaps by 100% by end of calendar year 2022. If no disparities are confirmed, the Department would determine what is working well and develop strategies to maintain rates consistent across groups.
- Launch the next phase of Advanced “Managing for Equity” Training for managers to be able to identify biases, disparities and other issues that may be impacting staff of color and other underrepresented staff.

Department’s Reflections (challenges, learnings, setbacks)

- The biggest challenge in the discipline and separations goal area is that the data set for terminations, discipline and separations is very small. The Department is analyzing data going five years back for separations and terminations to get a better sense of trends and disparities that may exist. Similar to the two goals above, it might be helpful to work with DHR and ORE on any additional citywide level analysis to help inform and refine individual departmental actions.
- The pandemic presented a significant setback for the Department to be able to advance our training goals, Racial Equity and similar trainers saw increased demand for their services. While this is positive news overall, the Department hopes to find available and equity-specific trainers to relaunch training this spring or summer, especially to be able to train supervisors on bias and equitable and compassionate discipline and separation.

4. Diverse and Equitable Leadership

Goals and performance measures

Goal: The Department moves towards a diverse, inclusive, and equitable leadership body and practices. Current leadership team supports opportunities for social and racial diversity in management teams. It embodies a culture of inclusion and belonging that ensures all employees identify as leaders in their jobs. The Planning Department becomes a national leader transforming the planning practice towards community equity.

Draft Target:

- 1) Target 60% or greater representation of staff from historically marginalized backgrounds in senior management - 30% by end of fiscal year 2023 and 60% by end of fiscal year 2026 (Note: this target is also in Goal 1 Hiring and Recruitment).

Baseline – see/same as Hiring and Recruitment Target #1

Performance Indicators/Measures to Show Progress on the Targets:

Demographics of leadership positions

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- One of the Department's key implementation priorities in 2021 was the development of the Equitable and Inclusive Hiring and Recruitment Policy and Guidelines and Retention and Promotion Standards document. The Department formed an Internal Working Group, composed of staff across all job classifications and divisions to work with Human Resources to develop the process and the document.
- In order to develop the Retention and Promotions Standards, the Department first developed a document outlining best practices on hiring, recruitment, and promotions:
 - Background Materials and Best Practices to Inform Equitable & Inclusive Hiring and Recruitment Policy and Guidelines and Retention and Promotion Standards document
- As part of implementing the interim Policy and Guidelines and developing the update, the department also began coordinating our data strategy and tracking data more systematically, including:
 - Visualizing data through our upcoming Action Plan dashboard

- Tracking demographics of applicant pools, particularly of summer internship applicants as well as key positions that interact with community members, to ensure diversity of candidates before closing the application period to determine if there is a need for more targeted outreach.
 - Tracking demographics of existing staff, across job classifications
- Planning Director and Administration Staff hired a consultant to design and implement a program to increase transparency and depth of conversations among senior managers. This program included retreat sessions and individual coaching.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Reinitiating tracking of professional and skills development opportunities accessed by staff and disaggregating information by race and other demographics, particularly for identifying leadership and staff management training taken and who is accessing such training.
- Launching the next phase of Advanced Training for both management teams (mid-level and upper management) as well as identifying training and professional development needs to support underrepresented staff.
- Launching the staff mentorship program (under development).

Department's Reflections (challenges, learnings, setbacks, et.)

- The pandemic presented a significant setback for the Department to be able to advance our training goals, Racial Equity and similar trainers saw increased demand for their services. While this is positive news overall, the Department hopes to find available trainers to relaunch training later this spring or summer.
- Another challenge may be the fact that the City was not immune to the “great resignation” and other pandemic-related challenges. Talented staff left Planning or the city all together over the past year, including senior staff of color that would have been eligible for future leadership and management opportunities. Future opportunities will have to do targeted recruitments.
- Historically, the Planning Department has had very limited mobility at the senior manager level. Senior managers leave the Department primarily at retirement. This limits the opportunities to increase diversity.
- Historically, the planning field has been primarily white, especially at high level positions. Therefore, senior managers need to proactively search for future senior staff of color and nurture within the Department managers of color to have the opportunity to advance to senior manager level when openings occur.

5. Mobility and Professional Development

Goals and performance measures

Goal: All Department staff have opportunities for professional development to be life-long learners. Each staff is supported to access resources according to their needs and goals and to ensure the Department's equity and diversity in leadership.

Draft Targets:

- 1) Determine whether there are disparities in mobility and professional development opportunities based on race, ethnicity or other demographics by end of calendar year 2022. If disparities exist, analyze which factors the department controls that contribute to disparities in this area (publish findings and actions to address them) by end of calendar year 2022; Close gap of disparities, if any, in support, training, opportunities and resources to meet their professional development goals across groups of persons by 100% by the end of calendar year 2022. If no disparities, maintain or increase rates for all groups.

Baseline TBD – The latest staff survey includes a question to help determine if there might be disparities regarding professional development. The Department is also analyzing data related to mobility.

- 2) Retention- Determine whether there are disparities in job satisfaction based on race, ethnicity or other demographics by end of calendar year 2022. If disparities exist, analyze which factors the department controls that contribute to disparities in attrition and tenure (publish findings and actions to address them) by end of calendar year 2022; Close gap of disparities in job satisfaction between groups of persons, if any, by 50% by end of fiscal year 2022-23; increase job satisfaction so that all groups of persons are within 3% of each other by end of fiscal year 2023 and that no groups of persons decrease in job satisfaction compared to end of fiscal year 2022. If no disparities exist, increase job satisfaction for all groups and maintain at within 3% of each other. (note: this target is also in goal 2, retention and promotions).

Baseline TBD – The latest staff survey asks staff about their job satisfaction, the data is being disaggregated across demographics.

Performance Indicators/Measures to Show Progress on the Targets:

- 1) TBD how to measure
- 2) Staff morale/job satisfaction disaggregated by demographics

Changes implemented over the 2021 calendar year

- One of the Department's key implementation priorities in 2021 was the development of Retention and Promotion Standards document (Plan Actions 2.3.1 and 2.3.2). the Department formed an Internal Working Group, composed of staff across all job classifications and divisions to work with Human Resources to develop the process and work on a Retention and Promotion Standards document as well as an updated Equitable and Inclusive Hiring and Recruitment Policy and Guidelines.
- As part of developing the final and implementing the Retention and Promotion Standards document and other actions, the department is also coordinating our data strategy and began tracking data, including:
 - Working to visualize data through our upcoming Action Plan dashboard
 - Began disaggregating tenure of staff by various demographics.
 - Began looking at demographics of positions that present internal promotional opportunities.
- Implemented next annual Staff Survey and began data analysis to disaggregate staff morale/job satisfaction by demographics

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- The HR Manager, along with participation from the Internal Working Group, will finalize, train managers and fully implement the Retention and Promotion Standards.
- Reinitiating tracking of professional and skills development opportunities and disaggregating the data, particularly for leadership and staff management training
- Launching the next phase of Advanced Training and identifying training and professional development needs to support underrepresented staff.
- Launching the staff mentorship program (under development).

Department's Reflections (challenges, learnings, setbacks, etc.)

- The Department's Training Coordinator, who had been tracking attendance to conferences and trainings and supporting staff development work, left in late 2018. There is limited capacity for another staff to continue to update the systems the coordinator developed. In the coming year, the Department will assess if there is a technological tool to help us track and therefore better target professional development opportunities.

- Similar to the prior goal, the pandemic presented a significant setback for the Department to be able to advance our training goals. Racial Equity and similar trainers saw increased demand for their services. In particular, a Department priority is Advanced “Managing for Equity” Training for managers to be able to fully support staff in their mobility and professional development goals, and to identify biases, disparities and other issues that may be impacting staff of color and other underrepresented staff.

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

Goal: All Planning Department staff develop a strong understanding of racial and social equity and engage in a culture of inclusion as Department values. Each staff develops competencies and identifies opportunities to advance racial and social equity from their unique role within the Department. The Planning Department nurtures an identity centered on inclusion and belonging across positions, class and race.

Draft Targets:

- 1) Achieve greater than 80% satisfaction among staff and communities the department interacts with across all groups of persons (e.g., safety, representation, belonging and communications).

Baseline TBD – the Department is developing a Community Engagement & Communications Strategy and, as part of it, refining tools and templates to be able to track and monitor these targets and metrics.

- 2) Achieve 100% staff understanding and support of racial and social equity best practices by end of calendar year 2022.

Baseline 90% - based on the staff survey this has consistently increased. It was 65% in 2017, 90% in 2019. Analysis for the current survey is underway.

- 3) Equity Plan is supported by managers and Commissions, measured by adoption of Phase 2 by end of 2023 (ORE-confirmation pending) and implementation status of both Phases at 100% complete or significantly underway by end of FY23-24.

Baseline TBD – Phase 1 Plan adopted; implementation status tracking is being established.

Performance Indicators/Measures to Show Progress on the Targets:

- 1) Staff morale/job satisfaction disaggregated by demographics + community satisfaction with Department interactions and events.
- 2) Staff survey and event feedback forms; budget equity performance measures about engagement
- 3) Implementation dashboard will help track this

Changes implemented over the 2021 calendar year

- The Department's Racial Equity leads have regularly reported Action Plan updates to Commissions and staff (action 6.1.4) through once a year hearings, as well as all-staff updates and a newsletter.
- Developed and issued the next annual staff survey in 2021 (issued in 2022 so analysis is underway)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Implementing Action 6.1.1 - Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.
- Implementing advanced management training (Action 6.1.10)
- Begin planning for implementation of Action 6.1.5 - Support and provide spaces for affinity groups and Employee Resource Groups, prioritizing historically marginalized peoples.
- Developing program (PAWS) to support staff learning and engaging with various communities, especially communities of color through staff participation in community events.

Department's Reflections (challenges, learnings, setbacks, etc.)

- Similar to the prior goal, the pandemic presented a significant setback for the Department to be able to advance our training goals, Racial Equity and similar trainers saw increased demand for their services. In particular, a Department's priority is Advanced "Managing for Equity" Training for managers to be able to fully support staff in their mobility and professional development goals, to help managers better identify their biases, to implement management equity strategies with their

teams, to identify disparities and other issues that may be impacting staff of color and other underrepresented staff.

- While staff across the board embrace the Belonging and Inclusion goals, practices are difficult and cultural change is taking time. Conversations and presentations about race and social inequities creates discomfort among some staff and could lead to pockets of isolation. The Director and Racial Equity leads are constantly addressing this challenge.

7. Boards and Commissions

Goals and performance measures

Goal: The Planning Commission and Historic Preservation Commission ensure collaboration with the communities that are shaped by the Commissions' decisions, particularly from historically underrepresented groups. Guided by their Equity Resolutions, they are racially and socially equitable and inclusive in their decision-making process and ensure equity is prioritized in all decisions.

Key Draft Targets against which we will measure performance:

- 1) Recommend to Board and Mayor to appoint Commissions that reflect the City's demographics, taking into account the earlier displacement and magnitude of disparities faced by certain groups such as the American Indian and Black community; and recommend to Commissioners to have diverse representation of Commission officers.

Baseline data as of April 2022 is below

Commissioners (Planning Commissioner and Historic Preservation Commissioners)

Race/Ethnicity		
Asian	2	15.38%
Black	1	7.69%
Filipino	1	7.69%
White	9	69.23%
Total	13	100.00%

Gender		
Female	8	61.54%
Male	5	38.46%
Total	13	100.00%

- 2) Determine whether there are disparities in who participates and is represented in our engagement and outreach practices by end of fiscal year 22-23. If disparities exist, analyze which factors the Department controls that contribute to disparities in representation and publish findings and actions to address them by end of calendar year 2023, and increase opportunities for people from historically marginalized backgrounds to attend commissions hearings for key items that impact their communities

Baseline - TBD

Performance Indicators/Measures to Show Progress on the Targets:

- 1) Commission and officers demographics.
- 2) TBD on the best indicator for second target.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- Updated the Rules and Regulations procedures to incorporate language and consistency with the Action Plan (7.1.1).
- As part of developing the final and implementing the Retention and Promotion Standards document, the department is also coordinating our data strategy and began tracking data, including:
 - Commissions and Officers demographics
 - Began discussing data collection for outreach for community meetings

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Developing a Racial & Social Equity Assessment Tool for Commissioners.
- Incorporating the Land Acknowledgement consistently at Commissions hearings.
- Continuing to agendize regular, racial equity related items.
- Update the Commissioners' orientation and materials with mentorship ideas.

Department's Reflections (challenges, learnings, setbacks, etc.)

- The initial challenge the Department has identified for this goal is the difficulty in tracking and determining who participates and is represented in our engagement efforts, and how to increase opportunities for people from historically marginalized backgrounds to attend commissions hearings for key items that impact their communities. This will be part of the main focus of the Phase 2 efforts.

8. Resource Allocation

Goals and performance measures

Goal: The Planning Department allocates resources that center racial and social equity. The Planning Department will incorporate public input into the budgeting process, focusing on input from communities of color and other marginalized communities.

Key Draft Targets against which we will measure performance:

- 1) The Planning Department's budgets 50% of its programs, projects and positions and 75% of its contracts to issue areas and for populations that center racial and social equity by fiscal year 2024-2025.

Baseline – according to the equity budget tool process approximately one-third of all work programs and 64 percent of contracts are allocated to advance racial and social equity in fiscal year 2021-2022. However, for FY22-23 the tool has been updated to make the criteria to identify which work program advance equity clearer and this baseline will be revised. For FY22-23, 42 percent of contracts and 20 percent of work programs were identified as centering racial and social equity. Note that the Department may also need nuance to account for regulatory review efficiency of issue areas and populations such as through budget equity performance measures.

- 2) The Planning Department implements resources 100% consistent with the budget.

Baseline - TBD

Performance Indicators/Measures to Show Progress on the Targets:

- 1) Budget equity assessment tool and performance measure reporting.
- 2) Annual budget reporting.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

- The Planning Department finished development and fully applied a Racial & Social Equity Budget tool to the budget submitted to the Mayor's Office this winter.
- The department included a significant budget ask/proposal in the budget to support ongoing/upcoming community engagement efforts in Equity communities.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- Refine the budget equity tool and fully transition its management to the Finance team from the Racial & Social Equity Plan Team
- Build a proposal to incorporate opportunities for staff of all levels to learn about and provide input on the budget and collectively apply the budget equity tool.
- Program the requested budget ask, with input from the Departments' Community Equity Council, to support community engagement.

Department's Reflections (challenges, learnings, setbacks, etc.)

- Resources contracted for all departments during the pandemic, the Department is working on this challenge (how to prioritize advancing our equity work, Action 8.1.3, as well as meet our mandated/fee-for-service work) through the budget process.

9. Procurement and Consultants

Goals and performance measures

Goal: Racial and social equity are embodied as values in the Department's request for proposals (RFPs), project scopes, consultant selection criteria and process, and in professional services contracting. Since the Department aims to mirror the diversity and demographics of the City we serve, and also demonstrate cultural competence in our work, we should strive for our consultants to do the same. The Department will embody racial and social equity through the procurement and contracting process.

Key Draft Targets against which we will measure performance:

- 1) Target certain percentage (TBD) of LBE (local business enterprises) respondents to department on-call consultant pools or department contracting process and avoid drop-off trends as respondents advance to be offered contract.

Baseline - TBD

- 2) Target 100% of consultants that are on department on-call consultant pools and/or have a contract with the department to have an equity plan by fiscal year 2024-2025.

Baseline - TBD

Performance Indicators/Measures to Show Progress on the Targets:

- 1) TBD
- 2) TBD

Changes implemented over the 2021 calendar year

- The Department began including our Racial & Social Equity vision statement and goals in Request for Proposals (RFP) that have gone out, and increased outreach to smaller firms and non-profits for some of the work. This work will be standardized and continued this year.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- It is the Departments' priority to implement all of the Actions related to Consultant and Procurement Equity, to address institutional and structural challenges that prevent contracting and procurement to be more accessible to small businesses and organizations. Each of the objectives in the Plan below, have associated actions the Department will prioritize:
 - Objective 9.1 Extend outreach to more Local Business Enterprises (LBEs), including Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Other Business Enterprises (OBEs).
 - Objective 9.2 Develop internal infrastructure, procurement language, and outreach approaches that take into consideration diversity and cultural competence.
 - Objective 9.3 Provide a broader array of opportunities for MBEs, LBEs, WBEs, and OBE, to work with the Department.

Department's Reflections (challenges, learnings, setbacks, etc.)

- Since contracting involves many departments (City Attorney's Office, Office of Contracts Administration, Contracts Monitoring Division, etc.) it will be critical to continue to coordinate across City agencies on how to advance contracting equity.
- The Department is assessing how new contracting rules that went into effect in summer 2021 affect the ability to contract with smaller firms (LBEs) and community organizations.
- Small community organizations have substantial challenges working with the Planning Department given the length of the contract process.

10. Department Functions

Goals and performance measures

Goal: Ensure the Department's core functions and services (programs, policies, services and activities) advance racial and social equity. Develop division and function-specific goals, tools, and assessments to align the mission of the Department with greater racial and social equity outcomes as part of Phase 2.

Key Draft Targets against which we will measure performance:

- 1) TBD/Draft - Develop a RSE Phase 2 with clear targets and performance metrics for accountability by the end of calendar year 2023.

Performance Indicators/Measures to Show Progress on the Targets:

- 1) TBD

Changes implemented over the 2021 calendar year

- This is a catch all goal we developed as part of our 2019 Plan to acknowledge our core mission/services to the public and next steps to develop a Phase 2 Plan. We will likely eliminate this goal from the updated version of the Plan.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

- See note above – work on Phase 2 will commence late in 2022 and include internal work sessions. This goal will be replaced with a more meaningful and substantive Phase 2 document.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)

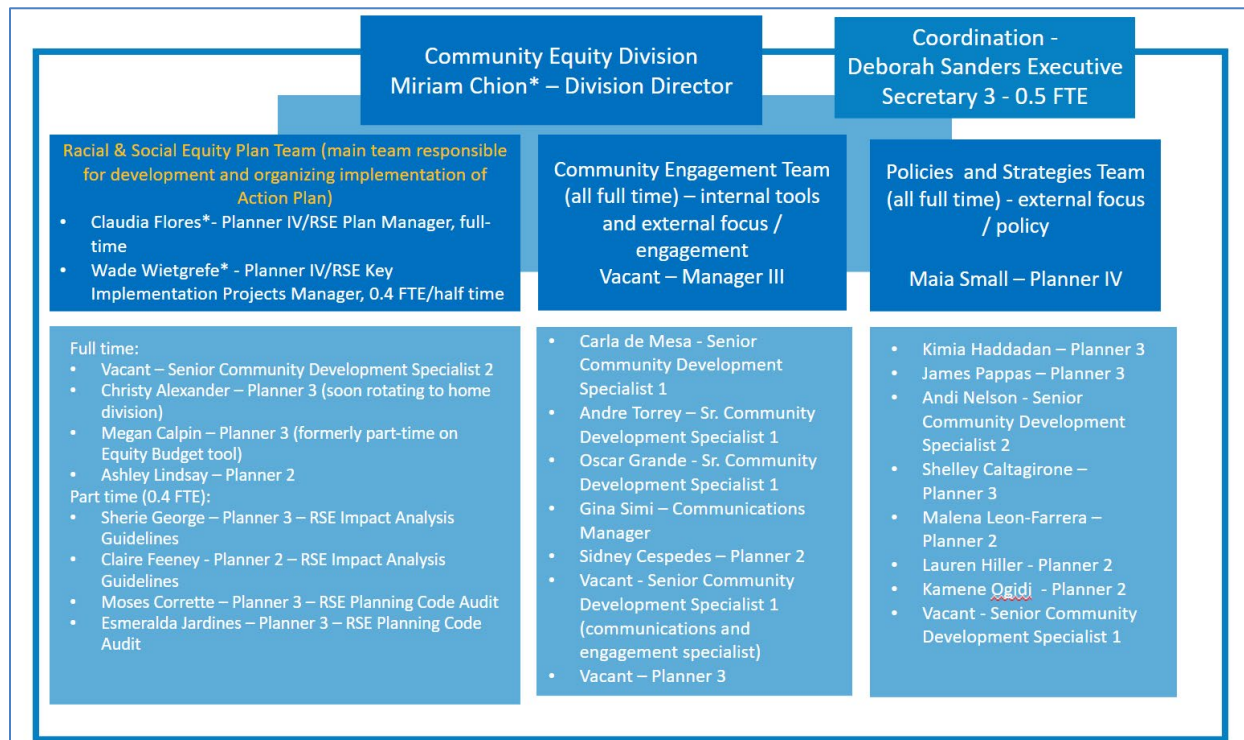
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*

The Department created the Community Equity (CE) Division as an interim division towards the end of calendar year 2020, to institutionalize, formalize and line up additional resources for our equity work. The CE Division is charged with centering the Planning Department's work on racial and social equity, according to the Planning and Historic Preservation Commissions' equity resolutions from June 2020. This division is responsible for strengthening community trust, supporting all other divisions to address equity across tasks, and prioritizing investments in American Indian, Black, and other communities of color and low-income communities.

The Community Equity Division is organized in three teams: (1) The Racial & Social Equity Plan Team guides the Department's organization and work to effectively address racial and social equity; (2) Community Engagement Team brings community voices to our planning work and decisions; and (3) Policies and Strategies Team delivers specific proposals to recognize the value and expand the resources of American Indian, Black, and other communities of color and low-income communities. These three teams provide a path informed by community dialogues that shape planning actions. This Division is supported by a Community Equity Advisory Council created in collaboration with the Office of Racial Equity and the Office of Economic and Workforce Development.

Racial and social equity is a dimension of our planning work across divisions; it is not a separate program. In response to the equity resolutions, the Community Equity Division brings a focused effort to elevate equity in the Planning Department for a period of five years. After equity is more fully integrated across all divisions, the Community Equity Division will be dissolved. This departmentwide effort is reflected in the composition of the Community Equity Division, which includes staff that belong to various divisions. While most of the staff were originally in the Citywide/Long-Range Planning Division, two managers come from Current and Environmental Planning and about seven staff (full and part-time) come from Current and Environmental Planning. Staff from the other divisions have joined the Community Equity Division for a period that can range from 6 to 18 months, depending on their tasks. These rotational opportunities will support a substantial integration of equity across the Department. In the last year, the division added about five new staff to the team for a total of 20 FTE, including a Community Engagement Manager position with strong community engagement experience in and with communities of color and low-income communities.

The full Department organizational chart is included further below. The graphic below, is the chart for the new, interim Community Equity Division (with Racial Equity Leaders identified with an asterisk). The chart identifies the full and part-time employees. Note that the left-hand column is the Racial & Social Equity Action Plan Team (of the three teams described above). An additional Appendix (C), includes other staff who are involved in certain key implementation actions from the Plan but are not situated within the Community Equity Division.



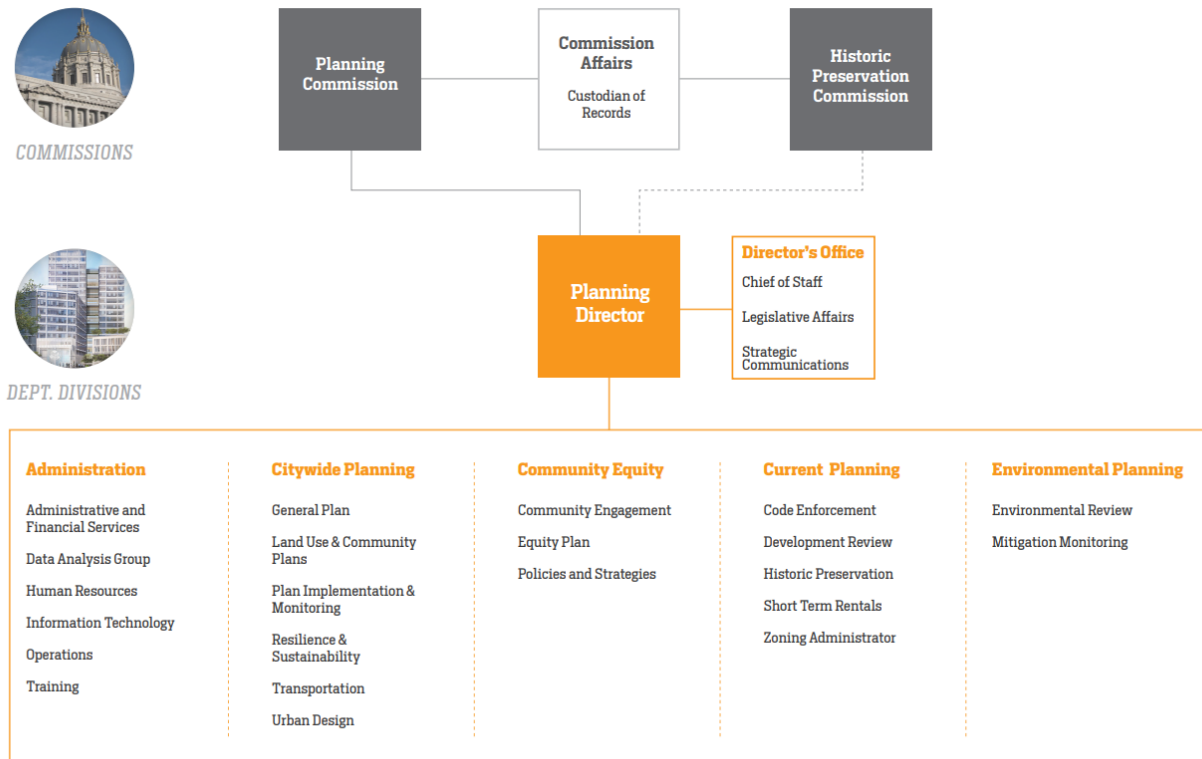
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*

An additional Appendix (C), requested by the Mayor's Office of Public Policy and Finance in February 2022, also includes other staff who are involved in implementation of certain key actions from the Plan but are not situated within the Community Equity Division and may or may not have had their responsibilities reduced.

The chart below is a high-level diagram of the Department's Organizational Chart.

Organizational Chart

SAN FRANCISCO PLANNING DEPARTMENT / FISCAL YEAR 2021-2022



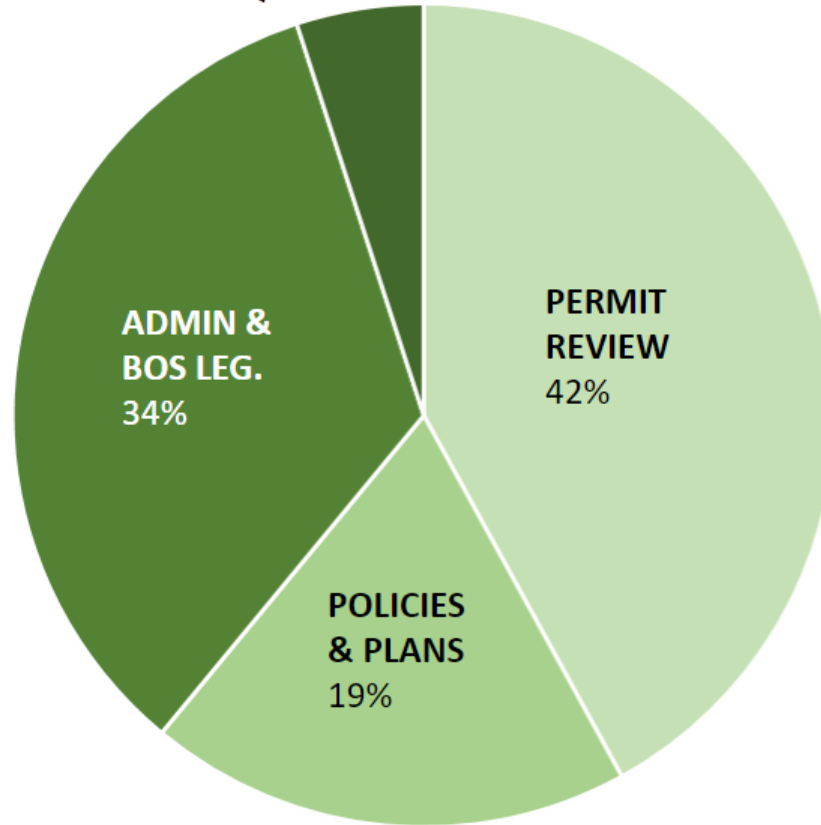
To provide a different perspective, the chart below represents the work programs' resource allocation by types of work (roughly corresponding to divisions in the Department but similar types of work are grouped) in terms of salary and benefits:

1. Permit Review
2. Plans and Policies
3. Administrative and Board Legislation
4. Community Equity

This snapshot does not mean that the other divisions do not implement racial and social equity work in their day-to-day work or through implementation of the Action Plan. It only provides a perspective of the interim division created to further elevate and resource the Department's racial and social equity work.

**FISCAL YEAR 2021-2022 EXPENDITURE
BY WORK PROGRAM \$51 MILLION**

COMMUNITY EQUITY 5%



What changes, if any, do you plan for 2022?

- As far as staffing, the Department is not planning any changes for 2022 other than filling some vacant positions, budget permitting, as well as rotating any staff out of the Racial & Social Equity Plan team at the completion of their rotation and rotating new staff to support 2022 implementation tasks.
- The table below highlights contracts proposed/budgeted for FY22-23, with items that highlight the proposed resource ask for the Racial & Social Equity Action Plan work. This is an increase from \$50,000 budgeted the last two fiscal years.

Major Contracts	FY22-23
Housing Element EIR	\$470,000
Community Engagement	\$600,000
General Plan Outreach	\$375,000

Transportation element environmental review	\$300,000
Housing & Economic Analysis	\$200,000
Race & Social Equity Action Plan	\$200,000
Historic Preservation Survey Technology	\$118,000
TOTAL	\$1,663,000

- *Consultants/vendors (including firm name and contract number, if applicable)*

The Department has a Master Agreement with a consultant from an outreach and engagement pool the Department created in 2021. The Department is in the process of trying to complete a contract with a smaller consultant. These are:

- Gensler – Task Order with Gensler under the Master Agreement to conduct a Racial & Social Equity Audit of our Planning Code and support the development of Equity Impact Analysis Guidelines for our regulatory review work (Phase 2 related Actions). Contract ID # 1000022070.
- Thrivance Group – An RFP was issued in late 2020 seeking consultant support for strategic planning for both Phase 1 and Phase 2 of our work. This contract has not been executed yet due to contracting challenges.

Required Additional Information and Data

Racial Equity Action Plan

The current version of the department's Action Plan is the same file the Department submitted to ORE in December 2021:

https://sfplanning.org/sites/default/files/documents/equity/RSEAP_Phase1_Draft-Dec2020.pdf

A new version is still under development as an interactive web-based dashboard and will be available later this calendar year.

Baseline Data for Phase 1

The following data are provided as baseline data sources for the following goals:

- Goal 1. Hiring and Recruitment
- Goal 2. Retention and Promotion
- Goal 3. Discipline and Separation
- Goal 4. Diverse and Equitable Leadership
- Goal 7. Boards and Commissions

Planning Department FY21-22 Demographics

Race/Ethnicity		
American Indian/Alaskan Native	1	0.47%
Asian	42	19.81%
Black	11	5.19%
Filipino	14	6.60%
Hispanic	18	8.49%
Multiracial	2	0.94%
White	124	58.49%
Total	212	100.00%

Gender		
F	121	57.08%
M	91	42.92%
Total	212	100.00%

Senior Managers (0931, 0941, 0953, 0964)

Race/Ethnicity		
Asian	1	12.50%
Hispanic	2	25.00%
White	5	62.50%
Total	8	100.00%

Gender		
F	4	50.00%
M	4	50.00%
Total	8	100.00%

Other Managers (0923, 0931, 1043, 1244, 1825, 1827, 5283, 5293, 5299, 5502, 9251, 9252)

Race/Ethnicity		
American Indian/Alaskan Native	1	2.50%
Asian	8	20.00%
Filipino	3	7.50%
Hispanic	4	10.00%
White	24	60.00%
Total	40	100.00%

Gender		
F	22	55.00%
M	18	45.00%
Total	40	100.00%

Planner I (5277)

Race/Ethnicity		
Asian	2	18.18%
Filipino	1	9.09%
Hispanic	1	9.09%
Multiracial	1	9.09%
White	6	54.55%
Total	11	100.00%

Gender		
F	4	36.36%
M	7	63.64%
Total	11	100.00%

Planner II and Sr. Community Development Specialists 1 (5278, 9974)

Race/Ethnicity		
Asian	4	15.38%
Black	4	15.38%
Filipino	1	3.85%
Hispanic	4	15.38%
Multiracial	1	3.85%
White	12	46.15%
Total	26	100.00%

Gender		
F	16	61.54%
M	10	38.46%
Total	26	100.00%

Planner III and Senior Community Development Specialists 2 (5291, 5289, 5298, 9775)

Race/Ethnicity		
Asian	12	15.58%
Black	1	1.30%
Filipino	1	1.30%
Hispanic	6	7.79%
White	57	74.03%
Total	77	100.00%

Gender		
F	47	61.04%
M	30	38.96%
Total	77	100.00%

Analysts (1052, 1053, 1054, 1091, 1094, 1657, 1823, 1824, 9974)

Race/Ethnicity		
Asian	4	23.53%
Filipino	1	5.88%
Hispanic	1	5.88%
White	11	64.71%
Total	17	100.00%

Gender		
F	5	29.41%
M	12	70.59%
Total	17	100.00%

Support Staff (1222, 1406, 1450, 1452, 1454, 1634, 1842, 5275)

Race/Ethnicity		
Asian	9	45.00%
Black	5	25.00%
Filipino	6	30.00%
Total	20	100.00%

Gender		
F	15	75.00%
M	5	25.00%
Total	20	100.00%

Average pay by race and ethnicity (through 4/7/22)

Planning Department FY21-22 Demographics/Average Salary Data

Senior Managers (0931, 0941, 0953, 0964)

Race/Ethnicity	Avg Hrly Rate
Asian	\$84.7500
Hispanic	\$102.5375
White	\$110.82

Gender	Avg Hrly Rate
F	\$99.87
M	\$107.33

Other Managers (0923, 0931, 1043, 1244, 1825, 1827, 5283, 5293, 5299, 5502, 9251, 9252)

Race/Ethnicity	Avg Hrly Rate
American Indian/Alaskan Native	\$84.20
Asian	\$74.71
Filipino	\$76.21
Hispanic	\$73.47
White	\$77.62

Gender	Avg Hrly Rate
F	\$75.15
M	\$78.56

Planner I (5277)

Race/Ethnicity	Avg Hrly Rate
Asian	\$40.24
Filipino	\$40.21
Hispanic	\$38.26
Multiracial	\$38.26
White	\$39.35

Gender	Avg Hrly Rate
F	\$39.79
M	\$39.17

Planner II and Sr. Community Development Specialists 1 (5278, 9974)

Race/Ethnicity	Avg Hrly Rate
Asian	\$54.10
Black	\$53.58
Filipino	\$55.06
Hispanic	\$53.52
Multiracial	\$44.31
White	\$50.41

Gender	Avg Hrly Rate
F	\$51.35
M	\$52.66

Planner III and Senior Community Development Specialists 2 (5291, 5289, 5298, 9775)

Race/Ethnicity	Avg Hrly Rate
Asian	\$62.17
Black	\$63.91
Filipino	\$63.91
Hispanic	\$62.41
White	\$63.28

Gender	Avg Hrly Rate
F	\$62.88
M	\$63.35

Analysts (1052, 1053, 1054, 1091, 1094, 1657, 1823, 1824, 9974)

Race/Ethnicity	Avg Hrly Rate
Asian	\$59.95
Filipino	\$65.14
Hispanic	\$61.29
White	\$65.11

Gender	Avg Hrly Rate
F	\$68.55
M	\$61.64

Support Staff (1222, 1406, 1450, 1452, 1454, 1634, 1842, 5275)

Race/Ethnicity	Avg Hrly Rate
Asian	\$39.31
Black	\$40.76
Filipino	\$38.72
White	\$64.49

Gender	Avg Hrly Rate
F	\$42.24
M	\$35.70

The following data are provided for reference in relation to the Phase 1 Goal Draft Targets and Performance Indicators. Respective data sets are listed below the associated goal.

Goal 1. Hiring and Recruitment

Baseline race and ethnicity and gender by new hires (through 4/7/22)

Planning Department New Hires FY21-22 (through 4/7/22) Demographics Data

Race/Ethnicity	
Asian	1
Black	1
Hispanic	3
White	7
Total	12

Gender	
F	7
M	5
Total	12

Planning Department New Hires FY20-21 Demographics Data

Race/Ethnicity	
Asian	2
Black	2
Hispanic	1
White	7
Total	12

Gender	
F	7
M	5
Total	12

Planning Department New Hires FY19-20 Demographics Data

Race/Ethnicity	
Asian	7
Filipino	5
Hispanic	4
White	19
Total	35

Gender	
F	22
M	13
Total	35

Goal 2. Retention and Promotion

Baseline race and ethnicity and gender by promotions (through 4/7/22)

Planning Department Promotions FY21-22 Demographics Data

Race/Ethnicity		Gender	
Asian	9	F	17
Filipino	1	M	6
Hispanic	3	Total	23
Multiracial	1		
White	9		
Total	23		

Planning Department Promotions FY20-21 Demographics Data

Race/Ethnicity		Gender	
Asian	2	F	5
Black	2	M	5
Filipino	1	Total	10
Hispanic	2		
White	3		
Total	10		

Planning Department Promotions FY19-20 Demographics Data

Race/Ethnicity		Gender	
Asian	8	F	19
Black	1	M	4
Filipino	4	Total	23
Hispanic	1		
Multiracial	1		
White	8		
Total	23		

Goal 3. Discipline and Separation

Baseline race and ethnicity and gender by separations (2016 - 2021)

Note that this data needs further analysis by type of separation to determine key takeaways before publishing. The Department will be undertaking that analysis this year for the development of the dashboard and will include in the dashboard once complete.

Goal 4. Diverse and Equitable Leadership

Baseline race and ethnicity and gender by senior management (through 4/7/22)

Senior Managers (0931, 0941, 0953, 0964)

Race/Ethnicity		
Asian	1	12.50%
Hispanic	2	25.00%
White	5	62.50%
Total	8	100.00%

Gender		
F	4	50.00%
M	4	50.00%
Total	8	100.00%

Goal 7. Boards and Commissions

Baseline race and ethnicity and gender of Commissioners (through 4/7/22)

Commissioners (Planning Commissioner and Historic Preservation Commissioners)

Race/Ethnicity		
Asian	2	15.38%
Black	1	7.69%
Filipino	1	7.69%
White	9	69.23%
Total	13	100.00%

Gender		
Female	8	61.54%
Male	5	38.46%
Total	13	100.00%